SOLUTIONS FOR U.S. DEPARTMENT OF DEFENSE

INFORMED RESPONSE.

REACH THE NEXT LEVEL

COGNOS®

THE NEXT LEVEL OF PERFORMANCE™

INFORMED RESPONSE.

"What matters in the end is completion. Performance.
Results. High performance will become a way of life."

President George W. Bush
The President's Management Agenda

- **A tanker is in trouble** off the Alaska Panhandle. It's an ecological disaster waiting to happen. As the officer responsible for this sector, you know your crews are ready to meet the challenge. But are you sure the backup from other services is there and ready? And do these services know you may be calling on them?

- **You've been building** houses for your personnel for decades. Now you want to go to the private sector for better value. Not everyone agrees, and you need to show them the numbers. Not an easy task, considering that these numbers are spread out across the country on everything from legacy mainframes to spreadsheets on desktops.

- **It's new. It's in a class** of its own. Everybody loves it. You love it too, but there are 10,000 men and women, in every service, who have six months to learn how to use it—and they've never even heard of the thing. It's up to you to coordinate with the other services, decide who gets trained, and get them trained.

- **It only fills half** a Starlifter. It's urgent, but you're not about to fly a half-empty plane halfway around the globe. You have 72 hours to find someone who'll help you fill that plane, outbound and inbound.

- **You have just assumed** responsibility for 1,400 outpatients. A cornerstone of your mandate is absolutely the best possible service. Yet you know that less than 30 per cent of patients who come to see the doctor actually see the doctor. You know the problem is not the doctors. It's the paperwork.

...NOW, WHAT CAN YOU DO ABOUT IT?

FROM INFORMATION TO INTELLIGENCE

Cognos improves performance by making data available and intelligible when you need it—now. With Cognos, you are always assured of providing an informed response.

Cognos delivers better—

Organizational performance

Mission effectiveness

Operational readiness

Corporate Performance Management: Align Your Actions with Strategy

Only Cognos delivers solutions to drive your performance to the next level, by enabling the ability to drive, monitor, and understand business performance.

Cognos enables corporate performance management (CPM) with software capabilities for enterprise planning, scorecarding, and business intelligence. Cognos CPM solutions are the key to aligning tactics with strategy across the enterprise to outperform the competition.

**COGNOS IS THE WORLD LEADER
IN BUSINESS INTELLIGENCE SOLUTIONS
FOR DEFENSE DEPARTMENTS**

*Learn about Cognos solutions
and read success stories for:*

READINESS

FINANCE

HUMAN CAPITAL MANAGEMENT

PROCUREMENT & SUPPLY

TRANSPORTATION & LOGISTICS

HEALTH

READINESS. INFORMED IS FOREWARNED.

Lives depend on rapid, well-informed, and intelligent decisions. Which means you must end every day *knowing* that everything is shipshape, everyone trained and informed. Everyone must always be ready.

Challenges—

Are you working in a rapidly changing environment, facing challenges that require rapid response?

Do you need to share information and intelligence across departments and agencies, rapidly and securely?

Do you and other departments and agencies require a meaningful, integrated view of all available information?

Are your decisions subject to public review, which require you to maintain accountability reports showing exactly what information was available when decisions were made?

Cognos Solutions—

Manage and rapidly reallocate resources.

Rapidly identify trends and aggregate events to help determine the most appropriate responses.

Make known the exact state of readiness of all relevant assets at any point in time.

Manage personnel training and material resource planning.

Facilitate information sharing with other departments and agencies, and with the public when required.

Distribute analysis capabilities across multiple organizations.

Offer centralized administration.

U. S. Coast Guard Readiness Management System

The U. S. Coast Guard Readiness Management System (RMS) required a system that would make the exact state of readiness of all its units instantly available across the entire organization.

This system had to support up to 35,000 users, with 1,000 concurrent users; and it had to be usable by field personnel with little computer training.

Initially, the Readiness Task Force deployed Cognos to consolidate information from existing databases, then output it immediately to a service-wide, secure, Web-based readiness management and reporting system.

The system tracks six key facets of Readiness: personnel, training, equipment, supply, infrastructure, and information. Its dashboard uses the familiar red-yellow-green color codes for rapid problem recognition. A mouse click gives the user access to the detailed information needed for rapid, intelligent resolutions.

