



Retail: Supply Chain Management

Enhance supply chain efficiency and trading partner collaboration by better connecting product information, processes, systems and people

Microsoft Point of View

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Overview

The balancing act of maintaining a high level of service and low costs is becoming harder for retail supply chain directors as businesses try to meet the growing customer mantra of “more for less.” This pressure comes at a time when business is becoming more global, supply chains are lengthening, and competition is on the rise.

Although this challenge is not new, the outlook is that it will intensify as a number of factors — economic, regulatory and market-driven — become more acute. Consequently, supply chain performance will have increasingly significant impact on overall business success.

Globally, forward-thinking retailers are also redefining the way they do business with their customers and their suppliers, adopting innovative ideas to respond to market trends and developing new channels to meet consumer shopping preferences, many of which are being brought about by shifting lifestyles in Western economies.

Already highly complex, the supply chain of the future will grow even more complex as it serves a greater variety of buying channels (store, Internet, kiosk, telephone, mail order, TV, PC) delivering to more outlets (different store formats, order and collection options, homes, multiple pickup options) in potentially more regions — all while managing more products from a greater number of sourcing locations.

Although the supply pipeline needs to be more efficiently designed so goods can flow seamlessly from the producer to the consumer, it will also need to work well in reverse to release value tied up in returned and obsolete products; and it will need to do so as quickly as possible at the lowest possible cost. This issue will become more critical for European retail-

ers required to comply with pending European Community (EC) legislation dealing with product disposal (Directive on Waste, Electrical and Electronic Equipment) and existing laws on traceability and product recalls.

In addition, companies are looking at ways to provide a more proactive service and to ensure that the supply chain does not collapse in the “last 50 yards.” That’s because, while retailers have invested heavily in supply chain initiatives, the supply network itself has not benefited from information technology as much as other parts of the enterprise. However, retailers are trying to better balance supply and demand (with a strong focus on demand intelligence and forecasting analytics to better plan business from supplier to shelf) and acknowledge that the introduction of more appropriate technology could improve overall consumer satisfaction within an environment of rising operational costs.

Although technology alone is not the answer, when combined with changes in business processes and business culture, it can go a long way toward delivering “more for less.”

Influences on Technology Implementation

Given the pressures to keep costs low and service high, most retailers will choose to make supply chain modifications rather than fall victim to increased competition. Whether they undertake large-scale restructuring, small, incremental improvement, or something in between, there are a number of factors that can affect any technology implementation.

- **Supply Chain Visibility and Control**

Supply chain directors need to maintain end-to-end visibility and management of the supply chain, either by taking greater ownership through centralized distribution



or by working with a few closely integrated supply chain partners to achieve the desired results.

- **Third-Party Integration**

Many retailers rely on the services of third-party logistics companies to deliver specialized services. Given the additional integration and coordination requirements, this can slow down the restructuring process.

- **Loss of the Big Picture**

As more companies look at ways to provide more proactive service and reduce costs, supply chain directors may try to focus their attention on specific points within the supply chain, resulting in “point solutions” or software for specific tasks such as store task management, transport scheduling or merchandising management, resulting in the inability to see the bigger picture and need for integration.

- **Understanding Costs**

It has never been more important to understand true supply chain costs that can affect tradeoff decision making. This often requires data to be captured and analyzed in completely new ways.

- **Technology Confusion**

Many retailers recognize technology as an enabler, but it can also be considered a hindrance. Today, there are more technology choices than ever, but not all are accompanied by clear business benefits. This creates a high degree of skepticism and uncertainty from supply chain professionals. It is important for companies to educate themselves on new technologies to better understand their opportunities.

Accuracy and Visibility

One key investment retailers are likely to make is in areas that will help improve visibility of products in the supply chain and allow real-time, accurate information to be easily accessed and shared collaboratively with all parties within the chain.

In particular, retailers will look for ways to streamline product introductions, make ordering and replenishment processes more effective, and analyze data that will show what consumers will want to buy in the future, enabling better category planning.

