

Transform Procurement with SAP S/4HANA® and SAP® Ariba® Solutions



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Trends in Procurement

SAP embraces digital transformation with SAP S/4HANA® as the digital core and supplier collaboration enabled by SAP® Ariba® solutions. Today, many SAP customers running solutions such as the SAP Supplier Relationship Management (SAP SRM) application want to understand which solution set SAP recommends to address their new challenges. This paper targets our enterprise customers and provides an overview on how they can transform their procurement function to [stay relevant and focus on the value for the business](#).

The procurement function goes through constant change as chief procurement officers (CPOs) continue to deliver bottom-line savings but increasingly focus on value creation for the company. CPOs need to work with their teams to respond to the following key trends that disrupt the way CPOs currently run the procurement function:

- **Hyperconnectivity:** Every supplier, consumer, and machine is connected, disrupting established business channels, processes, and relationships.
- **Big Data:** The limits of twentieth-century computing power are gone. Networking and in-memory computing allow for the creation of new business opportunities previously unimaginable.
- **Cloud computing:** Both technology and software infrastructure are now leased to eliminate barriers to entry. Project timelines are shortened dramatically, and customer relationships are becoming increasingly direct.
- **User experience:** Enhanced user experience through technology and easy data access using mobile devices are quickly becoming basic requirements as smartphones and tablets become mainstream in the workforce.





KEY VALUE DRIVERS

Most of the CPOs we speak with have achieved a high degree of spend under management. Today, they are focusing on two issues:

- Providing more value to the business: engaging with the business on topics such as evolving from selling only products to delivering solutions and services
- Becoming a strategic advisor: monitoring market innovations and connecting innovative new suppliers with engineering to leverage their latest technologies

For more than 40 years, SAP has been working closely with CFOs and CPOs to deliver best-practice processes and software solutions that allow finance and procurement to continuously improve their value contribution to the company and help drive bottom-line impact.

Today, the following solutions are widely deployed and support the procurement function of our customers:

- SAP Supplier Relationship Management application
- SAP ERP application, the materials management component
- SAP Contract Lifecycle Management application
- SAP Supplier Lifecycle Management application
- SAP Sourcing application
- SAP Ariba solutions
- Business intelligence offerings

The business cases that procurement builds around IT projects are usually centered on the same key value drivers that have been used over the past 10 to 15 years, the same ones that drove many decisions for SAP to become the strategic partner to deliver the procurement solutions such as those listed above.



Integration of SAP S/4HANA with SAP Ariba solutions and SAP Fieldglass solutions provides access and outreach to partners and suppliers outside the four walls of the organization.

What has changed, however, are the practices that CPOs implement to capture value, as shown in this table.

Value Driver	Value Capture – Today	Value Capture – Future
Costs of procurement as percentage of spend	Ownership by procurement function of operative, tactical, and strategic tasks to drive savings	Operational tasks are automated and run electronically. The procurement function has fewer but more-experienced employees that are focused on value creation and strategic activities.
Spend under management	Rollout of catalogs to address indirect spend	Guided buying (curated shopping) offers state-of-the-art user experiences and in-context transparency on policies and workflow approvals. Address functional buyers, such as facilities, marketing, and IT, with in-context collaboration and predictive information such as preferred suppliers.
Percentage of electronic invoices	Supplier portals for purchase orders and invoices	Business networks enable collaboration with an ecosystem of trading partners in a fully automated, end-to-end process.
Number of procurement FTEs per €1 billion of spend	Automation through catalogs	Spot-buy capabilities reduce sourcing efforts. Increase supplier responsibilities through the network.
Discount capture rate	Scanning solutions followed by electronic approval workflows	Touchless e-invoicing provides immediate visibility. Increase in payment terms is supported with supply chain financing or dynamic discounting.
Number of invoices per accounts payable FTE	All invoices are processed	Electronic processing of invoices occurs after rules-engine validation.



As procurement becomes more actively involved in the core business of the company and works more closely with plant managers, heads of supply chain, and others, leading CPOs will look at measuring their impact with the following key performance indicators (KPIs) of the core value chain.

CPOs should choose their procurement platform based on its ability to support them capturing value with tomorrow's best practices.

Value Driver	Value Capture – Today	Value Capture – Future
New-product lead time	Minor or no supplier innovation triggered by procurement	<ul style="list-style-type: none"> • Fostering adoption of supplier-driven innovations in highly outsourced environments • Quotation for components during design • 3D printing of components
Supply chain recovery time	Standard supplier collaboration by e-mail, mail, and workflow	<ul style="list-style-type: none"> • Electronic supplier collaboration in manufacturing and supply chain • Supplier risk management
Asset uptime	Manual ordering	<ul style="list-style-type: none"> • Sensor-driven ordering of spare parts as part of predictive asset management scenarios • Buying and specifying Internet-of-Things-ready assets
Supply chain resilience	Hold inventory	<ul style="list-style-type: none"> • Inventory minimized by vendor-managed inventory • Rapid refills • Enhanced logistics

Procurement Solutions from SAP

The integration of SAP S/4HANA with SAP Ariba solutions and SAP Fieldglass® solutions enables a tangible step change in performance, speed, visibility, and control. With SAP S/4HANA as the digital core, organizations have the ability to manage massive data in order to run live with access to real-time digital visibility into all corners of their operations. SAP S/4HANA covers all operational procurement processes, including purchase requisitioning and order processing, invoice processing, order confirmation, and operational contract management. Procurement is supported by real-time embedded analytics across all spend segments, enabling improvements in the performance, visibility, and usability of procurement processes.

