



THE COGNOS-GIULIANI SOLUTION

STRATEGIES FOR
ACCOUNTABLE GOVERNMENT

GIULIANI
GROUP

COGNOS[®]

THE NEXT LEVEL OF PERFORMANCE™

“THE TWO-WORD SIGN ON MY DESK GENUINELY SUMMARIZES MY
WHOLE PHILOSOPHY: I’M RESPONSIBLE.”

RUDOLPH W. GIULIANI

 RUDOLPH W. GIULIANI
Yankee Fan - in - chief

I’M RESPONSIBLE



DATA AND ACCOUNTABILITY FOR REAL RESULTS

“WE CAN HELP THE BIGGEST ORGANIZATIONS IN THE WORLD CHANGE. WE CAN HELP THEM SET PLANS, PUT RELEVANT AND LIVING SCORECARDS ON EVERY DESK, AND PROVIDE SPECIFIC, TIMELY UNDERSTANDING ON TROUBLING ISSUES.”

RON ZAMBONINI, CEO, COGNOS

As Mayor of New York City, Rudolph W. Giuliani initiated and improved systems of accountability and performance measurement in most of the city’s major departments and agencies. The Mayor started with the Police Department. This first trial of what became his standard approach—defining desired outcomes and measuring progress—was a tremendous success.

By the end of his administration, FBI crime statistics confirmed that New York was the safest large city in America. During his leadership, Mayor Giuliani expanded the model to approximately 20 city agencies.

As part of that expansion, the Department of Correction exemplifies the revolutionary change and success that comes from a union of accountability and data. By setting goals and measuring progress, the Department of Correction dramatically reduced inmate-on-inmate violence. For Department of Correction staff, this led to significant reductions in the number of on-the-job injuries, sick leave, and overtime.

Tracking timely and relevant data also brought unexpected insights. For example, Department of Correction staff noticed that commissary sales doubled just before an inmate distur-

bance. The conclusion: inmates were stockpiling before the impending lock-down. With this insight, officers could take measures to halt a disturbance before it happened, separate likely leaders, and avoid potential injury and destruction of facilities.

A seemingly innocuous fragment of tracked data, interpreted in the right context, led to real results.

That’s what the Cognos and Giuliani Group alliance is all about: results. Genuine, measurable results that can make a difference to any organization or enterprise.

**“OBJECTIVE, MEASURABLE INDICATORS OF SUCCESS ARE
THE BASIS OF ACCOUNTABILITY.”**

RUDOLPH W. GIULIANI

The incredible success of the accountability systems in New York City had two main catalysts.

First, Mayor Giuliani challenged the status quo and perceived purpose of agencies and departments. Was policing about making arrests or preventing crime? Was social assistance about supporting people or helping people to support themselves?

Second, based on these new understandings, the Giuliani administration determined what had to be measured to make change happen, communicated these measures, and made this data meaningful and accessible.

Cognos has entered into an alliance with the Giuliani Group—the consulting firm headed by former New York City Mayor Rudolph W. Giuliani—to develop a comprehensive management accountability system. The alliance combines market-leading technology from Cognos with consulting best practices from the Giuliani Group.

The Cognos-Giuliani Solution is based upon the systems of accountability and performance measurements that the Giuliani administration developed and implemented in the City of New York. These systems continue to be used by NYC to drive efficiency and performance improvements across the city.

The combination of Cognos technology and Giuliani Group experience can help you determine what to measure to meet your goals and will give you the means to do so across your entire organization. It can bring tremendous possibilities to public and commercial organizations alike.

INFORMATION + INSIGHT



PROVEN SUCCESS IN NYC

According to the most recent crime statistics from the FBI, New York City is the safest big city in the U.S.

The system of accountability and measurement led to dramatic reductions in crime, ultimately helping to restore the public's confidence in New York as a safe place to live and conduct business. The results are staggering:

Crime	1993	2001	Change#	Change%
Major Felony	430,460	161,612	(268,848)	-62%
Murder	1,927	642	(1,285)	-67%
Robbery	85,737	28,202	(57,535)	-67%
Burglary	100,936	31,563	(69,373)	-69%
Grand Larceny Auto	111,622	29,989	(81,633)	-73%

Other city departments also recorded significant improvements with the new approach. Between March 1995 and July 2001, the number of public assistance recipients declined by 678,000 in New York, representing a decrease of over 58 per cent.

The Department of Correction also saw significant results. Inmate-on-inmate violence dropped 93 per cent. Department of Correction officer overtime was reduced almost by one-half. The number of uniformed sick days decreased by one-third.



