



SOLUTIONS FOR THE OFFICE OF FINANCE

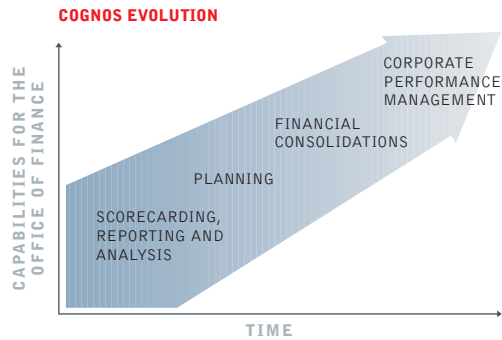
**PERFORMANCE MANAGEMENT
FOR FINANCE**

DRIVE PREDICTABLE FINANCIAL
AND OPERATIONAL PERFORMANCE
WITH SUSTAINABLE COMPLIANCE

COGNOS®

THE NEXT LEVEL OF PERFORMANCE™

WHAT CAN COGNOS DO FOR FINANCE?



WHO IS COGNOS?

Cognos is the world leader in business intelligence (BI) and corporate performance management (CPM). We deliver software and services that help leading companies drive, monitor, and understand corporate performance. We help make our customers the best-performing organizations in the world.

From our origins in the 1970s as a software consulting firm, to our emergence as a business intelligence powerhouse in the 1990s, and then through our transformation into the world's leading provider of BI and CPM capabilities in the first decade of the 2000s, Cognos has been dedicated to helping customers make better decisions faster, based on more timely, reliable, and relevant information.

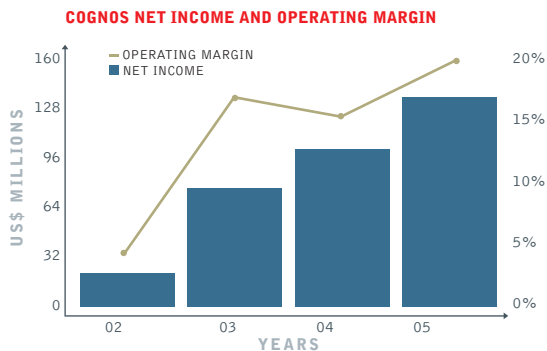
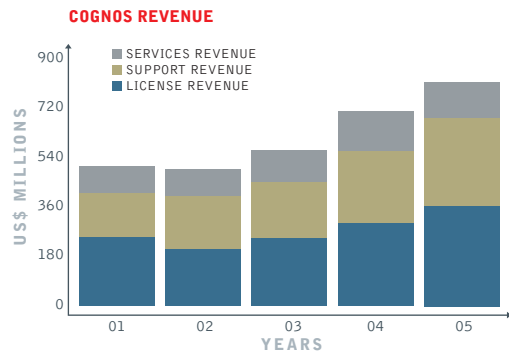
Cognos is one of the most financially stable and profitable software companies in the world, employs more than 3,300 people, and serves more than 23,000 customers, including 80 percent of the Fortune 1000, in more than 135 countries.

In the office of finance, business value means predictable financial and operational performance,

alongside efficient, sustainable compliance. To that end, Cognos offers a complete suite of solutions to help improve corporate and management reporting, control, and decision-making.

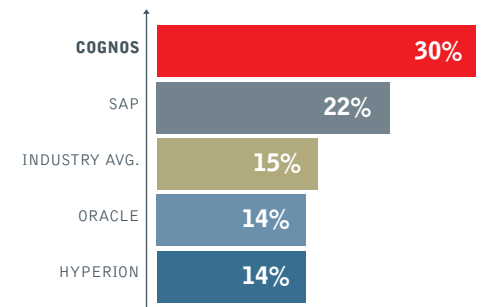
Cognos delivers the next level of competitive advantage — CPM — through the strategic application of planning, financial consolidation, scorecarding, reporting, and analytics on an enterprise scale. Our integrated CPM solution helps customers answer the critical questions:

- How are we doing?
- Why?
- What should we be doing?