Tracking with Radio Frequency Identification

Radio frequency identification (RFID) tags are evolving as a major technology to track goods and assets within the retail supply chain. There are already a number of global retailers using RFID-enabled tags on pallets, cartons and even individual items. RFID tags can carry more information than a bar code and can be scanned without line of sight by a high-speed reader from a distance of several meters. Readers are being used in distribution centers, at store receiving bays and at doors to

the shop floor, enabling retailers to compile and analyze data about in-store and on-floor stock levels and goods in transit with point-of-sale data. Early results of the Wal-Mart RFID initiative have shown a reduction of 16 percent in out-of-stocks.¹

Because RFID is still in its infancy, many retailers aren't sure when and how to utilize the technology. Many retailers are waiting for a compelling business case, adopting a pragmatic attitude, and hoping that norms and standards will stabilize before pushing for adoption. However, since industry-driven standards for the use of RFID are becoming more prevalent, retailers are increasingly looking at where the benefits of using RFID might be in their own business model (such as the ability to find stock quickly or count it faster), while keeping up-to-date on how the technology is being developed and deployed. A first step should be to more fully understand its potential use and then to identify the gaps in current capabilities that might be improved by RFID usage. A more pressing concern may be to simply make better use of existing information.

1 “Does RFID reduce out of stocks? A preliminary analysis,” University of Arkansas, November 2005.

According to AT Kearney Inc, the benefits of GDS include:

- A 3-5 percent reduction in shelf out-of-stocks
- A two-week reduction in speed to market for new items (i.e., 14 extra days' sales of faster-moving items)
- A one-percent reduction in inventory

Standardizing Data

Because improved data accuracy has an impact on supply chain efficiency, more retailers are looking to work with their suppliers to meet Global Data Synchronization (GDS) standards. Adopting new technologies such as self-check and RFID creates even higher volumes of data, thereby increasing the complexity of maintaining a high level of accuracy.

With GDS, suppliers and buyers will be able to communicate product information using a “common language,” rather than having to first “translate” the different numerical product codes and descriptions (an error-prone process) before being able to integrate the information in their systems.

Although this may seem like a painstaking, time-consuming task, major industry players are convinced that standardiza-

tion is worth the investment, because the supply chain will flow better and conforming to GDS is a requirement for effective RFID adoption. Results from a Microsoft Corporation and Capgemini trial with Dutch retail group Ahold revealed that, after GDS, there was a 30-percent reduction in time spent on data management. In addition, before GDS, 40 percent of the data attributes related to dimensions were wrong.

Collaboration

For the supply chain to work more efficiently, all parties involved — from raw material suppliers to consumers and every touch-point in between — will need to work more collaboratively and invest in technology that enables them to more easily share accurate product information.

Progressive businesses are looking more holistically at where the burden of costs is carried. Because store operations personnel want to move some of the more costly, labor-intensive aspects of store retailing further upstream — e.g., suppliers or distribution centers providing floor-ready merchandise — cost models are being used to illustrate the tradeoffs to make the right decisions.

Supply Chain Networks

According to retail consultants Kurt Salmon Associates, successful retail businesses of the future will be those that play an integral role in developing a winning supply chain with partners up and downstream, rather than focusing purely on tactics that deliver individual success. Kurt Salmon Associates estimates that the collaborative partnership approach could cut supply chain costs by 10 percent while improving the quality of the end product. There is a real desire for these networks to outperform one another; this will be a key driver in delivering cost-effective chains in the future.

A Moving Target

Given the increased cost of fuel, the scarcity of qualified drivers, work-hour regulations, and congested transport networks, attention needs to be paid to transporting goods more efficiently from suppliers' warehouses and retail distribution centers to stores, or even to customers. However, this is one area where the use of integrated systems is at a relatively embryonic state.

Some retailers have installed transport management systems to improve and streamline routing plans and to put an end to the chaos that exists when orders are placed via a mixture of computerized and manual methods. However, the benefits have not been proved and adoption remains low.

Obstacles to Change

Existing technology solutions for supply chain management are often complex and require substantial integration and change management efforts to implement. It is estimated that more than 65 percent of current supply chain management applications used by retailers are homegrown and legacy based. This is largely due to the fact that, in the past, integrated supply chain management technology offerings from solution providers were limited. Because more "out-of-the-box" solutions are now available, retailers are moving to replace components of their legacy environment with packaged solutions.

"Having the correct inventory in-store is a challenge retailers face on a daily basis. We find that most retailers struggle to get an accurate view of the level of their stocks, whether that be on-shelf or in their backrooms." — Capgemini



The Microsoft Value Proposition

Enabling a People Ready Business

While technology provides the world of business with a technical framework for success, retailers have long known that it is people — employees, suppliers, consultants, partners and customers — who enable them to succeed.

