IBM

Retail Assortment Management
Performance Blueprint

Cognos
software

Introduction

Selecting and managing merchandise is always a balancing act—and it all starts with a good plan. Accelerating consumer trends, changing market conditions and greater consumer buying choices have made developing a good plan a challenge for retailers who want to offer a differentiated assortment and maximize merchandise profits.

So, how are successful retailers able to prosper while others falter? The answer is they can easily model scenarios to develop optimal plans, view their merchandise performance against plans and use this visibility to make smarter decisions. They have the tools to gauge changing customer tastes and priorities and make the necessary adjustments to plans and operations to address customer preferences and market factors.

With the *IBM Cognos® Retail Assortment Management Performance Blueprint*, you too can have these tools. The *Retail Assortment Management Blueprint* provides you with the visibility to develop better merchandise plans, to know how you are doing in real time and to make adjustments quickly—all while protecting profits, growing sales and satisfying customers with unique merchandise.

This document explains the content of the *Retail Assortment Management Performance Blueprint*, a Web-based solution for retailers that specifically focuses on merchandise planning and performance management. The solution is an asset for developing better plans to make smart inventory investments, managing stock levels to drive sales and margins and seeing trends as they emerge to align supply and demand.
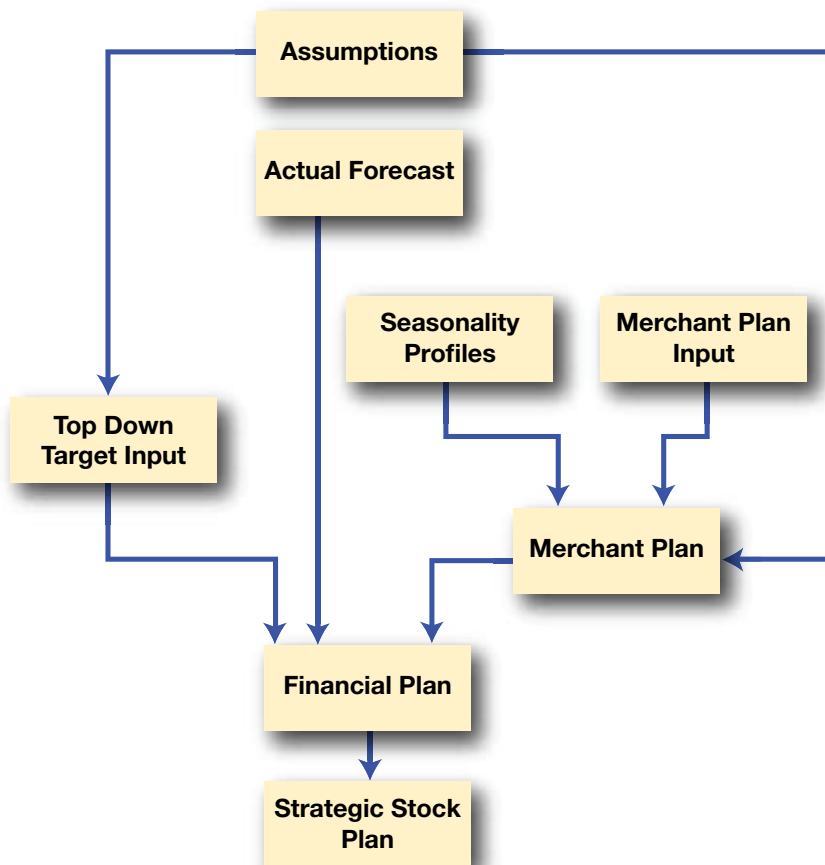
Retail Assortment Management TM1 Model

With the *Retail Assortment Management Blueprint*, retailers can set top down merchandise planning targets and merchants or buyers can create a bottom-up merchant forecast that eventually consolidates with the top down targets.

The *Retail Assortment Management Blueprint* can be deployed either with IBM Cognos TM1 Web software or TM1 Contributor. Both front ends have been fully configured and are included with the *Blueprint*. This document provides views and describes model functionality based on the TM1 Contributor interface.
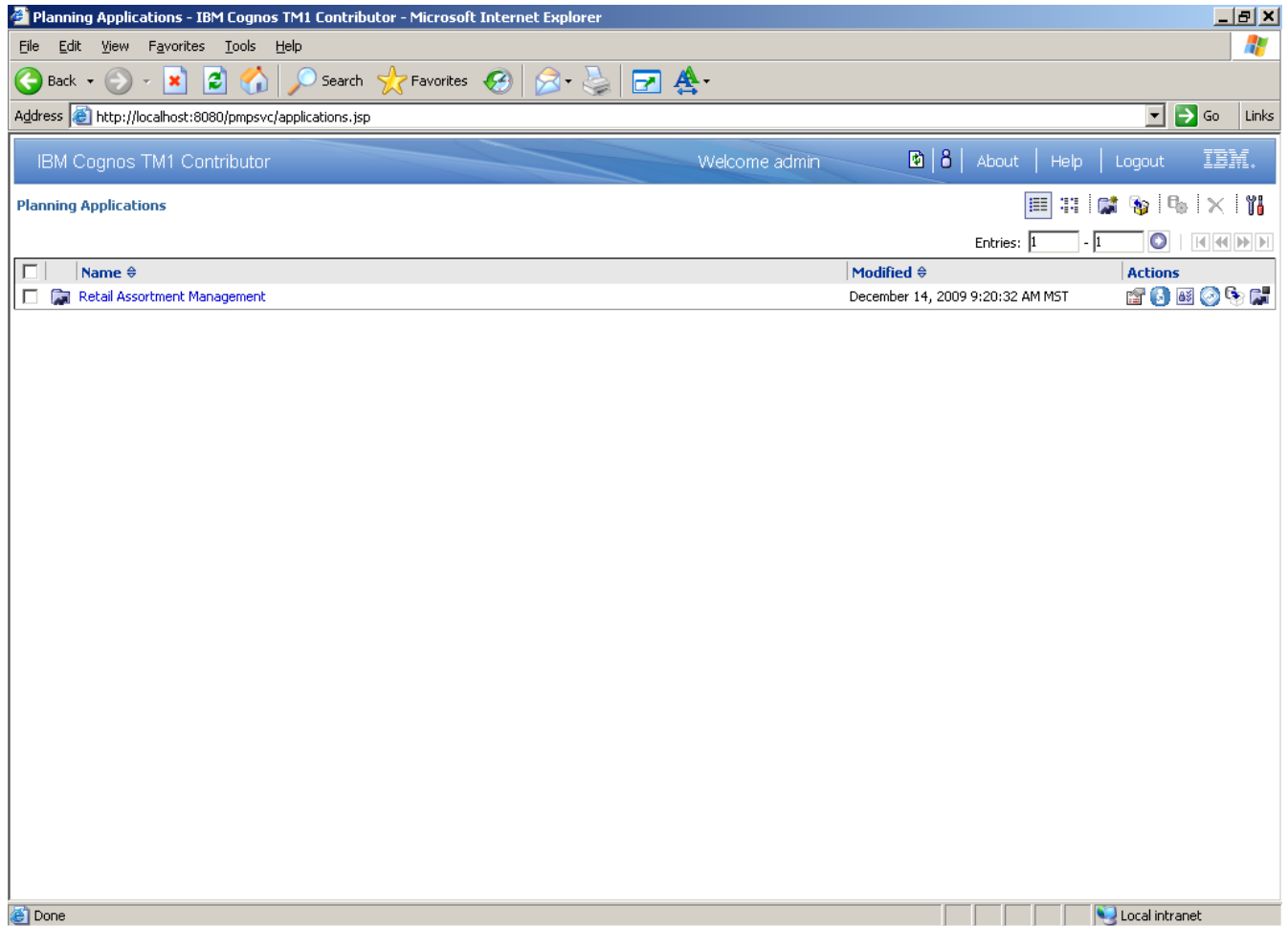
The *Retail Assortment Management Blueprint* consists of 10 different data cubes. Eight are shown in the following flowchart and two others are used to define parameters and attributes in the model. User access to the various cubes is role-based, so each user only sees the cubes necessary to complete his or her specific tasks in the planning process. For example, some users might only have access to the top-down plan, and others might only have access to the bottom-up planning components. For this document, the user is an administrator (admin), which means he or she has access to all tabs and every level of the contribution hierarchy.