BUSINESS PERFORMANCE MANAGEMENT SOFTWARE GROWTH RATES FOR LEADING VENDORS

WORLDWIDE BUSINESS PERFORMANCE MANAGEMENT AND FINANCIAL ANALYTIC APPLICATIONS MARKET COMPOUNDED ANNUAL REVENUE GROWTH (2002-2004) (US\$M CAGR)



SOURCE: WORLD-WIDE BPM MARKET SHARE RANKING (IDC REPORT #336200, JUNE 2005)

WHO WORKS WITH COGNOS?

Our solutions are being adopted by the market faster than the industry average and are delivering value to more than 5,000 finance organizations worldwide.

Customers know us as an information technology partner with the resources to support them globally. Whether they choose to apply Cognos software strategically on an enterprise scale or leverage it as a point solution to address key operational requirements, our customers use it to better monitor, understand, and drive the successful performance of their business. This means:

- Improved forecast reliability
- Reduced planning, budgeting, and forecasting cycles
- Faster, more reliable close process for financial and operating statements
- Improved confidence in financial and operational performance

THE RESULT: Increased revenue and profit growth with assured compliance.



“ I NOW HAVE 1,000 PEOPLE WITH GOALS AND OBJECTIVES THAT HAVE THE ABILITY TO MONITOR HOW THEY’RE DOING AGAINST THEIR PLAN. PEOPLE THAT DO ALL THE WORK AND MAKE ALL THE HARD DECISIONS ARE THE FRONT LINE PEOPLE. IF THEY DON’T PREPARE THE BUDGET, THEY DON’T HAVE THE SAME ALIGNMENT WITH THE OVERALL GOALS. THERE’S MORE ALIGNMENT AND AGREEMENT THROUGHOUT THE ORGANIZATION. ”

**SENIOR VP FINANCE
MANPOWER, INC.**

IT'S TIME FOR A NEW WAY TO PLAN.

ENTERPRISE PLANNING

What gets planned, gets done. But how do you make a reliable plan or forecast when you don't have the information you need, market demand for your products and services is constantly shifting, business owners are struggling to re-allocate resources to meet the uncertain market demand, and corporate goals are constantly changing? And what happens when the plan takes so long to create that the situation has changed by the time the plan is complete?

The existing business environment doesn't accommodate slow decision-making, and the competition won't wait for other companies to move beyond spreadsheets to a more integrated system. Cognos Planning helps you align targets, collaborate across departments and functions, and take the lead with efficient planning, budgeting, and forecasting.

AVOID RISK WITH REAL-TIME PLANNING

Designed for companies with even the most complex business models, Cognos Planning is a fully integrated, state-of-the-art, highly scalable

solution for planning, budgeting and forecasting. Cognos Planning integrates operational and financial planning in real time for immediate visibility into resource requirements and future business performance.

ACHIEVE GOALS MORE QUICKLY WITH CLEAR STRATEGIES COMMUNICATED ACROSS THE ORGANIZATION.

Cognos Planning helps define goals and creates a clear-cut strategy for excellence. It provides the tools to turn strategy into discrete plans, budgets, and forecasts for employees and external partners. Since Cognos Planning requires no arcane programming languages or scripting, it lets the finance organization own and manage planning model development. There's no waiting days or weeks for IT response.

MOVE FROM "WHAT-IS" TO "WHAT-IF" FOR MORE RELIABLE FORECASTS.

With Cognos Planning, you can access current actual data to assess fiscal performance, and proceed from "what-is" to evaluate the "what-if" scenarios critical to forecasting

future performance. And Cognos Planning helps you build enterprise-wide budgets and forecasts faster and more efficiently to improve predictability and accountability across the enterprise.

The result? More timely and reliable plans and forecasts.

