



PORSCHE

# **Porsche Cars North America Achieved More Customer Wins with mySAP CRM: “From 0 to 100” in 10 months**

**CRM**  **Porsche**

Paris, May 2006  
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## Porsche Cars North America (PCNA) – prepared for CRM

- In September of 1984, Porsche Cars North America, Inc. (PCNA), became the exclusive importer, marketer, and distributor of Porsche automobiles for the United States.
- The headquarters are located in Atlanta, Georgia
- Today, Porsche has approximately 250 North American personnel, all **committed** to **providing** the kind of **dealer and customer support** for which Porsche has long been known for.
- The **most valuable capital** this company has is **its loyal customers** with their sense of Porsche responsibility. The most valuable support for this company is its work force and its tradition of outstanding performance.



## Starting point in 2005 & project goals

- > 10 customer databases with little/ no integration
- No holistic view of the customer along the entire lifecycle
- Systems could not provide acceptable data quality

→ **Very limited capabilities to provide best possible customer service**

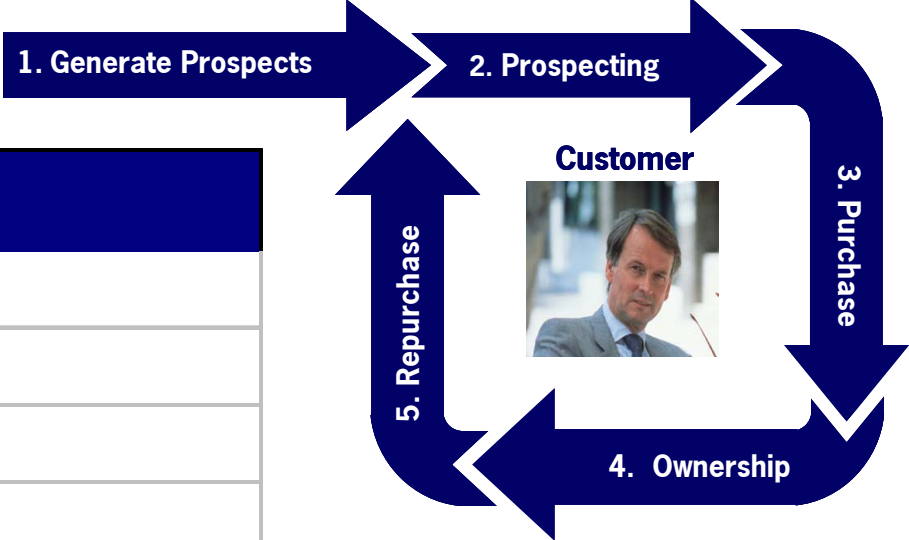


### project goals

- improve **knowledge of customers relations** and desires and the targeted use of this knowledge for management decisions
- build up excellent **brand experience** for customers
- increase **customer satisfaction**
- improve **customer loyalty** and long-term **customer relations**

# Processes within CRM@Porsche

Main Processes within CRM@Porsche
Central Campaign Management
Local Sales Support Campaign
Prospect Contact Program
Lead Management
Vehicle Sales Management (Interfaces)
Customer Care Program
Service Management at Dealer (Interfaces)
Complaint Management
Recall/ Service Campaigns
Feedback Management / Analytical CRM (later delivery steps)
Cross-functional and Data Quality Management



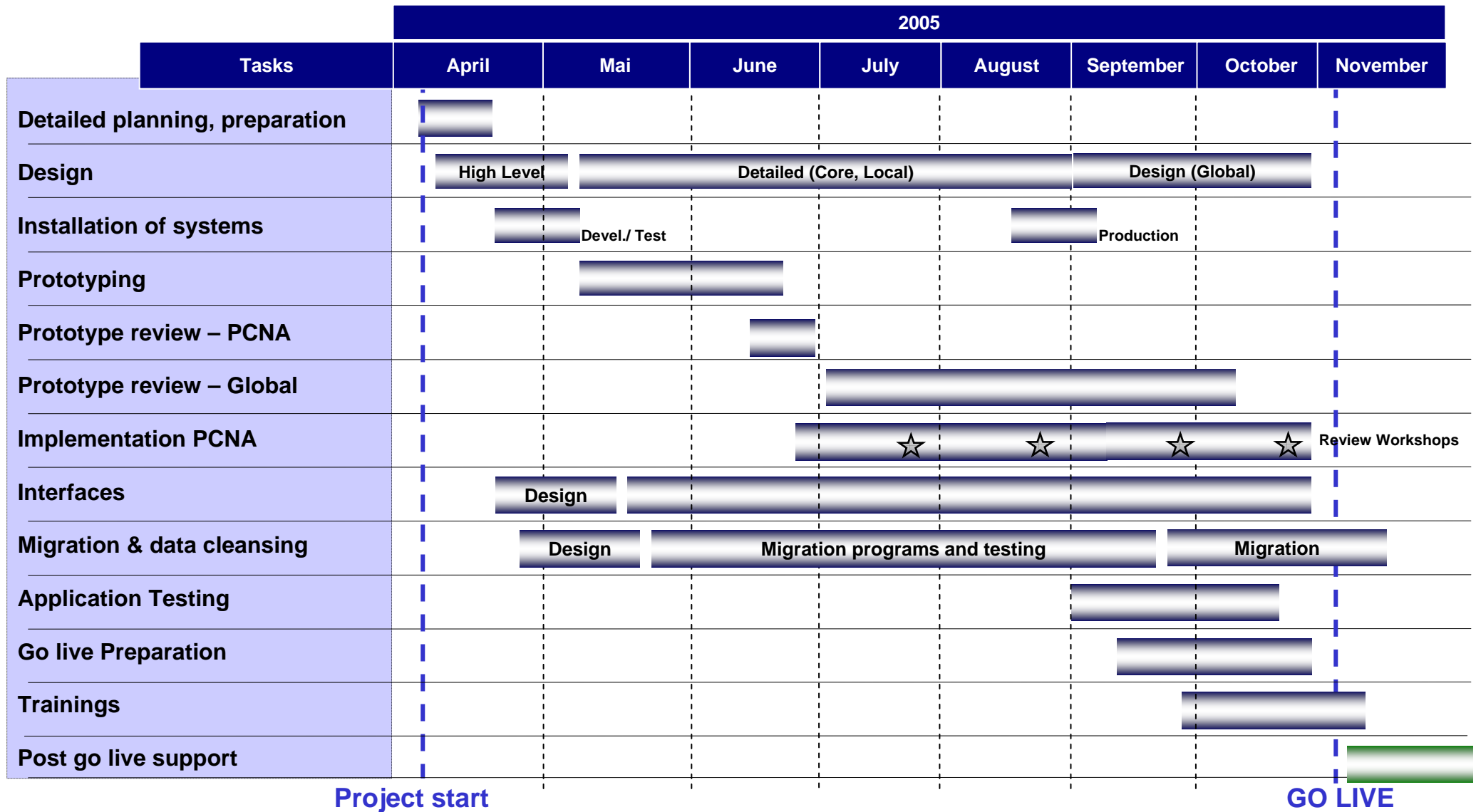
## Some hard facts ...

- > 2.700.000 (historical) transactions
- > 1.200.000 customers/ prospects in Canada and USA
- > 650.000 vehicles
  - > 200 dealers connected via Porsche sales/ warranty tools
  - > 120 users at PCNA and partners, 40-60 of which concurrent
  - 2 external call centers connected
  - 1 mySAP CRM 4.0 system with Service Industry Extension

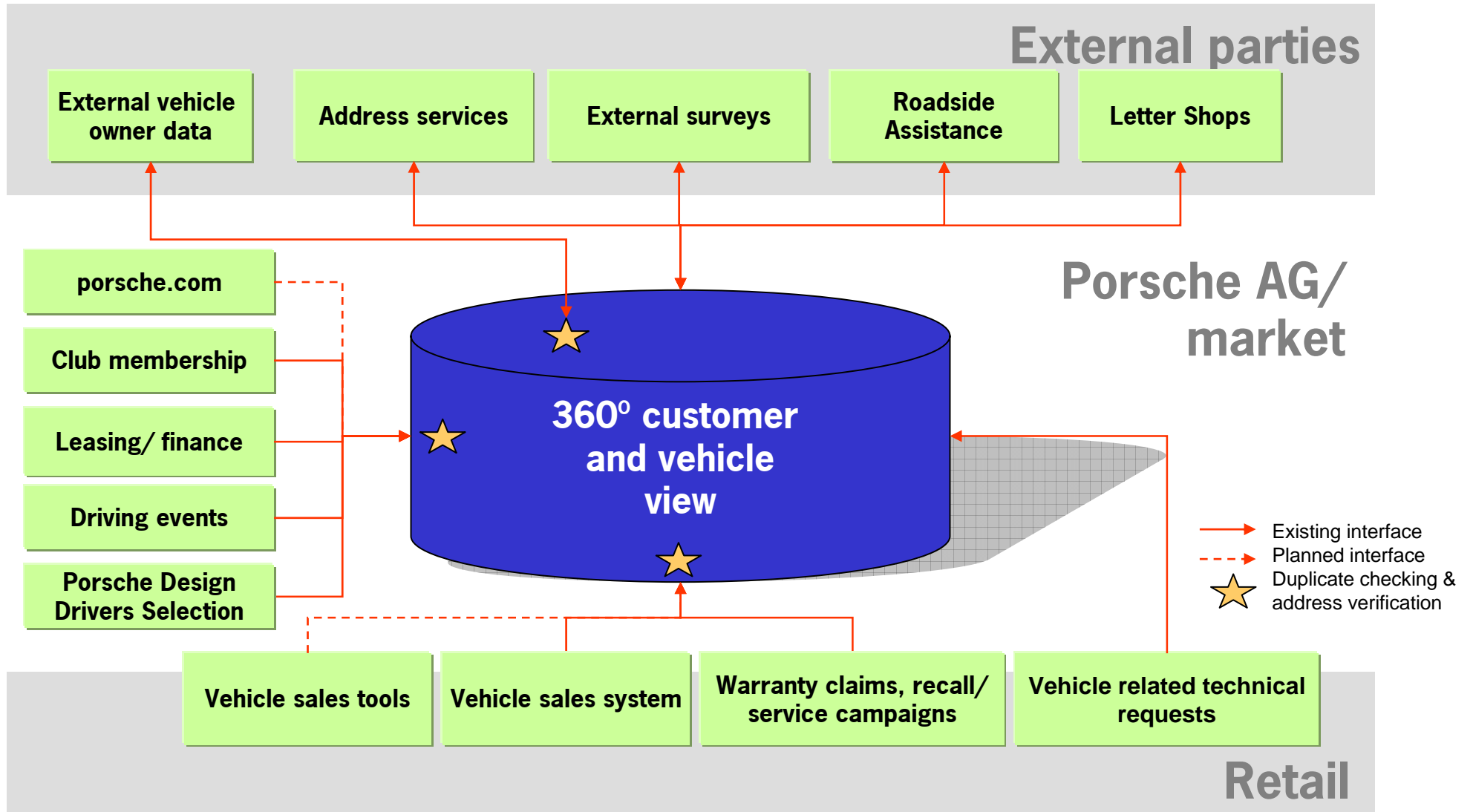
7 months implementation time following a