Assortment Management Blueprint Flowchart

```
                    ┌──────────────────┐
                    │   Assumptions    │
                    └──────────────────┘

                    ┌──────────────────┐
                    │  Actual Forecast │
                    └──────────────────┘

            ┌──────────────┐      ┌──────────────┐
            │ Seasonality  │      │ Merchant Plan│
            │  Profiles    │      │    Input     │
            └──────────────┘      └──────────────┘

┌──────────────┐
│  Top Down    │
│ Target Input │
└──────────────┘                  ┌──────────────┐
                                  │ Merchant Plan│
                                  └──────────────┘

            ┌──────────────┐
            │ Financial Plan│
            └──────────────┘

            ┌──────────────┐
            │Strategic Stock│
            │    Plan       │
            └──────────────┘
```

Getting started

After the administrative user logs into TM1 Contributor, a page showing all available applications opens.
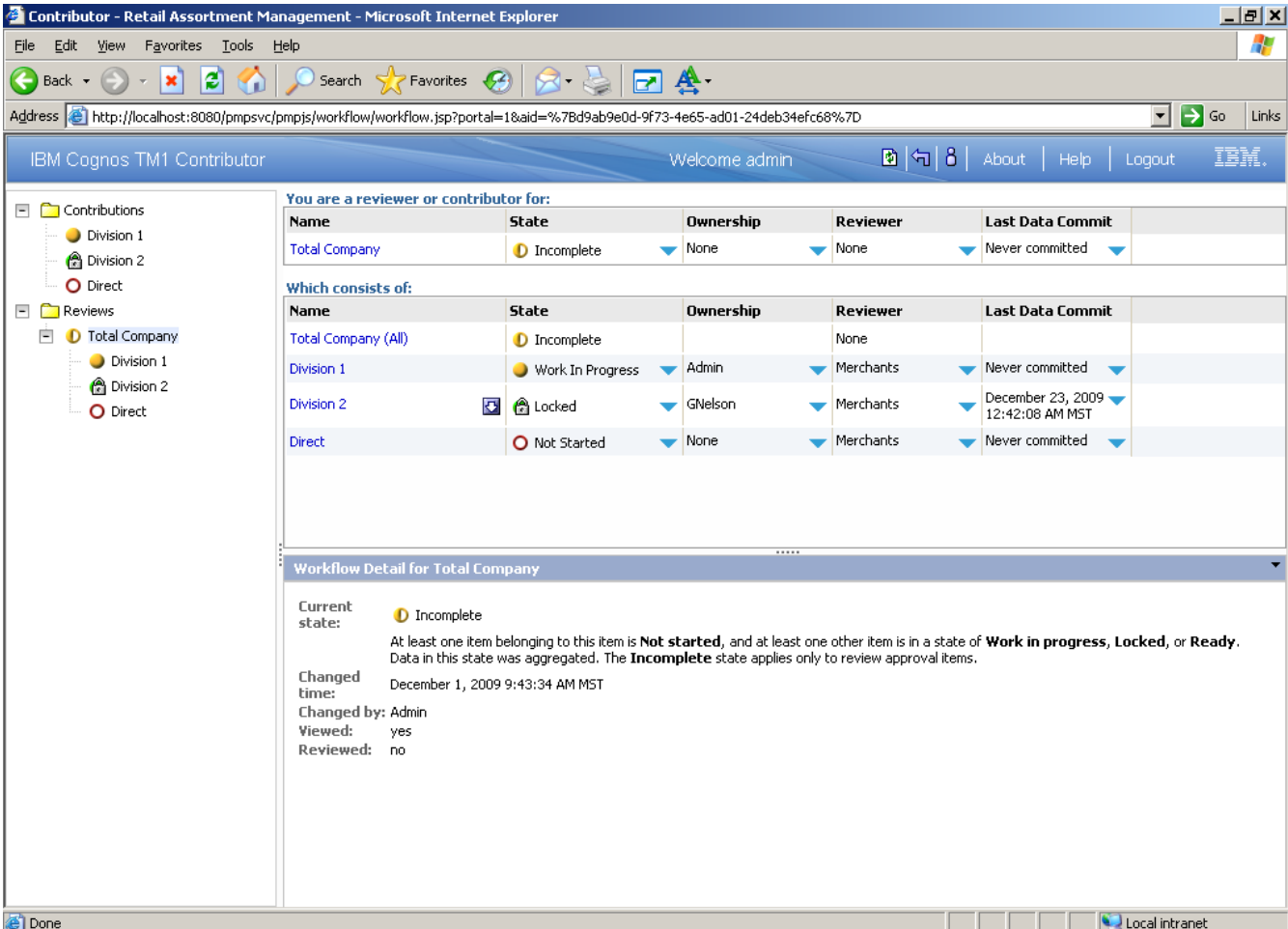

The administrator selects the Retail Assortment Management application and another screen opens that provides contribution and review access for the current user. The approval hierarchy is set up by division, with the divisions rolling up into Total Company.

Reviewers can view the consolidated results of the divisional forecasts and the effect of those forecasts on overall profitability and inventory positions. These reviewers can see the workflow status for each division that falls under their

responsibility, and they can also be co-owners of that information, which enables them to make edits, if required. All workflow status changes, data consolidations and aggregations occur in real time when the user saves information, making frequent planning iterations possible.

Before data is entered, the state of the plan is designated as ○ **Not started**. After a plan is saved, the state becomes 🟡 **Work in progress** and remains accessible for further editing. When an item is submitted, the plan is 🔒 **Locked** and no more changes can be made. The locked state indicates that the plan is ready for review. A reviewer can review the plan in any state, but can only reject a locked plan item. When a locked plan is rejected, it returns to work in progress, making it editable once again for the owner of that plan.

The following screen capture shows the workflow from the perspective of the final reviewer of Total Company data. This individual is a reviewer of Total Company and can view detail down to the lowest (division) level of the hierarchy.

Assumptions

Corporate guideline percentages are entered for returns, promotions, markdowns, COGS, shrinkage, distribution, and delivery. These percentages are used to calculate the financial plan for Top Down Targets and the Merchant Forecast unless overwritten by the user in either the Top Down Target Input tab or the Merchant Plan tab.

Actual Forecast

Weeks are flagged as either Actual or Forecast weeks for each version. This tab is hidden from the Contributor user, but would be updated by an administrator before starting a new forecast process. Weeks that are set to **Actual** will pick up data that has been pre-loaded into the Actual version and weeks that are set to forecast will use either the Top Down or Merchant Forecast calculations, depending on version that are described in this document.