Readiness information is accurate and always available. Overall organizational performance has measurably improved, as has mission effectiveness.

In 2002, the Coast Guard upgraded its Cognos applications to take advantage of new reporting and display capabilities offered by Cognos Series 7.

FINANCE.

It's a finite resource. You use it wisely. You have a budget, and you manage it. You need to know where the money has gone, and where it's going. You need to know now—right now—if you're over or under budget. And you need to improve performance.

Challenges—

Is tracking and reporting financial performance a cornerstone of your mandate?

Are you managing budgets, planning future budgets, and trying to reconcile data from unconnected systems?

Do you report to a diverse constituency, with many decision-makers who don't have time for all the details?

Do you need to improve financial reporting so that you can improve financial performance?

Cognos Solutions—

Are built on more that 30 years' experience in financial management and reporting.

Consolidate data intelligently.

Offer performance management that can aggregate data from disparate sources, from legacy mainframes to desktop spreadsheets.

Offer managed reporting that is consistent and timely.

Provide all the tools needed for mandatory and compliance reporting.

Offer rich financial analysis capabilities.

Offer centralized administration.

"Without accurate and timely financial information, it is not possible to accomplish the President's agenda."
The President's Management Agenda

United States Marine Corps Finance

The U.S. Marine Corps needed a solution that would enable sharing of activity-based costing (ABC) data across the organization for comparative analysis.

The Marines had 20 sites using ABC models, but could only look at one model at a time, and could not therefore do any comparative analysis. Consolidating the 20 models into a single database, made the information available, but it was unwieldy, difficult to access, and required specialized training to use.

Using Cognos, the Marines put the data into a data cube, then made it available over the Web so that sharing or moving files was no longer an issue. Some 200 users, who required almost no training, have full (restricted as authorized) access to the information.

Cognos has made all ABC data instantly available at all 20 sites, where costing specialists now accurately track 37 processes in transportation, utilities, training and operations, support, and simulations. With a global view at their fingertips, they can compare costs at different locations, drilling down right to the expense type to find root causes for discrepancies and anomalies: data quality, differences due to local conditions, inefficiencies—and efficiencies—and take corrective action where required.

The Cognos project yielded such positive results that the costing department shared its experience with general accounting, which is now considering adopting the solution for the entire Marine Corps' general ledger.

"You add up a lot of small things and you can end up with something pretty big. In 2002 alone Cognos helped us save some $39 million across all our bases. That's money we have in hand to improve our installations, buy equipment, and do our job better."

Major Rod Brewster
US Marine Corps

HUMAN CAPITAL MANAGEMENT..

You know your organization is only as good as its people. You must attract, train, and retain the best. So you need to know who is where, what they know, and what they need to know, now and in the future.

Challenges—

Do you need to train your staff—continuously—for critical missions in a constantly changing world?

Do you need to know where your specialists are—always?

Do you need to know who in your organization (and in other organizations) has a specific skill set?

Do you need to track and manage the efficiency of your operational processes?

Do you need to coordinate resources and activities across organizations?

Are you constantly trying to reconcile diverse organizational agendas?

Are you using a multitude of new and legacy applications?

Cognos Solutions—

Help you attract and retain the best and brightest.

Consolidate data intelligently.

Can be rapidly deployed.

Help you identify skills gaps, match training costs to performance outcomes, and evaluate recruitment effectiveness.

Offer easy-to-use analytical applications.

Offer Web-based access to support distributed organizations.

Facilitate information sharing with other departments and agencies.

Offer centralized administration.

"We need a workforce that is adapted to the future, not the past. We need people who are capable of operating highly technical activities and providing the kind of leadership that is distinctive in our country."

Donald Rumsfeld
Secretary of Defense

NASA: HR data that works

NASA manages approximately 20,000 civil service employees in a number of locations around the U.S. Managers require up-to-date information on payroll, hires, separations, promotions, reassignments, awards, etc., and must compile regular workforce reports.

NASA's workforce data is used for analysis purposes, to look at trends in the workforce, and to make comparisons between duty centers.

With Cognos, NASA is able to easily update, on a quarterly basis, dozens of graphic workforce reports that appear on their Web site. For example, if a manager wants to know the age distribution of professional staff at NASA (both professional administration as well as S&E) or the occupational distribution (clerical, technical, professional, S&E, and so on), they can obtain this information quickly and easily.

