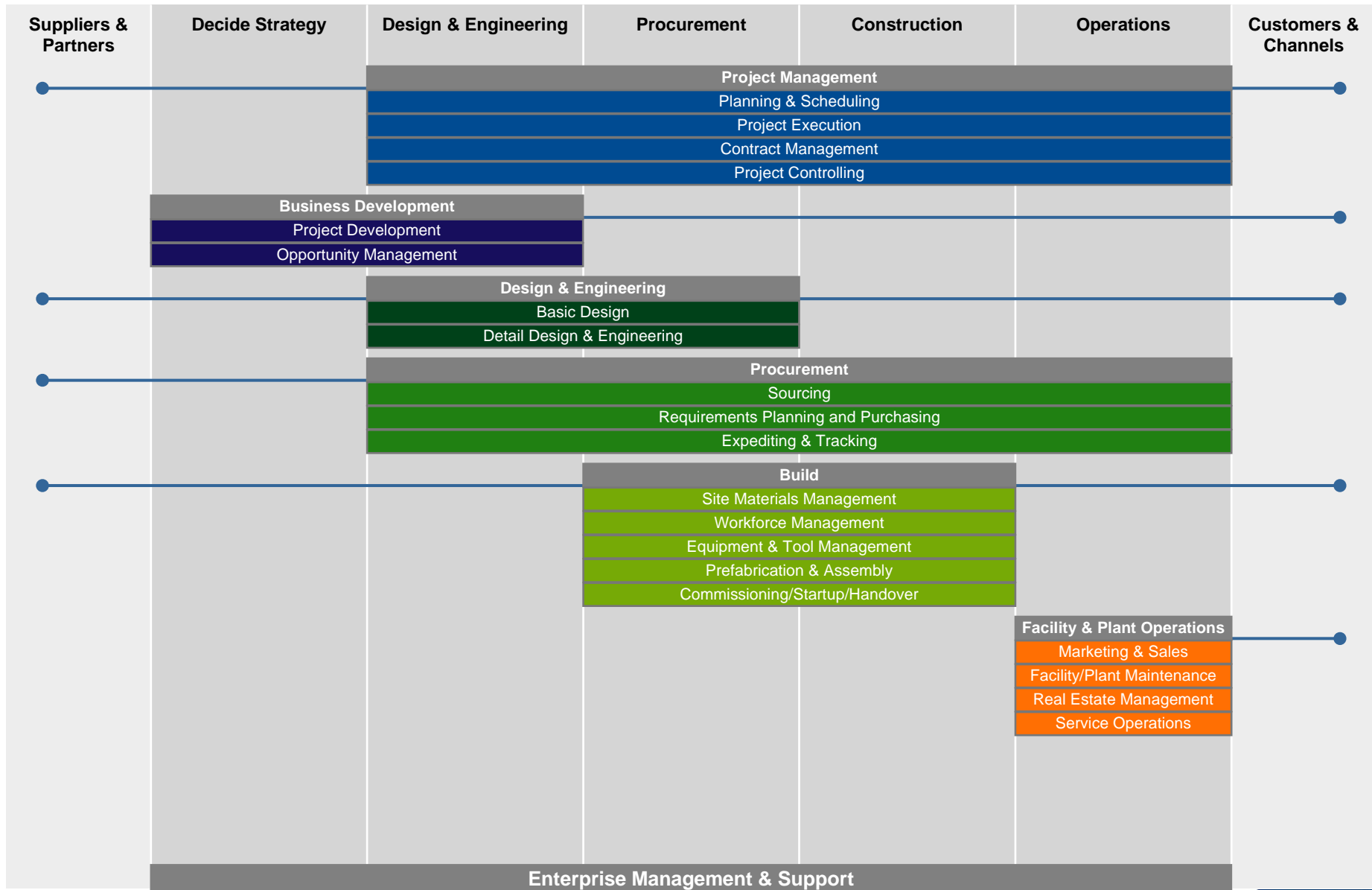


Engineering Construction & Operations

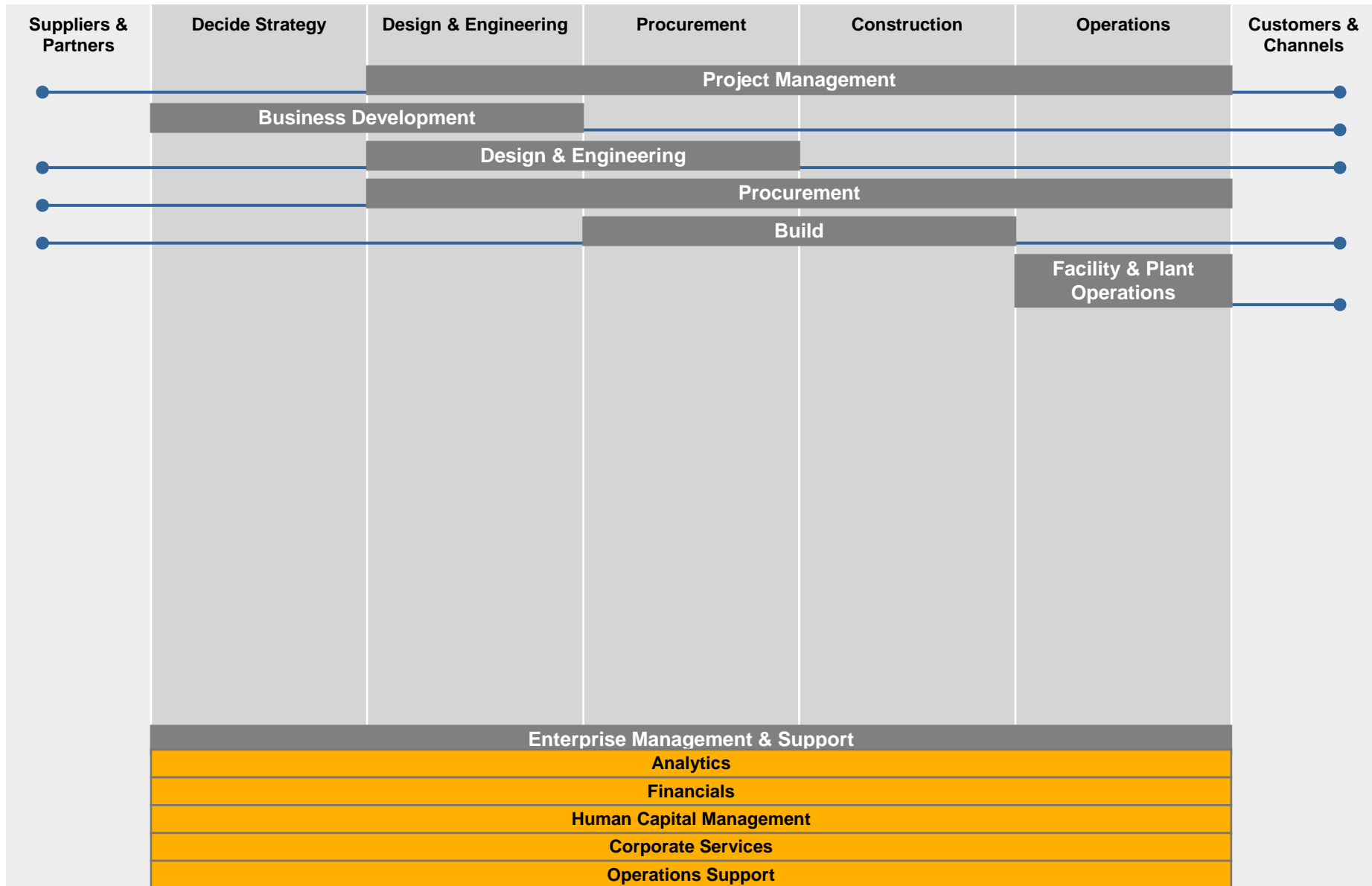
Scenario-Oriented Industry Solution Map

Edition 2005

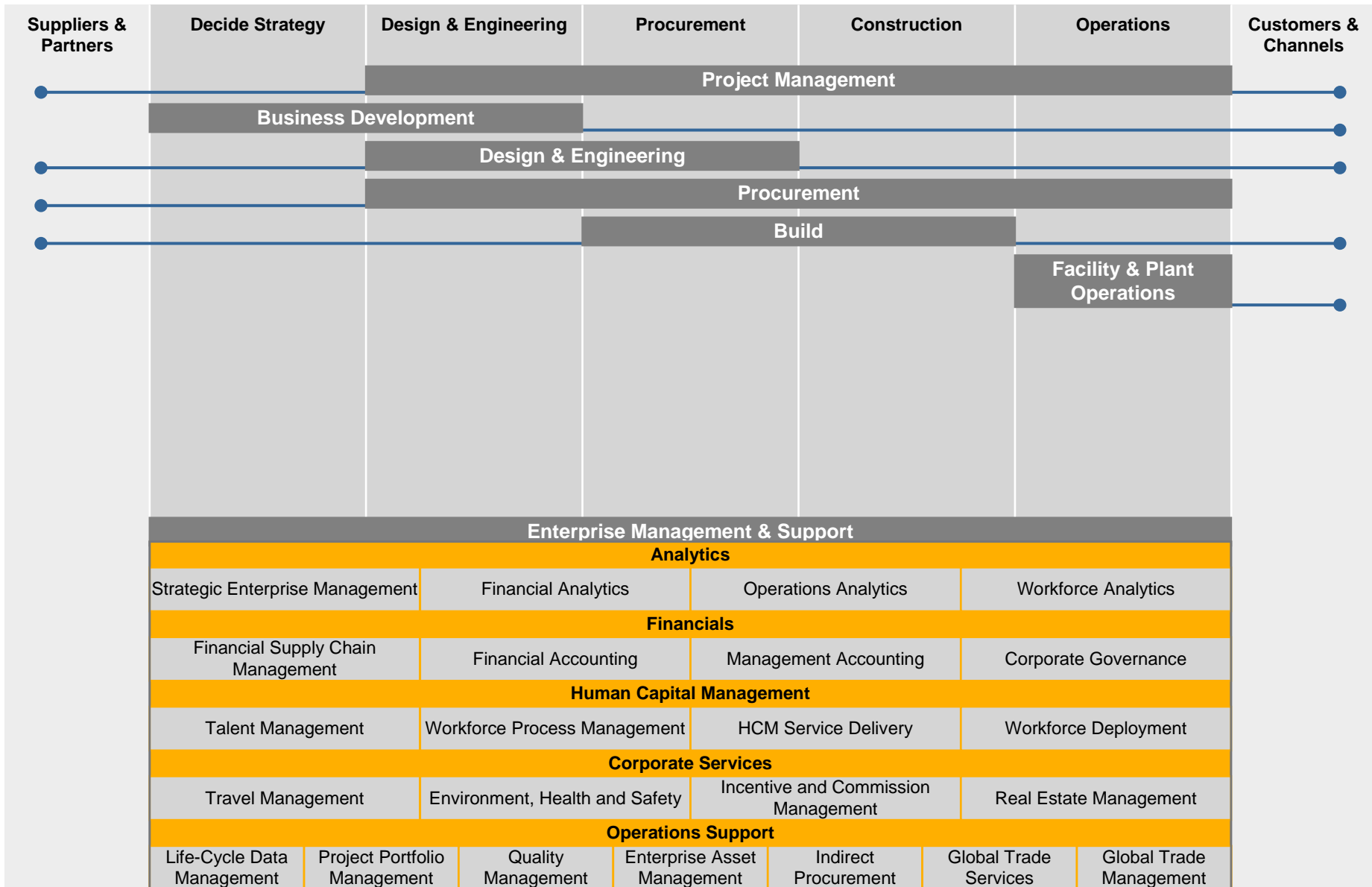
Engineering Construction & Operations



Engineering Construction & Operations

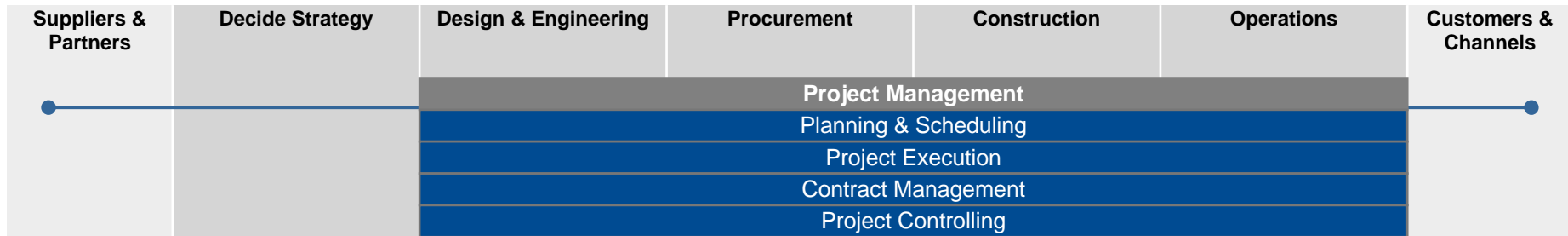


Engineering Construction & Operations



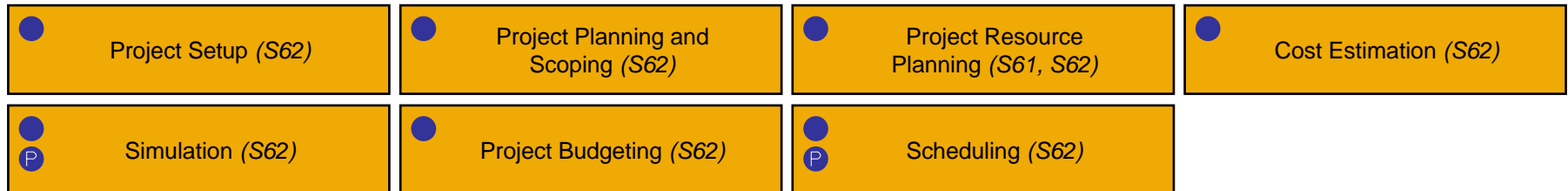
Project Management

Engineering, construction and operations companies are project driven, with an increased emphasis on visibility and flexibility. Leading companies use ERP systems that include robust project planning and management capabilities. This enables them to create baseline budgets and schedules based on more accurate estimates and more easily manage downstream variations in definition, scope, costs, and other concerns



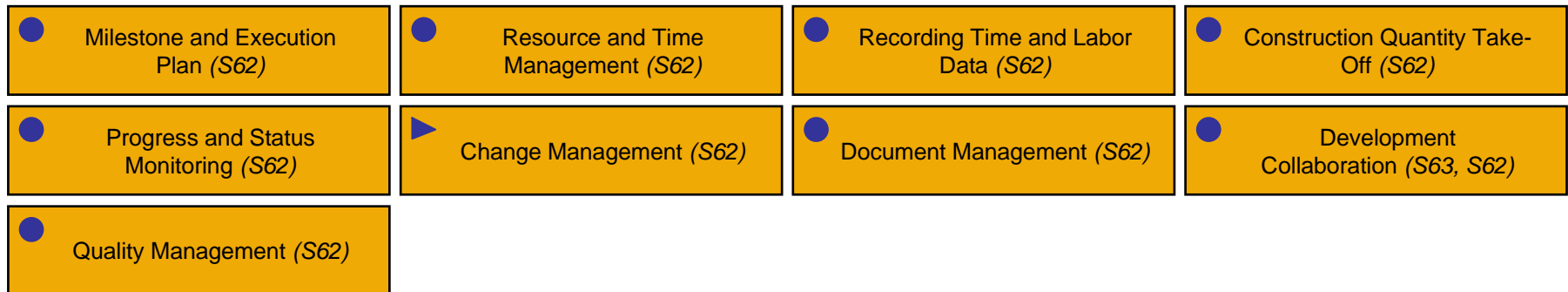
Planning & Scheduling

