

SAP Case Study



mySAP™ All-in-One AT TALLARD TECHNOLOGIES

THE BEST-RUN BUSINESSES RUN SAP



AT A GLANCE:

Strategic Goals

- Partner with vendors and resellers to build share in emerging markets, grow high-margin service business, and deliver complete solutions
- Provide superior logistics, financing, and support to secure position in multitier distribution system
- Reduce expenses and lower operating costs for channel partners
- Achieve operating flexibility to contend with shifting resource contributions from partners

Approach

Tallard implemented Web-based order systems to improve service to its distribution channel, enhance visibility into demand, improve accuracy, and increase efficiency. More than 60% of the company's customers have established Web accounts. In some cases, the company established build-to-order processes by integrating its order services with the product configuration systems of technology suppliers, accelerating the delivery of complex system configurations. Tallard also established process improvements in its management of inventory, accounting, and warranty services. These improvements were enabled by mySAP™ All-in-One, and the implementation was supported by IDS Scheer SME.

Results achieved from January to December 2002 included:

- Reduced monthly average inventory by 44.8% to \$1.6 million and increased inventory turns by 20%
- Lowered operating expenses by 15% and staffing costs by 10%, while increasing volume and profitability
- Improved days receivables outstanding by 28%, enabling a reduction of 48% in long-term debt
- Positioned the company to contribute to the growth of the high-end enterprise solutions market

TRANSFORMING DISTRIBUTION AND SERVICE LOGISTICS TO REACH GROWING TECHNOLOGY MARKETS

Tallard Technologies Inc. is a value-added distributor of telecommunications and computing products and services. With fiscal 2002 revenues of U.S. \$65 million, the company serves Latin America and the Caribbean through partnerships with technology suppliers and distributors.

Tallard, originally named Caribbean Computer Exports, was founded in 1983 as Apple Computer's exclusive distributor for Latin America and the Caribbean. In 1994, as Apple established its own distribution network in these geographic areas, Tallard diversified by establishing partnerships with other vendors. The company built upon its core abilities to develop distribution channels and to provide post-sales support to the countries in which it had developed business relationships. In 2003, Tallard continues to represent Apple, but it has extended its vendor partnerships to include Avaya, Hewlett-Packard (HP), IBM, and others. The company has about 80 employees and provides services to more than 450 resellers.

Although Tallard grew during the 1990s by expanding its relationships with technology vendors, the company faced both geographic and market challenges. Tallard had to deal with increasing costs due to the diversity of countries in which it operated and the varying degrees of infrastructure development in those countries. The company had to maintain high levels of inventory to sustain service levels necessary to remain competitive, and its staffing levels were excessive due to time-consuming order-handling, accounting, and other administrative processes. The company also faced increasing competition from online services and other direct technology supply sources. "In the reseller community, companies are often asking, 'Why don't I just go direct?'" says Chris Meiser, executive vice president of operations. "Since we're providing products and services within a multitier distribution model, we have to provide value every day. We have to make sure our channel partners receive benefit by doing business with us."

Above all, changes in the technology industry required that the company adapt to the shifting focus of business value generation. “The information technology and communications industries have been in the midst of a very critical transformation in which value is no longer being created by vendors,” says Humberto Gonzalez, president and chief executive officer. “Value is now being generated by the end users, by the companies deploying technology to support their businesses. In our position as a distributor – since we’re once removed from the end user – our ability to adapt to this change is critical.”

Toward the end of the 1990s, Tallard understood that it would need to address the effectiveness of its operations and its visibility into end-user market opportunities if it were to continue to grow profitably and remain independent. In particular, Tallard knew it needed to better analyze and respond to business opportunities, reduce costs for such things as staffing and inventory, improve cash management, and respond more flexibly to demand.

Tallard decided to improve performance by establishing standard business processes and by enhancing visibility into its own operations and to its partner communities. Tallard knew that this visibility would be most effective if it used emerging Internet-based services, particularly those that enabled its order-to-cash process and provided information about emerging demand conditions. The company considered many software vendors to address its requirements, and after careful review, selected mySAP™ All-in-One.