As shown in Figure 1, SAP Ariba solutions extend these core operational processes with guided buying, collaborative sourcing and contracting, and networked-based, end-to-end supplier collaboration to deliver a new, guided, and simplified user experience that reaches all employees of a company and meets the expectations of a new generation of millennial users. With SAP Ariba solutions and SAP Fieldglass solutions, organizations have the added visibility into suppliers' ability to commit and fulfill goods and service orders. They can collaborate on changed order priorities, track shipments, provide service entries, and share delivery schedules, forecasts, and inventory across the extended supply chain. These capabilities are designed to enable real-time collaboration that optimizes the supply chain and reduces supplier and supply chain risks.

Figure 1: Procurement Solutions from SAP

Supplier collaboration with Ariba® Network		
Guided user buying		
Collaborative sourcing and contract management	Operational purchasing	
Supplier management		
Inventory and basic warehouse management	External workforce management	Invoice and payables management
Procurement analytics		

Integration of SAP S/4HANA with SAP Ariba solutions and SAP Fieldglass solutions provides access and outreach to partners and suppliers outside the four walls of the organization. From a finance perspective, for example, this means that treasury and accounts payable will have accurate and real-time views of cash positions and digital transactional data (eliminating paper) that open up more opportunities to leverage early-payment discounts with suppliers using either buyers' own funds or the capabilities of the Ariba Supply Chain Finance solution.

Together, SAP S/4HANA, SAP Ariba solutions, and SAP Fieldglass solutions cover the global, integrated, end-to-end, source-to-pay process. This includes guided buying, collaborative sourcing and contract management, operational purchasing, supplier information and master data, inventory management, plan-driven procurement and supply determination, services management, and invoice and payables management.

This **table** shows the key capabilities provided by SAP solutions.

Solution Area	Key Capability
Ariba® Network for supplier collaboration	<ul style="list-style-type: none"> • PO, invoice, and service entry sheet automation • Supply chain automation • Payables automation • Catalogs • Open application programming interfaces (APIs) and business-to-business integration • Portals • Supplier profiles • Event management, RFx documents, and contracts
Guided buying	<ul style="list-style-type: none"> • Guided services and materials requisitioning • Policy configuration • Category buying channel management
Collaborative sourcing and contract management	<ul style="list-style-type: none"> • Creation and supplier collaboration • Category management, projects, and workflow • Bill of materials, workflow, and syndication • Operational contract management* • Source assignment*
Operational purchasing	<ul style="list-style-type: none"> • Self-service requisitioning# • Purchase order processing* • Purchase order collaboration • Managed catalogs (internal and external), price validation, and content enrichment • Requirements processing*
Supplier management	<ul style="list-style-type: none"> • Supplier discovery • Classification and segmentation* • Third-party risk and data augmentation • Supplier evaluation*
Inventory and basic warehouse management	<ul style="list-style-type: none"> • Goods issue and receipt • Basic warehouse management • Basic shipping
External workforce management	<ul style="list-style-type: none"> • Contingent worker lifecycle management • Services purchasing and entry* • Vendor management system
Invoice and payables management	<ul style="list-style-type: none"> • Invoice workflow and exception management • Invoice collaboration • Invoice processing* • Contract invoicing • Dynamic discounting and supply chain finance • Accounts payable*
Procurement analytics	<ul style="list-style-type: none"> • Spend visibility* • Real-time reporting and monitoring*

*Core capability offered with SAP S/4HANA Enterprise Management

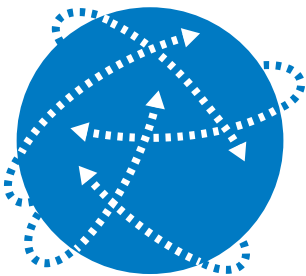
#For cloud deployments with SAP Ariba solutions and for on-premise deployments with SAP S/4HANA





All spend – from low-value, nonsourced items to catalogs and maintenance, repair, and overhaul (MRO) spend, services, and direct materials – is supported by SAP's vision for digital procurement. Now, all purchasing can be managed in one place and in a highly collaborative, real-time manner because it is all digital, from SAP S/4HANA across the network to your suppliers. The coupling of SAP S/4HANA with Ariba Network expands the reach of digital communications way beyond your enterprise.

SAP customers and partners have the flexibility and choice to adapt to their evolving business requirements by changing their existing on-premise SAP solutions. Customers that have licensed SAP ERP, SAP SRM, SAP CLM, SAP Supplier Lifecycle Management, or SAP Sourcing can work with their SAP account executive to leverage our cloud extension policy. They can decide to reallocate elements of their installed on-premise solutions to SAP Ariba solutions or SAP Fieldglass solutions, replacing the affected on-premise license and maintenance with public cloud subscriptions.



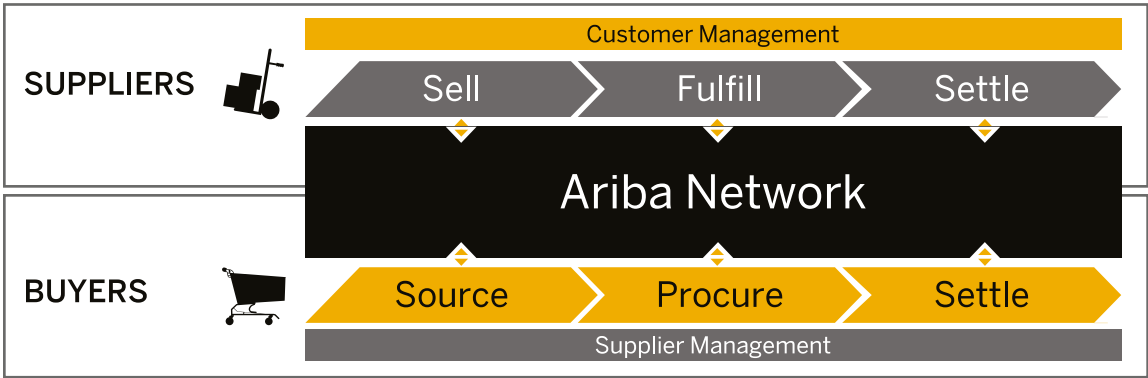
With its extensibility options, SAP S/4HANA helps organizations chart their own journey while delivering the innovations at an increasingly faster pace and staying ahead of the curve.

