

IBM WHITE GLOVE EVENTS

Moderator: Timothy O'Brien
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Operator: Good day and welcome to today's Web conference.

During today's event, all participant lines have been muted to prevent background noise. If you require technical support at any time, please press star, then zero on your touch-tone phone and someone will assist you. This event is being recorded.

There will be a question-and-answer session after the formal comments. You may submit questions electronically throughout today's presentation using the question-and-answer feature on the Web. To do so, you will first need to exit full-screen view by pressing the escape key on your keyboard. Select the question-and-answer option located to the left of your screen under meeting features. Then simply type your question into the area provided and submit. Please note that your Web questions are private and only the presenters will see them. We will gather your questions throughout the presentation and address them as time permits during the Q&A session.

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Again, today's session is being recorded. We will pause for a moment to initialize the recording. Please stand by.

We would like to welcome everyone to today's Web event titled IBM Cognos 8 Supply Chain Performance Procurement Analytics. At this time, it is my pleasure to turn the floor over to Mr. Tim O'Brien.

Mr. O'Brien, you have the floor.

Timothy O'Brien: Thank you very much, and welcome, everyone, to this installment of the financial performance insider featuring IBM Cognos 8 supply chain performance, procurement analytics.

I will soon turn the microphone over to my colleague, Chris Mitchell, but before I do that, I wanted to do a couple of things. One is, I wanted to make you all aware of an innovation center widget that we've deployed, and as I've talked to you about on previous Webcasts, we do a number of live events literally around the globe as well as weekly Webcasts. We also offer internally or through third party thought leaders thought leadership around performance management practices and processes as well as business analytics.

These practices would be things like planning, budgeting, and forecasting, strategy management, and scorecarding, reporting and analysis, business analytics. So a great thought leadership offer that available to you, which you can access through this widget as well as customer success stories, and many other resources like our online community, our twitter account and linked-in groups so some great information there. And then our follow-up communication to you all I'll give you a link to that Web page where you can download the widget.

As most of you know, the innovation center's consisting of over 6,000 customers literally around the globe. We bring together customers through our live events, as I mentioned, Webcasts like these all around best practices that are enabled through our technology. We also produce the IBM Cognos performance blueprints. These are prebuilt data process and policy models that represent business practices that we see are very common across most

organizations like cap ex planning, like headcount and compensation planning, workforce planning, things like that along functional lines. And we also have a number of blueprints that we've developed that are industry specific as well, and I encourage you all to go out to our Web site and take a look at those blueprints.

Again, we'll provide that information for you in our follow-up communication, and these are just a few listings here of the Webcast that we deliver each month, and I encourage you all as you get communications about these to attend them there's some great information being passed along there. And here's our online community as well. You can participate with innovation center members around the globe who are along this journey we call performance management trying to get to that pervasive performance management, which has enterprise scale and pervasiveness helping organizations get better insight, better decisions, and, therefore, better performance certainly.

I also want to make you aware of something called the IBM Global CFO Study, and this study includes over 1,900 participants around the globe, the majority of which are C-level executives, and there's some great stuff in there that I think you all can really benefit from hearing. And you know one of the key insights that's come out of this are the four finance profiles that have become apparent, and these four are called scorekeepers, disciplined operators, constrained advisors, and value integrators. A lot of great stuff in there. And I'll tell you, I've got the URL listed right here, but I can make it a lot easier on you. Literally just go to IBM.com/ and type in CFO and that'll take you to a portal where you'll see the 2010 IBM Global CFO Study listed right there and many other great resources that you can access.

So I wanted to give you all a sense of what we're learning in the innovation center because, as I mentioned, we meet with customers literally around the globe all the time and we really get a good sense of what's happening out there. And you know I think if you take a look at the speed of business today you know our world has become smaller and flatter, riskier, and certainly smarter, and successful businesses large and small, global and domestic across every industry operate differently than they used to. You know I think it's

been coined the new normal, which is about business after the bubble and beyond the bust. It's about where we've arrived and where we're likely to stay for the next five years.

And to win in this new normal calls for fresh thinking and for smart adaptation for focus on relentless execution and solid performance. Indeed, the new normal also calls for a steadfast approach to business. And succeeding in this climate requires a steadfast, laser sharp focus on three things. It's focusing on value, it's exploiting opportunities, and it's acting with speed. And by the way, everyone, you're seeing a lot of information on these slides. These are things that we get into more depth in our live workshops, but I just wanted to give you a sense of what we're seeing out there and how organizations are successfully adapting to this new normal, if you will.

