

# ENTRY POINTS TO CPM

## DRIVE PERFORMANCE WITH ENTERPRISE PLANNING

**INDUSTRY: RETAIL**  
**VALUE DELIVERED: TRANSITION TO A COLLABORATIVE PLANNING ENVIRONMENT**

Location: U.S.  
 Revenue: \$43 billion  
 Employees: 243,000

This leading retailer uses Cognos for expense planning, capital budgets, and headcount planning, having integrated multiple financial and merchandising management systems. Store-level plans have created unprecedented collaboration that reduced operating expenses by more than \$10 million in the first year of planning on the Cognos platform.

**INDUSTRY: TELECOMMUNICATIONS**  
**VALUE DELIVERED: \$1.5 BILLION INCREASE IN WORKING CAPITAL**

Location: U.S./Global  
 Revenue: \$8.5 billion  
 Employees: 34,500

After deploying its Cognos solution in just eight weeks, the company enjoyed one of the most dramatic returns of any Cognos customer, improving its working capital position by \$1.5 billion. More significant were the changes in the company's culture, with planning transformed into a core competence. The benefits of adopting enterprise planning—a high degree of collaboration, a single source of planning and performance data, real-time analysis and reporting—have fostered a culture of accountability and forged a strong link between plans and performance.

## MONITOR PERFORMANCE WITH ENTERPRISE SCORECARDING

**INDUSTRY: MANUFACTURING**  
**VALUE DELIVERED: ENTERPRISE SCORECARDS ENABLING OPERATIONAL EFFICIENCY AND CROSS-DEPARTMENTAL VIEW OF CRITICAL METRICS**

Location: Canada  
 Employees: 1,200

A leading semiconductor manufacturer looked to transform the entire organization into a culture that monitors performance and makes decisions based on up-to-the-minute business information. Despite a \$20 million ERP investment, the company was still without unified metrics and timely reporting on strategic initiatives. Cognos scorecarding was used to communicate the strategic direction and identify performance on the key metrics that drive success. Graphical presentation has led to a faster-paced organization that focuses on the inter-departmental dependencies that are needed to achieve corporate goals. Scorecards identify the real issues requiring attention and provide the analysis needed to arrive at the best decisions quickly. Tiered metrics now support the finance, operations, R&D, sales, and HR functions. The company attributes a \$40 million savings to effective use of scorecarding and a more efficient operation.

**INDUSTRY: FINANCIAL SERVICES**  
**VALUE DELIVERED: A SINGLE SOURCE OF CORPORATE PERFORMANCE INFORMATION**

Location: U.S./Global  
 Revenue: \$1 billion  
 Employees: 1,000

A provider of private mortgage insurance with operations in the U.S., Australia, New Zealand, Europe, and Hong Kong, this company uses Cognos scorecarding to track key performance indicators in sales, operations, finance, underwriting, and risk management. The company will deploy Cognos scorecarding across their entire operations, ensuring a single version of performance metrics. Employees will use integrated analysis capabilities to better understand risk management and customer and product profitability.

## UNDERSTAND PERFORMANCE WITH ENTERPRISE BUSINESS INTELLIGENCE

**INDUSTRY: PHARMACEUTICAL**  
**VALUE DELIVERED: SPLIT-SECOND ACCESS TO CUSTOMER, MARKET, AND OPERATIONAL TRENDS FROM A SINGLE SOURCE**