Not only do users get the right information at the right time, but now a human resources staff of three instead of eight can handle requests, with a one-day turnaround time instead of a month. This frees staff up for other duties.

NASA has deployed Cognos to give its employees and the public direct access to human resources information through the Internet. Users of the NASA HR Web site can view statistical information as well as their own files, and use advanced reporting and analysis capabilities.

Users can answer their own questions rather than requesting special reports. And they can do it in a fraction of the time it used to take.

Previously, NASA published an annual workforce report that covered a wide range of employee details, such as hires and losses, diversity profiles, education levels, salaries, and employment opportunities. Now, the report is published quarterly and takes a day or less to prepare. The result is the data users receive is up-to-date and still useful.

Thanks to the Cognos security model, the maximum amount of information is made available but confidential files remain protected and accessible only to those with permission to see them.

With Cognos solutions, NASA has been able to measurably improve organizational performance and operational readiness.

The NASA HR Web site can be found at **http://naade02.msfc.nasa.gov/workforce/**

PROCUREMENT & SUPPLY.

It's not just getting the material. It's getting the right material at the right time—for the right price.

Better than anyone else, you know that shaving just two or three per cent from the cost of your inventory will save millions. The question is: How?

Challenges—

Are you managing critical inventories that must be accurately monitored and rapidly replenished?

Do you need to know at all times where your materiel is, and its readiness?

Do you need to get the best possible value for your dollar in a changing marketplace?

Do you need to manage supply chains to obtain optimum efficiency?

Do you need to forecast demand and adjust inventories along the supply chain accordingly?

Do diverse and distributed organizations depend on you to keep them supplied?

Do you need to aggregate data from disparate systems and multiple organizations?

Do you need an information infrastructure that supports a distributed organization?

Cognos Solutions—

Ensure reliable supply networks.

Consolidate data intelligently.

Offer visibility across disparate business processes.

Offer managed reporting that is consistent, timely, and user-centric.

Make known the exact level of all relevant assets at any time, with complete security.

Offer rich, easy-to-use analysis capabilities.

Facilitate information sharing with other departments and agencies.

Offer Web-based access to support distributed organizations.

Help you get the best value out of suppliers.

Offer centralized administration.

"Government should be market-based—we should not be afraid of competition, innovation, and choice. I will open government to the discipline of competition."

President George W. Bush
The President's Management Agenda

"U.S. Army Personnel Command is working towards a completely integrated solution. Cognos Web-enabled software uses our current technology infrastructure to empower end users, giving them easy access to the data they need, on-line query functions and flexible reporting with personalized news boxes."

Rod Meyers
MIS, Personnel
USASOC

TRANSPORTATION & LOGISTICS.

If it's not there when you need it, it might as well not exist. It's your job to make sure equipment and supplies are stored, moved, and made available to those who need them, when they need them.

Lives depend on it.

Challenges—

Do you have large numbers of personnel and enormous quantities of materiel that must be moved and housed, or warehoused, rapidly and efficiently all over the globe?

Do you need to know the location and readiness of materiel at all times?

Are you responsible for the transportation that is crucial to the success of virtually every defense undertaking?

Is transportation a distributed responsibility, depending on multiple organizations?

Does the efficiency of your transportation require aggregation of data from disparate systems and multiple organizations?

Do you need an information infrastructure that supports a distributed and very mobile organization?

Cognos Solutions—

Ensure reliable supply networks.

Consolidate data intelligently.

