

# Business Analytics solutions for the Office of Finance

*Predictable financial and operational performance  
with sustainable compliance*





*“The Office of Finance is a key area of focus for IBM. We bring significant value to the table in products, expertise, and capabilities for addressing the needs of the CFO.”*

— Les Rechan, General Manager,  
IBM Business Analytics

## What IBM can do for Finance

### Why IBM Business Analytics solutions belong on your short list

When you're a leader in finance, you want to know where your organization is headed at all times. You want to know how you are doing, what will happen, when it will happen, and why it will happen.

And you want to know all of this early enough to act and react with the right levers of control, so you can meet—or exceed—your corporate objectives. That's why you should consider IBM Business Analytics solutions, from the recognized world leader in business intelligence (BI) performance management and governance, risk and compliance.

Today, our advanced analytic tools help you increase visibility, insight, and control through unmatched analytical capabilities. This “new intelligence” combines human cognition with computational power, shifting the agenda from “sense and respond” toward the ability to “anticipate and act” on evolving business conditions.

In finance, that means the ability to anticipate performance gaps, analyze current conditions and alternatives, and then optimize outcomes for predictable financial and operational performance, along with sustainable compliance. IBM Business Analytics solutions offer unprecedented visibility and early insights into where the business is headed, relative to goals and forecasts. With a clear view of what is happening, you can quickly and precisely adjust plans, targets and resources across the organization. You can anticipate risks and opportunities, and act in time to keep the organization on course.

IBM offers a complete suite of solutions as well as a range of financing options to help you deliver breakaway performance and competitive advantage. Through the strategic application of planning, financial and management reporting, analysis and advanced analytics, IBM solutions can help you realize performance management improvements quickly, with low risk, and on an enterprise scale.

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*“We are extending our capabilities around a new level of analytics that provides clients with greater business insight and transparency to help drive more effective decision-making. The result is better business outcomes.”*

— Michael Rhodin – Sr. Vice President,  
IBM Software Solutions Group

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APN News & Media

Checker's Drive



FrieslandCampina

Bachem Holding AG

Estée Lauder

Pioneer West Virginia  
Federal Credit Union



ATK

Billerud

British Columbia Egg  
Marketing Board

DHL Global  
Forwarding



The Visana Group

British Arab Commercial Bank (BACB)



Giant Tiger

Chickasaw Nation Division of Commerce

## Who uses IBM Business Analytics solutions?

IBM is proud to number among its IBM software customers many of the most admired and recognized corporations and public sector entities in the world.

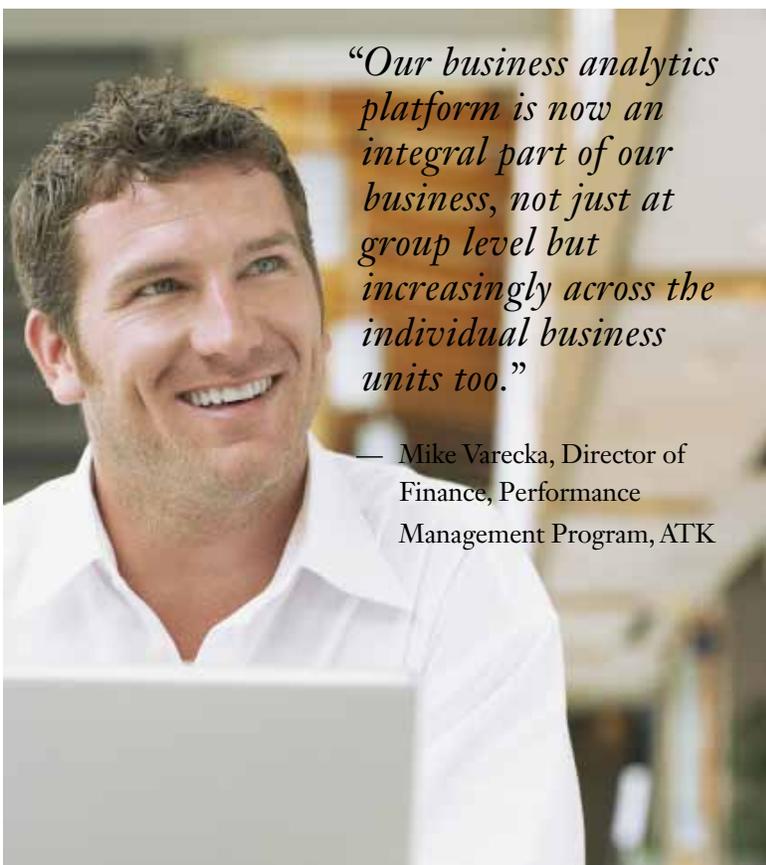
These organizations use the most rigorous performance management, financial governance and risk management practices and systems available. And IBM solutions are a vital part of those systems. We provide financial and management reporting, analysis and advanced analytics, planning, consolidation, and disclosure management, governance, risk and compliance capabilities to enable visibility into critical performance data and the control levers to take swift action.

