

FINANCIAL SERVICES CORPORATE BANKING CUSTOMER SEGMENT PERFORMANCE



**COGNOS PERFORMANCE
BLUEPRINT
IMPLEMENTATION
GUIDE**

**A WEB-BASED PERFORMANCE
MANAGEMENT APPLICATION**

INTRODUCTION

This Implementation Guide demonstrates a Web-based planning and reporting process for Corporate Banking, Customer Segment performance using Cognos 8 Planning and Cognos 8 Business Intelligence.

Ask most financial services executives about their key strategies for growth and the same answers tend to pop up: increase wallet share, improve customer satisfaction and loyalty, the ability to serve small and medium enterprises more cost-effectively, and knowing the customer's needs so that the institution can offer the right product at the right time. All of these answers are predicated upon having customer segment or individual customer data available, using the data to understand the behaviors and profitability of customers or groups of customers, and then to create strategies and plans that maximize the institution's success.

The tools to perform these tasks have existed for years, but in most cases, data resides in disparate systems, customer profitability solutions exist in relative isolation from the financial planning process, customer relationship management (CRM) solutions have been cost-prohibitive and rarely lived up to their promise, and initiative planning and tracking has been an afterthought. Consequently, many institutions have failed to meet their growth and profitability targets.

Despite the inefficient processes found at many banks, a coordinated, efficient approach to driving customer profitability can be a reality. The first step is to consolidate customer data, storing all relevant transactional, product, demographic, goal and profile information in an accessible place. Next is applying appropriate reporting and analysis tools to the task of understanding as much as possible about customer segments and individual customers. Once those segments and customers are understood more completely, the bank can use technology integrated with analysis and reporting capabilities to plan initiatives and set very specific targets that improve segment profitability. Finally, the bank can monitor the success of its plans and initiatives and feed information gained back into the process, creating a closed-loop cycle for continual performance improvement.

The *Cognos Corporate Banking Customer Segment Performance Blueprint* enables commercial, corporate, and investment banks to create profit-and-loss statements at the customer segment level or—for large corporate clients—at the customer level. The solution allows segment- or customer managers to report on and analyze profitability down to the customer level, to create regional and product P&Ls within a segment or customer, and to plan sales and marketing initiatives to improve segment or customer results. Integration with Acorn Systems' activity-based management software ensures granular, accurate profitability measurement and planning.

The *Corporate Banking Customer Performance Blueprint* comprises three primary components:

- Reporting, analysis, dashboards, and scorecards using Cognos 8 Business Intelligence.
- Planning and forecasting, using Cognos 8 Planning.
- Activity-based costing and management (pre-integrated with Acorn Systems' Profit Analyzer CI, but can be used with any ABC or other costing system or methodology).

Using these components, the *Blueprint* enables customer segment managers (and large corporate account managers), marketing personnel, and other customer-facing bank employees to receive customer segment information, analyze information to determine targets, plan initiatives to drive increased profits in the chosen segment, and manage and update a customer-segment P&L. The descriptions below follow that basic workflow: report and analyze customers and customer segments, plan initiatives, and manage the customer segment P&L.

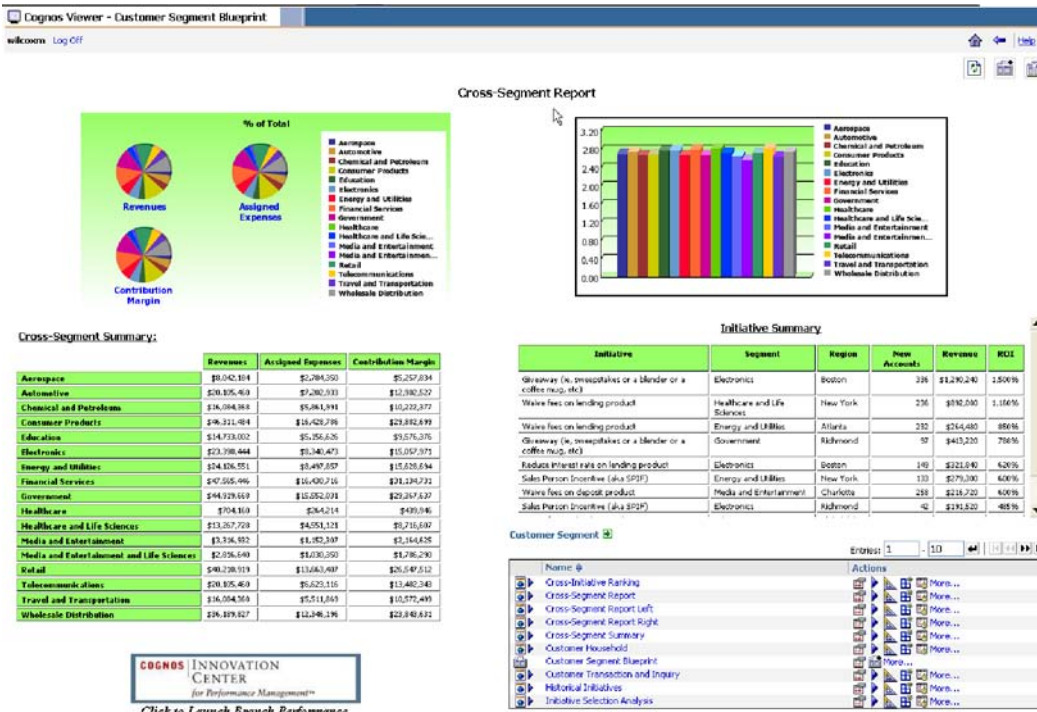
The components of profitability are interrelated and act as drivers. For example, an increase in the number of loan accounts will create more revenue and also drive an increase in the transaction volumes and activities associated with loan accounts thereby generating an increase in the associated expenses. The *Blueprint* and processes described in this Implementation Guide are generic for any commercial/corporate bank, yet can be configured to support the complex and diverse requirements of any financial institution.

CUSTOMER SEGMENT REPORTING, ANALYSIS, DASHBOARDS, AND SCORECARDS

The *Corporate Banking Customer Performance Blueprint* provides a hierarchy of dashboards and reporting designed to guide the user through deeper and deeper levels of customer- and customer segment detail.

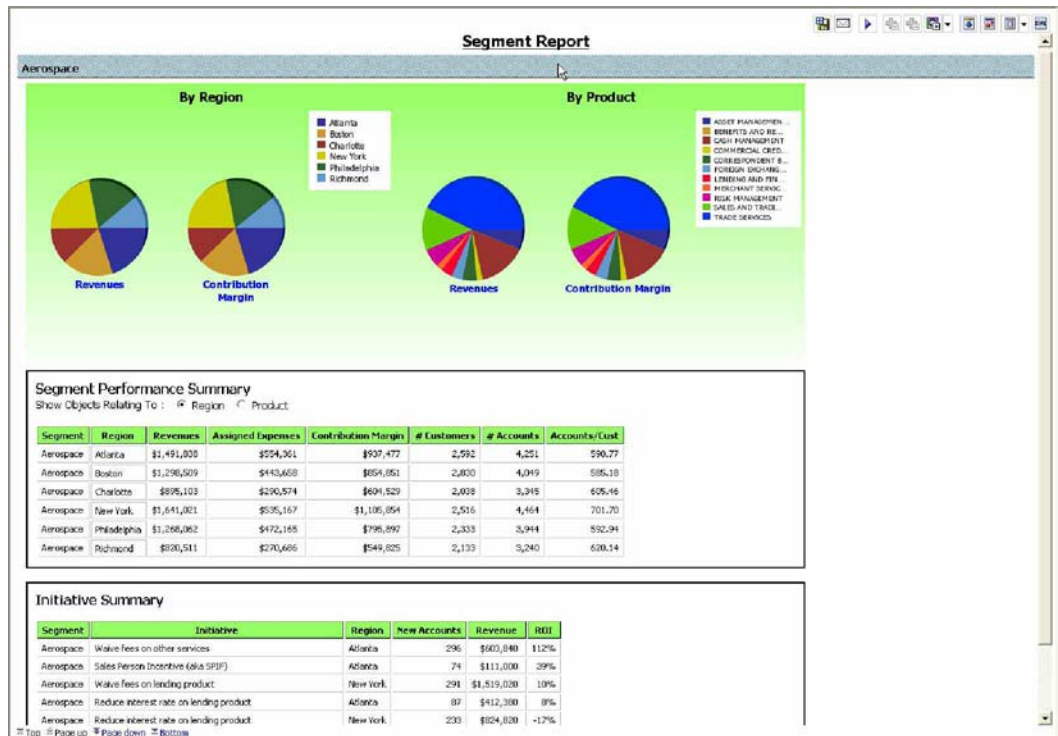
The first level provides a view of all customer segments (*Cross-segment Report*), which allows the user to understand at a glance how segments are performing across measures such as revenue, contribution margin, and accounts per customer. In addition, it highlights initiatives proving most successful at driving higher profitability.

