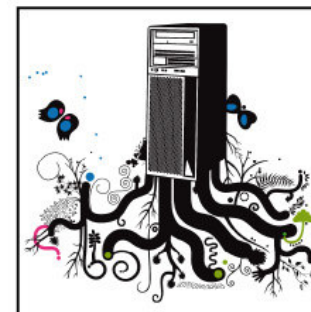
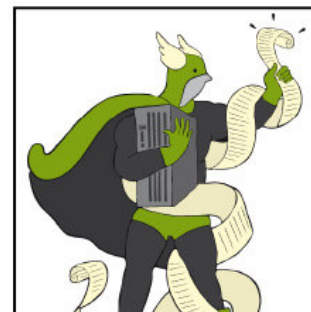
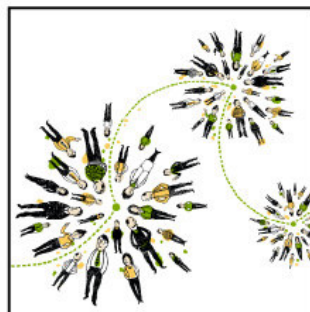
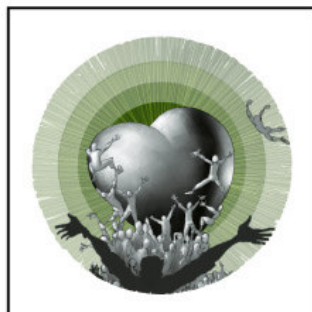




