# IBM Cognos Scorecarding

*Successfully linking strategy to operations*

## Highlights

- With IBM Cognos Scorecarding, everyone in the organization can understand what the organizational strategy is and their role in it.

- Monitor, measure and manage business metrics against strategic and operational objectives throughout the organization.

- Access embedded business intelligence capabilities to understand the factors that affect metrics.

## Overview

Scorecarding offers a proven approach to communicating business strategy throughout the organization and measuring and managing performance against that strategy. It allows executives and business managers to instantly visualize how the business is performing against key performance indicators. Executives and business managers can use scorecards to capture corporate strategy and provide quantifiable goals and targets to track business performance at any given time. At the operational level, departments and employees can use scorecards to monitor their performance against targets set for specific projects and activities.

IBM® Cognos® Scorecarding automates the scorecarding and strategy management process to help organizations successfully link corporate strategy to operations. This enables organizations to:

- Communicate strategy at the operational level, so departments and employees can align their daily activities with short- and long-term goals.
- Track performance across business units, operating subsidiaries and geographic regions to quickly identify areas that need attention.

## Aligning actions with strategy

Executives and business managers often struggle to understand how their organizations are performing against strategic and operational objectives. The sheer volume of data being collected makes current and reliable information hard to come by. As a result, departments and employees end up using inconsistent performance information and execution against organizational strategy suffers.

IBM Cognos Scorecarding automates the strategy management process by enabling organizations to monitor, measure and manage their business metrics against strategic and operational objectives throughout the organization. The organization's strategy is translated into relevant and measurable goals that align each employee's actions, thereby increasing clarity and accountability. Cognos Scorecarding helps track performance against predetermined targets and indicates the current status so that decision-makers at every level can react and plan accordingly.
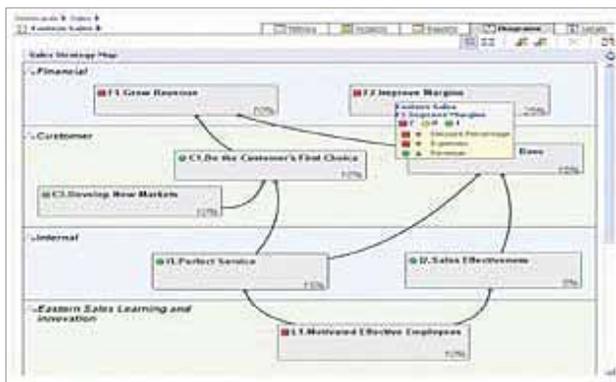


*Figure 1*: Strategy map with associated metrics.

Cognos Scorecarding enables you to:

*Communicate strategy*
Using strategy maps and scorecards to visually capture organizational strategy and communicate it throughout your organization, departments and employees understand their goals to help them prioritize and align their projects and daily activities.

*Understand key relationships*
Using strategy maps and impact diagrams, organizations are able to understand the dynamic cause-and-effect relationships of key processes and metrics. Administrators can create maps and diagrams directly within the application using intuitive wizards and design tools. Users can hover over scorecard impact diagrams and instantly see important metric information, without having to look elsewhere, increasing their speed in addressing performance shortfalls. In addition, all scorecards and metrics have owners attached to them so there is no question as to who is responsible for performance exceptions.

*Build metrics and scorecards based on reliable information*
Administrators can create metrics, process diagrams and scorecards once and then use them across the organization to ensure that everyone is using the same definitions and working toward the same targets. Metrics can integrate a range of cross-functional data from virtually any source, including OLAP, dimensionally-aware relational data, ERP and CRM systems, spreadsheets, flat files and user-entered values. Intuitive wizards guide you through the metrics and scorecard design process to add new strategic objectives and supporting metrics, reducing the time spent in scorecard maintenance and updates.

*Utilize embedded business intelligence capabilities*
Users can access business intelligence reports, analysis, dashboards and other content from within the scorecarding environment to get the details and understand the factors that affect metrics. You can also access Microsoft® Word documents, websites, and other information without leaving the scorecarding application, enabling employees to react faster to performance issues.

## IT advantages
*Web-based deployment*
Cognos Scorecarding uses a zero-footprint, web-based deployment model, which reduces the administrative burden on IT while encouraging user adoption. There is no need for IT to install or manage client desktop software, thus minimizing deployment and maintenance costs. This design enables organizations to take full advantage of their existing investments in IT infrastructure and user skills.

Users can easily access and distribute their business intelligence data from anywhere in the organization with continuous availability. IBM Cognos Business Intelligence works with your existing application and Web servers, portals, browsers, enterprise applications, platforms, databases and security models. It supports Microsoft Windows®, UNIX® and Linux® operating systems in uniform and mixed platform deployments. In addition, a single, fully documented application programming interface (API) allows developers and IT users to customize, integrate and rebrand the reporting interface to suit the organization.