Cube Viewer: retail assortment management->Actual Forecast Flag->(Unnamed)

File   Edit   View   Options   Help

Actual Forecast

Weeks:Default	Top Down Target	Merchant Forecast	Original Plan	Actual	
-- CY Total	Forecast	Forecast	Forecast		
-- Spring CY	Forecast	Forecast	Forecast		
-- CY Per 1	Forecast	Actual	Forecast		
CY Week 1	Forecast	Actual	Forecast		
CY Week 2	Forecast	Actual	Forecast		
CY Week 3	Forecast	Actual	Forecast		
CY Week 4	Forecast	Actual	Forecast		
-- CY Per 2	Forecast	Actual	Forecast		
CY Week 5	Forecast	Actual	Forecast		
CY Week 6	Forecast	Actual	Forecast		
CY Week 7	Forecast	Actual	Forecast		
CY Week 8	Forecast	Actual	Forecast		
-- CY Per 3	Forecast	Forecast	Forecast		
CY Week 9	Forecast	Forecast	Forecast		
CY Week 10	Forecast	Forecast	Forecast		
CY Week 11	Forecast	Forecast	Forecast		
CY Week 12	Forecast	Forecast	Forecast		
CY Week 13	Forecast	Forecast	Forecast		

Actual

Products Attributes

This cube contains various attributes for the Products dimension. The following list names the various attributes for the product dimension and highlights how they are used in the model:

- **Subtotal:** This attribute is used to identify three individual subtotal items that were created to consolidate data for the three different product types: Seasonal, Basic and Waves. Each of these product types has its own dynamic subset of the products dimension and this attribute is used to add the subtotal item to the appropriate dynamic subset.

- **Active:** This attribute defines whether a product is active during any of the forecast periods or if it just exists in the model to hold history.

- **Season:** This attribute applies to seasonal products and defines which season that product was sold. Available seasons are Spring or Fall from 2007 to 2010.

- **Product Type:** This defines each product as a seasonal, basic, or waves product. This attribute determines which input tab this product will appear on and which of the three product type calculations will apply to the product.

- **Consumer Segment:** This attribute defines which consumer segment a products falls into, such as family, early adopter, casual.

- **Vendor:** This attribute defines the vendor of a given product.

- **Material:** This attribute defines the material of a given product, such as cotton, wool or goretex.

- **Size:** This attribute defines the size of a given product (S = Small, O = one size).

- **Item Name:** This attribute is an alias and defines an item's product name. The product list is set up by SKU number and this field holds the full item name for each SKU.

- **Color:** This attribute defines the color of a given product.

- **Style:** This attribute defines the style of a given product.

If the attributes are updated here, the cubes created in the model will pick up the change and calculations in the model will adjust accordingly. For example, if a product is changed from a seasonal basic type of product to a waves type of product, the item will no longer show up on the Merchant Plan Input Seasonal tab. Instead it will be available on the Merchant Plan Input Waves tab and the merchant plan calculations will adjust to use the waves calculation methodology for this item. Some changes to attributes require the user to log out of Contributor and then back in to see the change reflected in the templates.

Seasonality Profiles

Seven different profiles are available to spread data over seasons or user defined waves seasons. Each profile has six time buckets or phases. Profiles include basic, flat, flat front loaded, high front loaded, medium front loaded, custom1 and custom2. The custom profiles are intended to be changed by the divisional users and each division could have different custom1 and custom2 profiles. The seasonality profiles can work for varying season lengths. Calculations in the model compare season start and season end dates and then allocate the time between into six different buckets or phases. The gross sales and units are then allocated to the weeks that fall in that season by using the seasonality profile proportions.
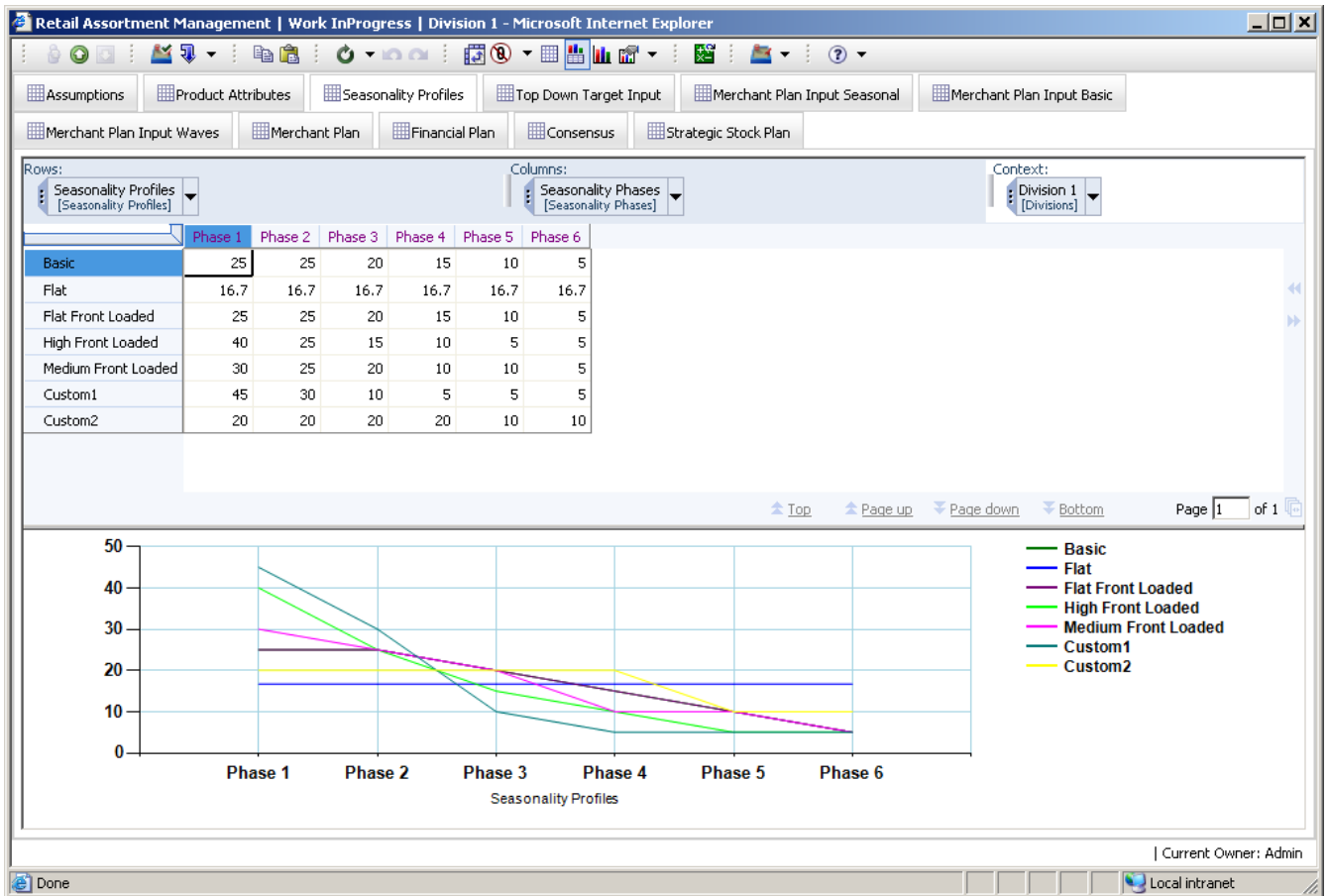
Top Down Target Input

Users can view two years of actual data and year over year comp percentages for all financial plan measures. By entering comp percentages for gross sales and an average sales price per unit for the current year and next year, all financial plan measures calculate for each year using the corporate guideline percentages from the assumptions cube. A user can overwrite any of these percentages. A seasonality profile must also be selected as either prior year or two year average, which drives the allocation of the financial data down to the product and week levels for the top down target version in the financial plan cube. For example, if a user selects prior year, the calculations in the model will allocate the current year and next year top down target data to the products and weeks using the same proportion that applied to the actual data in the prior year.

