A PERFECT VIEW

**ENTERPRISE BUSINESS
INTELLIGENCE
FOR SIX SIGMA**

COGNOS

THE NEXT LEVEL OF PERFORMANCE™

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INTRODUCTION

Quality is something you can feel. It is also something you can—and must—measure. Customers value consistent, efficient business processes that deliver high-quality products and services. Every defect, every variance, and every mistake chips away at customer confidence in your ability to deliver.

In a difficult economy, quality is more important than ever. Customers are demanding ever-higher quality and your performance is being consistently re-evaluated against the competition. Everyone is looking for an advantage. Margins for error are shrinking. Anything less than perfection in any area—a single missed shipment, a single defect, one missed communication—can cost millions. The Six Sigma methodology and Cognos solutions can provide the means you need to strive toward perfection

WHAT IS SIX SIGMA?

Six Sigma is a roadmap to higher quality. In *The Six Sigma Way*, Peter S. Pande, Robert P. Neuman, and Roland R. Cavanagh define it as a comprehensive and flexible system for achieving, sustaining, and maximizing business success. Six Sigma is uniquely driven by close understanding of customer needs, disciplined use of facts, data, and statistical analysis, and diligent attention to managing, improving, and reinventing business processes.[1]

At the core of Six Sigma is a simple concept: the term "sigma" is taken from statistics and indicates how far a process deviates from perfection. The idea behind Six Sigma is that if you can measure how many defects (deviations) you have in a process, you can systematically figure out how to eliminate them to get as close to "zero defects" as possible.[2]

Improving a process or product using Six Sigma means subjecting it to five specific steps: Define, Measure, Analyze, Improve, and Control (DMAIC). At each stage, data is collected, analyzed, and acted on in a closed-loop system that leads to lasting, continuous improvement and better performance.

For example: an auto parts manufacturer has lost several key contracts in one year because of late and incomplete shipments, slow and inaccurate billing processes, and substandard product quality. Here is how the DMAIC process would work:

Define: identify and articulate the requirements for each process and how they need to be improved to meet customer expectations.

Measure: identify the data sources and additional information that are used to convey how the process works.

Analyze: examine each process in depth and in detail from a customer perspective to determine what's causing the defects or deviations.

Improve: identify solutions to reduce or eliminate defects and deviations and develop a plan to implement them.

Control: modify existing processes and structures or implement new ones that can ensure that the improved process remains within an acceptable performance range.

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[1] Peter S. Pande, Robert P. Neuman, and Roland R. Cavanagh, *The Six Sigma Way: How G.E., Motorola, and Other Top Companies are Honing Their Performance*, McGraw-Hill, 2002. p. xi.

[2] G.E. Brochure: *What is Six Sigma? The Roadmap to Customer Impact.*

WHY IS IT IMPORTANT?

Six Sigma works. Six Sigma projects have resulted in tangible, often dramatic improvements in many different areas: cost reduction, productivity improvement, market growth, customer retention, cycle time reduction, and product and service quality. Examples of Six Sigma successes both large and small abound. Here are three:

MOTOROLA: LEAVING BEHIND "A WORLD OF HURT"

The 1980s were a difficult time for Motorola. Overseas competition was eating away at its market share. Top company leaders agreed that the quality of their products was substandard. Existing quality programs had no effect. The company was, in the words of one employee, "in a world of hurt."[3] But just two years after adopting Six Sigma across the board, the company won the Malcolm Baldrige National Quality Award. Between 1987 and 1997, Motorola saw a five-fold growth in sales, annual profit increases of nearly 20 per cent, cumulative savings of $14 billion and stock price gains at an annual rate of 21.3 per cent.[4]

HONEYWELL: RECORD PROFIT MARGINS

AlliedSignal (now Honeywell) achieved annual savings of $600 million after only a few years. By applying Six Sigma to their product design processes, the company reduced the amount of time required to design and certify new aircraft engines from 42 months to 33. In 1998, the company recorded productivity increases of six per cent and record profit margins of 13 per cent.[5]

G.E: COMPLETE TRANSFORMATION

"Six Sigma has forever changed G.E. Everyone—from the Six Sigma zealots emerging from their Black Belt tours, to the engineers, the auditors, and the scientists, to the senior leadership that will take this company into the new millennium—is a true believer in Six Sigma, the way this Company now works."[6]

Jack Welch, former G.E. Chairman

The most commonly cited and widely studied Six Sigma success story is G.E. Unhappy with the quality of the company's products, Chairman Jack Welch launched an aggressive Six Sigma program with considerable fervor. At the outset, Welch said he wanted to make G.E. quality "so special, so valuable to [their] customers, so important to their success that [their] products become the only real value choice."[7]

As they were for Motorola and Honeywell, the results were dramatic:

G.E.'s lighting unit cut invoice defects and disputes with Wal-Mart (one of their biggest customers) by 98 per cent, speeding payment and improving productivity for both companies.