**IBM SOFTWARELAND 2009.
SOLUZIONI INTELLIGENTI
PER PROSPETTIVE
CHE CAMBIANO.**



Andrea Magnaguagno
Cognos Performance Applications, Cognos 8 Planning

Performance Management

Pianificazione & Consolidamento

- Migliore qualità del dato
- Maggiore prevedibilità
- Efficacia della strategia



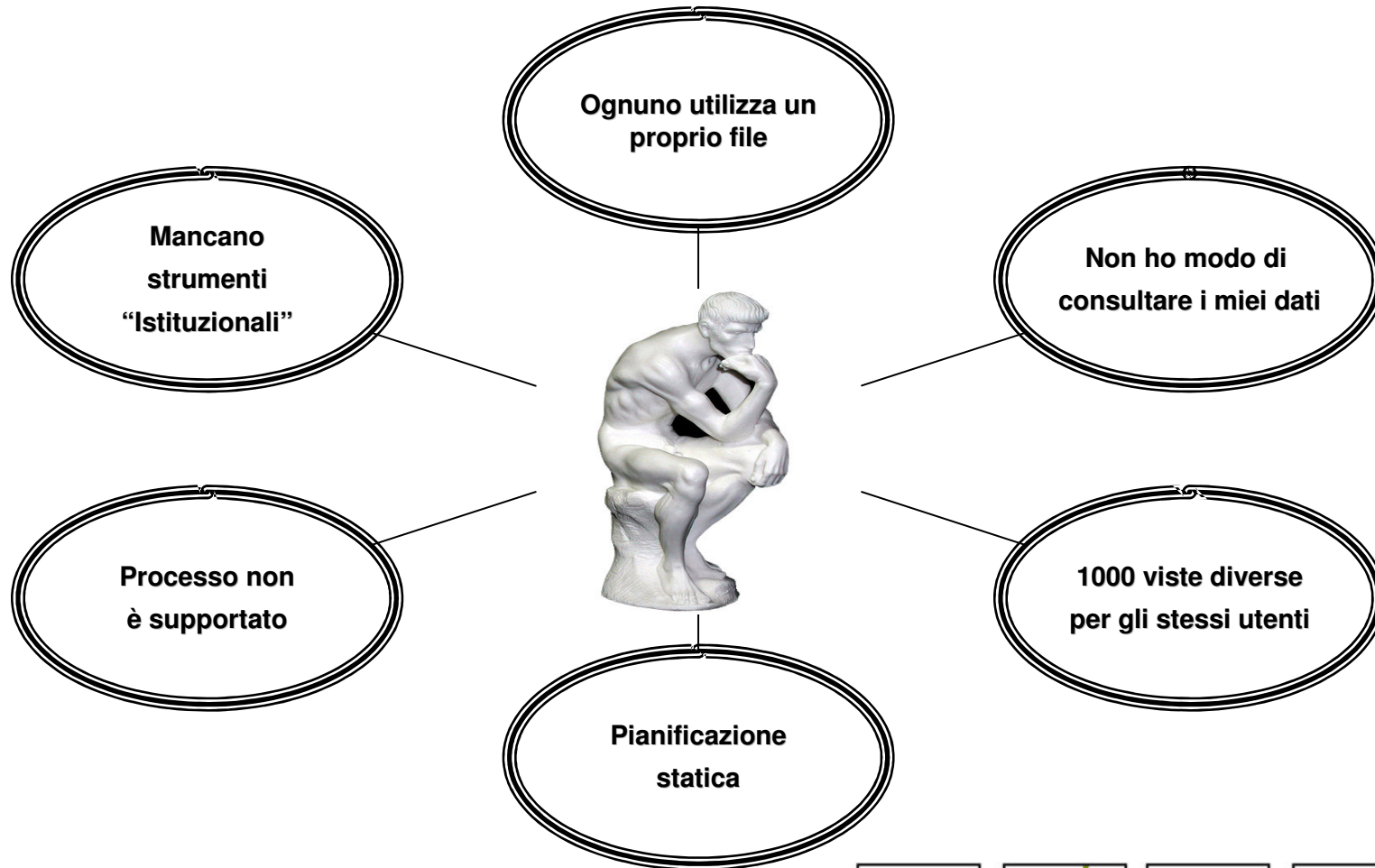
IBM & Performance Management

Pianificazione & Consolidamento

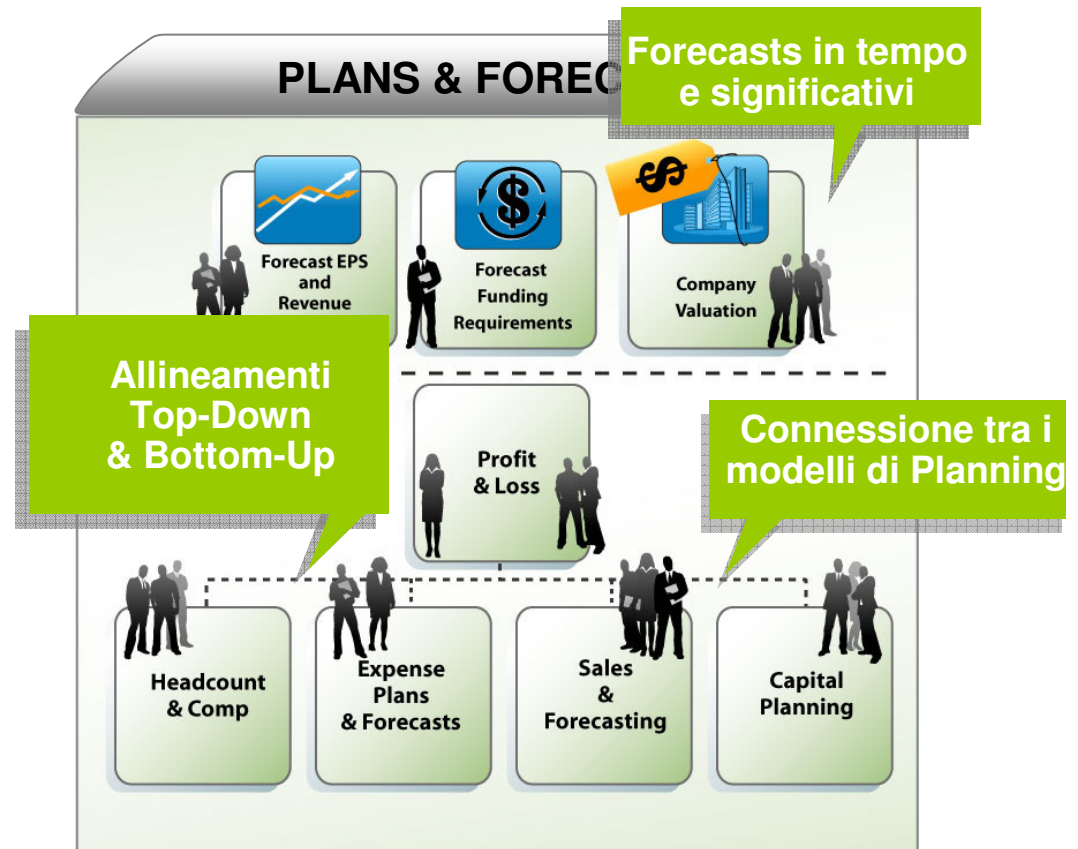
- Create piani e budget... Simulate scenari alternativi.. Consolidate l'intercompany ed inserite in report i dati finanziari con – **IBM Cognos 8 Office of Finance**



Oggi parliamo di pianificazione!



IBM Cognos 8 Planning
è la soluzione che vi supporta nelle attività di previsione, budgeting e pianificazione consentendo un elevato livello di partecipazione per introdurre *la gestione della performance nella vostra organizzazione*

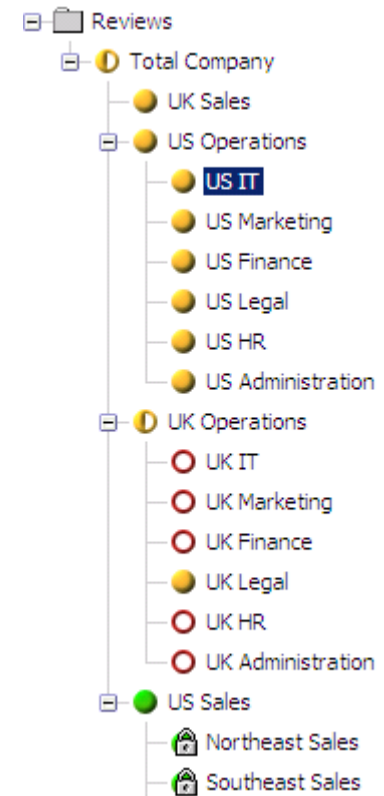


IBM Cognos 8 Planning

Le caratteristiche

- Processo top-down & bottom-up
- Simulazione “on the fly”
- Funzionalità di break back
- Navigazione multidimensionale dei dati
- Metodi di calcolo del forecast già presenti
- Note ed allegati sempre a disposizione
- Interfaccia con Office
- Semplice da imparare!

IBM Cognos Connection



IBM Cognos 8 Planning

Gestione del processo di budget: sales planning

Processo top-down con pianificazione per centro di profitto, prodotto e canale

You are a reviewer for: **Region** (State: Work in Progress, Last Data Change: 11:09:01 AM - Friday, November 14, 2008)

Which is made up of:

Name	State	Ownership	Reviewer	Last Data Change
Region (All)	Work in Progress			
A1 Profit-center	Work in Progress			
A2 Profit-center	Work in Progress			

Context: A1 Profit-center (elist), 12V Heavy Duty Drill/Driver Kit [Indoor and Outdoor Products], Discount Stores [Channels]

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FT
Units	3,998	3,635	5,080	4,064	4,064	5,080	4,064	4,064	5,080	4,064	4,064	5,080	
Price	77.81	77.81	77.81	77.81	77.81	77.81	77.81	77.81	77.81	77.81	77.81	77.81	
Gross Sales	311,070	282,791	395,265	316,212	316,212	395,265	316,212	316,212	395,265	316,212	316,212	395,265	4
Discount %	4.90%	3.56%	0.08%	1.60%	3.46%	1.92%	2.20%	4.39%	0.91%	3.72%	4.49%	0.89%	
Discount	15,242	10,067	316	5,059	10,941	7,589	6,957	13,882	3,597	11,763	14,198	3,518	
Net Sales	295,828	272,724	394,949	311,153	305,271	387,676	309,255	302,330	391,668	304,449	302,014	391,747	3
Cost	33.27	33.27	33.27	33.27	33.27	33.27	33.27	33.27	33.27	33.27	33.27	33.27	
Cost of Sales	133,012	120,920	169,013	135,211	135,211	169,013	135,211	135,211	169,013	135,211	135,211	169,013	1
Gross Margin	162,816	151,804	225,936	175,942	170,061	218,663	174,045	167,120	222,655	169,238	166,804	222,734	2,227,816
Gross Margin %	55.04%	55.66%	57.21%	56.55%	55.71%	56.40%	56.28%	55.28%	56.85%	55.59%	55.23%	56.86%	56.13%

Workflow information for: **Region** (Current state: Work in Progress, Time of last state change: ...)

ALL CHANNELS: Discount Stores, Hardware Stores



IBM Cognos 8 Planning

Gestione del processo di budget: expense planning

Processo Bottom-up & Top down con pianificazione per sede operativa e singolo centro di costo, attraverso dei drivers predefiniti



Back to the default entry

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
US Operations	Work In Progress	None	None	1:11:16 PM - Friday, 11/11/04

Which is made up of:

Name	State
US Operations (All)	Work In Progress
US IT	Work In Progress
US Marketing	Work In Progress

Workflow information for:

Current state: Work In Progress
The e-List
More...