It's the ability of people who recognize technology's potential to enhance every aspect of retail operations and connect them with customers, which leads to innovation and defines the way retailers conduct business. And it's the combined knowledge, capabilities and ideas of people — plus technology solutions — that helps retailers to build, grow and operate their businesses more efficiently and profitably.

A "people-ready business" is one that recognizes the role people can play in literally making the difference between merely existing and thriving in the increasingly competitive global marketplace. It's a business that does everything it can to enhance people's ability to make the best decisions and produce the best results they can at every stage of the retail value chain.

What Does This Mean for You as a Retailer?

The next 10 years promise to transform businesses across the globe as they adopt and embrace revolutionizing advances

Drivers for Change

A number of factors are driving changes in supply chain management:

- Greater choice of what and where to buy, leading to a fragmented market
- Price deflation
- Margin erosion
- Longer supply chains as a result of worldwide sourcing
- Expanding product ranges
- Globalization of the retail industry
- Adoption of new product categories by industry market leaders
- Need for real-time visibility
- Entry into new markets
- Growth in multichannel sales
- Legislation (such as the Directive on Waste, Electrical and Electronic Equipment in Europe)
- Transportation (fuel costs, shortage of drivers)
- Creation of larger, collaborative supply chain



in technology. Exciting breakthroughs in software, hardware and end-user experiences will reshape how industries grow the bottom line and differentiate the way they do business with their customers. Innovative technologies will improve the way companies monitor and take advantage of market trends, identify new avenues for meeting consumer needs, and capitalize on opportunities to tailor experiences to peoples' expectations. Emerging technologies such as radio frequency identification (RFID), biometrics, location awareness, predictive analytics, seamless mobility and collaboration will become ubiquitous. Retailers will derive additional value from key areas of their businesses by streamlining operations, maximizing employee efficiency, and differentiating the customer experience through the use of secure, easy-to-use, reliable software that is cost-effective to integrate, operate and maintain.

Microsoft and its network of industry partners are focused on solutions surrounding integration and collaboration, which will help enable single stores and large enterprises to do the following.

Drive Retail Innovation

In the consumer-driven economy, customers are ready for the ability to transact business without boundaries. They want location-based awareness, and enhanced mobility and RFID capabilities. For retailers and the consumer product industry, this means real-time integration around the supply chain. To drive the future of retailing, Microsoft and its industry partners are innovating where manufacturers, distributors, retailers and consumers interact. In the area of advertising, more companies are bypassing traditional channels and marketing directly to their customers through cell phones, text messaging, instant messaging, online click-throughs, and one-to-one personalization. The supply chain as we know it will be more consumer-focused and collaboration will support the customer experience, rather than cost reduction.

Build High-Value Business Connections

There are many touch points in the retail environment. Integration and collaboration aren't just essential to the customer experience in a multichannel world; they're critical to people in every role of the enterprise. Retailers feel the impact on two fronts: employees and suppliers. For employees, the future will be about getting more technology into their hands to improve productivity, provide supply chain visibility, and create a better work experience. For suppliers, it will be about real-time access to demand data. Both, ultimately, will improve the customer experience, build loyalty and generate repeat business.

Strengthen Customer Relationships

When all is said and done, the key to retail success is finding ways to attract and build profitable relationships with

Microsoft and RFID

RFID is an important development area within retail supply chain management. Microsoft is focusing particularly on how information is shared with involvement in three areas: best practice, device compatibility and standards.

- Since April 2004, Microsoft has been working with the consortium EPCglobal Inc., which is in charge of defining the future communication network between items identified by RFID labels.
- Microsoft has put together an RFID partner council that brings together 45 technology companies and specialist consultancies.
- In association with its partners, Manhattan Associates has opened five centers of expertise on RFID across France, Germany, the Netherlands and the United Kingdom.
- Microsoft is also working on a cost-effective software platform to support RFID-enabled solutions. Built on open-standards-based technologies that can work with third-party applications and business processes, it brings together, in a preset form, all the standards associated with RFID and the management of the supply chain with broad device support. Based on Windows Server System™, the platform is developer-friendly, with tools for cost-effective solution development, and has versatile event management functionality.



customers. Microsoft and its industry partners' technology solutions help retailers better understand customer needs and trends in the marketplace while simultaneously helping enable employees to improve customer interactions at every stage of a transaction. Ultimately, they enable retailers to deliver shopping experiences that delight customers, create loyalty and ensure repeat business.