The standardized business processes defined by mySAP All-in-One were a key factor, given the complexities inherent in operations in Latin America and in the technology business. “Ours is a business of exceptions,” says Kevin Fox, vice president of sales and marketing. “SAP provides the boundaries essential to ensure that handling these exceptions – which means adapting our rules and procedures – is done in a way that is consistent with growing our bottom line.”



Tallard worked with IDS Scheer SME, an SAP business partner, to implement mySAP All-in-One in just six months. The implementation was completed in January 2001. “Our executive board has been very happy to see that we’re generating more revenue, improving services to the channel, and reducing expenses,” says Meiser. “And essential business processes have improved significantly – particularly those associated with our discovery of new opportunities. For all concerned, we’ve substantially improved visibility.”

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Humberto Gonzalez
President and Chief Executive Officer

IN DETAIL

Challenges and Objectives

When Apple Computer developed its own distribution network in Latin America and the Caribbean, Caribbean Computer Exports' revenues suddenly diminished to \$25 million annually, about one-fifth of its former levels. The management of the company decided to diversify operations beyond the company's original focus on computer exports; renamed the company to Tallard Technologies Inc. to remove the limited geographic and product concentration that the original name implied; and transformed the company to build upon core abilities it had developed since its inception. These capabilities, while providing the subsequent source of profitable growth for Tallard, have also generated many business challenges. The capabilities and associated challenges include:

- Expanding its geographic niche
- Implementing technology sales through channel partners
- Providing services to channel partners
- Providing services to technology suppliers
- Responding to competition

Expanding its geographic niche: Tallard had developed expertise in conducting business in the smaller countries of Central America, South America, and the Caribbean. "In our chosen territory, the countries are many, and they are full of small and midsize businesses as opposed to large corporations," says Gonzalez. "That means that my client, the reseller, needs a lot of help in attacking the market in any specific country, and that the technology vendor – who in most instances doesn't have an office in that country – also needs a lot of help."

About 50 of the company's 80 employees are based in Tallard's headquarters in Miami, Florida; staff members in Venezuela, Chile, and Mexico provide sales and technical support. "We have many years of experience dealing in 37 countries in the region," says Meiser. "From the standpoints of finance, logistics, and customer relationships, each country is unique." The varied charac-

teristics of the region have helped to create the market opportunity for Tallard, but the company must contend with the challenges and additional costs caused by geographic dispersion, language differences, and varying stages of infrastructure development in the countries served.

Implementing technology sales through channel partners:

Tallard extended its experience with Apple products to encompass sales and the implementation of computing and telecommunications products and services. The company now represents various brands, selling to both value-added resellers and systems integrators. "We've been diversifying our supplier relationships," says Fox. "In this way, we can offer a broader range of products to our channel partners, who can then better serve their end-user customers." Tallard often works collaboratively with these customers at end-user sites, providing technicians and professional services staff to support implementations and establishing post-sales service level agreements for components and parts. Customers may request support from Tallard when projects are too large for them to support on their own or for which they lack expertise. Systems integrators contract with Tallard to provide the hardware for specific computing and network solutions for end users.

In the computing division, the company's strategic vendors, in addition to Apple Computer, are Hewlett-Packard and IBM. The primary telecommunications vendor is Avaya Communications, which is a major supplier of equipment for enterprise telephony and the emerging realm of **convergence**, which unites voice and data communications and integrates communications with business applications. "A significant shift in our thinking occurred when we entered the communications arena," says Fox. "We were able to provide our channel partners with not only the information technology infrastructure that enabled them to serve their customers, but a complete offering in the arena of communications and computing convergence. As our channel partners' offerings thereby became more complete, they were able to minimize competitive entry into their markets." Tallard

also represents complementary solution providers that service specific vertical markets, such as the hospitality industry, and it provides software and hardware solutions that add value to strategic products that Tallard represents.

