Managing Performance Amid Complexity

A report prepared by CFO Research Services in collaboration with Cognos

CFO research services

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Performance Management in an Increasingly Complex World

For years, one mantra of performance management has been, "Standardize, streamline, simplify." The benefit of the "single version of the truth" is widely accepted: If all managers have the same up-to-date and accurate information about how the company and its processes are performing, then everybody will make well-informed decisions that benefit the company as a whole.

But this Holy Grail of performance management has proven frustratingly elusive. In the continuing quest for growth and earnings, many companies find themselves becoming even more complex. They expand domestically and internationally; they acquire, start up, or spin off lines of business; they forge alliances in their supply chains and marketing channels. In doing so, companies are adding, upgrading, and knitting together financial systems and performance measurement technology. As a consequence, companies frequently find themselves moving further away from the single version of the truth, not closer to it. According to The Hackett Group, finance organizations on average operate 11 finance systems per billion dollars of revenue. Thus, performance management at large companies often draws on a broad portfolio of highly complex, diverse, and independent information systems.

Increasing complexity presents a challenge for the finance team. Finance is moving beyond traditional accounting and reporting roles to become deeply enmeshed in growth-oriented, enterprise-wide performance management processes. The question, then, becomes how to cope with the simultaneous but conflicting needs to manage complexity in the company's information systems, while meeting growing demands for timely, accurate data and analysis to support strategic and operational decision making?

CFO Research Services conducted research among North American finance executives to gain insight into this question. Through our survey of more than 170 senior finance executives, we learned that relatively few finance executives believe their companies have optimized their performance management systems and information capabilities. Many companies are still grappling with a "patchwork" of finance and performance management systems, and a majority of finance executives see room for improvement in their performance management data gathering and analysis. However, finance executives who say that their performance management systems employ the highest level of automation also tend to report the widest use of performance information within their companies and the highest satisfaction with that information.

Performance management at large companies often draws on a broad portfolio of highly complex, diverse, and independent information systems. Many companies are still grappling with a "patchwork" of finance and performance management systems.

Key Findings

Finance expects to provide PM expertise.

- More than two-thirds of finance executives in this survey believe their companies will increasingly rely on the finance function to serve as performance management experts.

Decision makers rely on KPIs.

- Most finance executives say that key performance indicators (KPIs) are widely used by decision makers within their companies. Nearly 90 percent of all survey respondents say that their C-suite and finance executives use KPIs either for specific purposes, such as budgeting, or for day-to-day decision making, and 84 percent say that their business unit/line managers use them.

Managers are satisfied with automated PM.

- The level of automation of a company's performance management systems tracks with managers' satisfaction with the performance data available to them. A relatively small number of finance executives say their companies' performance management systems are highly automated, but these respondents report more often that the managers at their companies are highly satisfied with the performance data that is available.

Managers are least satisfied with manual PM.

- Respondents who say their companies' performance management systems are only partially automated express moderately less satisfaction with the data available to them and their companies' managers, and those who say their companies' performance management processes are primarily manual express the least satisfaction with the quality and availability of their performance data. Both the partially automated and the manual groups express a desire to have more detailed customer and profitability data.

IT complexity hurts PM.

- About half of the respondents from manual and partially automated companies say that complexity in IT systems causes problems with the timeliness of their performance data, and 35 to 40 percent of them cite IT complexity for causing problems with the accuracy and utility of performance data. Finance executives from highly automated companies report issues with IT complexity much less frequently.

"Patchwork" systems predominate.

- The majority of respondents characterize their companies' performance management and financial systems as a "patchwork" of systems and applications from vendors and in-house development. The remaining respondents either use a single technology vendor for both performance management and financial systems, or use one vendor for performance management systems and another for financial systems. The respondents from patchwork companies report least often that their finance, business management, and senior executive teams are satisfied with the performance data available to them.

An independent PM system offers benefits.

- While sample sizes limit our ability to draw definitive inferences in this analysis, the data also suggests that the finance functions at companies using different vendors for their performance management and financial systems are more likely to be satisfied with their performance data than are finance staffs at either patchwork or single-vendor companies.

Most finance executives foresee incremental, not dramatic, improvements in PM.

- Queried on their plans for future investment in performance management, finance executives expect to make incremental, rather than dramatic, improvements over the next year. They cite organizational culture and tension between finance and business unit management as the most common obstacles to improving their capabilities.

Finance values practical experience and knowledge.

- When evaluating performance management partners—such as consultants and IT services firms—executives say they see greatest value in practical implementation experience and best-practice knowledge over other characteristics.

About this report

In December 2007, CFO Research Services launched a research program on the role of finance in managing complexity in their companies' performance management systems. CFO Research distributed a survey among senior finance executives in the United States. We received a total of 173 responses to our invitation-only electronic survey.

Survey respondents hold positions with the following titles:

Chief financial officer	24%
Director of finance	23%
VP of finance	20%
Controller	13%
EVP or SVP of finance	5%
CEO, president, or managing director	2%
Other	13%

Respondents come from companies of different sizes in terms of annual revenue:

<$100 million	5%
$100 million-$500 million	30%
$500 million -$1 billion	13%
$1 billion-$5 billion	32%
$5+ billion	21%

Respondents represent a broad cross-section of industries:

Manufacturing	29%
Consumer goods (retail, wholesale)	16%
Health care	12%
Financial services	11%
Business services	8%
High technology (software/hardware, systems, telecommunications, etc.)	6%
Public sector (education, government, non-profit, etc.)	5%
Life sciences	2%
Other	10%

Note: Percentages may not total 100 percent, due to rounding.

Throughout this study, we compare companies reporting a high level of automation in their performance management systems with companies that are only partially automated and companies that still rely primarily on manual processes such as spreadsheets. "Highly automated" companies say that performance management technology is widely used at their companies for developing, executing, and monitoring business strategy. "Partially automated" companies report that performance management technology is used by some parts of the company, while "primarily manual" companies have few, if any, performance management applications. Out of our total pool of 173 respondents, 93 (54 percent) characterize their companies as partially automated; 55 (32 percent) report that their companies are primarily manual; and 24 (14 percent) say their companies are highly automated.

Cognos, an IBM Company, funded the research and publication of our findings. At CFO Research Services, David Owens and Sam Knox directed the research and wrote the report.