Cross-segment Report



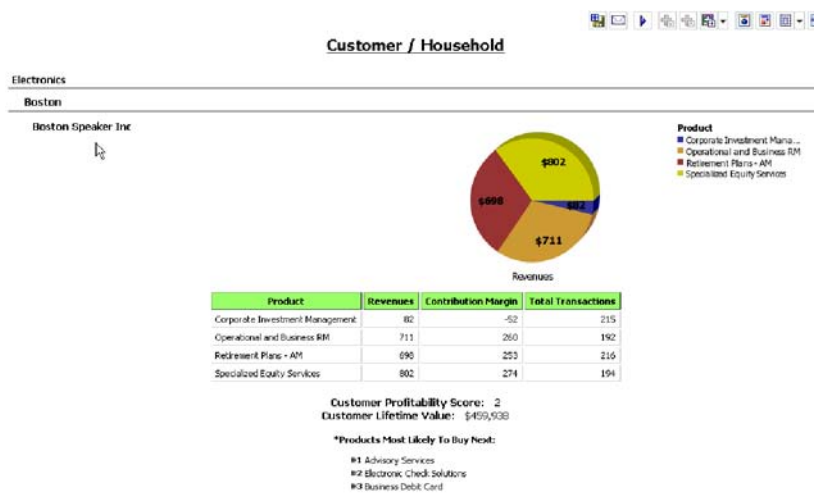
The next level in the reporting hierarchy is the *Customer Segment Report*. This dashboard-style report allows the user to look within a segment to understand differences across regions and products—both comparatively and in absolute financial terms. It also incorporates an initiative summary, which reflects initiatives success within this particular segment.

Customer Segment Report



The lowest level of reporting is the *Customer Report*, which displays both key financial information for the customer and profitability measures, such as customer profitability score, customer lifetime value, risk grade, and products most likely to be purchased next (these measures can be either supplied by an existing bank profitability system or created independently). There is also a link to the *Customer Transactions and Inquiries Report*, which provides detailed information about recent transactions and inquiries.

Customer Report



Transactions Report

Customer Transaction and Inquiry

Aerospace
American Armament Inc

Tran Date	Tran Type	Tran Channel
10/18/06	ATM	Deposit
10/06/06	Online	Payment
09/22/06	Online	Payment
09/06/06	Call Center	Payment
08/24/06	Call Center	Payment

Inquiry Date	Inquiry Type
10/22/06	Online
10/13/06	Branch
10/04/06	Online

INITIATIVE REPORTING, ANALYSIS, DASHBOARDS, AND SCORECARDS

From the customer analysis just performed—whether at cross-segment, segment, or customer level—the bank user is able to identify exactly which customer segment to target for product or service initiatives. To launch a new initiative, the user may look at how initiatives have performed historically in order to determine what initiative to proceed with for the chosen target.


Similar to customer segment reporting, there is an initiative reporting hierarchy. The highest level is a cross-initiative report, showing key information regarding all initiatives across segments, regions, and products.

Cross-Initiative Summary Report

Cross-Initiative Ranking								
Initiative	Segment	Region	New Accounts	Revenue (\$)	Initiative Cost (\$)	# Touches	Conversion Rate (%)	ROI (%)
Giveaway (ie, sweepstakes or a blender or a coffee mug, etc)	Aerospace	New York	262	220,000	1,037,520	963	27	-79
Increase interest rate on deposit product	Aerospace	Atlanta	208	224,640	973,440	8,025	3	-77
Reduce interest rate on lending product	Aerospace	Atlanta	87	412,380	381,060	9,749	1	8
Reduce interest rate on lending product	Aerospace	New York	233	824,820	592,580	8,682	3	-17
Sales Person Incentive (aka SPIE)	Aerospace	Atlanta	74	111,000	79,920	7,632	1	39
Wave fees on deposit product	Aerospace	New York	158	47,400	293,880	6,820	2	-84
Wave fees on lending product	Aerospace	New York	291	1,519,020	1,379,340	8,934	3	10
Wave fees on other services	Aerospace	Atlanta	295	603,040	284,160	6,683	4	112
Giveaway (ie, sweepstakes or a blender or a coffee mug, etc)	Automotive	Charlotte	322	1,861,520	1,487,640	5,497	6	12
Increase interest rate on deposit product	Automotive	Philadelphia	73	179,580	162,060	3,904	2	11
Reduce interest rate on lending product	Automotive	Charlotte	191	275,040	275,040	4,645	4	0
Sales Person Incentive (aka SPIE)	Automotive	Philadelphia	128	399,360	238,080	1,728	7	68
Wave fees on deposit product	Automotive	Charlotte	234	1,109,160	870,480	5,772	4	27
Wave fees on lending product	Automotive	Charlotte	189	827,820	941,220	3,999	5	-12
Wave fees on lending product	Automotive	Philadelphia	283	101,880	101,880	798	38	0
Wave fees on other services	Automotive	Philadelphia	271	1,138,200	1,333,320	118	230	-15
Wave fees on deposit product	Best Buy	Charlotte	177	1,019,520	382,320	6,522	3	167
Giveaway (ie, sweepstakes or a blender or a coffee mug, etc)	Chemical and Petroleum	Boston	181	932,140	543,000	7,449	2	-2
Increase interest rate on deposit product	Chemical and Petroleum	Boston	145	756,900	226,200	2,782	5	235
Increase interest rate on deposit product	Chemical and Petroleum	Richmond	114	136,800	526,680	3,606	3	-74
Reduce interest rate on lending product	Chemical and Petroleum	Boston	45	199,800	102,600	4,365	1	95
Sales Person Incentive (aka SPIE)	Chemical and Petroleum	Richmond	349	1,402,980	711,960	3,966	9	97
Wave fees on deposit product	Chemical and Petroleum	Boston	95	420,480	253,440	3,996	3	66
Wave fees on lending product	Chemical and Petroleum	Richmond	260	686,400	390,000	5,798	4	76
Wave fees on other services	Chemical and Petroleum	Richmond	58	146,160	38,280	3,113	2	282
Giveaway (ie, sweepstakes or a blender or a coffee mug, etc)	Consumer Products	New York	155	652,640	926,640	4,925	3	-25
Increase interest rate on deposit product	Consumer Products	New York	137	809,640	394,560	6,774	2	29
Reduce interest rate on lending product	Consumer Products	New York	256	814,080	967,680	8,002	3	-16
Sales Person Incentive (aka SPIE)	Consumer Products	Atlanta	323	1,531,020	445,740	4,178	8	243
Wave fees on deposit product	Consumer Products	Atlanta	184	794,880	949,440	9,449	2	-16
Wave fees on deposit product	Consumer Products	New York	339	1,606,860	488,160	320	106	229
Wave fees on lending product	Consumer Products	Atlanta	187	67,320	936,600	1,407	13	-80
Wave fees on other services	Consumer Products	Atlanta	182	163,800	360,360	8,492	2	-55
Giveaway (ie, sweepstakes or a blender or a coffee mug, etc)	Education	Charlotte	103	246,000	186,000	9,994	1	32
Increase interest rate on deposit product	Education	Charlotte	154	794,640	267,960	9,000	2	197
Sales Person Incentive (aka SPIE)	Education	Philadelphia	72	34,560	293,760	4,822	1	-88

From the *Cross-Initiative Report*, the user can select a report for a single initiative, which provides an even greater level of detail on any past initiative.