MEET YOUR BUSINESS NEEDS WITH A FLEXIBLE, MODULAR APPROACH.

You can quickly roll out new capabilities, easily manage change, and painlessly cope with shifting business requirements using Cognos Planning. Its modular architecture allows you to build a series of manageable connected plans. An expense plan and a revenue plan might be linked to create a profit-and-loss plan. Changes that affect only the expense plan do not have to affect the people and processes associated with the revenue plan. Compared to creating one monolithic plan, this modular approach helps reduce IT system and support overhead, making finance a better partner to the business.




“COGNOS HAS HELPED US IMPROVE VISIBILITY OF DATA WHICH DRIVES ACCOUNTABILITY THROUGHOUT THE ORGANIZATION, SPEND LESS TIME ON CONSOLIDATION AND MORE ON ANALYSIS WHICH LEADS TO IMPROVED DECISION MAKING.”

**DIRECTOR OF FINANCIAL PLANNING,
PRINCESS CRUISES**

COGNOS PLANNING MAKES IT POSSIBLE TO:

- **DEFINE YOUR GOALS**—Create a clear-cut strategy for achieving best-in-class status. Translate corporate objectives into financial targets in the form of integrated financial statements.
- **PLAN FOR PERFORMANCE**—Turn strategy into discrete plans and budgets for all the right participants. Enable driver-based, rolling forecasts that link operational tactics with financial plans.
- **CONNECT OPERATIONS AND FINANCE**—Synchronize and coordinate operational and financial plans to improve reliability. Link sales projections, headcount plans, expense plans, and capital expenditure plans with integrated financial projections.
- **ENGAGE THE ORGANIZATION**—Provide real-time feedback to all the planning process participants across all departments, functions, and geographies. Capture the intuition and insight from the people closest to the business and synchronize with the overall financial picture.
- **GAIN GREATER FLEXIBILITY**—Realign plans as conditions change quickly and efficiently. Move from quarterly forecasts to monthly or weekly forecasts to improve reliability.
- **UNDERSTAND RESULTS**—Manage performance with industry-leading Cognos reporting and analysis.
- **KEEP FINANCE IN THE DRIVER'S SEAT**—Continue to build and manage models without programming or scripting. No waiting days or weeks for IT to respond to a change request.

A woman with shoulder-length brown hair and blue eyes is looking intently at a laptop screen. Her right hand is raised in front of the screen, palm facing forward, as if she is pointing at or interacting with the data displayed. The background is a bright, out-of-focus office setting with a window.

“CONTROLLER HAS TRANSFORMED THE WAY WE REVIEW OUR DATA. WE ARE NOW FAR MORE COMFORTABLE WITH THE NUMBERS BECAUSE WE KNOW EXACTLY WHAT’S THERE.”

CONTROLLER, RMC GROUP

TIME IS OF THE ESSENCE.

CONSOLIDATION

TIME IS CRITICAL, BUT ACCURACY IS PARAMOUNT.

With increasing focus on corporate accountability and new standards of regulatory governance, the demand for effective reporting, consolidation, and analysis has never been greater. No company has enough time to coordinate a spreadsheet-based system while driving both performance and compliance.

Cognos Controller is a proven financial reporting solution designed to streamline the process of consolidation, compliance, and reporting for large enterprises that are looking to drive speed and integrity into corporate performance.

MEET COMPLIANCE STANDARDS TODAY AND PREPARE FOR TOMORROW'S NEW REQUIREMENTS.

A complete solution that meets today's compliance requirements (SOX and GAAP), while preparing organizations for future regularly requirements (IFRS and IAS), Controller enables rapid implementation and ready response to changing business conditions. It provides the flexibility your office of finance needs to adapt closing processes

quickly and meet reporting requirements as business processes and legislation change.

Unlike first-generation consolidation tools and spreadsheet-based systems, Controller mitigates control risks by eliminating manual intervention to support the closing and reporting process, thereby driving both performance and compliance initiatives without compromising effort.