3 month requirements & process definition phase in multiple markets

# Time table CRM@Porsche global design and pilot



# 360° vehicle and customer view: CRM = Integration



## **Porsche dealerships will be integrated in three steps**

### Step 1:

- Dealer data is pulled from Porsche tools: sales support, sales, warranty mgmt
  - Data (e.g. Leads) is automatically extracted from CRM@Porsche and provided to the dealers
  - Manual on-demand data exchange for mailings etc.
- No systems impact on dealer

### Step 2:

- Dealers can access CRM@Porsche through a specific Dealer Portal:
  - Create, view, maintain, download own customers/ prospects
  - View all Porsche vehicles incl. service history
  - Lead management
  - Campaign Management
  - Reporting

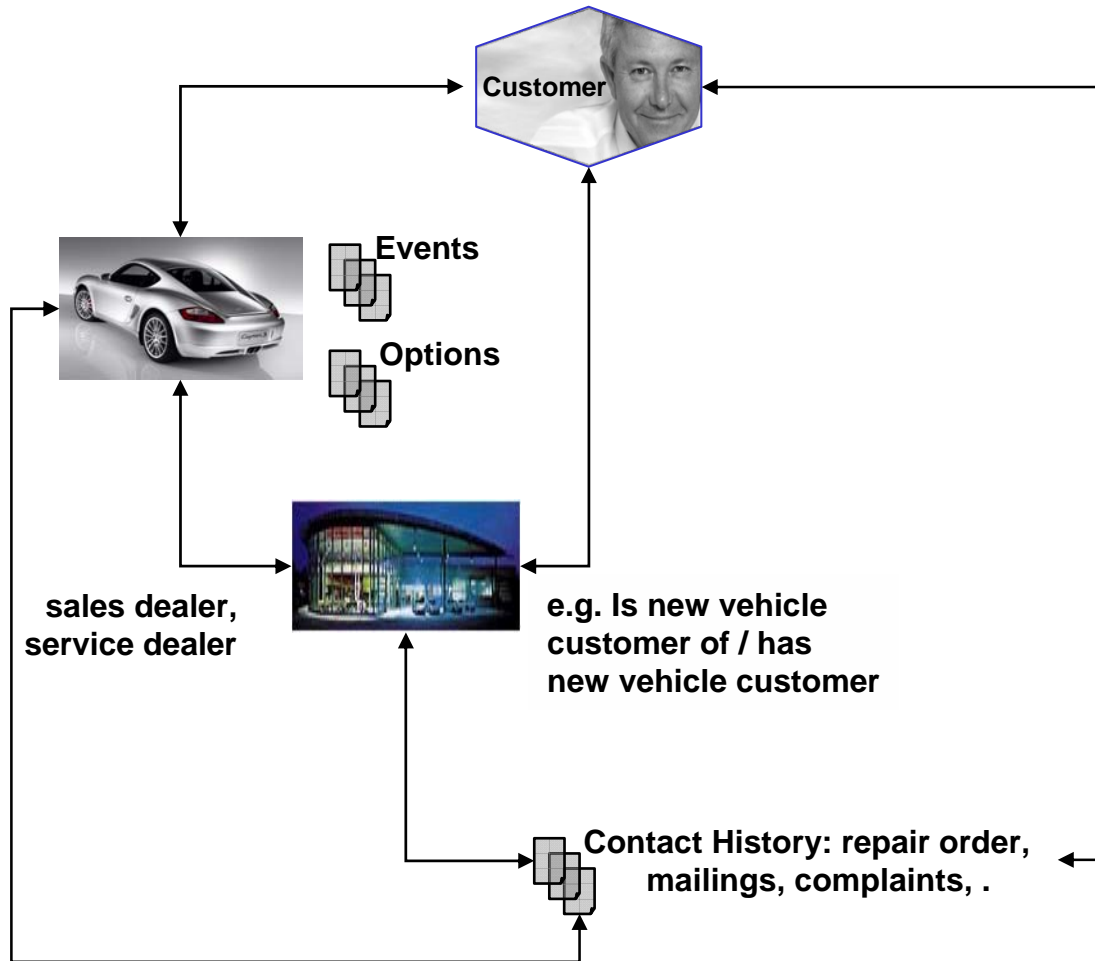
### Step3 :

- Selected Dealer Management Systems are directly interfaced to the CRM@Porsche system
  - Exchange of customer/ prospect, vehicle, lead data

# A quick tour through CRM@Porsche ...

Cross-functional data and processes:

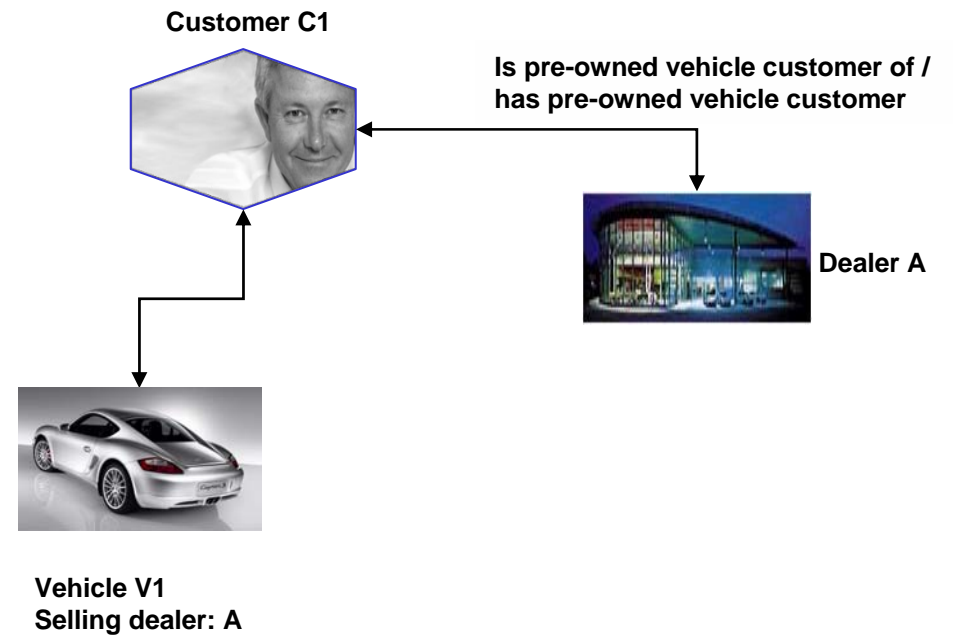
- Customer and prospect data maintenance
- Vehicle viewer and maintenance
- Manual and automatic vehicle re-assignment
- Automatic customer/ prospect status management
- Automatic responsible dealer assignment for customers/ prospects based on
  - preferred dealer
  - last selling dealer
  - distance to next/ last selling dealer
  - etc.
- Integrated dealer database



# Customer Master Data – Source of Data and Relationships (1)

(1) Vehicle sale from sales system: a new customer C1 buys a pre-owned vehicle V1 from dealer A

- Customer C1 is created
- Vehicle V1 is created
- Relationships are created between customer C1 and vehicle V1 and customer C1 and dealer A



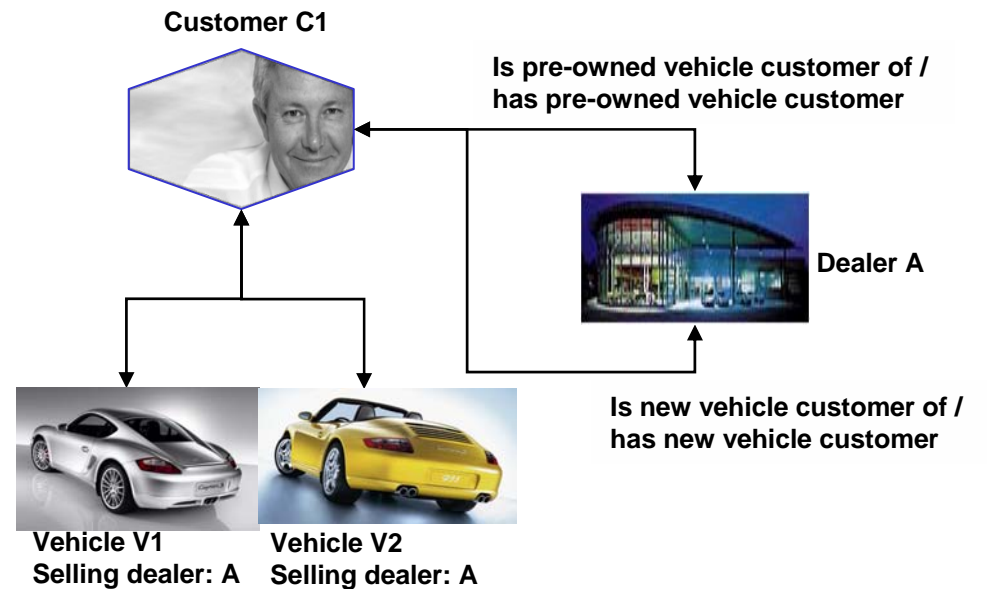
## Customer Master Data – Source of Data and Relationships (2)