Declining margins were becoming a growing issue in technology businesses. Thus, reducing expenses – particularly inventory holding costs – was becoming imperative. The products that Tallard provides often do not need to be stored in inventory because they are purchased for use in specific projects. However, Tallard had to maintain some inventory because the company needed to maintain service levels to the channel for certain parts, and supplier manufacturing cycles and lead times dictated that some items needed to be stored in Tallard’s warehouse from time to time. Excessive inventory – and associated obsolescence of high-tech items with short product life cycles – had become a growing problem for Tallard.

Services to channel partners: As hardware margins declined, Tallard also sought to increase its share of the higher margin services business. “We’re looking at products that have more of a services component,” says Meiser. “Today, we’re about 70% hardware and software and 30% services. One of our primary goals is to achieve a 50-50 division between products and services.” Services include finance and credit programs, management of projects that may span multiple countries, professional services to assist with product support and training requirements, outsourcing of technical support, and parts fulfillment and other logistics services. Tallard has relationships with more than 100 freight forwarders and carriers to meet specialized requirements and facilitate efficient export of products to the countries it serves.

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Kevin Fox
Vice President of Sales and Marketing

Services to technology suppliers: Tallard provides various services for its strategic vendors in situations in which it is not economic for the supplier to maintain specific levels of expertise directly in the countries served. “We provide services that vary from brand to brand,” says Meiser. Tallard manages presales, business logistics, and post-sales services for Avaya in Venezuela, Ecuador, and the countries of Central America and the Caribbean. Apple has outsourced all of its warranty parts

processing to Tallard in the regions Tallard covers, and Tallard provides support for IBM’s midrange systems, which manage mission-critical business applications, in Venezuela, Mexico, and Chile.

“One of the reasons that a large technology manufacturer would come to a company like

Tallard is that we work in a very diverse geographic market, so it often doesn’t make sense for the manufacturer to have a direct field sales force or support group in every country in Latin America,” says Meiser. “To the vendor, we are like an efficient field sales organization with a logistics back end.” Tallard provides support resources and can manage inventory to service the territories from the United States. The company provides value through its close relationships – sustained by its field offices and reseller channels – in the various countries.

“One thing that’s unique about Tallard is that we’re not just a logistics distributor, we’re a services distributor,” says Meiser. “So we’re involved in everything from evaluating markets to finding new channel partners. Then, as opportunities unfold, we actually manage the process from the initial identification of an opportunity to the sale and even to the post-sale support of the product. Moreover, as manufacturers have changed their policies –

that is, to increase or decrease their outsourcing as market conditions have changed – we are nimble enough to accommodate them. A key success factor has been our flexibility.”

Containing expenses while remaining flexible can be a significant challenge when business circumstances fluctuate widely. For example, from 2001 to 2003, the telecommunications and information technology markets contracted, and political and economic volatility in Latin America substantially reduced Tallard’s business volumes. Consolidations, such as the Compaq-HP merger, caused substantial changes in Tallard’s relationships, contractual obligations, and business processes. And public companies, which are under shareholder pressure to perform, cut their costs by reducing the amount of business they do with Tallard. Given these circumstances, Tallard found that its staffing levels were not always aligned with requirements and that its operating costs – especially related to personnel expenses – were too high to support the new business levels.

Responding to competition: A key competitive strength of Tallard is that it represents few brands, but maintains a high level of expertise in the products it represents. Tallard competes on price with large distributors, such as Tech Data and Ingram Micro, but these companies represent thousands of product lines and typically focus on order fulfillment. Tallard has maintained relationships with these larger distributors, allowing the company to partner with these firms in some cases. In the Avaya and IBM markets, Tallard has no direct competition, but companies have many alternative ways to source the products and services that Tallard supplies, including purchasing online and working through other direct channels. That means Tallard must constantly review its pricing and services to ensure it remains competitive.

