

Paving the Way for Sustainable Business Model Innovation

The world is facing huge social, economic, and environmental challenges. In the future economy, much of a wholesale distributor's revenue will stem from customer-specific solutions that transform the business and differentiate it from its peers in the marketplace. These solutions include value-added services, infinite inventory with secure logistics, project-based collaboration, and intelligent business processes for increased efficiency. At the same time, companies also need to respond to global trends that are reshaping the industry, including:



New Competition: With new, disruptive players in the market, distributors are being driven to find new revenue sources such as value-added services. Some examples are light manufacturing, kitting, and product consulting.



Changing customer needs: Customers are demanding a targeted, personalized experience that includes a wider range of products with a shorter delivery time and more delivery options.



Collaborative solutions: Customers are looking to distributors to collaborate and provide complete solutions for specific business needs, such as providing materials for every phase of a stadium renovation.



Resilient, sustainable supply chain: The impact of global dynamics on the supply chain is driving distributors to implement intelligent supply chain capabilities and evolve business processes for increased efficiency.

Business Model Innovation

The ability to address global trends and industry challenges will determine who will be among the winners in the coming years. It is imperative that distributors react to the profound changes in business-to-business (B2B) buyers' behavior, including higher service-level expectations and greater access to and use of data in purchasing decisions.

To respond to increasing supply chain disruptions, wholesale distributors must be agile and evolve business operations to address factors such as logistics costs and transportation capacities. And building a sustainable future requires companies to take a higher level of responsibility for the integrity and visibility of the supply chain.



Strategies for Wholesale Distributors to Run Intelligent Businesses

Wholesale distributors today must adapt to a changing economy to remain competitive. There are four strategic priorities they are leveraging to transform their business.

Offer high-value services

In the past, wholesale distributors served their customers by breaking bulk and carrying a standard catalog of products. But in today's market, that is no longer enough. Customers have many new sources to buy the same products with compelling pricing and delivery options. To remain relevant, distributors need to provide something more: services around products that can't be offered by online competitors.

Deliver anything, anywhere, anytime

Distributors have always focused on customer service, but today, customers are putting even more demands on the business. They rely on distributors for a wider range of products available through a variety of touch points. And they want shorter delivery times with the ability to have products delivered directly to job sites. Wholesale distributors need to understand and respond to these challenges to stay competitive and retain customer loyalty.

Provide end-to-end customer solutions

With so many options in the marketplace, distributors need to establish themselves as trusted partners. One way to do this is by working with customers to understand their needs and closely collaborate on larger projects. Through this relationship, distributors can plan for and deliver the products and services needed throughout the lifecycle of the project. Distributors then become more just a supplier; they become a valuable part of the customer's success.

Optimize business operations

All businesses focus on efficiency. But over time, processes can become outdated or broken. Companies can become reactive, and employees spend much of their time on workarounds and manual tasks. When distributors introduce intelligent technologies and automation into their organization, processes are more efficient and manual tasks are reduced so employees can be more effective. And when employees add value, they are also happier in their role.

Working to Personalize the Customer E-Commerce Experience

Learn how <u>Arrow Electronics</u> is creating a unified customer experience with context-driven services from the SAP Commerce Cloud solution,

"As we implement the solutions, we're looking forward to being able to deliver a unique, unified customer experience that SAP Commerce Cloud affords us. We'll be able to know our customers better and view them from multiple perspectives.."

– Afroze Ahamad Madhar Sahib, Development Manager – Commerce, Arrow Electronics Inc.



From Best Practices to the Vertical Edge

To compete in a digital world, new services and business models are needed to provide additional sources of revenue and build customer loyalty and "stickiness". Distributors can secure their place in the supply chain and position themselves for the future by using intelligent technologies that will transform their business. These new models will differentiate them in the market, support their customers with real-time responsiveness and project services, and leverage intelligent business capabilities for higher efficiency.



Business Model Transformation

"Today's competitive markets demand that wholesale distributors optimize their non-differentiating business processes, evolve existing services, and look for opportunities to go above and beyond what their peers have to offer. Leading distributors are striving to provide their volume channel with a highly scalable e-commerce platform while at the same time offering superior customer-centric services and driving toward a superior customer and brand experience."