Retail Assortment Management | Work InProgress | Division 1 - Microsoft Internet Explorer

Tabs: Assumptions | Product Attributes | Seasonality Profiles | Top Down Target Input | Merchant Plan Input Seasonal | Merchant Plan Input Basic | Merchant Plan Input Waves | Merchant Plan | Financial Plan | Consensus | Strategic Stock Plan

Rows: Financial Plan [Financial Plan]
Columns: Top Down Target Input [Top Down Target Input]
Context: Top Down Target [Versions] | Division 1 [Divisions]

	Seasonality Profile	2007 Actual	2008 Actual	2008 Actual Comp	2009 Plan	2009 Comp	2010 Plan	2010 Comp
Gross Sales	Prior Year	5,621,225	17,856,290	14.3%	20,534,734	15.0%	22,588,207	10.0%
Units		94,957.0	111,166.0	17.1%	168,317.5	51.4%	183,644.0	9.1%
Average Sales Price per Unit	Prior Year / Two Year Average	164.51	160.63	-2.4%	122.00	-24.0%	123.00	.8%
Returns		796,710	908,765	14.1%	1,232,084	35.6%	1,739,292	41.2%
Returns %		5.1%	5.1%	-.2%	5.0%	-1.8%	5.0%	.0%
Returns % Override	Prior Year	.0%	.0%	.0%	6.0%	.0%	7.7%	28.3%
⊞ Promotions	Prior Year	1,408,390	1,607,066	14.1%	3,285,557	104.4%	3,388,231	3.1%
Promotions %	Prior Year	9.0%	9.0%	-.2%	16.0%	77.8%	15.0%	-6.3%
Promotion A	Prior Year	625,304	714,252	14.2%	1,232,084	72.5%	1,129,410	-8.3%
Promotion A %	Prior Year	4.0%	4.0%	-.1%	5.0%	25.0%	5.0%	.0%
Promotion A % Override	Prior Year	.0%	.0%	.0%	6.0%	.0%	.0%	-100.0%
Promotion B	Prior Year	783,085	892,815	14.0%	2,053,473	130.0%	2,258,821	10.0%
Promotion B %	Prior Year	5.0%	5.0%	-.3%	10.0%	100.0%	10.0%	.0%
Promotion B % Override	Prior Year	.0%	.0%	.0%	.0%	.0%	.0%	.0%
⊞ Markdowns	Prior Year	1,405,910	1,607,066	14.3%	2,874,863	78.9%	2,032,939	-29.3%
Markdowns %	Prior Year	9.0%	9.0%	.0%	14.0%	55.6%	9.0%	-35.7%
Markdown A	Prior Year	781,061	892,815	14.3%	2,053,473	130.0%	1,129,410	-45.0%
Markdown A %	Prior Year	5.0%	5.0%	.0%	5.0%	.0%	5.0%	.0%
Markdown A % Override	Prior Year	5.0%	.0%	-100.0%	10.0%	.0%	.0%	-100.0%
Markdown B	Prior Year	624,849	714,252	14.3%	821,389	15.0%	903,528	10.0%
	Prior Year	4.0%	4.0%	-.0%	4.0%	.0%	4.0%	.0%

Top | Page up | Page down | Bottom | Page 1 of 1

| Current Owner: Admin

Done | Local intranet

There are three different types of products in the model for merchant or bottom up planning: seasonal, basic and waves. Seasonal products are products that are sold for a single season. In the model, we have defined each season as one half of a year or 6 months. The seasons are spring or fall for each year and are pre-defined for each product, but can be overwritten by the user in the Products Attributes tab. Basic products are products that are sold year after year. Waves products are products that have a season that can be defined by the user. The start week and season length for these products is defined by the user and would typically apply to faster selling products than the Seasonal products. Each of the three product types has its own input tab.

Merchant Plan Input Seasonal

When planning Seasonal product types, the user sees **PY Sales Category Average**, **PY Avg Sales Price per Unit Category Average** and **PY Units Category Average** and can enter **Sales, Average Sales Price per Unit, Season** and a seasonality profile for spreading the data over that season's weeks. Units and season start and end week calculate. Based on the seasonality profile selected, the model determines the proportion of planned sales and units that apply to each of the six seasonality profile phases and will then spread the data to the weeks that fall in that phase. The model will also apply the corporate guideline percentages for all other financial plan measures to come up with an overall merchant plan for these products. The results can be seen in the Merchant Plan tab and the user can overwrite the units or any of the percentages by week on that tab.