So a quick history lesson because I think it will help dictate why the game has changed and how we can as organizations adapt and respond appropriately to gain competitive advantage. I think if you look in history over the nineteenth and twentieth centuries, the value of these firms for these companies was created through their tangible assets by transforming raw materials into finished products, and the financial measurements used by companies of this era were adequate to record investments on companies' balance sheets, and income statements in this era could easily track the expenses associated with these tangible assets to produce revenue and profit.

At the same time, many organizations even today, even until the early 1980s operated under a command to control structure through large functional departments where strategy would be developed at the top and implemented through a central live command and control culture. Change was incremental so managers could use slow reacting and tactical management control systems such as the budget, and ROI was one of the staple metrics for that era.

Very easy to measure ROI when you're talking about physical assets, raw materials, finished products, but other metrics have been added to financial framework that correlated better with shareholder value, including EVA value-based management metrics. But for today's climate, these metrics do not capture all the dynamics of performance, and that was then. Today, it's

certainly a different ballgame, and let me give you a little perspective here. I'm just going to change slides here.

A study of Brookings Institute in 1982, and Brookings Institute, by the way, is an independent think tank in Washington, D.C., which focuses on public policy issues related to economics public policy and governance, it shows the tangible assets represent 62 percent of the market value for S&P companies in 1982. In 1992, the tangible - the intangible asset proportion lowered to 38 percent. In 2006, tangible assets represent just 10 percent of the market value for S&P companies (and) this is pretty revealing.

And you know what does this tell us? Well, in today's economy, as validated through this chart I just (showed) you, intangible assets are now the primary sources of competitive advantage, and opportunities for creating value are moving from managing tangible assets to managing knowledge-based strategies that deploy an organization's intangible assets. And these intangible assets are innovation and products and services, customer relationships and loyalty, information technology and databases, efficient, responsive, and high quality operating processes, and employee competencies, skills, and motivations, and lastly political, regulatory, and societal approval.

And most importantly what comes out of this is that the knowledge-based competition, that is the ability of organizations to develop, nurture, and mobilize these assets, is absolutely critical for success. However, then financial instruments that were used in the industrial economy can't capture these value-creating activities from these intangible assets, and that's why best practice companies are moving away from a performance measurement system linked exclusively to these financial frameworks - and when I say financial frameworks, I mean general ledgers, balance sheets, statement of cash flows - and towards solutions that can translate this intangible to a financial outcome.

So let me ask you, why do we use backward-looking financial measures or lag indicators to report on outcomes, the consequences of past actions, which don't communicate the drivers of future performance, thereby causing organizations to do the wrong things, and this can certainly promote short-

term behavior, sacrificing long-term value creation. And there are tools to facilitate this, the balance scorecard, of course, being the most widely recognized. And this, by the way, is the subject of our strategy execution workshop, which (Michael Ansley) and I are delivering throughout North America and look to expand globally.

Now, I want to talk to you all about performance management. We all hear all about performance management, and for a lot of us we end up scratching our heads wondering what that is. And today's best in class organizations operate under decentralized business unit's team, shared service units, and individuals that are closer to the customer than ever before. So daily decisions, large and small, have an immediate impact on customer value, and therefore, the bottom line. And as we know the marketplace, global and domestic is constantly evolving with the velocity of business moving at monumental speeds with changes in competition, regulations, and technology ever revolving making it critical to ensure everyone in the organization regardless of geography, level or function is aligned with the company's goals and objectives and can knowledgeably respond.

So how can IBM Cognos Solutions impact business performance? Well, I think we'll all agree there's a number of factors that can impact business performance, but one thing that we know is a critical component is the decision making that happens at every level of the organization within every function across all geographies. And if the better decisions are made, it will certainly improve performance, and if every one of those decisions is based on the information people have on hand and if that information is on target, if it's reliable, if it's easy to consume and timely better decisions are certainly going to result.

And if that information is inaccessible or incomplete, if it's late or it's inaccurate that's going to have a direct and negative impact on decision making and ultimately business performance.

