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IBM Cognos Performance
Better Intelligence. Better Business.

**What Every IT Professional
Needs to Know About Driving
Smarter Decisions**



Goals

Review how IBM Cognos 8 planning and analysis solutions can help your organization to:

- Measure, monitor, plan, and analyze business performance more effectively.
- Simplify the data and process management and technical architecture associated with enterprise planning and forecasting.
- Bring greater business and IT governance and efficiency to what has traditionally been a spreadsheet-based process.
- See the solution in action with an in-depth demonstration that will help you evaluate the benefits of IBM Cognos 8 planning & analysis solutions for your organization.



Agenda

- Finance & IT Challenges
- Overview Of Financial Performance Management Product Portfolio
- Enterprise Planning Solutions
- Performance Management Journey
- Demo
- Q&A
- Summary



Finance & IT Functions Faces Challenges

Need for
Efficient and
Sustainable
Compliance



Insatiable Drive
for Optimal
Business
Performance



The Challenge with Decision-Making Today: Elevated Finance & IT Demands



**Business
Manager**



**Line
Manager**



**Financial
& Business
Analyst**



BI Professional



CIO

**FINANCE
EXECUTIVES**

**IT
EXECUTIVES**



Executive

Inform, engage, and align the business user community in PM process to drive better business outcomes

Empower the business users while cost-effectively meeting requirements for performance, conformance scalability and compliance.



Architect



CFO



**Individual
Contributor**



IBM Cognos Performance

IT Role: Powering the Future through Innovation



CEO Accelerating Enterprise Change



- **83%** of CEOs say that substantial change is needed within their enterprises
- Nearly all CEOs are adapting their business models – two-thirds are implementing extensive innovations.
- More than **40%** are changing their enterprise models to be more collaborative



IBM Cognos Performance

IT Role: Powering the Future through Innovation



“CIO as the master of change: transforming the IT organization and driving transformation across the enterprise – CIO implications of the IBM Global CEO Study”, IBM, June 2008

IBM

- “CIO’s have the opportunity to transform their IT organizations into models for the rest of the enterprise and to become **full partners to the business** in the delivery of the Enterprise of the Future”
- “IT Organizations must evolve beyond managing data to creating **business intelligence**”



Enterprise BI: Delivering on the Promise

“Companies looking to increase returns on their business intelligence (BI) investments should standardize their use of BI across their enterprise as a way to increase user adoption, reduce costs, and improve workflows.”

“Guidebook, Enterprisewide BI”,
Nucleus Research,
D. O’Connell, May 2008

- Competitive Advantage
 - Increased access to timely, relevant, & more consistent data that improves decision making
- Productivity Gains
 - Spend time developing action plans instead of disputing the figures and less time learning disparate tools
 - Accelerated deployment due to knowledge share of best practices
- Streamlined spending and reduced overall cost of ownership
 - Reduced duplication of effort (human and technical capital) as well as the number of servers deployed, maintenance efforts, training costs

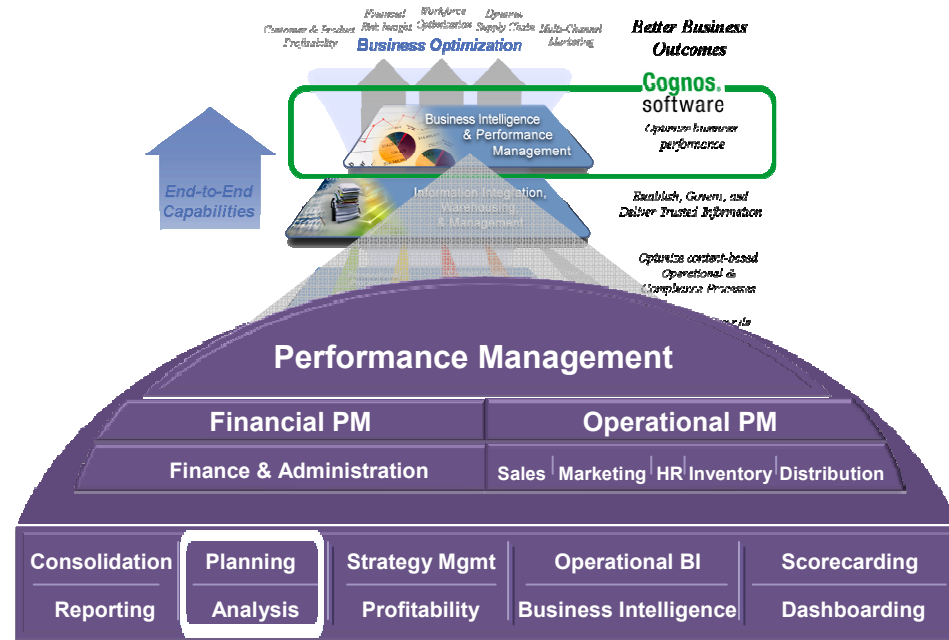
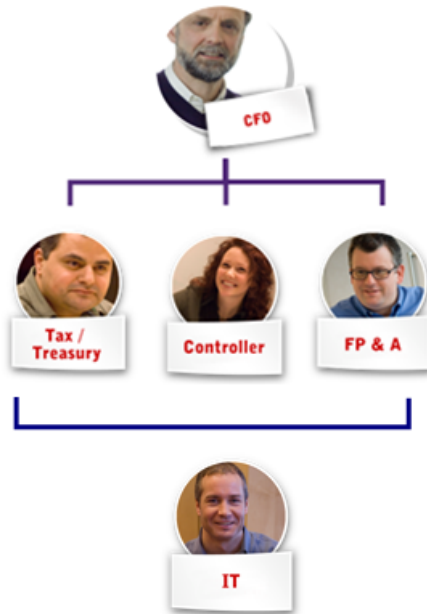


Agenda

- Finance & IT Challenges
- IBM Cognos Performance Management Platform
- Enterprise Planning Solutions
- Performance Management Journey
- Demo
- Q&A
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IBM Cognos Performance Management System



Our Mission: Help drive performance management process excellence and better business outcomes; report with confidence, accelerate alignment of resources with opportunity.

- IBM Cognos 8 Controller
- ➔ IBM Cognos TM1
- Cognos 8 Business Intelligence
- Cognos 8 Business Viewpoint
- Performance Blueprints