(1) Vehicle sale from sales system: a new customer C1 buys a pre-owned vehicle V1 from dealer A

- Customer C1 is created
- Vehicle V1 is created
- Relationships are created between customer C1 and vehicle V1 and customer C1 and dealer A

(2) Vehicle sale from sales system: The same customer C1 buys another (new) vehicle V2 from the same dealer A

- Vehicle V2 is created
- Relationships are created between customer C1 and vehicle V2 and customer C1 and dealer A



# Customer Master Data – Source of Data and Relationships (3)

(1) Vehicle sale from sales system: a new customer C1 buys a pre-owned vehicle V1 from dealer A

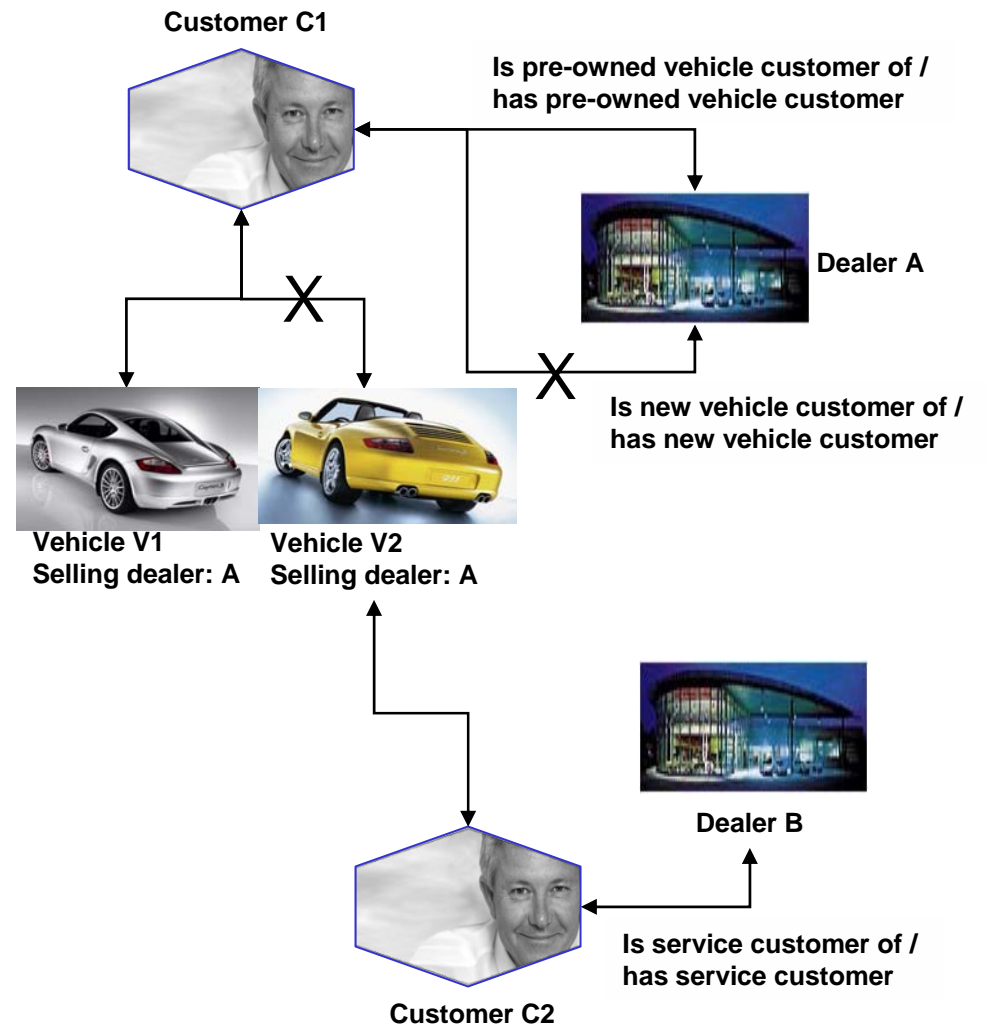
- Customer C1 is created
- Vehicle V1 is created
- Relationships are created between customer C1 and vehicle V1 and customer C1 and dealer A

(2) Vehicle sale from sales system: The same customer C1 buys another (new) vehicle V2 from the same dealer A

- Vehicle V2 is created
- Relationships are created between customer C1 and vehicle V2 and customer C1 and dealer A

(3) Repair Order from warranty system: another customer C2 has a warranty repair order for vehicle V2 at dealer B

- New customer C2 is created
- New relationships are created between C2 and V2 and C2 and dealer B
- The existing relationship between C1 and V2 is terminated (end date is set)
- The existing relationship between C1 and Dealer A „is new vehicle customer“ is terminated



# A quick tour through CRM@Porsche ...

Data quality processes and reporting:

- Duplicate handling: flag & merge mode
- Address verification/correction and „rough“ search with 3rd party tool
- Processes to handle invalid postal addresses:
  - Identification and priority – based processing
  - Temporary exclusion from specific mailings
- Processes to handle “suspicious” customer names
  - Identification and processing
  - Temporary exclusion from specific mailings

**Mark duplicate customers**

Select options

Threshold: 99,0

Authorization Group: PCNA

Country: US

Bus.Partner number range: 0100008542 to 0100008942

Special options

Only new duplicates

Mode options (Only needed for Background mode)

Flag:

Merge:

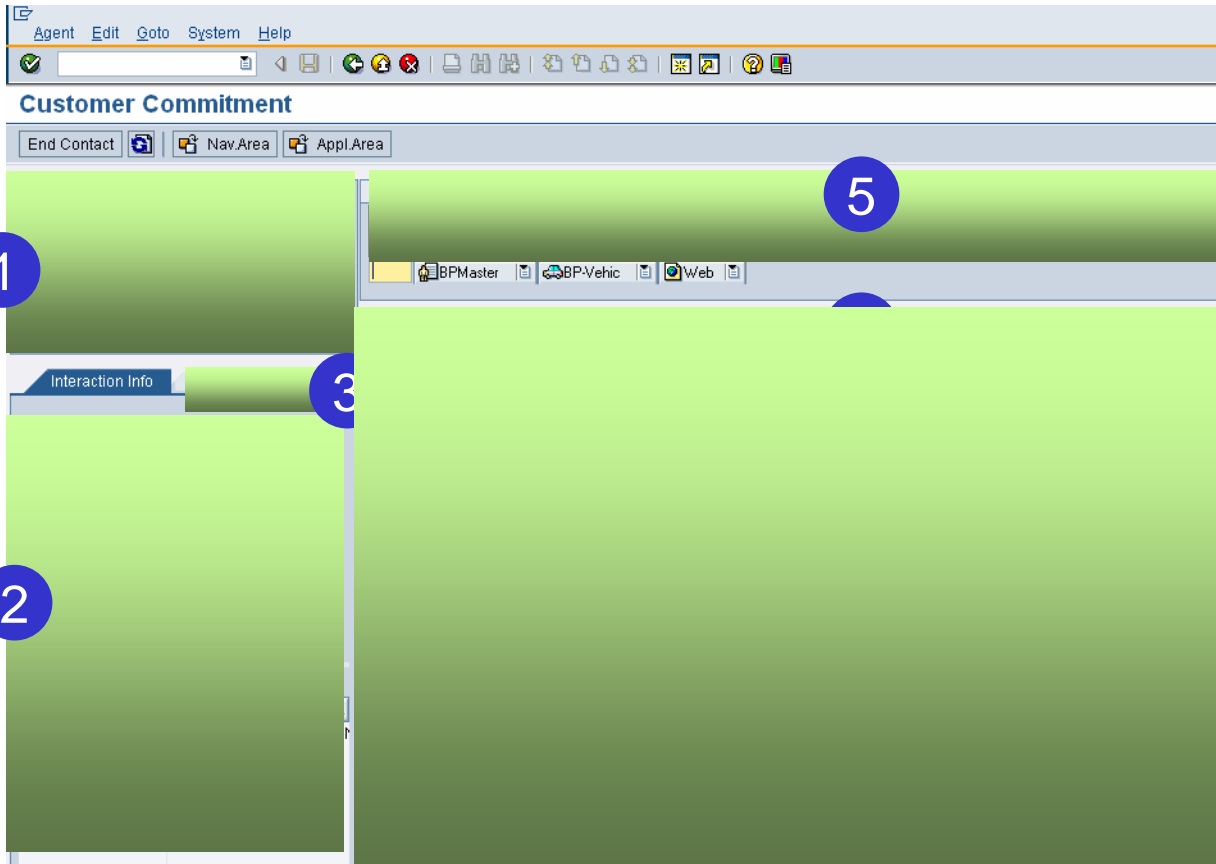
**Duplicate business partner**

Flag data Merge data

Duplicates found

Main busin...	BusPartner	External BP Number	First Name	Last Name	Compa
100008542	100008542		Andrew		
100008542	100993356	0100008542	Andrew		

# A quick tour through CRM@Porsche ...



Interaction Center: all-in-one

- (1) Identify customer and contact-coordinator incl. customer search by vehicle
- (2) Contact history
- (3) Assigned (historical) vehicles
- (4) Workspace for
  - Lead / complaint processing
  - Vehicle details (attributes, events, options, history)
  - Customer fact sheet
- (5) Alert messages
  - open recall campaign(s) for customer's vehicles(s)
  - Mail blocks
  - Potential customer loyalty issue
  - Etc.

