



FINANCE FORUM

2009

Driving Performance in Turbulent Times

IBM Cognos Software

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Global FPM Solutions Executive



Information Management

Cognos.
software

Today's Objectives

- Discuss the role of Financial Performance Management in turbulent times
- Review effective actions for improving your performance
- Learn about the value of the IBM Cognos solutions





A Challenging Economic Climate

**I. Demand is in a Dramatic
(and Uncertain) Decline**

**II. Companies Facing Constraints on
Credit and Capital**

**III. Industry Structure Can Change
Significantly in Crisis**



A Challenging Economic Climate

Industry Structure Can Change Significantly in Crisis



2009 – A Year of Challenge & Opportunity

“ ... new leaders emerge who win not by surviving the storm, but by changing the game. Changing the game requires process transformation that infuses intelligence into our decision-making and management systems ... ”

Sam Palmisano,
IBM CEO, on Smarter Planet...



*Driving **Smarter Decisions** for better business outcomes*

- Manage risk
- Cut costs
- Improve profits
- Drive Cash Flow

*Through the strategic application of **Business Intelligence and Performance Management** Software on an Enterprise Scale*

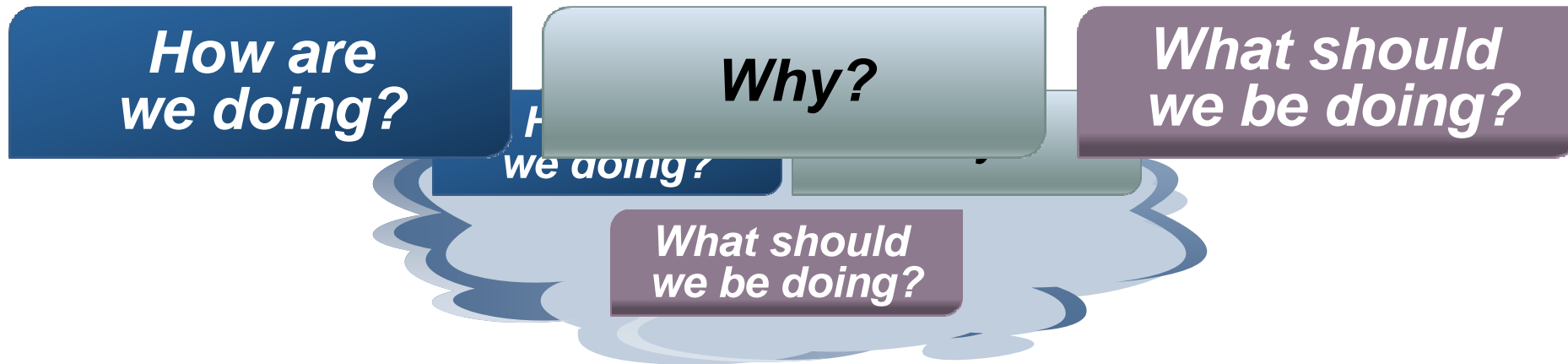
Three Questions that Drive Performance

*How are
we doing?*

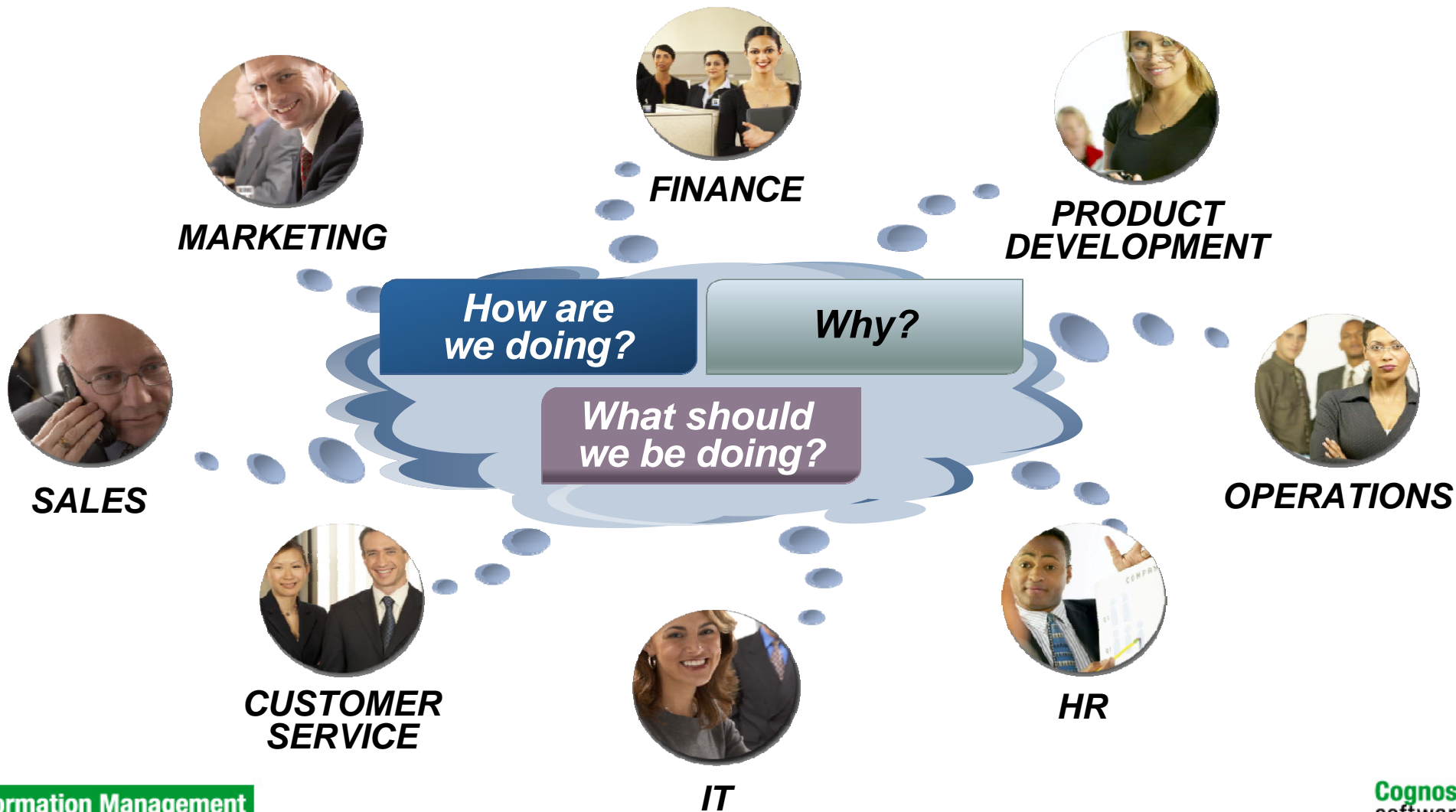
Why?