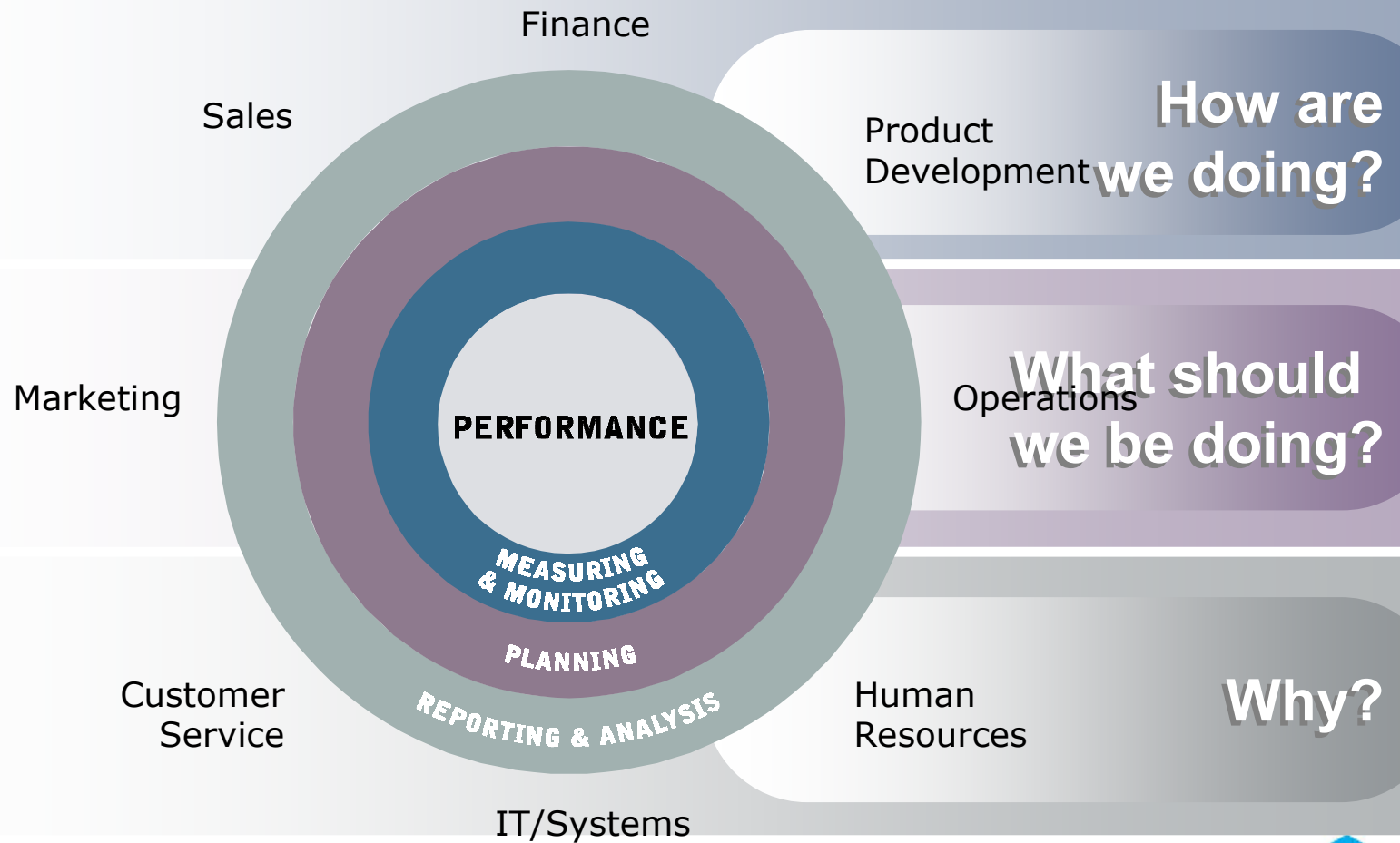
Agenda

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- IBM Cognos Performance Management Platform
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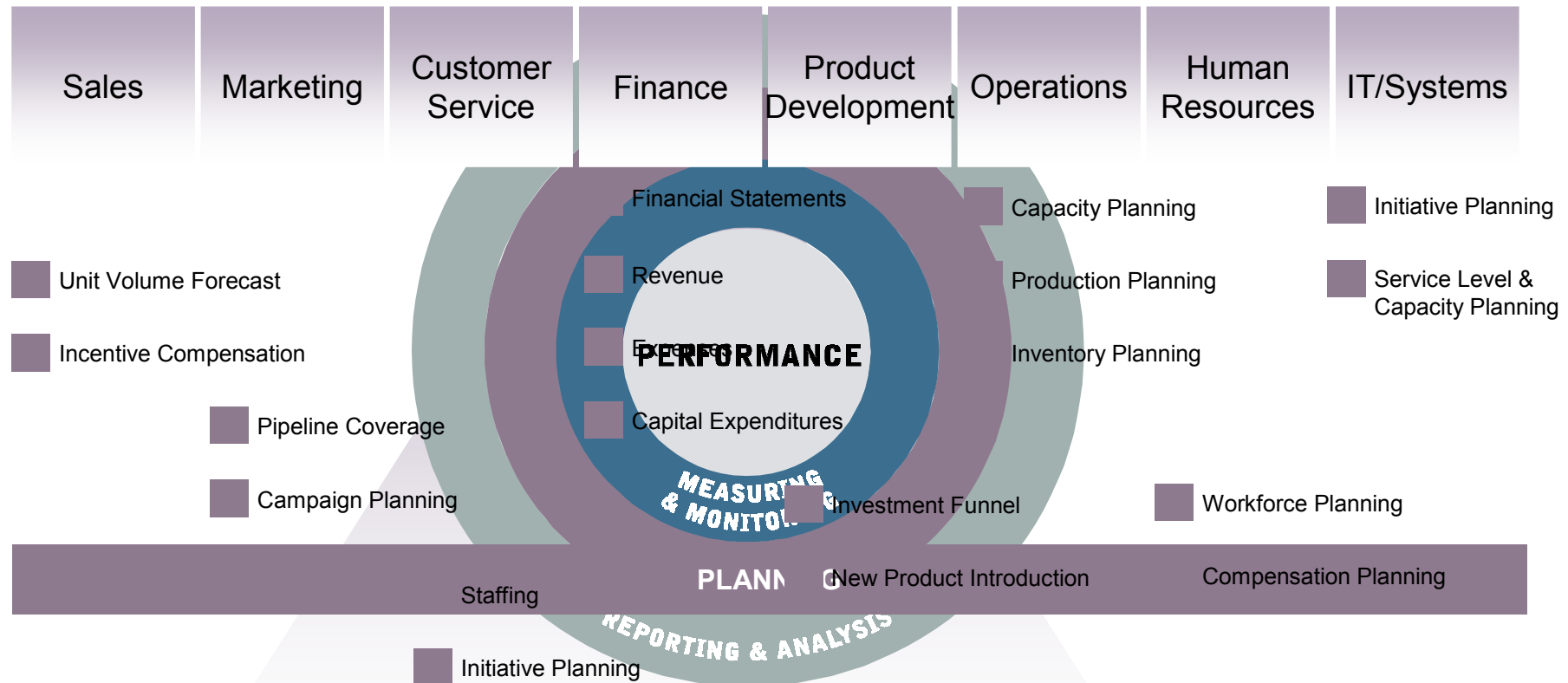


BI and Performance Management

Plan, Understand and Optimize Performance



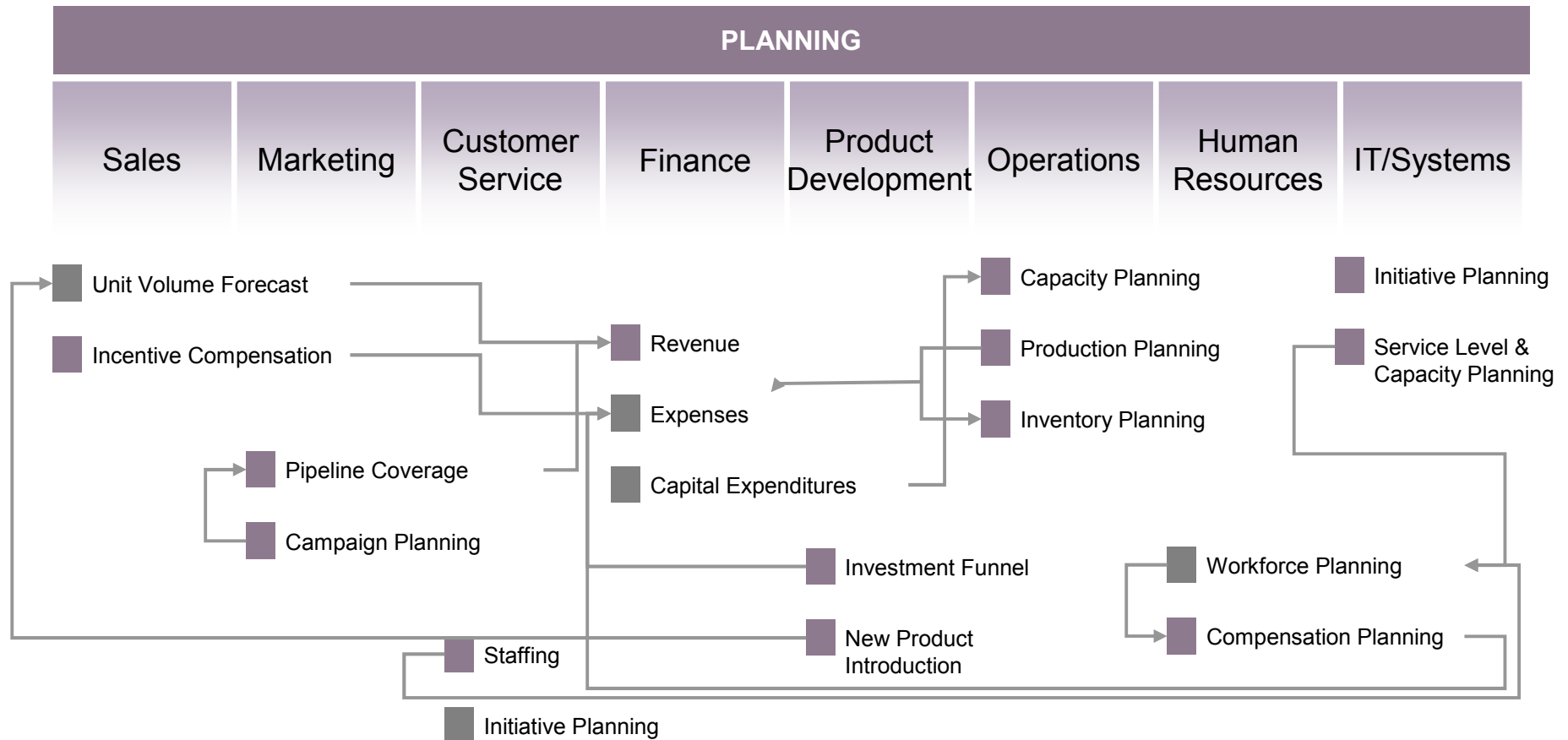
Enterprise Planning Solutions Plan, Understand and Optimize Performance