Streamlined contract review processes at one of G.E. Capital's service businesses led to increased responsiveness and more completed deals for annual savings of $1 million.

G.E. Capital Mortgage analyzed the processes at one of its best-performing branches and expanded them to its 42 other branches. This improved the rate of customers receiving a "live" G.E. employee from 76 to 99 per cent.

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[3] Peter S. Pande, Robert P. Neuman, and Roland R. Cavanagh, *The Six Sigma Way: How G.E., Motorola, and Other Top Companies are Honing Their Performance,* McGraw-Hill, 2002, p. 7

[4] Ibid. p. 7

[5] Ibid, p. 9.

[6] Ibid, p. 4

[7] Robert Slater, *Jack Welch and the G.E. Way: Management Insights and Leadership Secrets of the Legendary CEO.* New York: McGraw-Hill, 1999, p. 207.

IT'S NOT JUST FOR LIGHT BULBS ANYMORE

Six Sigma has its roots in manufacturing, but its unprecedented success has led many to adopt its principles and apply them in other sectors. These examples show the dramatic performance improvements that Six Sigma can produce in almost any industry or organization.

At the post office:
- 300,000 letters delivered—
  with 99 per cent accuracy = 3,000 misdeliveries
  with Six Sigma = 1 misdelivery

In the IT department:
- 500,000 computer restarts—
  with 99 per cent reliability = 4,100 crashes
  with Six Sigma = less than 2

In Finance:
- 500 years of month-end closings—
  with 99 per cent accuracy = 60 months not
  balanced with Six Sigma = 0.018 months
  not balanced

In Television:
- For every week of TV broadcasting—
  with 99 % of airtime filled = 1.68 hours of dead
  air with Six Sigma = 1.8 seconds

Savings from higher-quality products and more efficient processes made Six Sigma a break-even initiative at G.E. in the first year. In 1998, the company had saved $750 million.[8] By 2000, savings totaled $2.6 billion.[9] In 2001, the company completed more than 6,000 projects.

Six Sigma projects also deliver significant benefits to many of G.E.'s stakeholder groups. For example: the company has initiated 3,000 projects in the airline industry—1,500 since Sept. 11—which will save $400 million. Chairman and CEO Jeff Immelt says extending Six Sigma beyond their own walls will strengthen the company's relationship with their key customer groups.[10]

Other companies, including Black & Decker, Bombardier, Caterpillar, Dow Chemical, FedEx, Kodak, Sony, Toshiba, and many others have all implemented or are implementing Six Sigma projects of their own.

[8] These examples are all drawn from *The Six Sigma Way: How G.E., Motorola, and Other Top Companies are Honing Their Performance,* McGraw-Hill, 2002.

[9] G.E. 2000 Annual Report.

[10] G.E. 2001 Annual Report.

Source: *The Six Sigma Way: How G.E., Motorola, and Other Top Companies are Honing Their Performance,* McGraw-Hill, 2002, p. 12.

WHAT IS BUSINESS INTELLIGENCE?

Business intelligence (BI) is software that enables end-users to monitor, analyze, and report on their performance. BI provides visibility, clarity, and insight into an organization's data assets and business processes without having to constantly rely on IT departments. BI can aggregate and consolidate disparate internal and external (third-party) data from different sources and applications into a central framework to create a common, shared context that enables effective and collaborative decision-making within a department or across an entire organization. BI can be deployed at the department level to support a specific Six Sigma project (for example: reporting and analyzing the deviations in a single process), or enterprise-wide to measure and manage an entire company's performance. Organizations can use BI to align tactics with strategy and to measure performance against strategic goals.

WHY SIX SIGMA NEEDS BUSINESS INTELLIGENCE

"We want to focus our initiatives on customer profitability. This starts with a sales force that is trained to take Six Sigma to the customer. It is backed with technology: Six Sigma-designed products to improve customer effectiveness or digitized Web applications to automate customer workflow." [11]

Jeff Immelt, Chairman and CEO, G.E.