Initiative Report



Historical Initiatives

Initiative: Giveaway (ie, sweepstakes or a blender or a coffee mug, etc.)

Segment:	Aerospac			
Region:	New York			
Marketing Media Types:	Print Advertising, Direct Mail, TV Advertising			
Start Date:	April, 2004			
End Date:	September, 2004			
	Target	Actual	Variance	Status
# New Accounts:	44	262	218	
Initiative Revenue:	\$232,320	\$20,000	-112,240	
Initiative Cost:	\$108,240	\$1,037,520	929,280	
# of Touches:	3,976	963	-3,013	
Conversion Rate:	5%	27%	22%	
Initiative ROI:	115%	-79%	-193%	

The final initiative report is quite different from the others, in that it provides a guided path to choosing an effective initiative based on historical data (similar to a “wizard”). *Initiative Selection Analysis* prompts the user to select the customer segment for which an initiative is to be executed, then provides a list of the most profitable products within that segment. The user then has the opportunity to select which product to offer to the target segment. Based on the product selection, the report then provides a listing of past initiatives—and the associated marketing media—that have proved most successful in promoting that product, allowing the user to choose the optimal product—initiative mix.

Initiative Selection Analysis



Initiative Selection Analysis

Segment / Product		Contribution Margin								
Financial Services		65%								
Acquisition Financing		62%								
Corporate Card		67%								
Segment	Product	Region	Initiative Data	New Accounts	Revenue (\$)	Initiative Cost (\$)	# Touches	Conversion Rate (%)	ROI (%)	
Financial Services	Corporate Card	Charlotte	Waive fees on other services	220	262,200	689,400	7,760	3	-70	
Corporate Investment Management		70%								
Segment	Product	Region	Initiative Data	New Accounts	Revenue (\$)	Initiative Cost (\$)	# Touches	Conversion Rate (%)	ROI (%)	
Financial Services	Corporate Investment Management	Charlotte	Increase interest rate on deposit product	97	495,600	174,900	4,565	2	157	
Credit Card Processing		66%								
Segment	Product	Region	Initiative Data	New Accounts	Revenue (\$)	Initiative Cost (\$)	# Touches	Conversion Rate (%)	ROI (%)	
Financial Services	Credit Card Processing	Philadelphia	Reduce interest rate on lending product	135	186,300	486,000	9,314	1	-62	
Equipment Leasing		62%								
Payments and Disbursements		62%								

CONTRIBUTOR APPLICATION OVERVIEW

Performance management systems allow management to articulate goals and provide a measurement process so that performance against the goals can be tracked and feedback provided. At a corporate level, effort is made to manage shared services spending rates. At the Customer Segment level, segment managers make decisions to optimize efficiency and output. Collaboration must occur on a forward-looking basis so that segment-level decisions are aligned with corporate expectations, and so that variances can be evaluated.

Customer Segment managers need clear targets and goals, and need to understand corporate expectations. Managers must be able to forecast both operational needs and profitability, and get continuous feedback on their performance against corporate targets and profitability guidelines. The *Financial Services Corporate Banking Customer Segment Performance Blueprint* helps meet these needs.

Blueprint Objectives

The *Corporate Banking Customer Segment Performance Blueprint* meets a number of objectives:

- 1) Establishes clear and concise targets for each segment manager at a profit-and-loss (P&L) level.
- 2) Establishes clear and concise targets for each segment by product type and customer segment.
- 3) Calculates revenues and loan losses based on account balances and account levels.
- 4) Uses Acorn's activity-based costing engine to calculate activity volumes from historic activity intensity rates driven by forecasted account activity by product and transaction.
- 5) Uses derived volume activity to calculate assigned expenses using shared services rates.
- 6) Provides the ability to enter direct expenses associated with the segment
- 7) Provides immediate feedback on planning decisions.
- 8) Allows reporting and analysis by segment, product, and household.

KEY COGNOS 8 PLANNING BENEFITS

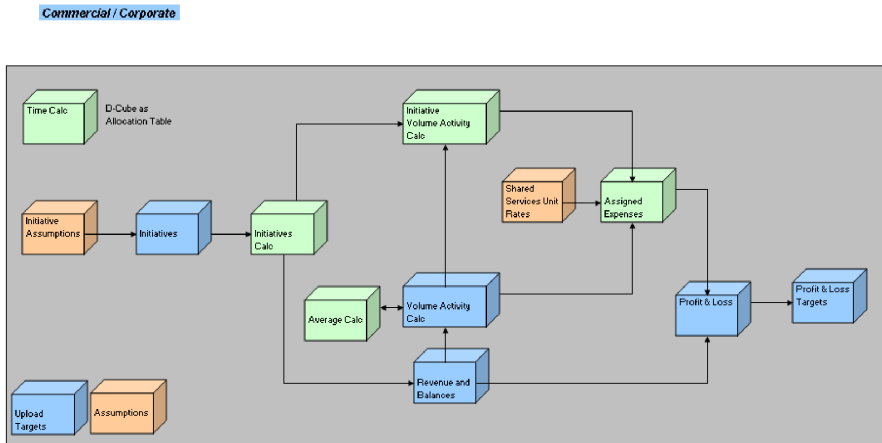
- Powerful, flexible model development using Cognos Analyst to customize the *Corporate Banking Customer Segment Performance Blueprint*.
- Web-based deployment of models for process workflow, data collection, and consolidation.
 - Real-time workflow.
 - Real-time consolidation.
 - Real-time browser-based calculations for immediate results.
- Scalable architecture with proven deployments to thousands of line managers.
- Linking functionality to ensure collaboration between all areas of the enterprise.
- Form-based planning with selection boxes to drive application logic and calculations.
- Flexible analysis and report development using industry-leading Cognos 8 Business Intelligence Representative Workflow

The *Corporate Banking Customer Segment Performance Blueprint* is designed for collaborative use by Corporate division executives, regional managers, financial planning and analysis, and segment managers to help managers align decisions with corporate.

The following describes basic workflows in which a Segment manager would:

- Review corporate targets for a Customer Segment.
- Plan new Initiatives by product for a Customer Segment to influence forecasted revenues and Contribution margins.
- Forecast revenue and account activity to align baseline plans and corporate targets.
- Assess impacts on product and customer profitability.
- Evaluate indirect activity-based costs that impacts the segments bottom line.
- Monitor key performance indicators.
- Generate reports and analyses.

The following flowchart highlights the work flow and flow of information through the model:



PROFIT & LOSS TARGETS

The first tab in the blueprint, **Profit & Loss Targets**, contains information from the **Profit & Loss** tab and from an upload of targets that may be populated from a Cognos Contributor application designed to create these targets or from another source. The column labeled Act/Fcst contains either the actual data for prior months or the current forecast based on decisions made within the *Blueprint*.

The Target column is uploaded and represents managements target or goals for this particular Customer Segment. The Gap is used for evaluating performance against goals. A trend analysis of this item may be used to report on whether we are closing the gap or diverting away from targets.