*What should
we be doing?*

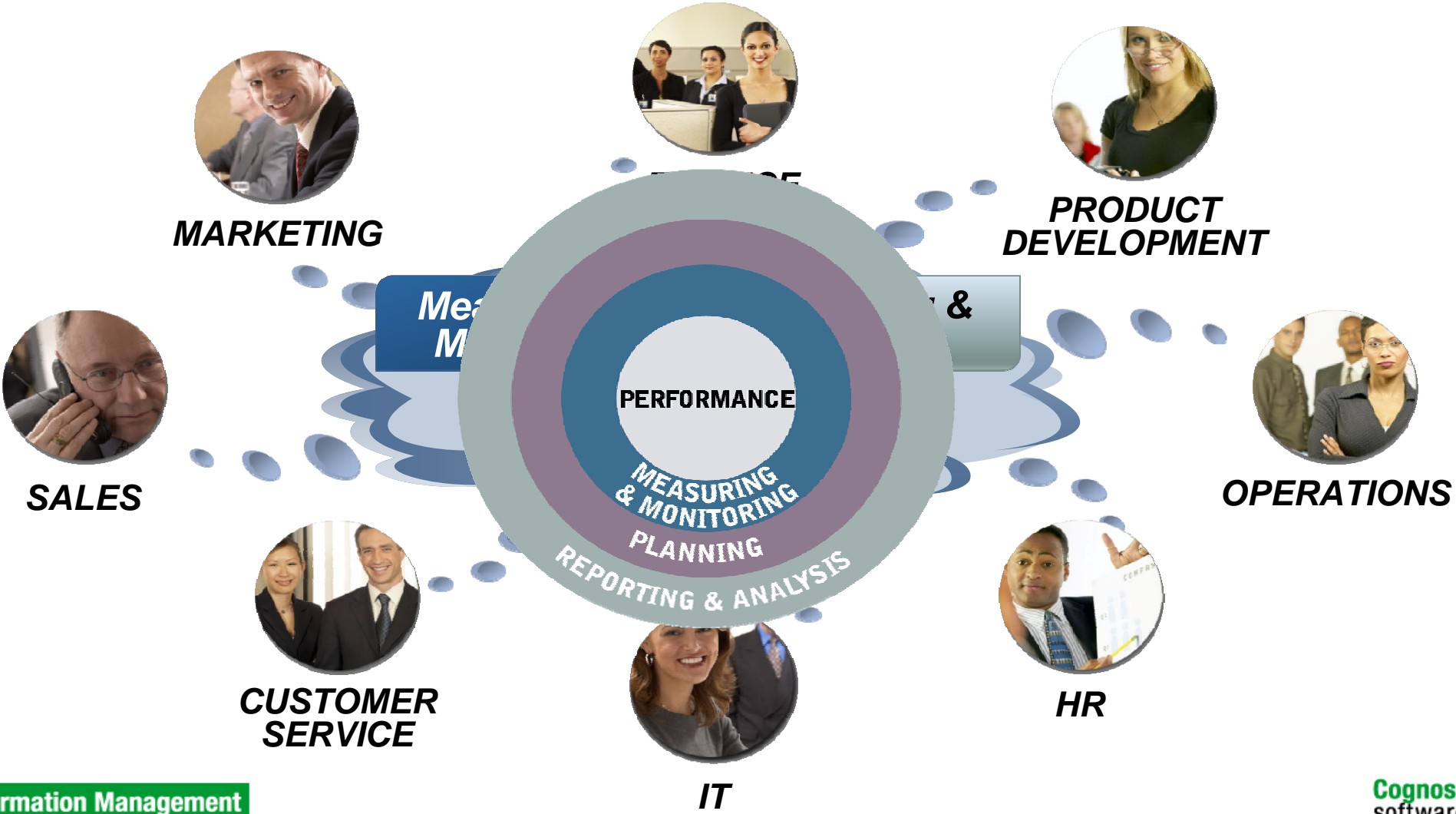
Three Questions that Drive Performance



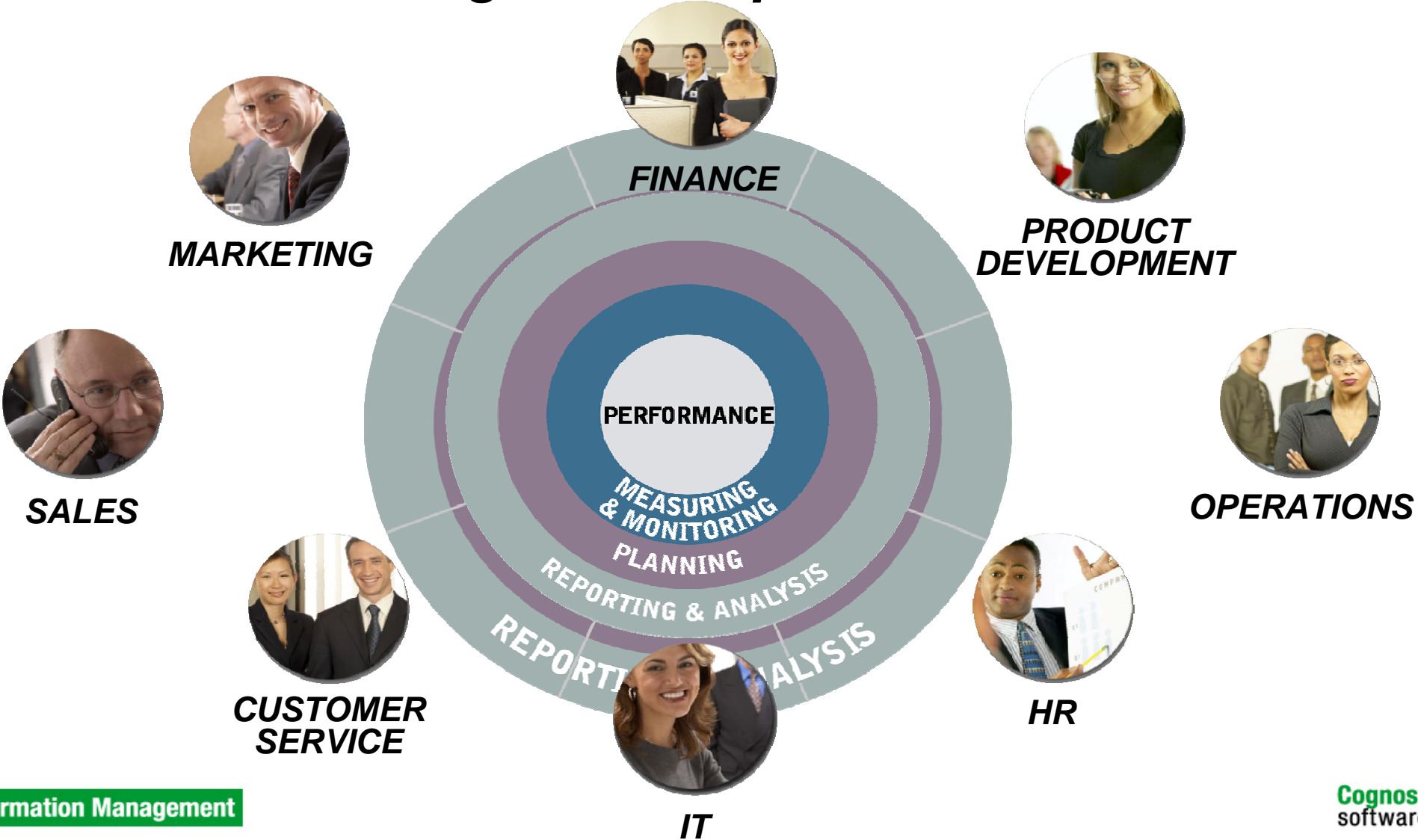
Three Questions that Drive Performance



Performance Management Capabilities



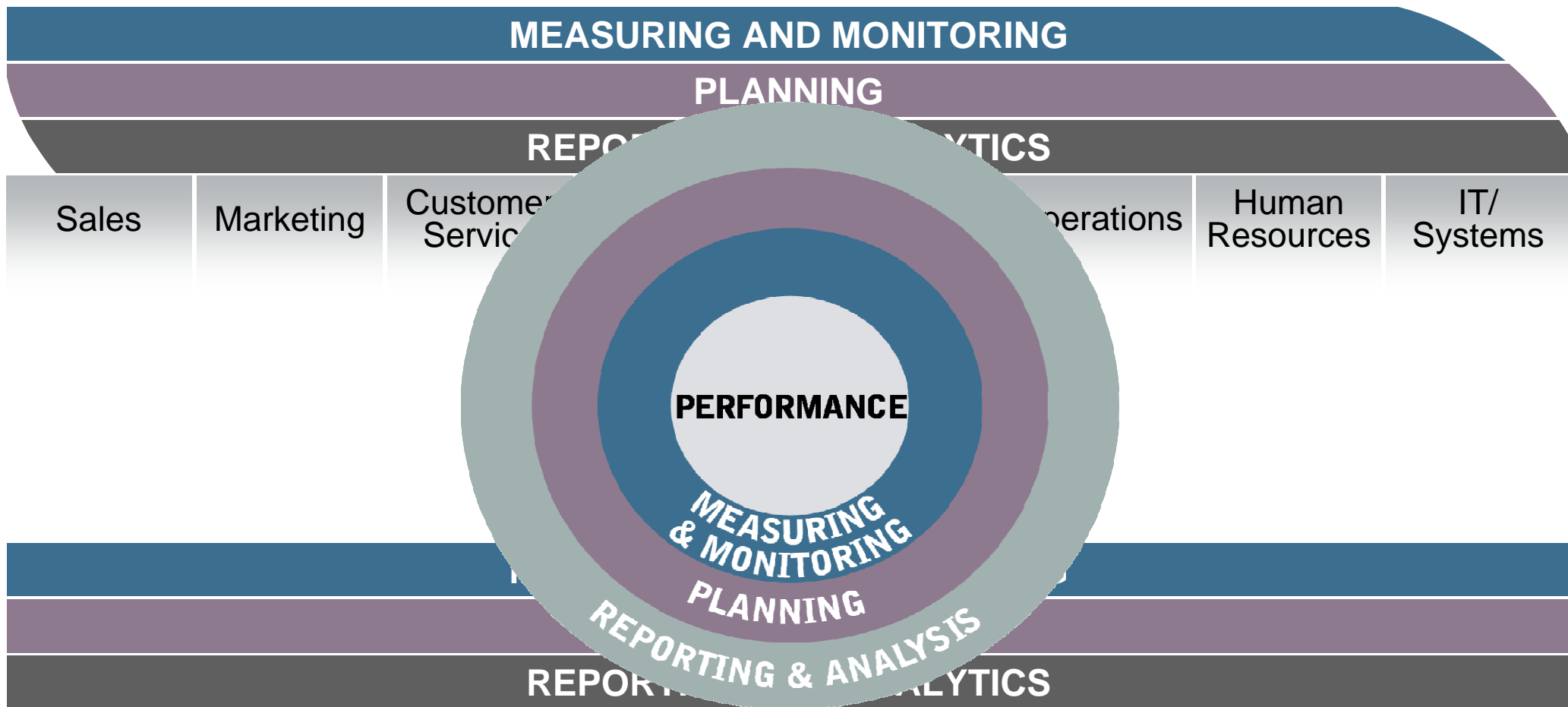
Performance Management Capabilities



Information Management

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Forward Thinking Companies are Acting Fast



Simple, Strong, and Standard Processes

MEASURING AND MONITORING

PLANNING

REPORTING AND ANALYTICS

Sales	Marketing	Customer Service	Finance	Product Development	Operations	Human Resources	IT/ Systems
