



DRIVE YOUR PERFORMANCE WITH ENTERPRISE PLANNING

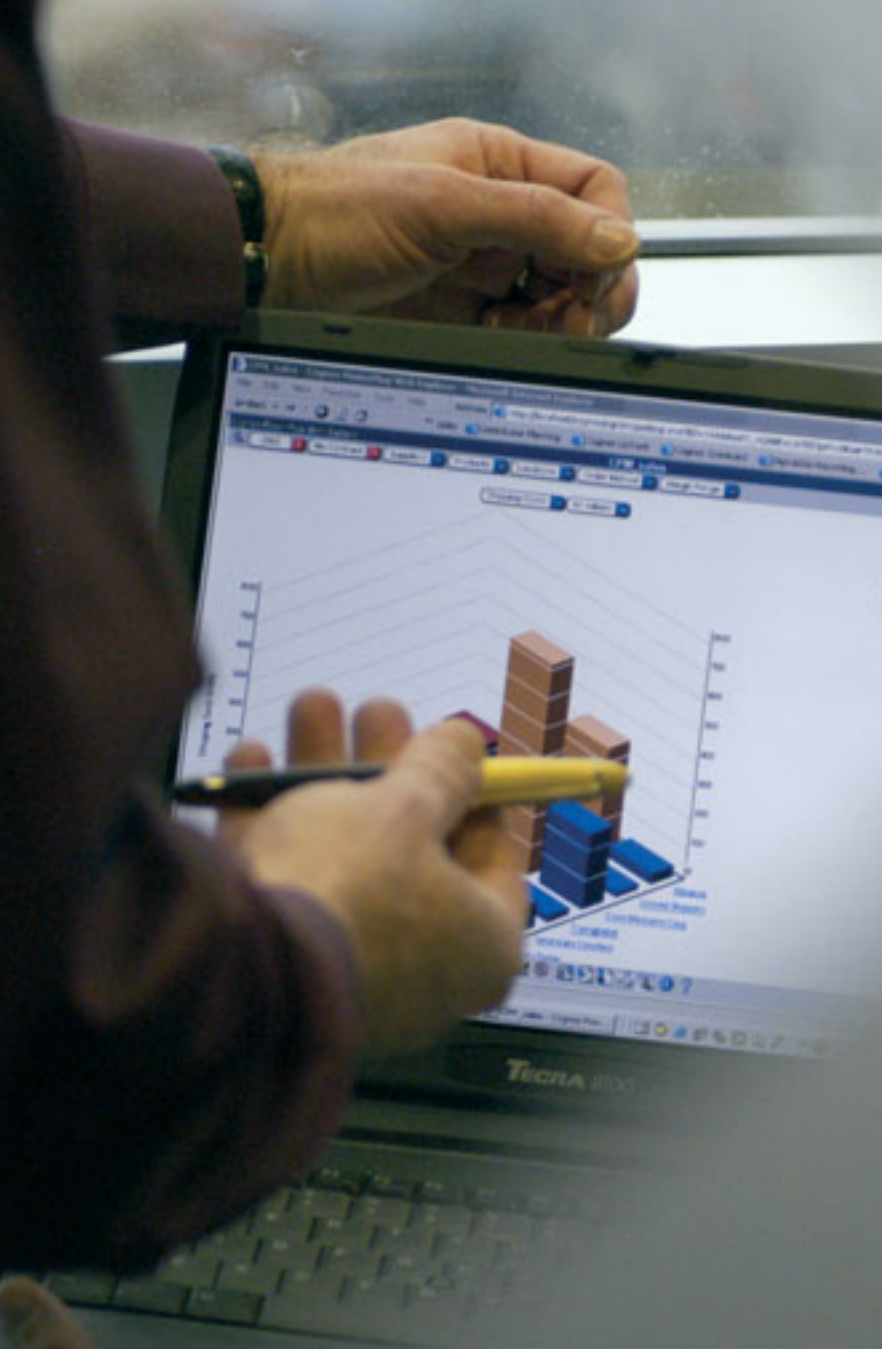
ENSURE PREDICTABILITY

ENHANCE VISIBILITY

IMPROVE ACCOUNTABILITY

COGNOS[®]

THE NEXT LEVEL OF PERFORMANCE™



Cognos Enterprise Planning provides the power to model, forecast, analyze, and report on your company's key operational processes, manage asynchronous business cycles, and reliably translate plans and forecasts into a single, cohesive, and accurate view of financial performance. With Cognos Enterprise Planning you can review key performance metrics, explore options for taking action, and revise plans and forecasts with uncommon power and unsurpassed speed.

PLAN TO PERFORM

It's the paradox that hinders business performance at virtually every level: Companies too frequently try to manage *future* performance by looking primarily at *past* results.

