

The power of performance management

Success in financial services

Overview

There's no doubt that today's economic conditions have sparked a range of challenges for financial services companies including compromised cash flows, difficulty managing risk and compliance, and declining sales, revenues and profits. The recent crisis has transformed the competitive landscape, how the industry operates and the way in which its clients behave.

The road to profitability lies in better decision-making—aligning all the data within an organization into new intelligence people across the organization can actually use.

IBM® Cognos® software provides an integrated platform for performance management. It aggregates critical data and delivers the scorecarding, reporting, analysis and planning tools to optimize performance. With IBM Cognos software financial services institutions can see the big picture—the connections and direction—and the details that let them make timely, informed decisions.

Performance management helps financial services organizations address four core business imperatives:

- **Manage and reduce risk.** Banks and insurance companies need integrated risk management capabilities—a combination of insight, control and optimization of daily business practices.
- **Increase customer care and insight.** With IBM Cognos software financial services companies can identify the most profitable customers, products, services and regions, and analyze sales agent and claims process performance to serve customers more efficiently.
- **Improve operational efficiency.** With a single view of business performance, managers can make better, timely decisions. and find new ways to reduce costs across the organization.
- **Provide deep executive insight.** With increased competition, growing regulatory scrutiny and increasingly informed customers, financial services executives, decision-makers and board members need to make better use of their data to outperform the competition in the war for customers.

Read on to learn how four innovators in banking and insurance are using IBM Cognos software to create sustainable competitive advantage. Learn how:

- **Laurentian Bank of Canada** is enabling personalized customer service, helping sales staff quickly refine sales strategies and delivering of new reports in days versus months across the organization.
- **Insurance.com** implemented IBM Cognos Now! in only three weeks to delivers up-to-the minute KPIs, a unified view of call center productivity and outstanding visibility and clarity into operations.
- **Operational Riskdata eXchange Association (ORX)** uses IBM Cognos software as part of a large, shared database (more than 135,000 loss incidents) that enables sophisticated analysis of data and modeling of risk exposure.
- **Zürcher Kantonalbank** uses IBM Cognos Controller to abandon cumbersome spreadsheets, streamline reporting and take the burden off financial analysts.

Laurentian Bank of Canada



LAURENTIAN BANK
OF CANADA

Founded in 1846, Laurentian Bank of Canada is a Quebec banking institution operating across Canada, dedicated to meeting the financial needs of its clients through the excellence of service, simplicity and proximity. With more than \$17 billion in balance sheet assets and close to \$15 billion in assets under administration, the bank has 158 retail branches and employs more than 3,300 people.

A key component of Laurentian's success has been its dedication to capitalizing on its greatest asset: human capital. Integral to this strategy was to make every process, including reporting, more efficient. To support this mission, the bank deployed an Oracle data warehouse to consolidate the data from over 20 different legacy systems. The bank also chose to implement a IBM Cognos BI solution to provide employees with the information needed to do their jobs quickly, easily and effectively.

Challenges faced

Each Laurentian branch must contribute to the company's bottom line through yearly objectives.

"Our main goal was to provide branch employees with the information needed so they could successfully run their businesses," explains Serge Couture, Senior Manager, Business Intelligence Competency Center, Laurentian Bank of Canada.

The bank's IT department ran into technical challenges fulfilling branch and corporate requests for reports due to its diversity of legacy systems.

"It was very challenging for us to consolidate all of the information at a customer level, since there was no customer unique identifier across the different platforms" says Couture.

This cumbersome process affected each branch's ability to obtain their information in a timely manner, with requests often taking many months to fulfill. "With no timely reporting, and minimal information, the branches had to be very creative in order to meet their business goals," notes Couture.

To overcome this challenge, Laurentian designed an infrastructure and technology platform supported by operational designs (a Business

Intelligence Competency Center or BICC) to centralize reporting and deliver valuable information.

Strategy followed

Laurentian considered BI reporting solutions mainly from IBM Cognos and Business Objects®. The bank was attracted to the flexibility, scalability, seamless integration across multiple data sources, and self-service capabilities of IBM Cognos products.

After getting up and running with its new Oracle data warehouse, Laurentian developed its BICC. This small, but highly effective team reports to the VP of Marketing. Its goals are to drive efficiency, increase delivery consistency, ensure deployment success, broaden the scope of the BI lifecycle, and manage personnel levels. The new team's objective is to roll out the complete BI solution through the corporation including the 158 branches.