Improve Operations

To respond to consumer needs and market and industry changes, retailers will have to be agile in order to take advantage of technologies that enable a seamless workflow driven by demand. This implies a technology infrastructure based on true data management. In the future, technology will enable a single view of the customer across all channels, and retailers will need to stop looking at the data and instead focus on the architecture that houses it. The supply chain as we know it will be more consumer-focused, and collaboration will support the customer experience rather than just cost reduction. Both will be accomplished through the integration of disparate systems embedded throughout business operations. When RFID technology comes of age in the next decade, retailer-supplier collaboration will become a catalyst for operational innovation that enables seamless workflow at both the business process and human levels.

Supply Chain Visibility

Microsoft® technology can be quickly implemented to derive maximum benefit from existing systems and enable businesses to have real-time visibility of their own operations and of product movement via their supply chain partners. With solutions that can more easily provide a single, consolidated view of product information when it is needed, retailers and

suppliers can quickly share, view and analyze documents and data to make more informed and accurate business decisions. By improving communication and visibility throughout the supply chain, Microsoft and its partners help retailers create better experiences for their suppliers, employees and customers.

Integration with legacy applications, data warehouses and enterprise resource planning (ERP) systems and the creation of internal and external vendor collaboration solutions are achieved through standards-based, open, scalable and adaptable technology that enables information to be held centrally and accessed by a wide range of devices.

This means that users can stay in touch better. This can help improve productivity and accuracy, because only a single version of the latest data is available.

For midsize and larger companies, Microsoft Dynamics™ AX helps streamline operations by managing products, processes, transactions and relationships for greater profitability.

Supplier Collaboration

Allowing suppliers to access certain sales data, forecasts and product information, and information about purchase orders, can help speed up replenishment and help both retailers and their suppliers anticipate out-of-stocks. This could include sharing of advance shipment notifications (ASNs), invoices and credit notes. Collaborative product development and



Okaïdi (France)

Background: Okaïdi, the French children's clothing chain with more than 420 shops in Europe, the Middle East and Pacific regions, needed to optimize its links with its suppliers in Africa and Asia.

Solution: The company used software developed by Microsoft partner Manhattan Associates to set up a real-time Web-interface connection.

Benefits: Now, as soon as an order is received, the manufacturers know exactly which bar code label to place on the outer boxes. The labels contain detailed information about package contents, which makes the job much easier at Okaïdi's warehouses in France.

With complete visibility into its order and supply chain, Okaïdi is reducing its delivery times by several days, reducing warehousing costs, ensuring better reactions to seasonal changes, and dynamically changing the quantities it orders.

fast fashion or speed sourcing projects can also be facilitated using supplier portals.

The Technology

Many supply chain solutions leverage applications that run on the Microsoft Windows® operating system and Microsoft Office software, with which many users are already familiar; this makes adoption easier and reduces training costs.

Microsoft systems and partners offer retailers the opportunity to reduce total cost of ownership via best-of-breed solutions designed so that a retailer's technical team can easily manage systems from a central source. For example, it can install applications remotely, download upgrades and monitor for problems. This adds to the cost effectiveness of implementing a Microsoft solution.

Microsoft supply chain management technology is underpinned by the Microsoft .NET Framework, the Microsoft Web services strategy for connecting information, people, systems and devices.

The collection and management of information in supply chain databases is handled using Microsoft SQL Server™, a robust tool that can adapt to the number of requests handled according to peaks of activity (daily, weekly or seasonally).

An essential link in the supply chain is the coordination and transfer of information between all parties involved. Microsoft BizTalk® Server helps ensure this; one of its key functions is to direct the flow of data transferred by Electronic Data Interchange (EDI) to applications or Web services. Microsoft Windows Server® 2003 supports advanced communication and collaboration. Supported by XML Web services, it provides collaborative services such as discussions, calendar and document management.

Cooperation between companies spread out over several locations can be facilitated with Microsoft Office SharePoint® Portal Server 2003, the collaborative platform solution in the Microsoft Office system. This helps deliver reliable, real-time information (about returns, for example) to warehouse managers and transport companies. In addition, trading partners can hold remote conferences and meetings and work collaboratively on documents and processes using Microsoft Office Live Meeting.