- Magnus Meier, Global Vice President, Wholesale Distribution, SAP SE



Offer

High-Value Services

Putting the end customer's business needs at the center of every decision is a key prerequisite for success in the digital age. Based on customer requests, wholesale distributors take over tasks from customers and deliver individualized products. In the past, products were purchased and sold unchanged; today, some are specifically prepared or assembled to meet the customer's needs. For example, an electrical distributor can cut wire for their customer based on the requirements of a specific job.

BEST PRACTICE

Understand service-market fit, fine-tune current processes for higher efficiency, and tailor existing services for optimal impact and retention.



- Products are purchased based on past consumption, often with high safety buffers to guarantee availability.
- Products are stored in the warehouse until they are needed.
- Customers order products at the time they're needed.
- Products are delivered to customers.
- Customers configure products according to their needs.

NEXT PRACTICE

Identify new services that add incremental value for particular customer groups, resulting in increased customer loyalty.



- Using predictive analytics, products are ordered in advance of customer need.
- Products spend less time in the warehouse because they are purchased closer to the time of order.
- Customers place orders for products to complete specific jobs.
- The distributor configures products for the specific job, and additional services are offered.
- Customized products are delivered and tracked in real-time.

Innovations at the Vertical Edge

Evolve value-added services into differentiating business models that drive customer stickiness and long-term profitability.

10%-20% Increase in customer satisfaction 29% Fewer days in inventory

SAP Solutions:

Offer High-Value Services

Customers expect customized products, services, and solutions that fit their individual needs. They also expect great experiences at every interaction point. This requires solutions and technology that support new business capabilities so distributors can provide valued services along with needed products.

Required Capabilities

Supply Chain Planning

- Plan strategically and effectively by calculating trade-offs between costs and service.
- Increase velocity by making distribution decisions based on real-time visibility across the network.
- · Provide superior service through increased supply chain efficiency and aligned processes across planning, warehousing and fulfillment.

Procurement

- Streamline the buying process by integrating automated or manual purchase order functions.
- Create orders for purchase requisitions; approve. release, and send orders to suppliers on paper or electronic documents.
- Process supplier confirmations, acknowledgements, and shipping notifications.

fulfi and Pre ord

Ens

by a

key

Imp

Out

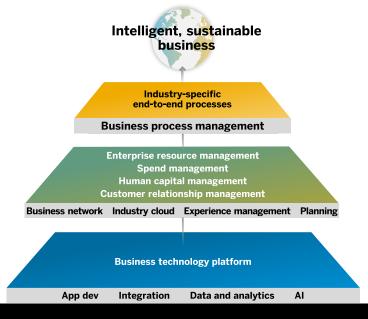
stre

and

Min

pre

The architecture for an Intelligent business in wholesale distribution companies starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.



GROW with SAP S/4HANA Cloud - to manage purchasing processes centrally

SAP S/4HANA Supply Chain for extended service parts planning - to plan service parts inventory across distribution networks

SAP S/4HANA Advanced Available-to-Promise - to propose accurate quantity and delivery times based on defined business rules

SAP Qualtrics Sales CX - to better understand customers' behavior

SAP Subscription Billing - to manage digital products and services. subscriptions, and usage-based pricing

SAP CPQ solution - for product configuration

Achieve zero-error delivery with smart, automated, and integrated warehouse and logistics management

Schukat electronic GmbH achieved full process transparency and zeroerror delivery, thanks to a smart, automated, and integrated warehouse and logistics management platform. As a result, the distributor can support faster picking times, increased customer retention, and 100% warehouse, customer, and order traceability.



Deliver Anything, Anywhere, Anytime

Providing products at the right time and right price has long been a standard in wholesale distribution. Today, it is even more challenging because customers have alternative sources like online marketplaces. It is critical to meet their expectations and still manage profitability, which means balancing service levels and inventory investment on a daily basis.

BEST PRACTICE

Identify process inefficiency; standardize and simplify to become more responsive along the supply chain.