Business intelligence provides the visual presentation layer for the wide variety of reports and statistics that Six Sigma projects require. Adding BI to Six Sigma projects also provides the technological backbone and the depth and breadth of reporting and analysis capabilities that are required throughout the DMAIC stages. BI can help companies analyze cost of poor quality and track the costs of each business process or Six Sigma project. It can identify bottlenecks in supply chains, isolate specific defects in manufacturing, errors in accounting, and other "defects" that chip away at perfection.

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[11] Ibid.

BI AND DMAIC

Define: BI can help companies identify and prioritize which processes to improve based on the "cost of poor quality" and other factors.

Measure: BI can identify and consolidate the various data sources and supporting information that will be used to understand and analyze the process.

Analyze: BI functionalities provide the scope and granularity that are essential to identify the cause(s) of defects and deviations and their impact on overall quality.

Improve: BI can be used to communicate analysis results to other parts of the organization and to external stakeholders.

Control: BI monitors new or improved processes are detected to ensure that subsequent defects or deviations are identified, communicated, and acted upon.

SIX SIGMA BUSINESS CHALLENGES

COMMUNICATING KEY MEASURES IN AN EASY-TO-UNDERSTAND FORMAT

Six Sigma is a highly statistical and data-driven process. The success of a Six Sigma project depends on employees' ability to understand the volumes of data that even a small-scale project can create and then communicate that understanding to the rest of the team. Very few employees are statisticians. And the sheer volume of cross tabs, spreadsheets, and other charts that are involved can make some employees hesitant to undertake a project. Six Sigma project leaders need a way to communicate facts in a way that is easy-to-understand and that enables decisions to be made quickly.

PROVIDING UP-TO-DATE AND ACCURATE INFORMATION

Quick Six Sigma wins in a particular department can help build momentum for larger-scale projects in the future and help overcome institutional resistance to change. These gains need to be articulated using specific, quantifiable results—whether they are increased customer loyalty, higher profits, or higher product quality. And quick wins are possible: some early projects in the chemicals and petroleum industries have yielded savings between $1 and $2 million.[12] Two main criteria for achieving these wins are having accurate information, and having it as soon as possible. This ensures that all the departments involved can agree on data sources, performance thresholds, defect definitions, and performance targets. There are two barriers: using data from different systems that collect data in different ways, and using data sets that are refreshed at different rates. In this situation, project leaders may spend more time trying to determine which numbers (if any) are correct rather than using them to identify defects. Accurate and reliable data must drive Six Sigma projects. It can't lag behind.

MOVING FROM MEASURING DEPARTMENTAL INDICATORS TO AN ENTERPRISE VIEW

Jack Welch called it boundaryless collaboration: breaking down the barriers between levels and across departments that prevented decisions from being made and decisions that left billions of dollars on the table every day.[13] The effect was a dramatic shakeup in the employee culture of G.E But there is also an important strategic reason for improving collaboration: as a company becomes increasingly interconnected, one single defect can adversely affect performance in any number of areas. Finding the cause of this defect and eliminating it can mean having to look at several processes across various departments or business units. Individuals and teams need to understand their roles, their responsibilities, and the cross-functional impact of their decisions more clearly. This can be done more easily if managers understand the processes that drive the company and have information readily available and to share. This information also needs to be shared with a company's external stakeholders.

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[12] *Dick Smith and Jerry Blakeslee, Strategic Six Sigma: Best Practices from the Executive Suite. Wiley, 2002, p. 175.*

[13] Peter S. Pande, Robert P. Neuman, and Roland R. Cavanagh, *The Six Sigma Way: How G.E., Motorola, and Other Top Companies are Honing Their Performance,* McGraw-Hill, 2002, p. 17

COMMUNICATING KEY MEASURES EASILY

"Those 10 to 15 critical measurements that leaders need to run their businesses—are now online, real-time, and shared by all. Digital cockpits have had a profound impact on Plastics, a complex business with customers and factories around the world. Our leadership team reviews 15 key operating metrics daily, using a globally consistent standard. Cockpits contributed two points to productivity at Plastics in 2001." [14]

Jeff Immelt, Chairman and CEO, G.E.

Visualization, a key BI functionality, can synthesize large amounts of data from any source—relational or dimensional databases, spreadsheets, data cubes, ERP systems, financial systems, etc. and display key Six Sigma thresholds and defect rates using a wide variety of intuitive interfaces such as maps, pie charts, bar graphs, automotive-style gauges, or statistical charts. This presentation layer for vast amounts of Six Sigma data can be used to create digital dashboards, or "cockpits" that can display performance information from every stage in a given process. Digital cockpits are widely used at G.E., as they can show Six Sigma data from any data source, application, process, assembly line, production facility, or geographic region in a single window.