Of course you need to understand yesterday's performance, but what can you do to manage the future—to anticipate and direct business performance before the fact? To prevent or reduce the impact of failures? To respond rapidly when internal or external conditions change? To capitalize and expand on opportunities and successes?

The answer is *Cognos Enterprise Planning*, a complete solution that offers both clear visibility into expected future performance and accurate, reliable analysis of the past. Based on the premise that performance begins with *planning*, Cognos Enterprise Planning can transform your organization. You can turn strategic plans into coordinated actions to help drive higher levels of financial performance.

THE LEADER IN ENTERPRISE PLANNING

SUCCESS BREEDS SUCCESS

The markets punish poor-performing companies, and reward successful ones. Successful companies are characterized by:

- A track record of outperforming competitors
- An ability to respond to the unexpected and stay on course
- Sustainable success through *planning*—having a clear roadmap to results and providing accurate guidance along the way.

To get a clear, accurate preview of expected performance across all areas of your business, you do have to assess past performance to report and analyze results. But you also need a forward-looking perspective. You need systems that let you build on analysis of past and current events and communicate changing expectations to the people who can make the changes that affect performance.

In a forward-looking approach, “planning” means creating a dynamic roadmap, where goals are clearly communicated, where forecasts—performance against plan—are kept up-to-date, and where the consequences of adjustments made in one area of the business are instantly understood in every related area. This “planning” extended comprehensively across the enterprise. No longer confined to controllers and finance professionals, enterprise planning today is deep, broad, and strategic.

DRAMATIC ROI: ENTERPRISE PLANNING PAYS OFF

CFOs and CIOs are under ever-increasing pressure to justify IT spending. Cognos Enterprise Planning not only helps companies make better decisions and improve business performance, it helps achieve impressive returns-on-investment.

In their landmark study, “The Financial Impact of Business Analytics,” IDC found that solutions like Cognos Enterprise Planning achieved a median ROI of 112 percent. Consider—

FedEx Custom Critical

Finance and business managers in this exclusive-use, time-specific shipping leader use Cognos Enterprise Planning for forecasting and planning. Cycle times have decreased from 16 weeks to only four.

Overall ROI achieved: 140 percent

L-3 Communications


This large defense contractor uses Cognos Enterprise Planning for program financial analysis, financial planning, and general accounting.

Overall ROI achieved: 217 percent

Bedford, Freeman & Worth Publishing Group

Cognos Enterprise Planning helps this publisher forecast the future value of projects. The company found \$1 million in savings the first year.

Overall ROI achieved: 1,163 percent.



**“COGNOS ENTERPRISE PLANNING ENABLES
ITS CUSTOMERS TO CONTINUALLY IMPROVE
THEIR FINANCIAL PERFORMANCE AND INCREASE
STRATEGIC VALUE ACROSS THE ENTERPRISE.”**

VENTANA RESEARCH

Most barriers to superior execution come down to a simple fact: It is extremely difficult to engage all the people who must work together to execute a plan and drive performance. And while it's increasingly easy to connect different systems together, until you can connect people and ensure their buy-in, your efforts will fall short.

Consider the hurdles that prevent most companies from meeting their performance potential:

- Misaligned functional, departmental, and corporate targets
- No link among business drivers and activities and financial measures

- Limited validation of and commitment to top-down goals
- Inability to collaborate across departments and functions
- Tedious budgeting and planning cycles often in excess of six months
- Time wasted in reconciliation and revision
- Spreadsheets unable to handle complex logic or large-scale data collection.

If you face such obstacles in your organization, you're ready for Cognos Enterprise Planning, the next-generation solution for bringing planning and performance together.

BREAK PERFORMANCE BARRIERS

BEST PRACTICES. CONSISTENT RESULTS.

Through years of delivering planning solutions in the most demanding commercial and public-sector environments, Cognos has identified and distilled the essential ingredients for success. They're the foundation of Cognos Enterprise Planning.

DRIVER-BASED

Ask managers for financial numbers and they may tell you what they think you want to hear. Ask them to submit their underlying assumptions while letting the planning model work out the fiscal implications, and you achieve clarity and accuracy.

For example, rather than asking for a sales revenue forecast, ask for projections of the number of sales inquiries, conversion rates, and average transaction size, then let your model derive revenue figures. That ensures a focus on real business drivers, and lets you better understand variances that may appear when actuals start rolling in.

- By asking users to contribute results or forecasts for a few simple measures using terms familiar to them, you help them focus on the business, while Cognos Enterprise Planning does the heavy lifting.
- A driver-based system propagates common assumptions across the organization. This gives finance much greater control and fosters consistency.
- Many key performance indicators can be derived from a handful of drivers—such as headcount—reducing the planning workload and shortening cycles.
- Cognos Enterprise Planning allows you to scorecard key performance indicators, easily pinpoint areas requiring corrective action, and give everyone a clear sense of what steps to take next.