Location: UK/Ireland  
 Sales: £1 billion  
 Employees: 2,500

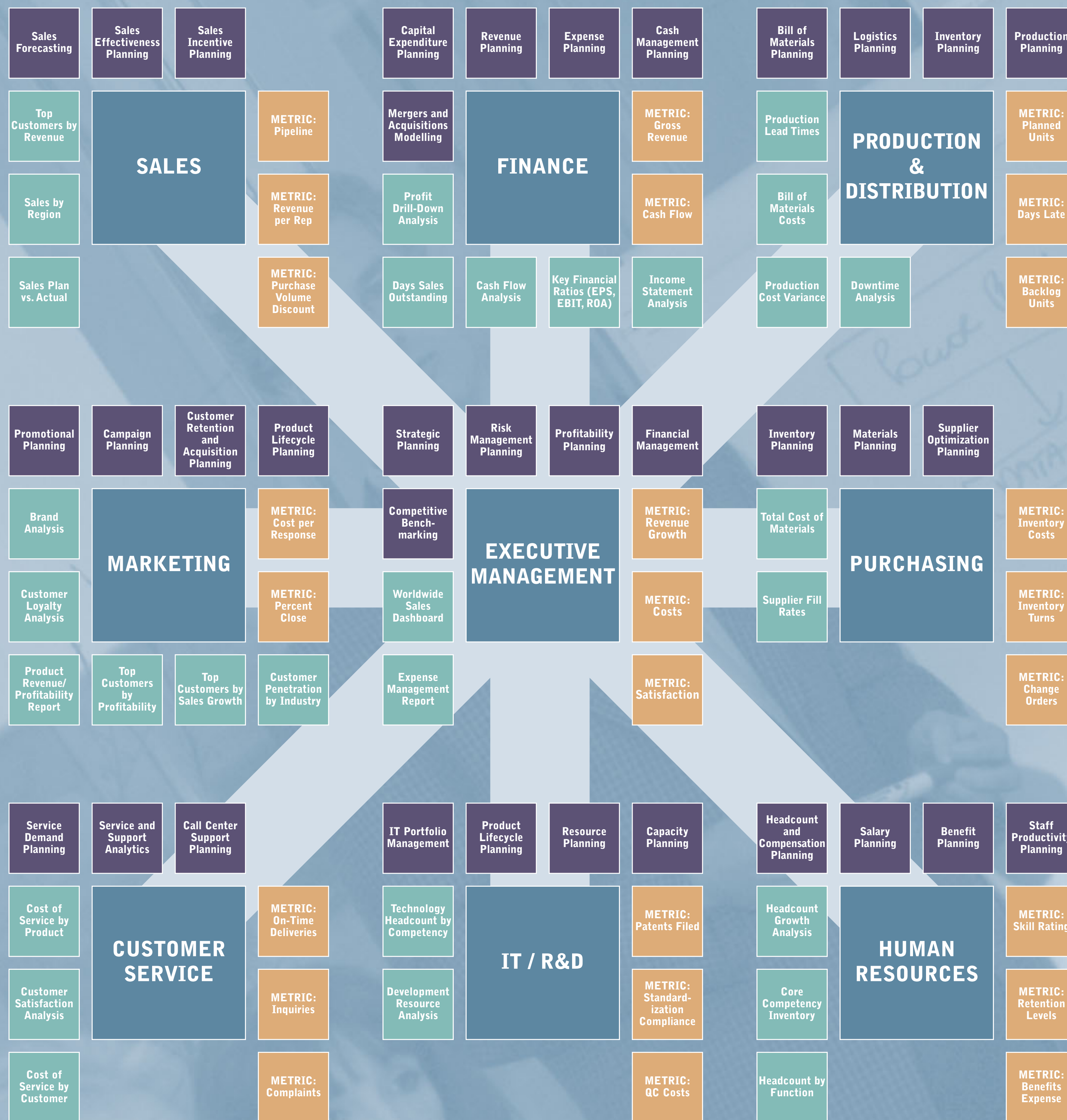
A large, diversified chemical and pharmaceutical company deployed Cognos enterprise business intelligence to integrate its vast stores of operational and relational data into a unified, Web-based information center. The company uses the broad array of Cognos BI capabilities—reporting, analysis, ad hoc query, and scorecarding. Managers and sales representatives receive highly tailored, up-to-the-minute reports. They can conduct detailed analysis in seconds, allowing them to deliver the right sales messages to drive sales results. All this is done without the need for IT intervention.

**INDUSTRY: BANKING**  
**VALUE DELIVERED: SELF-SERVICE ACCESS TO CUSTOMER RELATIONSHIP INFORMATION ACROSS MULTIPLE DATABASES**

Location: U.S.  
 Assets: \$12 billion  
 Employees: 5,000

This Cognos customer used Cognos to integrate customer data residing in several sources into a single source of information. Employees now use Cognos reporting, analysis, and event detection to better understand credit and risk management and to identify emerging opportunities to increase customer profitability. These capabilities are deployed through a Cognos extranet that increases employee self-service and efficiency.

# THE COGNOS SOLUTION MAP



PLANS
  REPORTS
  METRICS



THE NEXT LEVEL OF PERFORMANCE™

# SIGNIFICANT ROI

## STREAMLINE BACK-OFFICE OPERATIONS

**INDUSTRY: RESTAURANT, FOOD SERVICE**

Location: U.S.  
 Revenue: \$652 million  
 Employees: 15,000

Struggling with disconnected spreadsheets across its 67 locations, executives at this restaurant chain turned to Cognos Enterprise Planning as their first step toward CPM. The company was looking for improvements in key areas: greater visibility into financial and performance data at store level; greater collaboration among managers; accuracy in their data; and the ability to analyze performance across locations to develop trends and projections.