# A quick tour through CRM@Porsche ...

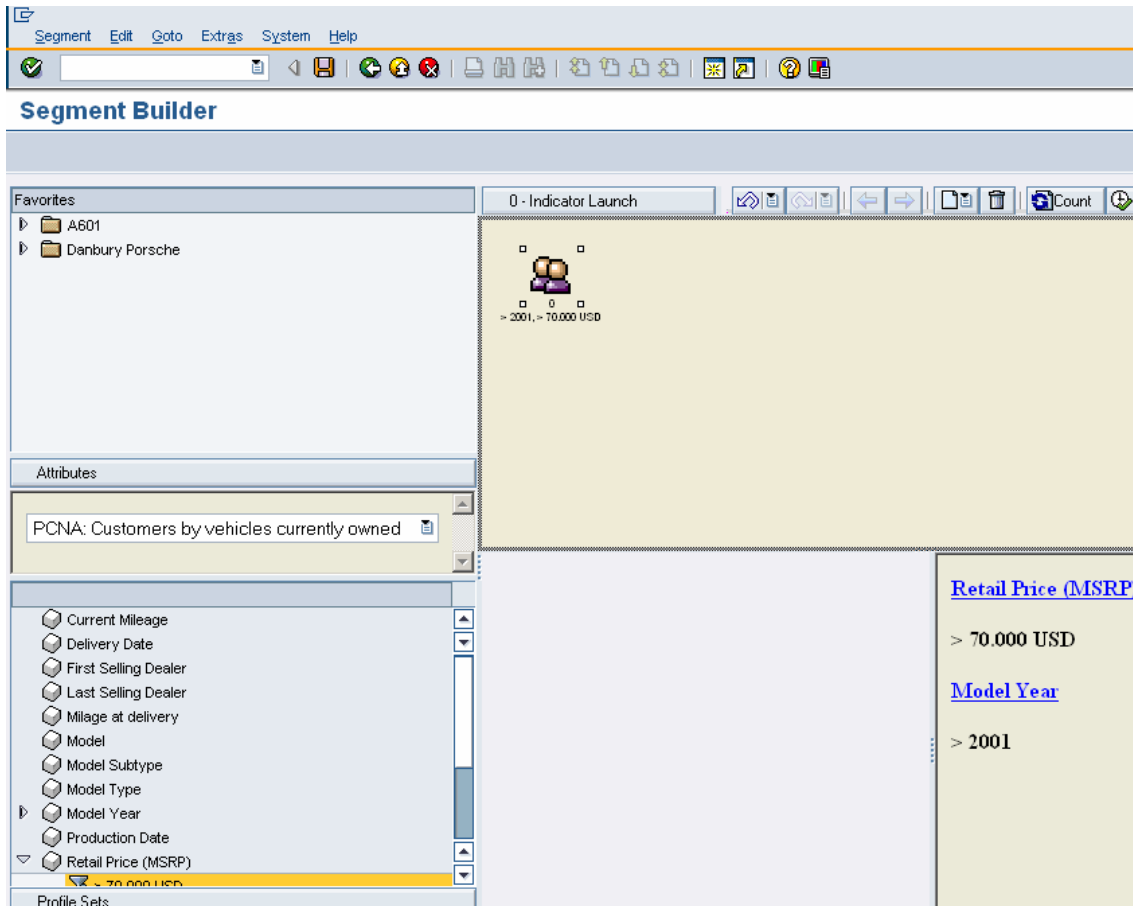
The screenshot displays the SAP CRM@Porsche interface. At the top, there is a menu bar with 'Agent', 'Edit', 'Goto', 'System', and 'Help'. Below the menu is a toolbar with various icons. The main window is titled 'Customer Commitment' and contains several tabs: 'End Contact', 'Nav.Area', and 'Appl.Area'. The 'Business Partner' tab is active, showing the name 'Timothy' and a partner ID '100751578'. The 'Call Processing' tab is also visible. The 'Interaction Info' section shows search criteria for 'Partner' and 'Function'. The 'Vehicle Info' section is expanded, showing a list of vehicles with columns for 'Vehicle...', 'Model description', 'Model', 'Model Type', and 'M'. The selected vehicle is a 2003 Cayenne S. The 'Transaction' section shows detailed information for the vehicle, including 'Vehicle Id', 'VMS VOR', 'Customer', 'Model', 'Model Type', 'Model Subt', 'Model Year', 'Model des.', 'Engine Type', 'TransmType', 'MSRP', 'Comm. nr.', 'Lic.Plates', 'Odometer', 'Veh.Status', 'Interior', 'Top Color', 'Body Color', and 'Imported'. The 'Detail' section shows various dates and dealer information, such as 'Wholesale Date', 'Delivery Date', 'Production Date', 'Mileage at Delivery', 'First Selling Dealer', 'Last Selling Dealer', 'Last Service Dealer', and 'Last Service Date'.

Porsche vehicles are Integrated into the interaction center application

All vehicle fields are organized on various tabs:

- A „Partner“ tab showing the relationships to the current customer, sales and service dealers
- An „Options“ tab showing the vehicle options
- A “History” tab showing past owners, dealers, events and related transactions (e.g. complaints, breakdowns)

# A quick tour through CRM@Porsche ...

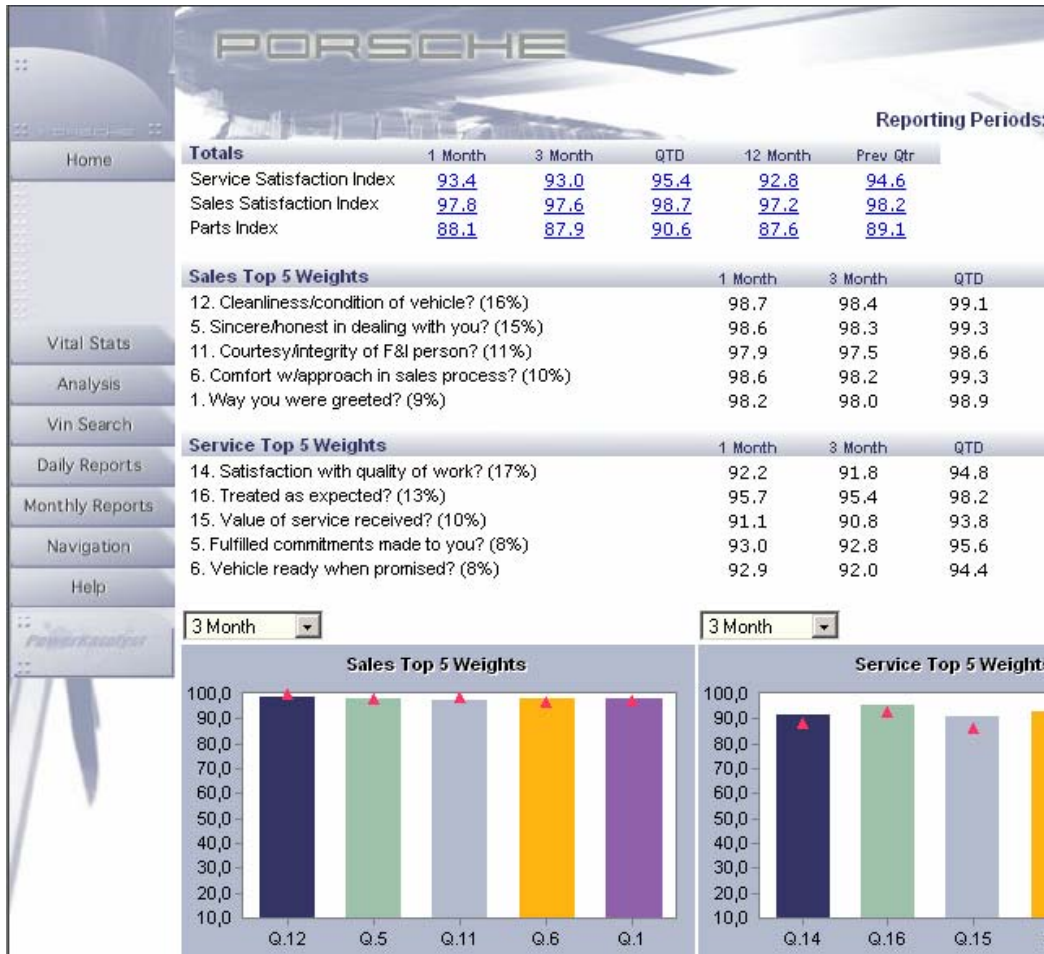


Campaign management and list loads:

- Customer care program
- Prospect contact program
- Sales support campaigns/ national mailings with > 200.000 addresses
- Synergies with other business units, E.g. „pull all customers with vehicle younger than 4 years, MSRP > 70.000 USD who live in Manhattan“ for the „Indicator“ watch launch