Successful projects start with accurate planning, budgeting, estimating, and scheduling to minimize risk. Companies must be able to aggregate information and collaborate to increase bidding productivity. Cost and cash plans are established. Integration of cost, schedule, and resource planning provides the basis for controlling the project throughout the life cycle.



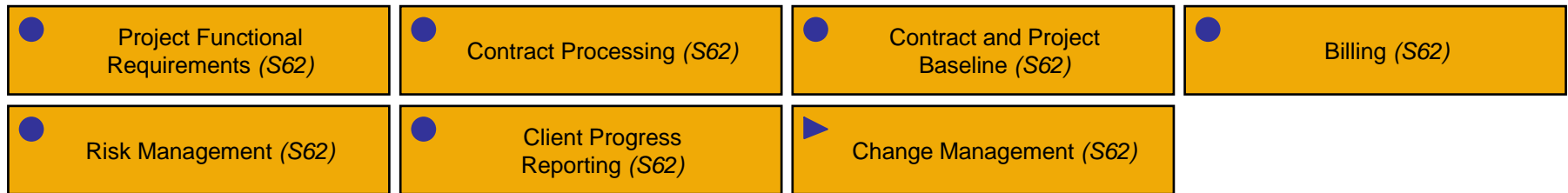
Project Execution

For the execution phase, companies want increased visibility to monitor and analyze available resources, project progress, and earned value. Companies also need a single project view that combines logistical and financial perspectives as well as the ability to manage project variations and their impact on budgets and schedules. Overall they need to management of all aspects and activities including e.g. security, facilities, craft performance/quality, schedule, safety, change management, Client relations. A big part of the project