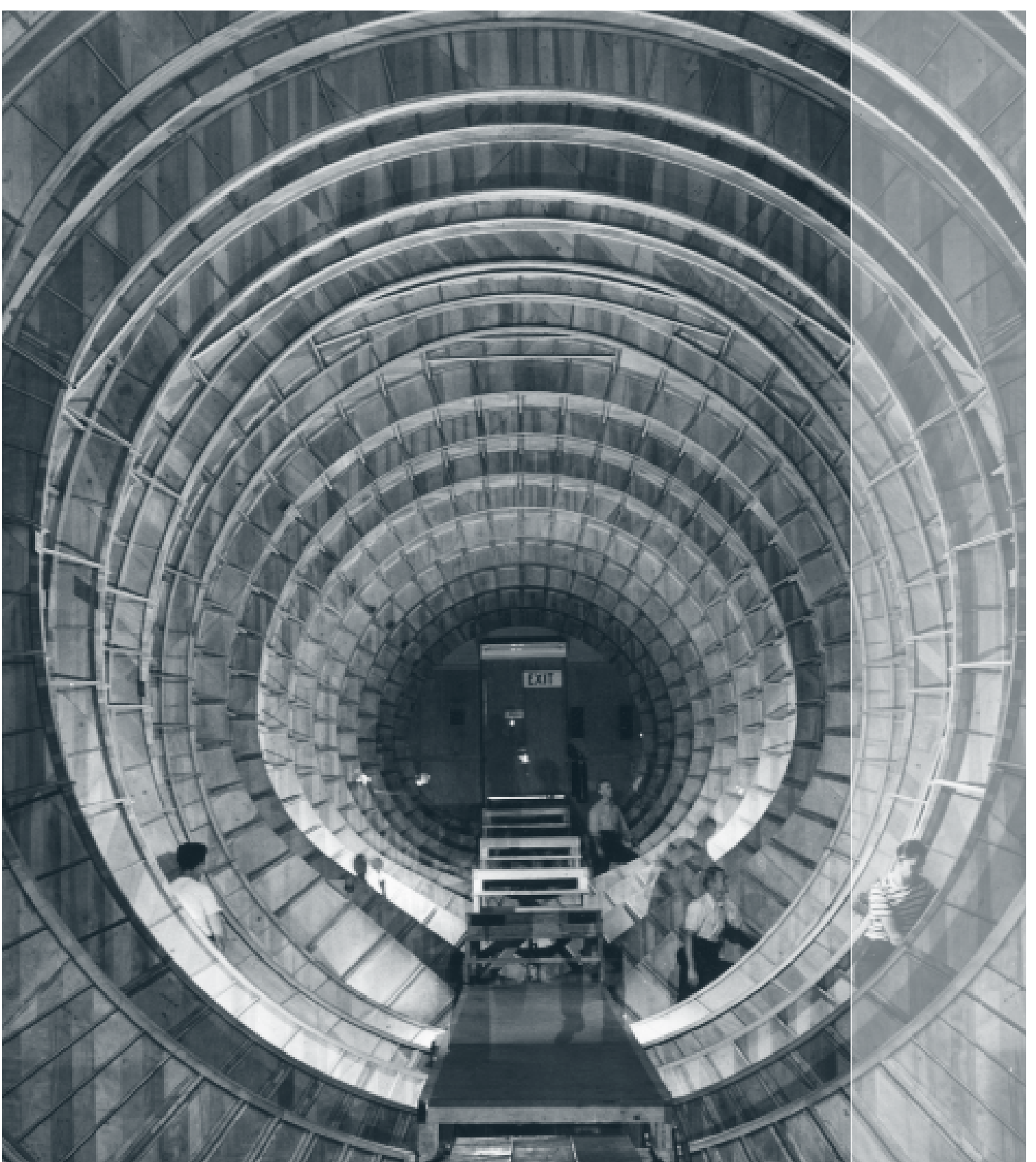Offer visibility across disparate business processes.

Offer managed reporting that is consistent, timely, and user-centric.

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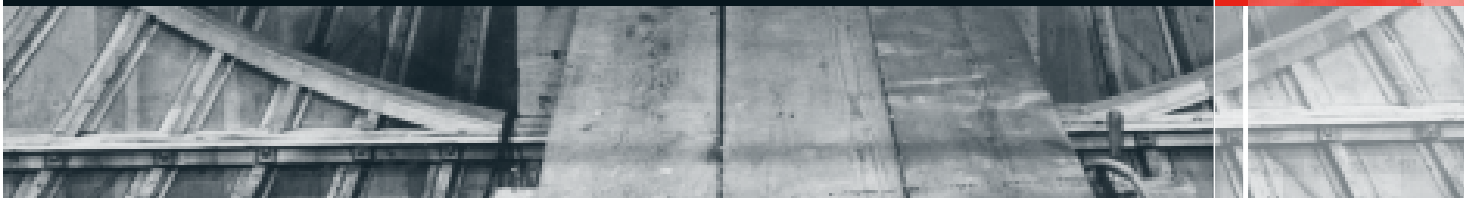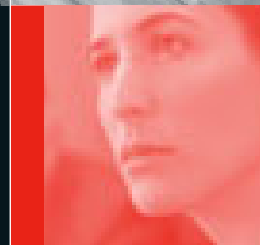Offer rich, easy-to-use analysis capabilities.