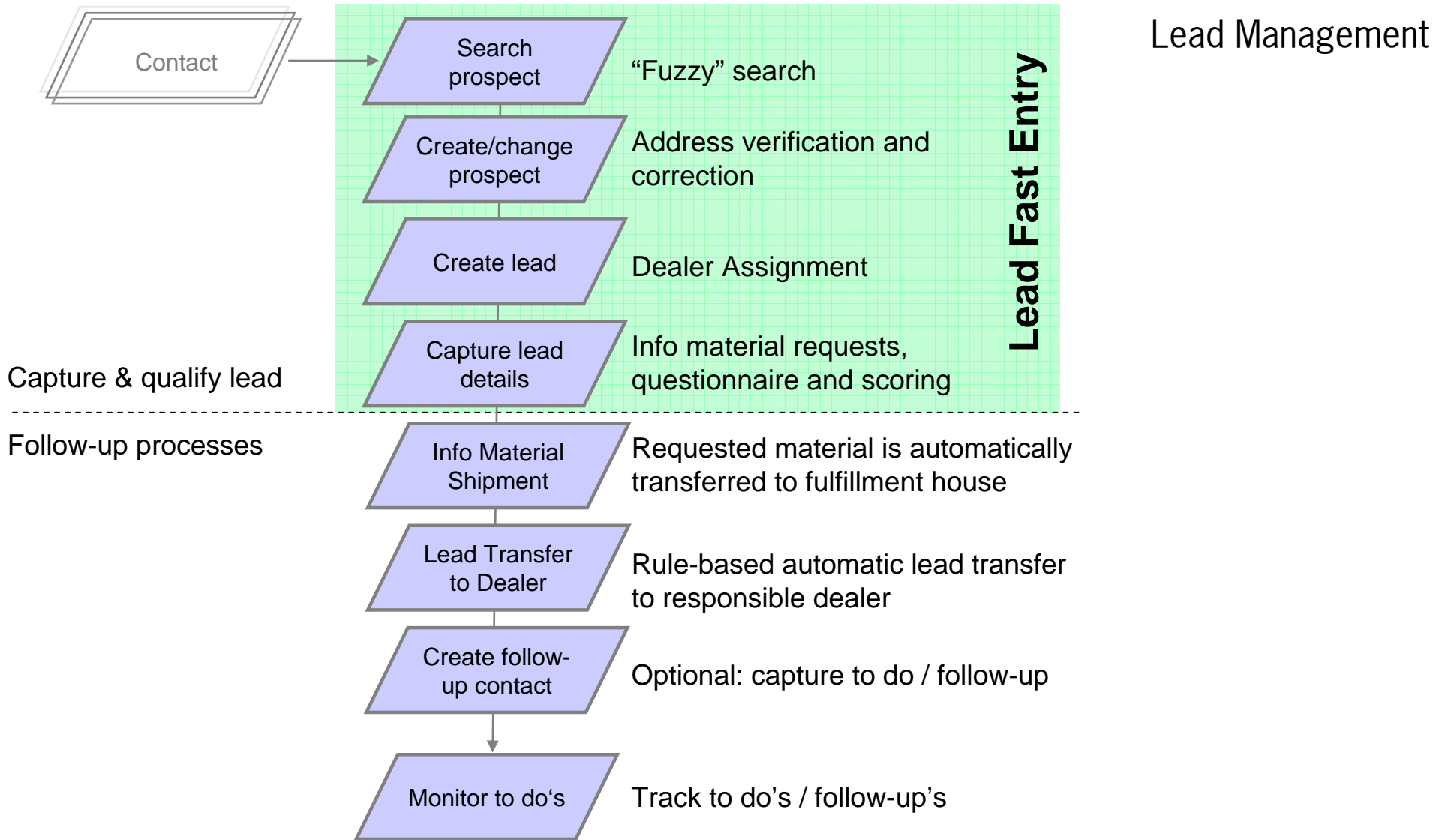
# A quick tour through CRM@Porsche ...



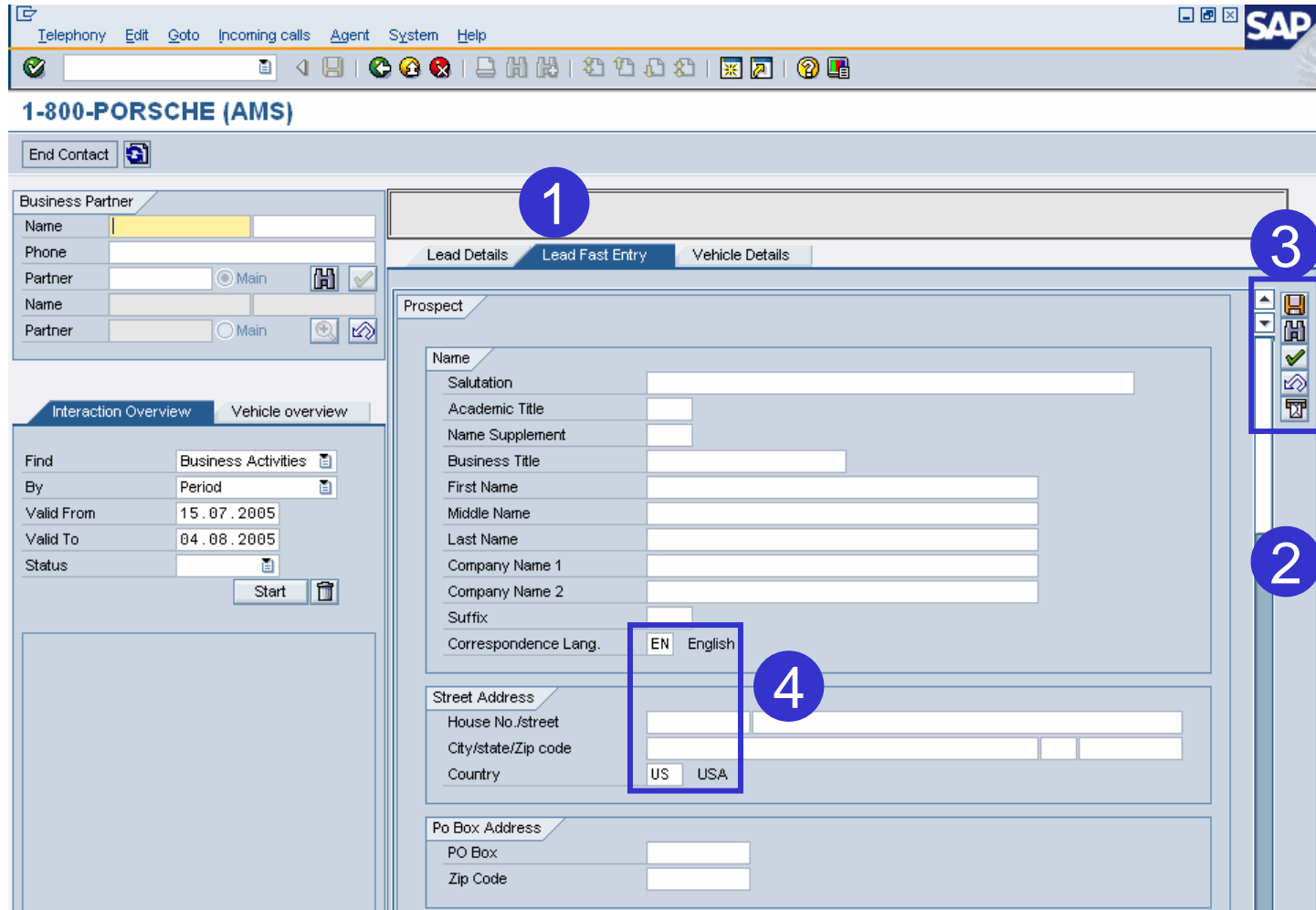
Customer Care Program to increase customer satisfaction and loyalty:

- Example: externally conducted satisfaction survey via web/ phone after every vehicles and service events on dealer level

# A quick tour through CRM@Porsche ...



# Lead fast entry – screen overview



1. Custom-build screen interaction center screen „Lead fast entry“ with
2. Scroll bar to navigate to all fields
3. Buttons for search, confirmation, save, clear, send lead to dealer (via e-mail)
4. Country-specific defaults

# Lead fast entry – prospect search

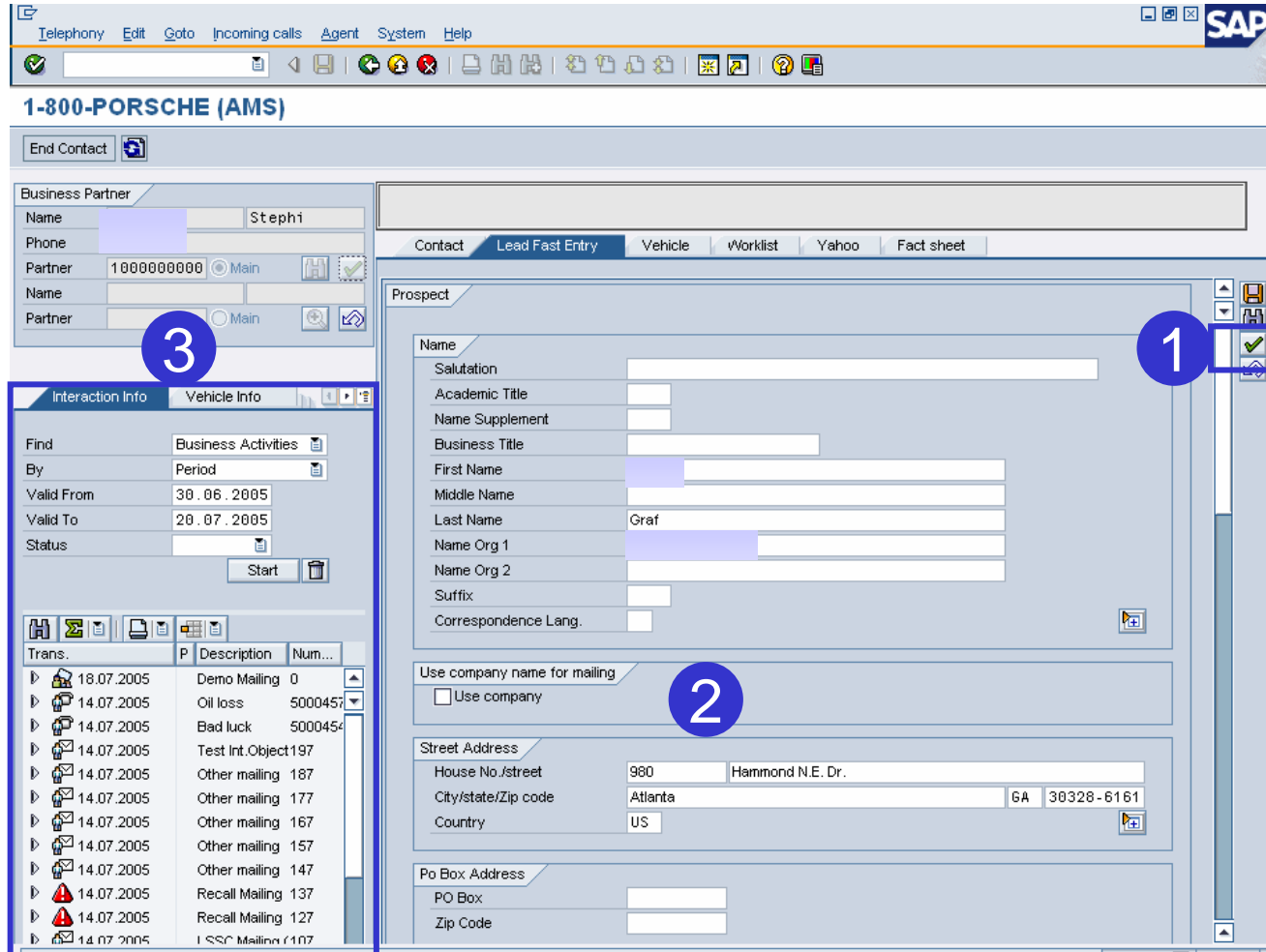
The screenshot shows the SAP Lead Fast Entry interface. The 'Prospect' form is visible with the 'Name' section highlighted by a blue box labeled '1'. The 'First Name' field contains 'Stefi'. A search button is highlighted by a blue box labeled '2'. A search results table is overlaid on the bottom right, labeled '3'. The table has the following data:

Prob	MP	BusPartner	Name	Last Name	First Name	House No.	Street	Supplement	City	Rg	Cty	Postal Code	PO Box	PO Box cty
99,9	610	5061			Peter	980	Hammond N.E. Dr.		Atlanta	GA	US	30328-6161		
99,9	610	1000000000			Stephi	259	Redwood Avenue		Trenton	NJ	US	08610		
99,9	610	1000000000			Stephi	980	Hammond N.E. Dr.		Atlanta	GA	US	30328-6161		

1. Process step 1: enter prospect name and (optionally address)
2. Hit search button
3. Pop-up with possible duplicates appears

if the search is cancelled, the data remains in the screen to capture a new prospect

# Lead fast entry – (1)



1. When having found a existing record via “fuzzy” search and confirming the record ...
2. the existing prospect data fields are pre-filled and can be changed if needed, e.g. company name, address, phone, ...
3. the contact history and vehicles owned are displayed

## Lead fast entry – (2)

The screenshot shows a SAP CRM 'Lead fast entry' form. It is divided into several sections: 'Gender', 'Communication', 'Preferred sales and service dealer', 'Responsible sales and service dealer', 'Lead', and 'Questionnaire'. The 'Communication' section contains fields for telephone and mobile numbers, with callout '2' pointing to the 'E-Mail private' field. The 'Lead' section contains 'Classification' (Group, Origin) with callout '3', 'Relationships' (Campaign), and 'Qualification' (Qualification (Manual)). The 'Questionnaire' section is titled 'PCNA Universal Lead Questionnaire (short)' and contains several dropdown menus (Dealer contact requested, Timeframe intended next car purchase, Intended amount to be spend, Current vehicle) with callout '4'. A vertical scrollbar on the right side of the form is marked with callout '1'. At the bottom of the questionnaire are 'Save and score' and 'Reset' buttons.

Continued data entry:

1. When scrolling down, additional data fields can be entered
2. Prospect data fields such as phone number
3. Lead data fields, such as group, source campaign
4. (score-relevant) questionnaire

## Lead fast entry – (3)

1

Competitive Interest 1

Competitive Interest 2

Competitive Interest 3

2

not selected...  
A3 1.6  
A3 1.9 TDI S LINE  
A3 1.9 TDI SE  
A3 2.0 FSI  
A3 2.0 FSI S LINE  
A3 2.0 FSI SE  
A3 2.0 TDI  
A3 2.0 TDI S LINE  
A3 2.0 TDI SE  
A3 3.2 QUATTRO  
A3 3.2 QUATTRO AMBITION  
A3 3.2 V6 DSG QUATTRO  
A4 1.6  
A4 1.6 AVANT  
A4 1.6 SPORT  
A4 1.6 SPORT AVANT  
A4 1.8 T  
A4 1.8 T AVANT  
A4 1.8 T Cabriolet  
A4 1.8 TURBO  
A4 1.9 TDI  
A4 1.9 TDI AVANT  
A4 2.0  
A4 2.0 AVANT  
A4 2.0 FSI  
A4 2.0 FSI AVANT  
A4 2.4  
A4 2.4 AVANT  
A4 2.4 Cabriolet

Selected features:

1. Based on the selection of a vehicle make:
2. The list of (relevant) models is dynamically pulled

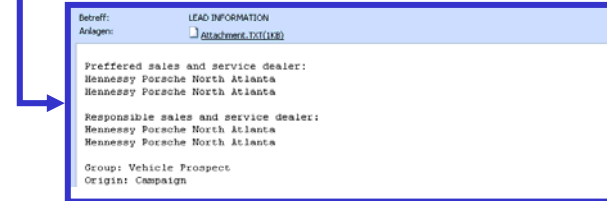
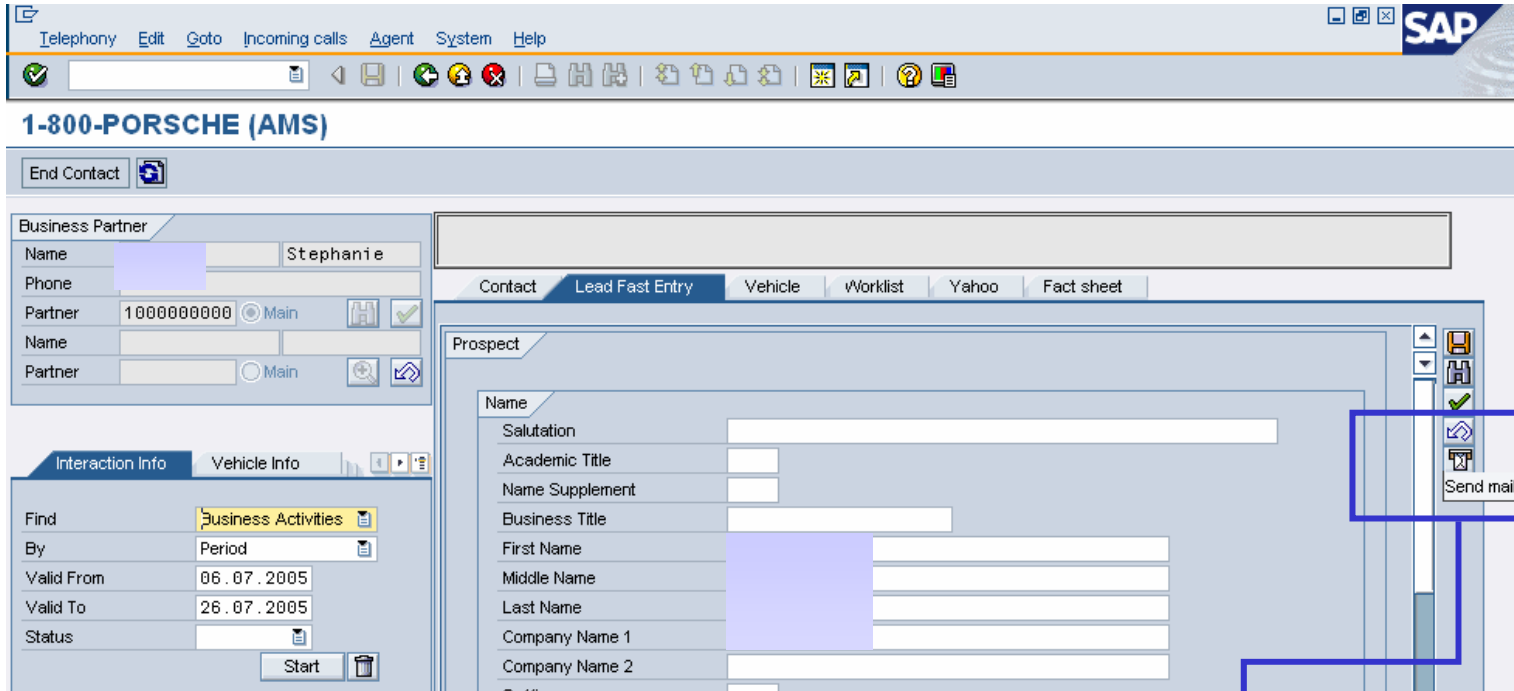
Total: > 2.300 vehicle models stored with a score value

Use:

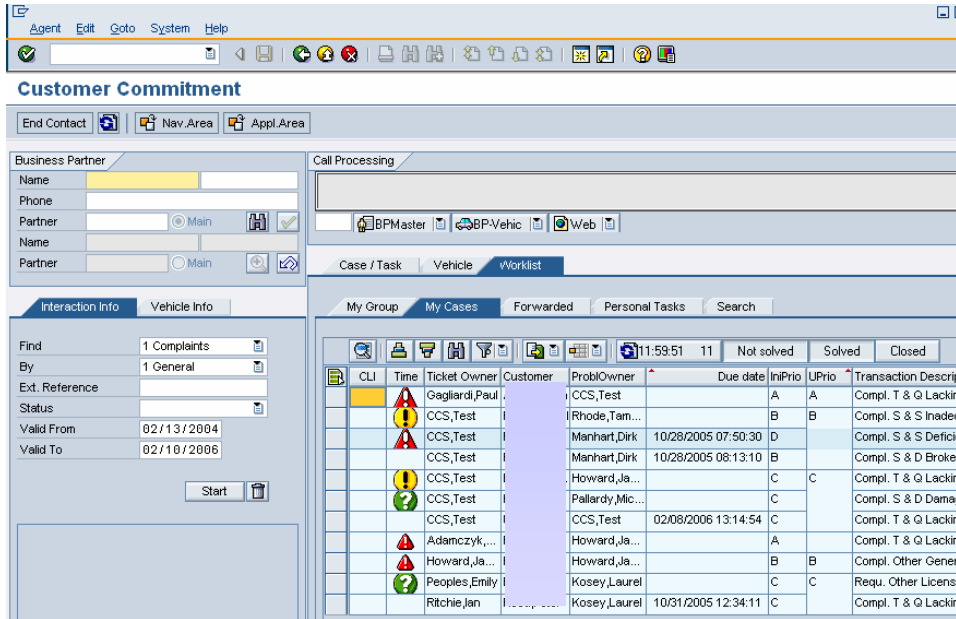
- Capture currently owned vehicles and competitive interest vehicles for scoring