Our customers know us as an information technology partner with the resources to support them globally. Whether they apply IBM Business Analytics software as a point solution to address key operational requirements, or strategically on an enterprise scale, customers use our solutions to monitor, understand, and drive successful business performance. IBM Business Analytics solutions deliver:

- Performance reporting and analysis that takes only minutes—replacing manual processes that can take days.
- Budgeting automation with dramatically shorter planning cycles.
- Driver-based rolling forecasts involving all the right participants.

- Faster, more reliable financial close, consolidation, report and file processes.
- Confident disclosure management and external reporting.
- More predictable control over financial and operational performance.
- Sustainable governance, risk management and compliance.

The end result is increased control over the business decisions driving revenue and profit growth, with assured regulatory compliance.



*“Our business analytics platform is now an integral part of our business, not just at group level but increasingly across the individual business units too.”*

— Mike Varecka, Director of Finance, Performance Management Program, ATK

## The IBM Performance Management Roadmap



As the pace of business continues to accelerate, savvy finance and business executives turn to IBM for proven tools and disciplines to manage financial and operational performance in every corner of the enterprise.

A prime example is our IBM Performance Management Roadmap, a customer-proven sequence of steps that has helped thousands of companies move from automating specific business functions to transforming the business as a whole. Developed through long experience in a variety of industries, the Roadmap shows how you can realize initial process improvements quickly, then spread them across the organization.



### 1 ADDRESS initial needs

The underlying value of performance management technology lies in its ability to help decision-makers answer fundamental business questions, based on a reliable and complete understanding of metrics, data definitions, data dimensions, and the organization as a whole. Yet many solutions fall short.

Take spreadsheets. Though useful productivity tools, they require much manual care and feeding. They simply cannot cope with enterprise-scale business processes. Spreadsheets and manual methods can't streamline reporting and planning cycles, enhance forecast reliability, increase time for value-adding analysis, or even offer a reliable picture of "what is happening."

By contrast, IBM Business Analytics solutions make performance management faster and more efficient:

- Reporting, dashboard and scorecard solutions break through information silos to help you measure and monitor business performance.
- Planning and analytics solutions let you create and distribute plans, budgets, and forecasts faster, with high contribution levels and less effort.
- Financial governance and disclosure management solutions ensure timely and accurate delivery of content-sensitive documents to external and internal stakeholders.
- Financial consolidation solutions streamline the close, consolidation, reporting and filing cycles and provide the transparency you need for sustained regulatory compliance.

IBM Business Analytics solutions help eliminate disconnected pockets of data, reduce cycle times, increase the reliable access to actuals, targets and forecasts, minimize version control issues, and help provide a single version of truth. With IBM, you can quickly and easily prepare critical financial reports and plans to save time, save money, increase accountability, and allow more time for analysis.

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*“By spreading analytics to the operational side of the business, we would gain a better understanding of how the patrons of our hotels and casinos behave, what the costs are, and where the opportunities for increasing profits can be found.”*

— Patrick Neeley, Chief Financial Officer, Chickasaw Nation Division of Commerce<sup>1</sup>

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## 2 DRIVE best practices

When basic processes are less burdensome, you can spend time on activities that truly add value. You can adopt best practices such as monitoring the leading, not just the lagging, indicators. You can rely on driver-based rolling forecasts, revised as frequently as needed and involving all the right people, rather than on annual budgets. And you can respond to changing business conditions with speed and flexibility.

- Measure and monitor performance gaps between forecasts, targets and actuals for key performance metrics.
- Analyze multi-dimensional data to uncover insights into root causes of gaps in financial and operational performance.

- Conduct what-if analysis and scenario planning to assess the impact of alternative tactics and strategies.
- Alter plans and adapt forecasts linked to business drivers to align investments with market opportunities and risks.
- Standardize universal processes and associated internal controls.
- Integrate documented financial controls with the consolidation and financial reporting process, easing compliance.

More reliable decision-support enables a deep and timely understanding of actual performance, and supports a forward-looking view of your business. Instead of arguing over the numbers, you can focus on analyzing critical business drivers, and make finance a more active partner in guiding the enterprise.



### 3 EXTEND enterprise-wide

After seeing the benefits of best-practice policies and processes across finance, take performance management across the enterprise to help close the loop between operational and financial results.

- Corporate and management reporting spreads beyond finance to deliver financial results and metrics enterprise-wide.

- Senior staff develops and deploys modular plans that link operational drivers to market events and corporate objectives.
- Marketing managers revise promotion schedules to support updated sales projections.
- Call-center managers revise staffing plans based on the impact of sales forecasts on call volumes; new staffing plans in turn update P&L projections.
- Project managers capture capital spending linked to balance sheet and cash flow projections.
- Supply chain managers adjust sourcing and production schedules based on inventory analysis and demand forecasts.
- Resources are reallocated quickly and intelligently in response to market conditions.

