



Performance management solutions for the office of finance

Predictable financial and operational performance with sustainable compliance



What IBM can do for Finance



“The Office of Finance will continue to be a key area of focus for IBM. Cognos brings significant value to the table in its products, expertise, and capabilities for addressing the needs of the CFO.”

*~ Marc Andrews, Director,
Information On Demand Messaging and Cognos Marketing
Integration, IBM*

Why IBM Cognos solutions belong on your short list

When you're a leader in finance, you want to know where your organization is headed at all times. You want to know what will happen, when it will happen, and why it will happen.

And you want to know all of this early enough to act and react with the right control levers, so you can meet—or exceed—your corporate objectives. That's why you should consider IBM.

IBM Cognos® solutions are recognized world leaders in business intelligence (BI) and performance management. Throughout our history, we have been dedicated to helping customers overcome the complexities inherent in multiple transaction systems to make better decisions faster—based on the most timely, relevant, and reliable information possible.

And we have helped make our customers some of the best-performing organizations in the world.

In finance, business value means the ability to analyze conditions and alternatives, then optimize outcomes for predictable financial and operational performance, along with timely, sustainable compliance. IBM Cognos performance management solutions offer unprecedented visibility and early insights into where the business is headed, relative to goals and forecasts. With a clear view of what is happening, you can quickly and precisely adjust plans, targets, and resource allocations across the organization. You can foresee problems, seize new opportunities, and act in time to keep the organization on course.

IBM offers a complete suite of solutions to help you deliver a high level of competitive advantage. Through the strategic application of planning, financial consolidation, scorecarding, reporting, and analytics, IBM Cognos solutions can help you realize performance management improvements quickly, with low risk, and on an enterprise scale.

“Our goal is to set the market pace with a complete, unified performance management system that enables both operational and financial performance management, underpinned with a market leading business intelligence solution.”

*~ Michael Morrison, VP and General Manager,
Financial Performance Management, Cognos*



What's the history of Cognos and IBM?

Cognos began in 1969 as a software consulting firm. It grew steadily over the decades and emerged in the 1990s as a powerhouse in business intelligence. Through a series of strategic acquisitions—for example, Applix—Cognos transformed itself in the first decade of the 2000s into the world's leading independent provider of BI and performance management solutions.

In February 2008, Cognos was acquired by IBM. At the time, Cognos stood among the most financially stable and profitable software companies in the world, with 3700+ employees serving more than 26,000 customers in over 135 countries, including 80 percent of the Fortune 1000.

Who uses IBM Cognos solutions?

IBM is proud to number among its IBM Cognos customers many of the most admired and recognized corporations and public sector entities in the world.

These organizations use the most rigorous financial and performance management practices and systems available. IBM Cognos solutions are a vital part of those systems. We provide planning, consolidation, scorecarding, reporting, and analytics capabilities to enable visibility into critical performance data and the control levers to take swift action.

Our customers know us as an information technology partner with the resources to support them globally. Whether they apply IBM Cognos software as a point solution to address key operational requirements, or strategically on an enterprise scale, customers use our