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FINANCE ACTIONS:
 Simplify and eliminate
 redundancy; drive dynamic,
 sustainable FPM practices

Dynamic

Deeper Insight Unlocks New Value

MEASURING AND MONITORING

PLANNING

REPORTING AND ANALYTICS

Sales	Marketing	Customer Service	Finance	Product Development	Operations	Human Resources	IT/ Systems
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CUSTOMER ACTIONS:
 Protect Profitable Customers
 & Manage the Unprofitable Ones

PRODUCT ACTIONS:
 Eliminate Unprofitable
 Products & Non-value
 Added Activities

SUPPLIER ACTIONS:
 Leverage Your Best
 Suppliers and Manage
 Supply Risk

FINANCE ACTIONS:
 Simplify and eliminate
 redundancy; drive dynamic,
 sustainable FPM practices

Intelligent

Linking Operations and Finance

MEASURING AND MONITORING

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FINANCE ACTIONS:
 Simplify and eliminate redundancy; drive dynamic sustainable FPM practices



FRONT-OFFICE ACTIONS:
 Improve Sales Forecasting, Manage Pipeline Risk, and Improve Working Capital

WORKFORCE ACTIONS:
 Retain the best, retrain or eliminate the rest

IT ACTIONS:
 Eliminate redundant projects; Focus on Quick payback

Forward Thinking Companies are Acting Fast

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Simple, Strong, and Standard Processes