So the way we look at performance management is really just answering these three questions; it's about what you want to do with the things - questions you need to ask and answer before you can make a decision, and that is how are we doing, are we on track or are we off track. And that's typically done

through measuring and monitoring tools like dashboards and scorecards. Then you want to know why. You want to be able to drill through and context if we're on target, if we're off target, if we're well above target. I want to understand why and I want to be able to it contextually. I don't want to have to log into a separate application. I don't want to have to pick up the phone and call someone or read a fax or an e-mail. I want to drill through and context so I can see what makes up that number that stated I'm either on target or off target so I can drill through and contact and understand why.

And then lastly based on understanding through context what the reasons are for me being on target, off target, or above target, now, I want to determine what should I be doing, do I need the course correct, do I need to exploit an opportunity, and you can accomplish that through planning, budgeting, and forecasting solutions. And this slide here I think - you know I don't need to read off all the statistics. You call can certainly read them yourselves. But obviously, it's not working in organizations today. Somehow these questions are being answered, but are they being answered with the right information, is it timely, is it accurate, is it easy to consume, all of those great things that make up a good decision to impact performance.

And so when we talk about performance management, the idea is an integrated platform that can answer those three questions of how are we doing through scorecards and dashboards, then understand why we're doing how we're doing, if you will, through reporting and analytics, and then lastly what should we be doing. That is performance management.

So I hope this all helped clarify a few things for you all. I now just want to actually bring up a quick polling question, if we could, (Erica). I'd just like to understand from everyone on the call what IBM Cognos Solutions are you using today. And it might be that you're not using any solutions, and certainly don't select anything if that's the case, but it'd be nice to hear who's out there, what solutions they're using, and this helps us determine the type of content we want to deliver on a go-forward basis for these particular Webcasts.

Operator: And we'll (give) the ((inaudible)) another moment.

Timothy O' Brien: Super.

Operator: And we'll go ahead and close the call.

Timothy O'Brien: Fantastic.

So that concludes my portion of this Webcast. It's now my privilege to introduce my colleague, Chris Mitchell from IBM, who is going to talk to you a little bit about IBM Cognos Supply Chain Performance Procurement Analytics, and I believe he's going to show a demonstration of it as well, which will be pretty exciting.

So, Chris, you now have the floor.

(Christopher Mitchell): Thanks, Tim, and good morning, everyone.

I want to take a walk-through today of the Supply Chain Procurement Analytic Solution, and our agenda will start at a high level (and) talk about some of the synergies that exist between finance and procurement and help you understand how these synergies can leverage more value in your organization, and then we'll also go through a presentation or a demonstration of the actual live product. And then from there we'll conclude with looking at some adaptability capabilities and extending the solution out within your environment.

Recently, we did a survey of a large number of CFOs and asked them where do they see the future going, what are they being asked about for their organizations (and) to achieve, and the top two things they mentioned were pressure to reduce the cost space and the need to make faster decisions. And if we think of those items, those really tie in to procurement and analytics.

And so based on that, Cognos (where) we provided and developed today and is a series of analytic applications. These analytic applications help your finance and procurement organization so that you can have a broad-based perspective of analytics and reporting. We're going to focus today on the supply chain, but the big picture is that we have customer analytics workforce finance as well.

The idea is to drive faster insight to your business decisions and actions, have a consistent measurement so that everybody's playing off the same sheet of music as they come to meetings, review reports, and understand where the organization's going, and the ability to understand and explore new opportunities, to be able to get context between procurement and finance or between sales and workforce, and ultimately to gain better management of your controls of your organization.

How do customers use this? Well, here's some examples of how customer utilize our analytic applications. And for procurement in particular recently an oil and gas company projected savings of two to \$5 million, and that's based on being able to understand what their consolidated spend is, and based on what that consolidated spend how they could leverage that knowledge in order to negotiate better prices with their vendors, get better quality and service as well.

So what are the opportunities? Some opportunities in procurement that we find across our customers are insight to their suppliers, and that they can reduce costs and help save the company money. So this ties in directly with corporate initiatives of building better profits and lowering costs. Secondly, the idea of a consistent measurement, integrated analysis so that the company functions as one. We find that a number of our customers have acquisitions where they've acquired different entities, but they - so their spend analysis becomes very disaggregated, and the ability to pull that altogether very quickly in organized fashion can help them significantly.

