

SMART COMPANIES GET READY

WINNING WITH
BUSINESS INTELLIGENCE
IN A VOLATILE ECONOMY

PART II IN A SERIES



COGNOS®
THE NEXT LEVEL OF PERFORMANCE™

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EXECUTIVE SUMMARY

This paper shares how:

- **Royal Doulton** china used Cognos to eliminate unprofitable product lines, saving £26 million in working capital requirements over three years
- **KeyCorp** financial services is now able to reward profitability, rather than simply revenue, of products and sales because of Cognos
- since implementing Cognos, **Lesco** lawn care has seen its sales grow from \$250 million to more than \$500 million, without doubling its working capital in inventory
- at **Advantis Technologies Inc.**, the Cognos deployment was cash neutral in year zero
- **COBE Cardiovascular** took just eight weeks to implement Cognos, and users were viewing the results of their own queries online within hours.

Smart companies are using business intelligence to prepare for the future—whatever way the economy may turn. Business intelligence (BI) lets them clearly understand their internal strengths and weaknesses, and measure the external risks and opportunities of the current marketplace. It does this by unlocking the data captured in operational systems and transforming it into useful, relevant information. The right information fuels the smart, timely decisions that are the hallmarks of successful enterprises.

Organizations that use BI to leverage their business information can keep a close watch on both internal and external events and processes. They can find ways to stay agile, even jump ahead. This paper shows how:

- BI provides a view of what is happening across the enterprise, so companies can stay on top of trends and changes in the marketplace and react more quickly
- BI helps retain and acquire customers and suppliers by providing visibility into needs and expectations, so that a strategy can be tailored to serve them better
- BI achieves new and much needed efficiencies, providing self-service information, and reducing the time and staff needed for reporting
- BI leverages existing systems and information.

For Cognos, providing tangible return on investment drives our relationships with our customers. Whether it is helping organizations increase efficiencies, find fast answers, or enhance their customer and supplier relationships, it comes down to saving money, increasing revenue, and driving profitability—especially when the economy is tight.

PREPARING FOR THE UNKNOWN

BULL, BEAR, OR DEAD CAT BOUNCE?

Is the economy picking up, or is it poised for freefall? Are we in a bear market, or a stealth bull market? Was that last rally just a dead cat bounce? The truth depends on whose numbers you believe.

Bull analysts claimed that improved earnings, a strengthening economy, low interest rates, and a U.S. tax reduction would cause the market, followed by the economy, to rally in 2003¹. One Wall Street analyst went so far as to predict a ‘mega’ bull market over the next ten years². Many bears, on the other hand, are convinced that stock prices could more than halve before rising again³, and many predict a devastating drop for the Dow⁴.

The Economist called 2002 “a year of surprises” partly because even though the world stock market index dropped twenty percent, the economy did not follow it, as it has historically done⁵. All this to say that the numbers are in, and the future is anyone’s call. So how do you plan for the unknown?

The good news is that most companies are surviving in this difficult business climate. In the face of uncertainty, smart companies are choosing to ready themselves for any eventuality by implementing business intelligence. BI provides your company with the knowledge it needs to sustain or attain a position at the head of the pack.

BI ANSWERS THE BURNING QUESTIONS

As they manage their companies, decision-makers face a multitude of questions every day. Is the business healthy? Are we on track? How can we drive up profitability? Who are our best customers? How can we improve cash flow? Where can we gain efficiencies?

Business intelligence answers these questions. It enables a consistent view of the business, across the organization, delivering:

- the ability to analyze business information so you understand what is driving trends and can spot anomalies
- the mechanism to track a business’s key metrics and gauge the health of the organization
- a secure and seamless sharing of information between an organization and its stakeholders, across the entire value chain
- easy-to-use reports to support people’s day-to-day business activities.

¹ Market analysts say a new bull could emerge in 2003, *Associated Press*, Dec. 18, 2002.

² The Fourth Mega-Market, Now Through 2011, *by Ralph Acampora*.

³ Stock Valuations Are Still Outrageous, *interview with Robert R. Prechter Jr.*, *Newsweek*, Oct. 2, 2002.

⁴ 10 Questions: Prudent Bear Fund Manager David Tice, *by Beverly Goodman*, *thestreet.com*. May 6, 2002; Dow 1000? Or Dow 20,000?, *by Robert B. Gordon*, *gold-eagle.com*.