Finance can drive performance and lead positive change with systems that make collaboration, shared objectives, and improved insight available—and indispensable—across the enterprise.



### 4 ADVANCE performance management

With a dynamic, reliable enterprise-wide performance management system in place, your objectives, metrics, activities, and resources are coordinated and aligned. A single technology platform enables reliable and continuous connections between corporate strategy, financial management, and operational execution.

- Deploy scorecards and dashboards that link strategic objectives, initiatives, and key performance indicators.

- Gather information from front-line managers to identify opportunities and align resource allocations with corporate objectives and strategies.
- Identify critical performance gaps or reporting errors with enough lead time to weigh alternatives and enable effective response.

Throughout the organization, from top to bottom and across functions and divisions, effective performance management keeps you consistently up to date, with timely insights into past, present, and future performance. You gain on-demand visibility into operations and are better able to focus on the value-driving activities that help achieve corporate strategy. People at all levels can see how they help support the strategy and drive more effective, more consistent execution.

### Bottom line

In any organization, the quality of decision-making depends on the information at hand—its accuracy, timeliness, and completeness. IBM provides both the technology to meet specific process requirements and, through the IBM Performance Management Roadmap, a guide to help companies improve performance management quickly, with low risk, and on an enterprise scale.

### Planning and analysis

The IBM Cognos Planning and Analysis solution makes it possible to:

- Identify performance gaps and opportunities proactively.
- Assess alternatives intelligently and quickly with on-demand scenario analysis.
- Gain greater flexibility by realigning plans efficiently and quickly—within hours or even minutes as conditions change.
- Turn strategy into discrete plans, budgets and forecasts; turn corporate objectives into financial targets, and deliver reliable, frequent forecasts.
- Connect operations and finance, linking operational and financial plans to improve reliability.
- Increase planning involvement deep and wide, enabling greater commitment and more effective execution of achievable goals.
- Keep finance in the driver's seat—without waiting days or weeks to change applications.



## A revolution in planning

Analytics, planning, forecasting and reporting are critical processes within the performance management agenda. With outdated systems, budgets can be irrelevant by the time they're completed. The need for constant visibility requires high frequency forecasts and reports—not slow and erratic response. What's measured isn't relevant enough, lacking insight into causes and coordination of input. In fact, shadow systems usually develop to address gaps. Low value activities can consume too much valuable analytics and planning time.

Enterprise solutions require a broad range of tightly coupled capabilities to facilitate agile response to the market, clear metrics for analysis, high participation and management of the complex data and process standards necessary to meet the needs of both financial and operational planning.

IBM Cognos Enterprise radically transforms planning budgeting and forecasting. The innovative combination of high-performance personalized analysis, business-user modeling, reporting and capabilities for intuitive, high contribution by participants creates a dynamic, effective solution that leads to business optimization, profitable growth and more accurate enterprise planning. This planning and analysis solution integrates operational and financial analytics and planning on a common platform, with data and process standards and automated metrics to give you immediate visibility into resource requirements and future business performance

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*“Accurate planning is essential to ensure profitable sales and optimal use of resources. Thanks to IBM Cognos TM1, we can run rolling monthly forecasts and flexibly monitor and control our business performance”*

— Claudia Engeli, Finance and Administration Manager,  
Estée Lauder, Switzerland<sup>1</sup>

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### Breakthrough analytics: Take insight into planning actions

Fortified with the robust analytics in IBM Cognos Enterprise, departments and workgroups within companies can explore their department's variances, opportunities or risks, examine trends and causes, and validate their planning assumptions.

Planners and analysts can also develop these discoveries into “mini” plans and with a few keystrokes, add them to the governed planning process. And this full-bodied set of department-specific plans blended into the standard, corporate plans can help to reduce shadow planning and analytics systems.

Finance and business functions such as sales, marketing and human resources without spreadsheet expertise can rapidly analyze changing data even for millions of items, such as stock keeping units (SKUs) in the retail industry, to understand customer transactions in the retail banking industry, or view on demand the effect of service cost change. The quick, easy experimentation and development of plans is aided by easy-to-use graphical interfaces and the unique IBM high-performance engine that enables on-demand calculations and immediate write-back of data.

Business users can also perform complex analysis of customer, product or channel profitability in a matter of hours or minutes. For example, a customer service manager can explore the factors affecting profitability at the time of rendering a service to a customer and in the process, view the effect of offering a discount instantly to the customer, with an eye towards retention.

To augment their analysis and plans, users can pull data from external sources, whether it is costing information, operational driver data from an enterprise resource planning (ERP) system or revenue information from a custom system.