“IN COGNOS ENTERPRISE PLANNING, WE HAVE A TOOL TO MANAGE AND MONITOR OUR PROGRESS VERSUS PLAN, TO PROJECT OUT INTO THE FUTURE, TO REACT TO WHAT’S HAPPENING IN OUR MARKETPLACE, AND TO REDUCE EXPENSES ACCORDINGLY TO MAINTAIN PROFITABILITY.”

MANPOWER, INC.

HIGH PARTICIPATION

Involving more people in the planning and performance management process shortens planning cycles, makes it easier to collect more detailed information, and improves accountability. These benefits of high participation set Cognos Enterprise Planning apart:

- Tested and proven scalable architecture—the first in the market—scales easily to thousands of users and minimizes network traffic.
- Intelligent distributed processing lets Cognos Enterprise Planning users receive instant feedback as they submit and change figures. And rapid spreadsheet-like response and usability encourage high levels of user acceptance and satisfaction.
- Offline capabilities let users work on plans and forecasts anywhere, at any time, further encouraging participation. When users reconnect, updates are immediate and automatic.

- Forcing a single template on a large user community reduces everyone to the lowest common denominator. With Cognos Enterprise Planning, users are asked for and given access to only the information that is relevant to their area of responsibility.

COLLABORATION

Where participation is measured strictly by the number of connected users, collaboration refers to the ability of the system to bring key people together in *planning networks*. Such networks tie together the individuals responsible for the touch points between two or more processes or departments. Whenever there’s a need to share information that affects performance or how it is assessed—perhaps a single item, perhaps millions of data points—Cognos Enterprise Planning facilitates the exchange of data and keeps processes in sync.

- Cognos Enterprise Planning lets contributors and reviewers share and review plans and results over the Web in real time.

- Cognos Enterprise Planning aggregates data rapidly, without time-consuming batch consolidations—which means you see today’s numbers today, not tomorrow.
- Delays in plans and forecasts have a rippling, multiplicative effect on an organization’s ability to execute. Cognos Enterprise Planning offers a unique advantage through real-time workflow management. The status of every contribution is always clear and current, so everything proceeds at the pace of the quickest participant, rather than the slowest.
- Cognos Enterprise Planning provides the round-the-clock availability that global companies require, even during system maintenance or upgrades.

ROLLING FORECASTS

Regulatory and investor pressures are forcing every company to provide a more timely, more accurate picture of where the business is heading. Surprises are unacceptable. But when it comes to forecasting, simply accelerating a less-than-effective, in-place process isn't the answer. Cognos Enterprise Planning enables rapid rolling forecasts that let you recognize trends and respond rapidly.