Financial Performance Management



Enterprise Planning Plan, Understand and Optimize Performance



IBM Cognos Performance

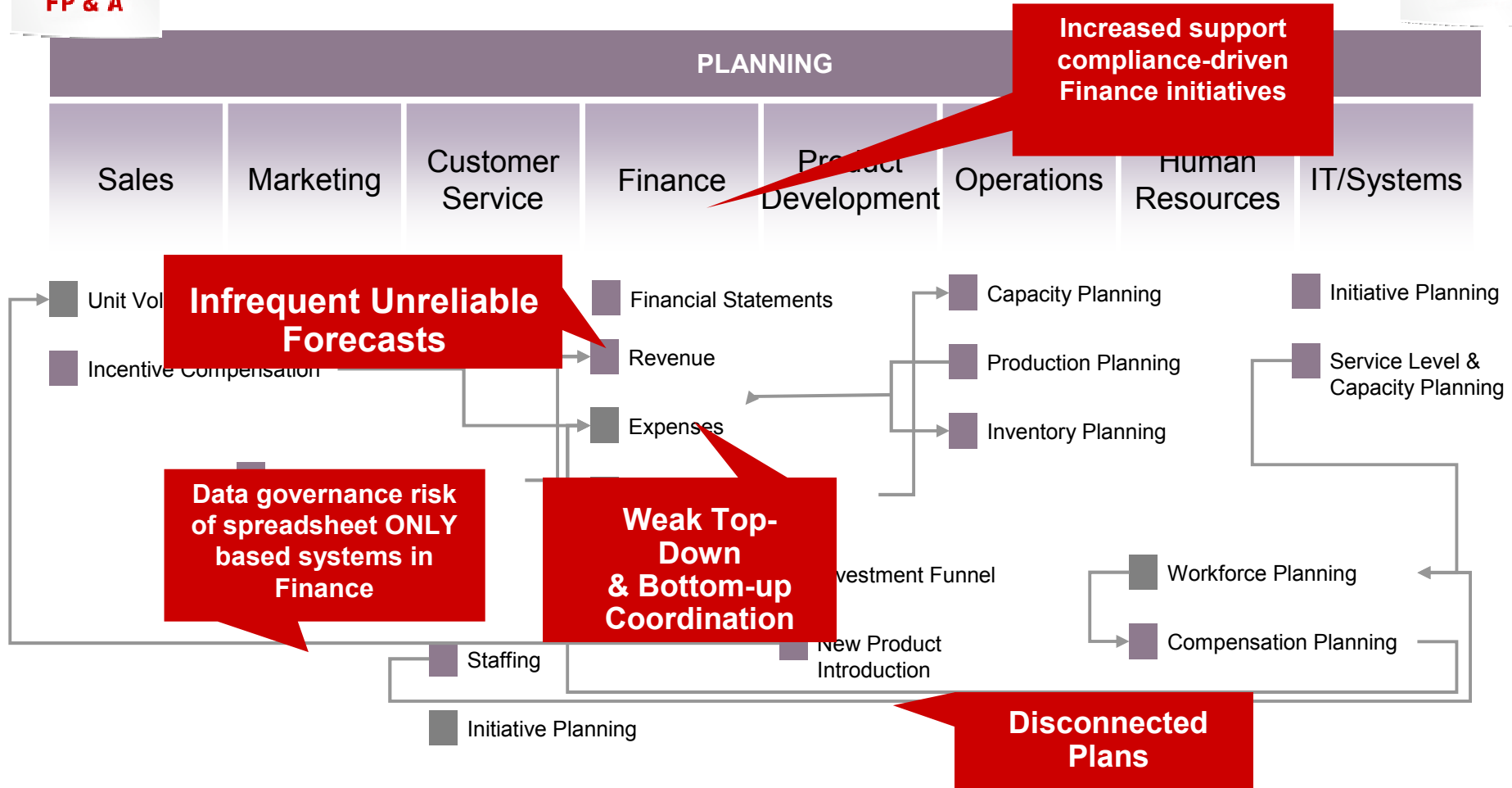


FP & A

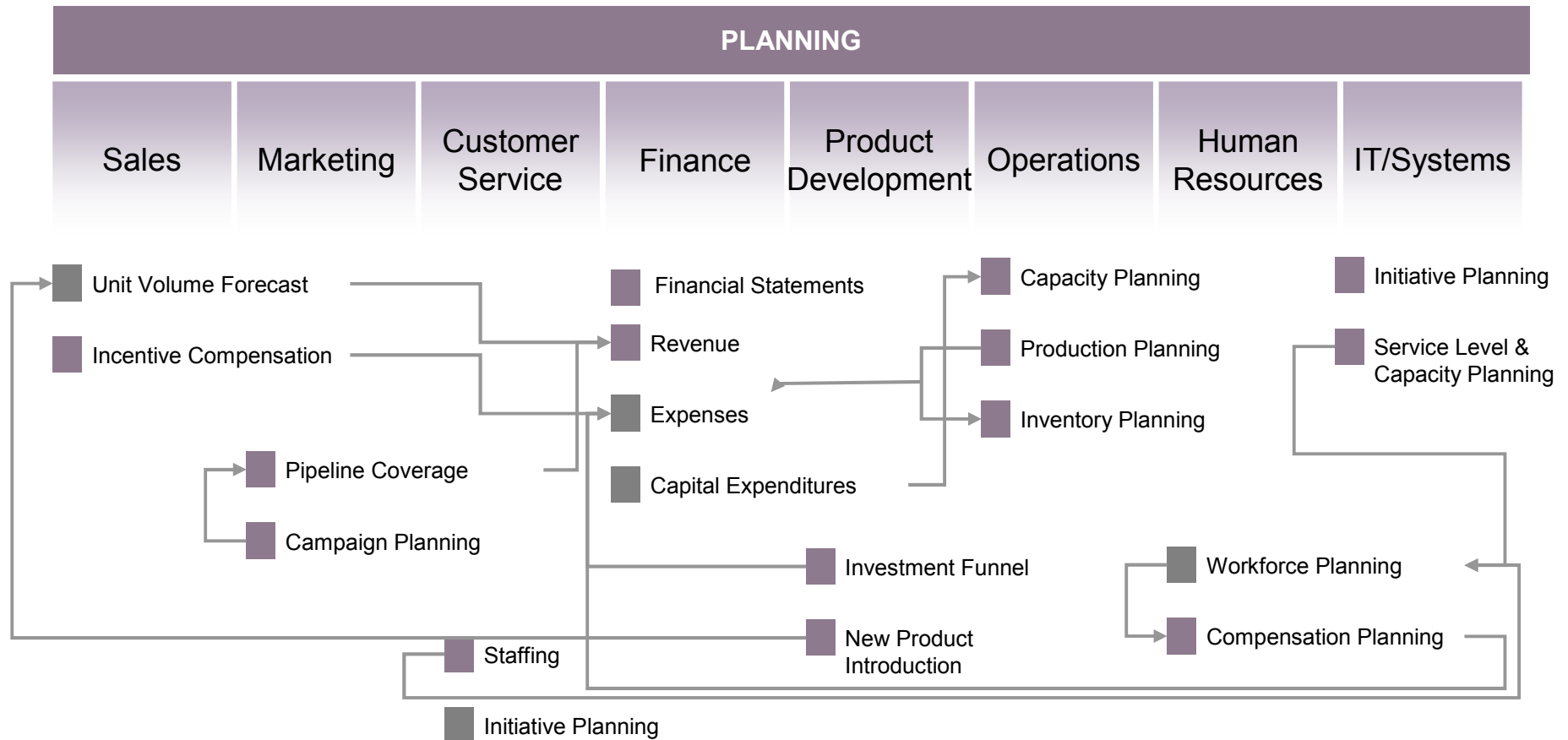
PAIN: Inability to deliver timely, reliable forecasts & plans that align operational tactics with financial targets



IT



Enterprise Planning Proven Leadership



IAP Worldwide – Emergency Support Services



- *After 6 weeks, budgets completed*
- *IPA recently completed monthly 3-year plan in <5 weeks*
- *Project managers drill into revenues, EBITDA as % of sales, expenses, DSOs, days costs in payables*
- *Executives track trends over time, monitor aging statistics.*

Performance Pain

- Hyperion Enterprise for budgeting, forecasting lacked flexibility for quick collection/consolidation of financial data for this project-based business
- Lacked data integration needed for complex, dynamic info to manage project-based business

IBM Cognos TM1 Solution Impact

- Rapid response times on large data sets, for large nos. of users
- Accurate project tracking for future business opps
- Ability to create real-time, Web-based worksheets, customer dashboards



Blue Mountain



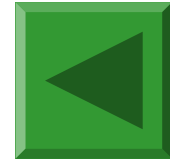
- ROI: 1822% within one month
- Reduced labor costs by \$2.5 million/year
- Fast adjustments to inventories year-to-year

Performance Pain

- Slow budgeting and performance management software – delayed data/slow processes
- Data across 13 units from a multiplicity of systems
- Difficult maintenance for thinly stretched IT Staff

IBM Cognos TM1 Solution Impact

- Faster, more simplified budgeting process
- Greater access to daily reports that directly affect profitability
- Analytics to identify proper staffing levels and success of marketing campaigns
- Improved inventory management



Nucleus Research
www.nucleusresearch.com



Kansas City Southern – US/Mexico railroad



- Quarterly month-end closing reduced from 30 to 5 days
- DSO down to 30 from 70 days -- \$100 million cash in hand
- Demand for more TM1 licenses from Operations, others
- Reduction in external auditor's fees

Performance Pain

- Lacked timely, accurate internal reporting
- Complexity in merging Mexican subsidiary
- Employees overburdened with manual work leading to “leakage” mindset

IBM Cognos TM1 Solution Impact

- Visibility into detailed operating results, capital expenses
- Improved cash flow for reinvestments, increased revenues
- Recent award winner for best practices in dynamic business processes
- Reduction in Finance employee attrition



Denver Water



“Now, engineers have direct access to Cognos TM1 and can move dollars as project schedules change. On a daily basis, an Engineer can adjust the timing of the dollars and Finance can get a real-time forecast at any time.”



Performance Pain

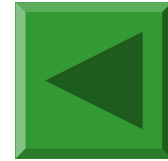
- Each division executed individual process
- Planning did not align with long-range plans; frustrating for the Board
- Requests to IT for standing reports could take months
- Lack of tools to share information created cash-flow confusion

IBM Cognos TM1 Solution Impact

- Engineering project updates visible to Finance immediately
- Real-time updates to projects for improved cash flow management
- Align long-range and annual planning processes aligned
- 8 weeks to Phase I roll-out



Thresher Group, Specialty Drinks Retailer



“This is a powerful business asset and its implementation has saved Thresher Group man-power and as a result, revenue.”