costs are incurred in this phase, and proper planning, scheduling, and monitoring is the key for achieving the project goals in terms of quality, costs and schedule.



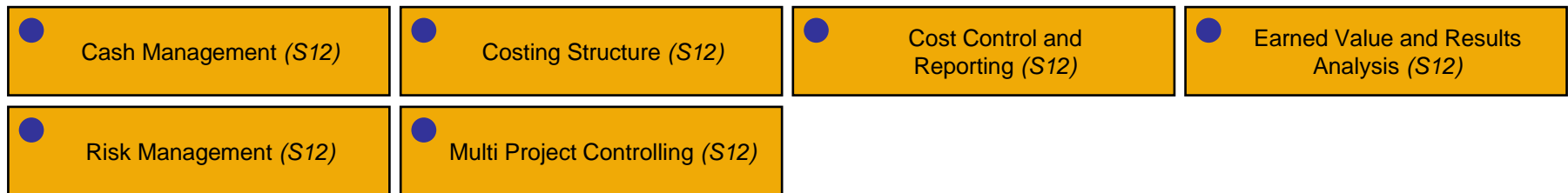
Contract Management

Companies that have mastered the contract management process employ automated workflows that shepherd each order through the review and authorization phase, helping to enforce established processes and procedures.



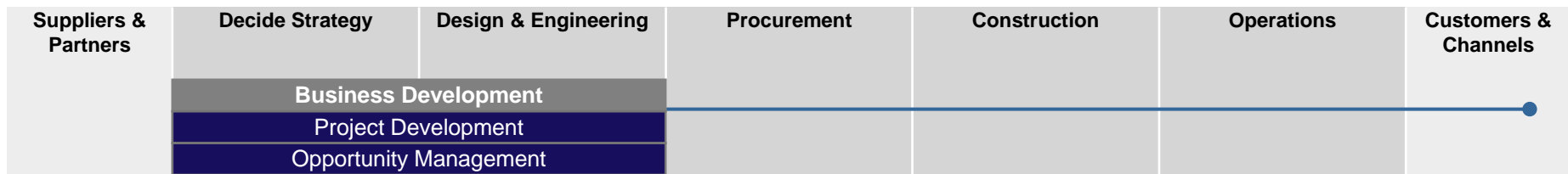
Project Controlling

For better financial control, companies should employ tools that provide greater transaction visibility and the power to aggregate project- and enterprise-level financial data. Full-featured accounting solutions with integrated billing are a must – allowing companies to do a better job of tracking profitability, enforcing purchasing policies, managing down-payment chains, analyzing global spend, and demonstrating regulatory compliance.