The default view of the Merchant Plan Input Seasonal tab shows all seasonal products, but the user can limit the products list based on the various product attributes in the model. Here we demonstrate how a user would reselect the products list to show only products that are the color black. The user would first click on the drop-down arrow next to the Seasonal Basic [Products] dimension. The Subset Editor then opens.
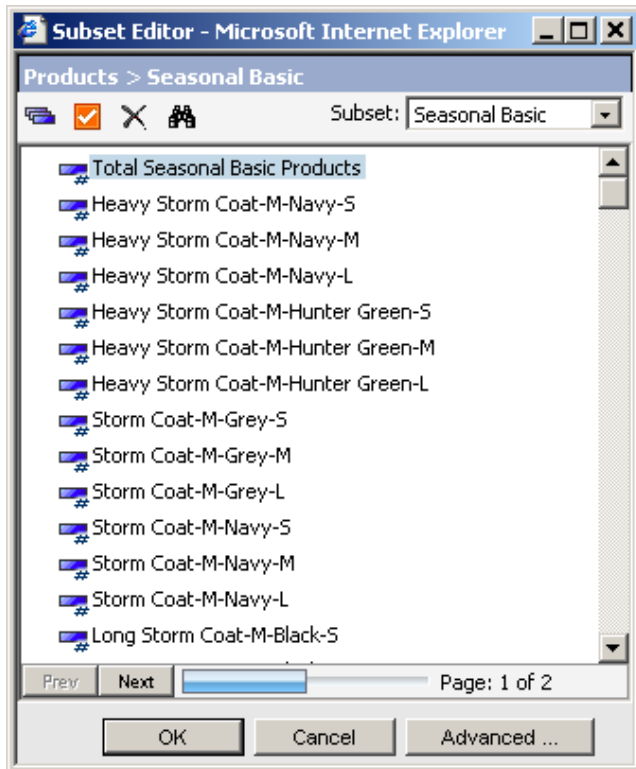
The user can click on the Advanced button to open the Advanced Subset Editor.
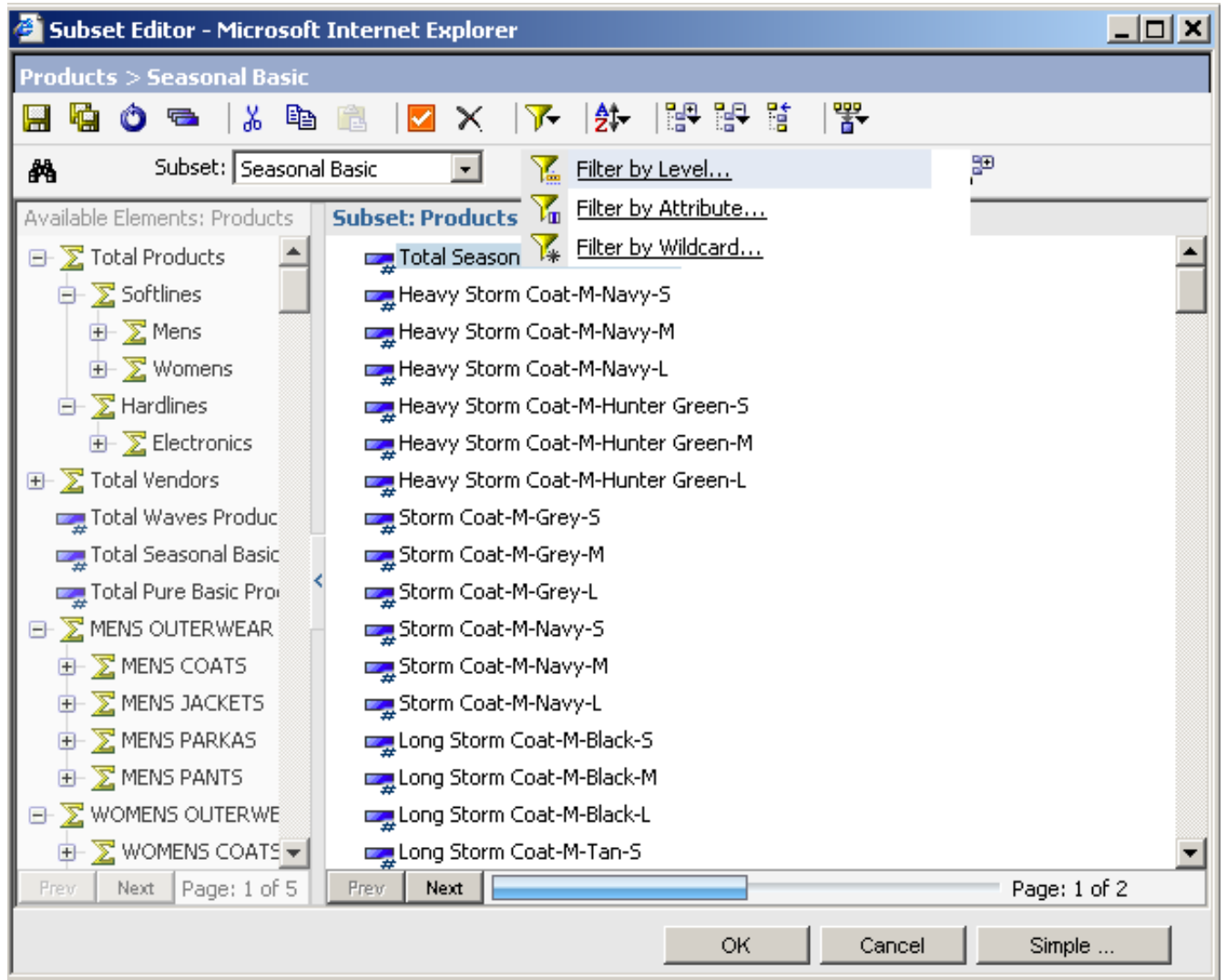
By clicking the filter icon, the user can choose to filter by level, attribute or wildcard.