THE GIULIANI TRACK RECORD

The success of the Giuliani approach of measurement and accountability in New York City is startling. Crime reduction was just one example. Comparing statistics from 1993 with 2001:

- Major felonies dropped 62 per cent
- Murders dropped 67 per cent
- Burglaries dropped 69 per cent

The impact on New York's budget was significant. For example, reductions in overtime at the Department of Correction saved \$44 million over five years. Similar results were felt throughout New York.

New York City became a safer, more desirable place to live. There was an increase in business activity, especially in such areas as tourism and conventions. The number of restaurant openings and movies filmed in New York doubled. The overall increase in economic activity boosted revenue as the tax base grew with rising property values.

The changes instituted during the Giuliani administration have been sustained in New York City. They can be replicated in any jurisdiction or enterprise in the world.

THE COGNOS TRACK RECORD

Cognos is the world leader in the business intelligence, planning, and scorecarding technologies of performance management. This leadership is demonstrated by the completeness of our solution, number of customers, total revenue, and confirmed by analyst opinion.

Cognos delivers performance management technology solutions to thousands of customers around the world, in public and private sectors.

Cognos technology solutions deliver metrics and reports based on the information locked up in your various data sources.

Customers worldwide use Cognos to monitor, plan, and understand their performance. They distribute easy-to-use reports, scorecards, and plans across their organizations. With Cognos, everyone accesses one version of the truth, and can drill down to the required level of detail to make the right decisions.

Cognos is the largest provider of business intelligence (BI) solutions to the U.S. Federal Government, including the Department of Defense, and the leading provider to state and local governments across the United States.

Cognos is a global company with more than 22,000 customers in over 135 countries, including 80 per cent of the Fortune 1000.