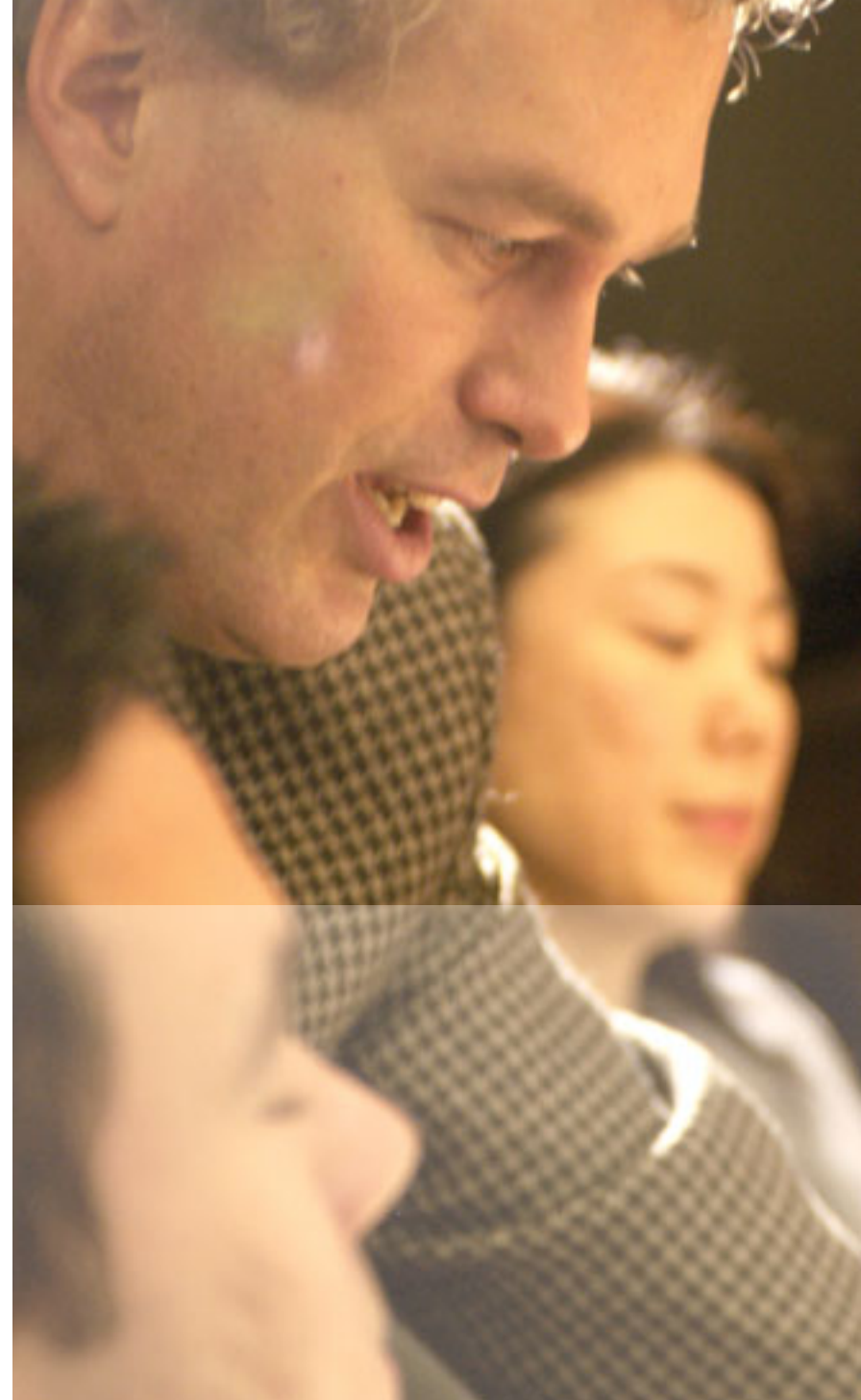
- Driver-based models and a highly personalized interface make forecasting quick and easy, and help non-finance users focus on the inputs that matter.
- Instant aggregation and real-time workflow provide an up-to-the-minute view of performance all the way to the CFO's office.

- Cognos Enterprise Planning gives you the necessary flexibility in time dimensions, so you can forecast in virtually any unit (month, week, day, hour) and as far into the future as required.
- Built-in forecasting functions can mesh plan and actual figures and calculate where you'll be by the end of a given period, or analyze the plan-to-actuals gap to see what's required to get back on track.

When forecasts suggest a change in plans, powerful "what-if" capabilities give you the ability to evaluate scenarios and change course quickly.

**"IT'S BEEN A CHALLENGING YEAR, BUT WE'VE MAINTAINED
A STRONG BOTTOM LINE BECAUSE WE KNOW WHERE WE
CAN MAKE QUICK CUTS AND STILL MAKE OUR RESULTS."**

ACE HARDWARE



THE REAL-TIME ENTERPRISE: A REAL-WORLD EXAMPLE

Numerous software vendors and consultants promote the “real-time” message, but without much in the way of detail. To Cognos, the real-time enterprise is simply one in which business processes run unencumbered by delays in information flow and management that compromise financial performance.

While marketing, sales, supply chain, human resources, and other functional areas have always created and implemented their own plans, they’ve largely done so in departmental silos on rigid, asynchronous timetables. But now, with Cognos Enterprise Planning, every area of your business can realize company goals with smart, swift, and coordinated action.

Consider a real-world example. The marketing department is charged with generating a 50 percent increase in new business inquiries during the upcoming quarter. Marketing generates a plan and implements tactics. Weeks or months later, their efforts begin to have an impact on sales, which must suddenly dedicate resources to address the increase in opportunities. Sales’ headcount request surprises human resources, which must scramble to meet the need. The ensuing increase in sales catches production off guard, which also has an effect on suppliers. And finally, the finance and executive teams are the last to see the impact of these disjunct activities on the bottom line. Imagine the multiplicative effect of similar scenarios repeated in every part of the business, every day.

With Cognos Enterprise Planning, the information systems that underpin each function eliminate the delays, disconnects, and inconsistencies that inhibit people—from the shop floor to the corner office—in converting ideas and objectives into plans, and plans into action. In particular, management has the early visibility to significant breaking news, its implications and underlying causes, and the means to change course as need arises.

In the scenario above, marketing’s expected demand creation would have affected several common assumptions built into other departments’ plans: sales and human resources would have seen the need to increase headcount; production would have had instant visibility to the impact on procurement and manufacturing; and finance would have had a clear view of how all these interrelated adjustments affect the bottom line.



COGNOS ENTERPRISE PLANNING

Cognos Enterprise Planning Series is composed of three components: Cognos Analyst for plan authors, Cognos Contributor for all plan users, and Cognos Consolidations for financial reporting.

