



**Challenge the status quo.**

Advancing planning and performance management practice



# *The innovation imperative*

Organizations committed to achieving and sustaining increased levels of performance, in the face of ever-changing conditions and intense competition, understand that innovation in management process and practice is fundamental; and that “the way we’ve always done things” will not be enough. The most successful organizations are those able to transform routine business activities into “next practices” that help cut costs, minimize risk, streamline processes, boost productivity, enable rapid response to emerging opportunity, and increase management visibility throughout the enterprise.

In the quest for innovations, however, there are challenges that even the most successful organizations must face:

- How to articulate a vision for performance management innovation.
- How to identify innovative next-generation practices and processes that will help realize the vision and yield measurable benefit across the organization.
- How best to facilitate adoption of such “next practices” with minimum risk and maximum value.

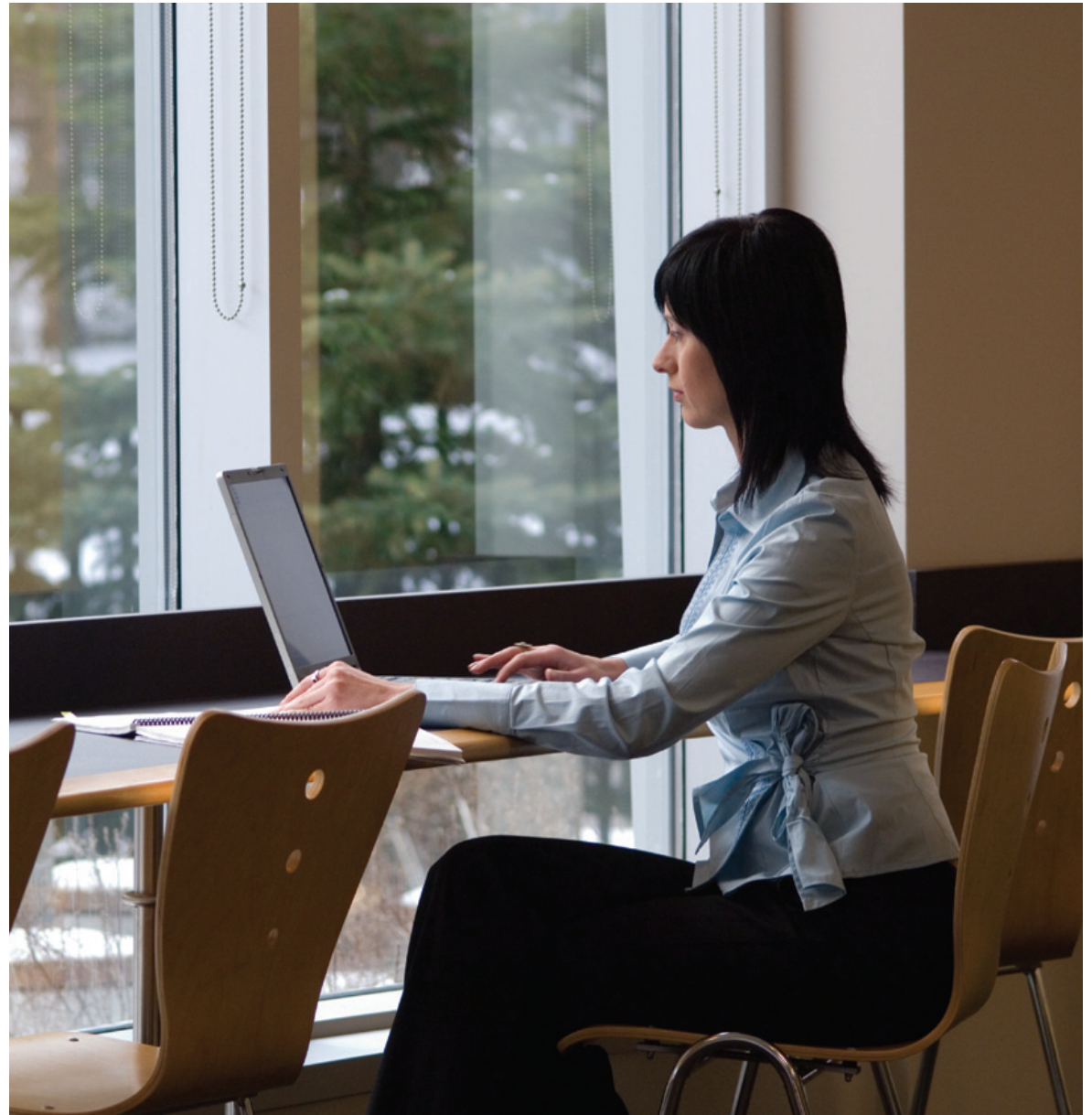
- To assist organizations seeking to drive higher levels of performance through conceptual and functional innovation in business practices, Cognos, now part of IBM, has created the Innovation Center for Performance Management.

With program offices in Europe and North America, the IBM Cognos Innovation Center is both a forum and a resource center, dedicated to the understanding, adoption, and implementation of next-generation planning and performance management practices. It is a consortium of industry leaders, practitioners, thought leaders, forward-looking executives, and technology experts experienced in, and committed to, the advancement and successful application of technology-enabled performance management best practices. The Innovation Center seeks to assist organizations in optimizing the alignment of their plans, processes, and resources with corporate goals and strategies.