Taking Up the Reins of Performance Management

Much has been written in recent years about the growing involvement of finance in business strategy, analysis, and oversight of operations. Drawing on their broad organizational scope and analytical capabilities, finance executives are playing a greater role in ensuring their companies meet performance expectations and deliver high returns to shareholders. Our research confirms this view: More than two-thirds of the finance executives responding to our survey state that they expect their companies to increasingly look to finance to serve as performance management experts. This view is strikingly consistent across all respondents, regardless of the size or industry of the company, the title of the respondent, or what kind of performance management system the company employs. Across the board, finance professionals expect to be more and more involved with collecting, analyzing, and using the data that will improve company performance.

The question, then, is not whether finance will drive performance management, but rather, how well equipped is it to be an effective source of performance management expertise? Finance executives must work closely with business unit and corporate management to analyze the key questions that drive the business: where and how to invest; which lines of business, product offerings, or customer segments are most (and least) profitable; which processes pose the greatest risk to business performance; and so on. The answers to these questions depend on the right metrics being available at the right time to make informed decisions about the business.

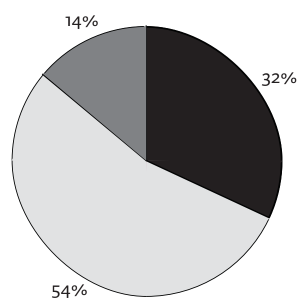
Our survey shows that the use of key performance indicators (KPIs) to help management make decisions is widespread. Approximately 90 percent of survey respondents say that their C-suite and finance executives use KPIs either for specific purposes, such as budgeting, or for day-to-day decision making; 84 percent of respondents say their companies' business unit and line managers also regularly rely on KPIs. Clearly, most companies recognize the importance of having the right information in hand to make decisions.

A majority of finance executives at highly automated companies say their C-suite executives use KPIs for day-to-day decision making, compared with less than one-quarter of respondents at either partially automated or primarily manual companies.

Our survey reveals differences, however, in how these decision makers use KPIs, and in how satisfied they are with their performance data. We first asked respondents to characterize the level of automation of their companies' performance management systems. We found that almost a third of the companies (32 percent) rely primarily on manual processes (e.g., spreadsheets) for performance management. The majority of respondents (54 percent) say their companies are partially automated (e.g., performance management technology is used by some parts of the company), while only 14 percent characterize their companies' performance management systems as highly automated—that is, technology is widely used for developing, executing, and monitoring business strategy. (See Figure 1.)

Figure 1: A small number of companies characterize their performance management systems as highly automated.

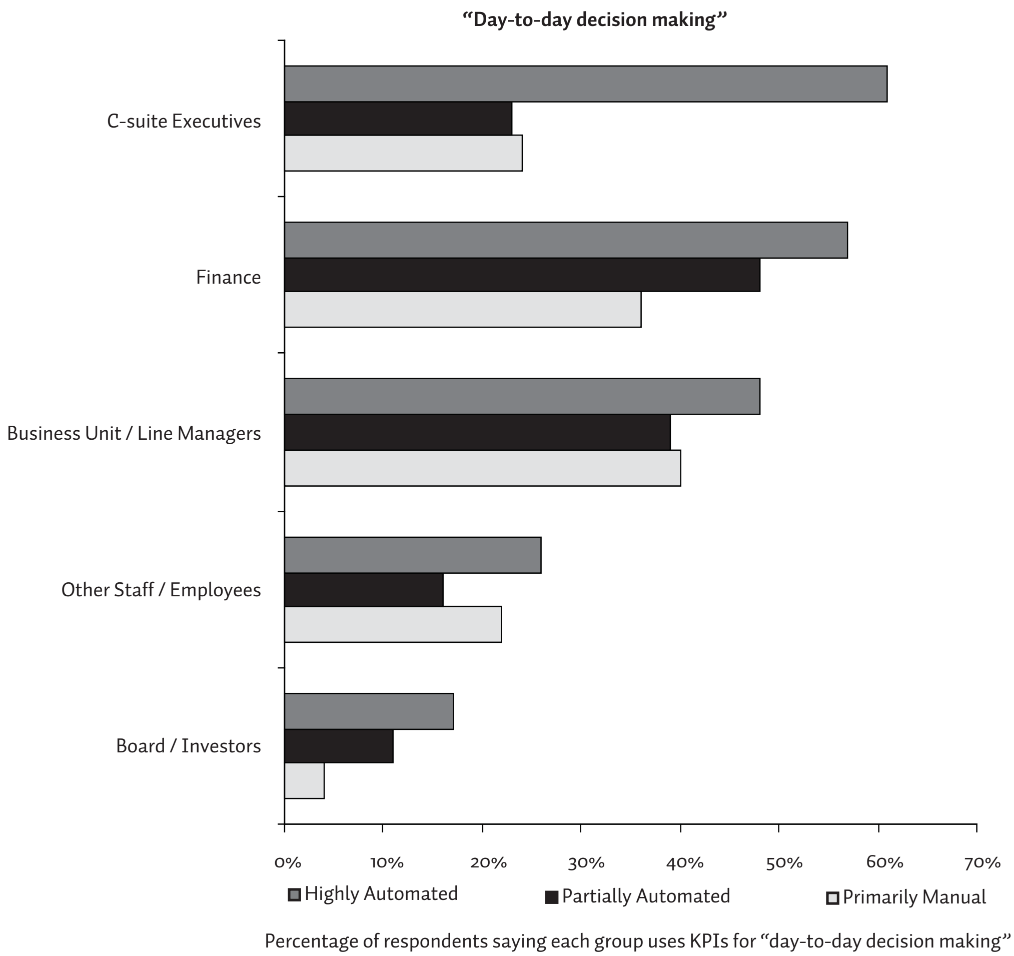
How automated is your company's management of business performance?



- ■ Primarily manual (e.g., many spreadsheets; few, if any, performance management applications)
- □ Partially automated (e.g., performance management technology is used by some parts of the company)
- ■ Highly automated (e.g., performance management technology is widely used for developing, executing, and monitoring business strategy)

Figure 2. At companies with highly automated PM systems, C-suite executives are far more likely to use KPIs for day-to-day decision making than at less automated companies.

How much do these constituencies at your company rely on key performance indicators (KPIs) from your company's performance management system to make decisions?



Based on this segmentation, we then found that managers in highly automated companies are more likely to use KPIs in their day-to-day decision making. (See Figure 2.) We asked finance executives how much the different groups of decision makers or constituencies at their companies rely on KPIs. For every constituency, the highest percentage of KPI use came from highly automated companies.