Recommendation for SAP Customers

Customers are asking SAP for recommendations on how best to take advantage of this continuous stream of innovations delivered with SAP S/4HANA, SAP Ariba solutions, and SAP Fieldglass solutions. They also want to know

how this relates to their current SAP software implementations. This is best done by reviewing the key processes within the procurement line of business (see Figure 2).

Figure 2: The Source-to-Settle Process



ARIBA NETWORK

All processes across sourcing, direct and indirect procurement, and payments are natively connected to the Ariba Network in the following ways:

- Most of the solution requirements have a need for **collaboration** and must match the process of the supplier. Sourcing needs to match with the supplier's sales marketing process, buying with the supplier's dispatch process, and paying with the supplier's receivables process.
- With the need for a high level of adoption comes the need for a service to welcome and **onboard all suppliers at scale**.
- The network is key to **automating business processes**. It goes beyond transmitting documents to understanding context, checking and correcting documents, and returning to sender when agreed-upon business rules are not met.

RECOMMENDATION

Customers should reduce slow and costly paper-based processes by extending operational procurement with supplier collaboration over the Ariba Network. Customers should evaluate new supply chain collaboration features that extend the Ariba Network beyond pure purchase order and invoice collaboration to supply chain message types, such as exchanging demand forecasts, schedule agreements, and component inventory and consumption.





SOURCE

The sourcing and contract lifecycle solution is part of SAP Ariba solutions, and it is deployed in the cloud. It supports the following activities:

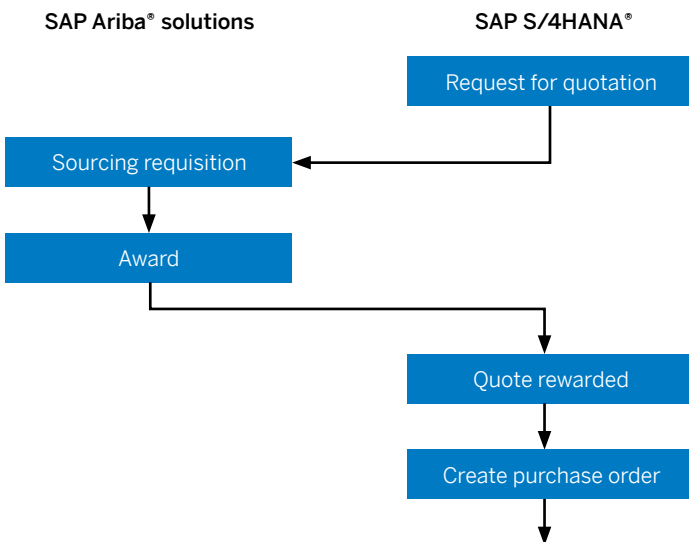
- **Getting the best prices** is the biggest lever and the way to get measurable value early on in your deployment journey to SAP S/4HANA. Procurement has the authority to bundle indirect spend across suppliers. In direct procurement, getting better prices with higher volumes is done in partnership with engineering. A good example of this is the platform strategy in the automotive industry, where synergies are created by using the same component in many different models and by adapting specifications during live auctions.
- **Managing risk** is critical, and only a collaborative sourcing tool helps ensure that you engage only with suppliers that adhere to the strictest standards of quality, delivery, and integrity.
- **Managing specifications** makes sure that we know exactly what is bought. For indirect spend, this is asking stakeholders or analyzing previous spending projects. For direct, it is integrating with engineering and planning systems.

RECOMMENDATION

Customers should plan to adopt Ariba Collaborative Sourcing (including contracts) and replace current sourcing solutions that are part of SAP® Supplier Relationship Management or SAP Sourcing applications. Customers in manufacturing and consumer industries should evaluate the new, innovative capabilities for direct material sourcing in SAP Ariba solutions. Operational contract management will be available in SAP S/4HANA®.

Use Case: Execute Sourcing in SAP Ariba® Solutions

Figure 3: Integrated Sourcing and Purchase Order Creation



Implement the Ariba Sourcing solution to generate incremental savings by tapping into the large supply base of the Ariba Network. Once business is awarded, continue operational processes in SAP S/4HANA.

Value capture:

- Increase spend under management with Ariba Sourcing
- Increase savings percentage per year through professional supplier selection
- Increase percentage of spend that is e-sourced
- Reduce nonsourced and free-text purchase orders

Integration: Native integration between SAP S/4HANA and SAP Ariba solutions is available for this use case.

PROCURE

Both sourcing and payables processes are usually independent of what you are buying and very similar across spend categories. This is different for the central part of the choose-buy-pay flow. It varies considerably by industry and by what you are buying.

Request: Indirect Procurement

Potentially, indirect demand can come from every person in the company. Users should be guided through the process, want to spend as little time as possible with procurement, and might want to use their mobile devices.

Demand also comes from all sorts of sensors: think Industry 4.0. Demand from sensors is hard to predict and may come from scenarios such as a shop-floor worker zapping a QR code on the bottom of the bin as she takes the last box of disposable safety gloves. Or a temperature-warning sensor goes off on a piece of equipment, requiring an engineer to be dispatched.

Successful indirect procurement requires the following:

- **High adoption** can be achieved only by making sure all users and all suppliers are present and correct in the system.
- To achieve **compliance**, guide users simply and painlessly to preferred suppliers, following company policies in a way that is easier than sending e-mails.
- The solution must be **easy to use** and enable untrained users to use the system at any time, from anywhere, and from any device to get the job done.

RECOMMENDATION

The indirect procurement process is supported by SAP Ariba® solutions, SAP S/4HANA® Enterprise Management, or a combination of the two. Customers need to evaluate the amount of their potential savings for indirect spend to determine their direction.