COGNOS ANALYST – CONFIGURED FOR YOUR BUSINESS

Cognos Analyst provides the power to create, compare, and evaluate business scenarios, conditions, and assumptions. With Cognos Analyst, you have the flexibility to build consistent, interconnected business models for organizations of any size. You can access current data to assess performance, and proceed from “what is” to the “what if” scenarios critical for future success.

Cognos Analyst adapts to suit your organization and business environment. You can build business rules and structures in Analyst, then modify the model as your organization evolves, easily accommodating changes such as added locations, new or discontinued product lines, or restructured cost centers.

As the business grows, Cognos Analyst grows with it. Its powerful modeling capabilities give you unprecedented flexibility to devise, compare, and assess alternative business scenarios. And you won't need to call in IT when you alter your model, since Analyst is designed for finance professionals.

| | TOTAL YEAR | Jan | Feb | Mar | QTR1 | Apr | May | Jun | QTR2 |
|--------------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Total Revenue | 2,040,226 | 1,214,213 | 1,214,213 | 1,214,213 | 3,742,639 | 1,214,213 | 1,214,213 | 1,214,213 | 3,742,639 |
| Headcount | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 112 |
| Revenue Per Head | 18,216 | 10,832 | 10,832 | 10,832 | 33,315 | 10,832 | 10,832 | 10,832 | 33,315 |
| Billable Headcount | 83 | 83 | 83 | 83 | 83 | 83 | 83 | 83 | 83 |
| Utilization | 74.1% | 74.1% | 74.1% | 74.1% | 74.1% | 74.1% | 74.1% | 74.1% | 74.1% |
| Payroll Costs | 10,896,933 | 600,000 | 600,000 | 600,000 | 1,800,000 | 600,000 | 600,000 | 600,000 | 1,800,000 |
| Travel & Ent | 15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 1,889,373 | 112,000 | 112,000 | 112,000 | 436,000 | 112,000 | 112,000 | 112,000 | 436,000 |
| Total Expenses | 12,791,306 | 712,000 | 712,000 | 712,000 | 2,236,000 | 712,000 | 712,000 | 712,000 | 2,236,000 |
| Operating Income | 8,207,920 | 502,213 | 502,213 | 502,213 | 1,506,639 | 502,213 | 502,213 | 502,213 | 1,506,639 |
| Margin % | 39.26% | 41.64% | 41.64% | 41.64% | 40.51% | 41.64% | 41.64% | 41.64% | 40.51% |

Analyst builds multi-dimensional plans and calculations that scale across the enterprise. You can include and link non-finance functions like sales, manufacturing, marketing, or human resources to reflect their dynamic relationships. Import values from transactional systems to define tables, drivers, history, or top-down projections.

Embed complex calculations in rows and columns to prevent users from executing or altering them. Non-finance personnel work with terminology they understand, while Analyst performs the computations.

| Item name | Format | Calculation | Calc. Option |
|----------------------|---------|-------------|--------------|
| 1 Total Revenue | | | |
| 2 Headcount | | | Last period |
| 3 Revenue Per Head | | = | W.Average |
| 4 Billable Headcount | | | Last period |
| 5 Utilization | Numeric | = | W.Average |
| 6 Payroll Costs | | | |
| 7 Travel & Ent | | | |
| 8 Other Expenses | | | |
| 9 Total Expenses | | Subtotal | |

| Attribute | Calc. Option | Items to weight by: |
|--------------|--|---|
| Calc. Option | <input type="checkbox"/> None <input checked="" type="checkbox"/> Weighted Averages <input type="checkbox"/> Time averages <input type="checkbox"/> Force to Zero | Total Revenue Headcount Revenue Per Head Billable Headcount Payroll Costs Travel & Ent Other Expenses Total Expenses |

“WE CAN LOOK AT OUR FINANCIAL PROJECTIONS FOR THE YEAR AND TELL THE BOARD OF DIRECTORS EXACTLY WHERE DIRECT MANAGEMENT CONTROL CONTRIBUTED TO THE BOTTOM LINE.”