- When a customer places an order, the distributor manually checks product availability and pricing. Vendors are called to manage items not stocked.
- Inventory is replenished with planning tools run in overnight batches. Requests for new items from branch locations are managed manually.
- The distributor checks with vendors on the status of deliveries, and checks with branches on the status of stock transfers.
- Inventory levels are reviewed and analyzed for "dead" stock that can be transferred and sold.

NEXT PRACTICE

Automate handling of material-related data, inventory optimization, and logistics capacity to increase end-to-end responsiveness.



- Product availability check including options for alternate sources is done in real-time.
- Material resource planning is done in real-time. Role-specific screens speed up management and execution of orders.
- Orders from vendors are monitored through business networks in real-time.
- Intelligent technologies help efficiently predict slow stock movements and analyze redeployment.

Innovations at the Vertical Edge

Use intelligent technologies backed by robotic process automation and machine learning to drive custom-tailored, real-time responsiveness.

10%-12%

Reduction in total logistics cost

10%-20%

Increase in on-time delivery

Up to 10%

Reduction in total inventory investment

SAP Solutions: Deliver Anything, Anywhere, Anytime

In an industry with increasing customer expectations, intelligent technologies provide the insights needed to monitor and manage inventory and service levels more closely and ensure customers' qualitative and quantitative needs are met.

Required Capabilities

Supply Chain Planning

- Generate a supply and inventory replenishment plan to meet demand and corporate priorities.
- Minimize inventory while achieving customer-service objectives with real-time visibility into inventory and demand.
- Enable production planners to guarantee the availability of materials at the right time.

Procurement

- Manage purchase orders through standard digital interfaces and contractinvoicing functions, portals, or systems.
- Resolve invoice exceptions in an automatic and collaborative way, and receive digital, legally compliant invoices.
- Verify invoices automatically, and get faster accounts payable approvals.

Supply Chain Execution

- Improve customer satisfaction with real-time information for accurate order-promising dates.
- Streamline fulfillment through improved backorder processing.
- Optimize resource task assignment and simulate resource demand and optimization scenarios.
- Monitor and analyze operations in real-time, and integrate with IOT solutions.

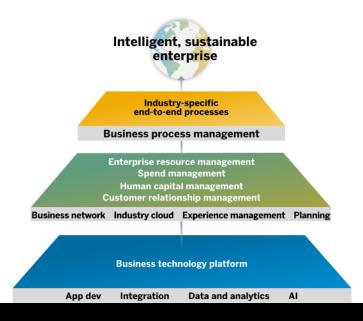
Marketing and Sales

- Improve sales planning with capabilities like top-down and bottom-up planning, and hierarchical planning.
- Streamline pricing changes through maintenance and workflow-approval capabilities.
- Analyze price proposals for profitability and true margin, and determine updates based on current deals and promotions.

Service and Solutions

- Speed issue resolution by enabling contact center agents to quickly identify customers and retrieve a full view of customer data.
- Plan, execute, and monitor the entire subcontracting process with visibility into potential problems.
- Avoid capacity bottlenecks and reduce inventory volumes.

The architecture for an Intelligent business in wholesale distribution companies starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.



GROW with SAP S/4HANA Cloud – to integrate management for invoice processing and accounts payables

SAP Integrated Business Planning for response and supply – to plan replenishments through the supply chain network

SAP S/4HANA Advanced Available-to-Promise – to propose accurate quantity and delivery times based on defined business rules

SAP Data Maintenance by Vistex, pricing option for SAP S/4HANA – to manage consistent, accurate pricing across all channels

SAP Commerce Cloud solutions – for omnichannel sales

Price IQ by Zilliant – to optimize prices across all channels

Deliver On Time, Every Time, with Integrated Logistics Processes

When MEGA eG set up a centralized distribution center to process orders for its flooring products, it realized that a warehouse management solution would be crucial to help it manage high order volumes. With digitalized processes and streamlined, automated workflows, warehouse staff can work more efficiently to help ensure that deliveries are shipped on time.



Provide End-to-End **Customer Solutions**

To remain competitive in today's market, wholesale distributors must transform into solution providers that collaborate with their customers and work toward comprehensive and attractive outcomes. By moving from simply selling products to providing services and adding value, distributors become a trusted partner.