Time of last state change: 11/11/04 1:11:16 PM
User who last changed state: None

Viewed: no
Reviewed: no
Document Attached: no

Manual Entry Expense Summary Corporate Driver Driver Based Rates **Driver Based Calc** Seasonality Curves Seasonality Calc

Rows: [Driver Based Expenses] [Vol*rate calc] Columns: [Months(04-05)(DB Calc)] Context: US IT [elist] Prior Forecast [Versions]

		Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Total 2004	Jan-05
Overtime	Volume	8	10	11	10	11	12	12	12	12	12	12	12	144	15
	Rate	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000	50.000
	Amount	400	500	550	500	550	600	600	600	600	600	600	600	7,200	750
Tuition Reimbursement	Volume	8	10	11	10	11	12	12	12	12	12	12	12	144	15
	Rate	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000
	Amount	360	450	495	450	495	540	540	540	540	540	540	540	6,480	675
Life	Volume	52,937	66,171	72,788	66,171	72,788	79,406	79,406	79,406	92,640	86,023	92,640	92,640	952,866	100,847
	Rate	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015	0.015
	Amount	794	993	1,092	993	1,092	1,191	1,191	1,390	1,290	1,390	1,390	1,489	14,293	1,513
Dental	Volume	52,937	66,171	72,788	66,171	72,788	79,406	79,406	92,640	86,023	92,640	92,640	99,257	952,866	100,847
	Rate	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030
	Amount	1,588	1,985	2,184	1,985	2,184	2,382	2,382	2,779	2,581	2,779	2,779	2,978	28,586	3,025
401k match	Volume	380,886	666,551	666,551	285,665	333,276	333,276	476,108	761,773	856,994	476,108	285,665	714,162	6,237,013	426,524
	Rate	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025
	Amount	9,522	16,664	16,664	7,142	8,332	8,332	11,903	19,044	21,425	11,903	7,142	17,854	155,925	10,663
Office Supplies	Volume	8	10	11	10	11	12	12	14	13	14	14	15	144	15
	Rate	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000
	Amount	120	150	165	150	165	180	180	210	195	210	210	225	2,160	225



IBM Cognos 8 Planning

Gestione del processo di budget: project planning

Pianificazione dei costi di progetto con valutazione della redditività ed impatto economico & finanziario

Back to the default entry

- Reviews
 - Total Projects
 - Revenue Projects
 - New Product Development**
 - Infrastructure Projects
 - Headquarters Extension
 - IT Projects
 - SAP Implementation
 - Finance Projects
 - COGNOS CPM Implementation

You are a reviewer for:

Rows: [Placeholder] Columns: [FTE-Cost Timeline] Context: [Implementation] Cost: [FTE-Cost Calculation] Origin: [Original-Re]

	Task	Resource Type	Status	SEP 08	2008	JAN 09	FEB 09	MAR 09
Total				68,847.09	275,388.38	49,024.25	49,024.25	49,024.25
1	Design Architecture	Bdgt Med Internal	Permanent - Full Time	22,274.06	89,096.24			
2	Configure...	Bdgt Med Internal	Permanent - Full Time	22,274.06	89,096.24	23,446.38	23,446.38	23,446.38
3	Verify...	Bdgt Med Internal	Permanent - Full Time	24,298.97	97,195.90	25,577.87	25,577.87	25,577.87

Inserisco un progetto, ne definisco l'ambito, il valore strategico, i ricavi e i costi attesi per avere una valutazione della redditività in base all'indice NPV e a quello di PayBack

Poi posso inserire per progetto la risorsa, qualificarla come costo interno o esterno, il tipo di contratto che poi mi darà il relativo costo visibile nel prospetto riassuntivo.

FTE-Headcount Allocation

Rows: [Placeholder] Columns: [FTE-Headcount Timeline] Context: [Expense Adjustment]

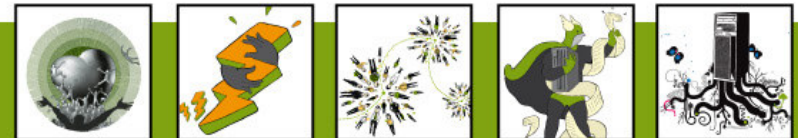
	Role	Task	Resource Type	Status	FT
Total					3
1	IT Architect	Design Architecture	Bdgt Med Internal	Permanent - Full Time	1
2	IT Configuration Manager	Configure...	Bdgt Med Internal	Permanent - Full Time	1
3	Systems Specialist	Verify...	Bdgt Med Internal	Permanent - Full Time	1

Expense Adjustment

Rows: [Project Expenses] Columns: [Income-Expense Timeline]

	NOV 08	DEC 08	2008	JAN 09
Office Supplies				
Legal	3	3	12	2
Patents	3	3	12	2
Other				
Total Other Project Expenses	6	6	24	4
TOTAL PROJECT EXPENSES	68,853	68,853	275,412	49,028
CAPITAL EXPENDITURE				

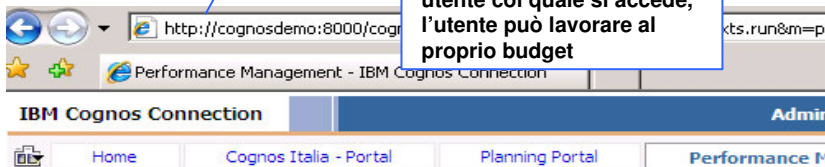
PROJECT METRICS



IBM Cognos 8 Planning

Gestione del processo di budget: Human Resources planning

Si accede attraverso browser ed dopo aver ottenuto le autorizzazioni collegate al tipo/ruolo utente col quale si accede, l'utente può lavorare al proprio budget



Esempio di simulazione sull'incremento del costo del personale

	% Aumento	Aumento €	Nuovo Stipendio	A partire da:	Stipendio
ITALIA	1.4%	10,000	747,000		
Alessandro Di Pasquale	1.1%	400	35,400	Mar	
Mario Quartarone	1.5%	455	30,455	Mar	
Riccardo Paganelli	1.1%	455	40,455	Mar	
Luca Dalla Villa	4.0%	1,400	36,400	Mag	
Patrizia Fois	1.1%	400	35,400	Mag	
Gianna Tiozzo	2.0%	422	21,422	Mag	
Cinzia Marassi	2.1%	423	20,423	Mag	
Roberto Fontana	1.2%	402	34,402	Mag	
Arianna Antico	2.4%	426	18,426	Mag	
Antonella Tarantino	0.8%	378	50,378	Mag	
Claudio Dessardo	1.1%	400	35,400	Mag	
Federico Della Casa	0.8%	378	50,378	Mag	
Andrea Magnaguagno	1.0%	393	40,393	Mag	
Simona Ravizza	1.7%	416	25,416	Mag	
Simona Di Donato	1.7%	416	25,416	Mag	
Marcello Visalli	1.1%	400	35,400	Mag	
Marco Dugnani	2.3%	455	20,455	Mag	