	Sep-06			Oct-06			Nov-06			Dec-06			2006		
	Act/Fcst	Target	Gap	Act/Fcst	Target	Gap	Act/Fcst	Target	Gap	Act/Fcst	Target	Gap	Act/Fcst	Target	Gap
Contribution Margin	316,434	243,082	73,351	313,982	138,044	175,938	295,503	99,912	195,591	335,675	145,068	190,606	3,161,619	2,204,210	957,408
Revenue	375,014	345,227	30,787	392,015	350,509	41,506	417,501	381,368	36,133	490,980	451,544	39,436	4,031,372	3,730,930	293,034
Key Performance Indicators:															
% Balance Growth	1.5%	3.4%	(1.9%)	1.5%	3.5%	(1.9%)	1.8%	3.8%	(2.0%)	1.9%	3.3%	(2.1%)	1.7%	3.3%	(1.6%)
% Revenue Growth	21.3%	16.4%	4.9%	19.9%	15.6%	4.3%	18.8%	15.2%	3.6%	66.8%	64.4%	2.3%	30.4%	22.9%	7.5%
% of Income from Fees	68.5%	66.7%	1.8%	69.6%	67.7%	1.9%	70.7%	68.7%	1.9%	74.5%	72.3%	1.6%	63.5%	62.1%	1.4%
Profitability Movement Indicator	-3.9%	-3.3%	-0.6%	(0.68%)	(1.33%)	1.29%	0.66%	(0.86%)	1.52%	14.0%	10.86%	(4.79%)	5.06%	4.03%	1.06%
Efficacy Ratio (costs / revenue)	13.0%	(41.0%)	54.0%	17.4%	(27.1%)	44.4%	25.0%	(22.6%)	47.6%	26.6%	(25.1%)	51.7%	18.1%	(37.5%)	55.6%
Revenue per Employee	313,345	294,371	18,973	326,683	305,410	21,273	340,115	316,944	23,171	348,488	322,134	26,353	293,537	277,623	15,914
Net Income per Employee	701,510	664,256	37,252	694,359	563,134	131,224	647,063	527,157	120,706	673,640	564,743	118,898	7,179,172	6,620,166	559,006
Number of FTE's	1	(5)	6	1	(5)	6	1	(5)	6	1	(5)	6	1	(5)	6

While in a particular Customer Segment, you may evaluate these Targets by location and Product Type. There are no selections to be made on this tab as it is for informational purposes only.

PROFIT & LOSS

The second tab of the blueprint, **Profit & Loss**, consolidates all information developed on the subsequent tabs and is a complete look at the Customer Segment from the highest level. The **Profit & Loss** tab also contains overhead expense information for Finance, Executive, and Human Resources as well as FTE information linked in from another source. In our case, we uploaded this information from Cognos Analyst; this information may be sourced if available from any other system or model. As in the previous tab, a number of Key Performance Indicators have been calculated for end-user convenience and information. These indicators have been linked back to the first tab, Profit and Loss Targets, so that they might be compared to management targets and to analyze trends. You will notice that the tab has drop-down menus to select both the product group and location when analyzing the customer segment.

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07	M
Net Interest Margin	115,549	116,038	116,511	116,957	117,419	117,963	118,547	119,117	119,595	120,004	120,527	121,132	1,419,259	121,716	122,259	36
Fees	123,366	135,843	148,320	160,797	173,275	209,629	225,226	240,822	256,419	272,015	287,612	299,962	2,584,285	362,757	383,276	
Initiative Revenue	0	0	0	0	0	0	0	0	0	0	9,443	18,885	28,328	28,328	37,770	
Revenues	238,915	251,881	264,831	277,755	290,694	327,592	343,272	359,539	376,014	392,019	417,581	490,980	4,031,972	512,800	543,305	
Loan Losses	36,441	36,596	36,747	36,892	37,040	37,211	37,393	37,566	37,715	37,849	38,012	38,198	447,680	38,377	38,547	
Initiative Acquisition Costs	0	0	0	0	0	0	0	0	0	0	11,111	11,111	22,222	11,111	11,111	
Assigned Expenses	19,942	18,580	20,509	20,468	21,193	20,482	18,884	19,310	21,066	40,288	63,512	87,111	372,144	111,083	135,055	
Benefits and Retirement Services Assigned Expenses	19,942	18,580	20,509	20,468	21,193	20,482	18,884	19,310	21,066	40,288	63,512	87,111	372,144	111,083	135,055	
Total Assigned Expenses	19,942	18,580	20,509	20,468	21,193	20,482	18,884	19,310	21,066	40,288	63,512	87,111	372,144	111,083	135,055	
Revenue Less Assigned Expenses	218,973	233,302	244,322	257,286	269,501	307,110	324,888	340,629	354,148	351,731	354,069	403,869	3,659,828	401,717	408,250	
Total Controllable Expenses	19,942	18,580	20,509	20,468	21,193	20,482	18,884	19,310	21,066	40,288	74,623	98,222	394,366	122,194	146,166	
Contribution Margin	192,532	214,722	223,813	236,818	248,308	286,628	306,004	321,319	333,082	311,443	279,446	285,647	3,265,462	279,523	262,084	
Overhead	15,054	15,209	15,640	15,386	14,325	15,101	15,381	15,166	14,456	15,585	15,730	15,068	183,503	3,740	3,810	
Finance	12,983	12,651	12,682	13,313	12,399	12,543	12,524	13,352	12,567	12,186	11,943	12,756	151,900	3,016	3,075	
Executive	8,533	8,234	7,690	8,574	8,165	8,027	8,615	8,549	8,003	8,367	8,684	8,670	101,720	2,082	1,999	
Human Resources	145,162	160,611	171,555	183,121	196,972	233,429	250,976	265,997	280,607	277,744	259,145	299,172	2,724,490	315,064	311,936	
Number of FTE's	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	
Key Performance Indicators:																
% Balance Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
% Revenue Growth	0.00%	38.86%	31.19%	27.18%	24.54%	59.20%	24.16%	22.38%	20.88%	19.61%	18.61%	66.91%	32.14%	(4.27%)	16.92%	
% of Income from Fees	51.6%	53.9%	56.0%	57.9%	59.6%	64.0%	65.5%	66.9%	68.2%	69.4%	70.5%	74.3%	64.6%	74.9%	75.0%	
Profitability Movement Indicator	0.00%	6.54%	4.72%	5.31%	4.75%	13.95%	5.79%	4.84%	3.97%	(0.68%)	0.66%	14.07%	5.68%	(0.53%)	1.63%	
Efficiency Ratio (Costs / Revenue)	20.42%	18.44%	18.44%	17.70%	16.68%	14.63%	13.61%	13.29%	13.00%	17.36%	25.06%	26.70%	18.20%	75.68%	30.26%	
% Controllable Expense Growth	0.00%	(6.83%)	(10.38%)	(0.20%)	3.54%	(3.35%)	(7.81%)	2.25%	13.23%	84.25%	85.23%	31.62%	26.43%	24.41%	19.62%	
Revenues per Employee	227,538	239,887	252,220	264,528	276,851	311,992	286,477	299,949	313,345	326,683	340,115	337,210	292,237	403,727	337,023	
Net Income per Employee	138,250	152,963	163,386	174,401	187,582	222,312	209,147	221,664	233,839	231,453	215,954	213,695	198,868	262,553	207,958	

There are no selections to be made on this tab, as it is a consolidation of information from other tabs and uploads.

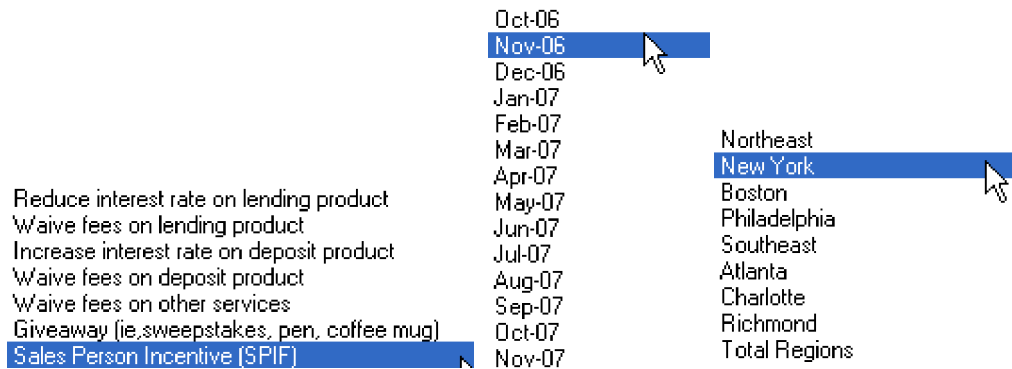
INITIATIVES

The third tab of the blueprint, **Initiatives**, is where a planner has the ability to conduct some *what-if* analysis and plan marketing initiatives by specific products within the customer segment. The thirteen initiatives available for planning were derived by analyzing the Business Intelligence data and choosing those we wish our users to plan with. This list could be modified to represent any mix of products desired and could grow to accommodate additional products. If you were to make changes to this or any other dimension within the model, be aware that you would lose the ability to use match descriptions within the data upload links.