⁵ A year of surprises, *The Economist*, Dec. 19, 2002.

THREE WAYS TO WIN IN A VOLATILE ECONOMY

“It’s true that companies have to be agile to compete effectively. Implicitly, agility is about improving the cycle time for managerial action. But why has this capability suddenly become more important than in previous years? ... In this cutthroat, weakness-revealing economy, companies can no longer afford to ignore the problem of managerial procrastination, so the case for agility is obvious.”

C.K. Prahalad et al, *The Essence Of Business Agility*,
Optimize Magazine, September 2002

1. STAY AGILE

It pays to be nimble, especially in uncertain times. Staying agile can mean shoring up your strengths and shedding your weaknesses. Business agility is gained when you

- Streamline and eliminate unprofitable elements
- Reward profitability, not revenue, and reduce expenses
- Position yourself to win.

Streamline

Royal Doulton, a company with a 150-year history, has always embraced leading technology to stay ahead of its competition. When it needed to make tough decisions to safeguard its future, it called upon Cognos business intelligence.

In mid-2001 the company began to feel the bite of the recession. Reducing product lines seemed the most practical solution, but which ones—and how many? How would these decisions affect the many and varied regions of this global company?

“Previously, we had the information to hand, but not in this much detail,” said Shane Phillips, Business Systems Manager at Royal Doulton. “For example, if a dinner plate in our popular Fusion Gold pattern increased in sales over the year both in the UK and America, it didn’t necessarily mean both product line and pattern were making a profit. Cognos let us analyse profit margins, revealing which product in each pattern and market was of more value to the business.”

A thorough, Cognos-enabled profit margin analysis gave the company the factual basis to carry out a product line reduction of 80%, from over 31,000 product lines to less than 6,000. Through this streamlining, Royal Doulton saw a £26 million saving in working capital requirements over a three-year period between 1999 and 2001.

*“Over the last three years
Cognos has definitely proved
its worth to the business and
is now a cornerstone of the
ongoing IT and business
strategy.”*

Shane Phillips,
Business Systems Manager,
Royal Doulton

Reward profitability

Focusing on profitability rather than simply revenue is a common-sense approach to business that many companies adopt. **KeyCorp**, one of the largest bank-based financial services companies in the United States, is one of these. Founded in the early nineteenth century and holding assets of close to \$83 billion, KeyCorp wanted to track what was important to them: **loan performance, not just dollars lent.**

“In the past we were only able to judge how well a loan office was performing based on the dollar value of money it lent out rather than how profitable it was,” said Shравan Kotha, Senior Vice-President, Enterprise Business Intelligence Support, KeyCorp.

Cognos empowered the organization with previously unattainable loan history information, which let them fine-tune credit and product policies. They were able to find out how past loans matured, were paid off, or became delinquent. They could link loan delinquencies and charge-off levels to a state, an underwriter, or a product. This information let the consumer loan department adjust the debt-to-income ratio on several of its products. The result: **better performance and reduced loss.**

“Our key decision-makers now have information on their desktops and at their fingertips. They just have to drag and drop or point and click,” said Mr. Kotha. “This removes a lot of frustration because it used to take us several days out of each month to get the same information.”

Other companies have sought to encourage profitability not only in their products, but also in their employees. Using Cognos, pool chemical manufacturer **Advantis Technologies Inc.** has been able to change sales force compensation from its historical focus on revenues to a system based on profit margin.

“It’s something we always thought about doing. But we previously discarded the idea because it was too much work, given the reports we had. The data was there but we just couldn’t get to it,” said Keith Lewis, Vice-President of Business Development at Advantis.

Their ERP system gave them good sales history, but summary and comparative information wasn’t easy to extract. Manually compiled reports led to mistakes and distrust of data. “Instead of interpreting and analyzing our business, we wasted a lot of time figuring out whose numbers were right. And we still could not articulate sales performance by territory,” said Mr. Lewis.

“Cognos has been a good morale booster because we are more responsive to salespeople. Receiving near real-time answers to their questions increases their ability to work their territories with confidence. We are giving people the support they need.”

Keith Lewis, Vice-President of Business Development, Advantis Technologies Inc.