		Feb	Mar	Apr	Mag
ITALIA	Stipendio Netto TFR	56,872	56,973	56,973	57,64
ITALIA	TFR	4,545	4,553	4,553	4,60
	Stipendio	61,417	61,526	61,526	62,25
Alessandro Di Pasquale	Stipendio Netto TFR	2,701	2,732	2,732	2,73
	TFR	216	218	218	21
	Stipendio	2,917	2,950	2,950	2,95
	Stipendio Netto TFR	2,315	2,350	2,350	2,35
Mario Quartarone	TFR	185	188	188	18
	Stipendio	2,500	2,538	2,538	2,53
	Stipendio Netto TFR	3,087	3,122	3,122	3,12
Riccardo Paganelli	TFR	247	249	249	24
	Stipendio	3,333	3,371	3,371	3,37
	Stipendio Netto TFR	2,701	2,701	2,701	2,80
Luca Dalla Villa	TFR	216	216	216	22
	Stipendio	2,917	2,917	2,917	3,03
	Stipendio Netto TFR	2,701	2,701	2,701	2,73
Patrizia Fois	TFR	216	216	216	21
	Stipendio	2,917	2,917	2,917	2,95



IBM Cognos 8 Planning

Pianificazione, riprevisione, simulazione & reporting da WEB!

[Dashboard](#) |
 [2008 Planning Applications](#) |
 [Planning - Reports](#) |
 [Planning - Analysis](#) |
 [Income Statements](#)

[Performance Dashboard](#)

Esempio di un dashboard che mette a confronto ricavi e costi di pianificazione secondo logiche sia bottom-up che top-down in base a versioni differenti per scenario

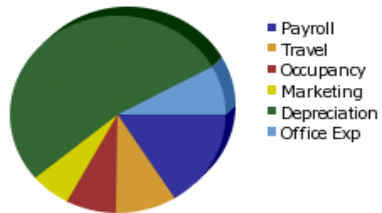
PPO Dashboard

Selected Location: Total Company

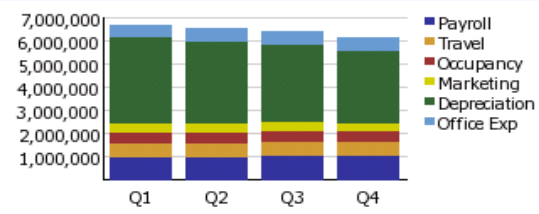
Total Company

Plan to Target Metrics			
	Target	Bottom-Up	Variance
Gross Revenue	210,067,817	200,382,146	(9,685,671)
Gross Margin	128,067,817	100,830,902	(27,236,915)
Total Expense	37,250,000	25,894,613	11,355,387
Net Profit	90,817,817	74,936,289	(15,881,528)
Headcount	56	44	(12)

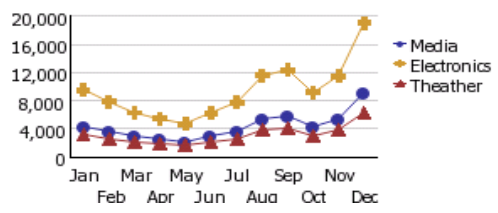
Version 2 Annual Expenses



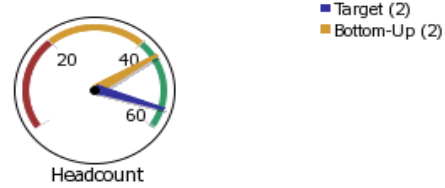
Version 2 Expense Trends



Product Revenue (000's)



Headcount - Target vs Bottom-Up



IBM Cognos 8 Planning

Pianificazione, riprevisione, simulazione & reporting da WEB!



Globe Inc.
Income Statement
 For the month of Dec-07
 (000's)

Esempio di un Report di Conto Economico

Globe America's Consolidated

Dec-07									
	Actual	Budget	Forecast	Actual vs Budget	% Actual vs Budget	Actual vs Forecast	% Actual vs Forecast	Forecast vs Budget	% Forecast vs Budget
Revenue	\$16,860	\$16,590	\$17,104	\$270	1.63%	(\$244)	-1.42%	\$514	3.10%
COS - Staff Costs	\$463	\$460	\$470	(\$3)	-0.65%	\$7	1.39%	(\$10)	-2.08%
COS - Material Costs	\$291	\$280	\$296	(\$11)	-3.93%	\$5	1.56%	(\$16)	-5.58%
COS - Products	\$358	\$360	\$364	\$2	0.56%	\$6	1.61%	(\$4)	-1.07%
Cost of Sales	\$1,112	\$1,100	\$1,129	(\$12)	-1.09%	\$17	1.51%	(\$29)	-2.64%
Gross Profit	\$15,748	\$15,490	\$15,975	\$258	1.67%	(\$227)	-1.42%	\$485	3.13%
R&D - Staff Costs	\$2,118	\$2,090	\$2,160	(\$28)	-1.36%	\$41	1.91%	(\$70)	-3.33%
R&D - Other Costs	\$1,087	\$1,070	\$1,098	(\$17)	-1.57%	\$12	1.06%	(\$28)	-2.66%
Research and Development	\$3,205	\$3,160	\$3,258	(\$45)	-1.43%	\$53	1.62%	(\$98)	-3.10%
Advertising and Media	\$488	\$480	\$496	(\$8)	-1.67%	\$8	1.69%	(\$16)	-3.42%
Marketing	\$560	\$560	\$568	\$8	0.00%	\$8	1.40%	(\$8)	-1.42%
Variable Costs	\$1,048	\$1,040	\$1,064	(\$8)	-0.77%	\$16	1.54%	(\$24)	-2.34%
Expenses	\$4,253	\$4,200	\$4,322	(\$53)	-1.26%	\$69	1.60%	(\$122)	-2.91%
Income from Investments	\$541	\$540	\$547	\$1	0.11%	(\$7)	-1.25%	\$7	1.38%
Commission Income	\$1,321	\$1,310	\$1,342	\$11	0.85%	(\$21)	-1.54%	\$32	2.44%
Lease Income	\$2,136	\$2,090	\$2,165	\$46	2.20%	(\$29)	-1.35%	\$75	3.60%
Other Income	\$3,998	\$3,940	\$4,055	\$58	1.47%	(\$57)	-1.40%	\$115	2.91%
Operating profit	\$15,493	\$15,230	\$15,707	\$263	1.72%	(\$214)	-1.36%	\$477	3.13%
Share of associates operating profit	\$269	\$260	\$273	\$9	3.46%	(\$4)	-1.35%	\$13	4.88%

Local intranet

100%



IBM Cognos 8 Planning

Pianificazione, riprevisione, simulazione & reporting da WEB!