Marks & Spencer (U.K.)

Background: Marks & Spencer, the U.K.'s largest clothing retailer, was looking to adopt RFID technology at item level to help improve stock availability.

Solution: BT Auto-ID Services (U.K.) is providing Marks & Spencer with an automated stock counting solution that comprises a mobile store reader which can pick up product information stored in RFID tags on individual garments from an entire rack of clothes at once.

The details from the tags are fed into the existing stock database as updated stock information for the store. This data is then used to ensure that the right stock is sent to the store and to ensure good availability of sizes.

Following a successful trial at nine stores, the pilot is being extended to more than 50 stores.

Benefits: The technology has improved the accuracy of stock checking, reduced time spent on this function, and increased availability, enhancing customer satisfaction. It has also helped clear up discrepancies caused by customer returns.

Traceability

Background: A key driver in the Fast Moving Consumer Goods industry is the necessity for traceability. This currently is a legal requirement in the EC although it has not yet been formalized in the United States. Companies need to be scrupulous about traceability from field to table, providing customers with as much information as possible about their purchases. Within a large supermarket group, product recalls can have a huge impact, both logistically and economically. Traceability systems allow users to handle these events quickly and efficiently so that any serious health risks are minimized or avoided.

Solution: Microsoft has been working on food safety systems in conjunction with its partner Trace One, a leading provider of traceability information management applications for retailers and their suppliers, whose customers include Carrefour, Auchan and Groupe Casino.

Benefits: Using Microsoft technology, TraceOne has developed GDS-compatible applications that help retailers and suppliers convey information relating to product content online in a security-enhanced environment.

House of Fraser (U.K.)

Background: House of Fraser PLC, the U.K. department store group, was handling transactions from 300 suppliers electronically on established EDI systems which were difficult to use and expensive to manage. The company wanted to scale to 1,300 suppliers.

"We wanted to replace our entire B2B infrastructure," said Andrew Bond, development services manager for House of Fraser. "In the past, we successfully collaborated with business partners using EDI, but with the complex, costly software we had in place to support, it was becoming untenable."

Solution: To share information effectively across the entire supply chain, House of Fraser is implementing a messaging hub built on Microsoft BizTalk Server 2004. "BizTalk Server 2004 will enable us to integrate systems and business processes quickly and easily in a code-free environment," Bond said. "Integrating systems or adding new suppliers will become a drag-and-drop operation that can be completed quickly and accurately."

Using BizTalk Server 2004 will also provide a single infrastructure for internal application-to-application

integration. After rolling out the business-to-business (B2B) solution, House of Fraser also plans to connect back-end systems to its existing point-of-sale (POS) solutions.

Benefits: This solution will enable the retailer to integrate its 50 stores, its back-office applications, and up to 1,300 suppliers on a single platform.

"By eliminating the configuration required for adding new suppliers on our existing, proprietary EDI systems, we expect to achieve significant savings," Bond said. "Where we can replace paper-based communications by integrating new suppliers onto the Microsoft platform, we expect savings of more than 90 percent."

In addition, House of Fraser expects to save 50 percent of its software maintenance budget for B2B systems. As a result of these benefits, House of Fraser will be positioned to increase the volume of its electronic communications and the number of its electronic trading partners without incurring further costs.



Microsoft Partner Ecosystem

BT Auto-ID Services is a market leader in affordable, complete and scalable automatic identification (auto-ID) solutions. Using RFID technology and the unique BT Auto-ID Platform, objects can be tracked wherever they are in the supply chain, improving efficiency and delivering measurable commercial benefits.



BT Auto-ID Services' complete range of services extends from business case development to full installation and integration with existing resource planning systems. The company's solution is technology-agnostic and future-proof. BT Auto-ID Services' affordable Managed Service is currently helping customers improve in-store availability in retail clothing; increase accuracy and speed of fresh food through the supply chain; provide electronic proof of delivery; and comply with mandatory tracking, tracing and authentication requirements throughout the supply chain.

<http://www.auto-id.bt.com>

Cactus Commerce Inc. is an e-business software and services provider dedicated to helping companies bring more efficiency to their complex business processes. A Microsoft Gold Certified Partner, Cactus develops and delivers rapidly deployed, cost-effective and extensible GDS and RFID solutions for trading partner integration.