In 1999, it became increasingly apparent to Tallard that to remain independent amid the changing dynamics of the technology industry, the company would have to address key challenges. These challenges included protecting margins, enhancing service

quality, and increasing the share of services in its revenue stream, reducing inventory, responding quickly to changes in the market, and sustaining flexibility as requirements of suppliers and the channel evolved. By addressing these issues, Tallard would improve its partnership with suppliers and the channel; better secure its position within a multilevel distribution network; lower the cost of conducting business for all concerned, including end users; and achieve greater flexibility to contend with accelerating change.

Implementation

Tallard recognized that inefficiencies and customer service issues were largely a result of its numerous informal business processes. Its processes had evolved in response to independent requirements in the quickly shifting markets that the company served. The processes were not effective because Tallard lacked visibility into its internal operations, and they did not take into account Tallard’s opportunities to improve the company’s interaction with technology suppliers and distributors.

Selection of mySAP All-in-One: Given Tallard’s small size, management determined that there were insufficient resources to design a new set of business procedures and that software capabilities could be used as a mechanism to define a new, uniform set of processes. Moreover, management recognized that its existing system, an accounting and inventory-control software package that had supported the company when it was an exclusive Apple distributor, could not scale to meet new requirements.

“Our executive board has been very happy to see that we’re generating more revenue, improving services to the channel, and reducing expenses.”

Chris Meiser
Executive Vice President of Operations

From mid-1999 to early 2000, the company investigated potential software solutions that had very basic capabilities and were purportedly simple to implement. However, as Tallard involved each of its functional groups in the full evaluation process, the company found that it required a more robust solution that supported the electronic exchange of order and related transactions with external partners. “One of the things we were finding – since we are conducting business in numerous, distinct countries in Latin America – is that having e-business capability was a very critical requirement,” says Meiser. “Every phone call, every fax, gets very expensive due to high international telecommunications costs and because of the manpower required. The efficient processes enabled by e-business, through which we could make use of the Internet to improve transaction efficiency, would allow us to drive costs out of our own operations, as well as those of our channel partners.”

The basic systems the company considered did not have the robust e-business capabilities that Tallard required. “So as we were looking at this lower range of systems, we were still going to have to find some sort of a third-party, bolt-on solution to address our e-commerce requirements – that is, to extract data from the selected system and transfer it to an e-commerce storefront.”

IDS Scheer SME, an SAP business partner, advised Tallard that a mySAP All-in-One solution built specifically for small and mid-size businesses would be a more complete solution to address its requirements. mySAP All-in-One solutions are preconfigured, prepackaged versions of mySAP Business Suite that are specifically designed for fast, affordable implementation for midsize companies that require a high level of industry-specific functionality. “We did a quick calculation and saw that if we were going to have a basic solution and then bolt on an e-commerce package – and if we have to maintain multiple systems – then the more complete solution for our business from SAP is cost-effective relative to the alternatives,” says Meiser. “Also, there was an additional strategic benefit, because Apple Computer, IBM, HP, and Avaya



Communications all use SAP. So from our technology supplier standpoint – in terms of robust supply chain management opportunities – there was further motivation for us to consider SAP.”

Using SAP to enable business processes: Tallard worked with IDS Scheer SME to define an implementation plan. The business processes deployed – particularly overarching order-to-cash and procurement-to-pay processes – were those that were preconfigured in the system. “One of the key benefits that we saw were best business practices that were built into the SAP solution,” says Meiser. “We actually were looking forward to a system that was recommending how we should conduct business.”

During implementation planning, IDS Scheer SME advised Tallard to minimize its legacy data. “I think one of the points that is difficult for companies to realize is just how bad most old data is and how much work needs to be done to it to get it to the point that it can be managed in a new system,” says Meiser. “We just took our current receivables, current payables, current orders in the system, current materials for inventory, and then we built from there – versus trying to recreate everything in the



new model from our old data. Our business is so dynamic anyway, it's really from today forward.”