Although the bank took the lead on its BI development, it worked with IBM Cognos partner Globalsult Inc. to help implement the solution. For the past

two years this successful partnership has been helping with a variety of initiatives including ETL development, creating cubes and reports, and mentoring the team.

Most recently, Globalsult helped the bank to centralize all ETL processes, using IBM Cognos 8 Data Manager, in order to obtain a better control over the different transformation jobs. Globalsult also participated in developing a pilot of its IBM Cognos scorecarding solution for the executive management team and the marketing department.

Additionally, Laurentian leveraged IBM Cognos Software Services to ensure a successful deployment. Faced with a challenging security issue, Laurentian partnered with IBM Cognos Professional Services to develop a solution to secure all PDF reports distributed via the Web. It ensures that all PDFs could only be opened on the bank network and could not be saved locally or emailed outside the bank.

IBM Cognos Professional Services managed this whole project, from finding a solution, closely communicating with the vendor, and developing a proof-of-concept. "The project's success is attributed to the

technical expertise and understanding of our business shown by IBM Cognos Professional Services" emphasizes Couture.

Taking advantage of Cognos Training, BICC team members were able to quickly get up-to-speed by participating in classes on Cognos Reportnet®, Metrics, and Data Manager. The bank has also relied on the Cognos phone support to quickly answer questions. "Cognos Support has been very helpful. We always get the answers we need," notes Couture.

Since going live, Laurentian has standardized on IBM Cognos for all its informational reporting and business intelligence needs. Moving forward, the bank will complete the deployment of its IBM Cognos scorecarding solution and on-line reporting using the IBM Cognos 8 BI platform.

Laurentian then plans to continue the expansion of its IBM Cognos BI solution to its product management teams and to other corporate business lines. One of the bank's next challenges will be to develop an executive dashboard. The bank anticipates ending the year with 50 percent more users because of the interest the on-line solution will create.

"With IBM Cognos and our data warehouse, we now have just in-time access to customer statistics and information, which has helped us provide more personalized customer service. Sales representatives are also more proactive and can refine their strategy at any point during a campaign, which they were not able to do as quickly before."

*Serge Couture, Senior Manager,
Business Intelligence Competency
Center, Laurentian Bank of Canada.*

Equally important, the BICC team will continue working towards their goal of reducing the number of ad-hoc report requests by 80 percent by deploying the IBM Cognos 8 solution through the corporation.

Benefits realized

“We have a lot of confidence in IBM Cognos to help us meet our BI objectives. Our users believe in the solution and understand the added value of the tool,” explains Couture. “Now it’s just a matter of our BICC team continuing to expand the functionality of our IBM Cognos solution and delivering it to new users.”

With its IBM Cognos solution, Laurentian’s BICC is able to standardize its reporting process and provide the corporate office and branches with a single and complete view of their business. Bank employees are now able to access data that is more accurate and timely - data that was previously unavailable. As a result,

they are able to make better decisions, manage closer to objectives, and support the growth of the company.

Reporting has also become more efficient and frequent with IBM Cognos. In addition to distributing nearly 40 standard weekly and monthly reports, Laurentian’s BICC is now able to respond to requests for new reports in a few days whereas before it could take months. Further, the BICC can also answer ad-hoc questions in less than a day.

Using the analytical capabilities in IBM Cognos with the data warehouse, Laurentian’s credit and marketing departments have learned more about their customer base. Previously, this demographic information was not easily available. Department members can also create their own reports, saving the BICC from fulfilling three ad-hoc requests per week on average. “With IBM Cognos and our data warehouse, we now have just

in-time access to customer statistics and information, which has helped us provide more personalized customer service,” states Couture.

With IBM Cognos, Laurentian has gained a competitive advantage in the banking industry, where it is a challenge to expand client base and retain clients against some of the bigger banks. The bank’s marketing team has leveraged IBM Cognos to provide weekly feedback on its marketing campaigns, enabling it to easily change its strategy. Branch sales team members can also now easily monitor their progress against campaign goals with weekly performance reports. “With IBM Cognos, sales representatives are more proactive and can refine their strategy at any point during a campaign, which they were not able to do as quickly before,” explains Couture.

For Insurance.com, Inc., the leading on-line auto insurance agency in the U.S., the business mission is simple: to save people time and money on insurance. Founded in 2000 at the height of the Dot.com era, the company proudly remains an exclusively Internet-based insurance agency.