The company’s technology partner recommended Cognos. Now Advantis can quickly and easily analyze profitability of products, product types, and customers, and uncover the effects of price, cost, volume, and product mix using Cognos’ packaged reports and the flexibility for ad hoc queries.

Position yourself

Knowing your business, from all angles; there is no better way to position yourself to respond quickly to unexpected changes. Kids HQ, North America’s largest distributor of children’s apparel, wanted to do just that: sharpen its competitive edge by gaining better visibility into operations, improved response times to customers, and improved business planning capabilities. But four overseas offices, each with its own database, were creating a cacophony of conflicting inventory and sales information.

For Kids HQ, visibility into its operations has translated into agility. “With Cognos, we are improving our agility and reacting quickly to changing market conditions,” said Kevin Downs, Chief Technology Officer, Kids HQ. “Cognos also enables us to raise the bar on the level of customer services and accountability that we provide.”

With Cognos, Kids HQ employees now have crucial data on product development, factory performance, inventory, and sales at their fingertips. They are able to drill down to the detail level to understand the key drivers behind operations, and as a result dramatically improve product planning.

Besides these advantages, days spent capturing information are now spent generating more sales appointments—15 percent more—now that Cognos is in place.

“We evaluated several business intelligence vendors and selected Cognos based on its powerful data integration technology, as well as its superior reporting and analysis solution.”

Kevin Downs,
Chief Technology Officer, Kids HQ

2. KEEP WATCH

A total accounting of your own business, your customers, and your competition is a matter of survival. To establish a clear corporate line of sight,

- **Know your customers:** not only buying trends, but credit policies and an appropriate diversification of customers
- **Improve internal visibility** and ensure appropriate corporate governance
- **Prove your instincts true.**

Know your customers

A common customer relationship management principle is that companies who know their customers keep their customers. Smart companies get to know their customers in various ways. Web sites can be a valuable source of information, if properly harnessed. Buying patterns and projections, in the hands of sales people, can be powerful tools. Knowing purchasing trends when revising sales structures and inventory plans is bound to result in profits. Here are a few companies who have invested in customer knowledge and seen the payoff in many ways.

U.S.-based **Otis Elevator Co.** sells almost one quarter of the world's new elevator equipment. The products Otis makes, sells, and maintains globally move people not only vertically but also horizontally (moving sidewalks) and diagonally (escalators). With so many customers moving in so many directions, Otis needed customer information united in one place. The Cognos customer intelligence solution united web site traffic information with customer data from other parts of the business, giving a **complete analysis and understanding of their customer base.**

“Rising to aid c-level executives under accountability pressure, BI (business intelligence) and enterprise application vendors are stepping up to the plate with offerings designed to improve financial visibility. Cognos (is) among many BI vendors that have responded by bolstering the analytics capabilities of their offerings in an effort to give executives greater visibility into financial reports by allowing them to drill down into specific transactions.”

Heather Harreld, in *Scrutinizing the numbers*,
Infoworld.com, August 19, 2002.

Otis' sophisticated web site both facilitates commerce and generates leads for the sales team. Users can manipulate computer-aided design drawings of elevators to fit their own “hoistway” requirements. The site is available in 26 languages, receives about 1,800 visits a day, and has 23,000 registered users. It was a perfect vehicle for coming to understand customers better—but amazingly complex. Otis needed a way to combine and analyze clickstream data and find out more about their users.

“We wanted to understand who is visiting the site, if they are registering on the site, how long they are staying, and what applications they are using online,” said Chuck Richards, IT project manager, Otis Elevator.

The trend analysis Cognos made possible **has transformed customer service**. Using the information, Otis can massage its web site to best meet customer needs and design email campaigns and other outreaches that strike a chord with customers.

“We’re trying to differentiate ourselves from the competition, and use of data is one key aspect. We have a lot of knowledge and data in this company and we are starting to understand the value of it. That’s why having a good suite of BI tools is so important.”

Jeff Anderson, Senior Manager,
e-business, Otis Elevator

Safilo, the world’s largest supplier of high quality eyewear, knows about seeing things clearly. Safilo sales people have mobile visibility: laptops loaded with Cognos analytical tools and fresh data that let them zero in on current information or conduct detailed analyses—all while on the road. They can sit down with a customer and show them what they’ve bought, when they bought it, what’s on back order, and where things are going.