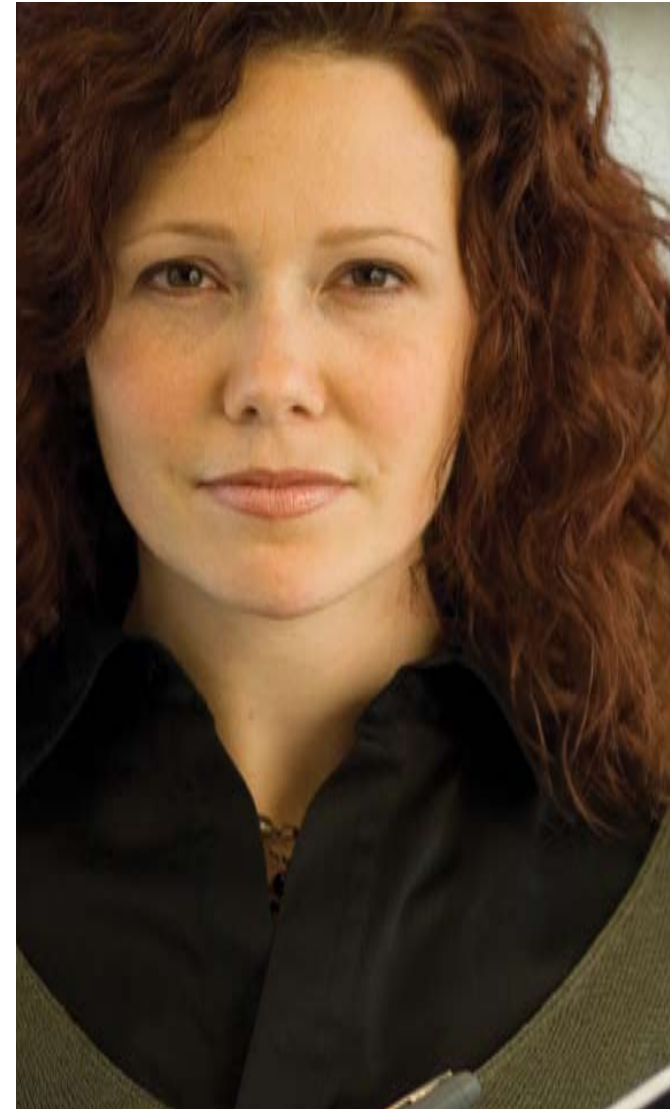
solutions to monitor, understand, and drive successful business performance. IBM Cognos solutions deliver:

- Shorter cycles for planning, budgeting, and forecasting
- Improved forecast reliability
- Faster, more reliable financial close processes for financial and operating statements
- Improved control over financial and operational performance

The ultimate result is increased revenue and profit growth, with assured regulatory compliance.

“I have 1,000 people with goals and objectives who now have the ability to monitor how they’re doing against plan. It’s the front line people who do all the work and make all the hard decisions. If they don’t prepare the budget, they don’t have the same alignment with the overall goals. Now there’s more alignment and agreement throughout the organization.”

~ Senior VP Finance, Manpower, Inc.



The IBM Cognos performance management roadmap



As the variability and pace of business continue to increase in dynamic markets, savvy finance and business executives turn to IBM for the tools and disciplines to manage financial and operational performance in every corner of the enterprise.

A prime example is our IBM Cognos Performance Management Roadmap, a customer-proven sequence of steps that has helped thousands of companies move from automating specific business functions to transforming the business as a whole. Developed through long experience in a variety of industries, the Roadmap shows how you can realize initial process improvements quickly, then spread them across the organization.



1 ADDRESS initial needs

The underlying value of performance management technology lies in its ability to help decision-makers answer fundamental business questions, based on a thorough understanding of metrics, data definitions, data dimensions, and the organization as a whole. Yet many solutions fall short.

Take spreadsheets. Though useful productivity tools, they require much manual care-and-feeding, and simply cannot cope with enterprise-scale business processes. Spreadsheets can't streamline process

cycles, enhance forecast reliability, increase time for value-adding analysis, or even offer an accurate picture of "what is happening."

By contrast, IBM Cognos solutions make performance management faster and more efficient:

- IBM Cognos 8 Planning lets you create and distribute plans, budgets, and forecasts faster, with greater collaboration and less effort.
- IBM Cognos TM1 provides a complete scenario planning and analytics environment that helps drive deeper insight into growth and profitability.
- IBM Cognos 8 Controller streamlines close, consolidation, and reporting cycles and provides the transparency you need for sustained compliance.
- IBM Cognos 8 Business Intelligence breaks through information silos to keep you apprised of current business conditions.

IBM Cognos solutions help eliminate disconnected pockets of data, reduce cycle times, minimize version control issues, and increase the reliability of actuals. With IBM, you can quickly and easily prepare critical financial reports to save time, save money, increase accountability, and spend more time on analysis.



2 **DRIVE best practices**

When basic processes are less burdensome, you can spend time on activities that truly add value. You can adopt best practices such as driver-based plans and forecasts – revised as frequently as needed and

involving all the right people – to respond to changing business conditions with speed and flexibility.

