

THE COGNOS SOLUTION MAP

COGNOS IN PRACTICE

KEY: ■ DEPLOYED ■ IN PROCESS

INDUSTRY: PHARMACEUTICAL
VALUE DELIVERED: PRODUCT PORTFOLIO MANAGED FOR COMPETITIVE ADVANTAGE

CURRENT DEPLOYMENT
 Project Financial Planning
 Project Resource Planning
 ROI/TCO Analysis
 Portfolio Innovation Analysis
 Product Lifecycle Management Analysis

A COGNOS SOLUTION WAS DEPLOYED TO HUNDREDS of users at the detail project level using a hybrid activity-based costing model focused on developing and managing cost-to-market plans for products through their lifecycle. Plan preparation cycle times were reduced by 70 percent, iterations were trimmed from ten to two, and an 18-month rolling forecast became the standard. Leveraging the Cognos platform has allowed this company to create sustainable competitive advantage around both its R&D spending effectiveness and drugs lifecycle management.

PROFILE: 2,850 USERS ACROSS R&D DIVISION

INDUSTRY: RETAIL
VALUE DELIVERED: TRANSITION TO A COLLABORATIVE PLANNING ENVIRONMENT

CURRENT DEPLOYMENT
 Financial Planning
 > Corporate
 > Store-level
 > Rolling Forecast
 Capital Expenditure Planning
 Headcount & Compensation Planning

THIS LEADING RETAILER USES ITS COGNOS SOLUTION for expense planning, capital budgets, and headcount staffing, and integrates with multiple financial and merchandising management systems. Store-level plans have created unprecedented collaboration that reduced operating expenses by more than \$10 million in the first year of planning on the Cognos platform.

PROFILE: 2,100 USERS, INCLUDING STORE MANAGERS

INDUSTRY: TELECOMMUNICATIONS
VALUE DELIVERED: \$1.5 BILLION INCREASE IN WORKING CAPITAL

CURRENT DEPLOYMENT
 Sales Planning
 > Forecasting
 > Pipeline Analysis
 Marketing Planning
 > Strategic & Tactical
 > Market Research
 > Product Lifecycle Planning
 > Portfolio Analysis
 Purchasing/Production Planning
 > Inventory Planning
 > Capacity Planning
 Capital Planning
 > Working Capital
 > Real Estate Strategy
 HR Planning
 > Headcount Modeling
 > Call Center Support Planning

AFTER DEPLOYING ITS COGNOS SOLUTION in just eight weeks, the company enjoyed one of the most dramatic returns of any Cognos customer, improving its working capital position by \$1.5 billion. More significant were the changes in the company's culture, with planning transformed into a core competence. The tactical benefits of adopting enterprise planning—a high degree of collaboration, a single repository of planning and performance data, real-time analysis and reporting—have fostered a culture of accountability and forged a strong link between plans and performance.

PROFILE: 1,500 USERS ENTERPRISE WIDE

INDUSTRY: BUSINESS SERVICES
VALUE DELIVERED: MULTIMILLION-DOLLAR REDUCTION IN OPERATING EXPENSES

CURRENT DEPLOYMENT
 Financial Planning
 > Integrated Financial Statements
 Revenue Planning
 > Sales Forecasting
 > Incentive Planning
 > Pipeline Analysis (field level)
 Customer Service
 > Call Center Analysis
 > Call Volumes
 > Service Level Analytics
 > Customer Scorecarding
 > Call Center Support Planning

THIS COMPANY HAS DEPLOYED A COGNOS SOLUTION across all business units to manage the global planning and forecasting process. Its driver-based applications integrate reporting into the planning process to close the loop around performance management and decision support. The company has also deployed its Cognos solution to support all planning and performance management in its sales and customer service organizations.