They can also share plans in dashboards or reports, and prompt team members for comments and validation, unencumbered by a long wait for support from IT. This approach makes it easy to compare targets among teams and individuals with current and historic actuals and with external benchmarks.

Faster analysis translates into more opportunities to identify and assess strategic alternatives. By spending less time on mechanical and clerical issues and cross-checking data, companies can devote more of their energies to evaluating alternative scenarios, performing what-if analysis, identifying the best of strategies and driving superior execution.

### **Simplicity, flexibility in the plan designs**

You can roll out new capabilities, manage change, and cope with shifting business requirements, using IBM Cognos Enterprise. Its flexible solution design blends application workflow, business logic and data modeling, with the ease and flexibility of a spreadsheet. With it, an enterprise can adopt best practices such as driver-based planning, rolling forecasts, and broad participation building and revising planning models with its flexible solution design in hours or days, not months.

With guided steps for modeling and simple drag-and-drop gestures, business and finance analysts work with powerful, “expressive” business modeling to link finance and operations and form a cohesive set of plans that reflect the dynamics of the business. There are no arcane programming languages or scripting. The analyst can then consolidate plans with a keystroke and manage data models and metadata for consistent, linked data.

An expense plan and a revenue plan, for example, might be linked to create a profit and loss forecast. Changes that affect only the expense plan do not need to affect the people and processes associated with the revenue plan. Or the profitability “mini” model developed through the eyes of a business planner can be refined and then shared across the organization within the planning cycle, enabling collaboration between finance and business teams for optimal decision-making.

### Contribution choices for greater levels of commitment

With capabilities for enterprise-scale contribution, you are able to ensure high participation across the enterprise and within departments, encouraging analysis and planning across operations and finance as well as increasing user commitment to achievable goals. The solution design component provides a process to deploy governed, centralized or continuous planning with rich workflow, a choice of distributed or centralized planning, and a choice of interfaces such as the analytics client, a Microsoft Excel interface, or a Web-based governed planning client. Cognos Enterprise also provides formatting options so that planners and managers can view and share template-based or ad hoc reports, from those with complex measures such as balance sheet and cash flow to alternative scenarios for forecasts to financial intelligence such as the results of profitability analysis.

To manage key planning processes effectively, IBM Cognos solutions include features such as annotations, version tracking, email alerts and real-time responsiveness across all your territories, business functions, and units. And if they choose, companies can start with a single planning application and then expand across the enterprise.

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*“With IBM Cognos TM1, we have more confidence in our management information, which leads to faster, more responsive decision-making and ultimately helps us maintain our leading position in the Arab trade and project finance market.”*

— Crispian Denby, Chief Financial Officer, British Arab Commercial Bank (BACB)<sup>1</sup>

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Cognos Enterprise gives you a dynamic, collaborative solution to meet all of your enterprise planning and analytics needs. It excels at providing on-demand visibility to plans and forecasts, rapid what-if scenario modeling, reporting and profitability analysis. With its personal analytics desktop and choice of centralized or distributed deployment methods, it revolutionizes comprehensive bottom-up participation in the planning process. This innovative, cohesive enterprise system helps you take charge of your decision-making processes to uncover hidden business options, deliver reliable, frequent forecasts and all your critical metrics, and engender commitment to achievable goals.

## Financial governance and disclosure management

IBM Cognos financial and management reporting automates external and internal narrative reporting processes to reduce risk while improving efficiency. It transforms the way your company manages and delivers critically important financial and management reports.

### IBM allows you to take total control of your financial reporting

*Link source data to report data.* Every number in the final report links directly back to a single data source ensuring that there are no conflicting numbers anywhere in the report. And changes to that source number automatically cascade through the report. This ensures there is only “one version of the truth.” Plus, you can eliminate redundant data duplication and time consuming data extraction, transforming and loading.

*Use prior report as a template for the next report.* New reports typically contain the same sections as previous reports, reuse the same data sources (e.g., revenue, net income, etc.) and even recreate the look and feel of past reports. IBM Cognos solutions use this fact to “jump-start” the report creation process enabling variables to roll forward for the next year automatically.

*Powerful built-in XBRL functionality.* Users can easily tag financial data and commentary once and have it automatically flow to future reports. Users can extend the company-specific taxonomy using the Taxonomy Designer. The XBRL Viewer lets users view the final XBRL report. Plus, the IBM Cognos solution includes an integrated EDGAR conversion engine that converts reports to EDGAR HTML in seconds for filing with the SEC’s EDGAR database.

*Collaboration.* Each section of a document can be assigned to a separate user so that any number of users can work on the same document simultaneously.

*Workflow.* A workflow process tracks the status of each section of the document, with due dates and responsibility assignments. The Workflow Condition feature ensures users cannot proceed to the next step if this is not allowed (i.e., the condition is false). The administrator can easily see the status of each section of the document, which sections are overdue and who is responsible.