Insurance.com enables consumers to instantly compare and buy auto insurance directly from more than a dozen leading insurance companies. Using their proprietary technology, the quotes are not estimates, but real-time rates provided directly from the insurance companies' underwriting systems. When ready to purchase, consumers have the option of buying a policy on-line or talking directly to an unbiased licensed agent in its Sales Center.

Dave Roush, founder and CEO of Insurance.com, originally developed the concept behind Insurance.com after experiencing frustration over the lack of options for buying insurance on-line. Roush followed his entrepreneurial instinct. First, he enlisted insurance company executives to invest in the company

and to participate as the founding carriers on the Insurance.com platform. The insurance interview was built to include every question that each company required to calculate an accurate rate. Lastly, participating companies were required to accept on-line payments and signatures to start a policy, eliminating the need for checks and paper transactions. With this passionate commitment to data and technology, the company attracted additional insurance company partners, and now quotes in 47 states and the District of Columbia.

This case study will focus on how Insurance.com uses IBM Cognos Now! - the industry's first business intelligence (BI) appliance - for continuous monitoring of its mission critical Sales Center and IT platform for comparison car insurance quotes.

Challenges faced

With everything riding on its Internet delivery model, Insurance.com needed an application to monitor its IT systems and ensure they were running at peak performance. In addition, the company saw an opportunity to identify potential performance issues before downstream

systems were affected. Lastly, the business intelligence (BI) team expected to build dynamic decision-making for staffing their Sales Center.

Insurance.com had a home-grown application that monitored the health of its systems and generated event logs when there were issues. The system monitored inputs from a variety of systems in a distributed network - a multitude of applications and databases for inbound and outbound calls and insurance carrier rate quotes. The IT department struggled to know what caused serious issues, who had taken ownership of the issues, and whether they were resolved, according to Scott Noerr, Director of IT Services at Insurance.com.

For example, the IT department might receive notification that transaction times were exceeding a set threshold. While the notification identified a high level issue, it did not pinpoint the source of the problem. The monitoring system generated log events that were emailed to a distribution list, but when there were multiple events without detailed information about which systems were involved,

the investigative process required to isolate causation could take hours. With the existing monitoring application, there were often too many log events to wade through, no one could easily see the status of an issue, and there was no way to prioritize them or escalate a critical issue to the next level. In essence, it did not deliver information the way users wanted to see it, did not issue alerts and did not refresh the data in a timely manner.

With these challenges in mind, Noerr outlined his requirements for a continuous monitoring solution:

- A rules-based system for alerts and escalations.
- A collaborative environment, so anyone could see who took ownership of issues and whether they were resolved.
- The ability to merge disparate data sets into a single, common interface.
- Data integration within the monitoring system's memory rather than production systems.
- Real-time or near-real-time reporting.

Answering the “build vs. buy” question was the first hurdle. “We wanted fail-over capability, a Web-based

front-end and a highly scalable system that could handle 200-300 users at a time, without degrading system performance,” Noerr explained. “We decided it would be too costly for us to build and maintain a solution that would be scalable and robust enough to meet our needs.”

Initial deployment brings quick results

Insurance.com selected IBM Cognos Now! because it answered the need for a robust, cost-effective solution with a low, long-term total cost of ownership (TCO). In addition, standardizing on a single vendor was appealing. “We were already using IBM Cognos 8 BI software, so it made sense for us to consider IBM Cognos Now!” Noerr noted.

The IBM Cognos Now! continuous monitoring solution is delivered as an appliance, with all required software pre-configured, for fast and easy deployment. In fact, the solution was installed and operational within just three weeks.

The starting point for Insurance.com was the performance of its technology platform - the engine for its comparison car insurance quotes. Alerts from multiple sources, such as third-party vendors, insurance companies and internal systems were integrated, and

“IBM Cognos Now! functions almost as an early warning system for us. In the past, a small issue may have been missed until it hurt downstream systems, potentially slowing quote response times. Now, a problem can be quickly pinpointed, say, to a specific production server, allowing Insurance.com to alert a partner or vendor to a problem before it significantly affects performance.”

*Scott Noerr,
Director of IT Services,
Insurance.com*

rules were set for notification. The interface was customized to provide reports with different views by user. And, IT staff was able to respond quickly, because the dashboard pinpoints the issues quickly and precisely.