BEST PRACTICE

Move away from a reactive model of sales-order capturing and bid for customer projects, optimizing margin and driving customer engagement.

Sales rep presents new Customer places order Products are delivered products and offers

regular intervals

For additional project needs, custome contacts distributor





- Sales rep visits customer and presents new products and offerings.
- Customer places order based on job requirements.
- Products are delivered when ready or at regular intervals.
- Additional products and services are requested as needed by the customer.

NEXT PRACTICE

Manage projects to successful completion and take responsibility for required bill-of-materials items, including third-party service providers.

Sales rep collaborates with customer on a complete solution

Products are sourced and ordered per project plan

Products are delivered just in time and usage monitored

Insights predict future need and monitor customer experience









- Sales rep focuses on deals with a high propensity for closing, and offers a complete, compelling solution to complete the project.
- Products are sourced and ordered per the project plan.
- Products are delivered directly to the job site as needed, and usage is monitored.
- Using embedded insights, future needs are predicted. Customer experience is monitored to help improve future service levels.

Innovations at the Vertical Edge

Provide an end-to-end offering with the ability to plan and manage the entire project lifecycle using insights for ongoing maintenance and service.

Fewer days sales outstanding

Up to 25%

Reduction in customer support calls

SAP Solutions: Provide Endto-End Customer Solutions

Intelligent technologies support wholesale distribution companies as they more from a product-centric company to one that provides bundled or complete solutions. With new monetization models based on subscription or usage, companies can become a valued business partner for their customers.

Required Capabilities

Supply Chain Planning

- Review and incorporate product changes into your operational planning cycle.
- Determine financial and operational impact of new product introductions and end of life decisions.
- Track and review product adoption and performance.

Procurement

- Create, renew, and monitor procurement contracts with real-time data augmented by machine learning and visualization.
- Strengthen compliance with updated terms and conditions.
- Ensure delivery of committed quantities and values.

Supply Chain Execution

- Make commitments faster by automatically accounting for material availability and allocations.
- Automate warehouse operations, including inbound and outbound processing, cross-docking, storage, and physical inventory management.
- Improve asset utilization and ensure on-time and accurate order fulfillment.

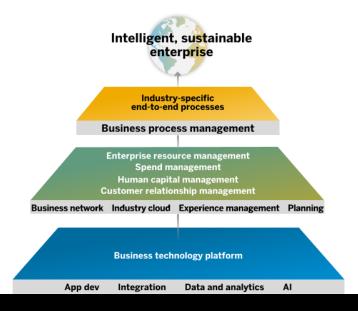
Marketing and Sales

- Integrate order management and processing, from quote to shipment and billing to booking revenue.
- Gain clear visibility by capturing sales data from multiple channels.
- Reduce days sales outstanding and boost sales effectiveness with a streamlined order management process.

Service and Solutions

- Calculate project costs and manage project risk and mitigation activities.
- Define flexible solution portfolios using quotes and subscription contracts, sales and service orders, and service contracts.
- Manage customers through their subscription lifecycle including activation, upgrades, downgrades, and termination.

The architecture for an Intelligent business in wholesale distribution companies starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.



GROW with SAP S/4HANA Cloud – to streamline processes with critical data, applications, and analytical tools

SAP S/4HANA Advanced Available-to-Promise – to propose accurate quantity and delivery times based on defined business rules

SAP Subscription Billing – to manage digital products and services, subscriptions, and usage-based pricing

SAP S/4HANA Supply Chain for extended warehouse management – to manage enterprise level production and warehousing management

SAP Logistics Business Network – for an open and secure value-creation network

Fit-Rent Rental Solution by FIT Global – for full rental management

Operating on a Single Source of Truth

Zinus Inc. built a resilient supply chain by moving from spreadsheet-based planning to an integrated planning system that could support automated statistical forecasts and real-time simulations. This allows the distributor to accelerate business growth and gain the agility required to meet changing customer demand and market conditions with digitalized, integrated supply chain planning.



Optimize

Business Operations

Processes in distribution companies are complex by nature. Even the most disciplined organization notices that its control over processes tends to deteriorate over time. This results in inefficiencies and manual interaction, causing employees to focus on repetitive, low-value tasks. While companies always strive to make processes more efficient, they can grow even more by optimizing processes and more effectively using their talent. An example of this optimization is the order process .