- Alter plans and adapt forecasts linked to business drivers.
- Provide self-service access to key performance metrics for reporting and analysis.
- Standardize universal processes and associated internal controls.
- Continually align investments with market opportunities.
- Integrate documented financial controls with the consolidation process, easing compliance.

“We really felt Cognos delivered on all its promises and were confident that we could now really start to make performance improvements to the planning process and, ultimately, the financial performance of the company.”

~ Senior Business Analyst, Ricoh UK

More reliable decision-support enables deep and timely understanding of actual performance, and supports a forward view of your business. Instead of arguing over the numbers, you can focus on analyzing critical business drivers, and make finance a more active partner in guiding the enterprise.



3 **EXTEND enterprise-wide**

After seeing the benefits of best-practice policies and processes across finance, take performance management across the enterprise to help close the loop between operational and financial results.

- Senior staff develop and deploy modular plans that link market events to operational drivers.
- Sales personnel at the point closest to customers capture sales projections, then use them to revise revenue plans that update P&L projections.

- Marketing managers revise promotion schedules to support updated sales projections.
- Call-center managers revise staffing plans based on the impact of sales forecasts on call volumes; new staffing plans in turn update P&L projections.
- Project managers capture capital spending linked to balance sheet and cash flow projections.
- Resources are reallocated quickly and intelligently in response to market conditions.
- Corporate and management reporting spreads beyond finance to deliver financial results and metrics enterprise-wide.

Finance can drive performance and lead positive change with systems that make collaboration, shared objectives, and improved visibility available—and indispensable—across the enterprise.



4 **ADVANCE performance management**

With a comprehensive performance management system in place, your plans, activities, and resources are coordinated and aligned. A single technology platform enables reliable and continuous connections between corporate strategy, financial management, and operational execution.

- Deploy scorecards and dashboards that link strategic objectives, initiatives, and key performance indicators.
- Gather information from front-line managers to identify opportunities and align resource allocations with corporate objectives and strategies.
- Identify critical performance gaps with enough lead time to weigh alternatives and enable effective response.

Throughout the organization, from top to bottom and across functions and divisions, effective performance management keeps you consistently up to date, with timely insights into past, present, and future performance. You gain real-time visibility into operations and are better able to focus on the value-driving activities that help achieve corporate strategy. People at all levels see how they help support the strategy and drive more effective, more consistent execution.

Bottom line

In any organization, the quality of decision-making depends on the information at hand—its accuracy, timeliness, and completeness. IBM provides both the technology to meet specific process requirements and, through the IBM Cognos Performance Management Roadmap, a guide to help companies improve performance management quickly, with low risk, and on an enterprise scale.

“Thanks to the Cognos tools, we’ve been able to adopt a genuine enterprise management strategy. We now have a better understanding of our market, which helps us improve the way we target our customers. In parallel, we’ve shortened the time we take to create budgets which has given us more time to analyze and optimize performance.”

~ Information Systems Director, Pernod

The IBM Cognos planning solution makes it possible to:



Define your goals—Create a clear-cut strategy for achieving best-in-class status. Translate corporate objectives into financial targets in the form of integrated financial statements.

Plan for performance—Turn strategy into discrete plans and budgets for all the right participants. Enable driver-based, rolling forecasts that link operational tactics with financial plans.

Connect operations and finance—Synchronize and coordinate operational and financial plans to improve reliability. Link sales projections, headcount, expense, and capital expenditure plans with integrated financial projections.

Engage the organization—Provide real-time feedback to all participants in the planning process across departments, functions, and geographies. Capture the intuition and insights of people closest to the business and synchronize with the overall financial picture.

Gain greater flexibility—Realign plans quickly and efficiently as conditions change. Move from quarterly forecasts to monthly or even weekly forecasts to improve reliability.

Keep finance in the driver's seat—Build and manage your models without complicated programming or scripting. No waiting days or weeks for IT to respond to a change request.

Enterprise planning: It's time for a new way to plan

The business world doesn't reward slow decision-making. When plans and budgets take so long to create that circumstances have changed by the time they're complete, they can be worse than useless. They can be roadblocks, instead of roadmaps. Enterprise solutions require a broad range of capabilities to facilitate high participation and collaboration and to handle large data volumes to meet the diverse needs of both financial and operational planning.