*Internal control.* The IBM Cognos solution provides a comprehensive set of internal controls to ensure that the proper steps are being followed in the creation, submission and approval of each section in the document.

*Audit trail.* The IBM Cognos solution provides a comprehensive audit trail—tracking each change to the document. With the audit trail, users can easily compare any two versions of the document to see what was changed, who changed it, and when it was changed.

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*Ease of use.* If your users already know how to use Microsoft Word and Microsoft Excel, then using the IBM Cognos financial and management reporting solution will be intuitive and easy. It provides a user interface that employs the formatting capabilities of Microsoft Word and the calculation capabilities of Microsoft Excel. With dynamic home page functionality, users can filter among report sections and view section status, workflow assignments and due dates, among others.

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*“Nucleus found that by adopting IBM Cognos FSR, organizations can achieve benefits that go beyond regulatory compliance. By automating the gathering of financial data, the creation of financial statements, the attachment of XBRL tags, and the processing of numerous last-minute accounting changes, the application makes accountants, report builders, and their managers more productive.”*

— “L9 - Research Note - Assessing the Benefits of Cognos FSR,” Nucleus Research, 2011

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## **Consolidation: Guarantee the accuracy of your numbers**

### **Transparency, accuracy and sustainable compliance**

With the increasing focus on corporate accountability and strict new regulatory standards, the demand for an accurate and effective close, consolidation, report and filing process has never been greater. No company has enough time to coordinate a spreadsheet-supported system while driving both performance and compliance.

IBM Cognos consolidation and financial reporting solutions have proven their ability to streamline consolidation, compliance, and reporting for large enterprises that can't afford to sacrifice either speed or accuracy. Plus, they can automate the creation of filings including annual reports, quarterly reports, and other statutory and regulatory reports.

### **Meet compliance standards today, and prepare for tomorrow's requirements**

The IBM Cognos consolidation solution is designed to meet today's regulatory requirements (GAAP, Sarbanes-Oxley), while laying the foundation for solid governance and preparing organizations for future requirements such as IFRS and XBRL. Unlike first-generation consolidation tools and spreadsheet-based systems, the IBM Cognos consolidation solution mitigates control risks by eliminating manual intervention, providing rich, built-in global consolidation capabilities and a finance-owned environment to support the closing and corporate reporting process.

The IBM Cognos consolidation solution enables rapid implementation and ready response to changing business conditions. It also provides the flexibility your finance team needs to adapt closing processes quickly and meet reporting requirements as business processes and regulations change.

### **The IBM Cognos consolidation solution works from within Finance**

*Respond to change with confidence.* In the face of constant business change, the IBM Cognos consolidation solution lets you refine your processes continually as your business needs evolve.

*Streamline closing.* The IBM Cognos consolidation solution is directly managed by finance—not by IT or consultants. You can eliminate layers of complexity and ensure that consolidated financial information is consistently delivered on time and error free. The ability of subsidiaries to have multiple submissions and data load methods, and view local consolidation results allows finance to speed up and tailor their closing process to best fit the business.

*Reduce risk and increase transparency.* Improve reporting and analysis on controls, enhance transparency to mitigate risk, and deliver accurate information to support compliance requirements.

*Save time and effort by using your current expertise.* The IBM Cognos consolidation solution aligns with industry standards and familiar tools such as Microsoft Excel, ensuring that existing skills can be used to implement and maintain the system.

*Built-in global consolidation capabilities.* The IBM Cognos consolidation solution contains application settings for automating foreign exchange, minority interest, and inter-company calculations and adjustments. The application framework approach means that the need for use of specific scripting is eliminated thus enhancing the finance user experience and ownership of the solution.

*Take the lead when business changes course.* Confidently manage business changes such as acquisitions, divestitures, and reorganizations.

*Speed up the pace of business without sacrificing integrity.* Gain competitive advantage by responding to market and regulatory pressures quickly and easily—confident that your financial reports are accurate and insightful.

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*“One of the best measures of the success of the IBM Cognos FSR project is that we were able to create the six versions of our annual report in about 50 percent less time.”*

— Pieter van der Velden, Director of Corporate Reporting and Accounting, FrieslandCampina