Performance Pain

- Budgeting, forecasting as well as inventory on cumbersome spreadsheets
- Planning not integrated across business units
- Limited reporting

IBM Cognos TM1 Solution Impact

- Real-time insight into sales in 100s of stores, enabling trend spotting against business environment as key to forward-looking business strategy
- Pre-emptive action against suppliers' orders
- Swift, integrated planning, budgeting, forecasting, reporting
- Reporting by any needed variables: product, store, weekly fluctuations



IBM Cognos Performance

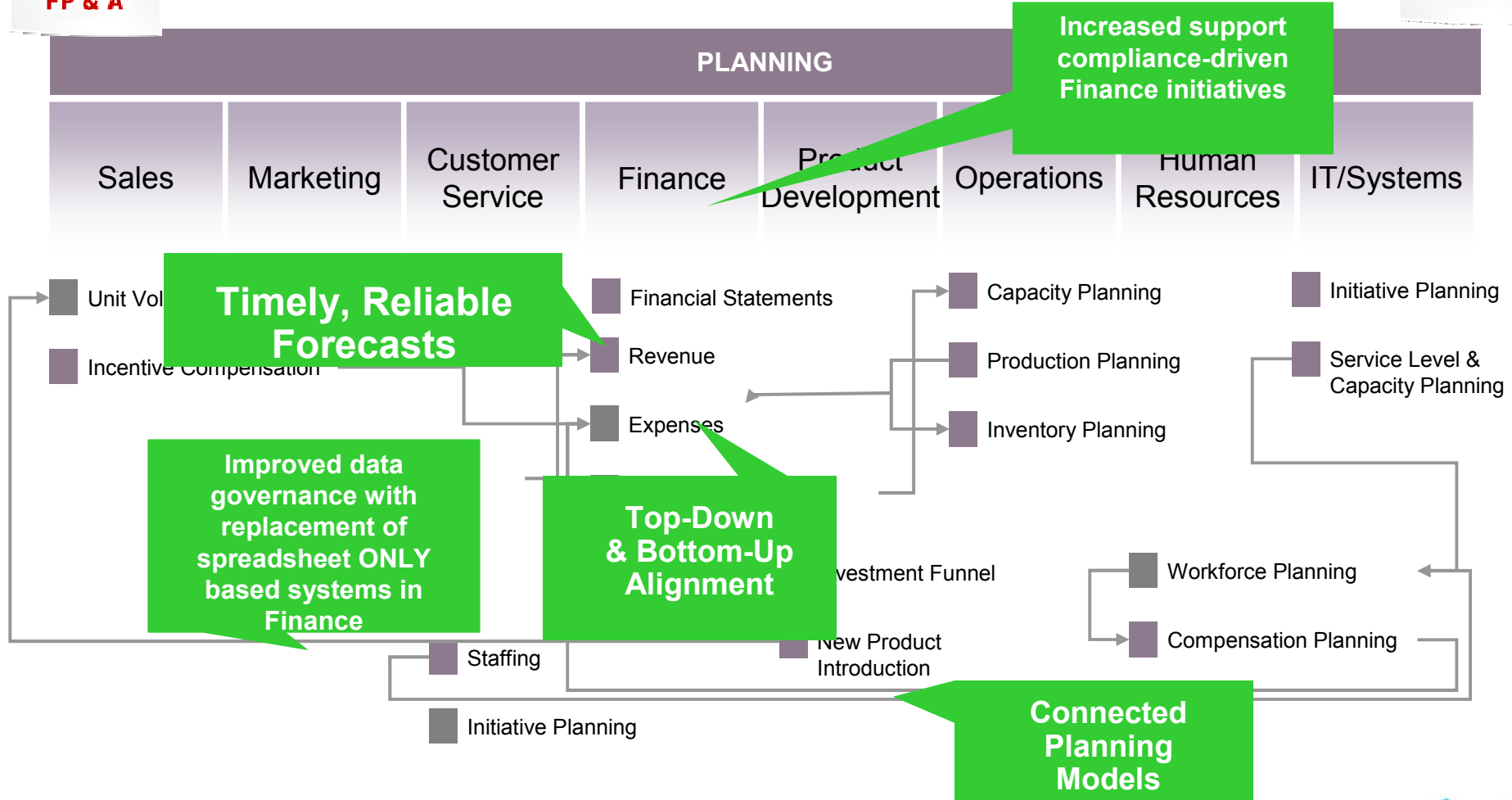


FP & A

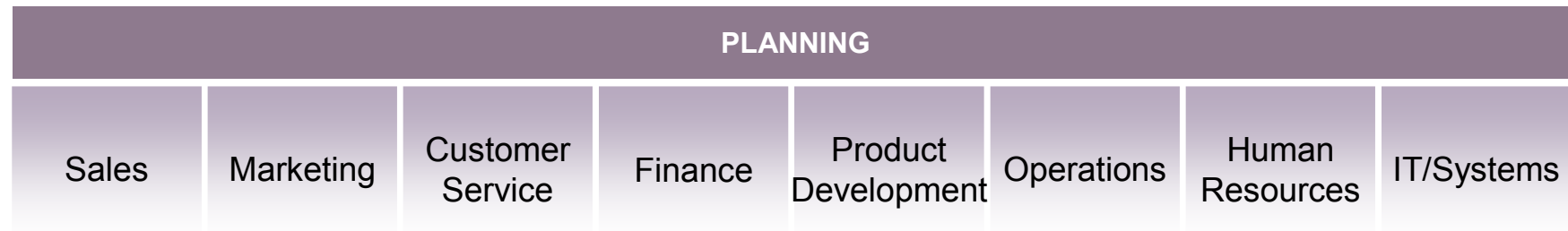
IMPACT: Timely, reliable forecasts & plans that align operational tactics with financial targets. Better, confident resource allocation decision-making.



IT



Enterprise Planning Plan, Understand and Optimize Performance



CFO



FP & A



IT

Enterprise Planning and Analysis

FROM

- ✗ Limited reach, low speed
- ✗ Financial - only focus
- ✗ Static, long horizons
- ✗ Inconsistent data definition

TO

- ✓ High participation, high frequency
- ✓ Driver-based, connected across finance and ops
- ✓ Rolling, Dynamic horizon
- ✓ Consistent data definitions

Owned by Finance, to IT Standards



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IBM Cognos Performance

IBM Cognos TM1

- A patented 64-bit read-write in-memory OLAP engine that provides **compact data storage** and exceptionally **fast performance**
- Model design and data access that presents business information in **familiar formats**
- **Ease of use**, thanks to a development environment that enables users to create sophisticated applications with no need for programming or traditional IT skills
- **An intuitive, flexible approach**, which enables users to easily express complex, multi-dimensional business rules
- **Fuses Analysis & Planning** together to provide greater accuracy
- A component of **Cognos 8 Performance Management Platform**



- IBM Cognos 8 Controller
- ➔ IBM Cognos TM1
- Cognos 8 Business Intelligence
- Cognos 8 Business Viewpoint
- Performance Blueprints



PERFORMANCE MANAGEMENT JOURNEY



Embrace and Extend Your Existing Infrastructure



IBM Cognos Performance

Automating the Planning Process



Embrace and Extend Your Existing Infrastructure

Analyze

Model

Contribution

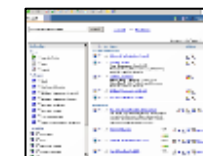
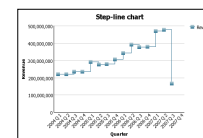
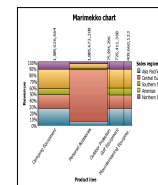
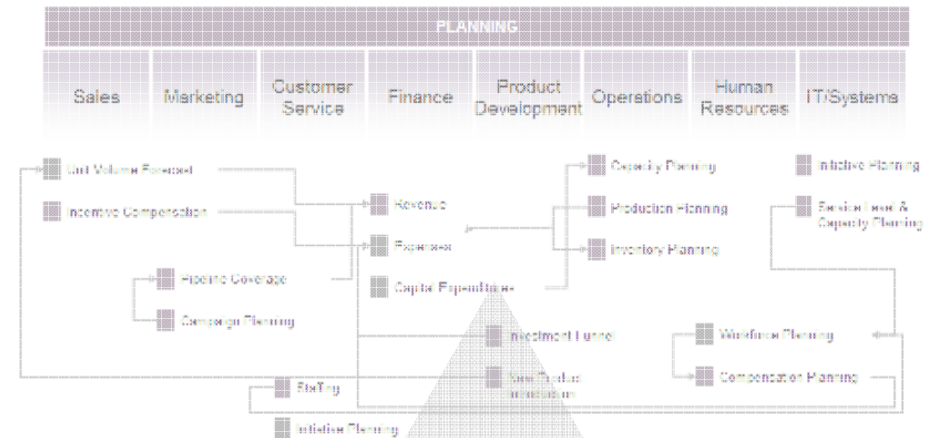


Analyze Capabilities:

- Explore Performance Gaps
- Validate Corporate Drivers
- Define “What If” Scenarios
 - Organizational, Product Family, Product/Channel Mix
- Validate Planning Assumptions