For an **on-premise deployment**, and in cases where basic indirect procurement capabilities are sufficient, customers can move indirect procurement to SAP S/4HANA Enterprise Management. Areas where this solution offers major improvements over SAP ERP or SAP SRM are usability, embedded analytics, global search across master data and business documents, and cross-catalog search for self-service processes. Customers should leverage the Ariba Procurement Content solution for catalog provisioning and Ariba Network for transaction collaboration with suppliers.

For a **cloud deployment** or when indirect spend is a significant cost driver, customers may consider the Ariba Procure-to-Order and Ariba Procure-to-Pay solutions, replacing indirect procurement currently implemented with SAP SRM or SAP ERP. SAP Ariba solutions generate savings by leveraging guided buying with consumer grade shopping, mobile buying scenarios, and by addressing functional buyers such as marketing, IT, or facilities.

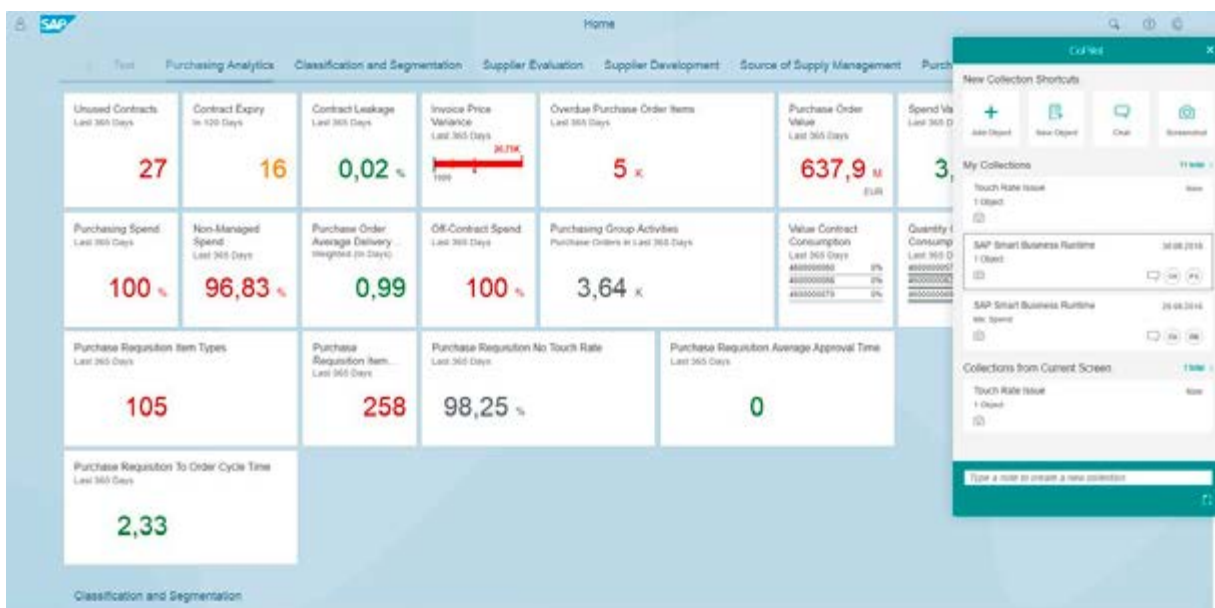
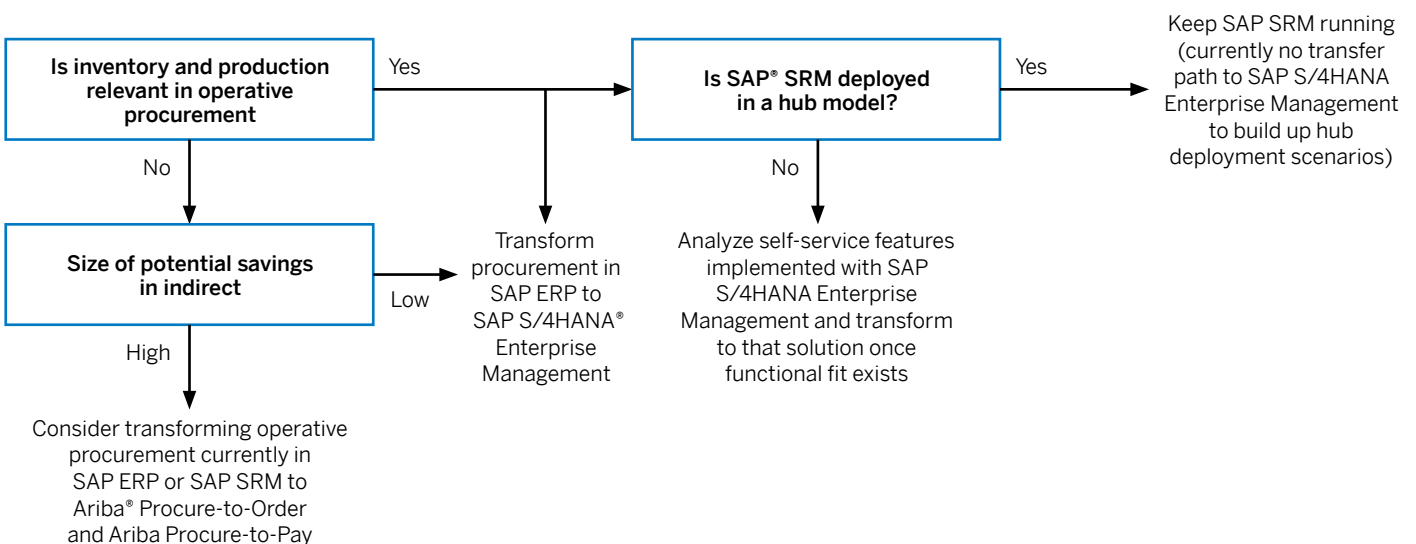