“The top five companies in any industry have a 93 to 95 percent customer retention rate. Most companies have a 78 to 82 percent retention rate. A five percent improvement in a company’s customer retention rate will increase profits by 15 to 50 percent, depending on the industry.”

Phillip F. Faris, in *Building Customer Partnerships: The Key To Winning In A Competitive Marketplace*.

Based in Italy, Safilo oversees an international network of factories, retail stores and distributors that make and sell eyeglasses bearing the names Gucci, Polo Ralph Lauren, Christian Dior, and Valentino. Although Safilo maintains very close contact with its customers, the only resources sales reps had were paper reports containing hundreds of pages. Extracting useful nuggets of information from these was virtually impossible.

“Every Safilo sales representative has his own business, and the faster we can get accurate business data to them, the better they can manage their business,” explained Claude Groppi, Manager of Information Services, Safilo Canada.

Because of Cognos products, Safilo reps can slice and dice data to **spot trends, patterns and anomalies in their sales activities**. When they want more information about a particular customer, they can drill through to a “hot file” on that customer and get exactly what they need, when they need it.

LESCO, a leading provider of lawn care and golf course products in the U.S., wanted to take the industry lead in knowing and serving their customers. Innovative stock and price management, which better meets customer needs, helped them adjust stock over their large U.S. distribution network and significantly drive up profitability.

Cognos business intelligence helped LESCO determine, among other things,

- where to ship inventory to match seasonal sales cycles in various regions
- when and where to mark down remaining inventory for season end
- where and how much prices can be rolled back to ramp up sales.

“As our business expands and becomes more diversified, it’s important to gain a comprehensive view of operations across the enterprise,” said Kevin Wade, Vice President and Chief Information Officer at LESCO, Inc. “Because superior performance is closely tied to quality, speed, and accuracy of decision-making, LESCO has taken Cognos to the executive level. Accessible through the web browser, Cognos is now an integral part of the Executive Information System.”

Since implementing Cognos, the company has seen its sales grow from \$250 million to more than \$500 million, without doubling its working capital in inventory.

“Cognos tools are very powerful and have given us a more effective way to make business decisions and maximize our data warehouse investment.”

Kevin Wade, Vice President and
Chief Information Officer, LESCO

Improve internal visibility

The Sarbanes-Oxley Act, which addresses the corporate financial scandals that shook investor confidence in 2002, has now become a household name. The act ensures, among other things, trading blackouts for directors, full corporate disclosure, and responsible audit committees.

Compliance with the act, besides the obvious penalty avoidance, has the desirable side effect of good corporate governance and a clear sight into your operations. Accountability requires visibility, putting your entire company at your fingertips, ready to be analyzed from any angle. It simply makes good business sense, and many companies are taking the steps to increase internal transparency.

Back in the 1930s, the founder and namesake of Jeppesen developed the first navigational aids for pilots, allowing flights to proceed in many different climatic conditions. So it was no surprise that Jeppesen—now an aviation information supplier and subsidiary of Boeing Commercial Aviation Services—turned to Cognos when it needed navigational aids of its own.

“Cognos was clearly the choice for the level of reporting and analysis we needed,” said Dave Fiack, Senior Manager, Data Warehousing and Reporting, Jeppesen. “Our managers require instant access to information associated with running the business, both operationally and financially. With Cognos we are better able to aggregate data from multiple sources and gain a **clearer and more consistent view of our operations**. For example, we are able to quickly identify sales trends by product and by region.”

Like its far-seeing customer, Cognos is committed to ‘making every mission possible.’ Cognos Visualizer gathers complex information together into a kind of operational ‘cockpit’, allowing company decision-makers to quickly and easily manoeuvre through difficult conditions.

“In terms of data visualization, Cognos was head and shoulders above the other solutions we evaluated. Visualizer lets us deliver to Jeppesen management complex data in a usable and understandable format.”

Dave Fiack, Senior Manager,
Data Warehousing and Reporting, Jeppesen

Dresser Flow Control designs and makes valves and regulators for the oil industry. Director of Information Technology Walt Albright described how the company’s information system, before implementing Cognos, was in need of some regulation:

“Previously, Dresser Flow Control had under-exploited our information: a lot of churning of data and creation of inconsistent reports, but little analyzing of key information,” Mr. Albright said.