The IBM Cognos Planning solution integrates your operational and financial planning in real time to give you immediate visibility into resource requirements and future business performance. It enables finance to take the lead with the tools to turn carefully crafted strategy into discrete plans, budgets, and forecasts for employees and external partners.

Achieve goals more quickly with clearly communicated strategies

Even for companies with the most complex business models, the IBM Cognos Planning solution helps define goals and create a clear-cut strategy for success. It is a fully integrated, highly scalable, state-of-the-art solution that allows you to align targets and collaborate across departments and functions.

Move from "what-is" to "what-if" for more reliable forecasts

With the IBM Cognos Planning solution, you can access current actual data to assess fiscal performance, and proceed from "what-is" to evaluate the "what if" scenarios critical to forecasting. You perform multidimensional analysis with ease, and drill down to examine the nuts-and-bolts details of business reality.

"Cognos has helped us improve the visibility of our data, which drives accountability throughout the organization. We spend less time on consolidation and more on analysis, which leads to improved decision making."

*~ Director of Financial Planning,
Princess Cruises*

The IBM Cognos Planning solution helps you build enterprise-wide budgets and forecasts faster and more efficiently, improving predictability and accountability across the enterprise. The result? Plans and forecasts that are more timely and reliable.

Meet your business needs with a flexible, modular approach

You can roll out new capabilities, manage change, and cope with shifting business requirements painlessly

using the IBM Cognos Planning solution. Its modular architecture allows you to build manageable, connected plans easily.

An expense plan and a revenue plan, for example, might be linked to create a profit and loss plan.

Changes that affect only the expense plan do not need to affect the people and processes associated with the revenue plan. Compared to creating one monolithic plan, this modular approach helps reduce IT system

and support overhead, making finance a better partner to the overall business.

In addition, the IBM Cognos Planning solution requires no arcane programming languages or scripting. So your finance organization can own the development and management of planning models, reducing the burden on precious IT resources.



Consolidation: Time is of the essence

Speed is critical, but accuracy can't be compromised

With the increasing focus on corporate accountability and strict new regulatory standards, the demand for accurate, effective, financial close, consolidation, and corporate reporting has never been greater. No company has enough time to coordinate a spreadsheet-supported system while driving both performance and compliance.

The IBM Cognos Consolidation solution is proven, and designed to streamline consolidation, compliance, and reporting for large enterprises that can't afford to sacrifice either speed or accuracy.

Meet compliance standards today, and prepare for tomorrow's requirements

The IBM Cognos Consolidation solution is designed to meet today's regulatory requirements (GAAP, IFRS and IAS), while laying the foundation for solid governance

(Sarbanes-Oxley) and preparing organizations for future requirements. Unlike first-generation consolidation tools and spreadsheet-based systems, the IBM Cognos Consolidation solution mitigates control risks by eliminating manual intervention, providing rich, built-in global consolidation capabilities and a finance-owned environment to support the closing and corporate reporting process.

The IBM Cognos Consolidation solution enables rapid implementation and ready response to changing business conditions. It also provides the flexibility your finance team needs to adapt closing processes quickly and meet reporting requirements as business processes and legislation change.

The IBM Cognos Consolidation solution works from within finance

Respond to change with confidence. In the face of constant business change, The IBM Cognos Consoli-

dation solution lets you refine your processes continually as your business needs to evolve.

Streamline closing. The IBM Cognos Consolidation solution is directly owned and maintained by finance—not by IT or consultants. You can eliminate layers of complexity and ensure that consolidated financial information is consistently delivered on time and error free.

Reduce risk and increase transparency. Improve reporting and analysis on controls, enhance transparency to mitigate risk, and deliver accurate information to support compliance requirements.

Save time and effort by using your current expertise. The IBM Cognos Consolidation solution aligns with industry standards and familiar tools such as Microsoft® Excel®, ensuring that existing skills can be used to implement and maintain the system.

Built-in global consolidation capabilities. The IBM Cognos Consolidation solution contains application settings for foreign exchange, minority interest, and inter-company adjustments.

Take the lead when business changes course.

Confidently manage business changes such as acquisitions, divestitures, and reorganizations.