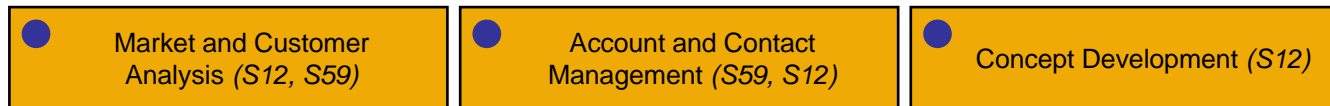


The engineering, construction, and operations (EC&O) industry is always moving and changing. What worked yesterday might not work today.

In pursuit of this objective, EC&O companies are looking beyond standard practices to new business strategies that promise results. But what strategies and practices are right for your company? And what are the best solutions for facilitating them? A strategic business development is vital for the success of a company.

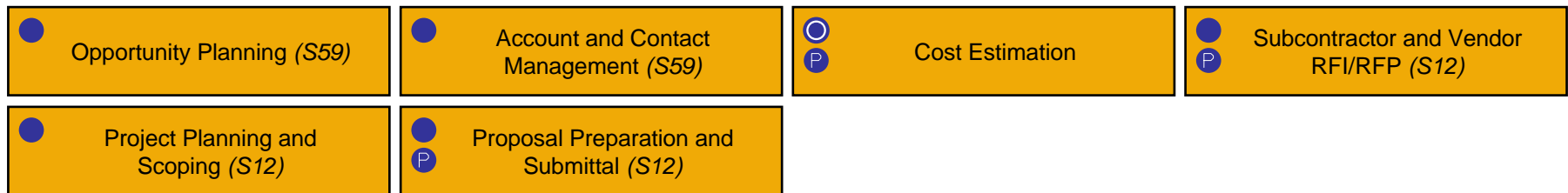


Starting with a intensive market and risk analysis, the development reflects a rough project time and budget planning, the land acquisition and the lot management for the homebulider community

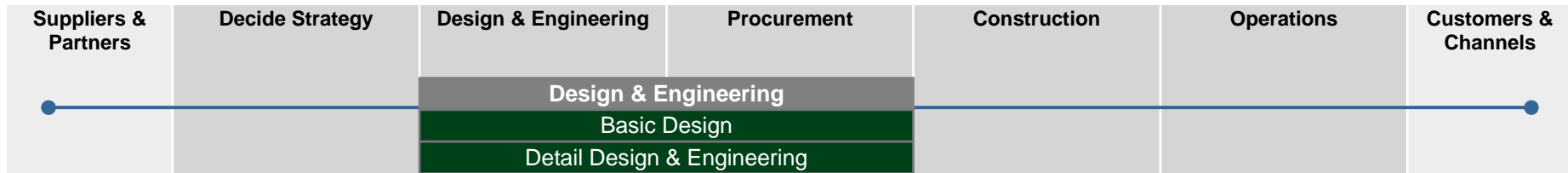


Opportunity Management

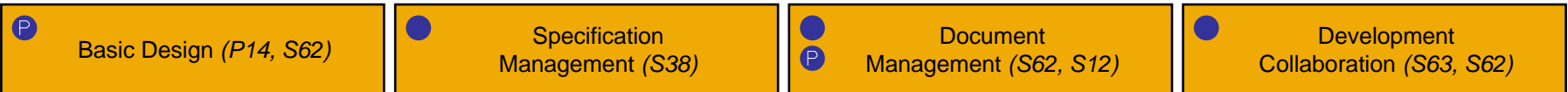
An attractive proposal is produced in order to secure the contract award. Estimates from contractors and suppliers are submitted to accomplish with the estimation. It can be verified that timeline and resource requirements can be met; the resulting rough project plan and scope are submitted as a proposal. Design reviews are performed with owners when cooperative agreements for conceptual design are developed together, which typically comes to an authorization for expenditure issuance for the project start.



Companies must look decades beyond design when developing project estimates, because the biggest part of the operating costs for a plant or a building are determined during the design & engineering phase. For the inventory documentation, companies need enhanced subcontractor collaboration; integrated computer-aided design and computer-aided facility management (CAD/CAFM); and document exchange capabilities.











The basic design covers the preparing of the first CAD drawings, of the additional technical specifications and the defining of the functions requirements, which are necessary for the usage.

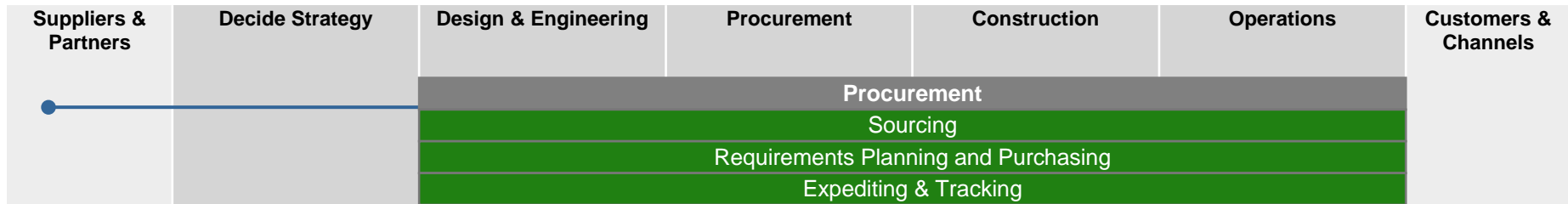


Detail Design & Engineering

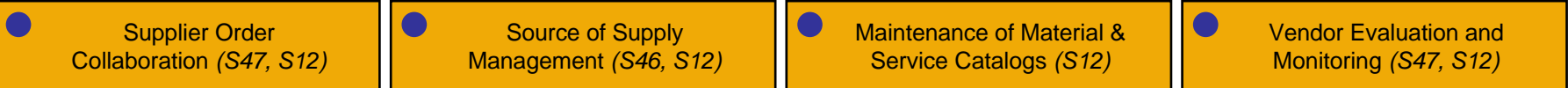
The detail design and engineering includes the management of the documents, the development of design documents and engineering descriptions, the facility/plant modeling and the creating of procedure and operations manuals

 Facility/Plant Design & Modeling (<i>P14, S62</i>)	 Document Management (<i>S62</i>)	 Change and Configuration Management (<i>S62</i>)	 Develop Procedure Manuals (<i>P53</i>)
 Develop Operations Manuals (<i>P53</i>)	 Development Collaboration (<i>S12</i>)	 Material/Quantity Take-Off (<i>S62</i>)	 Structure Management (<i>S62</i>)