# Lead transfer to dealer – immediate transfer to dealer

- If needed, leads can be immediately transferred to a dealer



# A quick tour through CRM@Porsche ...



Complaint Management – powerful tool support for best possible service:

- Work list with
  - indication of new/ changed cases
  - Display of potential loyalty issue
  - priority-based alert functions

Time	Status
	Open
	Open
	Open
	Open
	Work in Progress
	Work in Progress
	Work in Progress
	Work in Progress

# A quick tour through CRM@Porsche ...

The screenshot displays the CRM@Porsche interface. The top window shows a customer case for 'PCNA Customer Case 5074608' with details like 'Requ. Other License request 4-Front axle', 'Status: E0002 Work in Progress', and 'Responsible Dealer: Michael Stead Porsche'. The bottom window shows a 'Goodwill Costs' table for vehicle 'WP0CA2995386' (2003 Carrera Cabriolet) with a cost of 12/31/9999 and delivery date 03/15/2003. Below this is a 'Warranty Repairs' table with columns for Description, Repair Date, Mileage, Part, and Cost.

Vehicle Id	Model description	Cost	Crcy	Rel. Valid	Delivery D
WP0CA2995386	2003 Carrera Cabriolet			12/31/9999	03/15/2003

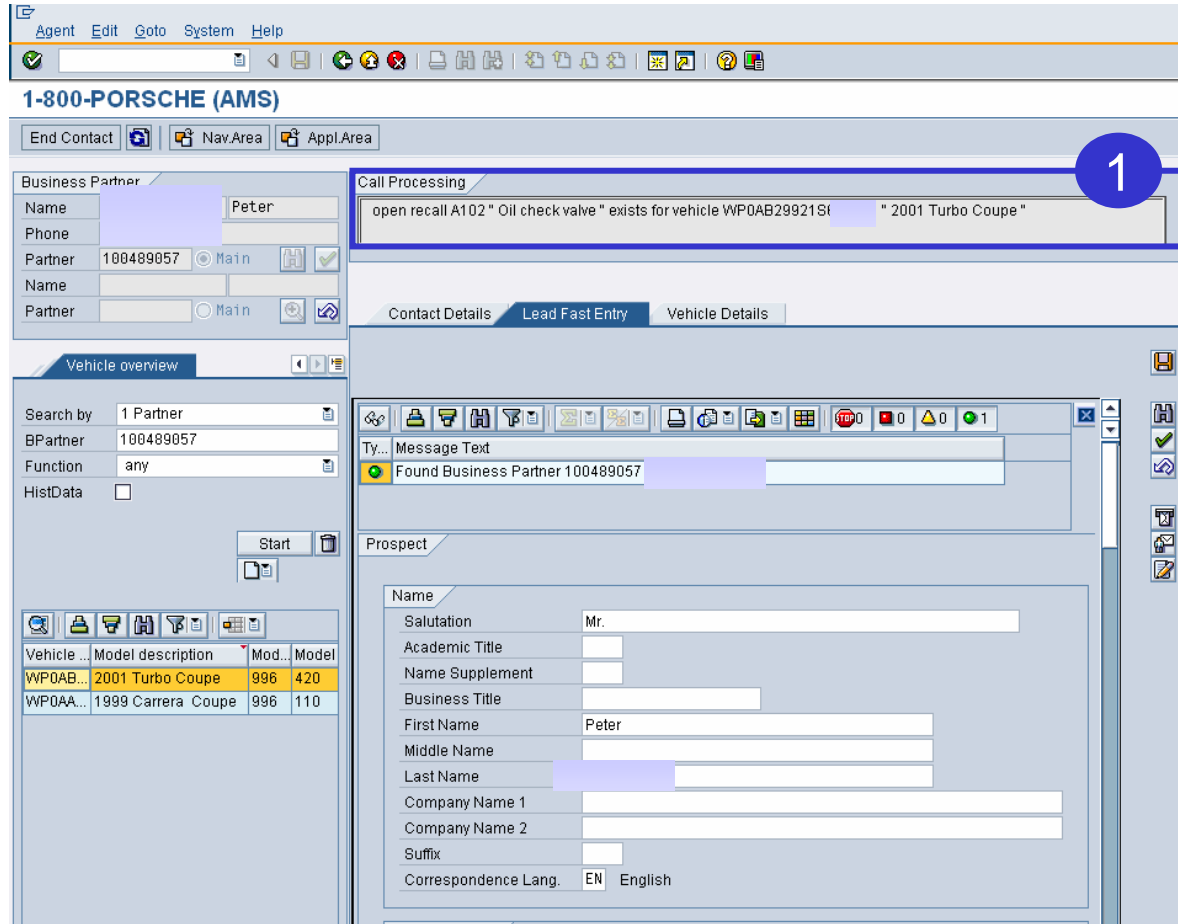
  

Description	Repair Date	Mileage	Part	Cost
Hist.: Roadside Assistance (Towing/Renta	10/24/2005	23747	Generator	
Hist.: New Car Wty	10/24/2005	23747	Generator	
Hist.: New Car Wty	10/24/2005	23747	Front mount	
Hist.: NON-PAG Claim (at PCNA Direction)	10/24/2005	23747	Generator	
Hist.: New Car Wty	10/24/2005	23747	Power windows front	

Complaint Management – powerful tool support for best possible service (cont.):

- 3-dimensional categorization
  - Customer request
  - Problem
  - Solution
- Overview on past goodwill costs per customer
- In-place access to entire vehicle history incl. repair orders

# A quick tour through CRM@Porsche ...



Recall/ service campaigns – integration into processes:

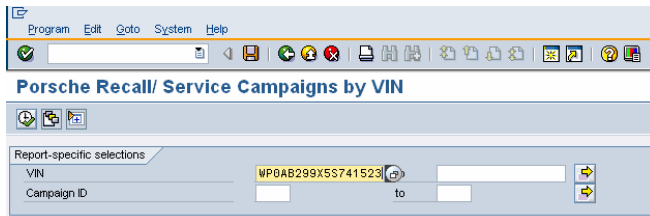
- Alert messages for interaction center users:

*open recall <campaign ID>  
“<campaign text>” exists for  
vehicle <VIN> <description>”*

... appears when a customer is confirmed who owns a vehicle with an open recall.

- The agents’ actions are subject of the respective (call center) process definitions.

# A quick tour through CRM@Porsche ...

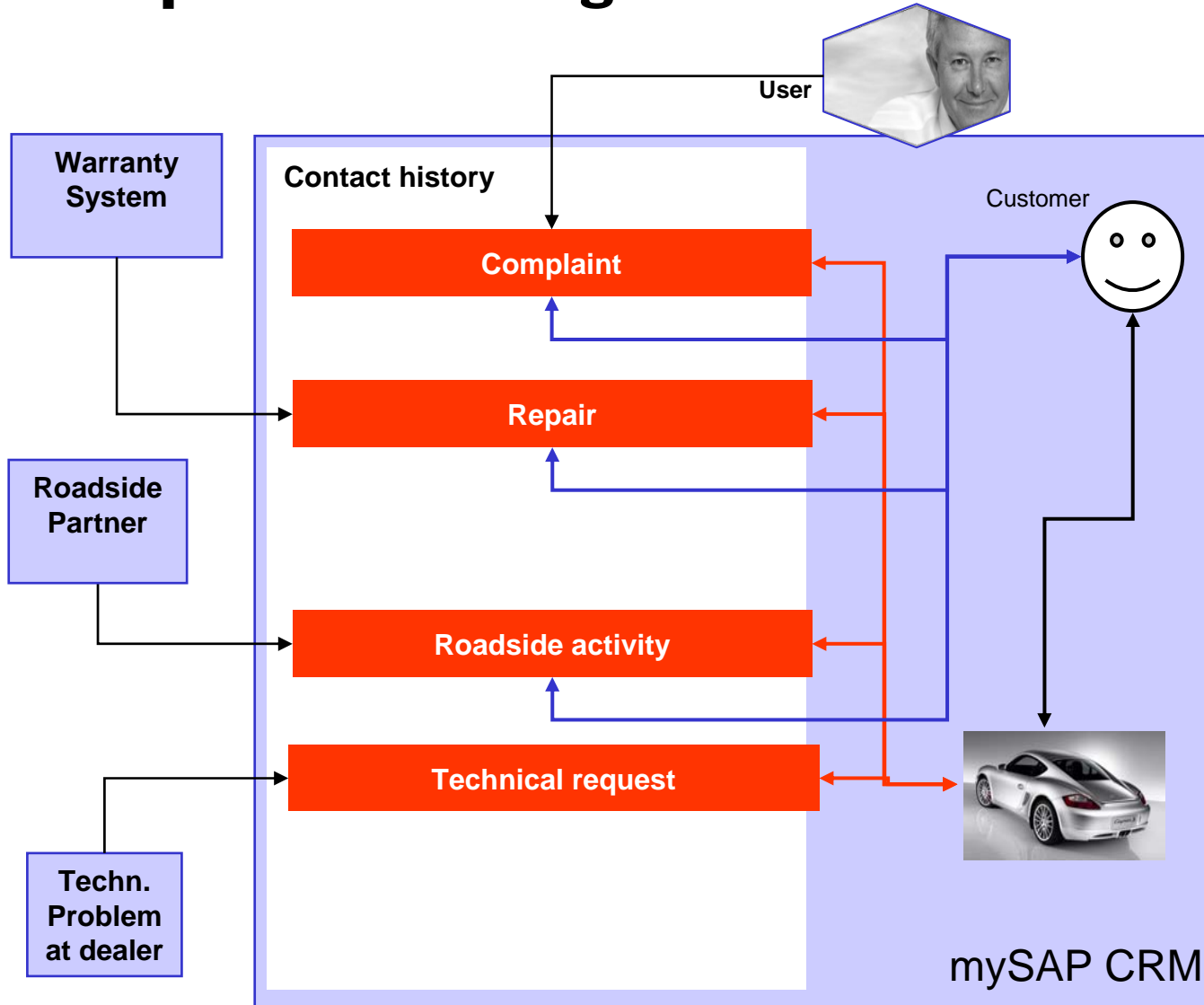


VIN	Campaign ID	Description	Start date	VIN active/inactive	Repair date	Repair order number	Dealer Name	BRC response date	BRC Reasoncode	Mail count	e. Count.
WP0AB299X5S741523	A601		24.01.2006	A	00.00.0000	0		00.00.0000	0000	002	
	WV553	Selector support	20.06.2005	A	00.00.0000	0		00.00.0000	0000	000	
	WV556	Lid lock	20.06.2005	A	00.00.0000	0		00.00.0000	0000	000	
										=	3
										=	3