Designed for enterprise-level deployment, Cognos Business Intelligence offers proven scalability to hundreds, or even thousands of users through an N-tiered, multi-server, multi-threaded architecture. This architecture provides full failover recovery as well as dynamic load balancing, ensuring business continuity and optimal performance.

## Feature overview

### Flexible viewing options

Cognos Scorecarding enables users to organize and view their scorecards in various ways to help them focus their attention on key issues. Users can group metrics and scorecards:

- By status—to quickly identify problem areas.
- By owner—to understand accountability.
- By strategy map—to see how processes and metrics support corporate strategy.

Cognos Scorecarding also lets you create scorecard report objects that can be inserted into IBM Cognos Workspace, making it easy to access and communicate scorecard content all across the organization and encourage a broader use of scorecard and business strategy information.

### Immediate awareness of issues

Users can be notified automatically when the status of a key metric changes. By leveraging the event management capabilities in Cognos Business Intelligence you can create and deliver alerts through email to a user's desktop or mobile device so no time is wasted in addressing performance issues.
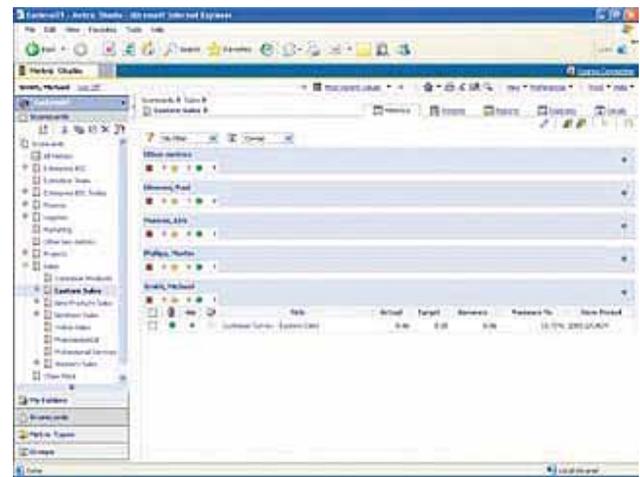


*Figure 2*: Metrics grouped by owner.

### Ownership and accountability for metrics

Every metric in Cognos Scorecarding has an identified primary owner to ensure that everyone understands who is accountable, removing the debate as to who is responsible for applying corrective actions to improve performance.
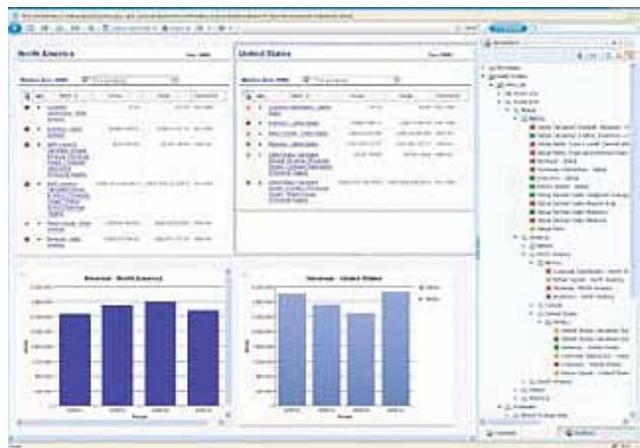


*Figure 3*: Scorecard report objects viewed in IBM Cognos Workspace.

## Manage corrective actions

Embedded initiative tracking and collaboration capabilities help you improve business performance by managing the actions or projects you undertake when a metric turns red or trends downward.

## Sharing strategy and enabling execution

As stewards of corporate strategy, executives and business managers often find it challenging to get departments and employees to align their projects and activities to support organizational strategy. IBM Cognos Scorecarding is an invaluable tool to help everyone in the organization understand what the organizational strategy is so they know what they need to do to drive business performance and outperform the competition.

## About IBM Business Analytics

IBM Business Analytics software delivers data-driven insights that help organizations work smarter and outperform their peers. This comprehensive portfolio includes solutions for business intelligence, predictive analytics and decision management, performance management, and risk management.

Business Analytics solutions enable companies to identify and visualize trends and patterns in areas, such as customer analytics, that can have a profound effect on business performance. They can compare scenarios, anticipate potential threats and opportunities, better plan, budget and forecast resources, balance risks against expected returns and work to meet regulatory requirements. By making analytics widely available, organizations can align tactical and strategic decision-making to achieve business goals. For further information please visit **ibm.com**/business-analytics

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