DECISION TREE FOR OPERATIONAL PROCUREMENT

As described above, SAP customers are running operational procurement with the SAP ERP application (materials management) or with a combination of materials management and the

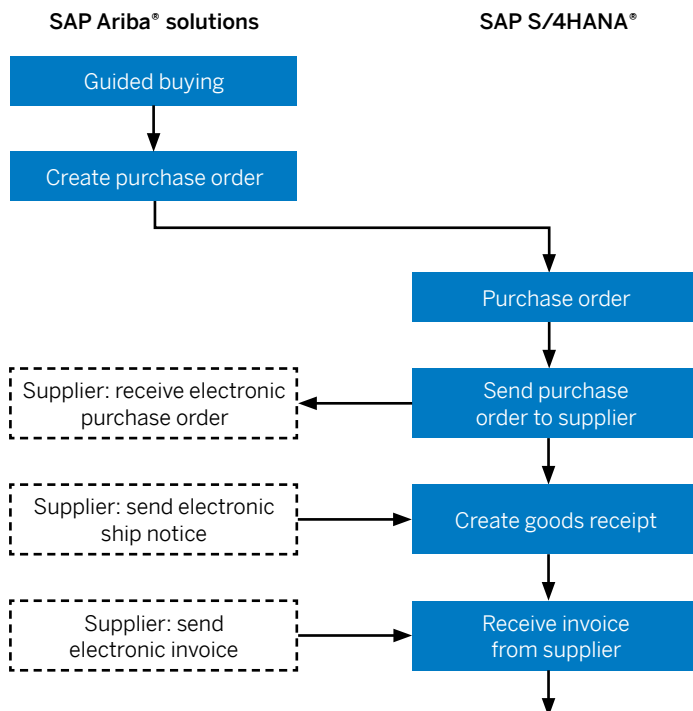
SAP Supplier Relationship Management application. Depending on current usage, the transformation path to SAP S/4HANA Enterprise Management and SAP Ariba solutions looks slightly different, as shown in Figure 4.

Figure 4: Transformation to SAP S/4HANA Enterprise Management and SAP Ariba Solutions



Use Case: Guided Buying to Address Functional Buyers

Figure 5: Guided Buying

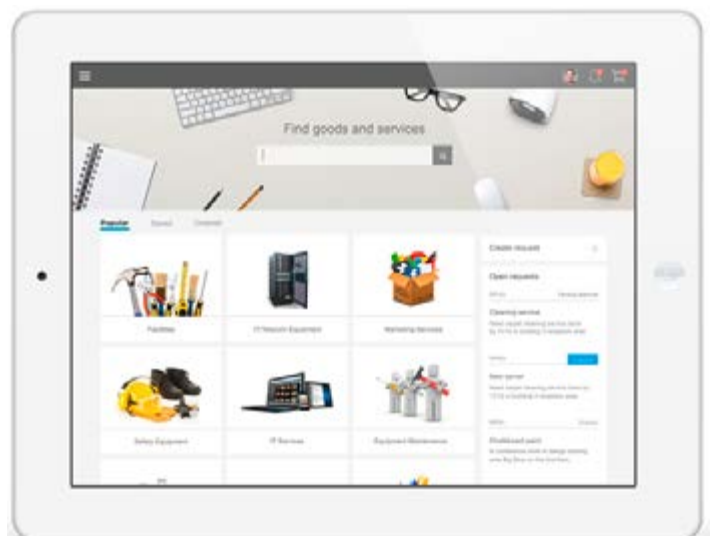


Support functional buyers, such as those in marketing who usually follow procurement processes only on a pro forma basis, with guided buying, and enforce better control. Continue operational processes in SAP S/4HANA and communicate with suppliers over Ariba Network.

Value capture:

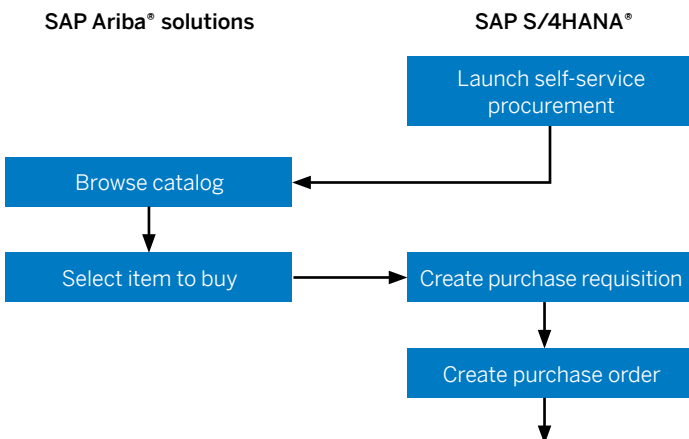
- Increase spend under management by addressing functional buyers with guided buying
- Increase percentage of e-invoices
- Increase number of invoices processed by accounts payable FTEs through e-invoicing and a rules engine in Ariba Network
- Increase the discount capture rate through reduction of average invoice-approval time

Integration: The SAP Ariba Procure-to-Order solution is connected to SAP S/4HANA through SAP Process Integration technology. Native integration is planned for future enhancements.



Use Case: Buying Nonsourced Goods

Figure 6: Self-Service Procurement



Leverage content provided from your suppliers through their catalogs maintained in the Ariba Network. Execute the operational procurement process in SAP S/4HANA.

Value capture:

- Decrease maverick spend with broad catalog coverage of items
- Decrease number of procurement FTEs per US\$1 billion in spend by shifting tasks to suppliers

Integration: Native integration between SAP S/4HANA and SAP Ariba solutions is available for this use case.



SAP offers one of the most complete suites of software solutions – including cloud and on-premise solutions – for procurement on the market today, covering the entire process from source to buy to pay.