Speed up the pace of business without sacrificing integrity. Gain competitive advantage by responding

to market and regulatory pressures quickly and easily—confident that your financial reports are accurate and insightful.

The IBM Cognos Consolidation solution is proven, and designed to streamline consolidation, compliance, and reporting for large enterprises.



See any information you want – any way you want to see it

Don't let your decision-making be limited by a lack of information, information that's difficult to use, or information that arrives too late. With the IBM Cognos Business Intelligence solution, standardized data and process definitions ensure a common view of the business. And everyone in your organization can see the information they need, the way they want to see it.

- The finance organization can access the operational data behind financial results, develop scorecards from planning drivers, then report and analyze against planning data.
- Executives can analyze sales information by region, product, and account rep. They can view sales performance by territory through a map with intuitive colors or bars indicating regional sales levels. Based on pipeline, they can amend their planning forecasts to keep the organization aware of potential sales spikes or shortfalls.

- Business analysts can bring together information, and author business reports for wide distribution. Casual users can take the first steps in developing reports and send them to professional authors for completion.
- Line managers receive reports that let them monitor operational performance. They can create easy-to-use queries for more information when problems or opportunities arise.

All users. All reports. All data. One product on one Web-based, services-oriented architecture. One unified platform for performance. That's IBM Cognos Business Intelligence.

“With Cognos we have a simple and quick environment which can handle all our needs. We’ve increased our reliability and reduced the time spent on certain operations from 66 to 3 hours. In the long term, this means we’ll save masses of time and money thanks to this solution.”

~ Business Intelligence Coordinator, Controller Division, Folksam

“The dashboard is the CEO’s killer app.”

~ Giving the Boss the Big Picture,” Business Week, February 13, 2006

Scorecards, dashboards, reports and analysis: Understand the ‘why’ behind your results

Your business collects reams of data every day. Every invoice, every payment, every delivery, every return—virtually *everything*—is recorded electronically and entered into your IT systems. “Business intelligence” (BI) is the term for the applications and technologies that transform all of that raw data into scorecards, dashboards, reports, and analysis tools that tell you where your business is, and where it’s headed.

Simply put, business intelligence helps you make better, more intelligent decisions. And IBM is the world leader in business intelligence.

The IBM Cognos Business Intelligence solution connects disparate data, not only from dispersed locations or physical systems, but data with different definitions and business meanings as well. It pulls information from ERP and transaction systems, data warehouses, and planning and financial consolidation systems. The

IBM Cognos BI solution allows users to create queries to drill down into report details by customer, product, region, history, or other variable. Then it enables multi-dimensional analysis with unlimited arranging and manipulation.

The IBM Cognos BI solution provides information in a form that users can readily understand, as well as the ability to communicate with others through reports, dashboards, scorecards, graphs, tables, or any combination, depending on the user’s responsibilities and needs. No other solution provider offers greater breadth of BI capabilities, and no one complements its BI with the ability to plan and budget enterprise-wide like IBM. The IBM Cognos BI solution seamlessly connects forecasts, metrics, targets, actuals, reports, and underlying factors in a complete, closed-loop performance management system.

How business intelligence benefits finance

Get the answers you need at the right level of detail. Drill down from scorecard metrics or dashboard gauges and perform analysis that lets you understand why things happen.

Link targets to scorecards. Draw targets defined through the IBM Cognos Planning solution into your scorecards automatically. With planning, you set targets that guide future performance. With scorecarding, you measure your progress towards those targets.

Meet the information needs of all users. Flexible, user-friendly reporting means that the right information is delivered to finance and other department decision-makers the way they want it.

Share a single, reliable version of the truth. With a common data definition and shared understanding of priorities, you spend less time debating whose

numbers are correct, and more time making smart decisions.

Communicate strategic priorities. Use dynamic scorecards to show how metrics connect with each other, and link them with underlying reports and information.

Make your business more agile. With timely, accurate, self-service reporting, you can reduce the time it

takes to make the right decisions and reflect changes in your planning.

Leverage your existing data investment. The IBM Cognos BI solution integrates easily with your existing IT assets and architecture. It is designed for easy deployment and maintenance, and low total cost of ownership – a benefit that finance people always appreciate.