FEDEX CUSTOM CRITICAL

| | TOTAL YEAR | Jan | Feb | Mar | QTR 1 | Apr | May |
|--------------------|-------------|------------|------------|------------|------------|------------|------------|
| Total Revenue | 184,488,788 | 13,891,925 | 13,891,986 | 13,891,986 | 41,675,798 | 14m | 13,521,954 |
| Headcount | 867 | 798 | 798 | 799 | 799 | 835 | 835 |
| Revenues Per Head | 212,813 | 17,416 | 17,416 | 17,383 | 52,149 | 18,872 | 16,200 |
| Billable Headcount | 785 | 653 | 653 | 653 | 653 | 679 | 679 |
| Utilization | 81.4% | 81.8% | 81.8% | 81.7% | 81.8% | 81.3% | 81.3% |
| Payroll Costs | 95,737,656 | 7,322,852 | 7,322,852 | 7,338,960 | 21,984,684 | 8,825,136 | 8,826,841 |
| Travel & Ent | 18,483,988 | 974,910 | 41,888 | 544,263 | 1,568,173 | 2,871,387 | 1,517,554 |
| Other Expenses | 18,694,217 | 1,518,899 | 1,518,899 | 1,518,899 | 4,532,688 | 1,645,273 | 1,587,341 |
| Total Expenses | 125,925,773 | 9,808,662 | 8,874,752 | 9,394,122 | 28,877,536 | 11,741,795 | 11,141,736 |
| Operating Income | 58,554,927 | 4,083,264 | 5,017,154 | 4,497,784 | 13,598,282 | 3,348,485 | 2,380,220 |
| Margin % | 31.74% | 29.39% | 36.12% | 32.38% | 32.63% | 22.15% | 17.68% |

When distributing and collecting budget and forecast data, you can pre-define and lock or open the spreadsheet-like Web interface to give users flexibility in maintaining plans. The blue cells represent a HOLD where the amount will not change during a “breakback” reverse calculation.

COGNOS CONTRIBUTOR—A SMARTER WAY TO COLLABORATE CROSS-ENTERPRISE

Cognos Contributor extends the planning solution across the enterprise and beyond—to employees, resellers, suppliers, and customers worldwide. The scalability and simplicity of Contributor support the frequent, broad participation that successful enterprise planning requires. Contributor eliminates the problems of errors, version control, and timeliness that are so characteristic of a spreadsheet-based planning process. Finance appreciates its streamlined data collection and workflow management. Business managers appreciate its ease of use. Executives and investors appreciate the visibility, predictability, and accountability it enables across the enterprise.

With Cognos Contributor, organizations can easily engage thousands in the planning process, collecting data from managers and staff across divisions and across geographies. Many users can work simultaneously yet still enjoy rapid server response, because Contributor provides the response profile of a spreadsheet with process and data integrity that spreadsheets can’t match. Its user-friendliness increases employee efficiency, buy-in, and commitment to plan.

Cognos Contributor architecture is also easy on technology resources; The client requests data from the server only as needed and saves only data that has changed. Complex calculations are performed at the client, using a small calculation engine loaded on user PCs the first time they access the system. Users enjoy instantaneous response, while servers are spared unnecessary traffic during periods of high-use.

Plan reviewers and approvers use an easy-to-navigate workflow view with real-time status updates in their own areas of responsibility.

COGNOS PLANNING: CONTRIBUTOR

Contributions

- Executive
 - GLOBAL SERVICES
 - Executive
 - NORTH AMERICA
 - EAST
 - New York
 - Toronto
 - Boston
 - Atlanta
 - WEST
 - Chicago
 - Dallas
 - Seattle
 - Denver
 - San Francisco
 - EUROPE/ASIA/J...

You are the owner of:

| Name | State | Ownership | Reviewer/Last Data Change |
|------|------------|-----------|--|
| EAST | Incomplete | Unowned | 11:23:12 AM - Wednesday, August 06, 2003 |

Which is made up of:

| Name | State | Ownership | Reviewer/Last Data Change |
|------------|------------------|---------------------------------------|--|
| EAST (All) | | Email All | |
| New York | Work In Progress | Polly Lake, NY Consulting Manager | 11:23:12 AM - Wednesday, August 06, 2003 |
| Toronto | Not Started | Jim Brennan | 11:03:08 AM - Wednesday, August 06, 2003 |
| Boston | Not Started | Chuck Stevens, VP Consulting Services | 11:03:01 AM - Wednesday, August 06, 2003 |
| Atlanta | Locked | Chuck Stevens, VP Consulting Services | 11:02:53 AM - Wednesday, August 06, 2003 |

COGNOS CONSOLIDATION—A CONSISTENT VIEW ACROSS THE ENTERPRISE

Consolidation provides effective, agile financial reporting and analytics capabilities for an accurate, accessible view of cross-organization finances. By consolidating multiple diverse ledgers with thousands of operating units and accounts into a common chart-of-accounts structure, Cognos Consolidation streamlines reporting cycles so you can spend more time doing what you do best—running your business.

Plans, budgets, forecasts, and actuals often reside in separate systems. This means extracting and aggregating data can be time-consuming and error-prone. Using spreadsheets for consolidation and reporting increases the chance of error.

Cognos Consolidation automatically collects general ledger, ERP, or other data from disparate sources, including spreadsheets, and unites it into a single source to provide an accurate, consistent view of enterprise finances.