# ***Innovation drives success***

The mission of the IBM Cognos Innovation Center is threefold:

- To demonstrate—in theory and practice—how cutting-edge, technology-enabled approaches to planning and performance management are being profitably used by forward-looking organizations.
- To facilitate transition to innovative planning and performance management practices that are effective and add value.
- To encourage successful adoption of innovative practices to stimulate performance improvement across the enterprise.



## ***What the innovation center offers you***

Dedicated to the advancement of technology-enabled performance management, the Innovation Center is a strategic asset, available to large organizations seeking to improve effectiveness, efficiency, and profitability. Membership is available to IBM

Cognos customers and Certified Gold and Platinum IBM Cognos partners. The IBM Cognos Innovation Center for Performance Management helps participants maximize value on two levels. On a conceptual level, the Center offers:

- Seminars, roundtable discussions, and Web conferences on finance- and performance management-oriented issues such as capital and expense planning and control, workforce analytics, marketing, sales forecasting, compensation planning, consolidation, governance and compliance, and strategy management.
- Special-interest groups that address current business issues, technology infrastructure, industry-specific concerns and best practices; and that facilitate networking with peers.
- Innovation Center publications including case studies, issue papers, research, business value guides, application briefs, and implementation roadmaps.

- Innovation Center microsite that serves as a communications portal for research and publications, and provides access to Innovation Center updates and activities.

On a more practical level, the Center is staffed with experts who combine deep domain expertise and knowledge of planning and performance management technology with extensive experience in complex, large-scale, global implementations. Innovation Center staff:

- Provide process performance benchmarks that help assess readiness and define realistic process improvement goals.
- Help diagnose planning and performance management challenges in a one-on-one setting.
- Help define best-practice blueprints (by business process and by industry), implementation pathways, and deployment strategies.
- Maintain a hands-on venue for customers to codevelop successful implementation models alongside industry and technology experts.

## ***Theory joins technology to yield “next practices”***

There are numerous sources for exploration and discussion of emerging trends in business management theory. And there are many marketplace opportunities to encounter the latest advances in technology. The IBM Cognos Innovation Center for Performance Management is uniquely positioned to link the deeply theoretical with the intensely practical, to identify and facilitate implementation of the most efficient, most effective approaches to corporate performance management. Across industries and lines of business, the Innovation Center brings together recognized theoreticians, respected industry leaders, and IBM Cognos technology experts to create and propagate next-generation performance management practices such as:

- Maximizing participation, frequency, and collaboration to increase accuracy and accountability.
- Creating driver-based plans to more accurately predict performance and results.
- Applying scorecards and metrics to align cross-enterprise execution and strategy.
- Implementing a rolling forecast for rapid response to opportunity or adversity.
- Linking planning, scorecarding, reporting, consolidation, and analytics to enhance visibility, predictability, and compliance.



# ***IBM Cognos performance blueprints***

Prime examples of the theory-technology linkage are IBM Cognos Performance Blueprints. The Blueprints are pre-defined data, process, and policy models based on proven best-practices in enterprise planning, consolidation, scorecarding, and reporting. Available to Innovation Center members, the Blueprints are designed to

link operational and financial plans across industries and across strategic process areas to improve forecast reliability, enhance regulatory compliance, and jump-start solution deployments.



## ***The innovation center promise***

As an advocate of creative, yet theoretically and practically sound business processes and practices, the IBM Cognos Innovation Center for Performance Management offers participants the opportunity to:

- Discover next-generation processes and practices for technology-enabled planning and performance management which: increase visibility to corporate performance; provide more timely, more accurate information; reduce costs and cycle times; and improve resource allocation and alignment.
- Learn how “next-practice” implementation solutions and pathways can help deliver rapid, tangible results, greatly enhance value, and increase user adoption.
- Network with industry leaders, theoreticians, and peers committed to advancing planning and performance management theory and practice.
- Gain a broad, rich context in which to establish and refine a vision for increased corporate performance, and create a roadmap for achieving it.

- Learn how the close alignment of technology and “next practices” can facilitate maximum return on investment, increased productivity, efficiency, and effectiveness – all with minimal risk.

We invite you to learn more about how the Innovation Center can work for you and your organization, and how you can participate in this unique opportunity. Please visit the IBM Cognos Innovation Center for Performance Management at [www.cognos.com/innovationcenter](http://www.cognos.com/innovationcenter).



## ***Innovation center advisory board***

A keystone of the IBM Cognos Innovation Center for Performance Management is the Advisory Board, which includes industry leaders such as Best Buy, DirecTV, Manpower, Nike, Princess Cruises, and Target; performance management experts such as Accenture, Deloitte Consulting, Ventana Research, the Sonax Group, the Hackett Group, the Beyond Budgeting Round Table, and the Balanced Scorecard

Collaborative. Advisory Board members help provide direction for the Center and network with Innovation Center participants to exchange information, discuss emerging industry trends and opportunities, and offer guidance based on their own experience with performance management initiatives.

## ***About IBM Cognos BI and Performance Management***

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

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





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