PROFILE: 300 USERS WORLDWIDE

INDUSTRY: HOSPITALITY
VALUE DELIVERED: INTEGRATED CROSS-FUNCTIONAL PLANNING DRIVES PROFITABILITY

CURRENT DEPLOYMENT
 Sales Forecasting (occupancy)
 Headcount Compensation Planning
 Product/Service Demand Planning
 Inventory Planning
 Profitability Analysis
 > Product Line (room)
 > Geography
 > Location
 Consolidations
 Management Reporting
 > Location
 > Functional
 > Executive (enterprise view)
 Capital Expenditure Planning
 Currency Conversion
 Allocations
 Integrated Financials

COGNOS SUPPORTS THE PLANNING, EXECUTION, and measurement requirements of this organization across all functions. Occupancy rates drive the company's revenue plan, which in turn provides the basis for the majority of plans across functions (e.g., customer service and hospitality staff). Cognos also supports all currency conversions, critical given the geographic diversity of the company's operations across the Asia Pacific region. Information is consolidated by location within the Cognos solution, allowing analysis of performance which is available to location-level functional and general management as well as corporate executives.

PROFILE: 300 USERS ACROSS 10 COUNTRIES

INDUSTRY: FOOD PRODUCTION
VALUE DELIVERED: FINANCIAL PERFORMANCE IN A FULLY VERTICALLY INTEGRATED COMPANY

CURRENT DEPLOYMENT
 Production Planning
 > Bill-of-Materials Modeling
 > Bill-of-Operations
 Inventory Planning/Management
 Sales Forecasting
 Headcount & Compensation Planning
 Productivity Analysis
 Integrated Financial Statements

THIS COMPANY USES A COGNOS SOLUTION to build planning networks across global operations that synchronize with its vertically integrated organization. This has allowed the company complete flexibility to build plans and evaluate scenarios, and improve accuracy of forecasts to unprecedented levels. Plan cycle times have also been reduced from more than six months to less than one week.

PROFILE: 300 USERS ACROSS THE CORPORATION

The power to perform

Cognos Enterprise Planning Series enables broad and rapid deployment of applications for planning, budgeting, forecasting, modeling, analytics, metrics, and reporting. It is uniquely suited to supporting the broad participation that successful planning requires, by extending the planning solution to every area of the enterprise and beyond—to employees, resellers, suppliers, and customers worldwide. Our proven intelligent distributed processing architecture, built using XML and Web Services standards, provides scalability to include thousands of users in the planning process while conserving network resources as you set, monitor, and adjust enterprise plans.

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EXAMPLES OF APPLICABILITY BY INDUSTRY