Profit and Loss Account
Actual, Budget, Variance in Local Currency

Organization: Great Britain
Period: January

| | Current Month | | | | | Year To Date | | |
|---|---------------|---------|----------|------------|------------------------------|--------------|---------|----------|
| | Actual | Budget | Variance | Variance % | | Actual | Budget | Variance |
| 1 | 17,111 | 16,667 | 844 | 5.06 | Turnover - Interagency | 17,111 | 16,667 | 844 |
| 2 | 1,403,627 | 690,167 | 713,460 | 102.37 | Turnover - External Product | 1,403,627 | 690,167 | 713,460 |
| 3 | 36,137 | 46,667 | 9,470 | 26.29 | Turnover - External Services | 36,137 | 46,667 | 9,470 |
| 4 | 1,439,764 | 736,834 | 702,930 | 98.11 | Turnover - External | 1,439,764 | 736,834 | 702,930 |
| 5 | 1,477,273 | 733,501 | 743,774 | 96.03 | Turnover | 1,477,273 | 733,501 | 743,774 |
| 6 | 413,018 | 143,226 | 269,796 | (65.30) | Cost of sales | 413,018 | 143,226 | 269,796 |
| 7 | 1,064,257 | 618,281 | 443,978 | 74.39 | GROSS PROFIT | 1,064,257 | 618,281 | 443,978 |

Consolidation's spreadsheet look-and-feel allows finance to quickly report and analyze consolidated results across many dimensions. Time periods, customers, products, or anything else can be isolated or consolidated as necessary.

Define Items - Accounts for Submission *2004 Act US*

| ID | Name | Attributes | Values |
|---------------|--|----------------|------------------|
| GROSS_PROFIT | Gross profit | Locked | No |
| GROSS_MARGIN | Gross margin | Calculated | Yes |
| NET_SALES | Sales revenues (net) | Used in a Calc | Yes |
| GROSS_REV | Gross revenues | Type | Switchable |
| 400000 | Product sales (total) | Class | Income statement |
| 400100 | Product sales - actual | DP | 2 |
| 500950 | Cost of goods sold (total) | Scale | Yes |
| 400100UNITS | Units sold | Color | Credit |
| 400100_ASPNIP | Average selling price per unit - input | Pos. % Change | Favorable |
| 400100FLAG | Forecast flag | Account Calc | No |
| 405000 | Franchise revenues (total) | Period Calc | Yes |
| 405500 | Franchise: consulting | Pad | Scratch detail |
| 405600 | Franchise: time & materials | Tables | None |
| 405700 | Franchise: fees | | |
| 405800 | Franchise: miscellaneous | | |
| 470000 | Other non-financial (total) | | |

Consolidation generates production-quality reports for distribution to both financial and non-financial decision-makers.

ENTERPRISE-CLASS ARCHITECTURE

Cognos Enterprise Planning features an enterprise architecture based on industry-leading server technologies and interoperability.

COGNOS ENTERPRISE PLANNING PLATFORM

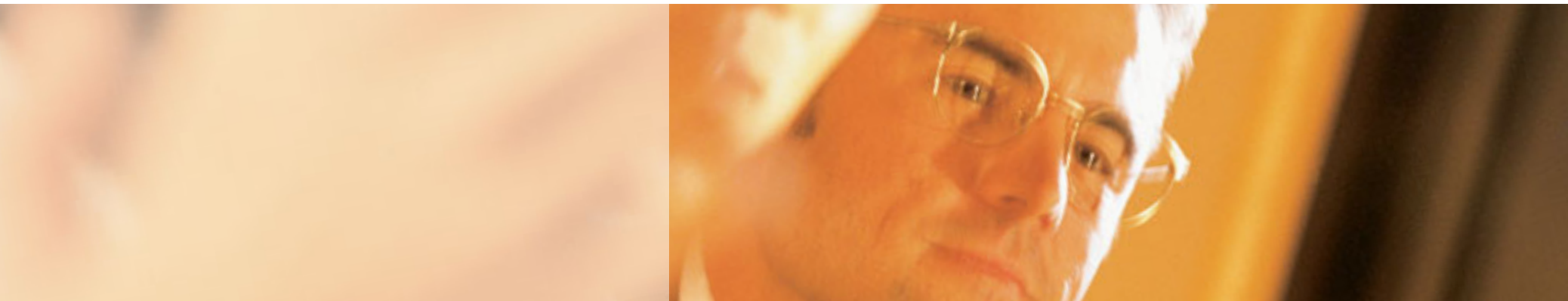
Cognos applications, such as expense plans or headcount plans, leverage shared metadata objects, including dimensions and measures. This platform ensures consistency, minimizing maintenance and maximizing implementation speed. Most important, each part of the business develops plans appropriate for its needs. The Cognos Enterprise Planning platform rolls up results to give a single cross-enterprise view of expected operating performance.