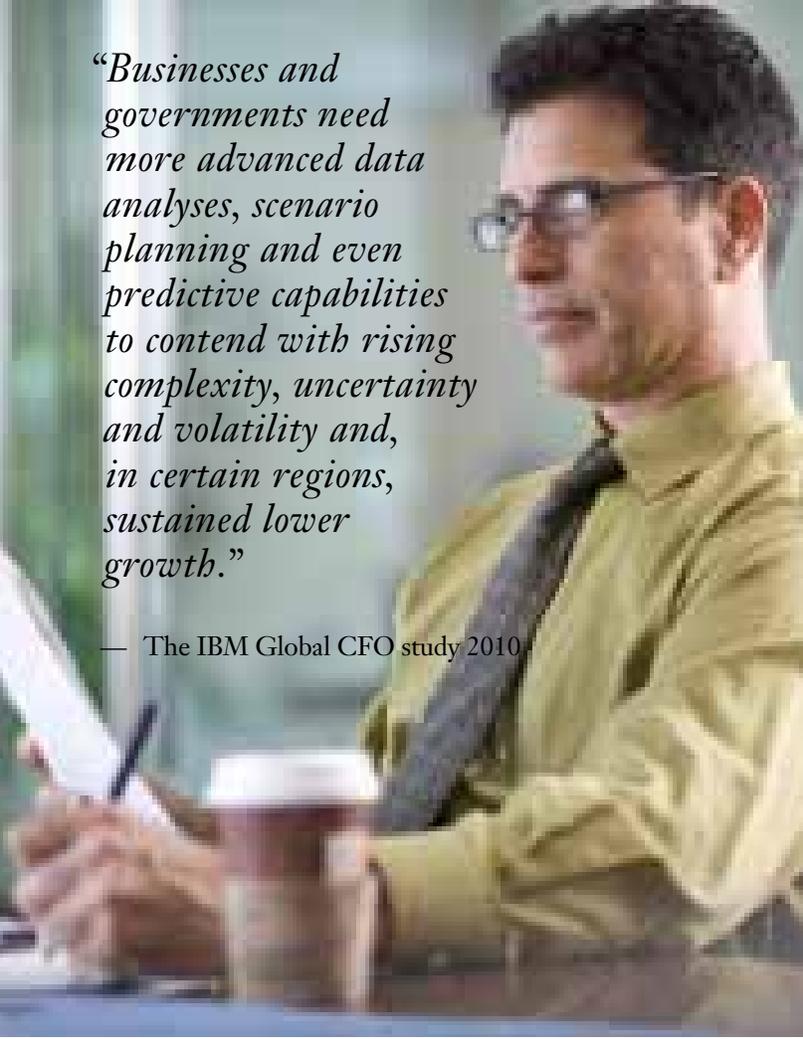
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## **Business Intelligence: Visibility and insight for a diversity of users**

Don't let your decision-making be limited by a lack of information, information that's difficult to use, or information that arrives too late. With the IBM Cognos business intelligence solution, standardized data and process definitions ensure a common view of the business. And everyone in your organization can see the information they need, the way they want to see it.

- The finance organization can access the operational data behind financial results, develop scorecards from planning drivers, then report and analyze against planning data.
- Executives can analyze sales information by region, product, or account rep. They can view sales performance by territory through a map with intuitive colors or bars indicating regional sales levels. Based on pipeline, they can amend their planning forecasts to keep the organization aware of potential sales spikes or shortfalls.
- Business analysts can bring together information, and author business reports for wide distribution. Casual users can take the first steps in developing reports and send them to professional authors for completion.
- Line managers can receive reports that let them monitor operational performance. They can create easy-to-use queries for more information when problems or opportunities arise.

All users. All reports. All data. One product on one Web-based, services-oriented architecture. One unified platform for performance. That's IBM Cognos business intelligence.



*“Businesses and governments need more advanced data analyses, scenario planning and even predictive capabilities to contend with rising complexity, uncertainty and volatility and, in certain regions, sustained lower growth.”*

— The IBM Global CFO study 2010

### **Scorecards, dashboards, reports and analysis: Information in a format of your own choosing**

Your business collects reams of data every day. Every invoice, every payment, every delivery, every return—virtually *everything*—is recorded electronically and entered into your IT systems. “Business intelligence” (BI) is the term for the applications and technologies that transform all of that raw data into scorecards, dashboards, reports, and analysis tools that tell you where your business is, and where it’s headed.

Simply put, business intelligence helps you make better, more intelligent decisions. And IBM is a world leader in business intelligence.

The IBM Cognos business intelligence solution connects disparate data, not only from dispersed locations or physical systems, but data with different definitions and business meanings as well. It pulls information from ERP and transaction systems, data warehouses, and planning and financial consolidation systems. The IBM Cognos BI solution allows users to create queries to drill down into report details by customer, product, region, history, or other variables. Then it enables multi-dimensional analysis with unlimited rearranging and manipulation.

The IBM Cognos BI solution provides information in a form that users can readily understand, as well as the ability to communicate with others through reports, dashboards, scorecards, graphs, tables, or any combination, depending on the user’s responsibilities and needs. No other solution

provider offers greater breadth of BI capabilities, and no one complements its BI with the ability to plan and budget enterprise-wide like IBM. The IBM Cognos BI solution seamlessly connects forecasts, metrics, targets, actuals, reports, and underlying factors in a complete, closed-loop performance management system.