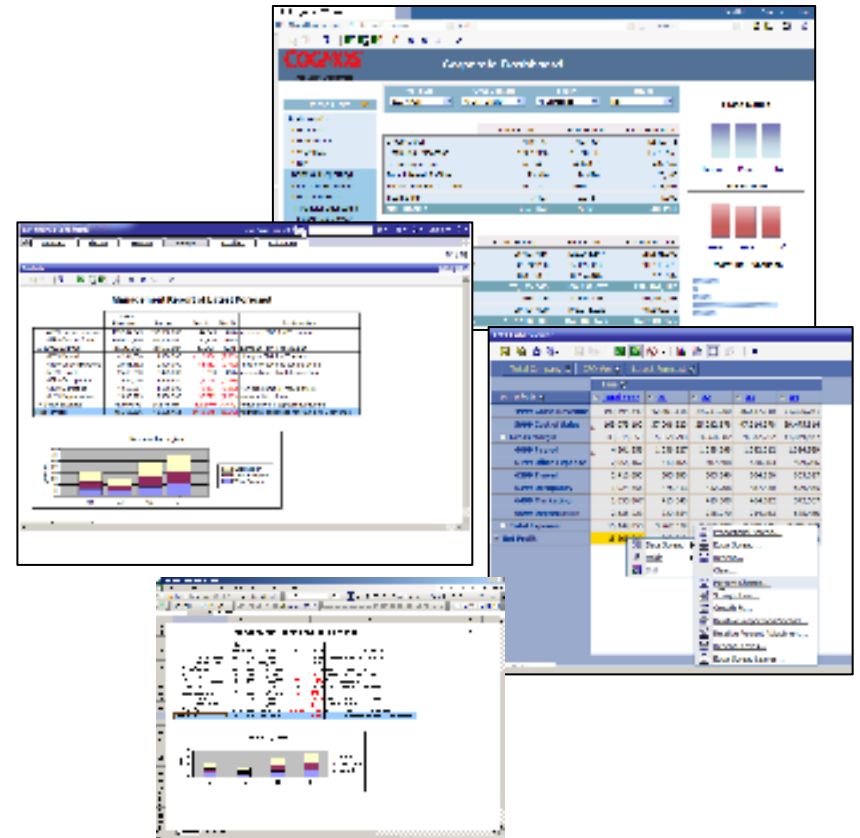
Benefits:

- Ability to meet the dynamic needs of the organization.....
- Provide a fact based approach planning processes



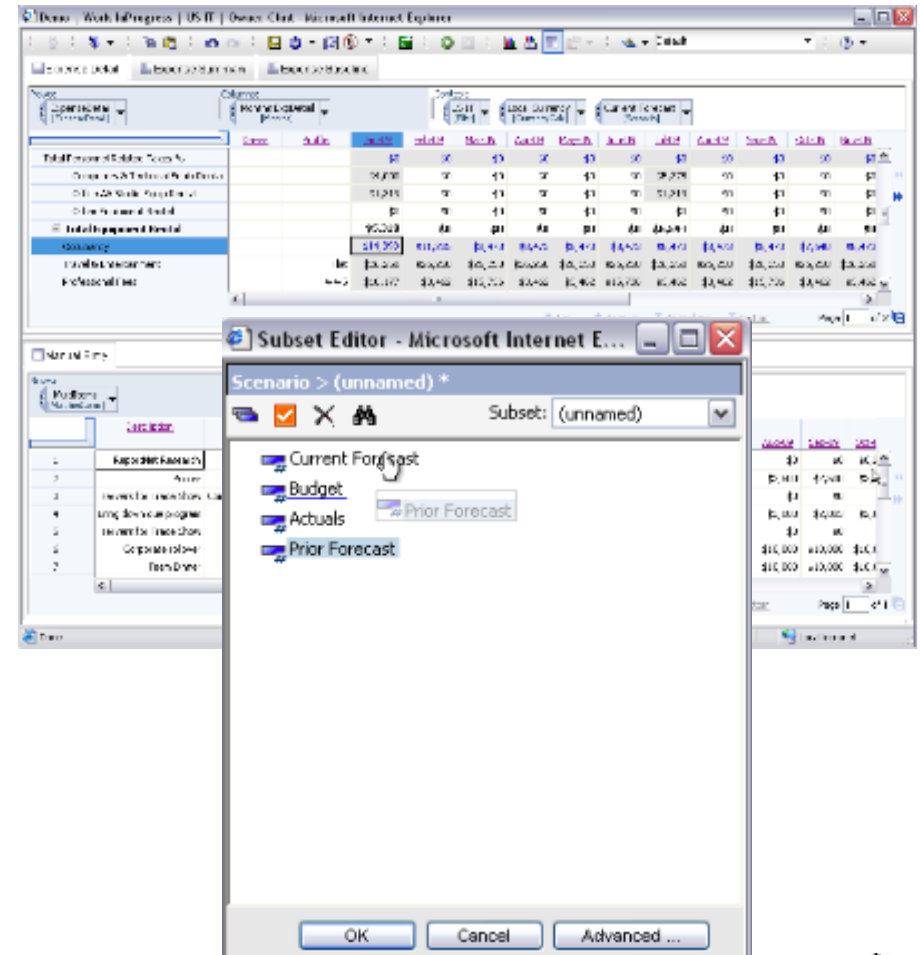
IBM Cognos TM1 Analysis

- A patented 64-bit read-write in-memory OLAP engine:
 - Optimized for large data volumes
 - Instantaneous updates from streamed data
 - Drill through to transaction systems for greater detailed analysis
- Supports multi-dimensional analysis
- Advanced Sorting and Ranking
- Public and Personal Views
- Familiar Excel & Web interfaces



Personalized Hierarchies

- Create customized consolidations
- Advanced filtering:
 - Hierarchical level
 - Spelling pattern
 - Attribute value
 - Element name
 - Expression
- Alias support



Personal Scenarios

- No predetermined model requirements for scenarios
- Unlimited flexibility for end user scenario building
- Available in all TM1 clients (Excel, TM1 Web, Contributor, & Cognos 8 BI)

The screenshot displays the IBM Cognos Performance interface. The main window shows a data table with columns for months (Jan-09 to Nov-09) and rows for various expense categories. A 'Create Sandbox' dialog box is open, prompting the user to select a sandbox to copy. The dialog includes a list of existing sandboxes and a text input field for a new sandbox name.

Category	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09
Salary	\$100,000	\$70,200	\$77,379	\$70,200	\$77,379	\$74,900	\$84,700	\$87,261	\$84,700	\$87,261	
Occupancy	\$20,000	\$10,000	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	
Total Salary	\$120,000	\$80,200	\$77,379	\$70,200	\$97,379	\$74,900	\$84,700	\$87,261	\$84,700	\$87,261	
Benefits	\$60,000	\$20,000	\$26,912	\$10,000	\$26,912	\$10,000	\$16,162	\$21,562	\$20,000	\$21,562	
Insurance Comp	\$1,889	\$1,889	\$1,889	\$1,889	\$1,889	\$1,889	\$1,889	\$1,889	\$1,889	\$1,889	
Other Expenses	\$10,000	\$20,000	\$16,309	\$16,309	\$16,309	\$16,309	\$16,309	\$16,309	\$16,309	\$16,309	
Health/ dental expenses	\$30,000	\$1,812	\$0,000	\$1,812	\$0,000	\$0,000	\$0,000	\$0,000	\$0,000	\$0,000	
Total Health/dental	\$30,000	\$1,812	\$0,000	\$1,812	\$0,000	\$0,000	\$0,000	\$0,000	\$0,000	\$0,000	
Total Benefits	\$101,889	\$23,601	\$26,912	\$11,812	\$26,912	\$10,000	\$16,162	\$21,562	\$20,000	\$21,562	
Total Employee Compensation	\$221,889	\$103,801	\$104,291	\$82,012	\$124,291	\$84,900	\$100,862	\$108,823	\$104,700	\$108,823	
Life											
Dental											
Health											
Other Health											
Total Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Personnel/related items	\$221,889	\$103,801	\$104,291	\$82,012	\$124,291	\$84,900	\$100,862	\$108,823	\$104,700	\$108,823	
Computers & Technical Equip Rental											
Office AV/Studio Equip Rental											
Other Equipment Rental											
Total Equipment Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Occupancy											
Travel/Entertainment											
Professional Fees											
Indulgences											
Total Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Create Sandbox
Please select sandboxes to copy

- Default
- Increase to Occupancy

Create new
 Copy from existing sandbox

Sandbox name:

OK Cancel



IBM Cognos Performance

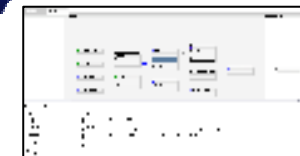
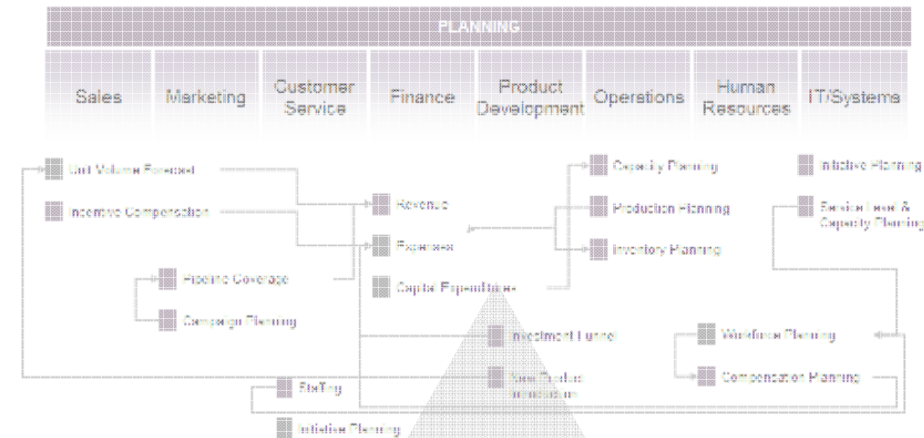