“Our experiences with Cognos have been very positive. We’re on the right track. The Cognos solutions provide us with exactly the functions we need. We can now, for example, easily carry out long-term, scenario-based planning.”

~ Head of Planning, Reporting, and Order Management, Mercedes AMG



Every day, business leaders have to answer tough questions:

- What markets should we be pursuing?
- What do our customers want and care about?
- Who are our competitors?
- How are they performing against us?
- What should we be doing about it?
- What products should we be adding or removing from our portfolio?

- How can we manufacture and distribute at the lowest cost and the highest quality?
- What kind of workforce and other resources do we need to reach our goals?
- Should we grow organically or through acquisition?

Handling such questions – and making decisions based on the answers – requires both information and insight. And if you don't understand the relationships between those questions and answers, you court disaster.

“We can now execute over 6,800 business analysis reports per month. Live access to data means we always get a single version of the truth and the most accurate information. Consistency and accuracy is key in a business where margins are slim and large sums of money are being traded.”

~ Manager-Management Information, HSBC Group

Financial analytics: Optimize your business

With its powerful analytics capabilities, the IBM Cognos Financial Analytics solution provides the tools you need to measure, understand, influence, and optimize financial and operational performance. Owned and deployed by finance, it provides a rich, enterprise-wide analytic environment that promotes top-to-bottom buy-in and enables effective day-to-day execution. For example, the IBM Cognos Financial Analytics solution can help you:

Analyze profitability. Aggregating large, diverse data sets and performing complex allocations and modeling to get a true picture of profitability can be daunting. Our in-memory calculation engine enables you to drill down to the lowest levels of detail – like SKUs or customer accounts.

Analyze variance. Most businesses tend to lose track of unfavorable variances. They don't always realize they've been losing money, margin, or market share until weeks after the monthly books have been closed.

This is often due to in-place systems and tools that were designed around a batch-oriented architecture, because business processes were implemented when product cycles of one to two years were the norm. Stakeholders simply don't have instant online access to the information and vendors they need. The IBM Cognos Financial Analytics solution offers rapid, continuous access to sales, marketing, and production systems, letting stakeholders analyze events and take action as required.

Optimize operational effectiveness and resources. In today's enterprise, access to limited corporate resources like cash, product inventory, and headcount must be well-justified, but without consensus on strategic impact, such resource decisions usually devolve to mid-level operational managers who may not be aware of the wider corporate strategy, but are highly adept at "working the system" to achieve their own personal objectives. Decisions like where to



invest R&D resources, which marketing campaigns provide the biggest contribution to sales pipeline, or how much inventory is required to service customer demand, need to be fact-based and cannot be made in a vacuum, as their effects are invariably interlocked. The IBM Cognos Financial Analytics solution enables you to measure baseline effectiveness and utilization, identify root causes of poor performance, and maximize ROI by building complete and correct models of your business activities.

Manage risk. Identifying, assessing, and mitigating risk has never been more difficult. Customer demand is much harder to predict, technology changes with greater velocity, product and project cycles are com-

pressed, competitive environments are fiercer, global economies and monetary policies are both interlinked and volatile, and the regulatory landscape grows ever more complex regardless of geography, industry, or market. In such an environment, managing risk effectively and fulfilling your fiduciary responsibilities require the highest levels of timely, quality information. With its interactive financial analytical modeling capabilities, the IBM Cognos Financial Analytics solution enables you to build sophisticated, accurate risk models that reflect the real world in real time, and assess a diverse, granular set of operational, financial, and economic factors. Analytical models are transparent and highly configurable, so you don't compound risk by basing decisions on old data and inaccurate assumptions.

“It gives us insight and information on which we can make better, faster decisions. The simplicity, flexibility and speed is just incredible.”

*~ Director Financial Reporting & Analysis,
Bertucci's*

Global services: Rely on our expertise

All IBM Cognos solutions come with a commitment to bring the full range of our personnel, resources, and expertise to your deployment to help achieve the next level of performance. Our consulting, training, and support teams are dedicated to the success of the companies we work with, delivering consistent and continuous value from the very first engagement.