Recall/ service campaigns – integration into processes:

- Recall/ service campaign look-up per vehicle in the following business contexts:
  - Customer/ prospect has a question on a specific vehicle:
    - “Have all service actions/ recall been processed?”
    - “Is my vehicle affected by a specific recall?”
  - Decision support for customer commitment regarding goodwill:
    - the completion of related service campaigns indicates “how well a vehicle was serviced”

# A quick tour through CRM@Porsche ...



“Pro-active complaint management” based on “loyalty issue reporting”:

**A potential customer loyalty issue exists and is shown in alerts and reporting, if ...**

*Rule based:*

- 2 complaints on the same vehicle, or
- 1 roadside assistance activity & 1 recall
- 2 repairs on the same part
- ...

# A quick tour through CRM@Porsche ...

Status	State	Vehicle Id	Event Date	Mileage	Part Id	Part	Rule	Source	Group
OK	AZ	WPIA529P24	08.09.2005	14412	6963	Airbag module	Same repair was done multiple times	WWS Repair order	8-Equipment body,B
OK					9766	Wire harness...	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics
OK			14.04.2006	24714	6963	Airbag module	Same repair was done multiple times	WWS Repair order	8-Equipment body,B
OK				24714		Airbag module	Same repair was done multiple times	WWS Repair order	8-Equipment body,B
OK				24714	9766	Wire harness...	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics
OK	CA	WFOA29975	21.04.2006	10641	6659	Rear spoiler	Same repair was done multiple times	WWS Repair order	8-Equipment body,B
OK				10641		Rear spoiler	Same repair was done multiple times	WWS Repair order	8-Equipment body,B
OK			03.05.2006	11005		Rear spoiler	Same repair was done multiple times	WWS Repair order	8-Equipment body,B
OK				11005		Rear spoiler	Same repair was done multiple times	WWS Repair order	8-Equipment body,B
OK		WFOCA29815	30.11.2005	2409	9124	Radio "CD-pl...	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics
OK			14.04.2006	4809		Radio "CD-pl...	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics
OK				4809		Radio "CD-pl...	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics
OK				4809		Radio "CD-pl...	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics
OK		WFOCA29894	17.11.2005	16323	3005	Clutch pedal	Same repair was done multiple times	WWS Repair order	3-Transmission, cl2
OK			28.04.2006	26071		Clutch pedal	Same repair was done multiple times	WWS Repair order	3-Transmission, cl2
OK				26071		Clutch pedal	Same repair was done multiple times	WWS Repair order	3-Transmission, cl2
OK		WFOCA29955	21.04.2006	5783	9662	Remote control	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics
OK			28.04.2006	5980		Remote control	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics
OK				5980		Remote control	Same repair was done multiple times	WWS Repair order	8-Vehicle electronics

Example:  
 "Customer Loyalty Issue Reporting"

"Pro-active complaint management" based on "loyalty issue reporting" (cont.):

Potential customer loyalty issues are validated and handled by a dedicated group. Customers are contacted pro-actively – if appropriate.

**Result: satisfied and loyal customers.**

Real life example:  
 customer response

Dear Mr.

Yesterday, I was pleasantly surprised to receive

For the foreseeable future, my brother and I plan to each buy a new Turbo every year to

Thanks for leading an outstanding team.

Sincerely,

# A quick tour through CRM@Porsche ...

## Porsche Reporting: Vehicle List

Vehicle Status	Model	VIN	Model description	Model Type	Top color	Body color	Interior color	Count
		WP0CA298X6U	2006 Boxster	310	V Brown Top	B Carrara White	R Special Leather Cocoa	0 0
		WP0CA29816U	2006 Boxster	310	V Black Top	G Guards Red	T Sand Beige Standard Leather	0 0
		WP0CA29816U	2006 Boxster	310	V Black Top	X Speed Yellow	A Black Standard Leather	0 0
		WP0CA29816U	2006 Boxster	310	V Black Top	E Carmon Red Metallic	T Sand Beige Standard Leather	0 0
		WP0CB29816U	2006 Boxster S	320	V Black Top	A Black	T Sand Beige Standard Leather	0 0
		WP0AB29866U	2006 Cayman S	120	X Arctic Silver Metallic Top	X Arctic Silver Metallic	A Black Standard Leather	0 0
		WP0CB29836U	2006 Boxster S	320	V Metropoli Blue Top	E Midnight Blue Metallic	F Sea Blue Standard Leather	0 0
		WP0CB29846S	2006 Boxster S	320	V Black Top	Y Seal Grey Metallic	A Black Standard Leather	0 0
		WP0CB29856S	2006 Boxster S	320	V Black Top	X Speed Yellow	A Black Sport Seats	0 0
		WP0CB29856U	2006 Boxster S	320	V Metropoli Blue Top	E Midnight Blue Metallic	D Stone Grey Standard Leather	0 0
		WP0CB29866S	2006 Boxster S	320	V Black Top	J2 Lapis Blue Metallic	B Black/Stone Grey Interior	0 0
		WP0CB29876S	2006 Boxster S	320	V Black Top	X Speed Yellow	A Black Standard Leather	002175965
		WP0CB29876U	2006 Boxster S	320	V Black Top	X Arctic Silver Metallic	A Black Standard Leather	0 0
		WP0CB29866S	2006 Boxster S	320	V Black Top	B Carrara White	T Sand Beige Full Leather	0 0
		WP0CB29866U	2006 Boxster S	320	V Black Top	A Black	A Black Standard Leather	0 0
		WP0CB29896U	2006 Boxster S	320	V Stone Grey Top	B Carrara White	D Stone Grey Standard Leather	0 0
		WP0CB29896U	2006 Boxster S	320	V Black Top	E Atlas Grey Metallic	A Black Standard Leather	0 0
		WP0CB29896U	2006 Boxster S	320	V Stone Grey Top	Y Seal Grey Metallic	T Sand Beige Standard Leather	0 0
		WP0CA29826U	2006 Boxster	310	V Black Top	A Black	T Sand Beige Standard Leather	0 0
		987						65
N								475
		WP0AB2994E	2006 Carrera S Coupe	120	Z Basalt Black Metallic Top	Z Basalt Black Metallic	A Black Full Leather	0 0
		997						1
M								1
								476

- Reporting along all processes
  - Customer and vehicle reporting
  - Dealer reporting
  - Customer commitment reporting
  - Campaign reporting
  - Lead conversion reporting
  - ...
  - Recall / workshop campaign completion reporting

## Porsche Recall/ Service Campaigns: VINs

Campaign ID	Description	Importer start date	Division	VIN	VIN active/ inactive	Count
A601				I		86
				A		4.971
			PCNA			5.057
				I		1
				A		283
			PCL			284
A601						5.341
						5.341

## 3 months after go live: what PCNA has achieved ...

- Significantly **improved data quality**, through
  - Central customer, prospect and vehicle database
  - Address validation
  - Duplicate identification and handling
  - Plausibility checks
  - Data quality reporting
  - Data quality management processes
- **Less manual data cleansing**
- **Visibility** of data maintenance quality on **dealer level**
- Significantly **improved visibility on customer relations**
- **Improved process quality** of prospect contact and customer care program activities
- **Improved service quality** in the context of complaint management
- **Synergies** with other Porsche business units
  
- **Starting point for new processes** such as pro-active complaint management based customer loyalty issue reporting with **very positive customer feedback**

## Success factors

- **Strong focus on clearly defined and agreed scope and objectives** incl. **strong management support**
- **Early involvement** of all departments
- Intensive **trainings**
- **Ease-of-use**
- **Post go live support** incl. multiple post go live „are you happy“ workshops
- Excellent **on-demand support by SAP AG**
- **Excellent team/ team-work**: Porsche AG, PCNA, Mieschke Hofmann und Partner
  
- About **Mieschke Hofmann und Partner (MHP)**
  - Process & IT consulting with > 270 consultants
  - Specialized in the automotive industry
  - 74,8% Porsche-owned
  - Special Expertise Partner mySAP CRM, ERP, SCM, PLM, BI, SAP for Automotive
  - Development Partner SAP Dealer Business Management (DBM)



## What is next ...

- Implementation in major European markets and Australia



- Implementation of new processes
- Extended retail integration and web-based user-interface
- Analytical applications

## Questions & Answers



PORSCHE

# **Porsche Cars North America Achieved More Customer Wins with mySAP CRM: “From 0 to 100” in 10 months**

**CRM**  **Porsche**

Paris, May 2006  
Dr. Robert Marek

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