Digital cockpits give project managers an instant, end-to-end understanding of every aspect of their project. Managers can identify and isolate defects and click through to conduct more in-depth analysis, and share this information with the rest of the team. Visualization also enables project managers to record Six Sigma data over time and then see their results unfold using animation. This reveals the degree and value of improvements. All of this information can be easily shared with team members over the Web without the need for plug-ins or additional software of any kind.

Visualization is the presentation layer for vast amounts of Six Sigma data.

"Cognos has enhanced our production because in the health care industry the number of challenges thrown at decision-makers has increased beyond comprehension. Cognos put the needed information into a form that a decision-maker can look at and make an immediate choice. That simply wasn't possible before." [15]

Dave Peterson, Contract Database Manager,
Sutter Health Support Services

[14] G.E. Annual Report, 2001.

[15] M. Steele Browne, ERC gives clients tools for systems analysis online, BizJournals.com, Oct, 6-12, 2000.

PROVIDING UP-TO-DATE AND ACCURATE INFORMATION

"Daily and weekly—rather than monthly or quarterly—our business leaders are making course corrections to their businesses, saving time and money while better serving our customers." [16]

~ Jeff Immelt, Chairman and CEO, G.E.

Six Sigma projects can only move as quickly as data is collected, analyzed, and acted upon. And data is only valuable if users can identify defects, warning signals, or downward trends early enough to stop them. Using Cognos data aggregation, project managers can configure key reports to be refreshed universally and consistently from start to finish. Everyone has a single version of the truth. Reports can be configured to run as often as necessary. This means everyone involved in the project is always looking at the most recent data. Event detection can alert users to defects or deviations the moment they slip above or below acceptable thresholds. Defects and trends are identified as soon as they happen, letting people conduct immediate analysis and take immediate corrective action to keep things on track. It also speeds up the feedback loop, leading to more improvements, carried out more quickly, and more often.

Defects and trends are identified as soon as they happen, letting people conduct immediate analysis and take immediate corrective action.

ACHIEVING BOUNDARYLESS COLLABORATION

"Six Sigma is the common language of G.E.; our Plastics business, for instance, often benefits from an idea generated at, say, Appliances. Our Global Research Center spreads common diagnostic technology from Medical to Power to Aircraft Engines to Transportation. In this way, any good idea tends to become a big idea." [17]

Jeff Immelt, Chairman and CEO, G.E.

Cognos scorecarding and strategy maps show project leaders at a glance how key business processes intersect and interact. Key inter-relationships—between business units, across geographies, or within a business process—can be easily defined and assigned their corresponding metrics and data sources. This enables project leaders to see how defects in one process or production plant affect outcomes further down the line. This information resides in a central location and can be easily accessed through an intranet, or extended to partners and

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[16] G.E. 2001 Annual Report.

[17] Ibid.

other stakeholders through a secure extranet. In this way, everyone involved in the Six Sigma project gains a greater understanding of how their roles fit into the greater picture and how they can take direct action to reduce defects. This creates the required closed-loop communication system and encourages teamwork. Individuals can be more professional and responsible for their own performance. Each team can collaborate more effectively for better performance. The entire organization can move forward on strategic goals with more confidence. Cognos BI is also zero-footprint (browser-based), providing for easy distribution to external stakeholders without the need for additional software.
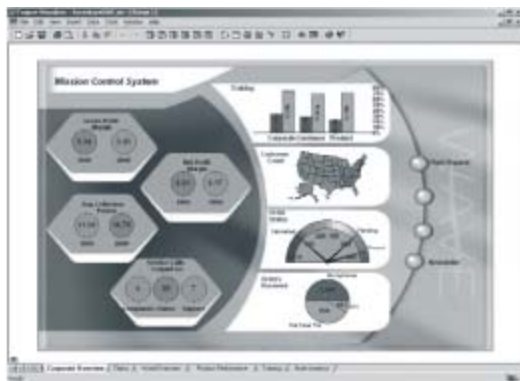
Key inter-relationships—between business units, across geographies, or within a business process—can be easily defined and assigned their corresponding metrics and data sources.