The gap between highly automated and less automated companies is most striking when we look at the top level of decision making—C-suite executives. A little more than 60 percent of the respondents from highly automated companies in our survey say their C-suite executives use KPIs for day-to-day decision making. This contrasts with less than one-quarter of respondents at either partially automated or primarily manual companies who report that top management uses KPIs daily.

Closing the Satisfaction Gap

At companies taking full advantage of automation, not only are decision makers more likely to have the data they need right at their fingertips, but they are also much more likely to be satisfied with the data they have. (See Figure 3.) Only one respondent from a highly automated company says that any constituency is "not at all" satisfied with the amount, utility, and timeliness of the performance management data available to them. Every other respondent from a highly automated company notes that every constituency using KPIs—Board members and investors, C-suite executives, finance, business unit/line managers, and all other staff—is either somewhat or very satisfied with the performance data they have. Substantially larger percentages of respondents from primarily manual and partially automated companies express dissatisfaction with the data available to them.

The level of satisfaction of different management teams also appears to rise in step with the level of automation. (See Figure 4, next page.) At primarily manual companies, only a handful of respondents claim that any of their different constituencies are "very satisfied" with the performance management data available to them. At partially automated companies, about one-fifth of respondents say the different constituencies are "very satisfied." But at highly automated companies, fully half of the respondents report the highest levels of satisfaction among their constituencies. (It is interesting to note that respondents with the title of CFO tend to rate the satisfaction of all constituencies, including their own and that of the C-suite, slightly higher than do respondents with other titles. The view from the top may be somewhat rosier than from the trenches.)

Figure 3. The level of satisfaction with performance management data rises in step with the level of automation.

How satisfied are your company's managers with the amount, utility, and timeliness of performance management data available to them?

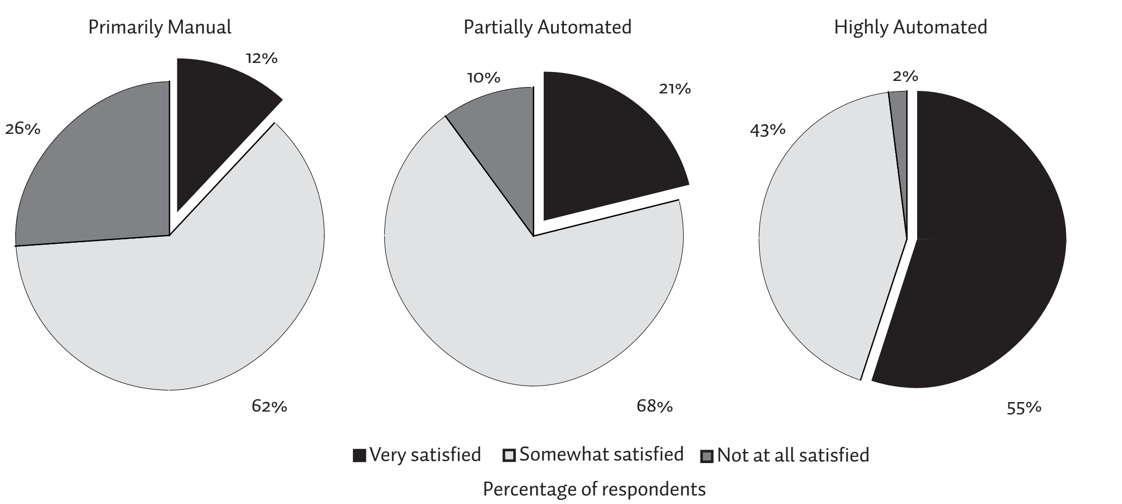
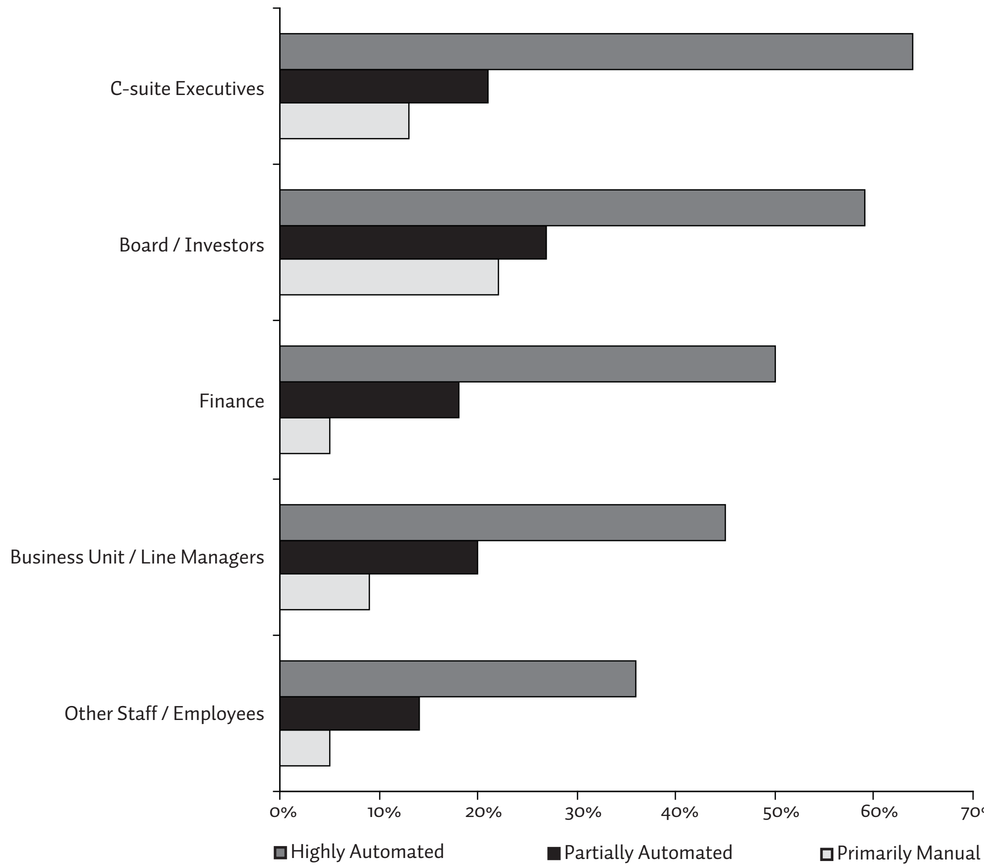


Figure 4. All management groups at highly automated companies report higher levels of satisfaction with their performance management data.