Model **Capabilities:**

- Centralized meta-data, data and business rule definitions
- Certified connectors to SAP BW & R3
- Owned by Office of Finance
- Support of Planning Best Practices
 - Driver based Planning
 - Rolling Forecasts

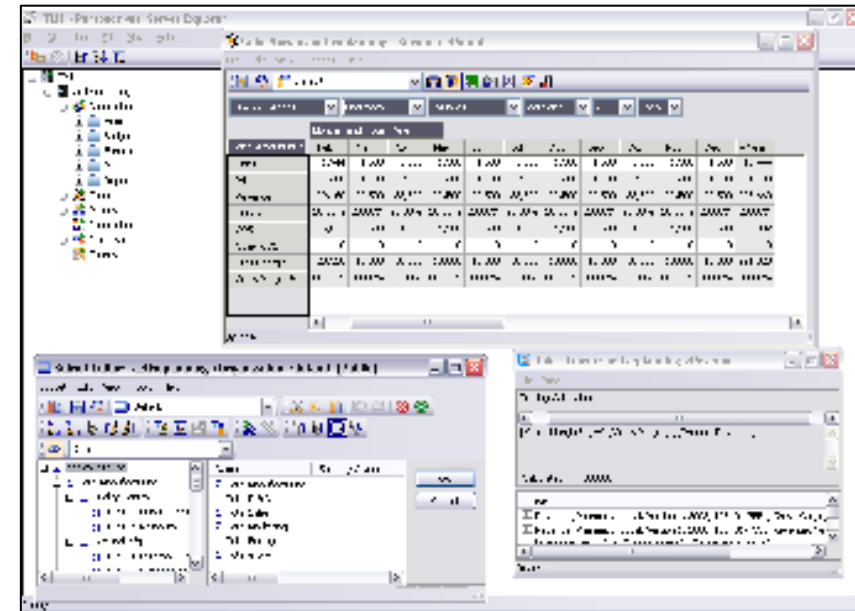
Benefits:

- Ability to meet the dynamic needs of the organization
- Flexible to meet the broad requirements of financial & operational planning solutions
- Adapts to your business process
- Single version of the truth for all planning processes



IBM Cognos TM1 Modeling

- Expression based modeling environment to define planning and analysis assumptions
- Can seamlessly integrate with Contributor for new planning and analysis applications
- On demand interactive simulation to test business scenarios
- Provides real time responsiveness for large and sophisticated models
- An extension of the analysis process
- Owned by finance/business user



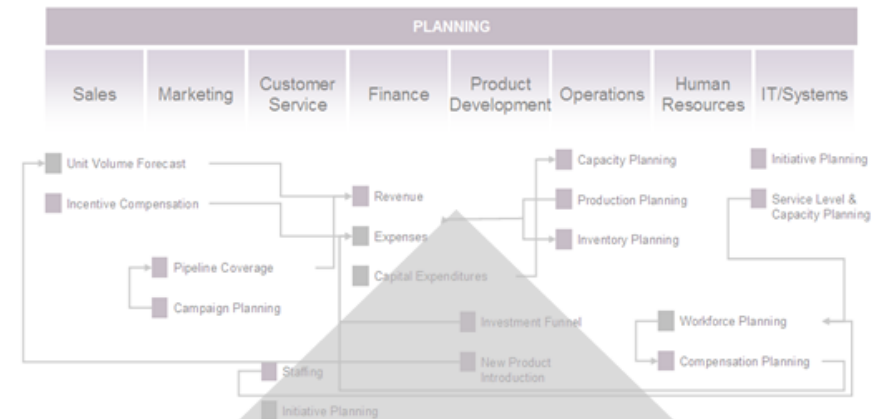
IBM Cognos 8 Business Viewpoint



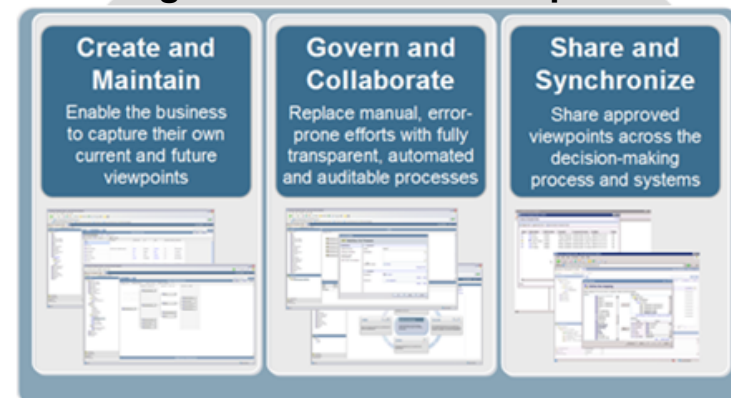
Extend Enterprise Planning Solution

Modeling capabilities:

- Create and Maintain meta-data across you organization
- Govern and Contribution on planning definitions
- Share and Synchronize planning meta-data definitions



Cognos 8 Business Viewpoint



Contribution

Capabilities:

- Familiar Web & Excel Deployment
- Rich Workflow
- Application linkage
 - Start small and expand enterprise wide
- A component of Cognos 8 Performance Platform

Benefits:

- Timeframe-appropriate Plans
- High Participation & Data Volumes
- A Wider / Deeper View
- Increased accuracy

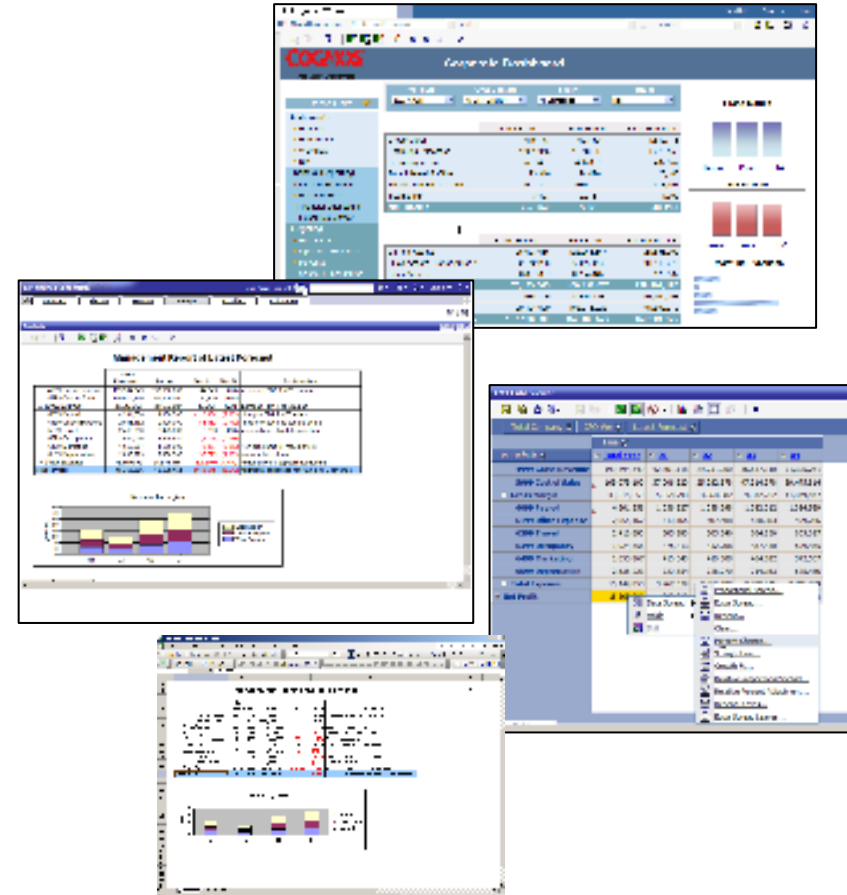




IBM Cognos TM1 Contribution

Enterprise Ready Excel Based Contribution

- TM1 Server Explorer for power users to maintain dimensions, cubes, rules, and integration
- TM1 Excel to create rich planning and analysis solutions
- TM1 Web to deploy TM1 based Excel applications across the organization
- IBM Cognos 8 Business Intelligence for enterprise level analysis, scorecarding and financial & production reporting.