COGNOS CONTROLLER WORKS FROM INSIDE THE OFFICE OF FINANCE.

RESPOND TO CHANGE WITH CONFIDENCE. Save time, effort and ensure accuracy with easily adaptable systems. Refine your processes continually in the face of constant business change to reduce complexity in setting up and maintaining the closing process, to minimize effort, and to ensure accuracy.

SPEED UP CLOSING. Cognos Controller is directly owned and maintained by finance, not by IT or consultants, eliminating layers of complexity and ensuring that consolidated financial information is delivered consistently, on-time, and error-free.

REDUCE RISK AND INCREASE TRANSPARENCY. Improve reporting and analysis on controls, enhance transparency into information to mitigate risk, and deliver accurate information to support compliance requirements.

SAVE TIME AND EFFORT BY USING YOUR CURRENT EXPERTISE. Cognos Controller aligns with industry standards and widely used tools such as Excel, ensuring existing skills can be used to implement and maintain the system.

TAKE THE LEAD WHEN THE COURSE OF BUSINESS CHANGES. Manage structural business changes, mergers and acquisitions, and reorganizations with confidence.

SPEED UP THE PACE OF BUSINESS WITHOUT SACRIFICING INTEGRITY. Gain competitive advantage by responding to market and regulatory pressures quickly, easily, and with the confidence that your financial reports are accurate and insightful.

UNDERSTAND THE WHY BEHIND YOUR RESULTS.

SCORECARDING, REPORTING, AND ANALYSIS

Business intelligence (BI) transforms the volumes of data your organization collects into meaningful information that you can use to make better decisions. Depending on their responsibilities and needs, your people can turn to BI in the form of reports, analysis, dashboards, scorecards, graphs, tables, or any combination.

When you eliminate roadblocks to interaction with critical information, and when you make that information accessible and easy to use, you will make faster, smarter decisions than ever before. That is the core value of Cognos BI.

Cognos is the world leader in business intelligence. No other vendor offers greater breadth of BI capabilities, and no other vendor complements industry-leading BI with the ability to plan and budget enterprise-wide.

AS PART OF A CPM PLATFORM, BUSINESS INTELLIGENCE DELIVERS NUMEROUS BENEFITS TO THE OFFICE OF FINANCE

LEVERAGE YOUR EXISTING DATA INVESTMENT—Connect and transform data from financial and operational sources into meaningful reports and analysis.

MEET THE INFORMATION NEEDS OF ALL USERS—Flexible, user-friendly reporting means finance and other department decision-makers have the right information delivered the way they want it.

ALIGN EVERYONE ON COMPANY PRIORITIES—With dynamic scorecards, communicate the strategic priorities of your plan. Show how metrics connect with each other, and link them with underlying reports and information.

GET THE ANSWERS YOU NEED AT THE RIGHT LEVEL OF DETAIL—Go from scorecard metrics or dashboard gauges to reports and analysis that let you understand why.

ALIGN EVERYONE WITH A SINGLE, RELIABLE VERSION OF THE TRUTH—With a common data definition and understanding of priorities, spend less time debating data and focus and spend more time making smart decisions.

MAKE THE BUSINESS MORE AGILE—With timely, accurate, self-service reporting, you can shorten the time you need to make the right decisions and reflect changes in your planning.

**SEE ANY INFORMATION YOU WANT—
ANY WAY YOU WANT TO SEE IT.**

Don't limit your decisions by lack of information, information that's difficult to use, or information that arrives too late to act upon. With Cognos business intelligence, everyone in your organization can access and see information the way they want it.