Dresser needed a complete solution. Cognos tools let the company improve scheduling for specific locations and product lines and regulate business operations such as inventory by keeping watch over these processes.

“Cognos supplies Dresser with critical, real-time sales and purchasing information, which helps drive future product development, engineering, and improvements,” said Mr. Albright. “This business-critical information allows Dresser to continually implement new initiatives to improve its product quality and better satisfy customers.”

Gather information. Keep watch. Regulate. We all know these are important processes. Applying them to our own business data is what makes a company self-aware, self-regulating, and self-perpetuating. It’s what makes a company stand out.

Fossil, known for its high quality watches, expects a certain level of visibility in its business. But growth, acquisition, and licensing deals around the world had left Fossil with a maze of spreadsheets and disjointed infrastructure that made planning, budgeting and consolidation a time-consuming and difficult process. And it had become virtually impossible to quickly forecast the effects of changes.

“We knew we needed a single solution that ran off one database so that we would get the same answer every time, no matter who was asking the question,” said Fossil Project Manager Chris Lee.

Fossil executives used to have to wait until the end of a budget cycle to see any results. With Cognos, they can now check reports and review updates daily, and understand how specific business units compare to prior year or forecasted projections that have already been built into the software.

“We’ve saved so much time using Cognos for our worldwide budget consolidation. What used to be a manual process with weeks of spreadsheet diving now takes only hours. Users can start analysis at an early level and fend off problems before they become really big issues.”

Chris Lee, Project Manager, Fossil

Where internal visibility is a matter of life and death, the U.S. Coast Guard uses Cognos daily to deploy life-saving personnel and equipment to emergency situations. Their Readiness Management System lets them know, at a glance, what equipment, personnel and other resources are available to tackle search and rescue missions.

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. 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.

The Cognos solution also shows where and when skill sets, staff and resources must be added to better serve the community. 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.

Prove your instincts true

You know your business. Sometimes you can even see where things are going, or sense when something's wrong. But while proving these feelings can be difficult, it is usually necessary. Business intelligence gives business people the numbers to back up their instincts.

Cognos has allowed KeyCorp staff to "be confident that the decisions we make are based on fact instead of conjecture," said Grant Skeens, Senior Vice-President of KeyCorp. "When our sales force has theories about what products will perform or how KeyCorp needs to react to the competition, I can just fire up the cube and use PowerPlay to show exactly how introducing or changing products will impact the business. PowerPlay has become the great equalizer."

When Royal Doulton had some difficult decisions to make in terms of streamlining product lines, Cognos helped them to know they were doing the right thing.

"Without the Cognos solution, we may have made the same decisions, but it would have been more guesswork. We're now safe in the knowledge that we're making the right judgements based on accurate information," said Shane Phillips, Business Systems Manager at Royal Doulton.

With Cognos business intelligence, your decisions are not just the right ones—they also stand up to scrutiny.

3. JUMP AHEAD

When a system is working adequately, we are loath to step in and change it for fear of setting off disaster. Preferring the devil we know, we stand by our spreadsheets and printed reports even when we realize they are inefficient. Smart companies understand that BI technology can bring a quiet revolution to long-standing processes. Without a major disruption of process or an extended training period, BI gets people in touch with the information they need, quickly, and lets you start pouring on the speed.

COBE Cardiovascular, a maker of cardiovascular therapy products, believes in fostering an environment where employees work together to create and deliver high-quality, innovative products. When COBE discovered that employees were starting to stall from a lack of critical information from their Business Planning and Control System (BPCS) system, reaction was immediate.

"Our sales force had fairly limited information about customer trends, and our marketing team didn't have a clear sense of how our product lines were doing," said Marsha Williams, Vice President of Information

"Since business analysts can never seem to get answers quickly enough, the tendency exists for all processes to slide in the direction of real time. Intelligence at the right place and the right time is needed to reduce risk and meet business imperatives. Whether making an offer to a customer buying flowers on the Web or passing security clearance at the airport, having a meaningful profile of customer behavior is good business."

Keith Gile et al, *The Business Intelligence Technology Stack: Why You Should Care*, Forrester Research in Giga Report, May 8, 2003

Technology for COBE Cardiovascular Inc. “They needed a tool that would offer them a complete view of the business in a timely fashion.”