BEST PRACTICE

Optimize current processes and improve employee experience by providing teams with easy access to real-time insights.

Orders created in multiple, isolated channels

Manual order post-processing Goods shipped on time or late without notice Service tickets and incidents handled Post-sales process review







- Customers create orders through multiple, isolated interaction points
- After the order is placed, date changes, price adjustments, and out-of-stock items are handled manually.
- Goods are shipped on time or too late without notification to the customer.
- Customer service tickets for requests or issues are handled manually and issues are resolved, sometimes through promotions or discounts.
- Post-sales, the process is reviewed for potential changes.

NEXT PRACTICE

Use process knowledge to identify and realize automation opportunities to eliminate repetitive tasks and reallocate employees to higher-value tasks.

Integrated channels for full customer view Automated postprocessing of orders



Goods shipped with real-time notifications



Proactive Analyze processes, handling of and identify breaks exceptions and solutions



- Integrated channels provide a 360-degree view of the customer and for the customer.
- Post-processing changes are handled automatically through chatbots.
- Goods are shipped with real-time notifications to customers.
- With greater visibility, incidents can be handled proactively to manage customer expectations.
- Technology solutions like process mining can provide insight into broken processes, identify repetitive tasks, and help identify efficient solutions.

Innovations at the Vertical Edge

Monitor and measure business operations to optimize processes and to insure efficiency and continuous improvement.

Increased

Process transparency and visualization

Improved

Process compliance with audit standards

Reduced

Manual interventions in process execution

Optimized

Throughput times by identifying bottlenecks

SAP Solutions: Optimize Business Operations

Intelligent technologies and insights allow wholesale distributors to analyze chains of transactions, identify process breaks, and highlight manual interactions or deviations. This supports continuous improvement and a more effective workforce.

Required Capabilities

Supply Chain Planning

- Enhance operational targets, increase productivity, and improve planning speed and agility.
- Reduce costs by analyzing factors that influence multiple inventory and supply chain.
- Balance working capital investment and desired service levels by leveraging predictive analytics and advanced algorithms.

Procurement

- Claim all money owed from rebate agreements by reconciling purchases, earned income, and accruals with supplier payments.
- Boost profitability by allocating rebates to purchases for true cost determination.
- Model net purchase costs to determine profitability after subsequent sales.

Supply Chain Execution

- Fulfill transportation business goals efficiently and flexibly by improving processes and providing real-time visibility.
- Lower operational and administrative costs by holistically managing endto-end freight requirements.
- Optimize carrier costs and reduce revenue leakage by accurately calculating freight.

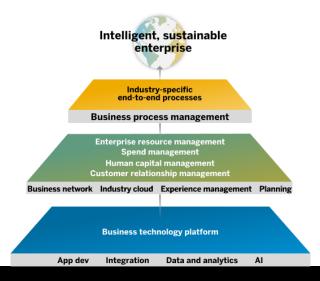
Marketing and Sales

- Get a real-time view of sales performance and pipeline quality to improve outcomes and exceed targets.
- Improve win rates and achieve targets by focusing on deals with the highest propensity of closing.
- Gain visibility into payouts and incentives to retain and motivate sales teams, align with corporate goals, and maximize performance.

Service and Solutions

- View a true measure of customer service performance with powerful analytics.
- Track real-time service performance with prebuilt dashboards and embedded reports.
- Allow service reps and managers to define operational reporting and KPIs using intuitive report and dashboard tools.

The architecture for an Intelligent business in wholesale distribution companies starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.