"The efficient performance of the DoD makes an enormous difference not just to our country, but, because of our interdependence with so many other countries, to their countries as well."

Donald Rumsfeld
Secretary of Defense

"The Commanding General with the dashboard on his laptop can look across all of his Major Supporting Commands (MSCs). If they're all green, he can go on with his business. If he sees that one or two are red, it's a warning that one or more MSCs are not meeting the standards. The General or any other appointed officer can then drill down to the individual or group of individuals who are causing the status to go red."

Fred Miller, DCS G6, Cognos Project Manager
88th Regional Support Command

HEALTH.

Your responsibility is the health of the men and women who serve their country now and those who have served it in the past.

But how healthy is your organization? You depend on quality information. Nowhere is this more true than in health care, where the quality of the care and services you provide is affected by the quality of the information available.

Challenges—

Are you plagued by paperwork and outdated processes?

Are you using a variety of new and legacy applications, with disparate data formats?

Are your methods of operations and the value for dollar you provide under constant scrutiny?

Do you need an information infrastructure that supports disparate data sources, distributed across multiple organizations?

Is efficiency and innovation held back by bureaucratic processes?

Cognos Solutions—

Offer data consolidation and visibility across disparate business processes.

Help you get the best value out of suppliers.

Offer managed reporting (including compliance reporting) that is consistent and timely.
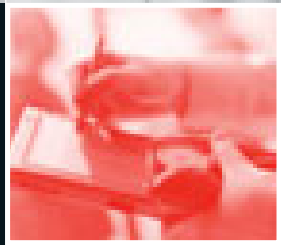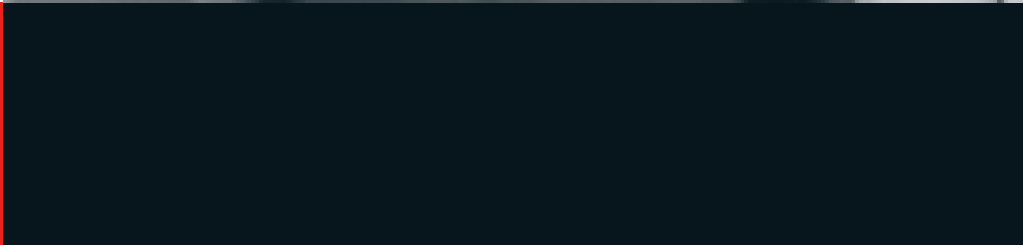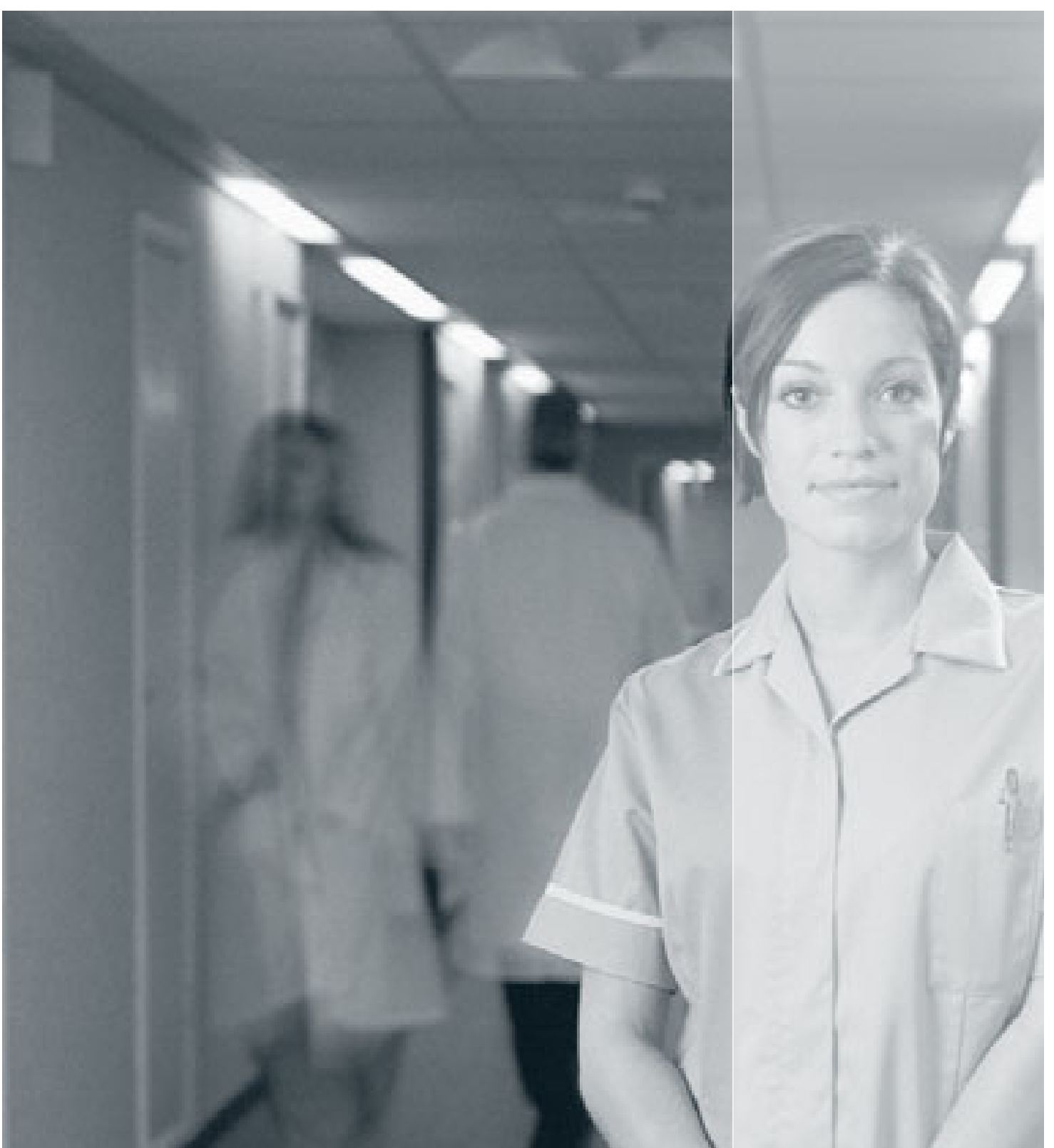
Offer rich, easy-to-use analysis capabilities.

Offer performance management.

Offer Web-based access to support distributed organization.

Offer centralized administration, with complete security.