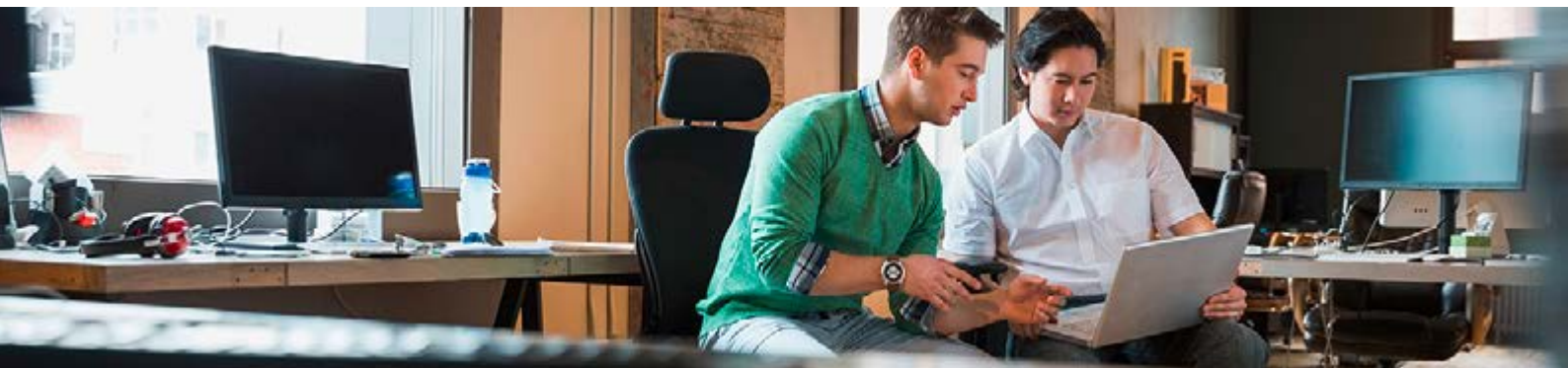
Procure: Services Procurement

Customers increasingly use their ecosystem to get tasks done by commissioning services.

- For services where success is highly dependent on **who** does the job, it is critically important to identify the right candidates from a broad ecosystem of contractors, manage statements of work, and ensure you pay market rates.
- For services where the scoping of complex engagements around the “**what**” and “**how much**” is important (think maintaining and mowing 100,000 square meters of lawn), the focus is on maximizing preferred-supplier savings and eliminating overbilling.

RECOMMENDATION

Customers should consider implementing SAP® Fieldglass® solutions for service procurement scenarios if it is important who provides the service (temporary labor or professional services, for example). For scenarios where the “what” is more important, follow your strategy on indirect procurement: either transforming from materials management in SAP ERP to SAP S/4HANA® or implementing SAP Ariba® solutions





Procure: Direct Procurement

For SAP customers, the key element of the direct procurement process is SAP S/4HANA Sourcing and Procurement. The needs in direct procurement are fundamentally different from indirect. Demand in direct procurement comes from make to stock (MRP runs), make or engineer to order (project system), and service orders (service or maintenance orders).

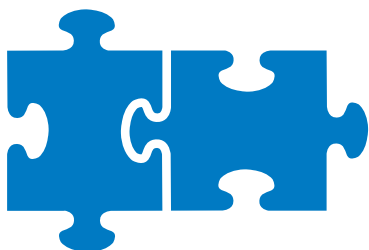
Issues such as compliance or adoption are replaced by the need for high automation, data integrity, and speed:

- **Automation** is driven through digital connections from back-end systems straight to the digital systems of supply chain partners.
- **Data integrity** is key for seamless execution across functions in your company with complex, hierarchical data objects.
- As the procurement function takes a more prominent role in the company to ensure a stable and fast supply chain, **speed** is critical. It is the role of procurement to react quickly on disruptions from global suppliers and to hear about them immediately through supplier-

risk technology across the network. As supply chains become agile, changes to demand forecasts in SAP S/4HANA are communicated to your suppliers in real time.

RECOMMENDATION

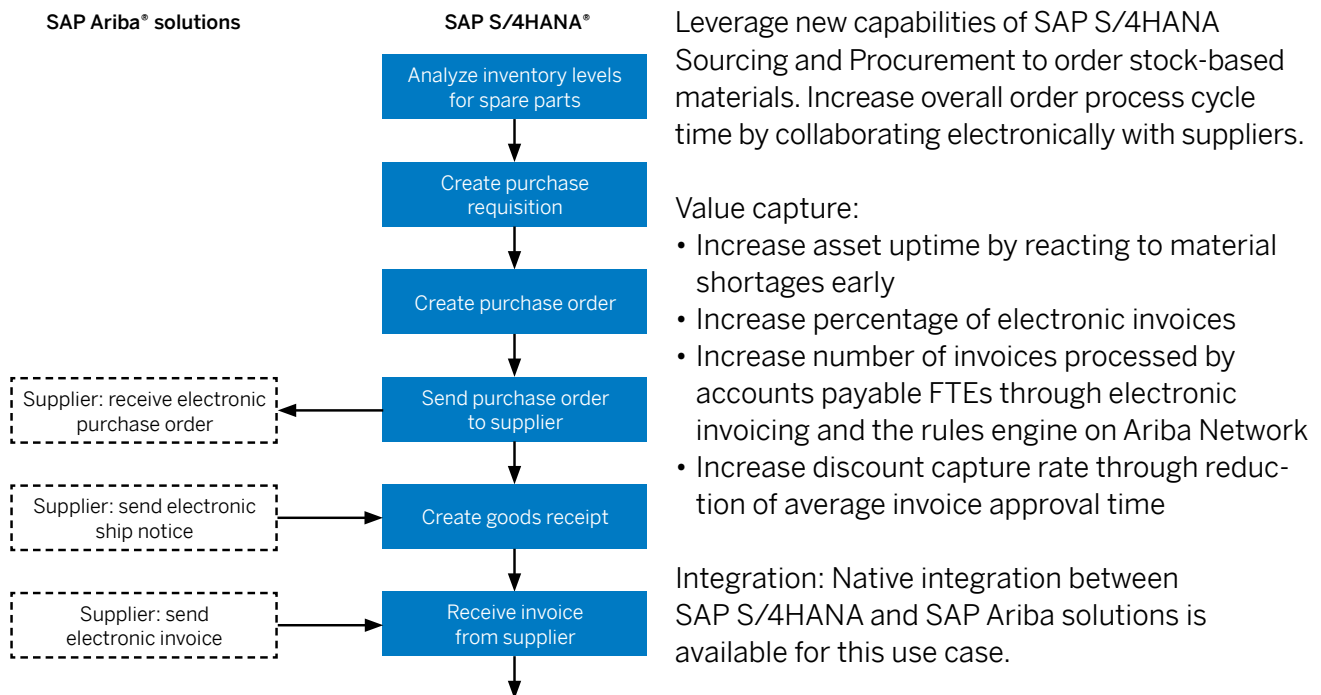
Customers should transform direct procure-to-pay processes currently implemented with the materials management component in the SAP® ERP application or with the SAP Supplier Relationship Management application to SAP S/4HANA® Enterprise Management to benefit from increased usability, embedded analytics, and real-time material requirements planning. Customers should plan to extend the process flow to suppliers with the Ariba® Collaborative Supply Chain bundle and integrate with the Ariba Sourcing solution to better leverage supplier innovations, design for reduced cost of goods sold, and speed up the product innovation lifecycle.