Cognos Enterprise Planning streamlined their budgeting and planning processes and gave managers at each restaurant a view into daily, weekly, and monthly sales. At the close of each day, Finance automatically receives sales, labor, cost, and revenue data to create store-level P&L reports. This gives executives the desired visibility into the financial performance and processes of each restaurant. Data is further integrated into a central store to provide managers and executives with complete visibility into regional and overall performance totals. The company further developed its CPM implementation by deploying Cognos Enterprise Business Intelligence and Cognos Enterprise Scorecarding. Executives now receive performance reports for each restaurant and can monitor their performance against pre-set targets.

CPM has delivered on expectations. The company has significantly reduced the time and effort required to manage their reporting. They have made the transition from disconnected spreadsheets to an integrated, accurate, and continually updated view of their financial information across all locations. Executives now have confidence in their data.

**"I LIKED THE COGNOS VISION—IT'S WHERE I NEED TO BE. COGNOS COULD SHOW ME THE WORKFLOW, MULTI-USER REVIEW, AND OFFLINE UPDATING. THE FACT THAT I COULD UPDATE A MODEL WITHOUT TAKING IT DOWN WAS HUGE. LONGER-TERM, I AM EXCITED AND ALIGNED WITH THE COGNOS VISION."**

## FOCUS ON THE FRONT OFFICE

**INDUSTRY: PUBLIC SECTOR/MUNICIPAL GOVERNMENT**

Location: Canada  
 Employees: 1,000

CPM is clearly as much a performance management strategy for the public sector as it is for commercial enterprises. A long-time Cognos customer, this municipality (population 112,000) is using Cognos software to deliver on its "City Performance Management Project."

City officials undertook a strategic planning process to determine what kind of local government its citizens desired. Four critical areas of importance were identified: Live, Work, Play, and Leadership. The survey also showed that what the citizens valued was good leadership with accountability. They wanted a transparent local government, wanted to see that they were getting value for their tax dollars, and that the quality of life they value is reflected by government services.

The government intends to track its performance across operational, financial, and services-oriented metrics, and measure those against internal and external benchmarks. In the near term, the focus is on key functional areas such as leisure services, finance, payroll, HR, taxation, and maintenance management. By consolidating data across multiple functional areas, city managers will be able to look across government agencies with a unified view. Over time, the city plans to measure performance across all departments against its strategic goals and objectives.

**"WE'VE DEVELOPED A STRATEGIC ROADMAP AND THROUGH A PARTNERSHIP WITH COGNOS WE NOW HAVE TOOLS THAT WILL ENABLE US TO MONITOR, REPORT, AND ANALYZE BUSINESS PERFORMANCE ACROSS THE ENTIRE CITY. THROUGH THIS TYPE OF PLANNING AND ACCOUNTABILITY, WE ARE BETTER ABLE TO PROVIDE SERVICE TO OUR CITIZENS, AND ENHANCE THE EFFICIENCY OF OUR ORGANIZATION."**

## ALIGN TACTICS WITH STRATEGY FROM THE TOP DOWN

**INDUSTRY: MANUFACTURING**

Location: U.S.  
 Employees: 3,700

Looking for a CPM partner to help it become a "Coordinated Organization," this automobile manufacturer chose Cognos based on the breadth and depth of its business intelligence suite and its expertise in delivering solutions to manufacturers.

The company uses Cognos to monitor, analyze, and report on all quality indicators and is expanding its BI deployment from use in specific departments to enterprise-wide use in order to distribute key reports and KPIs consistently across the organization. The company uses Cognos Scorecarding to measure progress against KPIs in four key areas: customer satisfaction, productivity, internal process improvements, and profitability. The company uses a combination of internal KPIs and industry benchmarks. Individual accountability is key.

The company also rearranged its management and reporting structures for a better alignment with these priorities and deployed Cognos scorecarding to monitor its performance. Executives monitor overall trends and progress against high-level goals. Managers identify the interplay of factors that are affecting performance, then ensure that they are aligned with longer-term goals. Group leaders monitor the day-to-day status of key activities and investigate anomalies using Cognos Enterprise Business Intelligence.