COGNOS FUSION ENGINE

This powerful data integration solution manages the movement of information both within Cognos Enterprise Planning and to-and-from systems like GL or ERP. Large deployments have greater volumes of heterogeneous data, which can pose a challenge to data management and orchestration. Robust ETL (extract, transform, and load) capabilities in Cognos Enterprise Planning manage and move required data from multiple data systems with ease.

ENHANCE PERFORMANCE WITH ENTERPRISE BUSINESS INTELLIGENCE

Though performance begins with planning, successful finance leaders understand the value of business intelligence. They know that timely, accurate reports and analyses are key to a winning performance management strategy and ultimately, to corporate profitability.



“EIGHTY PERCENT OF CUSTOMERS TOLD NUCLEUS THEY HAD ALREADY ACHIEVED A POSITIVE RETURN ON INVESTMENT FROM THEIR COGNOS DEPLOYMENTS BECAUSE OF INCREASED PRODUCTIVITY, INCREASED REVENUES, OR REDUCED OPERATIONAL COSTS.”

NUCLEUS RESEARCH

To make effective decisions—to respond to competitive challenges, to evaluate new market opportunities, to determine whether to acquire or dispose of assets—you need to draw on information from across the enterprise. You need information when volatile business conditions force changes in plan. You need information to put emerging issues in context for management colleagues, board members, and other stakeholders. Cognos business intelligence capabilities let you access and analyze vital information. You can understand and stay connected to all parts of your business.

Cognos offers unmatched breadth and depth in enterprise business intelligence with breakthrough reporting solutions, best-selling analytical software, and award-winning dashboarding and scorecarding applications.

CORPORATE PERFORMANCE MANAGEMENT

Analysts, industry watchers, and customers acknowledge Cognos as the standard in innovation, quality, and value.

Enterprise planning is one of the three interlinked capabilities Cognos offers for managing financial performance. You can confidently embark on the road to performance management with Cognos Enterprise Planning, knowing that Cognos delivers integrated solutions for business intelligence and scorecarding when you're ready for them.

Enterprise Scorecarding communicates a common set of priorities throughout the organization. Understand and manage strategic and operational plans better.

Enterprise Business Intelligence communicates a common framework for decisions throughout the organization. Understand the *why* behind your performance and make the best decisions to put your strategy in action.

Enterprise Planning communicates a common purpose throughout the organization. Engage the entire company to make better strategic and operational plans.

Cognos offers a complete set of proven performance management capabilities that competitors can't match. Some vendors claim data and planning competence, but are weak in reporting and analytics, while others claim strength in reporting and analytics, but can't deliver on enterprise planning and pure financial reporting and consolidation.

PERFORMANCE MANAGEMENT. ACROSS THE ENTERPRISE. COGNOS.



AWARD-WINNING SUPPORT, SERVICES, AND PARTNERS

COGNOS SOLUTION CENTER

At the Cognos Solution Center, we conduct extensive research on new and innovative approaches to business planning and performance management. Based on numerous successful implementations, we have defined benchmarks that help clients more accurately drive and assess their performance. And by maintaining a library of proven models around specific industries and business processes, we can deliver fast, efficient results.

COGNOS CONSULTING SERVICES

Your Cognos Enterprise Planning investment doesn't end with delivery of your new software. Cognos consultants will review your IT environment and recommend ideal hardware and operating system configurations. They'll design and create an optimal business model; they'll install, configure, and implement your new Enterprise Planning system; and, as your business environment changes, our consultants can help modify your Enterprise Planning model appropriately.

COGNOS USER EDUCATION

Cognos is determined to help you get the most from your investment with hands-on user instruction—a major value-add for your Cognos implementation. Whether you're a new or experienced user, you can master best practice concepts and skills for planning, budgeting, forecasting, modeling, reporting, and performance management. Multiple course offerings are available for all levels of your organization. Everyday users, financial analysts, controllers, IT administrators, and senior managers are assured a fast, effective, and convenient way to maximize success with your Cognos Enterprise Planning solution.

COGNOS PARTNERS

Cognos partners throughout the world, in every industry, can also help you implement your Cognos Enterprise Planning solution. Our systems integrator, value-added reseller, and original equipment manufacturer partners offer Cognos value to companies in every industry.



ABOUT COGNOS

Cognos is the world leader in enterprise planning, reporting, and business intelligence software.

Industry analysts and experts recognize Cognos' leadership in these fields and in the emerging field of corporate performance management. These analysts and experts point to the breadth and excellence of Cognos performance management software as the source of this leadership.

Cognos backs up this leadership with the highest awards for customer service in the industry. More importantly, the return on investment Cognos delivers to its customers is proven by independent industry watchers, and backed up by customers across all major verticals, around the world.

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

LEADERS CHOOSE LEADERS. LEADERS CHOOSE COGNOS.



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