After **Filter by Attribute** is selected, the user can see a list of available attributes.
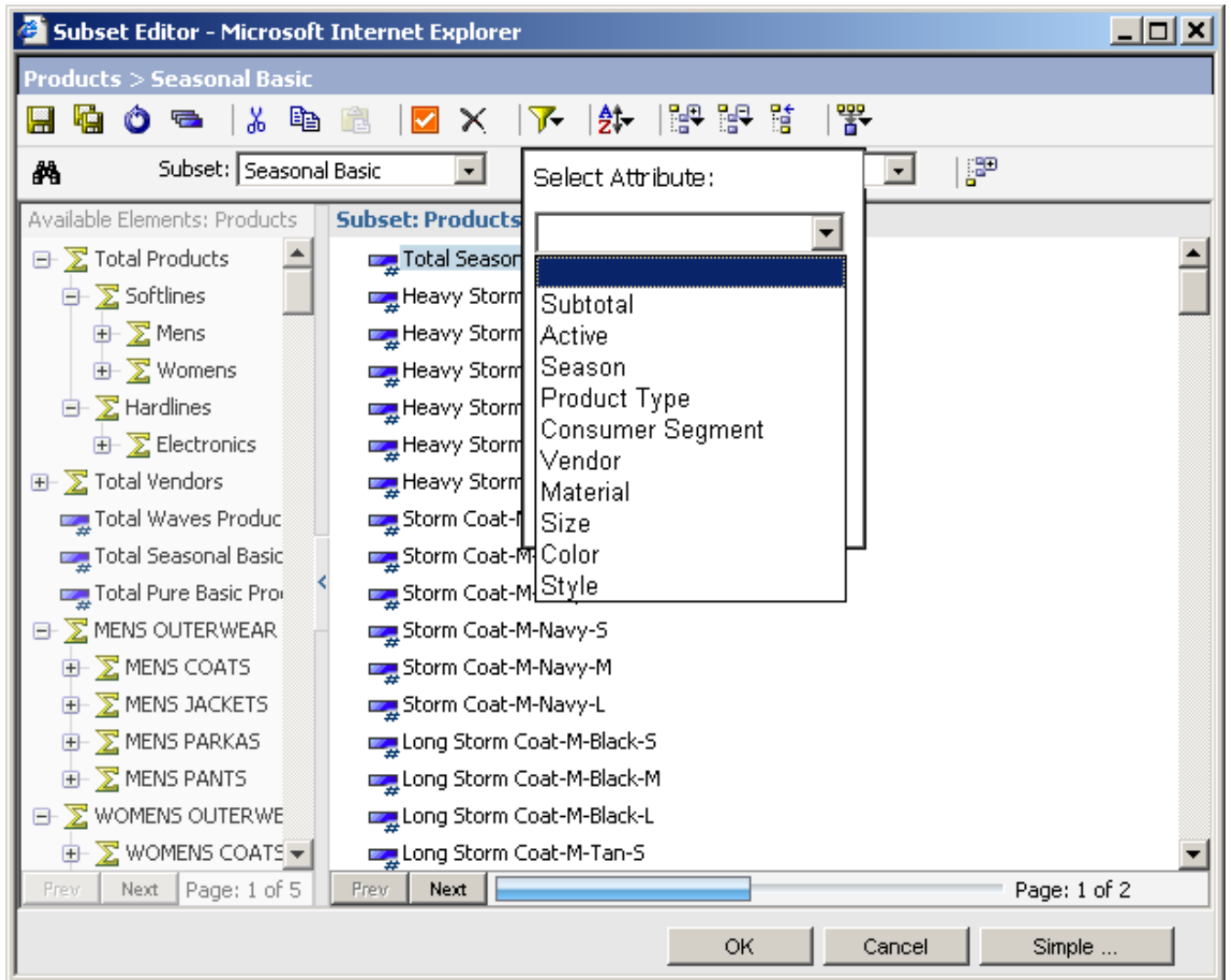
The user could filter by any of the attributes shown, but for this example, the user has selected **Color** and opened a drop-down box that provides the available colors in the product attributes. The user selects **Black** and clicks **OK**.
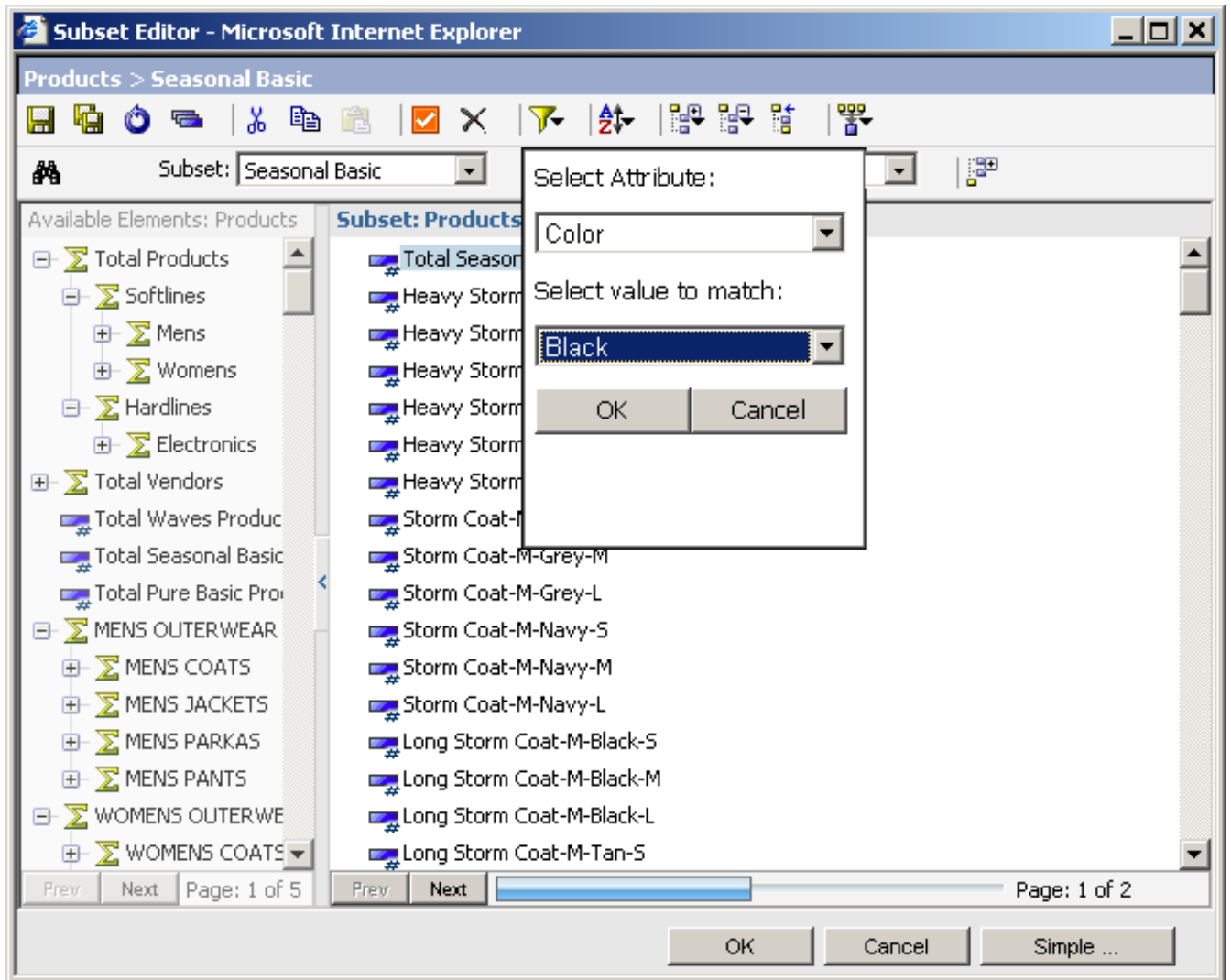
The result is a list of only the black products.
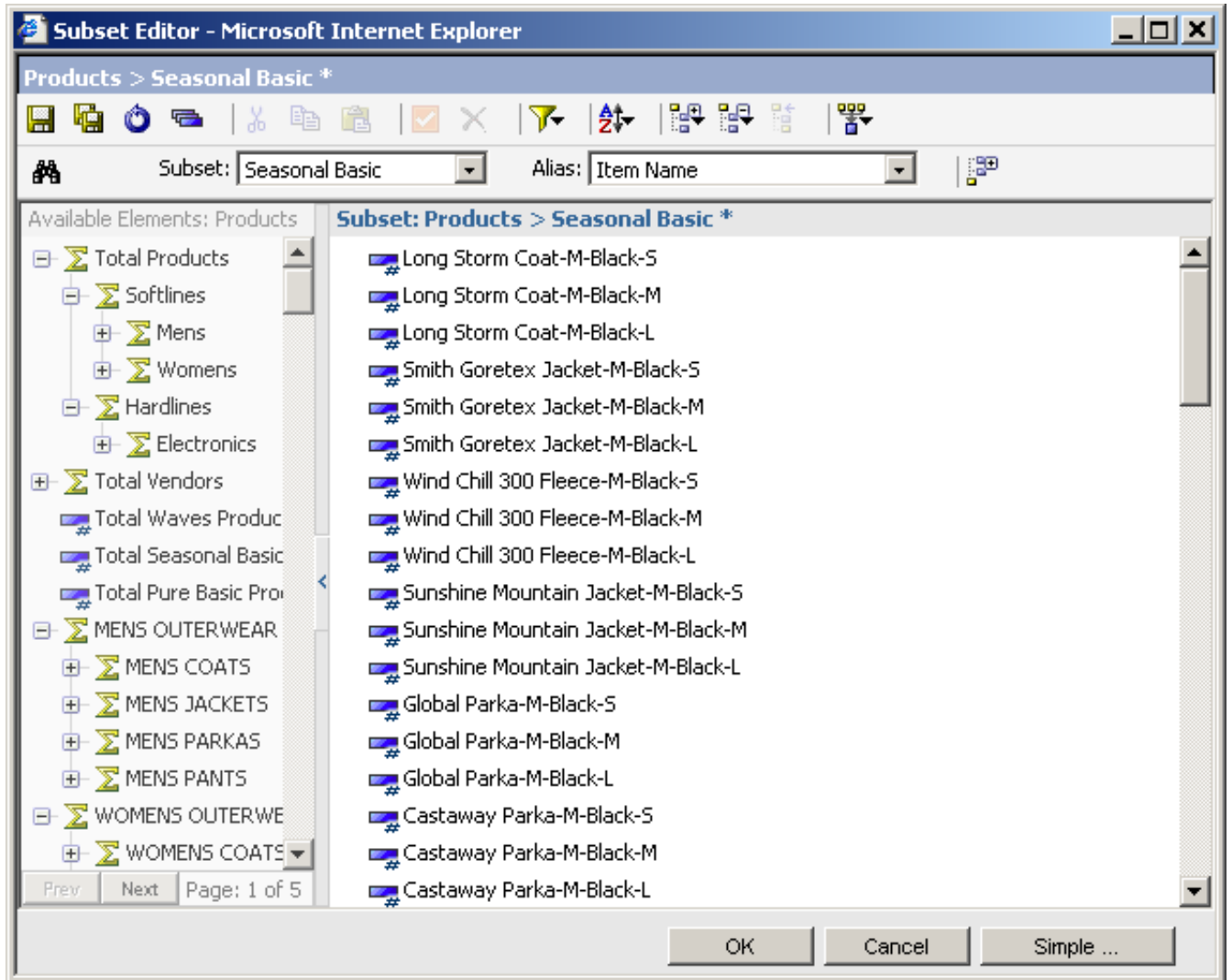
Clicking **OK** returns the user to the Merchant Plan Input Seasonal tab with a view of just the Black products. This same functionality could be used to plan by vendor, style, material or any of the other product attributes.