Globe Inc.

Income Statement

Year Ended December 31, 2007
(000's)

Esempio di un Report
progressivo di
confronto dati di
consuntivo e forecast

Globe America's Consolidated

	Actual								Forecast			
	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07
Revenue	\$12,772	\$29,364	\$45,908	\$56,560	\$72,608	\$88,240	\$108,376	\$118,332	\$137,083	\$147,126	\$160,897	\$178,001
COS - Staff Costs	\$316	\$734	\$1,078	\$1,296	\$1,694	\$2,034	\$2,372	\$2,635	\$3,054	\$3,379	\$3,730	\$4,200
COS - Material Costs	\$249	\$627	\$943	\$1,318	\$1,670	\$1,945	\$2,242	\$2,750	\$3,147	\$3,499	\$3,959	\$4,255
COS - Products	\$321	\$731	\$1,014	\$1,428	\$1,749	\$2,101	\$2,486	\$2,911	\$3,243	\$3,587	\$3,917	\$4,280
Cost of Sales	\$886	\$2,092	\$3,035	\$4,042	\$5,113	\$6,080	\$7,100	\$8,296	\$9,444	\$10,465	\$11,606	\$12,735
Gross Profit	\$11,886	\$27,272	\$42,873	\$52,518	\$67,495	\$82,160	\$101,276	\$110,036	\$127,639	\$136,661	\$149,292	\$165,266
R&D - Staff Costs	\$1,438	\$3,160	\$4,872	\$6,691	\$7,951	\$9,823	\$11,810	\$13,267	\$15,702	\$17,039	\$18,816	\$20,976
R&D - Other Costs	\$1,084	\$2,706	\$4,126	\$6,347	\$8,124	\$9,838	\$11,285	\$12,878	\$14,760	\$17,024	\$18,936	\$20,035
Research and Development	\$2,523	\$5,867	\$8,998	\$13,038	\$16,076	\$19,661	\$23,095	\$26,145	\$30,462	\$34,064	\$37,753	\$41,011
Advertising and Media	\$501	\$1,146	\$1,667	\$2,386	\$2,954	\$3,501	\$4,128	\$4,547	\$4,999	\$5,602	\$6,121	\$6,618
Marketing	\$452	\$921	\$1,471	\$1,918	\$2,399	\$2,916	\$3,427	\$4,073	\$4,783	\$5,424	\$5,939	\$6,507
Variable Costs	\$953	\$2,067	\$3,138	\$4,304	\$5,353	\$6,417	\$7,555	\$8,620	\$9,782	\$11,026	\$12,060	\$13,125
Expenses	\$3,476	\$7,934	\$12,136	\$17,342	\$21,428	\$26,078	\$30,650	\$34,765	\$40,244	\$45,090	\$49,813	\$54,135
Income from Investments	\$736	\$1,402	\$1,948	\$2,669	\$3,422	\$4,097	\$5,039	\$5,872	\$7,022	\$7,709	\$8,461	\$9,009
Commission Income	\$556	\$1,535	\$2,356	\$3,326	\$4,444	\$5,470	\$6,152	\$7,153	\$8,537	\$9,619	\$10,822	\$12,164
Lease Income	\$2,300	\$4,452	\$6,392	\$7,884	\$9,884	\$12,476	\$14,896	\$16,908	\$19,328	\$21,288	\$22,545	\$24,711
Other Income	\$3,592	\$7,390	\$10,696	\$13,879	\$17,750	\$22,043	\$26,087	\$29,933	\$34,887	\$38,615	\$41,829	\$45,884
Operating profit	\$12,003	\$26,728	\$41,433	\$49,055	\$63,817	\$78,125	\$96,713	\$105,204	\$122,282	\$130,186	\$141,308	\$157,015
Share of associates operating profit	\$238000	\$672000	\$1,029000	\$1,389000	\$1,731000	\$2,188000	\$2,523000	\$2,806000	\$3,219093	\$3,393027	\$3,735080	\$4,008049
Share of joint venture operating profit	\$352	\$658	\$997	\$1,337	\$1,596	\$1,909	\$2,302	\$2,632	\$3,041	\$3,338	\$3,769	\$4,133
Exceptional Items	\$2,020	\$3,245	\$5,195	\$6,455	\$8,260	\$10,580	\$12,205	\$13,695	\$15,589	\$16,583	\$18,102	\$19,641

Done

Local intranet

100%



IBM Cognos 8 Planning

Pianificazione, riprevisione, simulazione & reporting da WEB!



Globe Inc.

Income Statement

Year Ended December 31, 2007
(000's)