Studies show that companies that nurture collaborative relationships with subcontractors and suppliers consistently outperform those that do not. To build valuable relationships, companies need to adopt tools for evaluating potential business partners and measuring performance over time. Companies should reinforce their contractual commitments to suppliers and subcontractors by delivering secure access to internal functionality for processing orders, managing invoices, and updating specifications

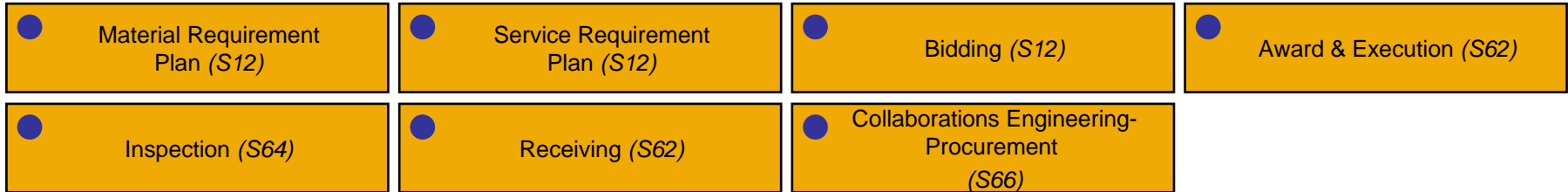


Commodities like building materials can be purchased directly from a material catalog at current market prices, with pre-defined pricing agreements with suppliers. Agility, low order cost, broad availability of options, on-line access to detailed specifications and functional information are some of the main drivers. In order to execute the bid to pay cycle, an extensive database containing master data, payment conditions, taxes, documents and performance records is maintained for every supplier. Supplier selection is an ongoing process utilizing reputation on the market, history and enterprise performances.



Requirements Planning and Purchasing

Engineering provides material take-offs and services requirements in detailed level in connection with the process design and detailed diagrams developed in CAD systems, material catalogs and collaborations with vendors. Bid packages are prepared by grouping materials on similar classes or custom designed equipments. Web-based collaborations can be established to automate the full RFQ process thru the bid award. Selected vendors are awarded with purchase orders or long lead time contracts. Web-based collaborations with owners, fabricators and service contractors are established to streamline the exchange of technical documents, approvals, reviews. Commitment budget is created and kept under control. Custom engineered items are inspected either on-site or at delivery on job site.



Expediting & Tracking



Expediting plan (S12)

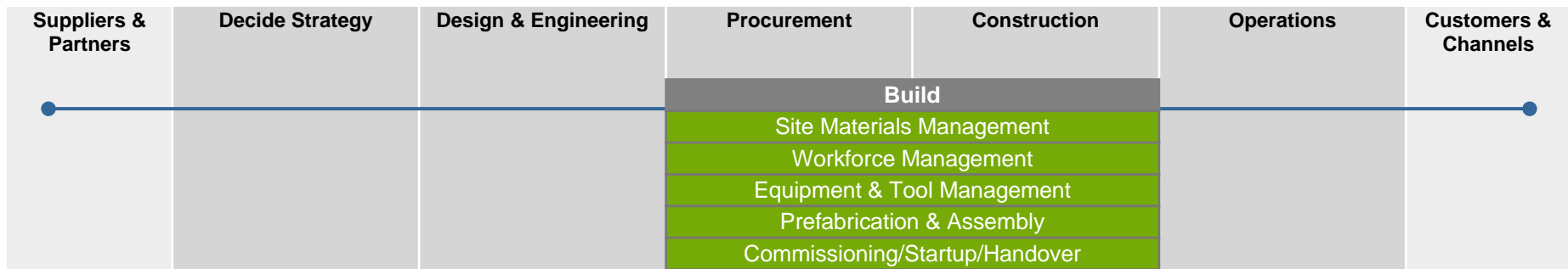


Expediting and Material
Tracking (S12)



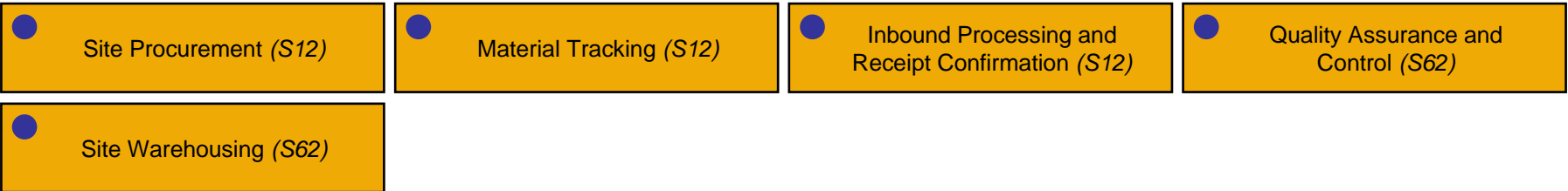
Transportation Execution (S64)

Proper task execution can make the difference between project profitability and failure. That is the reason, why companies seek better ways to handle resources like material, the labor and the equipment and tools off-site, manage documents, and interact with strategic partners. Other priorities are on- and off-site shipment tracking as well as ongoing quality management

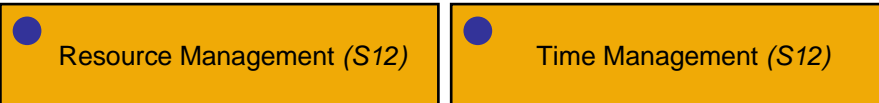


Site Materials Management

Project planning for all site relevant items, managing the site related resources materials, labor, site equipment availability.

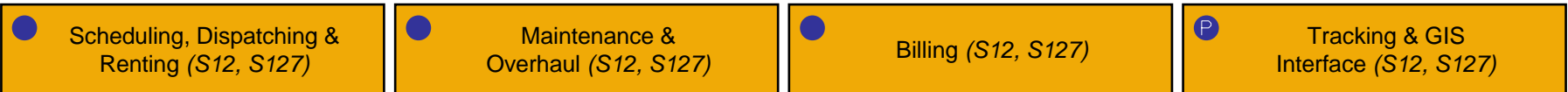


Workforce Management includes time recording and confirmation and the planning and employee assignment at the site.



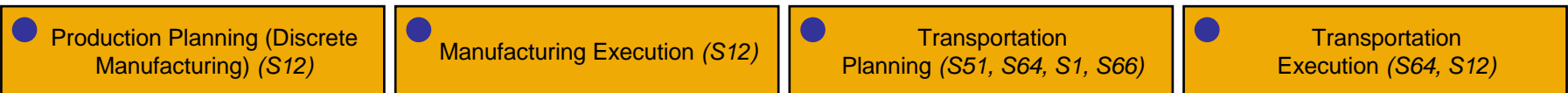
Equipment & Tool Management

In civil engineering and construction projects, equipment costs can account for up to 30% of the total cost. This scenario covers the whole range from requirements and location planning to transportation and calculating the equipment rental costs.