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*“The biggest benefit to our organization is the clarity the methodology provides. Our scorecard initiative makes it easier to spot areas for improvement, keep focused on goals and measure progress.”*

— Planning and Financial Analysis Manager, Mueller Inc.

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## How business intelligence benefits finance

**Analyze profitability with clarity and precision.** Use packaged analytic applications to gain greater insight and speed decision making in finance, workforce, sales and procurement.

**Get the answers you need at the right level of detail.** Drill down from scorecard metrics or dashboard gauges and perform analysis that lets you understand why things happen.

**Link targets to scorecards.** Draw targets defined through the IBM Cognos planning solution into your scorecards automatically. With planning, you set targets that guide future performance. With scorecarding, you measure your progress toward those targets.

**Meet the information needs of all users.** Flexible, user-friendly reporting means that the right information is delivered to finance and other department decision-makers the way they want it.

**Share a single, reliable version of the truth.** With common data definitions and shared understanding of priorities, you spend less time debating whose numbers are correct, and more time making smart decisions.

**Communicate strategic priorities.** Use dynamic scorecards to show how metrics connect with each other, and link them with underlying reports and information.

**Make your business more agile.** With timely, accurate, self-service reporting, you can reduce the time it takes to make the right decisions and reflect changes in your planning.

**Leverage your existing data investment.** The IBM Cognos BI solution integrates easily with your existing IT assets and architecture. It is designed for easy deployment and maintenance, and low total cost of ownership—a benefit that finance people always appreciate.

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*“I’ve been to board meetings, and I see the CFO has access to information that’s in real time and up to date. He can talk about this division and that division, or this customer and that customer in a way that’s a lot more confident, backed up by data.”*

— Vice-President, Corporate Services, Dorel Industries

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**Every day, business leaders have to answer tough questions:**

- What markets should we pursue?
- What do our customers want and care about?
- Who are our competitors?
- How are they performing against us?
- What should we be doing about it?
- What products should we be adding or removing from our portfolio?
- How can we manufacture and distribute at the lowest cost and with the highest quality?
- What kind of workforce and other resources do we need to reach our goals?
- Should we grow organically or through acquisition?

Handling such questions—and making decisions based on the answers—requires both information and insight. And if you don’t understand the relationships between those questions and answers, you court disaster.

**Financial controls management:  
Reduce the costs and complexity of  
complying with Sarbanes-Oxley and  
similar global mandates**

IBM combines the strengths of trusted data management solutions, a track record of thought leadership in risk and compliance, unparalleled risk analytics and decision support applications, along with comprehensive governance, risk and compliance software all backed by Data Aggregation and Monitoring infrastructures and IBM Global Business Services (GBS).

IBM OpenPages® Financial Controls Management (FCM) is a solution that reduces the cost and complexity of complying with Sarbanes-Oxley and similar global financial reporting regulations. Employing a core, shared services and open architecture, OpenPages FCM automates the ongoing test, review, attestation, and remediation process, while ensuring that organizations are meeting their financial compliance obligations. Combining end-to-end document management, powerful workflow capabilities, and business intelligence and decision support tools—in the form of interactive dashboards and dimensional reporting—OpenPages FCM makes compliance procedures more effective and efficient and provides key decision makers with transparency into the state of financial controls and assurance that financial compliance demands are being addressed.

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### **A key building block for enterprise risk management**

As part of the IBM OpenPages GRC Platform, OpenPages FCM is a key building block for implementing an enterprise wide, integrated approach to risk and compliance management. OpenPages FCM enables leading corporations to eliminate risk and compliance silos, sustain compliance across multiple regulations, and embed these activities into their core business practices. OpenPages FCM is financial controls management software that delivers a policy-driven, process-centric way to manage financial controls compliance through self-assessments, certifications, and compliance automation. It also has executive dashboards that provide management with the visibility, control, and decision support necessary to ensure financial compliance and optimize business performance.

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*“We needed software that would enable us to create and test all financial reporting controls globally, and OpenPages was the answer. Their platform was flexible enough to work with our existing process and it also offered the reporting capabilities we were looking for.”*

— Richard Brilliant, Sr. Vice President and Chief Audit Executive, Carnival<sup>1</sup>

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## **IBM Software Services: Accelerate your success**

The IBM software services for Business Analytics provide expert services and product education exclusively focused on the Business Analytics product portfolio. We help our clients through all phases of the business analytics implementation lifecycle, helping them deliver successful business analytics solutions and drive higher user adoption.