Implementation began in April 2000. Following a six-month effort, the system went live at the beginning of January 2001 so that Tallard could begin using its new processes at the beginning of the financial year.

Training was critical to the success of the implementation. “There were three consultants from our firm, and there were about six users that we trained,” says Ashley Coy, a consultant and project manager with IDS Scheer SME. “We would train one core person from each of the departments in train-the-trainer sessions, and these individuals became part of the actual implementation process. The training continued for a period of about three weeks.”

Tallard implemented the core functionality of mySAP All-in-One for financials and associated master data, which included general ledger, receivables and payables; sales and distribution, including handling of sales orders and associated purchase orders; and materials management, covering procurement and inventory transactions. Tallard also implemented SAP® Internet Transaction Server, which provides a platform for developing a

Web front end integrated with mySAP All-in-One. This combination of Web front-end systems and an SAP back end supported order and related services for Tallard’s distribution channel. The system has also been very cost-effective. “In addition to providing a foundation to improve services and reduce expenses the ongoing management of the system has not incurred significant costs beyond normal system maintenance,” says Meiser.

Through this implementation, Tallard achieved strategically significant improvements in operations, including:

- Order management
- Build-to-order capabilities
- Inventory cost reductions
- Opportunity analyses
- Financial management
- Returns handling
- Warranty service

Order management: Tallard’s Web order-processing front end provides direct access to SAP capabilities for order taking, order status, invoice status, inventory, and pricing by Tallard’s customers throughout Latin America and the Caribbean. “We used to send faxes to international locations to respond to customer requests about order, shipment, and payment status,” says Meiser. “Now a customer can get that information anytime online.” Tallard is particularly focused on moving smaller customers to Web order processing services to drive down costs.

mySAP All-in-One enables Tallard automatically to check credit and accounts receivable status for customers, determine demand for products that may not have been built into the normal demand-planning cycle, generate purchase orders to suppliers, and – if products are available in Tallard’s warehouse – initiate shipments. Tallard can track shipments using links established to FedEx, UPS, DHL, and other services.

As Tallard grows, SAP provides the integrated order management platform to handle a range of new offerings. “We’re constantly introducing new products and services,” says Gonzalez. “In order

to meet market needs, information needs to be very quickly established in our systems. SAP gives us an ideal tool to handle the range of tasks necessary to bring products and services to market.”

Build-to-order capabilities: Avaya Communications has an SAP-based online configuration and build-to-order system with up-to-date product, pricing, and availability information. Tallard’s customers can use this system directly to evaluate different product configurations. When the configuration is finalized, the associated order is electronically placed into Tallard’s mySAP All-in-One system. IBM has a similar system for configuring systems and generating orders. The build-to-order processes are enabled by the systems from configuration to order fulfillment; substantially reduce the manpower requirements for the vendor, for Tallard, and for Tallard’s customers; ensure accuracy of the configuration and timeliness of system delivery; and provide improved visibility by Tallard into order status (see Figure 1).

Inventory cost reductions: “Inventory is probably one of our biggest success stories with SAP,” says Meiser. “We’re doing roughly the same amount of sales with about half the inventory we’d had previously.”

Through the business processes implemented – supported by the materials management capabilities of mySAP All-in-One – Tallard is ordering smaller quantities of many items more frequently, managing each item using minimum and maximum inventory levels defined in the system, taking into account planned delivery times for purchases from each vendor, using customer orders to derive purchases of only necessary quantities, viewing aging reports to find and address slow-moving items, and eliminating the need to carry certain items that can be delivered on demand to customers. Inventory and shipment accuracy, which have gone from poor levels to above 99.7%, are also contributing to inventory cost reductions by reducing the need to carry safety stock, spend time tracking missing items, and address partial shipments. Carrying costs have been reduced because inventory levels are lower. In fact, Tallard is saving nearly \$14,000 per year for insurance due to lower average inventory levels.