With this information and this performance across one organization, they can better manage their suppliers and negotiate better contracts. They can - the capacity to source data from a lot of these different systems as well as non-typical ERP systems as well. And finally, the ability to have something that's easy to use, easy to change and maintain over time, an application that's very manageable, as well as the capacity to conduct analysis and multidimensional reporting and analysis, which we'll see as we walk through the demonstration today.

So how does this procurement capability and finance capability - where does this intersection occur? Well, the shared interest occurs in a few different areas. One of those is the (apparent) ability to be able to manage the spend and lower costs. Also, supplier contract compliance is also key to help prevent things like rogue spending in your organization, to understand where people are buying off contract and to find out why they're buying off contract.

There's also synergy with accounts payable. So you see a few different examples, but looking at risks in terms of terms, making sure that payment terms are complied with, that vendors are billing and giving you discounts as agreed upon, better cash management, to be able to maximize cash flow from a spend perspective as well as from - through the receivables process from a cash receipts perspective.

So these different linkages are key in terms of being able to analyze and have common metrics and policies that overall support the organization's objectives. You can further extend out the cross-functional type of analysis not only within supplier spend, but also by looking at the impact that workforce, talent, and other fulfillment areas have on your organization. So the idea behind the analytic applications is to provide this overall big picture of your business.

A common question that we're asked is, with an analytic application what's included, what do you get with that. A couple of key things here. One is a common decision-making model that everyone's, again, results are that you're playing off the same sheet of music, that everybody understands what total spend is by vendor, that they understand what contracts and compliance with those contracts are.

We provide a series of four different business areas around finance, sales, workforce, and our focus on the demonstration today will be in procurement analytics. With that includes over 43,000 objects, 250 dimensions, 850 metrics, a best practice's business model around those different subject areas. So it's a very quick time to value because you've already started with that best practices out of the box to help unlock those transactions that are kept into ERP system. Additionally, you get thousands of report configuration

capabilities, so the ability to have those out-of-the-box reports and provide information to the end-users in a quick fashion.

If we drill down into what's provided with the procurement analytics application, you'll see we developed a solution around some key areas, around price and quality, balance, supplier consistency, containment of costs. And so we provide out-of-the-box content, some metrics, dimensions, preconfigured reports in the areas of spend classification and comparison, understanding who your key vendors are, how are they performing. And also as well, operational efficiencies, how long does it take to process a particular type of purchase order, contract compliance, again, to understand where rogue spending is occurring in your organization. You can then slice and dice and analyze those different reports by the series of preconfigured dimensions.

If we drill down further from a user perspective, the idea is to help them answer particular questions. The user might have a question around what are the - where are our top vendors by spend and what portion of that total spend do those vendors represent, and this helps them in the negotiation process. So we provide out of the box with a series different metrics to support answering these questions as well as preconfigured reports that the end-user can self-service navigate to the report and select the perimeters that they'd like, view the report, and be able to drill down to the details as well. So these are common questions that most organizations have. And so again, we provide that out-of-the-box capability to help them address those particular business issues.

Here's an example of what a report would look like. So you'll find a couple of things that are going to be consistent about these preconfigured reports. One is graphical in nature. These are, again, packaged reports that you can drill down from the graph, you can drill through into detailed transactions as well from the tabular area, and also have all the Cognos capabilities to be able to (out) for the different formats, whether that be PDF files, spreadsheet, etcetera. You could e-mail the report and share it with other folks in the organization. Very powerful in terms of being able to address the different business issues and share that to make better decisions.

Next what we'll do is we'll take a look at the actual product online here with a demonstration. Just give me -

Operator: And just as a reminder, if at any time you are missing any part of the demonstration on your screen, escape out of your full-screen view and click on the rescale button up at the top of your page.

(Christopher Mitchell): (Just) want to confirm that I am sharing.

Operator: And it looks good.

(Christopher Mitchell): OK, great. Thank you.

So logged in here at the moment is a procurement dashboard. So as a procurement executive, a dashboard helps you see inside your organization with a single picture, and from here we can see a few different areas. So, for example, you're looking at your spend-by-item category. So these would be the item categories in your particular organization that you're viewing through our analytical solution.

So for this organization, you're seeing, for example, lumber, outside services, etcetera, in a graphical way and a trend over time, and currently you're looking at the total purchase amount. To be able to toggle and see that from a quantity perspective, you simply click the radio button, and then it'll refresh for you and give you the quantities over this time as well.