	Scenario 1	Scenario 2	Scenario 3	Scenario Used
INITIATIVE COST				
Initiative Type	Sales Person Incentive (SPIF)	Sales Person Incentive (SPIF)	Sales Person Incentive (SPIF)	
Marketing Media				
TV Advertising	100,000	150,000	100,000	150,000
Radio Advertising	50,000	0	50,000	0
Direct Mail	25,000	0	0	0
Print Advertising	0	25,000	0	25,000
local advertising	0	0	25,000	0
e-mail	0	0	0	0
Total Targeted Initiative Acquisition Costs	175,000	175,000	175,000	175,000
Targeted Acquisition Cost/Account	246	280	299	280
Initiative Start Month	Oct-06	Oct-06	Nov-06	Oct-06
Initiative End Month	Jul-07	Jul-07	Aug-07	Jul-07
Region	Northeast	Northeast	Northeast	Northeast
Target # of Accounts (Credit = A)	200	200	200	200
Target # of Accounts (Credit = B)	150	200	100	200
Target # of Accounts (Credit = C)	150	15	75	15
Target # of Accounts (Credit = D)	210	210	210	210
Per Account Profitability				
Revenue per account, per month (Credit = A)	55	55	55	55
Revenue per account, per month (Credit = B)	88	88	88	88
Revenue per account, per month (Credit = C)	168	168	168	168
Revenue per account, per month (Credit = D)	195	195	195	195
Life of Account (Credit = A)	48	48	48	48
Life of Account (Credit = B)	55	55	55	55
Life of Account (Credit = C)	60	60	60	60
Life of Account (Credit = D)	72	72	72	72
Lifetime Revenue (credit = A)	528,000	528,000	528,000	528,000
Lifetime Revenue (credit = B)	721,875	962,500	481,250	962,500
Lifetime Revenue (credit = C)	1,507,500	150,750	753,750	150,750
Lifetime Revenue (credit = D)	2,948,400	2,948,400	2,948,400	2,948,400
ASSIGNED EXPENSES				
Assigned Expense (Credit = A)	11	11	11	11
Assigned Expense (Credit = B)	24	24	24	24
Assigned Expense (Credit = C)	56	56	56	56
Assigned Expense (Credit = D)	67	67	67	67
Lifetime Assigned Expenses	1,820,640	1,433,040	1,502,640	1,433,040
NET PROFIT				
Total Lifetime Revenue	5,705,775	4,589,650	4,711,400	4,589,650
Total Lifetime Assigned Expenses	1,820,640	1,433,040	1,502,640	1,433,040
Total Initiative Cost	175,000	175,000	175,000	175,000
Initiative Net Profit	3,710,135	2,981,610	3,033,760	2,981,610
Initiative ROI	21.20%	17.04%	17.34%	17.04%
Choose Scenario	2nd Scenario			
Risks				
Warnings (Business Rules)				
Notes				
Target # of Accounts / Week (Credit = A)	20,000	20,000	20,000	20,000
Target # of Accounts / Week (Credit = B)	15,000	20,000	10,000	20,000
Target # of Accounts / Week (Credit = C)	15,000	1,500	7,500	1,500
Target # of Accounts / Week (Credit = D)	21,000	21,000	21,000	21,000

Prior to coming to this tab, it is advised, though not necessary, to explore within the business intelligence portal the *Initiative Selection Analysis* report discussed on page eight of this guide. The report is designed to assist the user in deciding which products they should pursue in an initiative, as well as the best approach to use to maximize results.

A user's first choice, on the left, would be Initiative Type.



Having chosen a type, the user would enter the dollar amounts for their Marketing campaign in the appropriate categories. The next area available for edit, those not grayed out, are the start- and end- month for the initiative, the location(s) where the initiative is to take place, and the hoped-for number of accounts within each credit area. The *Blueprint* is designed as a Rolling Forecast, but for demonstration purposes, has been locked to respond as if the current date were within the first week of October, 2006. For that reason, all data prior to October 2006 will be grayed-out to maintain the integrity of historical data. Here you will notice when choosing a start date, above middle, that it is not possible to start an initiative in a month that has already passed. When choosing a location for the initiative, you may plan for a single location, a region, or all regions.

Finally, having entered data for an initiative, you may enter notes or risks, and then if desired make a selection in the first column as to the scenario you'd like to use and include within the forecast.

INITIATIVES CALC

The fourth *Blueprint* tab, *Initiatives Calc*, may be hidden from users if desired. The tab takes the decisions on the *Initiatives* tab and extrapolates data so that it may be fed to the *Revenue and Balances* tab (Revenue) and the *Initiatives Volume Activity Calc* tab (to calculate volume based on number of accounts). It assures that revenues, accounts, and initiative acquisition costs are recognized in the appropriate time period.

	May 06	Jun 06	Jul 06	Aug 06	Sep 06	Oct 06	Nov 06	Dec 06	2006	Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sep 07	Oct 07	
Initiative Start Month	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06	Oct 06
Initiative End Month	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07	Jul 07
Initiative Revenue	0	0	0	0	0	1,100	2,200	3,300	6,600	4,400	5,500	6,600	7,700	8,800	9,900	11,000	11,000	11,000	11,000	11,000
New Initiative Accounts	0	0	0	0	0	20	40	60	120	80	100	120	140	160	180	200	200	200	200	200
Initiative Acquisition Costs	0	0	0	0	0	5,600	5,600	5,600	16,800	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	0

REVENUE & BALANCES

The fifth tab of the blueprint, *Revenue & Balances*, manages customer segment account balances, number of accounts, and net new customers. In this tab, those responsible for forecasting Runoff, New Business, and Attrition for account balances and New Accounts and Attrition in the number of accounts run appropriate forecasts. A forecast is run for each Product Group by Customer Segment, location and Credit rating.