- The office of finance can access the operational data that underpins financial results, develop scorecards from planning drivers, then report and analyze against planning data.
- Production managers can receive managed reports that let them see the performance of their operational processes. They can create easy-to-use queries to get more information if problems or opportunities arise.
- Executives can view sales performance by territory through a map with colors or bars indicating regional sales levels, and analyze sales information for regions. They can analyze sales information by region, product, and account rep. Based on pipeline, they can amend their planning forecasts to keep the organization aware of potential strengths and weaknesses.
- Business analysts can support many people by assessing relational data across data sources, and author widely distributed business reports. Casual users can take the first steps in developing reports and send them to professional authors for completion.

All users. All reports. All data. One product on one Web-based, services-oriented architecture. One platform for performance. This is Cognos business intelligence and scorecarding.





WITH COGNOS PLAN-TO-PERFORM BLUEPRINTS, YOU CAN:

- **ENABLE BEST PRACTICE PROCESSES AND POLICIES.**
- **ENHANCE COORDINATION OF FINANCIAL AND OPERATIONAL PLANNING.**
- **REDUCE PROJECT IMPLEMENTATION TIME AND RISK.**
- **IMPROVE PROJECT SUCCESS RATES.**
- **ACCELERATE TIME-TO-VALUE.**

BE A BETTER PARTNER TO YOUR BUSINESS.

BEYOND FINANCE

SYNCHRONIZE FINANCIAL AND OPERATIONAL PLANNING.

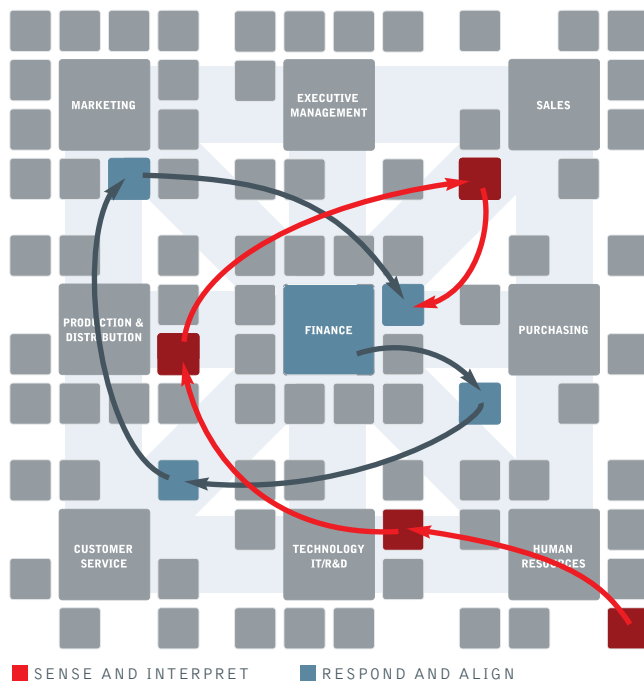
The office of finance can lead positive change across the organization—and drive performance—with systems that make collaboration, shared objectives, and visibility essential parts of the planning process.

Cognos helps take performance management far beyond the office of finance. Now you can link sales forecasts, headcount and compensation plans, expense plans, and capital expenditure plans with integrated financial projections. Our solutions close the loop between financial and operational planning, align corporate objectives with operating plans, and link to market events and operational drivers.

People, process, and technology coordinate in a continuous, collaborative process that offers timely insight into past, present, and future operating performance, enabling companies to identify opportunities, affect outcomes, and make good decisions more quickly.

Cognos customers are consistently up-to-date through real-time visibility and clear focus on the value-driving activities that affect performance against stated goals.

THE COGNOS SOLUTION MAP



GET THE TOOLS YOU NEED TO INSPIRE NEW WAYS OF WORKING.

Alter plans, adapt forecasts, and question assumptions when business conditions change—then share decisions and changes instantaneously with the people who need to know: Sales people capture projections that are turned into revised revenue plans that update P&L projections. Cost-center managers align workforce decisions with corporate objectives and capture capital spending that is linked to balance sheet and cash flow projections. Project managers capture capital spending that is linked to balance sheet and cash flow projections. Marketing managers revise market promotion expenses to support updated sales projections.