Audit



Tax & Treasury



Risk



Controller



Planning



CIO



Financial Analysts



FPA Team

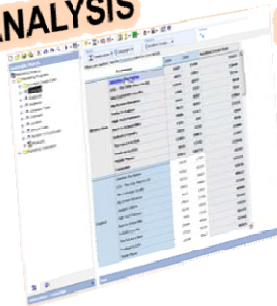
REPORTING



DASHBOARDING



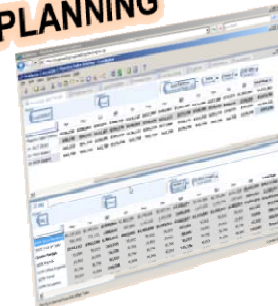
ANALYSIS



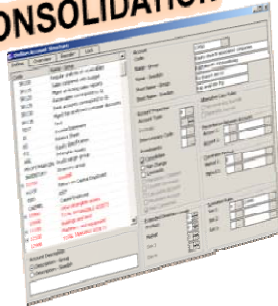
SCORECARDING



PLANNING



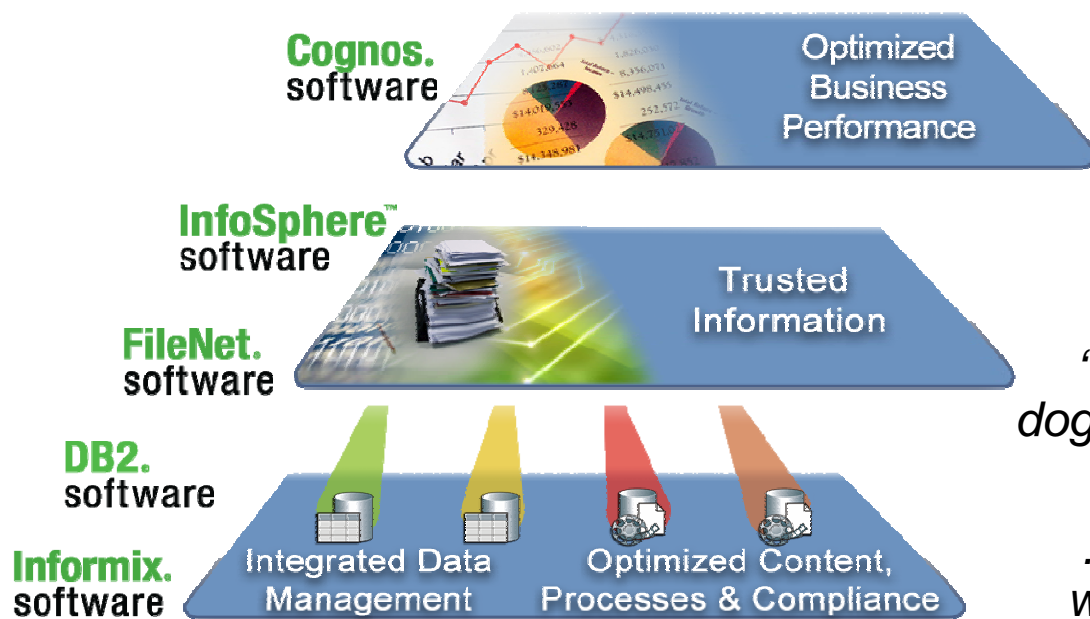
CONSOLIDATION



Complete Performance Management Capabilities

Information On Demand

Unlocking the business value of information for competitive advantage



“...Since 2006, IBM has deliberately and doggedly constructed an unparalleled portfolio of software...”

...it's difficult to see how any competitors will be able to [compete] anytime soon...”

Ovum Report, August 2008



Why Cognos Software?

- Leader in Performance Management
- Global Innovation Center for Performance Management
- Functional and Industry Resources and Performance Blueprints
- Global Services, Support, and Partner Network

2009 – A Year of Challenge & Opportunity

“ You can retrench, pull in your horns, protect the balance sheet, and preserve cash. Or you can realize that this is about humanity screaming for change.

These are global issues and huge opportunities. ”

Sam Palmisano,
IBM CEO, on Smarter Planet...





Thank
YOU

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