Procurement is supported by real-time embedded analytics across all spend segments, enabling improvements in the performance, visibility, and usability of procurement processes.

Use Case: Materials Shortage Triggers Replenisher to Create a Purchase Order

Figure 7: Integrated Purchase Order Processing





SETTLE

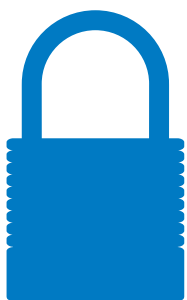
For SAP customers, the key element of the reconcile-and-pay process is SAP S/4HANA Finance. **New cash management** dashboards provide real-time information as you automate accounts payable communication. Capabilities such as supply chain financing and dynamic discounting allow you to establish close relations with your suppliers and create win-win situations for the respective treasury departments as they optimize days payables outstanding (DPO) and days sales outstanding (DSO), respectively.

With the new capabilities of SAP S/4HANA, we address the key requirement of all customers: **automation and reduction of administration.**

This is achieved when you eliminate paperwork and e-mails and start communicating digitally with suppliers – a key element in your journey to “lights-out shared services.”

RECOMMENDATION

Customers should plan to adopt SAP S/4HANA® Finance to support accounts payable processes. Customers should evaluate SAP® Ariba® financial solutions such as AribaPay™ to optimize payment terms and turn the treasury department into a profit center.



AribaPay frees buyers from capturing and maintaining supplier bank account information and removes the risk of fraud associated with paper checks.

SOLUTION EXTENSIBILITY

With its extensibility options, SAP S/4HANA helps organizations chart their own journey while delivering the innovations at an increasingly faster pace and staying ahead of the curve.

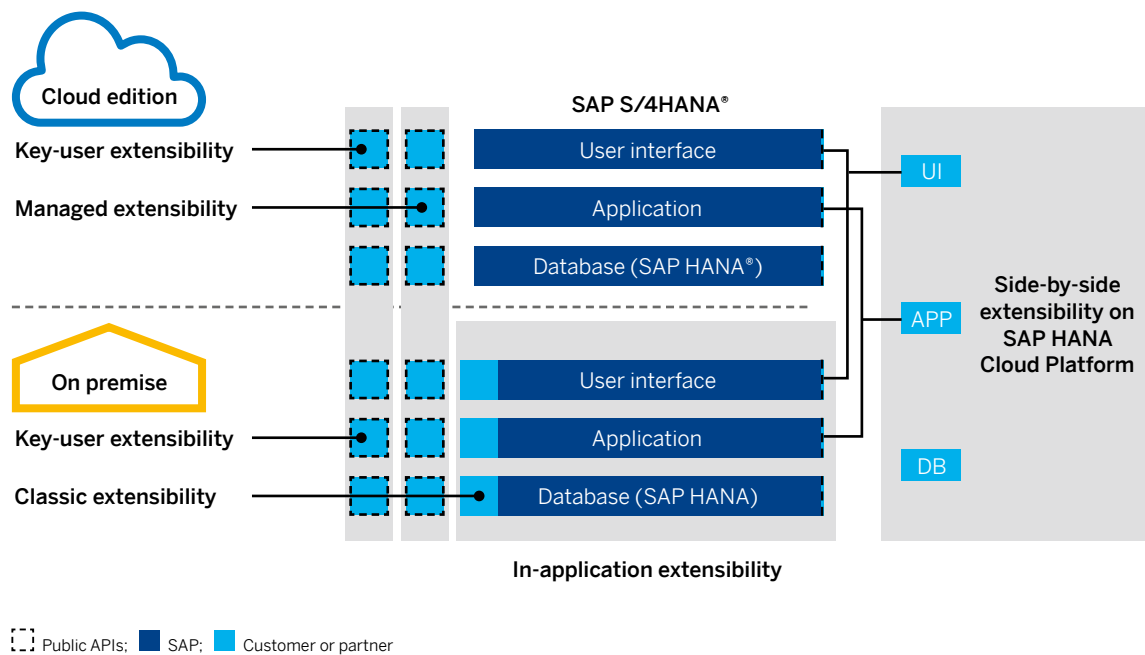
SAP provides two powerful extensibility concepts, as shown in Figure 8:

- Side-by-side extensibility with SAP HANA® Cloud Platform enables customers of both on-premise and cloud solutions to build completely new user

interfaces (UI) based on the SAP Fiori® user experience, integrate with other cloud applications, or build new applications.