SAP S/4HANA – for comprehensive service and outcome processes

SAP Integrated Business Planning for inventory – to determine target inventory quantities and optimize customer service with minimum working capital

SAP Incentive Administration by Vistex for SAP S/4HANA – to support incentive management lifecycle and administration

SAP S/4HANA Cloud, Transportation Management – to holistically manage all inbound and outbound freight

SAP Paybacks and Chargebacks by Vistex – to claim all money owed from rebate agreements

SAP Signavio Process Insights – to evaluate process performance and identify improvements

Enable a Breakout Growth Strategy

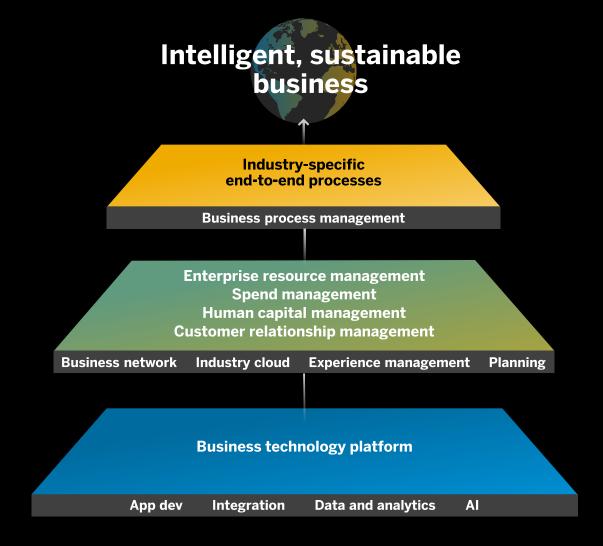
<u>PharmaOverseas</u> digitally transformed its business to enable the company to use new intelligent technologies and take advantage of greater efficiency and speed. Leveraging advanced technologies such as artificial intelligence and conversational chatbots, the distributor was able to expand its market share by carrying a greater range of products, improving delivery accuracy and increasing sales.



SAP's Industry Cloud: A Joint Innovation Space

We enable our customers to become intelligent, sustainable enterprises by bringing together our comprehensive portfolio of solutions and technology in service to customers' business process needs.

- It starts with our platform technology that provides the foundation of application integration, extension to a robust ecosystem of solutions, and data and AI.
- Then our industry-leading business applications work together spanning front-end and back-end systems that only SAP can provide.
- This all comes together to provide customers the end-to-end, industry-specific business processes they need to run as an intelligent, sustainable Business.



Industry Innovation Spaces

Stand-alone applications struggle to deliver relevant business value. Business applications always need access to essential business domains such as products, assets, factories, cost centers, employees, and customers. SAP's industry cloud provides direct access to business domains and processes in the intelligent suite through APIs. At the same time, our business and technology services provide the tools and infrastructure to create and run innovative industry cloud solutions.

Intelligent Technology at Your Fingertips

Business innovation needs digital technologies that are ready to use to solve a business problem.

SAP's industry cloud solutions, built on SAP Business Technology Platform, provide a full set of technologies ranging from user interfaces to robotic process automation to artificial intelligence and machine learning. All can be used readily in new solutions.

Open Innovation Platform and Ecosystem

SAP's industry cloud is the way for our partners and SAP to deliver industry cloud solutions for customers that unlock new levels of efficiency, extend end-to-end business processes at the edge, and enable innovative business models.

SAP partners find a unique environment in our industry cloud in which the data domains and business processes of the intelligent suite and our business networks are readily accessible through open APIs. This allows our partners to accelerate innovation by focusing on the differentiating business capabilities they want to build and deliver to our joint customers.

This enables a spectrum of partnership and innovation models ranging from close co-innovation over identified white spaces to completely open innovation spaces with free competition to drive customer value.

The innovation models are complemented by a set of commercialization models that are strongly correlated to the value the solutions deliver to the business of our customers.

Freedom of choice is a key value, so customers can choose any partner or hyperscaler to deploy their industry cloud solutions.

Open Ecosystems Deliver More Innovation

Open platforms, available to the wider ecosystem, have consistently delivered more innovation and choice for customers. Therefore, our industry cloud solutions can be run by the major infrastructure-as-a-service providers, giving our customers the freedom to implement their own individual platform strategy.