Insurance.com is now able to monitor all the critical applications in its production environment, so that everyone from the business owner to the support team can get an accurate pulse of system performance. At-a-glance dashboards provide up-to-the-minute key performance indicators (KPIs), such as Web traffic throughput, business throughput and general traffic data with stop-lighting capabilities.

Business results

Beyond helping Insurance.com meet daily performance requirements, IBM Cognos Now! is providing outstanding visibility and clarity into management of its national Sales Center. Dashboards provide detailed views by agent, by states licensed and by skill set, as well as individual call statistics. Noerr and his team worked with Sales Center managers to create a unified view of the three systems used for managing agent productivity, eliminating multiple steps previously required to adjust staffing levels to call volumes. A future enhancement will create Web-based instructions to change call routing without supervisory intervention - based on preset parameters. Both agent and management productivity should improve as a result.

Insurance.com began exploring other strategic applications of continuous monitoring. For example, to maximize agent utilization in contact centers, how could improved visibility into business processes drive a more balanced work flow of activities? Could dashboards and alerts improve performance in areas such as dropped calls? The BI team is driving changes in the way business process leaders access and use information now that visibility can be customized by user requirements.

As the company plans its marketing efforts for 2009, IBM Cognos Now! will help ensure that management has the visibility and insights it needs to make Insurance.com a household name.

Operational Riskdata eXchange Association (ORX)



In today's interconnected, interdependent global economy, the need for coordination and cooperation between financial institutions around the world is all too evident. In order for the world economy itself to survive, these institutions need to make better use of information and operational practices to avoid collapse in a crisis. The challenge is to create a smarter solution—a way to work together effectively and intelligently for the benefit of all without abandoning competition or free markets.

A prime example of the need to collaborate is in the area of risk management—a topic of critical importance, given recent dramatic events in the financial sector. From both business and regulatory standpoints, banks need to ensure that they have enough reserves on hand to cover all obligations. However, there's always an element of uncertainty involved; specifically, the impact of losses due to a variety of events such as credit fraud or payment default.

Because of this uncertainty, banks need to estimate their exposure to the risk of such losses—in effect, model the

future and keep enough contingency reserves available to cover potential losses. This is not only good business sense, it is also required by international initiatives—such as the Basel II accord, which provides institutional guidelines for risk coverage—to protect the integrity of the global financial system.

The difficulty facing individual financial institutions is that no single bank has enough actual loss incident information to perform the meaningful statistical analysis necessary to properly assess operational risk and forecast the need for reserves. At the same time, each bank needs to keep this loss information highly confidential to maintain both the public trust and competitive position. In addition, Basel II requires institutions to use both internal and external data when assessing risk.

Meeting the need for sophisticated analysis

The not-for-profit Operational Riskdata eXchange Association (ORX), based in Zurich, was created to address these specific challenges. ORX supports a database of risk data for the financial services industry. It provides a secure platform to collect anonymous risk

loss data from member organizations, and perform statistical analysis on it – ultimately using this intelligence in a predictive way to make good business decisions. Today, the association has 51 members and over the years has developed a database of more than 135,000 operational risk losses, each over €20,000 in value, totaling some €42.6 billion.

ORX was founded several years ago, but due to the relatively small number of incidents in its databases, the intelligence that the association was formed to create was initially relatively basic. When it comes to creating valid statistical forecasts, a large quantity of high-quality data is essential. ORX collected loss data from its member banks for years before the database was deemed large enough to support advanced statistical analysis and modeling.

Once this milestone was reached, ORX sought to improve the collection, analysis, modeling and distribution of risk information among the member banks, in order to provide a new level of intelligence on which to base the assessment of risk. "What we wanted was to move beyond the basics and

implement more sophisticated analysis and risk assessment techniques,” says Simon Wills, executive director of ORX. “What we needed was higher quality to give our members more confidence in our product, which they require to use the intelligence in a predictive way to make good business decisions.”

One of the goals was to make the intelligence not only more statistically significant, but more useful as well. Aside from compliance with Basel II guidelines regarding the use of external data, the value of ORX products to the member institutions is its specific relevance to their particular circumstances. Each bank is unique, in terms of factors such as size, business partner relationships, regulatory environment and the mix of obligations and exposures it has. For the intelligence that ORX provides to be truly meaningful, the data needs to be normalized and scaled so that it represents a more valid view of the risk exposure for that particular bank.

The original ORX methodology also limited agility to some extent. Loss data was collected quarterly by a third party, and the process was not automated. The association needed to find a way to make the data collection process more efficient and streamlined, while maintaining security, anonymity and confidentiality.