	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07	Mar-07
EXISTING REVENUE AND ACCOUNTS											
Balances											
Opening Balances	20,847,484	20,963,319	21,076,705	21,195,636	21,243,101	21,314,001	21,439,707	20,443,445	21,556,444	21,669,975	21,751,308
Planned Runoff	109,385	117,593	114,730	119,620	113,652	112,742	112,314	1,364,036	115,535	109,556	110,825
New Business	476,748	484,642	488,604	436,676	444,914	487,424	479,468	5,595,314	477,772	435,757	452,555
(Attrition) Balances	251,527	253,753	254,944	269,591	260,362	248,975	250,417	3,110,279	248,706	244,067	256,194
Ending	20,963,319	21,076,705	21,195,636	21,243,101	21,314,001	21,439,707	21,556,444	21,556,444	21,669,975	21,751,308	21,836,844
Average	20,905,401	21,020,102	21,136,171	21,219,369	21,278,551	21,376,854	21,498,075	20,973,907	21,613,209	21,710,641	21,794,076
% Balance Growth	0.56%	0.54%	0.56%	0.22%	0.33%	0.59%	0.54%	0.44%	0.53%	0.38%	0.39%
Accounts											
Opening Accounts	127	142	157	172	187	202	217	67	238	259	280
New Accounts	15	15	15	15	15	15	21	171	21	21	21
(Attrition) Accounts	0	0	0	0	0	0	0	0	0	0	0
Closing Accounts	142	157	172	187	202	217	238	238	259	280	301
% Account Growth	11.81%	10.56%	9.55%	0.72%	0.02%	7.43%	9.68%	10.31%	8.02%	8.11%	7.50%
Planned Margin %	4.061%	4.061%	4.061%	4.061%	4.061%	4.061%	4.061%	4.061%	4.061%	4.061%	4.061%
Net Interest Margin	70,740	71,127	71,522	71,804	72,004	72,337	72,748	851,677	73,138	73,467	81,123
\$ Fees per New Account	2,152.24	2,152.03	2,151.06	2,151.72	2,151.60	2,151.49	2,151.39	2,152.00	2,151.20	2,151.20	2,151.12
Average \$ Fees per Account	254,912	255,266	255,556	255,797	256,001	256,176	256,355	256,176	270,536	270,776	270,980
Fees as % of Balance	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%
Fee Waivers as % of Fees	23.21%	23.20%	23.19%	23.18%	23.17%	23.17%	23.16%	23.20%	21.85%	21.83%	21.82%
Fees	65,917	69,794	73,671	77,547	81,424	85,301	102,605	805,755	111,565	117,311	123,057
Loan Loss Rate as % of Balance	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%
Loan Losses	18,719	18,821	18,926	19,000	19,053	19,141	19,250	225,365	19,353	19,440	19,514
Existing Revenue	136,657	140,921	145,192	149,351	153,428	157,637	175,353	1,657,432	184,703	190,778	204,180
% Revenue Growth	8.03%	3.12%	3.03%	2.86%	2.73%	2.74%	11.24%	4.21%	5.33%	3.29%	7.02%
NEW INITIATIVE REVENUE AND ACCOUNTS											
Initiative Revenue	0	0	0	0	0	2,193	4,305	6,570	6,570	8,771	10,963
Initiative Acquisition Costs	0	0	0	0	0	3,367	3,367	6,734	3,367	3,367	3,367
New Initiative Accounts	0	0	0	0	0	22	44	67	67	89	111
TOTAL REVENUE AND ACCOUNTS											
TOTAL REVENUE	136,657	140,921	145,192	149,351	153,428	159,830	179,739	1,664,010	191,281	199,549	215,143
TOTAL AVERAGE ACCOUNTS	135	150	165	180	195	232	272	1,811	315	358	402

To facilitate data entry, the tab may be reoriented as needed. For example, it may be re-oriented to work on the Planned Runoff for all product groups in a customer segment, by location, month, and credit rating.

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07	Mar-07
Asset Management	41,133	41,277	41,659	40,659	44,212	43,111	42,936	44,469	42,965	41,962	43,717	41,913	509,329	43,094	47,461	43,183
Benefits and Retirement Services	28,965	29,434	25,566	24,735	26,675	26,510	26,740	25,729	26,102	27,930	28,252	27,215	325,007	27,940	26,638	25,113
Cash Management	66,447	62,122	64,137	62,433	66,240	63,914	64,074	62,045	66,119	65,239	62,220	65,670	770,679	64,013	65,822	62,113
Commercial Credit Cards	29,160	27,727	28,431	29,029	28,322	29,069	28,359	27,789	28,043	27,889	29,441	27,227	340,455	29,666	28,700	30,113
Correspondent Banking	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Foreign Exchange	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trade Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lending and Financing	159,467	157,313	157,875	161,467	157,342	159,963	158,570	161,154	160,646	149,416	151,527	158,543	1,883,333	157,655	158,029	150,113
Merchant Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Risk Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales and Trading	8,535	8,486	8,536	8,460	8,512	8,189	8,885	8,157	8,938	9,270	8,047	8,997	103,419	8,594	9,220	9,113
Total Commercial Products Types	333,631	325,359	326,903	326,791	331,507	330,776	329,575	319,342	334,709	321,669	323,203	329,465	3,932,620	331,162	331,971	321,413

Or for all locations in their Customer Segments for a given product, i.e. Commercial Credit Cards for 2006:

	Credit = A	Credit = B	Credit = C	Credit = D	All Grades
Northeast	5,868,242	2,437,156	969,609	487,370	9,762,377
New York	1,391,759	585,369	231,872	116,518	2,325,518
Boston	2,305,527	959,603	379,780	190,895	3,835,805
Philadelphia	2,170,956	892,183	357,957	179,957	3,601,054
Southeast	6,431,005	2,712,217	1,079,805	537,318	10,760,346
Atlanta	2,519,534	1,067,631	423,681	209,084	4,219,930
Charlotte	2,511,398	1,056,386	424,361	212,268	4,204,412
Richmond	1,400,073	588,200	231,764	115,966	2,336,004
Total Regions	12,299,248	5,149,373	2,049,414	1,024,688	20,522,723

Fields in GRAY are non-editable and are either locked historical data, data linked over from other tabs, or items calculated based upon information entered in the white or editable areas. As changes are made, they are highlighted in BLUE along with any cells affected by the change. Balance changes will affect Revenue numbers and flow through the model to subsequent tabs. Likewise, changes in the Accounts area will affect income (revenue from new accounts) and drive account related activity volumes. Account-related activity volumes will affect Assigned Expenses, that is, expenses specifically related to the number and types of accounts in the model.

VOLUME ACTIVITY CALC

The sixth tab, **Volume Activity Calc** is where the activity-based costing portion of the *Blueprint* is executed. In all the other tabs in the model that use products as a dimension, we plan at the Product Type level. In this tab, we take a deeper view of our products and their associated expenses. While still planning at the Customer Segment level, we now delve deeper and plan at both a Product and Activity level. We'll take a closer look at each dimension separately. In the view below, notice the drop-down box currently showing Customer Relationship Calls.

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07
Accounts	81	82	83	84	84	85	87	88	89	148	155	164	164	175	185	196	206	219	230	240	251	261
Activity Intensity Rate	1.69	5.76	5.46	0.16	1.30	0.76	3.26	7.22	8.10	2.90	0.52	6.30	3.59	8.98	6.40	2.64	7.98	5.30	1.60	3.70	6.76	4.0
Activity Volume	135	471	451	13	110	65	282	633	718	414	81	1,035	580	1,569	1,185	516	1,644	1,195	368	889	1,694	1,2

This is one of the many activities that might be associated with a specific product. In fact, when loading data from Acorn's activity-based costing engine, many transactions may make up an activity for a specific product and customer segment. For example, the activity Customer Relationship Calls, would be made up of many different types of transactions. Purchase Inquires, Call Center Balance Inquiries, Call Center Inquiries, and Inbound Purchase Calls would all be examples of items that are part of the Customer Relationship Calls activity. The number of times these activities take place for a given product, in a given location, for a given customer segment during a specific period, in our case monthly, is defined as the Activity Intensity Rate. In other words, it is not only transactions that make up the activity, but the number of times an activity might occur within the month (i.e. a customer might make a Call Center Balance Inquiry twice a month).

Activity Intensity Rate is determined using historical data. By looking at Customer Segment, by month, by location, by product, and then dividing the total historical activity by the number of accounts associated with that history we arrive at the Activity Intensity Rate. Then by using a combination of linear extrapolation and knowledge of any changes management is considering, a forecasted Activity Intensity Rate is developed. This Activity Intensity Rate is used with the Accounts forecast within the **Revenue and Balances** tab to forecast Activity Volumes that will be used to drive **Assigned Expenses**.

Transactions which flow into Activities are based upon specific Products and Customer Segments. Therefore, we plan at the product level within the **Volume Activity Calc** tab. Within the **Revenue and Balances** tab we plan at the Product Type level. We must therefore link the information between these to differing dimensions. History we know, thus actuals are loaded directly from Acorn's activity-based costing engine. We populate the forecast months by linking Product Type from the source tab, **Revenue and Balances**, to the target dimension Products. Note that the target dimension, Products, does contain the items planned in the source list (i.e. Benefits and Retirement Services, Asset Management, Cash Management, Commercial Credit Cards etc. are on both lists). When linking data from our source, **Revenue and Balances**, we "breakback" or "allocate" the accounts across products based upon the running three month average. For instance, if Payments and Disbursements averaged 12 percent of Cash Management for the previous three months, then that basis would be used to allocate all forecast months.