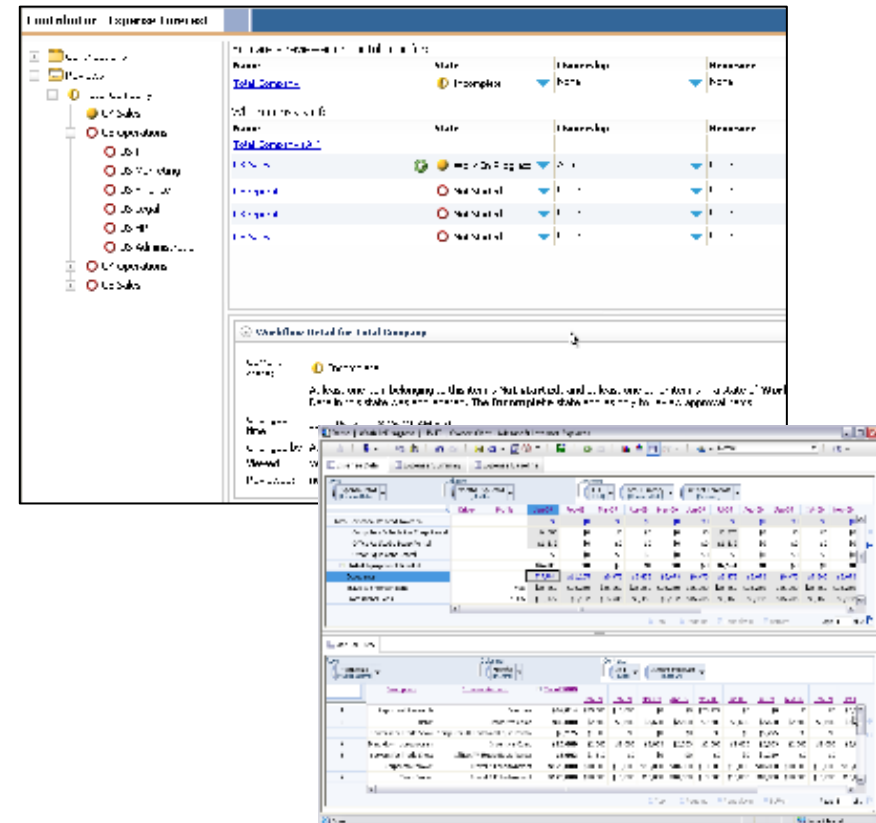


IBM Cognos TM1 Contribution



Managed Contribution

- Workflow & email notification
- Pick lists (driver execution)
- Undo/Redo feature
- End User Personalization (Multi pane docking)
- Personalized Scenarios
- Personalized Hierarchies)
- Color code data changes
- Charting
- Drill down Support





Managed Contribution

- Deployment of TM1 Model Objects
 - Quickly Turn TM1 Objects into Managed Applications
- Planning Workflow
 - Structured Planning Process Approvals

Name	Type	Version
Application 1	Full	1.0.0
Application 2	Full	1.0.0
Application 3	Full	1.0.0
Application 4	Full	1.0.0



DRIVE BEST PRACTICES



Embrace and Extend Your Existing Infrastructure

Support Best Practices

Cognos Innovation Center

Performance Blueprints

- DRIVER BASED PLANNING
- ROLLING FORECASTS
- TIMEFRAME-APPROPRIATE PLANS
- HIGH PARTICIPATION & DATA VOLUMES
- A WIDER / DEEPER VIEW



BEST-PRACTICE THOUGHT LEADERSHIP



Embrace and Extend Your Existing Infrastructure

RESEARCH, CASE STUDIES, ARTICLES



David Axson
President,
The Sonax
Group



Jeremy
Hope,
BBRT



Bryan Hall
The Hackett
Group



Steve Lukens
Global Leader,
Financial
Management,
IBM

ASSETS, RESOURCES, EVENTS

Innovation Roundtables
Member Communities

Best Practices
Performance Blueprints

COGNOS INNOVATION
CENTER
for Performance Management™

MEMBERS AND PEER NETWORK / COMMUNITY



Performance Blueprints

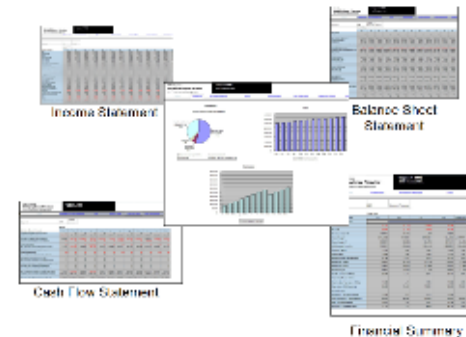
- What they are:
 - Pre-defined data, process and policy model
 - Developed by Cognos Innovation Center
 - ...In conjunction with leading customers
 - Enables best practices
 - Driver-based
 - High Participation
 - High Frequency
 - Enables rapid time-to-value
 - Reduced project implementation time and risk



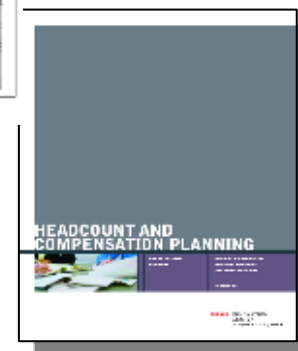
Empower and Extend Your Existing Infrastructure

BEYOND FINANCE

BUSINESS VALUE GUIDES



BLUEPRINT MODELS



APPLICATION BRIEFS



IBM Cognos Performance

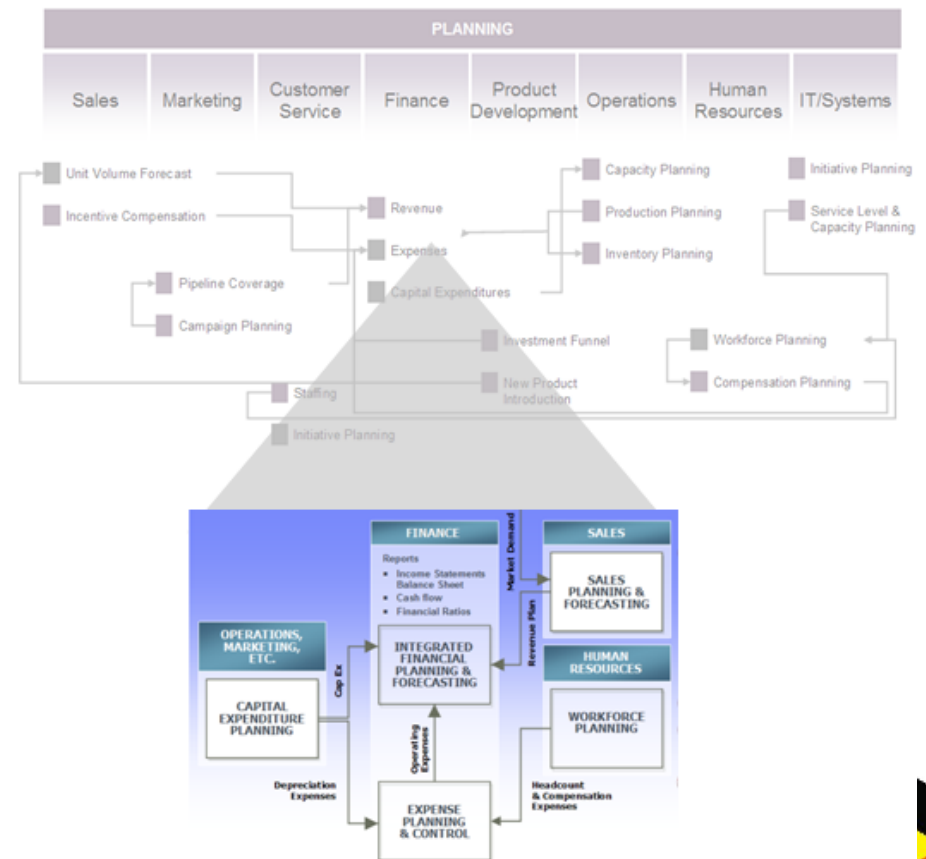
Enterprise Planning Performance Blueprints



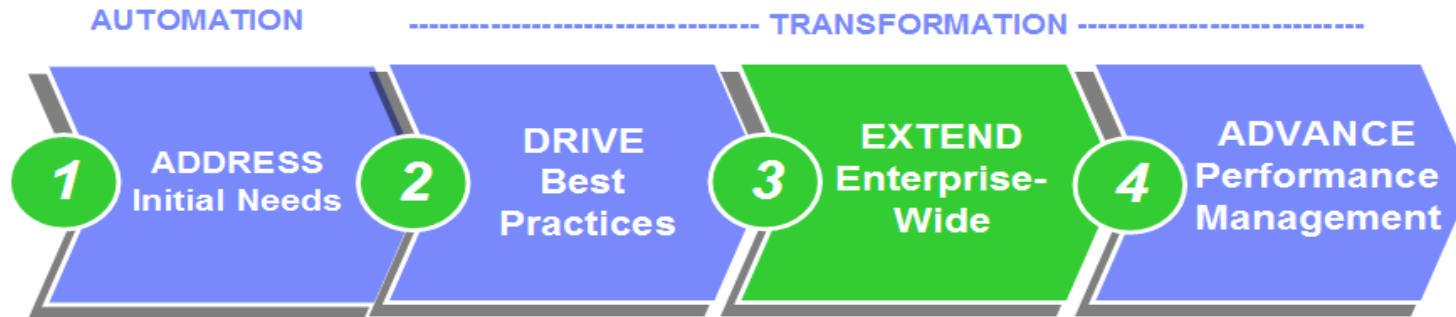
Process and Control Your Costing Infrastructure



IBM Cognos Innovation Center for Performance Management



EXTEND Enterprise - Wide



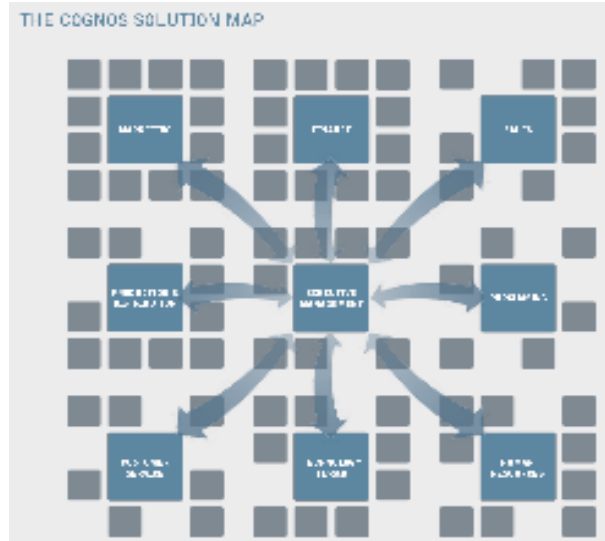
Embrace and Extend Your Existing Infrastructure