- In-application extensibility with built-in tool sets enables customers to adapt the UI layout and context, create custom fields and tables, create and extend analytical reports or forms, and change the business logic. Customers running solutions on premise get classic extensibility to change or adapt the UI, application, and data-base, compared to cloud solution customers.

Figure 8: Extensibility Concepts in SAP S/4HANA



Benefits and Next Steps

Today, more than 20,000 SAP customers use SAP ERP (materials management) or SAP Supplier Relationship Management for procurement and sourcing. To ensure you can take advantage of our procurement strategy, we have developed an approach to jointly review your business processes and develop your procurement road map.

With this approach, we:

1. Analyze your current usage
2. Discover new value-adding scenarios and opportunities for digital transformation
3. Run the implementation to drive maximum value capture

To execute jointly on procurement transformation, leverage the following SAP services:

- Identify expected value and benefits. Attend a value discovery workshop. Uncover business priorities (including combination with SAP S/4HANA) and define target cloud scenario (cloud or hybrid). SAP will develop a collaborative value assessment centered

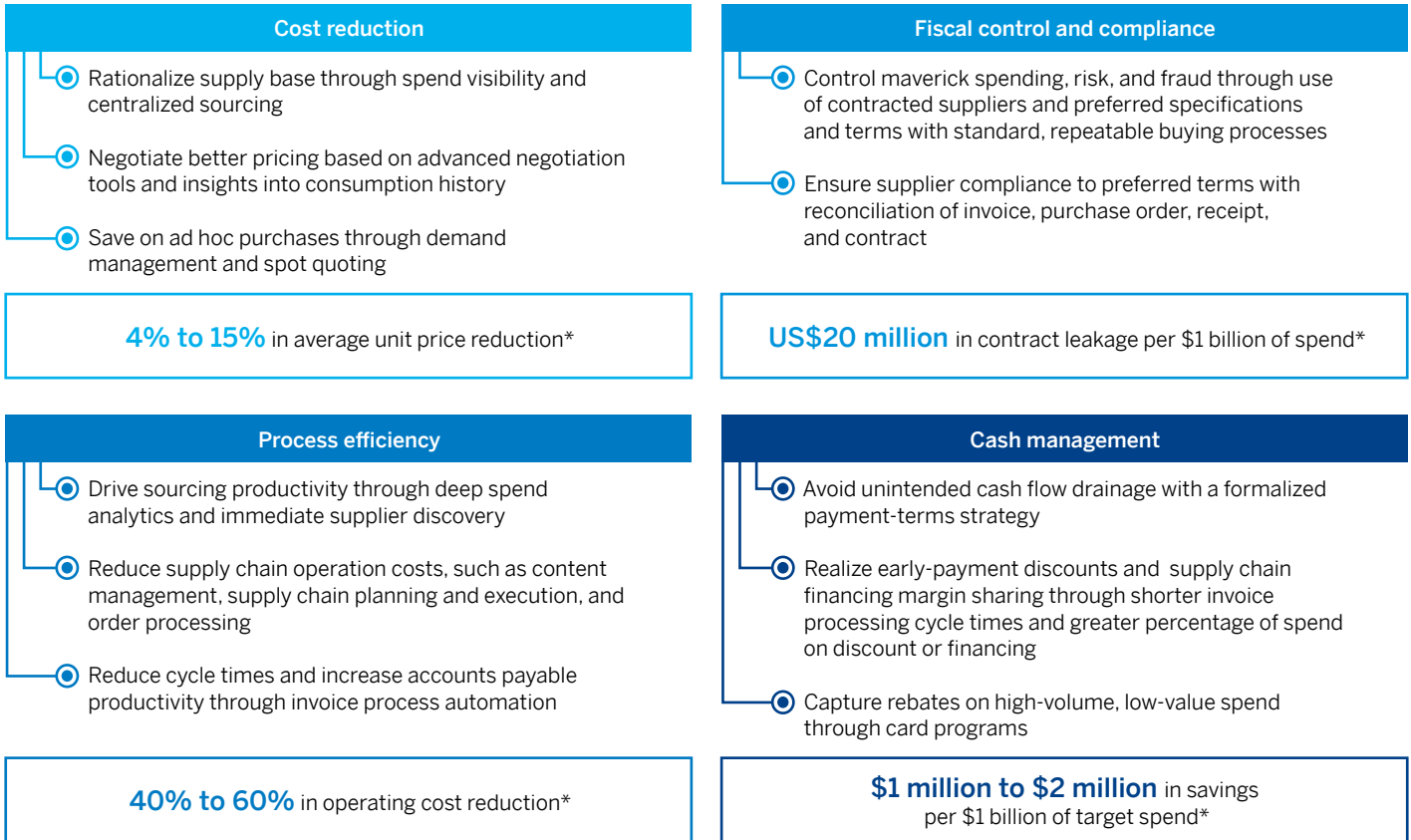
around optimization potential for cost reduction, process efficiency, fiscal control, and cash management (see **Figure 9**).

- Plan the digital transformation. Execute a benchmarking assessment and create a joint point-of-view document. Adopt the business case and conduct a readiness check.
- Start migration and transition planning. Define migration and implementation strategy, including dependencies and prerequisites for the target cloud scenario. Address security and privacy requirements. Create a migration and transformation plan, including timeline, service levels, and priorities.
- Execute technical implementation including system integration. Run technical tests. Migrate data and implement functions based on ready-to-use business-process templates. Perform system checks and business-process tests and analyze operations impact.
- Execute change management. Enable suppliers to successfully adopt collaborative business commerce practices and tools by conducting administrator and user training.



All purchasing can be managed in one place and in a highly collaborative, real-time manner because it is all digital, from SAP S/4HANA across the network to your suppliers.

Figure 9: Improvement Opportunities for Source to Pay



*Source: SAP performance benchmarking and SAP organizational change management practice

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