Drawing on research and solution design expertise

To meet its business need, ORX undertook two discrete projects. The first addressed the requirement for a more robust statistical analysis and modeling methodology, and the second, some 18 months later, deployed a high-performance IT infrastructure to derive maximum business benefit from the earlier work.

For the first project, ORX turned to IBM Research Zurich to help the association develop the new statistical methodologies and models it sought. IBM was chosen for the depth of its research expertise. “We liked the idea that the IBM researchers did not come from a finance and risk assessment background. We appreciated their fresh perspective,” says Wills.

“When dealing with external data of this kind,” Wills continues, “there are both advantages and disadvantages. The advantage is that you get a broader set of experiences, but balanced against that is that it’s not your experience – so you need confidence that it’s relevant to you. That’s one reason why we asked IBM to develop a new analysis model that allows the data to be scaled, correlated and applied to different scenarios. Such a model gives our members greater confidence that the external data is a good fit for them.”

“This solution gives our members data in a more useful form. They’re able to do their own analyses with greater confidence than before.”

*Simon Wills,
executive director, ORX*

To create the new model and ensure its validity, the IBM researchers examined the losses from diverse institutions to identify key drivers of the differences between them; this information was then used to build loss-scaling relationships into the model. Using this insight, the team could answer important questions such as “What would a loss at bank A look like if it were to take place at bank B?” This was the key element to developing a model that would enable each member bank to make use of the losses reported by other banks in a meaningful way. “This solution gives our members data in a more useful form,” says Wills. “They’re able to do their own analyses with greater confidence than before.”

For the deployment project, ORX again turned to IBM, this time engaging IBM Global Services experts to build a deployment solution. The hosted platform used to collect the data, analyze it and disseminate the resulting intelligence is based on a top-to-bottom hardware and software stack from IBM. IBM Business Partner OpenPages provided a software platform for operational risk management that allows member banks to submit data and retrieve intelligence based on the real operational loss data captured in the system. Essential security for the members is ensured through verification by IBM Tivoli® Identity Manager and IBM Tivoli Access

Manager for eBusiness WebSEAL. IBM Cognos® Reportnet® is used on the back end for reporting and analytics.

The value of collaboration

Simon Wills sums up the ORX contribution to global financial stability succinctly, pointing out that the association’s services enable its members to accomplish key goals that they could not achieve in any other way. “The fundamental point of ORX is that no individual bank can do this kind of thing on its own. Creating this new intelligence absolutely requires interconnection and collaboration on a global scale,” he concludes.

Zürcher Kantonalbank (ZKB)



Total assets of more than 95 billion Swiss francs single out Zürcher Kantonalbank (ZKB) as the largest regional bank and leading financial service provider in the Zurich metropolitan area. Already endowed with an AAA rating from Standard & Poor's, the bank also received a top (AAA) ranking from Moody's in 2006 for the first time. ZKB is one of only a handful of banks in Switzerland that can boast this coveted distinction – a testimony to its trustworthiness and reliability. All in all, the bank manages customer assets worth more than 115 billion Swiss francs. Consolidated profits totaled 937 million francs in the fiscal year to December 31, 2006.

Challenges faced

In the past, Zürcher Kantonalbank used Excel spreadsheets to consolidate the numbers for its financial and operating reports. All the work had to be done by hand. However, when it launched cashgate AG – a subsidiary that enjoys the status of a bank in its own right – consolidation became more complex than ever, and even stricter requirements had to be met. This development caused the bank to go looking for a specialized software solution that would automate much of the work involved in producing consolidated balance sheets,

income statements and notes, plus the statistical data demanded by the Swiss National Bank (SNB). After a thorough evaluation process, ZKB finally opted for IBM Cognos Controller, a solution that not only met these requirements in full, but also enabled individual departments to make minor adaptations of their own without bothering the IT unit.

The overriding goal of this project was to replace Excel spreadsheets by a professional tool that would bring more stability to the processes involved, increase the level of automation, and speed up the process of validating and consolidating the financial data supplied by the bank's branches and companies. During the evaluation process, the following criteria were identified as critical:

- Annual financial statements had to comply with the RRVEBK accounting standard.

The consolidation tool would also gather the data required from subsidiaries to enable the production of notes and SNB statistics to be automated as far as possible.

- Consolidation would be performed at quarterly intervals.