Esempio di un Report
progressivo di
confronto dati di
consuntivo e forecast

Globe America's Consolidated

	Actual								Forecast			
	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07
Revenue	\$12,772	\$29,364	\$45,908	\$56,560	\$72,608	\$88,240	\$108,376	\$118,332	\$137,083	\$147,126	\$160,897	\$178,001
COS - Staff Costs	\$316	\$734	\$1,078	\$1,296	\$1,694	\$2,034	\$2,372	\$2,635	\$3,054	\$3,379	\$3,730	\$4,200
COS - Material Costs	\$249	\$627	\$943	\$1,318	\$1,670	\$1,945	\$2,242	\$2,750	\$3,147	\$3,499	\$3,959	\$4,255
COS - Products	\$321	\$731	\$1,014	\$1,428	\$1,749	\$2,101	\$2,486	\$2,911	\$3,243	\$3,587	\$3,917	\$4,280
Cost of Sales	\$886	\$2,092	\$3,035	\$4,042	\$5,113	\$6,080	\$7,100	\$8,296	\$9,444	\$10,465	\$11,606	\$12,735
Gross Profit	\$11,886	\$27,272	\$42,873	\$52,518	\$67,495	\$82,160	\$101,276	\$110,036	\$127,639	\$136,661	\$149,292	\$165,266
R&D - Staff Costs	\$1,438	\$3,160	\$4,872	\$6,691	\$7,951	\$9,823	\$11,810	\$13,267	\$15,702	\$17,039	\$18,816	\$20,976
R&D - Other Costs	\$1,084	\$2,706	\$4,126	\$6,347	\$8,124	\$9,838	\$11,285	\$12,878	\$14,760	\$17,024	\$18,936	\$20,035
Research and Development	\$2,523	\$5,867	\$8,998	\$13,038	\$16,076	\$19,661	\$23,095	\$26,145	\$30,462	\$34,064	\$37,753	\$41,011
Advertising and Media	\$501	\$1,146	\$1,667	\$2,386	\$2,954	\$3,501	\$4,128	\$4,547	\$4,999	\$5,602	\$6,121	\$6,618
Marketing	\$452	\$921	\$1,471	\$1,918	\$2,399	\$2,916	\$3,427	\$4,073	\$4,783	\$5,424	\$5,939	\$6,507
Variable Costs	\$953	\$2,067	\$3,138	\$4,304	\$5,353	\$6,417	\$7,555	\$8,620	\$9,782	\$11,026	\$12,060	\$13,125
Expenses	\$3,476	\$7,934	\$12,136	\$17,342	\$21,428	\$26,078	\$30,650	\$34,765	\$40,244	\$45,090	\$49,813	\$54,135
Income from Investments	\$736	\$1,402	\$1,948	\$2,669	\$3,422	\$4,097	\$5,039	\$5,872	\$7,022	\$7,709	\$8,461	\$9,009
Commission Income	\$556	\$1,535	\$2,356	\$3,326	\$4,444	\$5,470	\$6,152	\$7,153	\$8,537	\$9,619	\$10,822	\$12,164
Lease Income	\$2,300	\$4,452	\$6,392	\$7,884	\$9,884	\$12,476	\$14,896	\$16,908	\$19,328	\$21,288	\$22,545	\$24,711
Other Income	\$3,592	\$7,390	\$10,696	\$13,879	\$17,750	\$22,043	\$26,087	\$29,933	\$34,887	\$38,615	\$41,829	\$45,884
Operating profit	\$12,003	\$26,728	\$41,433	\$49,055	\$63,817	\$78,125	\$96,713	\$105,204	\$122,282	\$130,186	\$141,308	\$157,015
Share of associates operating profit	\$238000	\$672000	\$1,029000	\$1,389000	\$1,731000	\$2,188000	\$2,523000	\$2,806000	\$3,219093	\$3,393027	\$3,735080	\$4,008049
Share of joint venture operating profit	\$352	\$658	\$997	\$1,337	\$1,596	\$1,909	\$2,302	\$2,632	\$3,041	\$3,338	\$3,769	\$4,133
Exceptional Items	\$2,020	\$3,245	\$5,195	\$6,455	\$8,260	\$10,580	\$12,205	\$13,695	\$15,589	\$16,583	\$18,102	\$19,641

Done

Local intranet

100%



IBM Cognos 8 Planning

Pianificazione, riprevisione, simulazione & reporting da WEB!

Profit Center Report Book

Profit Center - California

Report Date - Dec 9, 2007

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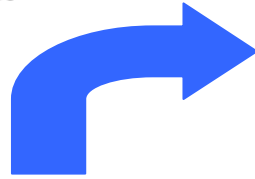
[Plan Summary](#)

[Revenue and Gross Margin](#)

[Expense Details](#)

[Employee Details](#)

[Capital Details](#)



Esempio di un Report Book con indice dinamico

California

Performance Summary

Headcount
 Gross Margin % of Revenue
 Expense % of Revenue
 Net Profit % of Revenue

PL Summary

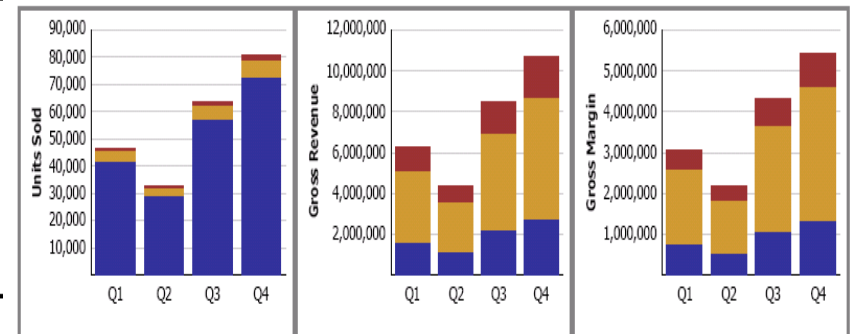
Gross Revenue
 Cost of Sales
 Gross Margin

Operating Expenses

Payroll
 Travel
 Occupancy
 Marketing
 Depreciation
 Office Expense
 Total Expense

California

		Q1	Q2	Q3	Q4	Total Year
TOTAL MEDIA	Units Sold	41,872	29,313	57,222	72,575	200,982
	Gross Margin	784,829	549,723	1,073,160	1,361,104	3,768,816
TOTAL ELECTRONICS	Units Sold	3,845	2,694	5,250	6,654	18,443
	Gross Margin	1,835,346	1,299,261	2,608,246	3,259,211	9,002,064
TOTAL THEATER	Units Sold	936	656	1,276	1,614	4,482
	Gross Margin	455,697	324,299	637,881	818,315	2,236,192
TOTAL PRODUCTS	Units Sold	46,653	32,663	63,748	80,843	223,907
	Gross Revenue	6,300,101	4,378,680	8,476,118	10,669,688	29,824,587
	Gross Margin	3,075,872	2,173,283	4,319,287	5,438,630	15,007,072



IBM Cognos 8 Planning

tutorial3 | Contributions | - Contributor [Working Offline]

File Edit View Workflow Actions Help

Asset Purchases Depreciation Compensation Assumptions Employee Grades Employee Plan Expenses Product Price and Cost

Rows: [Employees] Columns: [Months - Salary] Context: [A1 Profit-center] Budget Version 1