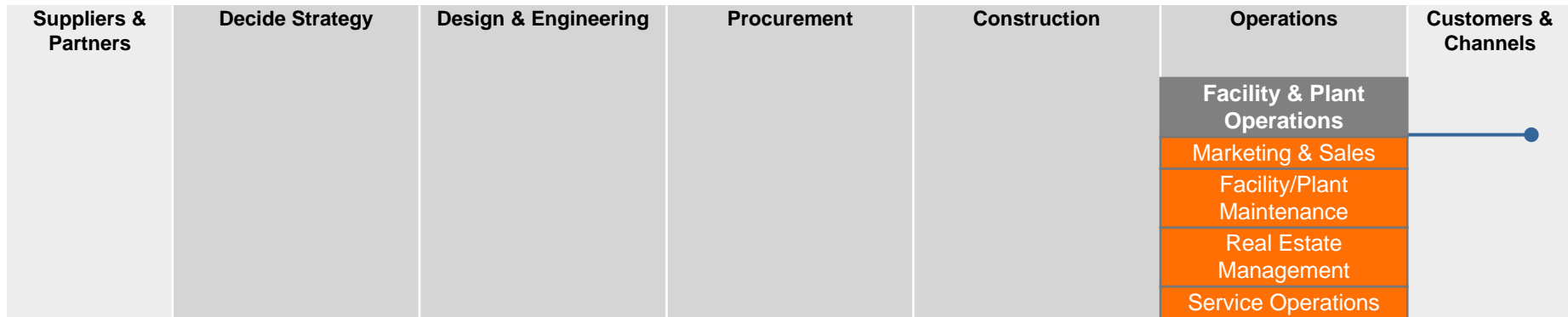


Prefabrication & Assembly

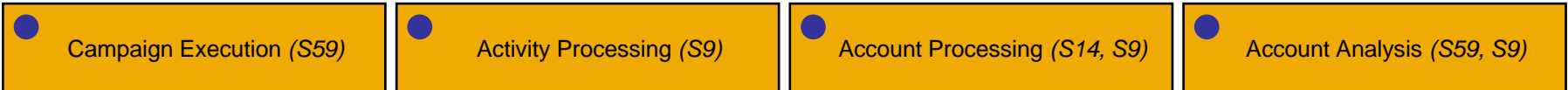
Component modularization is a key factor contributing to shorter construction schedule and lower cost. Use of pre-fabricated assemblies reduces the amount of work and congestion within the plant, which is particularly important within critical path areas. Shop prefabrication generally assures higher quality and installation efficiency, while reducing the need for specialized trades people on-site. At all the prefabrication & assembly could either happen at an offsite facility or on-site in a specific area. Most of these parts are fabricated and delivered by suppliers.







This scenario describes all marketing- sales- and quotation activities to get orders from customers.



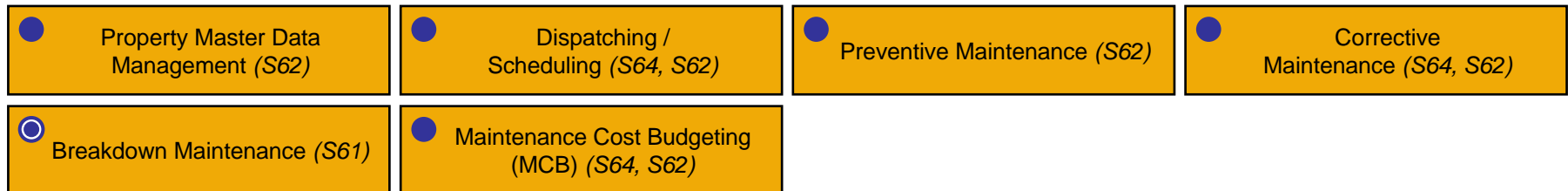
Facility/Plant Maintenance

The facility/plant maintenance improves the profitability of your technical assets throughout all phases of the product's life cycle. During facility/plant operation, a complete and reliable maintenance solution leads to higher system availability and reduced breakdown costs by means of preventive inspections and maintenance.

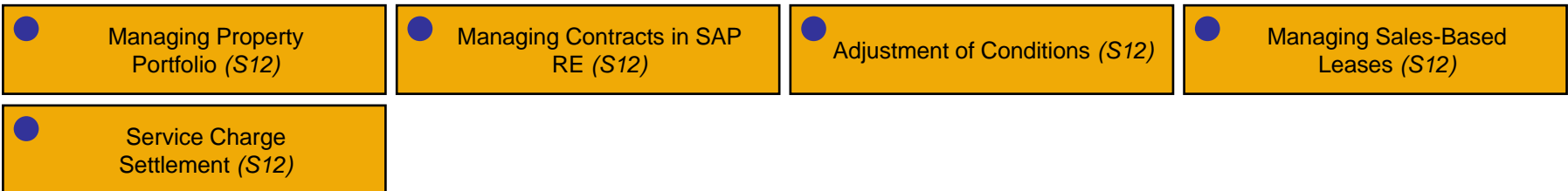
Integrated plant maintenance enables more transparent and simplified processes in plant maintenance. Therefore, material and labor costs can be reduced with the same level of system quality, and costs for the use of external service providers can be optimized.

The relationship between business data and technical information supports management in making decisions about repair, refurbishment and scrapping of technical assets.

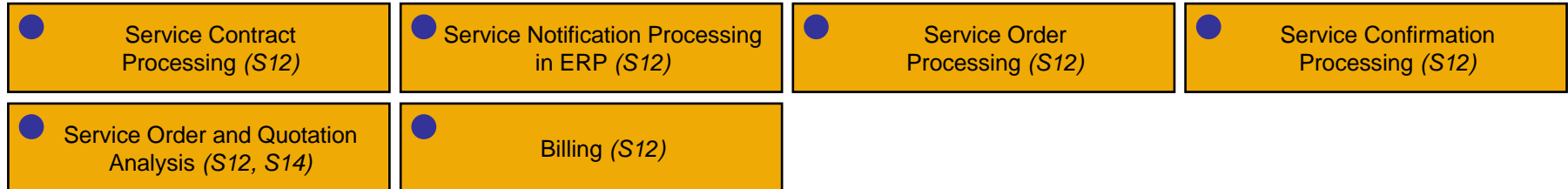
It targets project managers, maintenance engineers, and all those involved with the management of physical assets and equipment, providing support from the first investment idea, through to the start of operation and right on until the end of operation and retirement of the asset. Both the planned and fault based maintenance for the technical assets inside a facility/plant is covered.