Tallard still must hold inventory for new computers, spare parts, and related items that are in short supply because the company needs to provide high levels of service to resellers and minimize its backorders for critical items. But Tallard is improving its inventory position in many areas. The company formerly carried more than \$100,000 in service parts; now it only needs to carry

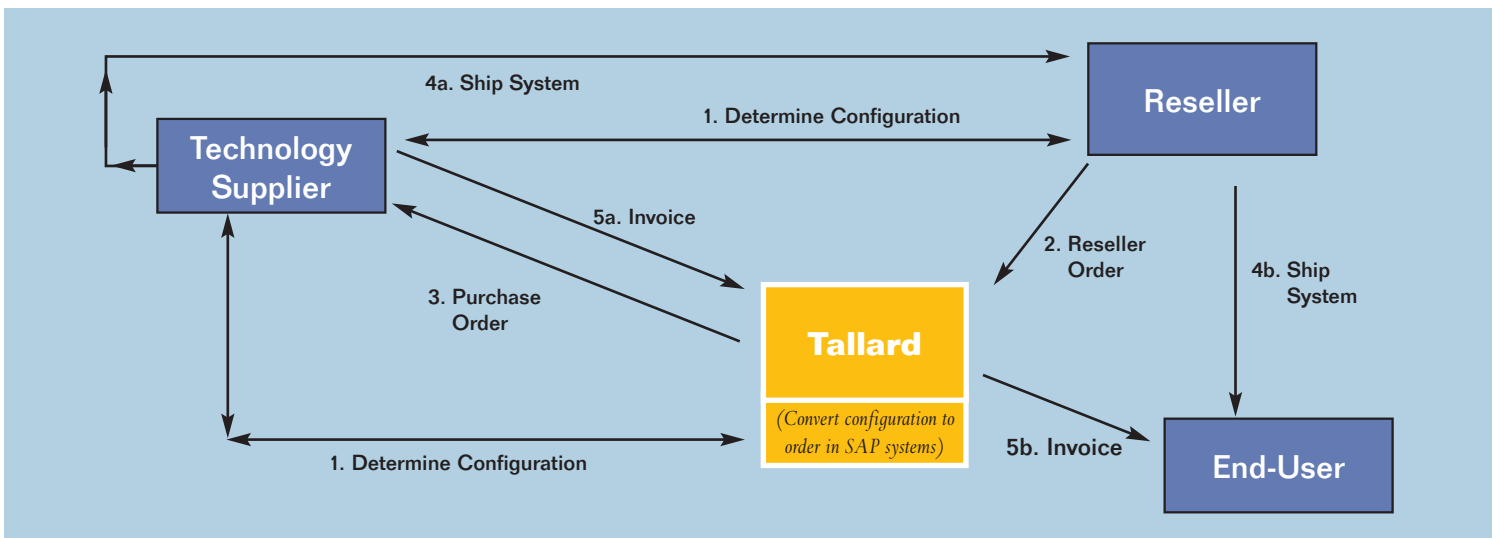


Figure 1: Build-To-Order Process (from configuration to order fulfillment)

\$5,000 to \$10,000 in service parts on average. Moreover, inventory turns for service parts have increased from low levels to an average of 9.7 turns per month. Inventory turns for commodity lines have increased from 1.0 to 1.5 turns per month, and inventory turns for configured product lines have increased from low levels to 2.2 turns per month.

Opportunity analyses: Through the order and quotation data captured by mySAP All-in-One, Tallard can quickly analyze its business by geography, by brand, and by specific resellers to understand where opportunities are emerging. “The business intelligence from our SAP system is essential for segmenting our customers based on their historical purchases,” says Fox. “We can then drive our sales strategies to pinpoint where we need to concentrate.”