USE BEST-PRACTICE BLUEPRINTS TO ACCELERATE TIME-TO-VALUE

Cognos Plan-to-Perform Blueprints are pre-configured solutions developed to ease implementation and gain the full advantage of Cognos solutions quickly and easily. They give you building blocks, based on leading customer implementations, that help accelerate the realization of an integrated, reliable, and dynamic planning process across the enterprise.

RELY ON OUR EXPERTISE.

GLOBAL SERVICES

Cognos solutions come with a commitment to bring the full range of our personnel, resources, and expertise to your deployment to help you achieve the next level of performance. Our consulting, training, and support teams are dedicated to the success of the companies we work with, delivering consistent and continuing value from the very first engagement.

COGNOS CONSULTING

Cognos consultants work with your company throughout the entire project lifecycle—from defining the initial project plan through to installation and deployment. Our proven methodology ensures that the right solution is delivered on time and on budget.

Our methodology is based on best practices and lessons learned from thousands of successful customer engagements. There are five steps:

DEFINE: Assess readiness; set requirements; define success.

PLAN: Map out activities and training plans.

DESIGN: Install software and design the solution.

BUILD: Build the solution; test its performance; document results.

DEPLOY: Review the solution; launch it, sustain it.

COGNOS TRAINING

Cognos Training services offer a wide selection of flexible training plans and resources for users at all skill levels and at any stage of deployment. Take advantage of classroom training, seminars, or e-learning modules—or let us create a customized training program tailored to your organization.

COGNOS SUPPORT

Cognos support solves cases quickly, shares knowledge efficiently, and increases self-sufficiency within your Cognos user community. We offer award-winning online and live support, and support plans with maximum flexibility.

COGNOS PARTNERS

Cognos partners provide products, services, and technology expertise that help our customers improve and direct corporate performance. Our broad range of partnerships allows us to meet the distinctive needs of our customers in purchasing, deploying, and servicing their business intelligence and performance management solutions.



COGNOS SERVICES PARTNERS

accenture
High performance. Delivered.

**Deloitte
Consulting**

IBM

cd|group
UNITING BUSINESS AND TECHNOLOGY

jcb PARTNERS

NITEO
PARTNERS

Palladium
Executing Strategy


CBH CONSULTANTS, INC.

ISA consulting
Performance through Innovation

PCMS
Analytics Group

sky
solutions



**ACCELERATE
BEST PRACTICES.**

COGNOS | INNOVATION CENTER

for Performance Management™

Already on the leading edge with ground-breaking products and services, we have taken the next step and established the Cognos Innovation Center for Performance Management. Its mission is to develop better solutions, generate industry-changing ideas, and create a place where experts and leaders can come together to learn from each other.

The Cognos Innovation Center is an open forum dedicated to performance management best practices. It brings together best-practice expertise, business solutions, and customer experience to inform and enable the improvement of performance management systems. It helps stimulate the dialogue between business professionals, technology experts, and industry thought-leaders. The Innovation Center is dedicated to helping Cognos customers

understand, adopt, and implement next-generation planning and performance management practices.

The Innovation Center provides expertise and guidance for the integration of Cognos financial and business intelligence applications to drive optimal returns on technology investment. The Center also authors the Cognos Plan-to-Perform Blueprints, which encapsulate best practices from leading customers to reduce time and risk in new implementations.

Innovation Center members share information and gain knowledge through:

- Members-only seminars, roundtable discussions, and teleconferences on finance and performance management issues.

- Ad hoc interest groups that discuss current business issues, technology infrastructure, and more focused industry-specific concerns.
- Networking opportunities with peers, theoreticians, and industry leaders from world-class organizations.
- Exclusive research, case studies, and publications by members.
- Access to Cognos experts who combine knowledge of planning and performance management technology with extensive experience in complex, global implementations.

Membership is currently extended to Cognos customers and to Gold and Platinum Partners.

GLOBAL

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