IBM Cognos Professional Services

IBM Cognos consultants work with you through the entire project life cycle—from analyzing project needs to its design, building, deployment, and operation. Our proven methodology ensures that the right solution is delivered on time and on budget.

The IBM Cognos Solution Implementation Methodology (SIM) is based on accepted best practices and the lessons learned from thousands of successful customer engagements. Experienced project management ensures consistent, coordinated communication and collaboration.

Our methodology comprises five phases:

- **Analyze.** Explore the purpose of your deployment, its goals, requirements, features, performance, and usability.
- **Design.** Create inventory of its components and dependencies, then design solution based on needed data sources, metadata, security, reports, analysis, training, and change management.
- **Build.** Build and integrate components, then test each, their interactions, and the entire solution.
- **Deploy.** Prepare solution for full deployment and IT and business process integration. Train business users, create plan to run and maintain solution, schedule support, and manage communications.
- **Operate.** Assess solution in daily use. Performance checkpoints and regular maintenance guide as needed implementation of small- or larger-scale modifications.

IBM Cognos Education

A wide selection of flexible training plans and resources is offered for users at all skill levels and at any stage of deployment. Participate in classroom training, seminars, or e-learning modules—or let us create a customized training program tailored to your organization.

IBM Cognos Support

IBM Cognos Support solves cases quickly, shares knowledge efficiently, and increases self-sufficiency within your IBM Cognos user community. We offer award-winning online and live support, and support plans with maximum flexibility.

IBM Cognos partners

IBM Cognos partners provide proven, cost-effective products, services, and expertise that help customers improve and direct corporate performance. Our broad range of partnerships allows us to meet the distinct needs of customers in purchasing, deploying, and servicing their business intelligence and performance management solutions.

IBM Cognos services partners



Performance Blueprints – accelerating time-to-value

IBM Cognos Performance Blueprints are preconfigured solutions developed to ease implementation and help customers gain full advantage of IBM Cognos solutions as quickly and easily as possible. Blueprints are based on successful customer implementations and proven industry best practices. They give you building blocks that enable you to accelerate the realization of an integrated, reliable, and dynamic planning process across the enterprise.

With IBM Cognos Performance Blueprints, you can:

- Enable best practice processes and policies.
- Coordinate financial and operational planning.
- Reduce time and risk in project implementation.
- Improve project success rates.
- Accelerate time-to-value.
- Facilitate a faster, more accurate and cost-effective financial close.
- Foster integrated information delivery with scorecards, reports, and analytics.

IBM Cognos Innovation Center for Performance Management: Accelerate best practices

At IBM, “sharing best practices” isn’t just a slogan. It’s a way of doing business that continues throughout the course of your relationship with us. While IBM is already on the leading edge with ground-breaking products and services, we have taken the next step by establishing the IBM Cognos Innovation Center for Performance Management.

The Innovation Center is an open forum dedicated to performance management best practices. Its mission is to develop better solutions, generate industry-changing ideas, and stimulate dialogue between business professionals, technology experts, and industry thought-leaders.

The Innovation Center provides expertise and guidance for integrating IBM Cognos financial and business intelligence applications to drive optimal returns on your technology investments. The Innovation Center also authors IBM Cognos Performance Blueprints, which encapsulate best practices from leading customers to reduce time and risk in new implementations.

Innovation Center members share information and gain knowledge through:

- Members-only seminars, roundtable discussions, and teleconferences on finance and performance management issues.
- Ad hoc interest groups that discuss current business issues, technology infrastructure and focused, industry-specific concerns.
- Networking opportunities with peers, theoreticians, and industry leaders from world-class organizations.
- Exclusive research, case studies, and publications by members.
- Access to IBM Cognos experts who combine a deep knowledge of planning and performance management technology with extensive experience in complex, global implementations.

Membership is available to IBM Cognos customers and to Gold and Platinum Partners.

“The best-practices embodied by IBM Cognos Performance Blueprints and provided through the Cognos Innovation Center are a gift to Cognos customers. They let customers quickly unlock the power within Cognos software by taking the standard business problems organizations are creating models for and giving them a head start.”

*~ Director of Business Intelligence,
Constar*



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