GDS enables manufacturers, distributors and retailers to maintain and exchange accurate product item data. Synchronized product data provides companies with the reliability and agility to react quickly to changing market demands by exploiting the supply chain visibility provided by RFID. Working closely with Microsoft, Cactus has developed the Cactus GDS Accelerator for BizTalk, which leverages the robust integration capabilities of BizTalk Server. It helps CPG manufacturers, distributors and retailers take full advantage of the power of the centralized Global Registry that connects to numerous data pools around the world, enabling information to be standardized, synchronized and exchanged between trading partners on a near real-time basis.

<http://www.cactuscommerce.com>



Eqos delivers flexible, proven solutions for global sourcing and supplier management over the Internet. Founded in 1997, Eqos is headquartered in the U.K. Eqos technology is recommended worldwide as a Microsoft preferred platform for collaborative working, and its solutions are used by major retailers such as Tesco, Sainsbury's Supermarkets Ltd., Debenhams Retail PLC, Focus DIY Ltd., Virgin Retail, Focus Wickes and U.S. electronics giant Best Buy Co. Inc., as well as financial services clients Royal & SunAlliance USA and Lloyds TSB Bank plc.

<http://www.eqos.com>



GXS is a leading global provider of B2B e-commerce solutions that simplify and enhance business process integration and collaboration. Organizations worldwide, including more than 75 percent of the Fortune 500, leverage the GXS Trading Grid to achieve the perfect balance between supply and demand. Active in the global standards arena, GXS enables customers both large and small to connect with global partners, synchronize product information, optimize inventory levels and demand forecasts and accelerate the execution of supply chains. Headquartered in Gaithersburg, Md., GXS provides sales and support to businesses and their partners worldwide.

<http://www.gxs.com>

Microsoft Partner Ecosystem



JDA Software Group Inc. is the global leader in helping more than 4,800 retail, manufacturing and wholesale customers in 60 countries realize real demand chain results. By capitalizing on its market position and financial strength, JDA commits significant resources to expanding and advancing the JDA Portfolio suite of demand chain solutions. JDA Portfolio software enables high-performance planning, promoting, flowing, pricing, managing and selling of finished goods from the supplier warehouse to the consumer. With offices in major cities around the world, JDA employs the industry's most experienced demand chain experts to develop, deliver and support its solutions.

<http://www.jda.com>



Could a new approach to your supply chain be the competitive advantage you need? As a leading supply chain solutions provider, Manhattan Associates enables source-to-consumption operational excellence with its demand intelligence, advanced planning, supply chain planning and supply chain execution solutions. These solutions leverage state-of-the-art technologies, innovative industry-specific practices and our deep domain expertise to enable the company's 1,200 customers worldwide to enhance profitability, performance and competitive advantage.

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RedPrairie Corp. is the world's leading consumer-driven optimization company. Built on an advanced service-oriented architecture developed over the past 10 years, the RedPrairie integrated suite of end-to-end (E2e) solutions offers on-demand capabilities to over 25,000 sites worldwide for many of the world's largest companies. With 21 global service sites and standard service methods that have been validated over the past 30 years, RedPrairie provides unparalleled service and support.

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SAP Retail Solutions GmbH & Co. KG is the world's leading provider of business software solutions to the retail industry. Through the SAP for Retail solution portfolio that combines mySAP Business Suite solutions with a broad set of integrated retail applications to help companies profitably serve consumer demand across multiple channels. With the acquisitions of Triversity and Khimetrics, SAP's end-to-end solution now includes SAP Triversity point of sale and SAP Khimetrics demand intelligence. Today, more than 3,400 retailers worldwide are SAP customers, more than 470 of which are using merchandising-specific applications from the SAP for Retail solution portfolio. Built on the open architecture of the SAP NetWeaver platform, SAP for Retail includes core capabilities for financial management, human resources, supplier relationship management and customer relationship management, as well as support for industry-specific merchandise management and planning, store and channel management, demand forecasting, replenishment, sophisticated allocation, workforce management, POS data management and RFID.

<http://www.sap.com/usa/retail>



Founded in 1975, Microsoft is the worldwide leader in software, services and solutions that help people and businesses realise their full potential.

More information on supply chain management can be found at: www.microsoft.com/retail

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