	Grade	Base Salary	Raise Month	Raise %	Jan-03	Feb-03	Mar-03	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03
TOTAL EMPLOYEES		1,932,484		4.36%	162,065	164,068	164,787	164,787	165,723	166,011	166,011	166,254	167,340	167,809	167,809
A1 Subtotal		1,932,484		4.36%	162,065	164,068	164,787	164,787	165,723	166,011	166,011	166,254	167,340	167,809	167,809
Sales-01		398,625		3.80%	33,219	33,219	33,219	33,219	33,219	33,507	33,507	33,507	33,920	34,390	34,390
Claudel, Carole	G Grade	84,926	Sep-03	5.84%	7,077	7,077	7,077	7,077	7,077	7,077	7,077	7,077	7,490	7,490	7,490
McCormick, Ashley	J Grade	223,258	Jun-03	1.55%	18,605	18,605	18,605	18,605	18,605	18,893	18,893	18,893	18,893	18,893	18,893
Seefelder, Willi	E Grade	68,765	Oct-03	8.19%	5,730	5,730	5,730	5,730	5,730	5,730	5,730	5,730	5,730	6,200	6,200
Grüner, Sabine		0		0.00%	0	0	0	0	0	0	0	0	0	0	0
Lewiston, Margaret	A Grade	21,676	Dec-03	5.09%	1,806	1,806	1,806	1,806	1,806	1,806	1,806	1,806	1,806	1,806	1,806
IS-01		301,668		7.37%	26,804	26,804	26,804	26,804	26,993	26,993	26,993	26,993	26,993	26,993	26,993
Choi, Jung-ho	I Grade	223,258	Feb-03	8.95%	20,270	20,270	20,270	20,270	20,270	20,270	20,270	20,270	20,270	20,270	20,270
Chambers, Ken	F Grade	78,410	May-03	2.89%	6,534	6,534	6,534	6,534	6,723	6,723	6,723	6,723	6,723	6,723	6,723
Samson, Frédéric		0		0.00%	0	0	0	0	0	0	0	0	0	0	0
Bergström, Karin		0		0.00%	0	0	0	0	0	0	0	0	0	0	0
Fin-01		238,734		5.49%	20,748	20,748	20,748	20,748	20,987	20,987	20,987	20,987	20,987	20,987	20,987
Savolainen, Tuomas	D Grade	59,670	Jan-03	4.15%	5,179	5,179	5,179	5,179	5,179	5,179	5,179	5,179	5,179	5,179	5,179
Béchar, Julie		0		0.00%	0	0	0	0	0	0	0	0	0	0	0
Cartel, Jake	H Grade	127,924	Jan-03	6.07%	11,307	11,307	11,307	11,307	11,307	11,307	11,307	11,307	11,307	11,307	11,307
Nilsson, Anders	C Grade	51,140	May-03	5.62%	4,262	4,262	4,262	4,262	4,501	4,501	4,501	4,501	4,501	4,501	4,501
HR-01		163,257		6.27%	14,407	14,407	14,407	14,407	14,407	14,407	14,407	14,407	14,407	14,407	14,407
Martin, Florence	E Grade	68,765	Mar-03	8.61%	6,224	6,224	6,224	6,224	6,224	6,224	6,224	6,224	6,224	6,224	6,224
Orozco, Ana	C Grade	51,140	Mar-03	5.30%	4,262	4,262	4,488	4,488	4,488	4,488	4,488	4,488	4,488	4,488	4,488
Chow, Donald	A Grade	21,676	Dec-03	2.86%	1,806	1,806	1,806	1,806	1,806	1,806	1,806	1,806	1,806	1,806	1,806
Jever, Frank	A Grade	21,676	May-03	4.58%	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889
Fac-01		132,486		7.68%	11,378	11,378	11,378	11,378	11,378	11,378	11,378	11,496	11,889	11,889	11,889

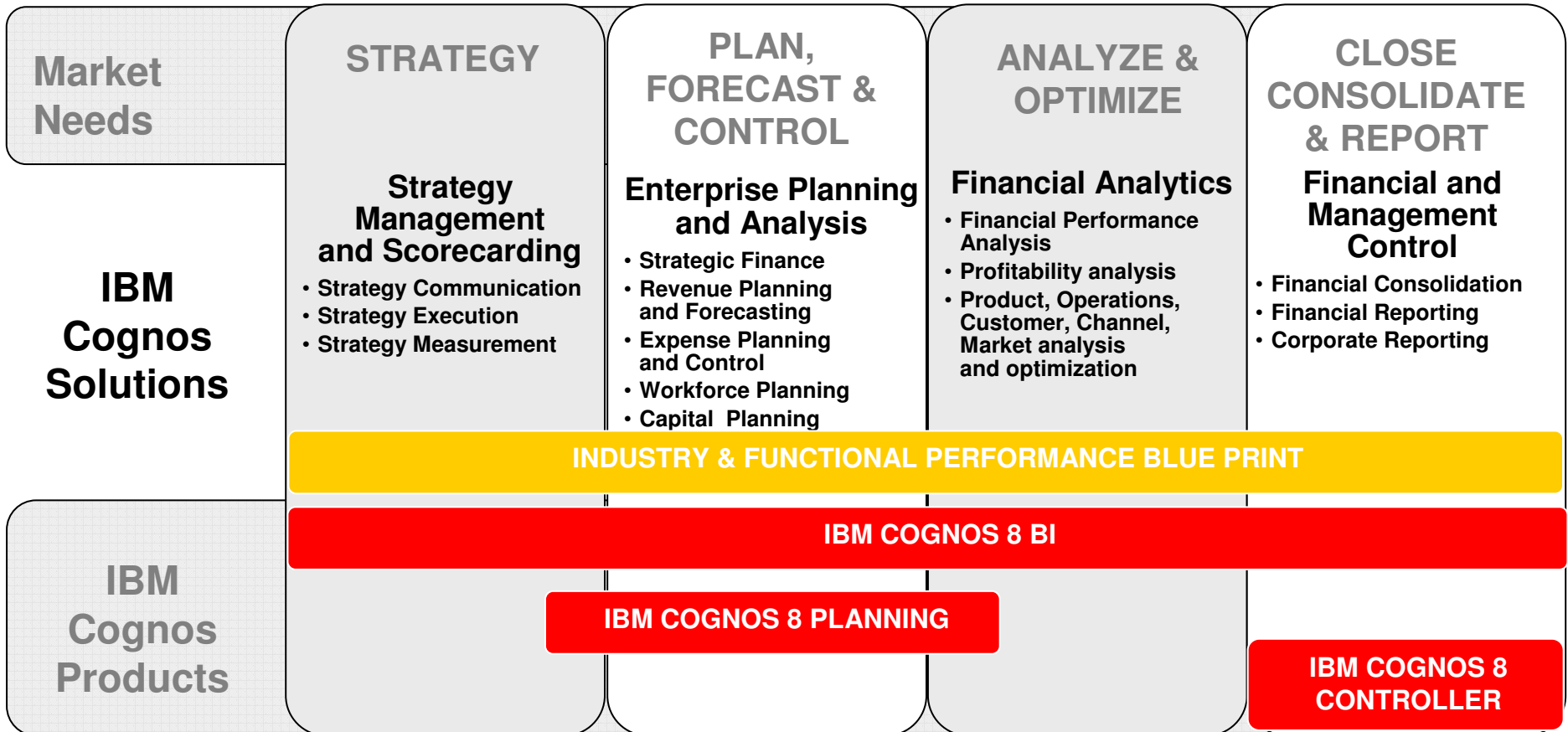
Current Owner: None

- ✓ Processo supportato
- ✓ Ordine dei fogli di lavoro modificabile
- ✓ Funzioni & comandi per l'utente già presenti
- ✓ Navigazione multidimensionale
- ✓ Gestione delle gerarchie e liste
- ✓ Zoom
- ✓ Freeze Righe e Colonne
- ✓ Ordina & Nascondi
- ✓ Gestione del calendario