It took just **eight weeks to implement the Cognos solution**. Despite an anticipated three-month learning curve, users were manipulating data within hours and were amazed at the difference it made to their work. Now users can input their own queries and instantly view and manipulate the results online. Salespeople can monitor activity at a particular hospital and get in front of the customer if there is a problem. Marketing can study trends in product lines. Finance can easily extract trends in sales, margins, and revenue. Users get the most up-to-date results within minutes rather than days or weeks.

“The first time our salespeople saw a customized report that was generated on the spot, they were speechless. Within days they were downloading data to their electronic organizers and manipulating it to get a better sense of their customers’ needs and buying patterns.”

Marsha Williams, Vice President of
Information Technology,
COBE Cardiovascular Inc.

Not only can sales and marketing benefit from this acceleration of information, financial data gets a boost through Cognos’ financial and planning products. Before **Murray**, a lawn maintenance and recreational equipment maker, began using Cognos, it would take three weeks to complete the financial reporting process. That time has been reduced to one week.

“With Cognos, we can consolidate and prepare our financial data significantly quicker than before, literally **saving us weeks in the process**,” said Amy Blanton, Financial Reporting Analyst, Murray, Inc. “What’s more, we can view information by multiple dimensions—such as trading profit or EBIT by product line—which has given our managers new insights into processes that often go beyond the finance department.”

“We’re able to spend more time analyzing our data than preparing it, and we can get that information in front of our people quickly so they can make more informed and timely decisions,” said Ms. Blanton.

And because Cognos linked with their financial intelligence system, Murray has made it their consolidating and reporting tool as well. Knowing all aspects of your business and how they fit together can help you quickly manoeuvre ahead of your competition.

IT ALL COMES DOWN TO RETURN ON INVESTMENT

ROI has its root in many factors—time savings, increased productivity, avoidance of costly mistakes, to name a few—that can quickly add up to millions a year.

After **Advantis Technologies Inc.** implemented Cognos, monthly reporting time went from two weeks to two hours. Now reports are emailed twice a month. This immediacy has given sales staff more confidence in their day-to-day dealings with customers, letting them, very simply, sell more. Increased productivity in sales staff, combined with vast time savings for the IT department, has spelled big ROI for Advantis—the application has paid for itself in one year.

“We can now conduct analysis we could not do before and see things we had not considered before,” said Keith Lewis, Vice-President of Business Development at Advantis. “Cognos was a very good match between what we wanted and what it did. All that and cash neutral in year zero.”

Others have gone cash neutral and beyond. Since deploying an IDX/Cognos solution that allows users to quickly and accurately track physician productivity, managed care trends, payment and rejection experience, market demographics, and scheduling trends, **Advocate Medical Group** has improved its bottom line by nearly \$20 million.

“Today, Advocate focuses on the use of information to improve the quality of healthcare delivery and business performance,” said Stephen Krug, Director of Information Systems, Advocate Medical Group. “Cognos and IDX provide our executives and physicians

“Cognos’ leadership momentum in the business intelligence market remains strong. In the 2002 Dozen, we wanted to recognize companies that are doing the most to help their customers achieve greater returns on investment by measuring, analyzing and improving business performance. By these criteria, Cognos has set itself apart.”

David Stodder, Editorial Director,
Intelligent Enterprise

the information needed to make fast, informed decisions—ultimately driving business performance improvements and customer success. They continue to support our efforts to improve patient care, reduce clinical resource consumption, enhance the patient experience, and improve customer satisfaction,” said Mr. Krug.

Less time requesting and compiling information; more time analyzing. Not only are people saving time getting the information they need, but the quality of that information helps them drive up profitability. And this means fast return on investment.

Quite simply put: “Cognos gives us the best bang for our buck,” said Fossil Project Manager Chris Lee. “And we have a tool that will grow with us as a company.”

ABOUT COGNOS

Cognos is the world leader in business intelligence and enterprise planning software. Our solutions for corporate performance management let organizations drive performance with planning and budgeting, monitor it with scorecarding, and understand it with enterprise business intelligence reporting and analysis. Cognos is the only vendor to support all of these key management activities in a complete, integrated solution.

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

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