G.E., SIX SIGMA, AND COGNOS

Employers Reinsurance Corporation (ERC), a division of G.E., uses Cognos to share Six Sigma information with customers and partners. ERC can analyze and report on insurance industry indicators such as profit-and-loss margins and loss ratios. They can look at a client's business model and identify problem areas. "Cognos is a tremendous partner for our company," says Mitchell Habib, CIO of ERC. "Cognos' vision is in line with the broad vision we have here at ERC."[18]

ERC is also using Cognos in its expansion into health care. Hospital partners can collect data about assisted vs. non-assisted falls and identify their causes and locations to prevent falls in the future. Hospitals can also measure themselves against industry data that ERC has collected.

[18] M. Steele Browne, ERC gives clients tools for systems analysis online, BizJournals.com, Oct, 6-12, 2000.

ADDITIONAL BENEFITS OF COGNOS BI IN A SIX SIGMA ENVIRONMENT

ENABLING MANAGEMENT BY FACT

Six Sigma places a strong emphasis on data and fact-driven management. Despite the attention paid in recent years to measures, improved information systems, and knowledge management, many business decisions are still being based on opinions and assumptions.[19] Other companies find that they are measuring the right things but don't have the closed-loop systems and technology in place to actually implement the improvements.[20] Six Sigma discipline clarifies the measures needed to gauge business performance; then it applies data and analysis to build an understanding of key variables and optimize results.[21] In Six Sigma, data serves as the basis for every decision. Companies need to ensure that the data they are collecting to guide them through the DMAIC stages is accurate, reliable, current, and complete. Data aggregation or ETL (extraction, transformation, and loading) ensures that this is the case.

SUPPORT DESIGN FOR SIX SIGMA INITIATIVES

Six Sigma is now part of the DNA of G.E., Motorola, Honeywell, and many other companies. At G.E., this means that every new product or process is Designed for Six Sigma (DFSS) and follows a systematic methodology involving tools, training, and measurement that ensures that it can meet customer expectations and can be consistently produced or followed at Six Sigma-quality levels. Business intelligence can draw data from any source to provide visibility into key business, financial, and supply chain processes. This ensures that Six Sigma project leaders have a complete, end-to-end understanding of their operations. Any key business activity or element—response time, billing cycles, return rates, product output or quality, inventory turns, customer satisfaction, etc. can be easily tracked, analyzed, and reported on.

DEEP ANALYSIS

Executives are often forced to look at too many things, the wrong things, or the end results.[22] This can obscure defects that happen earlier in a process. Executives and Six Sigma teams alike need to look at predictive, or leading, indicators that can tell ahead of time whether a specific goal will be achieved. Monitoring these predictive metrics prevents defects from being repeated or reaching the customer. Sometimes this requires companies to develop new or more sophisticated metrics. For example: the department responsible for monitoring customer satisfaction now monitors its component parts: customer profile, purchase history, billing status, loyalty, retention, satisfaction by product or geographic region, return and repurchase rates, etc. Business intelligence lets project leaders analyze each of these components and provide more detail to identify trends, errors, or defects that may otherwise go unnoticed.

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[19] Peter S. Pande, Robert P. Neuman, and Roland R. Cavanagh, *The Six Sigma Way: How G.E., Motorola, and Other Top Companies are Honing Their Performance,* McGraw-Hill, 2002. p. 15.

[20] Dick Smith and Jerry Blakeslee, *Strategic Six Sigma: Best Practices from the Executive Suite, Wiley, 2002, p. 164*

[21] Peter S. Pande, Robert P. Neuman, and Roland R. Cavanagh, *The Six Sigma Way: How G.E., Motorola, and Other Top Companies are Honing Their Performance, McGraw-Hill*, 2002. p. 16

[22] Dick Smith and Jerry Blakeslee, *Strategic Six Sigma: Best Practices from the Executive Suite*, Wiley, 2002, p.162.

THE NEXT LEVEL:
CORPORATE PERFORMANCE MANAGEMENT

"CPM is used to describe the methodologies, metrics, processes and systems used to monitor and manage the business performance of an enterprise." [23]

Gartner, 2002

Corporate performance management (CPM) is a framework for delivering improved performance at the enterprise level. It can help organizations align employee tactics and decisions with strategic goals. Strategic goals are communicated through specific, measurable outcomes that are relevant to every employee's daily performance. Decisions are based on a single source of commonly shared data and information and made at the point in the organization where they will have the maximum impact on performance.

Cognos enables CPM with software capabilities for planning, scorecarding, and business intelligence. Cognos CPM solutions are the key to aligning strategy and actions across the enterprise and outperforming the competition.