In the following two screens, notice how the Average of the Opening Accounts and Closing Accounts ((210 + 230)/2 or the 220) from the **Revenue and Balances** tab linked over and allocated to the Benefits and Retirement Services area of the **Volume Activity Calc** tab. All else being equal, Electronics to Electronics, Atlanta to Atlanta, Oct '06 to Oct '06, the total for the Product Type and for all grades allocated itself based upon the last three months actual history.

	Sep-06	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07
EXISTING REVENUE AND ACCOUNTS							
Balances							
Opening Balances	15,366,640	15,428,712	15,498,798	15,567,565	14,814,092	15,644,382	15,699,513
Planned Runoff	82,745	77,101	86,305	84,144	984,938	82,897	78,468
New Business	324,515	333,039	336,093	354,002	4,037,064	332,042	340,295
(Attrition) Balances	179,698	185,853	181,021	193,040	2,221,836	194,013	196,718
Ending	15,428,712	15,498,798	15,567,565	15,644,382	15,644,382	15,699,513	15,764,623
Average	15,397,676	15,463,755	15,533,181	15,605,973	15,232,338	15,671,948	15,732,068
% Balance Growth	0.40%	0.45%	0.44%	0.49%	0.46%	0.35%	0.41%
Accounts							
Opening Accounts	190	210	230	250	50	278	306
New Accounts	20	20	20	28	228	28	28
(Attrition) Accounts	0	0	0	0	0	0	0
Closing Accounts	210	230	250	278	278	306	334
% Account Growth	10.53%	9.52%	8.70%	11.20%	13.10%	10.07%	9.15%

Current owner: wilcox

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	2006	Jan-07
Risk Management	296	298	300	302	304	306	308	310	312	465	485	509	509	537
Fixed Income	80	80	80	80	80	80	80	80	80	89	99	111	111	125
Money Market	60	60	60	60	60	60	60	60	60	67	74	83	83	94
Specialized Equity Services	20	20	20	20	20	20	20	20	20	22	25	28	28	31
Sales and Trading	160	160	160	160	160	160	160	160	160	178	198	222	222	250
Corporate Investment Management	28	28	28	28	28	28	28	28	28	70	75	81	81	88
Retirement Plans-AM	35	35	35	35	35	35	35	35	35	88	94	101	101	110
Public Funds	39	39	39	39	39	39	39	39	39	98	105	113	113	123
Endowment & Foundations Management	11	11	11	11	11	11	11	11	11	28	29	32	32	35
Asset Management	113	113	113	113	113	113	113	113	113	283	303	327	327	355
Executive Benefits	12	12	12	12	12	12	12	12	12	53	58	63	63	70
Corporate Mortgages and Relocation	5	5	5	5	5	5	5	5	5	22	24	26	26	29
Group Health	17	17	17	17	17	17	17	17	17	75	82	90	90	99
Retirement Plans	16	16	16	16	16	16	16	16	16	70	77	84	84	93
Benefits and Retirement Services	50	50	50	50	50	50	50	50	50	220	240	264	264	292
Total Commercial/Corporate Products	2,423	2,432	2,441	2,450	2,459	2,468	2,477	2,486	2,495	3,993	4,213	4,477	4,477	4,785

Current owner: wilcox

Having now linked in the account information, and using the Activity Intensity Rate, we can now calculate the Activity Volume by product (Retirement Plans), customer segment (Electronics), and month for each activity associated with a given product for a specific location.

	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	2007
Accounts	70	77	84	84	93	102	111	120	131	141	150	159	168	177	186	195	195
Activity Intensity Rate	3.37	3.37	3.37	4.32	3.37	3.37	3.37	3.37	3.37	3.37	3.37	3.37	3.37	3.37	3.37	3.37	3.37
Activity Volume	237	259	285	365	315	345	375	405	440	474	505	535	565	595	625	656	656

Current owner: wilcox

It is also worth noting, that by dropping down the activities list, you will note that not all products are associated with all activities. So while Retirement Plans would calculate an activity volume for Customer Relationship Calls, Claims Administration, Underwriting Services and Actuarial Services, we would not have any Activity Volumes associated with Speculation, Arbitrage, or Process Bill Payments.

Having now calculated the Activity Volume level, we will link that information over to the Assigned Expenses tab to calculate the assigned expenses.

	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07	Speculation	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	2007
Accounts	70	77	84	84	93			159	168	177	186	195	195
Activity Intensity Rate	3.37	3.37	3.37	4.32	3.37			3.37	3.37	3.37	3.37	3.37	3.37
Activity Volume	237	259	205	365	315			535	565	595	625	656	656

INITIATIVE VOLUME ACTIVITY CALC

Tab seven, Initiative Volume Activity Calc, like Volume Activity Calc, calculated the Activity Volume for those products we developed initiatives for on the Initiatives tab. Since we planned the account levels for these Initiatives at the Product, month, and location level, we can link the information directly from the Initiatives Calc tab. The Activity Intensity Rate is linked over from the Volume Activity Calc tab, and the Activity Volumes calculated here are added to those from the Volume Activity Calc tab in the Assigned Expenses tab.

	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07
Accounts	0	0	13	39	58	78	97	117	136	156	175	175	175	175	175
Activity Intensity Rate	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42
Activity Volume	0	0	8	16	24	33	41	49	57	65	73	73	73	73	73

ASSIGNED EXPENSES

Tab eight, **Assigned Expenses**, is where we calculate expenses driven by account activity. All calculations are reflective of the choices made in the preceding tabs. It is not necessary to show this information to the user. We have included this tab as a courtesy for informational purposes. An administrator of the Cognos Contributor application could decide to hide this tab and allow a user to see the consolidated results in the **Profit & Loss** tab. Volumes are fed from the **Volume Activity Calc** and **Initiative Volume Activity Calc** tabs. The Planned Unit Price is linked in from an assumptions tab, **Shared Services Unit Rates**. The Planned Unit Price is set at a corporate level based upon historical values and recent initiatives. The Volumes multiplied by the Planned Unit Prices gives us our costs which are then consolidated appropriately and linked into the **Profit & Loss** tab.

		Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07	Mar-07
Customer Relationship Calls	Volumes	371	258	221	263	251	319	191	199	143	302	330	363	3,214	401	440	479
	Planned Unit Price	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27
	Cost	471	328	280	341	319	403	242	253	182	384	419	461	4,082	510	558	607
Customer Support Calls	Volumes	292	209	320	181	204	359	143	126	238	503	548	603	3,728	667	731	795
	Planned Unit Price	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33
	Cost	389	278	426	241	272	477	190	168	317	669	729	802	4,959	887	973	1,050
Statement Generation	Volumes	374	216	338	169	334	199	185	229	217	313	313	313	3,199	313	313	313
	Planned Unit Price	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32
	Cost	120	69	108	54	107	64	59	73	69	100	100	100	1,024	100	100	100
Mailing & Postage	Volumes	193	212	146	224	264	357	236	311	316	454	454	454	3,619	454	454	454
	Planned Unit Price	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47
	Cost	88	100	69	105	124	168	111	146	148	214	214	214	1,701	214	214	214
Online Banking	Volumes	216	265	346	253	260	315	287	138	193	278	278	278	3,096	278	278	278
	Planned Unit Price	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65
	Cost	573	676	918	672	684	835	759	367	511	736	736	736	8,204	736	736	736
Multi Channel Issue resolution	Volumes	330	263	261	268	269	135	80	252	149	314	342	377	3,140	417	457	457
	Planned Unit Price	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93
	Cost	966	827	763	785	875	396	265	853	435	918	1,002	1,102	9,105	1,219	1,335	1,452
Program Administration	Volumes	341	128	364	133	256	301	326	319	125	295	289	318	3,185	351	385	419
	Planned Unit Price	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43
	Cost	830	312	933	322	623	731	792	775	305	643	702	772	7,740	854	936	1,018
Account Setup	Volumes	265	355	320	197	243	119	302	336	407	596	586	586	4,299	586	586	586
	Planned Unit Price	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17
	Cost	45	60	54	34	41	20	51	57	69	100	100	100	731	100	100	100
Funds Transfer	Volumes	190	166	453	235	164	282	243	147	190	274	274	274	2,914	274	274	274
	Planned Unit Price	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66
	Cost	125	123	295	156	122	186	161	97	126	181	181	181	1,923	181	181	181
Settlement	Volumes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Planned Unit Price	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87
	Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lockbox (wholesale, Retail, Wholesale)	Volumes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Planned Unit Price	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
	Cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

INITIATIVE ASSUMPTIONS

The ninth tab, **Initiative Assumptions**, is used to link data into the **Initiatives** tab based upon the choices made there. This tab may be hidden by the Contributor Administrator from the end user view if desired.