How satisfied are each of these constituencies with the amount, utility, and timeliness of performance management data available to them?

"Very satisfied"



Percentage of respondents saying "very satisfied"

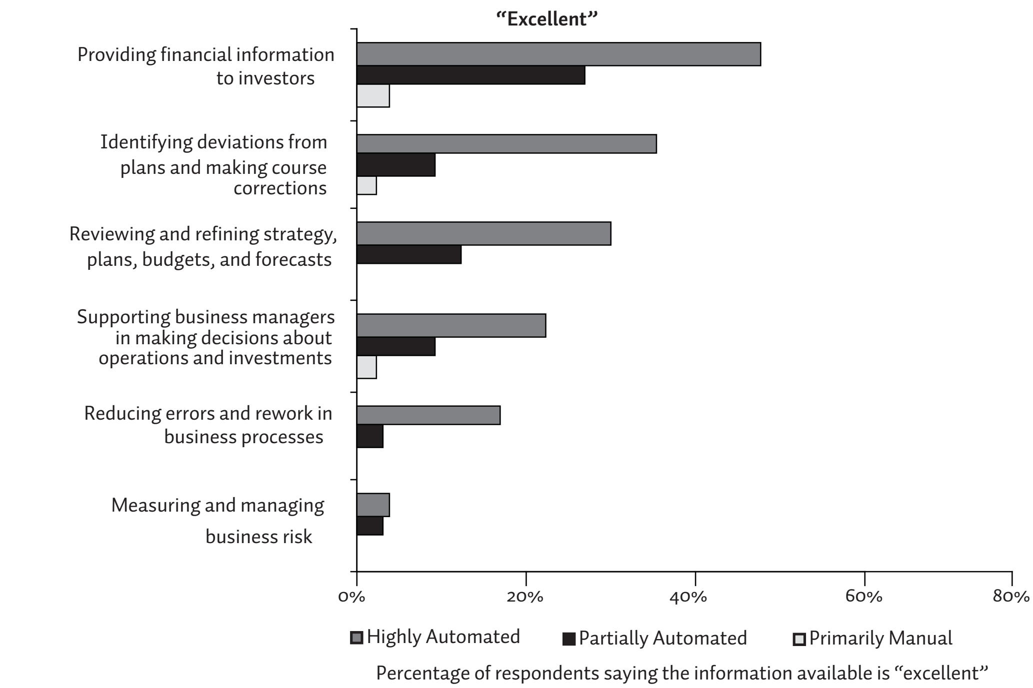
This "satisfaction gap" is also reflected in specific uses of the data. Respondents were asked their opinions on the timeliness and reliability of information needed to accomplish six different tasks related to performance management. (See Figure 5, next page.) Once again, level of satisfaction rises with the level of automation.

At companies taking full advantage of automation, not only are decision makers more likely to have the data they need right at their fingertips, but they are also much more likely to be satisfied with the data they have.

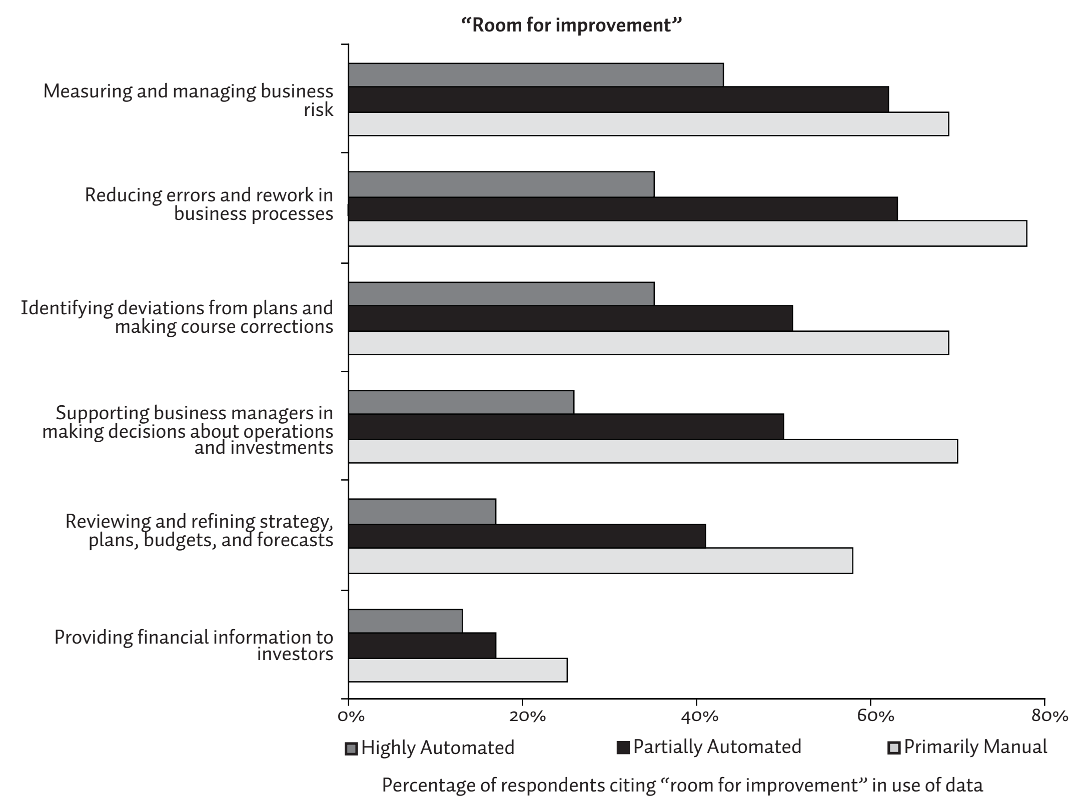
At primarily manual companies, for every task more respondents say they have room for improvement in the use of performance management data than say the information is either adequate or excellent. At these companies, nearly 60 percent to almost 80 percent of respondents express dissatisfaction, depending on the task (with the one exception of "providing financial information to investors," where a quarter of respondents from manual companies cite room for improvement). Almost no respondents from manual companies rate the information available for any task as "excellent."

Figure 5. The users of information at highly automated companies are more satisfied with the information available to them…

Does your company have the timely, reliable information needed to accomplish the following business tasks?



…and companies with primarily manual PM systems are more likely to see room for improvement in their use of information.