The real estate market is increasingly competitive and volatile. Companies put enormous demands on the properties that they lease or rent. And the inherent inflexibility of real estate is at odds with a business environment that requires adaptability, agility, and speed. You need an infrastructure that supports the flexibility and transparency your business demands. A comprehensive project support for efficient use of real estate resources should be provided. Important processes are lease contract management and the real estate controlling and analytics.



The services in the real estate and plant area. Cleaning, movements, security and other infrastructure services.



Analytics

Strategic Enterprise Management	Financial Analytics	Operations Analytics	Workforce Analytics
<ul style="list-style-type: none"> ● Legal and Management Consolidation (S22, S60) ● Balanced Scorecard (S60, S22) ● Risk Management (S60, S22) ● Management Cockpit (S60, S22) ● Strategic Planning (S60, S22) ● Value-Based Management (S60, S22) ● Financial Statement Planning (S60, S22) ● Investment Planning (S60, S22) ● Stakeholder Relationship Management (S60, S22) 	<ul style="list-style-type: none"> ● Financial and Management Reporting (S22, S60) ● Financial Planning, Budgeting and Forecasting (S22, S60) ● Profitability Management (S22, S60) ● Product and Service Cost Management (S22, S60) ● Overhead Cost Management and ABC/M (S22, S60) ● Payment Behavior Analytics (S22, S60) ○ Working Capital and Cash Flow Management (S60, S22) 	<ul style="list-style-type: none"> ● Procurement Analytics (S64) ● Inventory and Warehouse Management Analytics (S64) ● Manufacturing Analytics (S64) ● Transportation Analytics (S64) ● Sales Analytics (S59) ● Customer Service Analytics (S59) ● Program and Project Management Analytics (S62) ● Quality Management Analytics (S62) ● Enterprise Asset Management Analytics (S62) 	<ul style="list-style-type: none"> ● Strategic Alignment (S61) ● Reporting and Benchmarking (S61)

Financials

Financial Supply Chain Management	Financial Accounting	Management Accounting	Corporate Governance
<ul style="list-style-type: none"> ● Credit Management (S22, S8) ● Electronic Bill Presentment and Payment (S22, S8, B10, B23, S60) ● Collections Management (S22, S8) ● Dispute Management (S22, S8) ● In-house Cash (S22, S8) ● Cash and Liquidity Management (S22, S8) ● Treasury and Risk Management (S22, S8) 	<ul style="list-style-type: none"> ● General Ledger (S60) ● Accounts Receivable (S60) ● Accounts Payable (S60) ● Fixed Assets Accounting (S60) ● Bank Accounting (S60) ● Cash Journal Accounting (S60) ● Inventory Accounting (S60) ● Tax Accounting (S60) ● Accrual Accounting (S60) ● Fast Close (S60) ● Financial Statements (S60) ● Parallel Valuation (S60) 	<ul style="list-style-type: none"> ● Profit Center Accounting (S60) ● Cost Center and Internal Order Accounting (S60) ● Project Accounting (S60) ● Investment Management (S60) ● Product Cost Accounting (S60) ● Profitability Accounting (S60) ● Revenue and Cost Planning (S60) ● Transfer Pricing (S60) 	<ul style="list-style-type: none"> ● Audit Information System (S60) ● Management of Internal Controls (S60, S55) ● Business Risk Management (S60) ● Whistle Blower Complaints (S60) ● Transparency for Basel II (S60)

Human Capital Management

Talent Management	Workforce Process Management	HCM Service Delivery	Workforce Deployment
<ul style="list-style-type: none"> ● Recruiting (S5) ● Career Management (S12) ● Succession Management (S12) ● Enterprise Learning (S24, S66) ● Performance Management (S61) ● Compensation Management (S61) 	<ul style="list-style-type: none"> ● Employee Administration (S61) ● Organizational Management (S61) ● Global Employee Management (S61) ● Benefits Management (S61) ● Time and Attendance (S61) ● Payroll and Legal Reporting (S61, S52) 	<ul style="list-style-type: none"> ● Manager Self-Services (S61, S60) ● Employee Self-Services (S60, S61, S53) ● Interaction Center (S61, S14) ● Alternate Delivery Channels (S61, B26) 	<ul style="list-style-type: none"> ● Project Resource Planning (S14, S61) ● Resource and Program Management (S23, S70) ● Call Center Staffing (S59, S21) ▶ Retail Scheduling (S59, S21)

Corporate Services

Travel Management	Environment, Health and Safety	Incentive and Commission Management	Real Estate Management
<ul style="list-style-type: none"> ● Travel Request and Pre-trip approval (S60, S61) ● Travel Planning - Online Booking (S60, P S61) ● Travel and Expense Management (S60, S61, P78) ● Mobile Self Service - Anytime and Anywhere (S60, S61, P6) ● Global Travel Policy Compliance (S60, S61) ● Travel and Expense Analytics (S60, S61) 	<ul style="list-style-type: none"> ● Product Safety (S38) ● Hazardous Substance Management (S38) ● Dangerous Goods Management (S38) ● Waste Management (S38) ● Industrial Hygiene and Safety (S38, S23) ● Occupational Health (S38, S23, S62) ● Emissions Management (S67) 	<ul style="list-style-type: none"> ● Incentive Plan Maintenance (S12, S9) ● Incentive Processing (S12, S9) 	<ul style="list-style-type: none"> ● Property Acquisition and Disposal (S62, S60, S201) ● Property Portfolio (S201, S60, S62, B9, P14, P36) ● Commercial Management (S201, S60, S64) ● Technical Management (S201, S62, P S64, S63, S14, V42, P75, P14) ● Controlling and Reporting (S201, S60, B12)

Operations Support

Life-Cycle Data Management	Project Portfolio Management	Quality Management	Enterprise Asset Management	Indirect Procurement	Global Trade Services	Global Trade Management
<ul style="list-style-type: none"> Document Management (S62) Product Structure Management (S62) Recipe Management (S62) Specification Management (S62) Change and Configuration Management (S62) 	<ul style="list-style-type: none"> Project Planning (S62) Resource and Time Management (S62) Project Execution (S62) Project Accounting (S12) Prototyping and Ramp-Up (S62) Development Collaboration (S63) 	<ul style="list-style-type: none"> Quality Engineering (S62) Quality Assurance / Control (S62) Quality Improvement (S62) Audit Management (S34) 	<ul style="list-style-type: none"> Phase-In Equipment (S64) Maintenance Planning (S64) Maintenance Execution (S64) Phase-Out Equipment (S64) 	<ul style="list-style-type: none"> Self-Service Requisitioning (S63) Purchase Order Processing (S64) Receipt Confirmation (S64) Invoice Verification (S64) 	<ul style="list-style-type: none"> Import - Compliance Management (S56) Import - Customs Management (S57) Trade Preference Processing (S3) Export - Compliance Management (S56) Export - Customs Management (S57) Export - Restitution Handling (S3) 	<ul style="list-style-type: none"> Trading Contract Management (S198) Expense Management (S198) Trading Execution Management (S198) Position Management (S198) Risk Management (S198, S22)