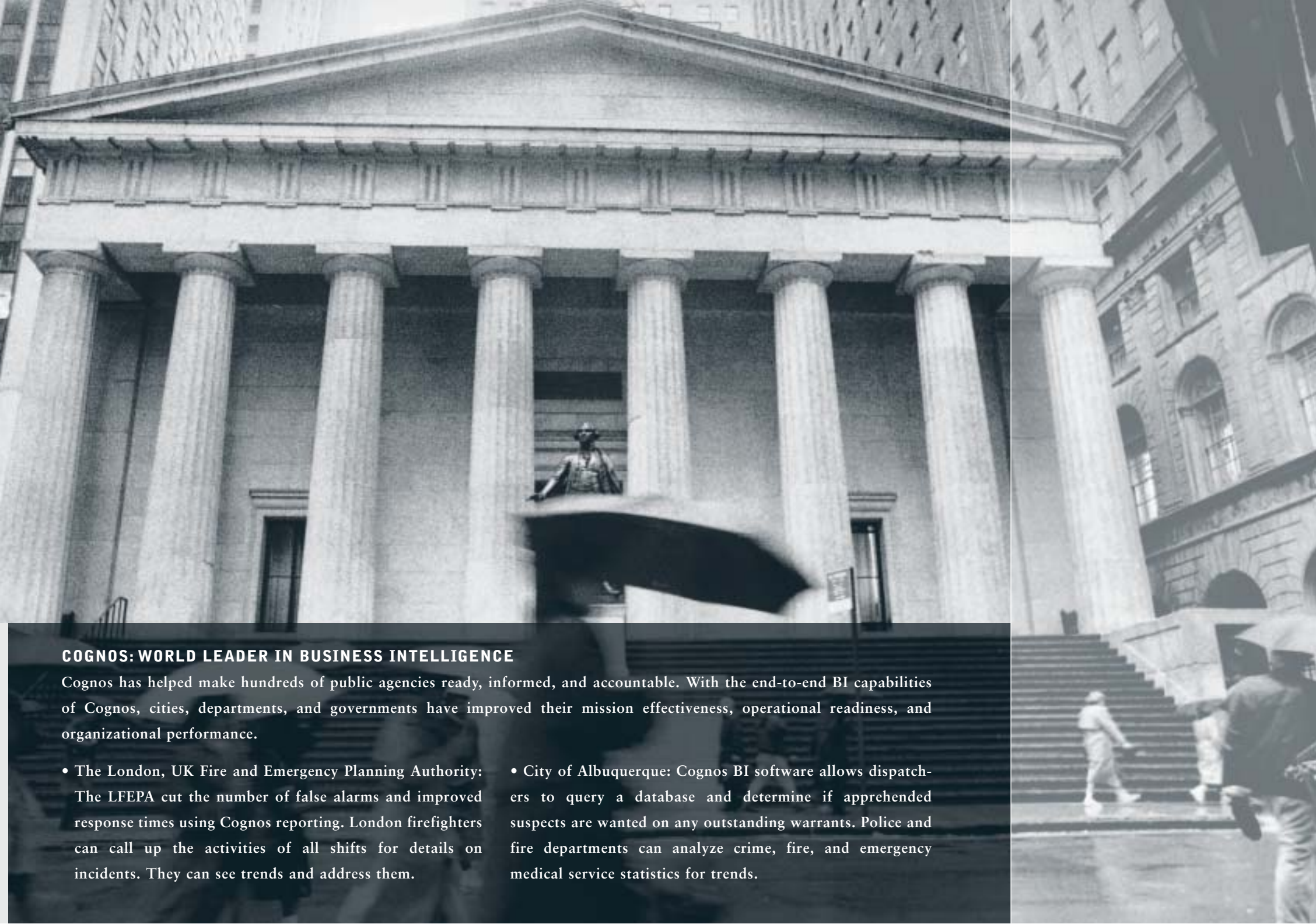


CORPORATE PERFORMANCE MANAGEMENT: ALIGN YOUR ACTIONS WITH STRATEGY

Cognos delivers solutions to drive your performance to the next level, with software solutions to drive, monitor, and understand business and organizational performance.

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

Enterprise Planning drives your performance. Enterprise scorecarding lets you monitor the progress of this plan. Enterprise business intelligence lets you report and analyze issues to understand them better and make the best decisions.



COGNOS: WORLD LEADER IN BUSINESS INTELLIGENCE

Cognos has helped make hundreds of public agencies ready, informed, and accountable. With the end-to-end BI capabilities of Cognos, cities, departments, and governments have improved their mission effectiveness, operational readiness, and organizational performance.

- **The London, UK Fire and Emergency Planning Authority:** The LFEPA cut the number of false alarms and improved response times using Cognos reporting. London firefighters can call up the activities of all shifts for details on incidents. They can see trends and address them.
- **City of Albuquerque:** Cognos BI software allows dispatchers to query a database and determine if apprehended suspects are wanted on any outstanding warrants. Police and fire departments can analyze crime, fire, and emergency medical service statistics for trends.



**“TRUE ACCOUNTABILITY COULD IMPROVE THE PERFORMANCE
AND MORALE OF ANY ORGANIZATION.”**

RUDOLPH W. GIULIANI

New York’s dramatic crime reduction is just one demonstration of the management revolution that New York experienced. This revolution occurred by bringing together accountability, data, and measurement. The Cognos-Giuliani Solution can bring these elements together for your organization.

The Cognos-Giuliani Solution gives you an innovative and flexible management methodology and process. It can be applied across your organization. The solution will help you assess and challenge the status quo. You will be able to determine what needs to change, how to address the fundamental problems, and whether you have the means to monitor and understand the revolutionary results.

The Cognos-Giuliani Solution is a collaborative decision process that makes management accountable for direction and individuals accountable for the actions that make the strategy happen. It delivers the timely data necessary for this process, letting people measure, decide, and act.

A MANAGEMENT REVOLUTION

FOUR KEYS TO SUCCESS IN PERFORMANCE MANAGEMENT

The Cognos-Giuliani solution engages your organization in a four-step methodology. With these four steps and expertise from the Giuliani Group and Cognos, you can generate your own revolutionary results.

- **Strategy—Focus on desired results and work back**

Focus on the desired outcome, and track and measure key inputs. Accountability stems from tracking the appropriate performance metrics.

- **Data—Know the numbers**

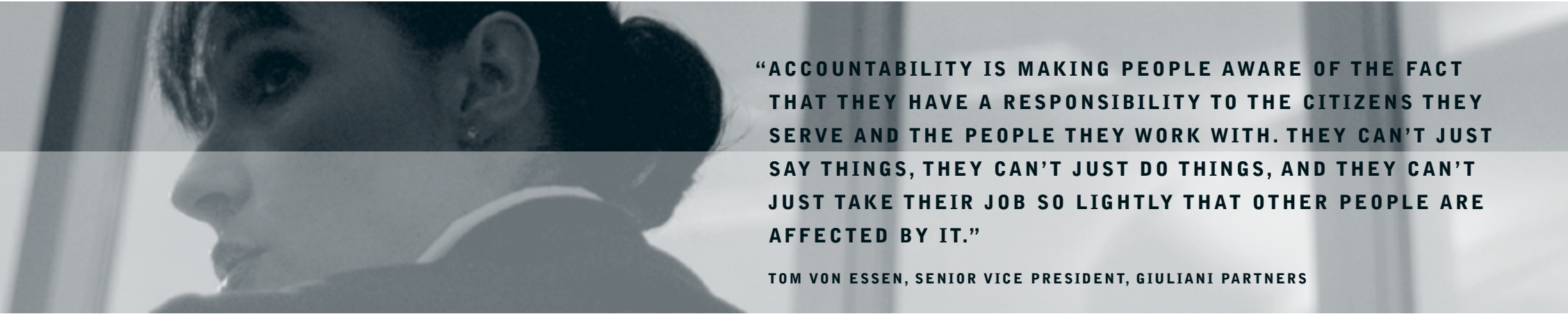
Standardized, timely data collection, analysis, and reporting are the foundation for problem solving and decision-making, as well as short- and long-term planning.