At partially automated companies, 40 to 60 percent of respondents say there is room for improvement in their companies' use of data, depending on the task (and again excluding "providing financial information to investors"). Here, too, very few respondents are willing to rate the information available for any one task as "excellent."

These ratios are nearly reversed at highly automated companies. In every category, much higher percentages of respondents from highly automated companies than from either of the other segments say the information they have available is "excellent" (with the exception of measuring and managing business risk—see "Still Lagging in Risk Management.") Similarly, substantially lower percentages of respondents from highly automated companies cite a need for improvement in any of the tasks we asked about.

Complexity in IT systems is much more of a problem for companies with less automated performance management systems. Finance executives at these companies say that IT complexity affects the timeliness, accuracy, and utility of their performance data.

Still Lagging in Risk Management

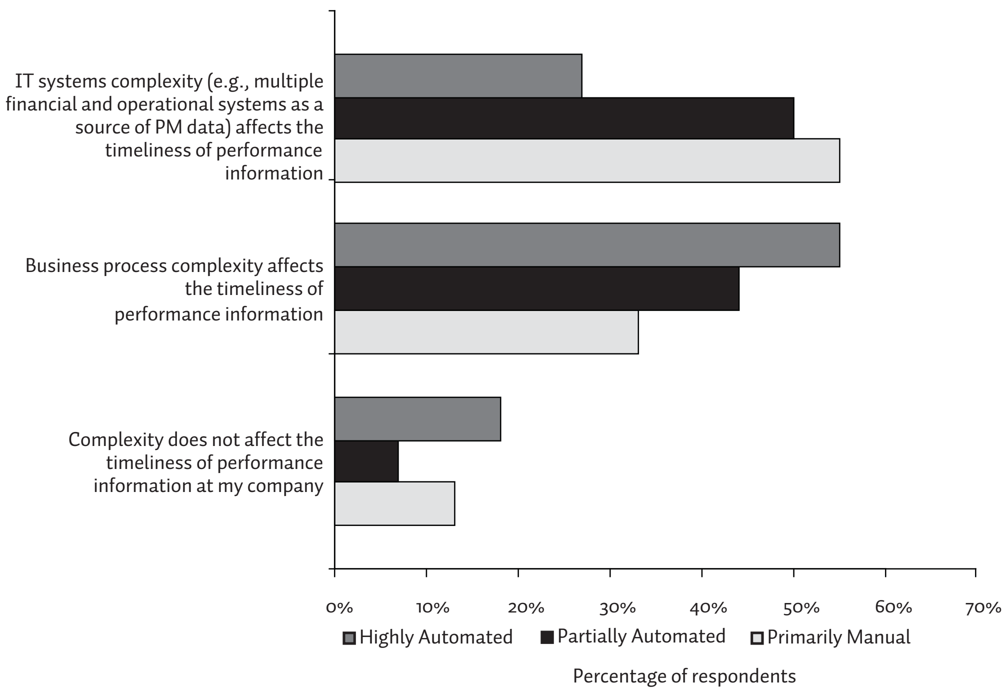
The one area in which virtually everyone sees room for improvement is risk management. Out of 173 respondents, only four say that they have "excellent" information for measuring and managing business risk. Even at highly automated companies, where levels of satisfaction are uniformly higher, respondents most often identify a need for improvement in this area. Integrated risk management has been a hot topic of discussion for years, but it appears that many companies still have a way to go.

In a separate open-response question, we asked finance executives what additional metrics (KPIs) they thought their companies should collect to manage business performance better. Many of the respondents from partially automated or manual companies express the desire for additional metrics that would give them deeper and more detailed insights into the profitability of customer segments, lines of business, or operational areas (e.g., individual plants). In other words, they seem to be looking for a higher degree of granularity in their data, which would allow managers to identify problem areas more readily and with more precision. These insights are much more difficult and time-consuming to provide if the data has to be collected, disseminated, and analyzed manually.

Finance executives appear to recognize the inadequacy of their technology. (See "Complexity and Satisfaction," page 12.) Respondents who identified themselves as coming from manual or partially automated companies are approximately twice as likely as their counterparts at highly automated companies to say that complexity in IT systems affects the timeliness of performance information, and they are more than four times as likely to attribute problems with the accuracy and utility of performance information to complexity in IT systems. (See Figure 6, next page.) In fact, only two respondents in total from highly automated companies say that complexity in IT systems affects the accuracy and utility of performance data at their companies at all.

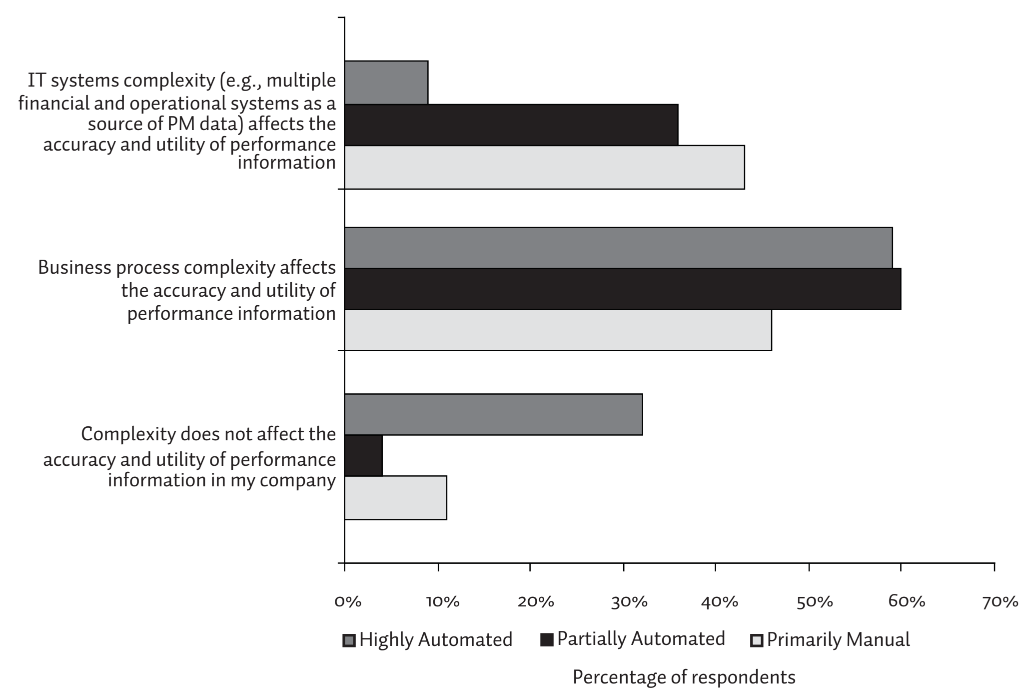
Figure 6. IT complexity affects timeliness—especially at companies with manual and partially automated PM systems…

In your opinion, which of the following types of complexity contributes the most to problems with the timeliness of performance information at your company?