On a daily basis, managers can review materials margin, services margin, sell-through reports, sales volumes compared to quotas, and the sales pipeline. mySAP All-in-One also captures information about lost sales using reason codes, and it can generate reports summarizing losses due to pricing, losses to another vendor, losses due to product availability, and so forth. Based on the visibility provided, the vice president of sales and brand managers can make decisions about sales force deployment, follow up on new opportunities, respond to questions from vendors, determine where personal visits are appropriate, and forestall potential problems. “Important benefits – beyond what we’d had previously – are real-time information and ad hoc reporting,” says Meiser. “When we have a board meeting, we can respond to questions about activities in a particular country, about new product lines, about sales trends, and so forth. Based on information that’s now easily available, we can quickly make business decisions.”

“We did a quick calculation and saw that if we were going to have a basic solution and then bolt on an e-commerce package . . . then the more complete solution for our business from SAP is cost-effective relative to the alternatives.”

Chris Meiser
Executive Vice President of Operations

Financial management: Tallard’s implementation supports integration of accounts receivable, accounts payable, and the general ledger with sales and purchase transactions. Tallard uses these systems to make decisions to improve its cash position, to address delinquent accounts identified in aging reports, and to minimize the manpower required to execute accounting processes. “I use information from the system to understand sales and profit margins,” says Gonzalez, “and SAP is critical for managing liquidity and collections.” The month-end closing cycle has been reduced from 10 days to 2 days per month, and many financial processes that took dozens of hours, such as preparing accounts payable summaries, are now addressed using automated reporting capabilities.

Returns handling: “In our old system, there just wasn’t any provision for returns, period,” says Meiser. “So essentially, there was just a pile of equipment that sat in a corner of our warehouse until somebody reminded our order-entry people that they needed to give a customer a credit memo. Now, as soon as something comes

back to our warehouse, there is visibility throughout the organization that the return exists and that we need to process it.”

Tallard handles several types of returns. The company accepts returns if an item is purchased but sent back to the company unopened within seven days, if an item is damaged, and if there’s a nonfunctioning part that needs to be sent to Tallard for service or replacement. Though Tallard has established an e-mail process for approving returns and thereby ensuring good responsiveness to customers, physical receipt of an item to Tallard’s warehouse triggers data entry into mySAP All-in-One. In this way, Tallard can efficiently handle material movement to the service department or back to the vendor – and the associated accounting.

Warranty service: mySAP All-in-One enables processes to specifically handle warranty services for hardware, which include transactions to sell to and buy from the supplier without involving the ship-to customer, accounting for shipping and handling costs, and through a labor fee, ensuring that the dealer is paid for services rendered. Warranty services handling is another example of a more efficient process – with links to external partners – that has been enabled by mySAP All-in-One.

Future Directions

In the future, Tallard plans to implement mySAP Customer Relationship Management (mySAP CRM) to better identify opportunities and improve service to its channel partners. “Our vision is to create a branded network of channel partners in the marketplace, who view Tallard as a source for providing consolidated information, enabling world-class vendor relationships, and facilitating logistics management,” says Fox. “As a part of this branded Tallard network, our channel partners – even if their capital base or infrastructure is limited – will become more competitive and better positioned for growth.”

The company is investing further in its existing SAP solution, including financial integration, to improve cash management performance. Tallard will continue to grow profitably by determining ways to increase the services share of its business, improving the efficiency of its internal processes to manage its resources, and enhancing its focus on opportunities in Latin America and the Caribbean.

“We’re now betting that we can further transform our business so that we add value in the area of complete application solutions in addition to selling hardware infrastructure projects,” says Gonzalez. “That will mean that our profitability will come from our ability to be very flexible and quick to respond by making use of our own information technology capabilities. If we can do that, we’ll be unique in our region and maybe unique in the world.”

“As a niche distributor, we have a better future than anybody else out there who simply sells products and depends on lower costs every year. Our focus is not on how low can we go. In terms of partnering to help end-user businesses create value, our focus is on how high we can go.”

“Our profitability will come from our ability to be very flexible and quick to respond by making use of our own information technology capabilities.”

Humberto Gonzalez
President and Chief Executive Officer



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