Performance Management

Enterprise Edition



IBM Cognos Performance Blueprints

- Cognos Performance Blueprints:
 - Semi-lavorati (dati predefiniti, i processi e modelli di regole ,..) basati sulle best practices di progetti di pianificazione, gestione finanziaria e controllo realizzati a livello enterprise presso i clienti
- Il cliente mette a disposizione il progetto realizzato. Questo viene:
 - validato dai leaders dei vari settori d'industria (Innovation Center)
 - generalizzato e reso anonimo
 - messo a disposizione della comunità
- Performance Blueprint Include:
 - Modelli di Pianificazione
 - Processi di Work flow
 - Business Intelligence
- Attualmente sono disponibili più di 30 Blueprints scaricabili gratuitamente dall'Innovation Center, suddivisi per settore d'industria e per funzioni trasversali

IBM Cognos
Innovation Center
for Performance Management



Le Blueprints per settore d'industria

Alcuni esempi:

BANKING AND FINANCIAL SERVICES

- Branch Performance
- Corporate Banking Customer Segment Performance
- NEW! : Insurance Product Profitability
- Retail Banking Customer Segment Performance

MANUFACTURING

- Sales and Operations Planning
- Trade Promotion Management

PHARMACEUTICALS AND LIFE SCIENCES

- Clinical Trials
- NEW! : Clinical Trial Enrollment Forecasting
- NEW! : Sales Quota Allocation
- Sample Optimization

RETAIL

- Store Development
- Store Operations (P&L) Planning
- Strategic Merchandise Planning NEW!
- Strategic Promotion & Marketing Planning

PUBLIC SECTOR

- Program Objective Memorandum (POM)



Le Blueprints per funzioni di business

Allocations Planning

This Blueprint allows cost-center managers to allocate all or part of their expenses to the appropriate profit centers. Profit-center managers collaborate with cost-center managers to either accept or reject the proposed allocations

Risk Analysis

This Blueprint enables a corporation to analyze and assess risks associated with future performance, and quantify risk mitigation strategies

Expense Planning and Control

This Blueprint uses projections from planning systems or other Blueprints, as well as actual history, to drive budgeting and expense planning processes

Alcuni esempi:

Workforce Planning

This Blueprint provides forward-looking visibility into workforce decisions at both the divisional and company levels. Headcount projections can then be leveraged as drivers in other planning processes

Sales Compensation Planning

This Blueprint enables organizations to manage compensation targets and commission payouts, archive historical data and previous projections for reference and analysis, and link sales compensation plans with headcount projections and integrated financials.



Tutte le info sulle Blueprints:

- [Innovation Center](#)

Le soluzioni di gestione delle performance

Italia [ca] search

IBM Cognos Software

Azienda Prodotti Soluzioni Case History Servizi Partner Comunicati Stam

Cognos Italia > Prodotti > L' Innovation Center for Performance Management

CPM

- Panoramica
- Importanza del CPM
- Successo del CPM
- Tecnologie CPM
- Soluzioni CPM
- Perché è il momento di adottare una soluzione CPM?
- Procedure ottimali- Innovation Center
- Partner CPM

CPM Components

- Business Intelligence
- Planning & Consolidation
- Scorecarding & Dashboards

L' Innovation Center for Performance Management

Procedure ottimali per le vostre soluzioni CPM

Procedure ottimali, idee innovative e piani prestazionali sono solo alcune delle risorse a cui potrete accedere partecipando all'iniziativa Cognos Innovation Center for Performance Management.

I Cognos Plan-To-Perform Blueprint sono modelli predefiniti di dati, processi e criteri che incorporano le procedure ottimali identificate dai clienti Cognos e dal Cognos Innovation Center. Questi schemi definiscono tutte le opzioni tecnologiche e di progettazione dei processi necessarie per una rapida implementazione di un processo di pianificazione aziendale all'interno dell'organizzazione.

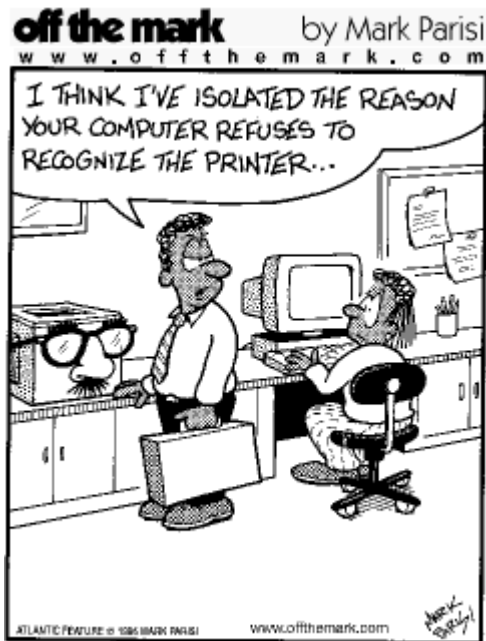
Sono attualmente disponibili i seguenti modelli:

- Previsione e pianificazione finanziaria strategica.
- Previsione e pianificazione delle vendite.
- Pianificazione e controllo delle spese.
- Pianificazione dell'organico e delle retribuzioni.
- Pianificazione delle spese in conto capitale.
- Pianificazione dei progetti di capitalizzazione.

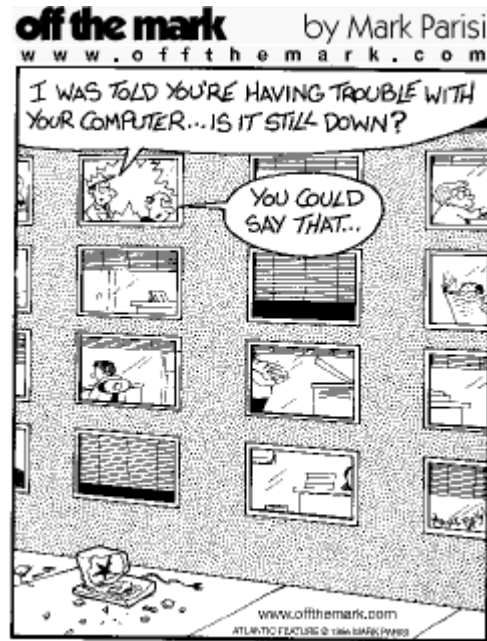
[Maggiori informazioni sui modelli esistenti dell'Innovation Center](#) →



- Grazie!



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