Assigned Expenses	Initiative Assumptions	Shared Services Unit Rates	Average Calc	Time Calc	
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		Credit = A	Credit = B	Credit = C	Credit = D	All Grades
Payments and Disbursements	Revenue / Unit / Month	55.00	87.50	167.50	195.00	505.00
	Assigned Expense / Unit / Month	11.00	24.00	56.00	67.00	158.00
	Life of Account (Months)	48	55	60	72	235
Cash Flow Forecasting	Revenue / Unit / Month	66.00	135.00	168.00	252.00	621.00
	Assigned Expense / Unit / Month	11.00	34.00	45.00	73.00	163.00
	Life of Account (Months)	48	55	60	72	235
Corporate Card	Revenue / Unit / Month	168.00	148.00	172.00	312.00	800.00
	Assigned Expense / Unit / Month	13.00	13.00	13.00	14.00	53.00
	Life of Account (Months)	48	55	60	72	235
Derivatives	Revenue / Unit / Month	168.00	148.00	172.00	312.00	800.00
	Assigned Expense / Unit / Month	31.00	26.00	32.00	67.00	156.00
	Life of Account (Months)	48	55	60	72	235
Trade and Financing Services	Revenue / Unit / Month	93.60	124.80	102.70	115.70	436.80
	Assigned Expense / Unit / Month	25.00	85.00	68.00	78.00	256.00
	Life of Account (Months)	48	55	60	72	235
Working Capital Financing	Revenue / Unit / Month	42.00	55.00	55.00	87.00	239.00
	Assigned Expense / Unit / Month	31.00	44.00	44.00	76.00	195.00
	Life of Account (Months)	48	55	60	72	235
Equipment Leasing	Revenue / Unit / Month	69.00	129.00	69.00	204.00	471.00
	Assigned Expense / Unit / Month	12.00	32.00	12.00	57.00	113.00
	Life of Account (Months)	37	33	54	32	156
Acquisition Financing	Revenue / Unit / Month	104.00	121.60	88.00	73.60	387.20
	Assigned Expense / Unit / Month	54.00	65.00	44.00	35.00	198.00
	Life of Account (Months)	48	55	60	72	235
Credit Card Processing	Revenue / Unit / Month	67.00	44.00	57.00	54.00	222.00
	Assigned Expense / Unit / Month	56.00	33.00	46.00	43.00	178.00
	Life of Account (Months)	48	55	60	72	235
Treasury Management	Revenue / Unit / Month	87.00	89.00	45.00	33.00	254.00
	Assigned Expense / Unit / Month	76.00	78.00	34.00	22.00	210.00
	Life of Account (Months)	48	55	60	72	235
Specialized Equity Services	Revenue / Unit / Month	87.00	89.00	93.00	99.00	368.00
	Assigned Expense / Unit / Month	27.00	21.00	22.00	78.00	148.00
	Life of Account (Months)	48	55	60	72	235
Corporate Investment Management	Revenue / Unit / Month	488.25	331.31	435.94	313.88	1,569.38
	Assigned Expense / Unit / Month	73.00	46.00	64.00	43.00	226.00
	Life of Account (Months)	48	55	60	72	235
Corporate Mortgages and Relocation	Revenue / Unit / Month	98.67	108.79	141.68	197.34	546.48
	Assigned Expense / Unit / Month	28.00	32.00	45.00	67.00	172.00
	Life of Account (Months)	48	55	60	72	235

Current owner: wilcoxm

SHARED SERVICES UNIT RATES

The tenth tab in the *Financial Services Corporate Banking Customer Segment Performance Blueprint* is **Shared Services Unit Rates**. This is an assumptions tab that contains both the historic rates and the rates being forecast by management. These rates are used in the **Assigned Expenses** tab and are driven by activity volume. When developing these rates, management takes into account historical trends, anticipated changes in processes, and how future hardware and software purchases might affect unit rates. The user has no input here; and the Cognos Contributor administrator may elect to hide this tab from end-user view.

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	2006	Jan-07	Feb-07	Mar-07
Customer Relationship Calls	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27
Customer Support Calls	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33
Statement Generation	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32
Mailing & Postage	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47
Online Banking	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65
Multi Channel Issue resolution	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93	2.93
Program Administration	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43	2.43
Account Setup	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17
Funds Transfer	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66
Settlement	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87
Lockbox (wholesale, Retail, Wholetail)	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Check processing	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
ACH Transfer	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44	1.44
FedWire Transfer	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17	2.17
Check Image CD Creation	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81	6.81
FEDI (Financial Electronic Data Interchange)	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04
EDT (Electronic Depository Transfers) Clearing	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98
ATM Transactions	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11
Rate Quotation	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27
Online Administration	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52
Fee Processing	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administration and Servicing	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67
SWIFT Transaction	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12
Currency Derivatives	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63	8.63
Trade or Commercial Letters of Credit (L/Cs)	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19	2.19
Documentary Bankers Acceptance	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89	2.89
Document Generation	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31	2.31
Document Collection	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79
Reinvoicing	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93
Credit Insurance	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84
Collections	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67	2.67
Loan Application	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31	11.31
Loan Closing	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21	13.21
Loan Setup	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31	3.31

Current owner: wilcox

AVERAGE CALC

The eleventh tab in the model, **Average Calc**, is used to facilitate the allocation of account information from the **Revenue and Balances** tab to the **Volume Activity Calc** tab based upon a running three-month phasing. This tab requires no input from the user and may be hidden at the discretion of the Cognos Contributor administrator.

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07
Months for Avg	0	0	0	0	0	0	87	88	89	0	0	0	0	0	0	0	0	0	0	0
Average	0	0	0	0	0	0	87	174	263	263	263	263	263	263	263	263	263	263	263	263

TIME CALC

The twelfth, and final tab in our blueprint is **Time Calc**. This tab allows for an automated rolling forecast and requires no input from the user. It may be hidden at the discretion of the Cognos Contributor administrator. It is used as an allocation table in a number of the links within the model. Some links require that actual months data be used, others the forecasted months, and still others need to link over the three previous months for use in our average discussed in linking accounts from the **Revenue & Balances** tab to the **Volume Activity Calc** tab.

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07
Actual Months Indicator(Hide)		1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0
Actual Months	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07
Forecast Months	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Lag C1(Hide)	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Lag C2(Hide)	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Lag C3(Hide)	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Months for Average	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07
Act/Fcast	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Actual Months Cumulative(Hide)	1	2	3	4	5	6	7	8	9	9	9	9	9	9	9	9	9

ACORN INTEGRATION

Acorn Systems offers Profit Analyzer, Cognos Integration Edition, based on its participation as the development and best practices partner for the Cognos Branch Performance Blueprint. Featuring a pre-defined template for key data inputs, flexible and extensible process modeling and calculation engine, as well as pre-built integration to Cognos' CPM Solution, an organization can achieve rapid time to results.

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