…and is more likely to affect the quality of PM data at less automated companies.

In your opinion, which of the following types of complexity contributes the most to problems with the accuracy and utility of performance information at your company?



Complexity and Satisfaction

In an effort to understand the relationship between IT complexity and satisfaction with performance data, we asked finance executives to tell us whether their companies used a single vendor for both performance management systems and financial systems; used different vendors for performance management and financial systems; or used "a patchwork of PM applications and financial systems, with multiple vendors and/or home-built systems." Using this segmentation as a proxy for complexity, we examined the survey responses to see how IT complexity corresponded with satisfaction with performance data.

Slightly more than half (52 percent) of all respondents report that their companies have a "patchwork" of applications and systems. At companies with primarily manual performance management processes, however, a large majority (69 percent) of respondents say that they have a patchwork of applications and systems. For companies that are partially automated, a little less than half of the respondents say they are patchwork, while only about a third of respondents from highly automated companies characterize their systems in this way.

Not surprisingly, those that characterize their systems as a patchwork tend to be less satisfied with the information available to them. We asked finance executives whether they had timely, reliable information to accomplish six different business tasks. At patchwork companies, for every task (with the exception of "providing financial information to investors," which has become routine in the wake of Sarbanes-Oxley), more than half of the respondents say they have room for improvement in the use of information. When asked about "reducing errors and rework in business processes," slightly more than 7 out of 10 respondents from patchwork companies cite a need for improvement. And for each of the six tasks, a higher percentage of respondents from patchwork companies say they need to improve their use of information than do respondents from either single-vendor companies or companies using separate vendors for performance management and financial systems.

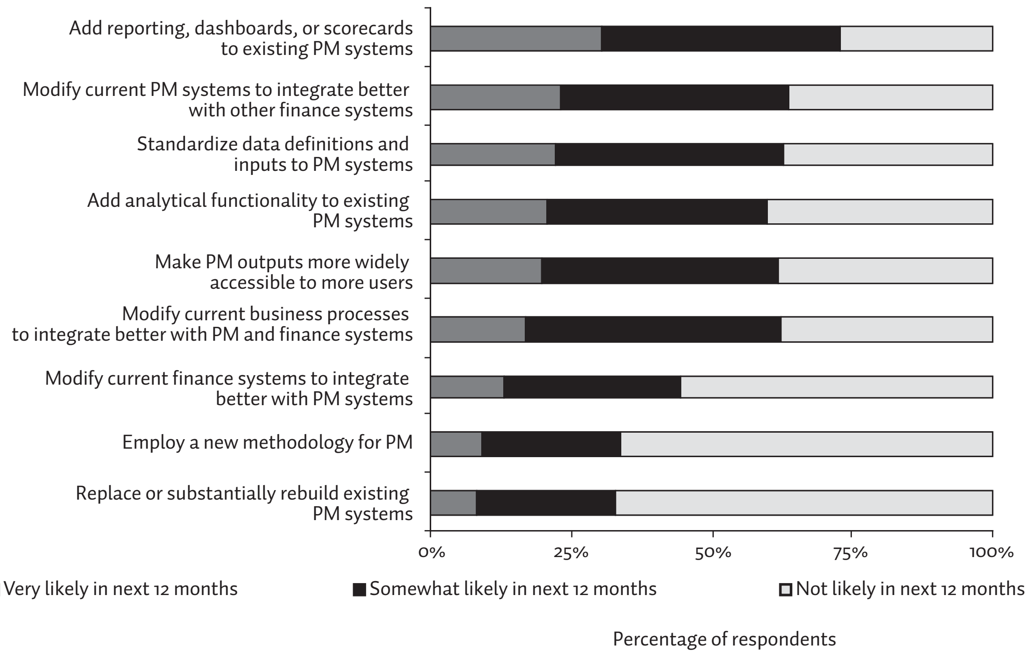
As it turns out, the finance executives themselves are among the most dissatisfied groups. A quarter of the respondents from patchwork companies say they are "not at all" satisfied with the data available to the finance functions at their companies. In contrast, less than 20 percent of finance executives from single-vendor companies, and less than 10 percent of finance executives from companies using different vendors for PM and finance systems, say they are "not at all" satisfied with the data finance receives.

Not surprisingly, companies struggling to manage a "patchwork" of performance and financial systems are notably less satisfied with the information available to their managers.

Although the sample size is small (22) for companies using different vendors for their performance management and financial systems, approximately 90 percent of finance executives at these companies report that they are either somewhat or very satisfied with the amount, utility, and timeliness of performance management data that is available to the finance function. Companies that say they use separate vendors for their performance management and financial systems also report the highest levels of day-to-day use of key performance indicators (KPIs) by all management groups—C-suite executives, finance, and business unit managers.

Figure 7. Finance executives expect to make incremental, rather than dramatic, improvements to PM processes and systems over the next year.

What changes to performance management systems and processes do you anticipate your company will consider within the next year?