"We must be committed to fostering a culture that rewards innovation. My priority is to establish communications that ensure good ideas are shared; that headquarters staffs are attentive to field input and are responsive; that when these innovations are proven to be effective, we communicate effectively and resource the system-wide efforts."

William Winkenwerder, Jr.
Assistant Secretary of Defense (Health Affairs)

THE LEADER FOR DEFENSE

Cognos is the world's number one provider of business intelligence solutions to defense departments. Cognos has been tried, proven, and established in hundreds of defense environments.

Cognos, with its world-renowned consulting services, training, and support, can help you get up and running fast, so you can start improving operations immediately.

POWERFUL PERFORMANCE

Cognos puts crucial information in the hands of those who need it, making your data work for you and your command.

With Cognos you can improve operations and fine-tune your strategy. You gain powerful performance with low cost of ownership. Cognos helps you know, decide, and take action.

Cognos is the world leader in corporate performance management (CPM) software for the enterprise and government. Our solutions let companies and government institutions drive performance with enterprise planning and budgeting; monitor performance with enterprise scorecarding; and understand their performance with the reporting and analysis of enterprise business intelligence. Cognos is the only company to support all of these key management activities as a complete solution from one vendor.

Founded in 1969, Cognos today serves more than 22,000 customers in over 135 countries around the world. Cognos solutions and services are also available from more than 3,000 worldwide partners and resellers.

Contact

For more information on Cognos and our complete performance management solution, please visit our Web site at **www.cognos.com**

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PRINTED IN CANADA
(09/03)

034907