Model the Whole Business

Cognos Solution Map

Industry Performance Blueprints

- Link operational plans to financial plans
- Increase forecast reliability
- Performance Blueprints accelerate implementations



Financial Services

Retail

Public Sector

Manufacturing

Life Sciences



Extend Enterprise Wide Continued Investment in Industry Blueprints

Manufacturing

- Trade Promotion Management
- S&OP Executive Review
- Sales & Operations Planning
- Transportation and Logistics Performance

Public Sector

- Program Objective Memorandum (POM)
- Grant Thornton & Cognos Federal Budget Planning & Performance Framework – Business Partner
- BearingPoint POM Budget Planning – Business Partner
- Higher Ed Performance
- Mayor's Scorecard

Retail

- Store Operations
- Store Development
- Promotion Planning
- Merchandising Performance Management
- Retail Financial Workbench

Pharmaceuticals & Life Sciences

- Clinical Trial Planning
- Samples Optimization (Joint w/ TM1)
- Clinical Trial Enrollment Forecasting
- Sales Quota Allocations

Banking & Financial Services

- Retail Branch Performance
- Retail Banking Customer Segment Performance
- Corporate Banking Customer Segment Performance
- Insurance Product Profitability
- Cognos & IBM Risk Adjusted Profitability for Banking – Business Partner BP
- Loan Pricing

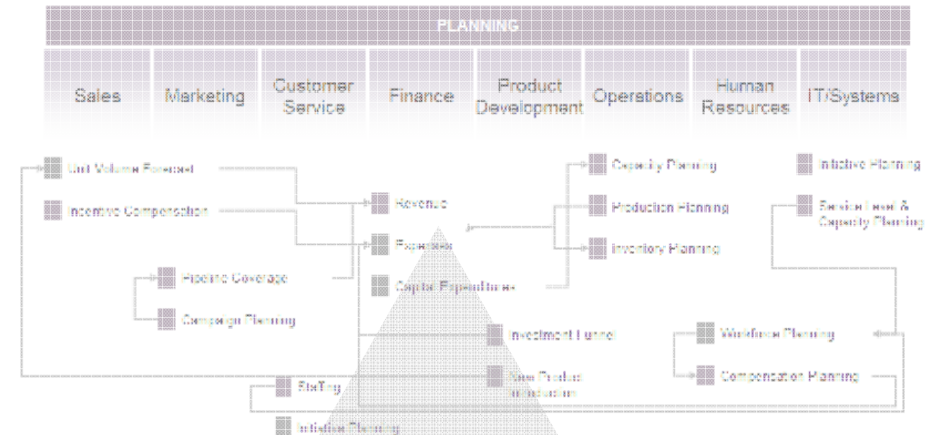


ADVANCE PERFORMANCE MANAGEMENT

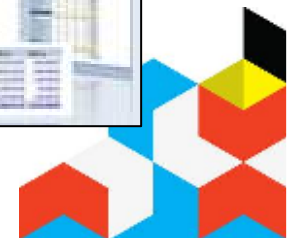
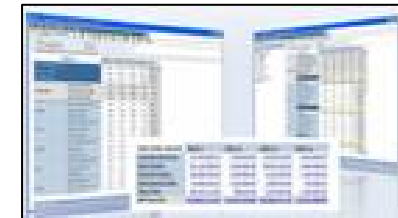
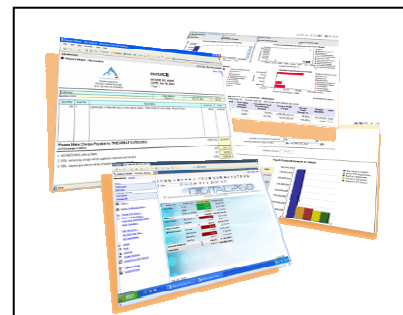
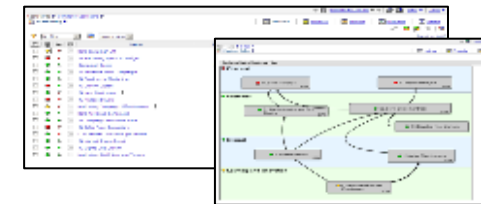


World Class:

- Financial & Management Reporting
- Consolidation
- Information Management
- Analysis
- Dashboards
- Scorecards
- Event Management



IBM Cognos 8 Performance Platform



Agenda

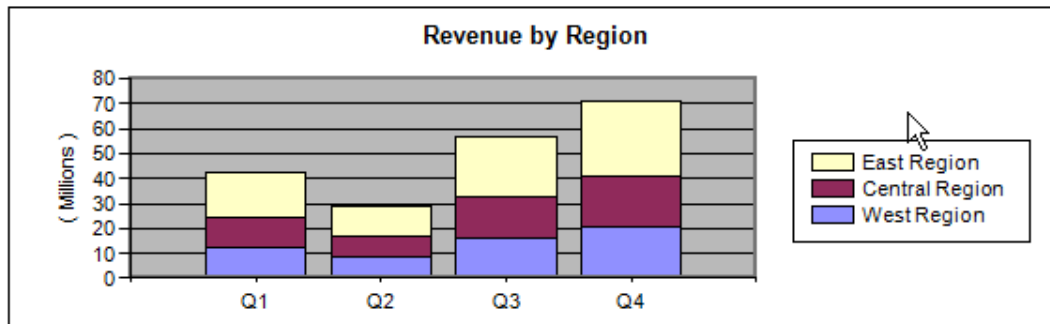
- Finance & IT Challenges
- IBM Cognos Performance Management Platform
- Enterprise Planning Solutions
- Performance Management Journey
- Demo
- Q&A
- Summary



Analysis

Management Report of Latest Forecast

	Latest Forecast	Target	Var \$	Var %	Explanation
[-] Net Profit	15,365,506	15,508,154	(142,648)	(0.9%)	Additional expenses for PDA & MP3 revenue
[+] Gross Margin	30,515,359	30,450,000	65,359	0.2%	Increased PDA & MP3 sales
[+] Total Expense	15,149,853	14,941,846	(208,007)	(1.4%)	Added sales & support headcount



IBM Cognos Connection

Joe Perry Log Off

Dashboard Planning Reporting Analysis My Folders Public Folders


Contributor

Joe Perry Log off

Reviews

- Total Company

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
Total Company	 Incomplete	Total		10:31:22 AM - Thursday, September 04, 2008

User Instructions

Please Reduce Operating Expenses by 4%

Version 1 Approved : [Monday](#)

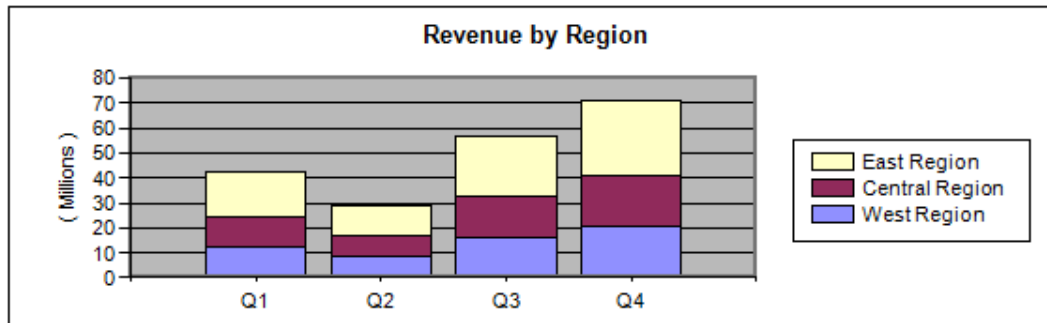
Version 2 Available : [Wednesday](#)

Version 2 Approvals: [Thursday](#)

Done Local intranet

Management Report of Latest Forecast

	Latest Forecast	Target	Var \$	Var %	Explanation
4999 Gross Revenue	200,407,155	199,550,000	857,155	0.4%	Increased PDA & MP3 revenue
5999 Cost of Sales	169,079,190	169,100,000	20,810	0.0%	
Gross Margin	31,327,964	30,450,000	877,964	2.8%	Increased PDA & MP3 sales
6099 Payroll	4,261,356	4,150,500	(110,856)	(2.6%)	Hiring for PDA & MP3 sales
6199 Office Expense	2,063,529	2,000,000	(63,529)	(3.1%)	Price increases across the board
6299 Travel	2,426,529	2,425,000	(1,529)	(0.1%)	Increased use of web for meetings
6399 Occupancy	1,932,392	1,915,846	(16,546)	(0.9%)	
6499 Marketing	1,660,600	1,650,000	(10,600)	(0.6%)	New programs for mp3 players
6599 Depreciation	2,849,778	2,800,500	(49,278)	(1.7%)	More capital outlays
Total Expense	15,194,183	14,941,846	(252,337)	(1.7%)	Added sales & support headcount
Net Profit	16,133,781	15,508,154	625,627	3.9%	CFO adjustments based on sr. mgmt meetings



IBM Cognos 8 v4 On Business Terms. To Your Standards.

- *Confident decisions*
- *In control*
- *Connected*

- *On business terms*
- *To IT standards*

- *On business terms*
- *To Finance standards*



Empowers business users without compromising IT's high standards for conformance, compliance and cost effective scalability, while driving Performance Management process excellence and better business outcomes for the organization.



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IBM Cognos Performance



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