### **Our Value:**

- Complete focus on the IBM Business Analytics (BA) product portfolio
- Extensive experience with a wide range of BA implementations
- Proven practices and implementation methods that help ensure a successful deployment
- Early exposure to new IBM products and features
- Direct access to BA Product Management, Customer Support, and other IBM resources

### **Benefits:**

- Raise the quality of your BA implementations
- Accelerate the time-to-value for your business stakeholders
- Lower your risk in implementing BA solutions
- Improve the return on your BA software investment
- Build your BA skills and expertise

We offer the following services which come with the full range of our personnel, resources and expertise:

### **Guardian Services:**

Guardian Services are designed to provide IBM technical expertise at the right time, in the right format, and with valuable proven practices. Our collaborative approach transfers our experience to clients ensuring their implementations are on a guided path to success.

We do this with three categories of Guardian Services:

- Advisory Services - proactive guidance and design expertise to help ensure an optimized BA solution for your business needs before the Build phase of your implementation.
- Assessment Services - thorough reviews during current implementations or comprehensive health checks for deployed solutions to help improve performance, design, security, maintenance, and administration of your BA implementation.
- Assist Services - hands-on-the-product expert services to establish a sound foundation and accelerate your BA implementations.



### Implementation Services:

For selected IBM BA products, we provide end-to-end implementation services from planning through analysis, design, development, delivery and operation of your solution. We employ a proven implementation method developed from many years of experience across a broad range of customer and business partner engagements.



### Business Analytics Solutions Implementation Method (BASIM)

The IBM Business Analytics Solutions Implementation Method (BASIM) advocates a combined Agile and Waterfall approach based on accepted proven practices and lessons learned from thousands of successful customer engagements. Experienced project management ensures consistent and coordinated communication and collaboration.

Our methodology comprises five phases:

- **Analyze.** Define what the solution needs to accomplish, both in terms of features and non-functional attributes (performance, usability, etc.). Obtain agreement between all parties about these requirements.
- **Design.** Define all solution components and their dependencies, identify resources, and install a development environment.
- **Configure and build.** Configure, build, and integrate components using an iterative development cycle based on the V-model. Utilizes multi-environment testing and validation plan.
- **Deploy.** Create a plan to run and maintain the solution, including a support schedule. Migrate to production environment, configure as necessary, and communicate the deployment to the business user audience.
- **Operate.** Use of the IBM Business Analytics solution. The Operate phase includes the maintenance tasks and checkpoints after roll out that facilitate a successful deployment of the solution and preserve its health.
- **Project management.** This stream, which is aligned with PMI and PRINCE2, consists of four processes: Initiate, Plan, Execute, and Close, each of which assists with managing and monitoring maintenance of the project.

### Education Services:

IBM BA Education Services help to ensure that business users, managers and executives fully support your new BA software and become proficient and confident users. We do this with:

- User Adoption Service: provide an analysis of your user training needs following the software implementation with BASIM to develop a customized training plan, training materials and support assets with a range of delivery options. The training programs are designed and executed for you in partnership with the BA Education team.
- Learning Assessment Service: a work package to ensure complete capture and communication of education objectives and requirements, offering a strategy for educating your various users to the skill level that each requires.

Organizations that take a measured, well-managed approach—with the right skills, guidance and practices—are more likely to succeed. Our services are based on in-depth expertise, proven practices, and repeatable delivery methodologies to help customers realize the full value of their software investment.

## IBM Business Analytics Support

IBM Business Analytics Support solves cases quickly, shares knowledge efficiently, and increases self-sufficiency within your IBM BA software user community. We offer award-winning online and live support, and support plans with maximum flexibility.

## IBM Global Financing offers flexible lease and loan options to help you acquire your Business Analytics solution today

**Taking advantage of financing can help you:**

- Align project costs with anticipated benefits, minimizing up-front capital outlays with financing options
- Pay for the IBM solutions you need now with fixed, predictable, periodic payments
- Preserve your cash and existing lines of credit for other strategic business needs and investments
- Have flexible payment terms which can be tailored to meet your specific project, budget or revenue generation milestones

## About IBM Business Analytics

IBM Business Analytics software delivers actionable insights decision-makers need to achieve better business performance. IBM offers a comprehensive, unified portfolio of business intelligence, predictive and advanced analytics, financial performance and strategy management, governance, risk and compliance and analytic applications.

With IBM software, companies can spot trends, patterns and anomalies, compare “what if” scenarios, predict potential threats and opportunities, identify and manage key business risks and plan, budget and forecast resources. With these deep analytic capabilities our customers around the world can better understand, anticipate and shape business outcomes.

### For more information

For further information please visit [ibm.com/business-analytics](https://ibm.com/business-analytics).

### Request a call

To request a call or to ask a question, go to [ibm.com/business-analytics/contactus](https://ibm.com/business-analytics/contactus). An IBM Cognos representative will respond to your inquiry within two business days.



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- 1 IBM Customer case study reference
- 2 IBM Institute for Business Value, *The New Value Integrator: Insights from the Global Chief Financial Officer Study*, March 2010



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