Some other areas that we're looking at here is the spend-by-vendor. So one of the nice capabilities to be able to understand your total vendor spend is again to help negotiate and understand trends in your organization. You can also drill down from the graphs as well so they're very interactive in nature. This (also) gives you a better understanding here from you know vendor type into the detail vendors for that particular type seeing individual vendor percentages of spend. You're also seeing purchase orders; what are the open purchase orders by buyer? So help understanding the efficiency of buyer processing and purchase order processing in your organization.

One of my favorites is top vendor performance. So you have the opportunity here to help by unlocking those transactions out of your ERP system how are your vendors doing. So from a purchasing perspective to help contribute back to the organization, you can provide vendors that have you know smaller amounts of reject rates that deliver on time. This helps the business run more smoothly. And so from here by analyzing these rates, you can, again, go back to your vendors, give them feedback for better performance. This is also the type of information that you might make self-service to your vendors so that they can come in through a browser and view how are they doing, and perhaps even compare that to other vendors so they can better compete for your business. So, again, different opportunities of how you can leverage these type of analytics out through the organization.

And finally here you're looking at a graph of non-contract spend. So, again, another valuable metric for your organization to understand where things are being purchased off of contract and be able to drill down and understand why are those purchases happening, is it an item quality issue, this is a vendor performance issue, or is it just an education issue so that users understand that there is a contract out for that particular item that you need to purchase off of that.

So let's take a little more detailed view of this. So we're going to drill down into some further information from our vendor spend, and let's get a better understanding of our vendor contribution to total spend. (So the) right mouse click gives us different options to go to different drill down capabilities, and we can - the user can do her self-service and select a perimentering timeframe of the report they want as well as some other filter capabilities. So the idea behind these preconfigured reports are that they are self-service in nature.

So we're looking at our vendor item contribution total spend, and it's showing you your purchases across the different vendors, and you're looking at the purchase amount and an accumulation over time. It's a nice graph in that - in that area. You can see here that the vendor used the most is Last Chance Lumber and that total purchase amount percentage. And the other final nice thing I want to highlight here is the ability to drill back into the details, what

purchases were made from that vendor. So by clicking here you can drill through into the detail purchase order transactions.

So now you can see exactly which POs, the items on those POs, and any other information you might want to bring in.

So, again, this continues to be interactive in nature as well if you want to filter this further. And now you're seeing the detailed purchase order, the line item description on the PO, the quantity ordered, and so that very detailed lowest level of information about the purchasing process.

So really three areas here we've looked at. We've looked at the high-level dashboard, so easy access to information. We then did some analysis on that where we sliced and diced and were able to drill down into different areas and give context to the procurement process, and all the way drill back to this lowest level of transactional detail that was locked into - locked in the underlying ERP systems.

So just - that was a quick demonstration to give you some ideas of the ease of access, as well as some of the metrics that we're tracking here, and the additional value that's being (add) by doing calculations around things like non-contract spend, vendor performance, etcetera. So we'll go back now to our presentation.

So when you have an environment like this when you're pulling information in from a lot of different sources there can be some challenges around that. They can relate to being difficult having extended projects, and you see some of the typical challenges organizations face for projects who are over budget where it takes a lot of time to deliver to the end-user community. So the ability to manage and sustain an application like this is one of the key challenges that the analytic applications address, and we do that in a particular way.

So in a traditional environment you may have built something from scratch, which can be costly and take a long time, and our approach is very different with the analytic applications. What we've decided to is build and design a best practice's business model based on our years of experience of building

things from scratch, and have that as an out-of-the-box, ready-to-go packaged application. But more importantly, we've also made it so that it's highly configurable, just so that it's specific to your environment and that you can maintain that easily over time. And we do that by automating and synchronizing core components that eliminate the traditional manual work that occurred in the old way of doing things. And so by having this extensible business model with shared, conformed dimensional information it provides wider analysis to the organization.

The key here is, one - is that we shared that information and dimensions across the different business areas, whether that be in supplier management, workforce performance, talent, finance, and so that users can actually traverse across those typical - what were traditionally silos of information, and so that they might look at context of things like vendor spend in context with fulfillment or with workforce in terms of services being provided. If there's a particular increase perhaps there's - that also coincides with some changes that have happened in the workforce area.