Merchant Plan Input Basic

When planning Basic products types, the user sees **Prior Year Sales**, **Prior Year Average Sales Price per Unit** and **Prior Year Units** and can enter current and next year sales and average sales price per unit and the number of units to calculate. The user also enters a Seasonality Profile for spreading the data over weeks. Profiles available are either **Prior Year Category Average** or **Two Year Category Average**. The model applies the corporate guideline percentages for all other financial plan measures to come up with an overall merchant plan for these products. The results can be seen in the Merchant Plan tab and the user can overwrite the units or any of the percentages by week on that tab.

Merchant Plan Input Waves

When planning waves product types, the user can enter **Sales**, **Average Sales Price per Unit**, **Season Start Week**, **Season Length in Weeks** and **Seasonality Profile**. Units and season end week calculate. Based on the seasonality profile selected, the model determines the proportion of planned sales and units that apply to each of the six seasonality profile phases and will then spread the data to the weeks that fall within that phase. The model also applies the corporate guideline percentages for all other financial plan measures to come up with an overall merchant plan for these products. The results can be seen in the Merchant Plan tab and the user can overwrite the units or any of the percentages by week on that tab.

	Sales	Average Sales Price per Unit	Units	Season Start Week	Season Length in Weeks	Season End Week	Seasonality Profile
Total Waves Products	84,000.00	133.86	628		26	Week 25 2007	
Double Goretex Coat-M-Navy-S	4,000.00	100.00	40	Week 31 2009	20	Week 50 2009	Flat
Double Goretex Coat-M-Navy-M	4,000.00	100.00	40	Week 23 2009	20	Week 42 2009	Flat
Double Goretex Coat-M-Navy-L	4,000.00	100.00	40	Week 31 2009	5	Week 35 2009	Flat
Double Goretex Coat-M-Black-S	4,000.00	100.00	40	Week 31 2010	20	Week 50 2010	Flat
Double Goretex Coat-M-Black-M	4,000.00	100.00	40	Week 31 2009	20	Week 50 2009	Flat
Double Goretex Coat-M-Black-L	4,000.00	100.00	40	Week 31 2009	20	Week 50 2009	Flat
Gamma PDA-2010-Black-O	15,000.00	150.00	100	Week 23 2009	20	Week 42 2009	Flat
Gamma PDA-3001-White-O	15,000.00	150.00	100	Week 23 2009	20	Week 42 2009	Flat
RipTide SS Tower-Black-O	15,000.00	160.00	94	Week 23 2009	20	Week 42 2009	Flat
RipTide XS Sub-Black-O	15,000.00	160.00	94	Week 23 2009	20	Week 42 2009	Flat

Merchant Plan

The merchant plan cube takes the sales, average sales price per unit and units data from the Merchant Plan Input cube and uses a series of calculations to spread the data to the appropriate weeks. Then the corporate assumptions for returns percentage, promotions percentages and so on are applied to calculate a full merchant plan for all financial plan measures by week. The user can overwrite the units or any percentages by week and by product if so desired.

	2009 Total	Per 1 2009	Week 1 2009	Week 2 2009	Week 3 2009	Week 4 2009	Per 2 2009	Week 5 2009	Week 6 2009	Week 7 2009	Week 8 2009	Per 3 2009	Week 9 2009	Wee 20
Gross Sales	81,794	12,609	3,123	3,240	3,123	3,123	12,492	3,123	3,123	3,123	3,123	16,092	3,123	
Gross Sales Calculated	81,200	12,492	3,123	3,123	3,123	3,123	12,492	3,123	3,123	3,123	3,123	15,615	3,123	
Gross Sales Override	6,840	3,240	0	3,240	0	0	0	0	0	0	0	3,600	0	
Average Sales Price per Unit	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	
Units	1,363.2	210.2	52.1	54.0	52.1	52.1	200.2	52.1	52.1	52.1	52.1	268.2	52.1	
Units Calculated	1,353.3	208.2	52.1	52.1	52.1	52.1	208.2	52.1	52.1	52.1	52.1	260.3	52.1	
Units Override	114.0	54.0	0.0	54.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	60.0	0.0	
Sell Through %	239.5%	36.9%	9.1%	10.2%	10.6%	11.4%	50.1%	12.5%	13.7%	15.3%	17.1%	100.0%	19.4%	
Stock to Sales %	38.0%	246.5%	995.1%	893.5%	860.5%	795.8%	181.5%	725.9%	664.7%	596.5%	531.8%	91.0%	468.9%	
Returns	4,090	630	156	162	156	156	625	156	156	156	156	805	156	
Returns %	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
Returns % Override	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	
Markdowns	7,361	1,135	281	292	281	281	1,124	281	281	281	281	1,448	281	
Markdowns %	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	
Markdown A	4,090	630	156	162	156	156	625	156	156	156	156	805	156	
Markdown A %	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
Markdown A % Override	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	
Markdown B	3,272	504	125	130	125	125	500	125	125	125	125	644	125	
Markdown B %	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
Markdown B % Override	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	
Promotions	12,269	1,891	468	486	468	468	1,874	468	468	468	468	2,414	468	
Promotions %	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	
Promotion A	4,090	630	156	162	156	156	625	156	156	156	156	805	156	
Promotion A %	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	
Promotion A % Override	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	
Promotion B	8,179	1,261	312	324	312	312	1,249	312	312	312	312	1,609	312	
Promotion B %	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	
Promotion B % Override	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	.0%	

| Current Owner: Admin

Financial Plan

The Financial Plan cube stores actual data and consolidates the top down targets and the merchant forecast. The default view shows the financial plan at the product category level. The user can drill into any version. Data is stored and can be reviewed down to the product and week levels.