- Subsidiaries would capture and validate their own data on site.
- The consolidation tool itself would automate intercompany reconciliation, recognize discrepancies, and indicate where the companies concerned had to take action to clarify the causes.
- The consolidation software would produce group-level management reports. ZKB wants to be able to analyze the segments defined in these reports and produce a balance sheet tailored specially to the needs of financial analysis.

Strategy followed

On the basis of these requirements, ZKB's project leaders short-listed solutions from several providers. Three consolidation software vendors were then invited to submit bids and present their offerings. Above all, the bank wanted to know exactly how each provider would organize the project to introduce consolidation software at ZKB.

One reason IBM Cognos Controller was ultimately given the nod was that it allowed individual departments to make a lot of adaptations independently, without any support from the corporate IT function – unlike the solutions offered by other vendors.

In line with ZKB's specifications, the project was split into a definition, realization, and introduction phase. The first phase involved developing a consolidated chart of accounts that covered the needs of both the financial accounting and financial analysis units. The IT requirements stipulated by ZKB also had to be met, however. Before the project began, the seven person project team attended a attended an IBM Cognos training course and then divided its work into five subprojects: IT, financial accounting, operational accounting, reporting, and a set of corporate guidelines.

Although many solutions in this kind of environment are installed on SQL database servers, the ZKB solution was realized on an Oracle database platform. External access to the ZKB server had to comply fully with the bank's very strict security provisions. The numbers for the financial statements of individual group companies are stored in the SAP Financial Accounting module and extracted to the SAP Business Warehouse. Once the SAP chart of accounts has been mapped to the bank's consolidated chart of accounts, a CSV file is produced and imported

into IBM Cognos Controller. Import specifications and look-up tables are produced in IBM Cognos Controller itself.

Benefits realized

The defined project goals were met, allowing ZKB to abandon its Excel spreadsheets and consolidate its group data using IBM Cognos Controller. Twenty-five users in financial accounting and financial analysis, plus the managers (and their deputies) at ZKB's two fully consolidated subsidiaries now work with this tool. Numbers supplied by the subsidiaries are validated and entered automatically, which eases the burden on the financial analysts. In addition, IBM Cognos Controller can now also automate the reconciliation of operational and financial accounting data on the basis of a common chart of accounts.

IBM Cognos too contributed professional project leadership, making sure that ZKB had only one point of contact from start to finish. On technical issues, the IT unit at ZKB liaised directly with IBM Cognos' technology department. Indeed, this collaboration is still in progress to ensure that patches and system modifications are carried out smoothly and efficiently.

“Using IBM Cognos Controller instead of Excel spreadsheets largely automates the process of consolidating the group companies' figures. It makes things much easier. Automated plausibility checks take the burden off our financial analysts and simplify reporting by producing all the statistics and notes that we need.”

*Alexander Huber,
Project Manager and Team Leader
Corporate Accounting, ZKB*

About IBM

IBM Cognos business intelligence (BI) and performance management solutions deliver world-leading enterprise planning, consolidation and BI software, support and services to help companies plan, understand and manage financial and operational performance. IBM Cognos solutions bring together technology, analytical applications, best practices and a broad network of partners to give customers an open, adaptive and complete performance solution. Over 23,000 customers in more than 135 countries around the world choose IBM Cognos solutions.

Only IBM with its end-to-end capabilities can help develop a superior performance management system that will drive more efficient operations, organic revenue growth and better risk management. As part of the IBM's industry frameworks for banking, IBM Cognos software delivers tangible and real business results to our clients, combining platform independence, banking-based solutions and Innovation Centers.

More than 3,500 financial services firms have selected IBM Cognos software to increase customer, product and channel profitability; manage and reduce risk; address compliance issues; and improve the predictability of financial performance. Among them:

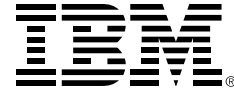
- Nine of the top 10 banks in Europe.
- All the top 10 banks in the U.S.
- Six of the top 10 Asian banks.
- Ten of the top 10 Chinese banks.
- All of the top four Japanese banks.
- All of the top four South African banks.
- All of the world's top 10 investment banks.

For more Information

For more information on IBM Cognos solutions for financial services companies, please visit www.ibm.com/cognos/banking.

Request a call

To request a call or to ask a question, go to www.ibm.com/cognos/contactus. An IBM Cognos representative will respond to your enquiry within two business days.



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