The benefit to your team, this is key because in a traditional environment you've had scenarios where you're bringing in an ERP system using some sort of ETL code through a data repository and defining a business layer and ultimately creating your own reports. With the analytic application's environment there are really just two basic components that take care of all of this for you. So we provide a modeling environment where we deliver our best practice business model that automatically will synchronize the ETL and dynamically organize the semantic and define the business layer and the data of repository for you based on that business model, which is easily changed and reconfigured to specifically address your unique requirements.

Secondly, we added something called the adaptive analytics component. This is key because what it does is it allows you to play out very quickly configured reports to the end-user community. So these are the out-of-the-box standard reports, but above and beyond that they're configured as opposed to someone actually coding them. And so that difference enables you to deploy them quickly and change them to meet your specific requirements.

So this enables you a couple of things. One, time to value so you can deploy applications uniquely to your business, and also a return on investment and lower cost of ownership over time because it's key to make sure these type of environments maintain the relevance for the end-users. So as organizations reorganize, you acquire companies, and those type of things, the solutions easily adaptable to recognize those changes and have the reporting environment reflect them.

So making smarter decisions, starting you know at point of performance system ((inaudible)) that consistent reporting and analysis, faster time to value, leverage your strategic assets to affect business change. These are all different ways that the solution enables organizations and customers to be more successful,

I'd like to thank you for your time today, and I'll turn it back over to Tim.

Timothy O'Brien: Thank you, Chris. That was great.

We have a few questions here that have come in, and it looks like we've got plenty of time here. So the first question is is - and I think this is going to be the case with a lot of larger organizations is what if we have multiple procurement systems?

(Christopher Mitchell): Yes, that's a good one because a lot of the challenge is being able to get information not just from one but multiple procurements systems. And so with the solution it's designed to with a best practice's business model so that you can have multiple data sources. So there's not unusual ((inaudible)). You might have an Oracle ERP system and a JD Edwards ERP system out there, and then (in) potentially multiple instances of those. And so you can you know use the data flow - or bring in those different sources all into one consistent business model and get that total enterprise spend analysis.

Timothy O'Brien: Great and what if we already have a data warehouse?

(Christopher Mitchell): Good question because sometimes people think that you know - you know we've already got one of those. And the analytics applications do a couple of things. One, you know for customers that already have a data

warehouse, we can leverage that as the data source. So as opposed to necessarily going against the underlying ERP, we can start with the warehouse that you already have in place and bring in - and utilize that information for the analytic application around it, say, for example, procurement in this situation. And we'll add the additional value-add metrics and some things like that, as you saw through the demonstration like contract, spend analysis, and additional calculations and metrics that are typically not found in a - in a standard warehouse environment,

Timothy O'Brien: OK, and how about some suggestions here going - there's some a few other questions that have come in I think are maybe a little off - not exactly on topic with this particular Webcast and we will get - definitely get back to you, those of you that asked those questions.

I'd say, Chris, what would you suggest someone do if they view this demo and they see some things that look like would be applicable to their particular environment? One individual comes to mind was asking about, I wonder if this would work within their organization, which happens to be within financial services. What would your recommendation be for them if they're debating going forward with this type of an application trying to investigate it further whether or not it's appropriate?

(Christopher Mitchell): Yes, I think what - no matter what industry you're in with your financial services or manufacturing or healthcare, etcetera, they're usually with - by having spend analysis at one place there's usually always a capability to get an ROI in that type of scenario so it probably is worth investigating.

So no matter what categories of spend, even if it's - you know typically we'll find things like MRO, which is you know your maintenance repair and other expense items, are the ones that you can get the most savings out of because most people if they have something you know like a commodity type of purchases or really large purchases they really focus on those/. But it's those outliers that are sitting out there in maintenance repair and other expenses' categories that offer the most return on investment from a percentage standpoint. So yes, this is definitely designed to assist in those type of areas.

Timothy O'Brien: That's great. Thank you, Chris.

And I think that concludes - as far as from a question-and-answer perspective, I think we've been able to address all the relevant ones to this particular Webcast. Again, I'll get back to the rest of you with answers to your other questions. So we've got some time left on the dial so we can give everyone some time back here, about 17 minutes. So thank you all for attending this installment of the financial performance insider featuring IBM Cognos 8 Supply Chain Performance Procurement Analytics.

Enjoy the rest of your day, everyone.

Operator: This concludes today's presentation. You may now disconnect.

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