	Gross Sales	Returns	Returns %	⊞ Promotions	Promotions %	Promotion A	Promotion A %	Promotion B	Promotion B %	⊞ Markdowns	Markdowns %	Markdown A	Markdown A %	Markdown B	Markdown B%
⊟ **Total Products**	28,534,734	1,232,084	6.0%	3,285,557	16.0%	1,232,084	6.0%	2,053,473	10.0%	2,874,863	14.0%	2,053,473	10.0%	821,389	
⊟ Softlines	9,141,471	540,031	5.9%	1,462,635	16.0%	548,408	6.0%	914,147	10.0%	1,279,806	14.0%	914,147	10.0%	365,659	
⊟ Mens	5,704,840	337,300	5.9%	912,774	16.0%	342,290	6.0%	570,484	10.0%	798,678	14.0%	570,484	10.0%	228,194	
⊞ MENS OUTERWEAR	5,704,840	337,300	5.9%	912,774	16.0%	342,290	6.0%	570,484	10.0%	798,678	14.0%	570,484	10.0%	228,194	
⊟ Womens	3,436,631	202,732	5.9%	549,861	16.0%	206,198	6.0%	343,663	10.0%	481,128	14.0%	343,663	10.0%	137,465	
⊞ WOMENS OUTERWEAR	3,436,631	202,732	5.9%	549,861	16.0%	206,198	6.0%	343,663	10.0%	481,128	14.0%	343,663	10.0%	137,465	
⊟ Hardlines	11,393,263	692,053	6.1%	1,822,922	16.0%	683,596	6.0%	1,139,326	10.0%	1,595,057	14.0%	1,139,326	10.0%	455,731	
⊟ Electronics	11,393,263	692,053	6.1%	1,822,922	16.0%	683,596	6.0%	1,139,326	10.0%	1,595,057	14.0%	1,139,326	10.0%	455,731	
⊞ Consumer Electronics	1,187,904	70,107	5.9%	190,065	16.0%	71,274	6.0%	118,790	10.0%	166,307	14.0%	118,790	10.0%	47,516	
⊞ Home Theatre	10,205,359	621,945	6.1%	1,632,857	16.0%	612,322	6.0%	1,020,536	10.0%	1,428,750	14.0%	1,020,536	10.0%	408,214	

Consensus

The consensus is another view of the financial plan data that aligns the top down target with the merchant forecast at the total products level and shows both a variance and a percentage of plan calculation. The percentage of plan shows the merchant forecast as a percentage of top down target.

Strategic Stock Plan

The Strategic Stock Plan cube stores actual inventory data and also performs stock calculations for the merchant forecast. Sales and unit volumes are pulled from the Financial Plan cube to be used in the stock calculations. The user must enter inventory receipts at retail and inventory receipts units at the products level. All other items are calculated or are pulled from previous tabs in the model. This cube includes items such as inventory turnover, GMROI and beginning and closing inventory at retail and cost.

By transposing the rows and columns, you can see the full list of calculations in the Strategic Stock Plan tab as your rows.


TM1 Contributor has built-in functionality for creating additional scenarios for what-if analysis. Users can work with several scenarios or sandboxes and then choose which one to commit back as the final plan. To create a new sandbox, the user selects Create Sandbox from the Sandbox Toolbar drop down.
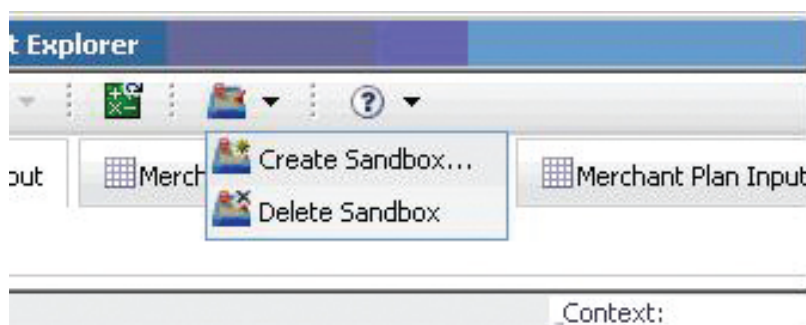
A name for the new sandbox must be entered. In this example, the name of the new sandbox is "Best Case".
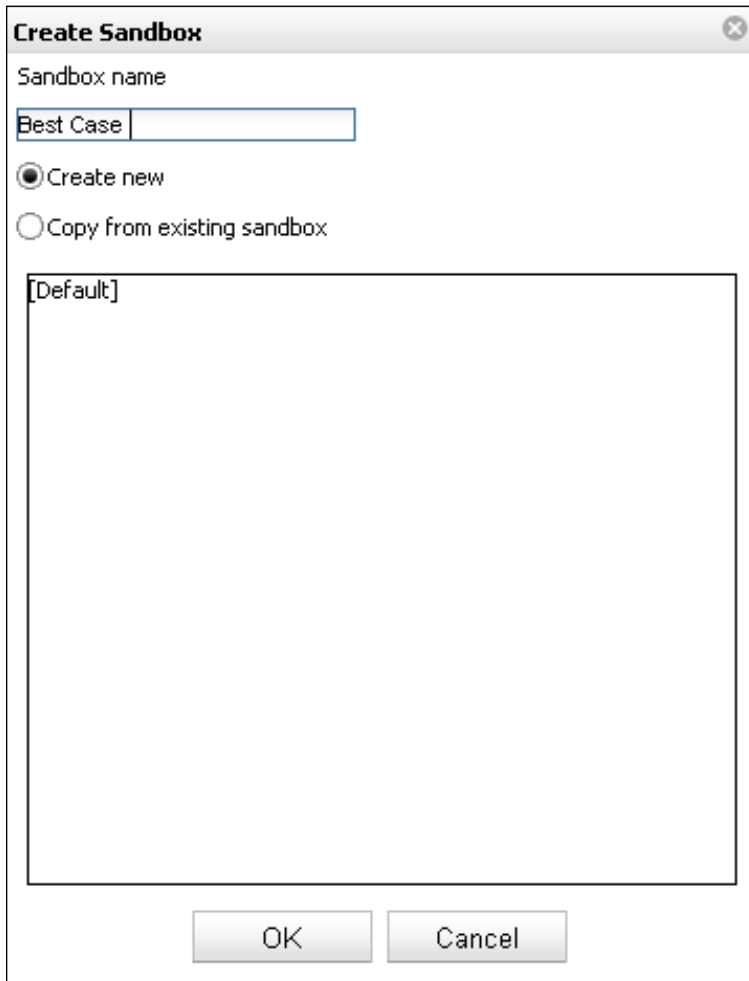
You can now select either a Default or Best Case sandbox from the sandbox drop down, perform updates to the model for each of the two scenarios, compare the results of your different scenarios and when ready, commit or submit one version of the forecast to be consolidated with the other divisional plans.
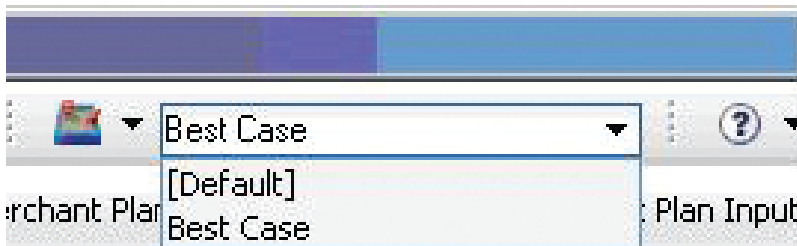
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The IBM Cognos Innovation Center was established in North America and Europe to advance the understanding of proven planning and performance management techniques, technologies, and practices. The Innovation Center is dedicated to transforming routine performance management practices into "next practices" that help companies

- cut costs
- streamline processes
- boost productivity
- enable rapid response to opportunity
- increase management visibility

Staffed globally by experts in planning, technology, and performance and strategy management, the Innovation Center partners with more than 600 IBM Cognos customers, academicians, industry leaders, and others seeking to accelerate adoption, reduce risk, and maximize the impact of technology-enabled performance management practices.
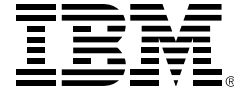
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