Scenario:

Business Objectives:

Basic Design

Increase Speed & Efficiency

- Increase volume of new products / designs with existing staff

Contract Management

Increasing Transparency & Accountability

- Accurately calculate project risks
- Increase data transparency

Detail Design & Engineering

Increase Speed & Efficiency

- Increase volume of new products / designs with existing staff
- Speed innovative products / designs to market

Expediting & Tracking

Lowering Working Capital

- Reduce material and component obsolescence

Facility/Plant Maintenance

Managing Fixed Assets & Resources

- Reduce lifecycle costs
- Optimize capital equipment and asset utilization

Marketing & Sales

Improving Customer Service

- Shorten proposal/quotation cycle

Increasing Revenue

- Provide competitive service offerings

Scenario:

Business Objectives:

Opportunity Management

Improving Corporate Strategy

- Support for the strategic planning process
- Ability to Innovate and Change

Planning & Scheduling

Increasing Transparency & Accountability

- Increase data transparency
- Improve budget processes

Project Controlling

Increasing Transparency & Accountability

- Accurately calculate project risks
- Increase data transparency

Project Development

Improving Corporate Strategy

- Support for the strategic planning process
- Ability to Innovate and Change

Real Estate Management

Increasing Revenue

- Improve capacity utilization

Requirements Planning and Purchasing

Lowering Working Capital

- Visibility to vendor/supplier inventory

Service Operations

Improving Customer Service

- Improve service quality

Scenario:

Site Materials Management

Sourcing

Business Objectives:

Reducing Operating Costs & Increasing Efficiency

- Integrate processes across divisions and functions

Lowering Working Capital

- Visibility to vendor/supplier inventory

Scenario:

Key Performance Indicators:

Basic Design

- Installation Planning Costs
- Lead times: product development

Contract Management

- Contract, Program and Channel Management Costs
- Project Profit Margin
- Contract Negotiation Time

Detail Design & Engineering

- Installation Planning Costs
- Total Cost Per Unit
- Lead times: product development

Expediting & Tracking

- Supplier Quality Engineering Costs
- Number of Supply Sources

Facility/Plant Maintenance

- Percentage of Warranty Requests
- Response Time: Field Service
- Warranty costs
- Evaluation Time for Warranty Request

Marketing & Sales

- Customer Receipt of Order to Installation Complete
- Percent of New Customers per Year
- Percent Revenue Growth # Existing Customers
- Customer Invoicing, Accounting Costs

Scenario:

Key Performance Indicators:

Opportunity Management

- Contact Efficiency
- Percentage of customers sharing forecasts (Consensus Forecasting)
- Quotation Quote
- Cycle Time: Inquiry to Contract

Planning & Scheduling

- Cost Estimate Accuracy
- Project Profit Margin
- Profitability Index
- Project Setup Time

Project Controlling

- Project Profit Margin
- Cost Estimate Accuracy
- Direct Costs
- Direct Labor Costs
- Overhead To Prime Cost Ratio
- Profitability Index

Project Development

- Percent of New Customers per Year
- Time to Market
- Percentage of External Project Initiations

Real Estate Management

- Customer Satisfaction Index
- Return On Assets

Key Performance Indicators

Scenario:

Key Performance Indicators:

Requirements Planning and Purchasing

- Supplier Quality Engineering Costs
- Number of Supply Sources

Service Operations

- Number of Service Locations
- Percentage of Service Requests
- Customer Satisfaction Index

Site Materials Management

- Installation Planning Costs
- Cost Estimate Accuracy
- Project Profit Margin
- Indirect to direct labor headcount ratio

Sourcing

- Accounts Payable Turnover Ratio
- Direct Costs
- Supplier Service Level
- Number of Supply Sources

Solution Map Product Table

Key	Description
B9	Data Transfer and Migration Tools
B10	J2EE
B12	SAP NetWeaver Business Intelligence
B23	SAP Java Connector
B26	SAP NetWeaver Mobile
S1	Advanced Planning & Scheduling (applies to mySAP SCM)
S3	SAP Global Trade Services: SAP Risk Management
S5	mySAP ERP HCM: SAP E-Recruiting
S8	SAP Financial Supply Chain Management (applies to mySAP ERP)
S9	SAP Incentive & Commission Management (applies to mySAP ERP/mySAP CRM)
S12	mySAP ERP
S14	mySAP Customer Relationship Management
S21	mySAP Customer Relationship Management: SAP Workforce Optimization
S22	mySAP ERP Financials
S23	mySAP ERP Human Capital Management
S24	mySAP ERP: SAP Learning Solution
S34	mySAP Product Lifecycle Management
S38	mySAP Product Lifecycle Management: SAP Environment, Health and Safety
S46	mySAP Supplier Relationship Management: Strategic Sourcing
S47	mySAP Supplier Relationship Management
S51	mySAP Supply Chain Management
S52	mySAP ERP: SAP Payroll Processing

Solution Map Product Table

Key	Description
S53	Purchase Order Processing (applies to mySAP SCM/mySAP SRM)
S55	SAP Compliance Mgmt for Sarbanes Oxley Act
S56	SAP Global Trade Services: SAP Compliance Management
S57	SAP Global Trade Services: SAP Customs Management
S59	SAP R/3 Enterprise / mySAP ERP / mySAP Customer Relationship Management
S60	SAP R/3 Enterprise / mySAP ERP / mySAP ERP Financials
S61	SAP R/3 Enterprise / mySAP ERP / mySAP ERP Human Capital Management
S62	SAP R/3 Enterprise / mySAP ERP / mySAP Product Lifecycle Management
S63	SAP R/3 Enterprise / mySAP ERP / mySAP Supplier Relationship Management
S64	SAP R/3 Enterprise / mySAP ERP / mySAP Supply Chain Management
S66	myERP: SAP Tutor
S67	SAP xApp Emissions Management
S70	SAP xApp Resource & Portfolio Management
S127	SAP for Engineering & Construction: SAP Equipment & Tools Management
S198	SAP Global Trade Management
S201	SAP Real Estate Management
V42	SAP Consulting Solution of SAP Subsidiary Germany (LGD)

Solution Map Partner Interface Table

Key	Description
P14	Computer Aided Design
P36	Geographical Information Systems
P53	Plant Data Collection
P75	Time and Attendance

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