- **Organization—Everyone is accountable, all the time**

By making all individuals accountable for their domain, you can align day-to-day details with high-level strategy, across the entire organization.

- **Collaboration—Align individual actions and strategic goals**

Collaboration means everyone can share their experience and expertise to achieve the organization's goals, because they understand the strategy, the data, and their own accountability. It is through this collaboration that insights, breakthroughs, and innovation can happen in your organization.



“ACCOUNTABILITY IS MAKING PEOPLE AWARE OF THE FACT THAT THEY HAVE A RESPONSIBILITY TO THE CITIZENS THEY SERVE AND THE PEOPLE THEY WORK WITH. THEY CAN’T JUST SAY THINGS, THEY CAN’T JUST DO THINGS, AND THEY CAN’T JUST TAKE THEIR JOB SO LIGHTLY THAT OTHER PEOPLE ARE AFFECTED BY IT.”

TOM VON ESSEN, SENIOR VICE PRESIDENT, GIULIANI PARTNERS



“NO MATTER WHAT YOU’RE TRACKING, COMPARING RESULTS TO PREVIOUS INDICATORS, THEN DEMANDING IMPROVEMENT, IS THE BEST WAY TO ACHIEVE ANYTHING.”

RUDOLPH W. GIULIANI

The Cognos-Giuliani Solution will help you ensure collaboration and consistency across all levels of your organization. The solution delivers consistency in these areas:

- *Consistency in data:* everyone must be working from the same page, the same version of the truth.
- *Consistency in focus:* everyone must agree on the high-level strategy and the desired result. The outcomes must reflect the organization’s goals. Measurement must drive results.
- *Consistency in accountability:* everyone is accountable, all of the time.

The solution will also help you build the necessary management and technology to enable collaboration across your organization. Cognos and the Giuliani Group will help you ensure everyone has the understanding and training necessary to secure commitment to the methodology and ensure they work together.

COLLABORATION AND CONSISTENCY ACROSS THE BOARD

BETTER PERFORMANCE: COGNOS AND THE GIULIANI GROUP

“WE UNDERSTAND THAT CUSTOMERS WANT TO DO BUSINESS WITH VENDORS THAT DELIVER PROVEN RESULTS AND RETURN ON THE MONEY THEY INVEST.”

RON ZAMBONINI

True accountability enabled by leading technology: that’s what the collaboration between Cognos and the Giuliani Group delivers.

Together, Cognos and the Giuliani Group can help you manage performance by delivering:

- The expertise to help you set your strategy and determine the outcomes that will make a difference.
- Access to the timely, accurate data that drives your outcomes.
- The process to ensure your organization aligns around the strategy and data.

- The organization model and software tools to make accountability a collaborative process.

All cities face similar challenges from crime, delivery of social and human services, and escalating costs. New York’s phenomenal results demonstrate that difficult problems can be engaged and solved in any city, anywhere. The same methodology of strategy, data, alignment, and collaboration can drive results at other levels of government, and in the private sector.

The Cognos-Giuliani Solution will drive true performance management and accountability across your organization. The success achieved in New York City can be repeated anywhere around the globe.



ABOUT COGNOS

Cognos is the world leader in business intelligence and performance planning 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.

CONTACT

For more information on the Cognos-Giuliani Solution or on Cognos, visit our Web site at: www.cognos.com.

ABOUT GIULIANI GROUP

Giuliani Group is a management-consulting firm founded by Rudolph W. Giuliani, the former Mayor of New York City. The company focuses on helping leaders in the public and private sectors secure the future of their organizations by advising them on how to manage people, finances and physical assets to maximize potential and minimize expenses.

Rudy Giuliani and his team of senior executives, most of whom served with him during his eight-year tenure as Mayor, draw upon their experiences in management, including using performance measurements to foster accountability; leadership; preparedness; economic development; crisis management; and public safety—all of which were instrumental in turning around a City described as unmanageable and ungovernable to one that is a worldwide example of good government and effective management.

CONTACT

For more information on the Giuliani Group, visit the Web site at: www.giulianipartners.com



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