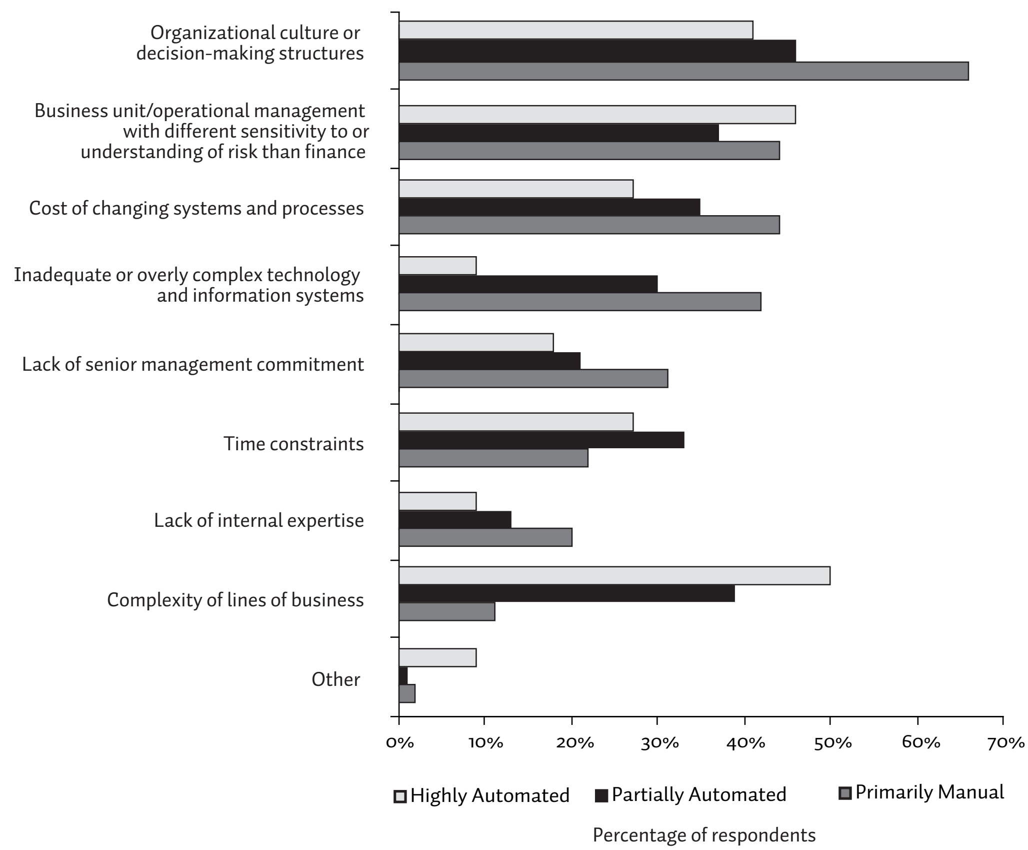
To close the "satisfaction gap," finance executives in general say they are more likely to focus on enhancing or making incremental improvements to existing PM systems in the coming year, rather than making large-scale changes. When asked what kind of improvements they expected to make in the next 12 months, relatively few finance executives report that that their companies are likely to make dramatic changes in course, such as replacing or rebuilding their PM systems or employing a new PM methodology. (See Figure 7.) Most respondents (72 percent overall) indicate that they are either likely or very likely to add reporting, dashboards, or scorecards to existing systems. More than 60 percent of the respondents say they are likely to standardize data definitions and inputs to PM systems, and make modifications to improve integration between PM and finance systems. Making existing systems work better or provide more useful information seems to be a more attractive option for most finance executives.

Interestingly, we found that finance executives from highly automated companies are least likely to standardize data definitions and inputs to their PM systems. Standardization often is a key first step companies take to streamline their processes and reduce complexity. If a company is already highly automated, however, we can assume that it has already taken this step, and so has no need to make it a priority.

To close the "satisfaction gap," finance executives in general say they are more likely to focus on enhancing or making incremental improvements to existing PM systems, rather than making large-scale changes.

Figure 8. Finance executives see organizational and management issues as the greatest obstacles to improving PM systems.

What do you see as the biggest obstacles to improving your performance management capabilities?

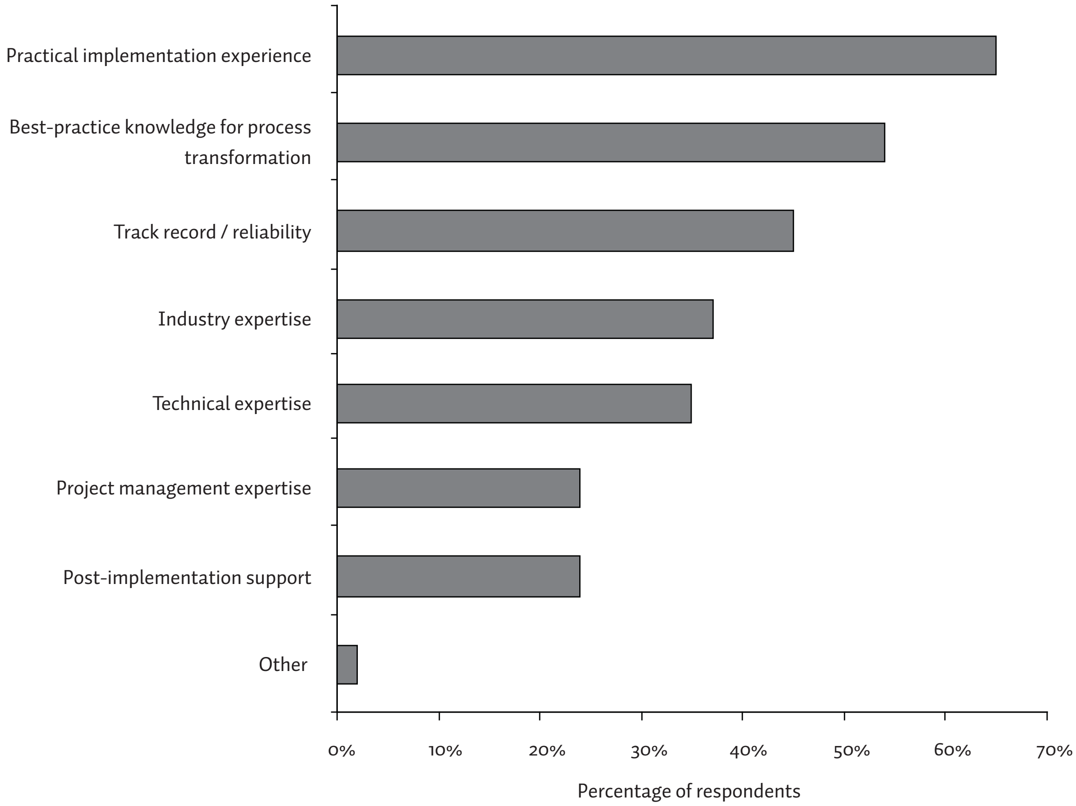


What, then, is holding finance back in making these improvements? Most often, respondents cite organizational or management issues as the largest obstacles to improving PM capabilities. "Organizational culture or decision-making structures" is cited most frequently by all respondents as one of the biggest obstacles. (See Figure 8.) But when we look at the level of automation in performance management systems, we see that this percentage rises to two-thirds of respondents from manual companies. In their responses to other questions, two-thirds of the respondents from manual companies also say that "organizational culture and structure" is the leading cause of complexity in IT systems and in business processes, compared with approximately half of the respondents from companies that are either partially or highly automated.