- FINANCIAL SERVICES**
- MARKETING
 Campaign Planning
 Customer Profitability Analysis
 Product Profitability Planning
 Lead Generation Analysis
 Promotional Planning
 Price Modeling
- SALES
 Sales Forecasting
 Sales Effectiveness
 Incentive Planning
 Channel Profitability Planning
- FINANCE
 Treasury Management
 Activity-Based Management
 Receivables Modeling
 Tax Planning
 Working Capital Modeling
 Expense Planning
 Corporate Consolidations
 Allocations
 Mergers and Acquisitions Modeling
 Capital Expenditure Planning
 Revenue Forecasting
 Integrated Financials
- MARKETING
 Campaign Planning
 Market Research
 Product Profitability Planning
 Promotional Planning
 Price Modeling
 Sales and Margin Mix Analysis
 Customer Profitability Analysis
- SALES
 Sales Forecasting
 Sales Effectiveness
 Incentive Planning
 Channel Profitability Planning
- TELECOMMUNICATIONS**
- MARKETING
 Campaign Planning
 Market Planning
 Subscriber Profitability Analysis
 Promotional Planning
 Price Modeling
 Sales/Margin Mix Analysis
- SALES
 Sales Forecasting
 Sales Effectiveness
 Incentive Planning
 Channel Profitability Planning
- HUMAN RESOURCES
 Headcount and Compensation Planning
 Development Planning
- FINANCE
 Treasury Management
 Activity-Based Management
 Receivables Modeling
 Tax Planning
 Working Capital Modeling
 Expense Planning
 Corporate Consolidations
 Allocations
 Mergers and Acquisitions Modeling
 Capital Expenditure Planning
 Revenue Forecasting
 Integrated Financials
 Property Planning
- MANUFACTURING**
- MARKETING
 Campaign Planning
 Market Research
 Subscriber Profitability Analysis
 Promotional Planning
 Price Modeling
 Sales/Margin Mix Analysis
- SALES
 Sales Forecasting
 Sales Effectiveness
 Incentive Planning
 Channel Profitability Planning
- HUMAN RESOURCES
 Headcount and Compensation Planning
 Development Planning
- FINANCE
 Treasury Management
 Activity-Based Management
 Receivables Modeling
 Tax Planning
 Working Capital Modeling
 Expense Planning
 Corporate Consolidations
 Allocations
 Mergers and Acquisitions Modeling
 Capital Expenditure Planning
 Revenue Forecasting
 Integrated Financials
- PRODUCTION AND DISTRIBUTION
 Transportation Planning
 Capacity Planning
 Bill of Materials Modeling
 Inventory Planning
 Warehouse Planning
 Distribution Scheduling
 Logistics Planning
 Quality Analysis
 Production Planning
- PRODUCTION AND DISTRIBUTION
 Capacity Planning
 Bill of Materials Modeling
 Inventory Planning
 Logistics Planning
- PHARMACEUTICALS**
- MARKETING
 Campaign Planning
 Market Planning
 Customer Profitability Analysis
 Product Profitability Planning
 Price Modeling
 Sales and Margin Mix Analysis
- SALES
 Sales Forecasting
 Sales Effectiveness
 Incentive Planning
 Channel Profitability Planning
- EXECUTIVE MANAGEMENT
 Executive Scorecarding
 Risk Management Planning
- HUMAN RESOURCES
 Headcount and Compensation Planning
 Development Planning
- FINANCE
 Treasury Management
 Activity-Based Management
 Receivables Modeling
 Tax Planning
 Working Capital Modeling
 Expense Planning
 Corporate Consolidations
 Allocations
 Mergers and Acquisitions Modeling
 Capital Expenditure Planning
 Revenue Forecasting
 Integrated Financials
- PRODUCTION AND DISTRIBUTION
 Capacity Planning
 Bill of Materials Modeling
 Inventory Planning
 Logistics Planning
- GOVERNMENT**
- OPERATIONS
 Operational Planning
 Service Cost Forecasting
- HUMAN RESOURCES
 Headcount and Compensation Planning
 Development Planning
- FINANCE
 Cash Forecasting
 Revenue/Tax Forecasting
 Integrate Financials
 Multi-Year Project Planning
 Capital and Grants Planning
 Working Capital Planning
 Activity-Based Management
 Expense Planning
- EDUCATION**
- OPERATIONS
 Operational Planning
 Service Cost Forecasting
- HUMAN RESOURCES
 Headcount and Compensation Planning
 Compensation Planning
 Development Planning
- FINANCE
 Cash Forecasting
 Revenue/Grants/Donor Forecasting
 Integrate Financials
 Capital Planning
 Property Planning
 Working Capital Planning
 Receivables Modeling
 Activity-Based Management
 Expense Planning
- RETAIL**
- MARKETING
 Campaign Planning
 Market Research
 Subscriber Profitability Analysis
 Promotional Planning
 Price Modeling
 Sales and Margin Mix Analysis
- PRODUCTION
 Capacity Planning
- DISTRIBUTION
 Logistics Planning
- EXECUTIVE MANAGEMENT
 Energy Trading Risk Planning
 Executive Scorecarding
 Risk Management Planning
- REGULATORY
 Regulatory Controls Planning
- HUMAN RESOURCES
 Headcount and Compensation Planning
 Development Planning
- COGNOS