Drive Performance—Cognos Enterprise Planning turns corporate goals into concrete plans and budgets that make strategy relevant, communicates a common purpose throughout the organization, and drives performance.

Monitor Performance—Cognos Scorecarding lets companies track performance against strategic plans and monitor the key metrics of their day-to-day operations.

Understand Performance—Cognos Enterprise Business Intelligence turns data into meaningful reports and analysis to help companies understand their performance and make better decisions.

HOW DOES SIX SIGMA ROLL INTO CPM?

"Through Six Sigma and other unifying initiatives we speak the same language on strategy and operations. But most important of all, we share the same values. A lot of companies create values, laminate them and forget them. We live ours. As anybody who follows this company knows, over the past six years Six Sigma has transformed our processes."[23]

Jeff Immelt, Chairman and CEO, G.E.

In *Strategic Six Sigma: Best Practices from the Executive Suite*, Dick Smith and Jerry Blakeslee identify what they see as the often overlooked potential for Six Sigma to move beyond improving back-office operations to help companies formulate and deploy high-level business strategies that can bring about widespread change—to serve as the company's guiding philosophy.[24] They see Six Sigma as an a change agent in almost every aspect of corporate performance, including:

• formulating, integrating, and executing new business strategies and missions

• responding to constantly changing and increasingly complex customer requirements

• facilitating mergers and acquisitions

• driving systemic and sustainable culture change

• improving financial and corporate reporting

This move is being driven by a difficult economy and the changing and complex nature of business. Executives are under increasing pressure to develop, implement, and revise their strategies, globalize their operations, and implement a high-performance culture. A recent survey of corporate CEOs confirms this (*see sidebar*).

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[23] G.E. 2001 Annual Report.

[24] Dick Smith and Jerry Blakeslee, *Strategic Six Sigma: Best Practices from the Executive Suite*, Wiley, 2002, p. xiii.

CLOSING THE GAP A KEY PRIORITY FOR TOP EXECUTIVES

Results from a recent survey commissioned by the Foundation for the Malcolm Baldridge National Quality Award identifies a significant gap between the trends challenges that CEOs are facing and their ability to effectively handle them. Of the more than 300 executives who participated:

• 94 per cent cited globalization as a major influence on their company; but only 18 per cent of U.S. companies were considered "excellent" in dealing with it.

• 88 per cent said improving knowledge management was critical to their operations; only 23 per cent were considered "excellent" in this category.

• 66 per cent said they needed to improve their ability to carry out strategic plans.

• 60 per cent needed better ways to measure and analyze organizational processes.

• 63 per cent needed greater flexibility to adapt to changing market conditions.

• 54 per cent needed to improve their ability to rapidly redefine their business.

Cited in *Strategic Six Sigma: Best Practices from the Executive Suite,* Wiley, 2002, p. xviii.

Companies need a strong strategic framework and language to help define their vision and articulate their mission in a way that can make it relevant for everyone in the organization. The language can help them define, measure, analyze, improve, and control their performance in any or all areas.

All of these challenges can be addressed by adopting Six Sigma in a CPM context because they share common elements: using a strict reliance on data, statistical measurement, and robust feedback mechanisms to drive decisions. CPM and Six Sigma can unify management teams behind a common language and data (or metrics), making strategic planning and execution more efficient and successful. They can align the company and processes with commonly agreed-to goals to help achieve new levels of profitability and performance.

They can help companies become more responsive to changing conditions. They enable an organization to harness the full range of its "transformational and transactional" drivers and unleash the full productive potential of the enterprise.

Both Six Sigma and CPM help a company focus on specific goals—for Six Sigma, that goal is 99.99997 per cent perfection in any given process or product. In CPM, this goal can be rolled up into an enterprise-wide management environment that gives focus to performance and creates long-lasting and dramatic improvements in corporate performance. Through Six Sigma and CPM, quality and performance become the responsibility of every employee. Every employee becomes more involved, motivated, and knowledgeable.

ABOUT COGNOS

Cognos is the world leader in business intelligence and enterprise planning software. Our solutions for corporate performance management let organizations drive performance with planning and budgeting, monitor it with scorecarding, and understand it with enterprise business intelligence reporting and analysis. Cognos is the only vendor to support all of these key management activities in a complete, integrated solution.

Founded in 1969, Cognos today serves more than 22,000 customers in over 135 countries. Cognos enterprise business intelligence solutions and services are also available from more than 3,000 worldwide partners and resellers.

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