At the same time, while 42 percent of respondents from manual companies say "inadequate or overly complex technology and information systems" is a significant challenge, only 9 percent of respondents from highly automated companies cite complexity of IT as an obstacle to improving performance management processes and systems. Manual companies also are the most concerned about the cost of changing systems and processes. It appears that finance functions in companies lacking adequate technology are having a more difficult time grappling with the issue of complexity in their organizations and systems.

Figure 9. Finance executives look for best-practice knowledge and practical implementation experience from their PM partners.

What capabilities or expertise do you consider most important in your performance management partners?



Finance executives are not necessarily looking for outside help in their efforts to improve performance management. Only half of the respondents in both the manual and the highly automated segments say their companies are likely or very likely to use an IT vendor within the next year to help improve their PM systems. However, 70 percent of respondents from partially automated companies indicate they would do so. About the same number of respondents from partially automated companies (74 percent) also say they are likely or very likely to modify their current PM systems to integrate better with finance systems in the coming year—an effort with which they may well be looking for external expertise.

When they do look outside for help, finance executives across the board place the most value on practical implementation experience and best-practice knowledge from their performance management partners. (See Figure 9.) Interestingly, executives at highly automated companies give much more weight to post-implementation support than their peers in either of the other two segments—perhaps a recognition of the difficulty of "getting it right" when increasing the level of automation, something these executives may have already lived through.

Finance executives place the most value on practical implementation experience and best-practice knowledge from their performance management partners.

Implications for the Finance Organization

Finance executives overwhelmingly expect that their companies will call upon them to be more involved with performance management. The question, then, is whether they will have the tools and resources that will allow them to become performance management experts for their organizations. Our survey found that, overall, respondents whose companies have invested in technology report wider use of performance data and greater satisfaction with that data. Finance managers, business managers, and C-suite executives are all able to use performance data more effectively when the right data is at their fingertips when they need it.

However, automation by itself is not the "magic bullet" in performance management. Some companies that rely on primarily manual processes still say they are satisfied with the data they have to work with, and some companies that have partially or even fully automated systems still see the need to improve their performance management capabilities. Many of the problems that remain stem from complexity; finance executives tell us that complexity in their information systems and in business processes affects both the timeliness of performance data, and the quality and utility of that data.

Managers need high-quality, timely information to manage complex businesses and solve a diversity of business problems. They are looking for more detailed metrics that are tailored to their individual companies. For example, in our survey a CFO in the health care industry says he is looking for better measurement of the sales pipeline and order forecasting; a VP of finance in the same industry says he needs to capture revenues per employee; and a third finance executive from a health care company says he is concerned about timeliness (planned vs. actual) for getting his company's products to the marketplace.

Finance managers, business managers, and C-suite executives are all able to use performance data more effectively when the right data is at their fingertips when they need it.

Collecting, analyzing, and disseminating this kind of granular data, across business and product lines and across geographies, is a massive undertaking when it is being done manually. Nearly a third of the companies in our survey are still laboring to get the data they need through manual processes and Excel spreadsheets; more than half of the companies we surveyed have at least begun to automate, but more could still be done.

It does not appear that the time or cost of implementing the technology is the main barrier in their efforts. Rather, finance executives tell us that organizational and management issues are the biggest obstacles. As they see their own role expanding more and more into performance management, finance executives are looking for systems solutions and resources that will allow them to manage the complexity inherent in their own organizations.

The Case for an Independent Performance Management System

As the variability and pace of business increase, finance and business executives are under growing pressure to make better decisions faster. It should be no surprise that 68 percent of finance executives are hearing the clarion call to become the performance management experts in their corporations—defining and establishing tools, disciplines, and renewed processes to help finance and business managers identify performance gaps with enough lead time to assess alternatives quickly and then enable effective execution aligned with corporate objectives. Some of the tools require the use of performance management technology. Rewards can be significant: C-level executives are 2.5 times more likely to use key performance indicators (KPIs) to make day-to-day decisions in companies that use highly automated performance management technology to develop, execute, and monitor business strategy compared with companies that are only partially automated or primarily manual. Yet less than 15 percent of organizations see themselves as highly automated in their use of performance management technology.

Information technology itself, however, can be part of the challenge. According to The Hackett Group, average finance organizations operate 11 finance systems per billion dollars of revenue. In most cases, these comprise multiple ledger systems and data marts that provide source data for performance measurement. Add to this list the multiple systems that are required to deliver operational performance information, and IT complexity can grow exponentially. More than half (55 percent) of companies with manual performance management systems describe the complexity of underlying transaction systems as a major inhibitor of performance information timeliness.

In the face of such pressures, finance is in a unique position to drive the adoption of an independent performance management system—a system that sits on top of all heterogeneous data and application environments. An independent performance solution helps finance better cope with IT complexity. Today, most organizations have operational and mission-critical data spread across disparate data and application environments, creating silos of information. These silos let you view only slices of performance, but tend to obscure the entire picture—and its true value. As a result, you're really less able to manage the business. An independent performance management system, not tied to any one ERP vendor, can gather data across all data sources; and it doesn't matter whether there are 11 finance systems or 20. A performance management solution attached to an application and data stack, over time, becomes another silo that needs to be bridged.

Another benefit of an independent performance management system is the ability to adapt quickly to new and evolving business requirements and conditions—from new management processes to mergers and acquisitions. An independent performance management system is flexible enough to help you automate and transform critical processes in response to business change. A performance management solution that is tied to an application and data stack works best within the stack and its management process, but will, over time, struggle to support change as it occurs.

At companies that pursue a best-of-breed IT vendor strategy—one vendor for transaction systems and one for performance management solutions—approximately 90 percent of finance executives say they are satisfied or very satisfied with the amount, utility, and timeliness of performance information available to the finance function. This level of satisfaction is 10 percentage points higher than for finance executives from companies employing a single vendor (for both transaction and PM systems), and 18 points higher than for those at companies with a patchwork of home-built and commercial systems.

Now is the time for finance to proceed with confidence and make the case for an independent performance management system.

About Cognos, an IBM company

Cognos, an IBM company, is the world leader in business intelligence and performance management solutions. It provides world-class enterprise planning and BI software and services to help companies plan, understand, and manage financial and operational performance. Cognos was acquired by IBM in January 2008. For more information, visit http://www.ibm.com/software/data/ and http://www.cognos.com.

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