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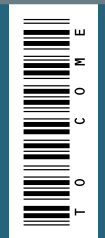
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ADVANCING PLANNING
AND PERFORMANCE
MANAGEMENT PRACTICE

COGNOS INNOVATION
CENTER
for Performance Management™



THE INNOVATION IMPERATIVE

Organizations committed to achieving and sustaining increased levels of performance, in the face of ever-changing conditions and intense competition, understand that innovation in management process and practice is fundamental; and that “the way we’ve always done things” will not be enough. The most successful organizations are those able to transform routine business activities into “next practices” that help cut costs, minimize risk, streamline processes, boost productivity, enable rapid response to emerging opportunity, and increase management visibility throughout the enterprise.

In the quest for new innovations, however, there are challenges that even the most successful organizations must face:

- How to articulate a vision for performance management innovation
- How to identify innovative next-generation practices and processes that will help realize the vision and yield measurable benefit across the organization
- How best to facilitate adoption of such “next practices” with minimal risk and maximal value

To assist organizations seeking to drive higher levels of performance through conceptual and functional innovation in business practices, Cognos has created the Innovation Center for Performance Management.

The Cognos Innovation Center for Performance Management is both a forum and a resource center, dedicated to the understanding, adoption, and implementation of next-generation planning and performance management practices. It is a consortium of industry leaders, practitioners, thought leaders, forward-looking executives, and technology experts experienced in, and committed to, the advancement and successful application of technology-enabled performance management best practices. The Innovation Center seeks to assist organizations in optimizing the alignment of their plans, processes, and resources with corporate goals and strategies.

ABOUT COGNOS

Cognos delivers a complete range of integrated, scalable software for corporate performance management. Cognos products let organizations drive performance with enterprise planning and budgeting, monitor it with scorecarding, and understand it with business intelligence reporting and analysis. Founded in 1969, Cognos now serves more than 22,000 customers in over 135 countries.

INNOVATION DRIVES SUCCESS



The mission of the Cognos Innovation Center is threefold:

- To demonstrate—in theory and practice—how cutting-edge, technology-enabled approaches to planning and performance management are being profitably used by forward-looking organizations.
- To facilitate transition to innovative planning and performance management practices that are effective and add value
- To encourage successful adoption of innovative practices to stimulate performance improvement across the enterprise.

WHAT THE INNOVATION CENTER OFFERS YOU

Dedicated to the advancement of technology-enabled performance management, the Center is open to large organizations seeking to improve effectiveness, efficiency, and profitability. The Cognos Innovation Center for Performance

Management helps participants maximize value on two levels. On a conceptual level, the Center offers:

- Seminars, roundtable discussions, and tele-conferences on finance- and performance management-oriented issues such as capital and expense planning and control, human resource planning and management, marketing, sales forecasting, and so on.
- Special-interest groups that address current business issues, technology infrastructure, more focused industry-specific concerns, and best practices; and facilitate networking with peers.
- Innovation Center publications including case studies, issue papers, solution blueprints, and implementation roadmaps.
- Innovation Center microsite that serves as a communications portal for research and publications, and provides access to Innovation Center updates and activities.

On a more practical level, the Center is staffed with experts who combine deep domain expertise and knowledge of planning and performance management technology with extensive experience in complex, large-scale, global implementations. Innovation Center staff:

- Provide process performance benchmarks that help assess readiness and define realistic process improvement goals.
- Help diagnose planning and performance management challenges.
- Help define best practice blueprints (by function and by industry), implementation pathways, and deployment strategies.
- Maintain a hands-on venue for customers to co-develop successful implementation models alongside industry and technology experts.

PUTTING IDEAS TO WORK FOR YOU

THEORY JOINS TECHNOLOGY TO YIELD “NEXT PRACTICES”

There are numerous sources for exploration and discussion of emerging trends in business management theory. And there are many marketplace opportunities to encounter the latest advances in technology. The Cognos Innovation Center for Performance Management is uniquely positioned to link the deeply theoretical with the intensely practical, to identify and facilitate implementation of the most efficient, most effective approaches to corporate performance management. Across industries and lines of business, the Innovation Center brings together recognized theoreticians, respected industry leaders, and Cognos technology experts to create and propagate next-generation performance management practices such as:

- Maximizing participation and collaboration, to increase accuracy and accountability
- Creating driver-based plans, to realistically predict performance and results

- Applying scorecards and metrics, to align cross-enterprise execution and strategy
- Implementing a rolling forecast, for rapid response to opportunity or adversity
- Linking planning, scorecarding, and reporting, to enhance visibility and predictability

THE INNOVATION CENTER PROMISE

As an advocate of creative, yet theoretically and practically sound business processes and practices, the Cognos Innovation Center for Performance Management offers participants the opportunity to:

- Discover next-generation processes and practices for technology-enabled planning and performance management, which increase visibility to corporate performance; provide more timely, more accurate information; reduce costs and cycle times; and improve resource allocation and alignment.
- Learn how “next-practice” implementation solutions and pathways can help deliver rapid, tangible results, greatly enhance value, and increase user adoption.

- Network with industry leaders, theoreticians, and peers committed to advancing planning and performance management theory and practice.

- Gain a broad, rich context in which to establish and refine a vision for increased corporate performance, and create a roadmap for achieving it.

- Learn how the close alignment of technology and “next practices” can facilitate maximum return on investment, increased productivity, efficiency, and effectiveness—all with minimal risk.

We invite you to learn more about how the Innovation Center can work for you and your organization, and how you can participate in this unique opportunity. Please visit the Cognos Innovation Center for Performance Management at www.cognos.com/innovationcenter.



NEXT PRACTICES TAKE PERFORMANCE TO THE NEXT LEVEL

INNOVATION CENTER LEADERSHIP COUNCIL

A keystone of the Cognos Innovation Center for Performance Management is the Leadership Council, which includes industry leaders such as Best Buy, Pfizer, and Manpower; performance management experts such as Accenture, Deloitte Consulting, Ventana Research, and the Beyond Budgeting Round Table; and technology leader Cognos—itsself an early adopter of “next practices” performance management processes and solutions. Leadership Council members will help provide direction for the Center and network with Innovation Center participants to exchange information, discuss emerging industry trends and opportunities, and offer guidance based on their own experience with performance management initiatives.