GROW with SAP: Driving Business Innovation Together

Grow without limits and build your own breakthroughs with a ready-to-run cloud ERP. SAP S/4HANA Cloud, public edition helps accelerate your business with the latest industry best practices and continuous innovation. GROW with SAP is a comprehensive solution with:

- Cloud ERP for every business need
- Industry next practices and extensibility
- Analytics and business process intelligence
- Outcome-driven services from SAP and partners

Discover the value of GROW with SAP



Take the lead with industry innovation for top-line, bottom-line, and green-line growth

- Grow revenue by creating differentiating business models in your industry
- Increase margin with built-in industryspecific processes and best practices
- Unlock new efficiency with intelligent automation across mission-critical processes
- Manage sustainability with companywide transparency and controls



Never stop improving with continuous insight to optimize business processes

- Prioritize optimization opportunities with instant analysis of processes, activities, and tasks
- Sharpen process performance based on actual system usage, best practices, and industry benchmarking
- Accelerate your progress with tailored insight on where to automate business processes with Al



Secure your business with a trusted partner for your needs, every step of the way

- Run your mission-critical operations at their best around the globe
- Reach the cloud without compromise with solutions for every business and every regulatory requirement
- Take charge of change using a versatile platform to speed innovation
- Own your tomorrow with a guided journey and outcome-driven practices from SAP and our partners

GROW with SAP is built to fit your needs

GROW with SAP is designed to support your business needs – for your industry, in your geography – with SAP responsible for the holistic service-level agreement, cloud operations and technical support. It includes:



Cloud ERP

SAP S/4HANA Cloud



Business process intelligence

Business process intelligence starter pack



Business platform and analytics

SAP Business Technology Platform (CPEA credits)



Business networks

SAP Business Network Starter Pack



Outcome-driven services and tools

From partners

GROW with SAP is the foundation for an intelligent, sustainable business in the cloud. We look forward to joining our customers on their transformation journey into the future. Find out more about <u>GROW</u> with <u>SAP</u>.

SAP's Comprehensive Partner Innovation Ecosystem

SAP has been the proud solution provider for the wholesale distribution industry for almost five decades – starting from humble beginnings and growing into a position of supporting the core business of our customers. Ninety-two percent of companies in the Forbes Global 2000 run SAP.

SAP's industry cloud opens the doors for a new level of co-innovation with customers and partners, enabling next practices and new business models that help our customers capture the new opportunities of servitization and outcome-based businesses and take the next step toward becoming intelligent enterprises.

Our open partner strategy gives our customers the choice of whom they work with to design the business models of the future; whom they partner with to define and implement business processes for efficiency and growth; and whom they trust with running their infrastructure.

There are many journeys wholesale distributors can take into the digital economy to become intelligent Businesses. No matter which they choose, our scalability, security, global reach, vibrant business networks, and business process knowledge across wholesale distribution and adjacent industries are the success factors for our customers, our ecosystem, and SAP.

Our wholesale distribution partner ecosystem includes:









































Now easier to try and buy solutions and extensions for wholesale distributors

Try and buy leading partner solutions and SAP software for wholesale distributors – from solution configuration to managing asset-centric services – on SAP Store.



Follow us









www.sap.com/contactsap

Studio SAP | 82702enUS (22/05)

© 2022 SAP SE or an SAP affiliate company. All rights reserved.

This Position Paper (the "Paper") is provided for information purposes only, and its contents are subject to change without notice. This position paper is not warranted to be error-free nor subject to any other warranties or conditions, whether expressed or implied. SAP specifically disclaims any liability with respect to this Paper, and this Paper shall not form any contractual obligations. This Paper may not be reproduced or transmitted in any form or by any means, whether electronic or otherwise, for any purpose without SAP's prior written permission.

These materials are provided by SAP SE or an SAP affiliate company for informational purposes only, without representation or warranty of any kind, and SAP or its affiliated companies shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP or SAP affiliate company products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

In particular, SAP SE or its affiliated companies have no obligation to pursue any course of business outlined in this document or any related presentation, or to develop or release any functionality mentioned therein. This document, or any related presentation, and SAP SE's or its affiliated companies' strategy and possible future developments, products, and/or platforms, directions, and functionality are all subject to change and may be changed by SAP SE or its affiliated companies at any time for any reason without notice. The information in this document is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, and they should not be relied upon in making purchasing decisions.

SAP and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP SE (or an SAP affiliate company) in Germany and other countries. All other product and service names mentioned are the trademarks of their respective companies. See www.sap.com/copyright for additional trademark information and notices.

