



## Simplify the Complexity with SAP BTP:

BTP helps your business processes become nimble, resilient, data-driven, and optimized.

**Bob Sakalas**

Innovation Strategist & Evangelist

**Jack Mason**

Head of BTP COE, South Market

SAP Center of Excellence

October 23, 2023

SAP CUSTOMER



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Do you agree?

Accurately perceiving the big picture situation and  
**predicting the future well**

leads to better decisions, focusing on right projects, taking the right actions.



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What will **enterprise systems** look like in 2030?  
How will the situation be different?

Business cycles & processes will be  
**much faster** than they are today.

What will **enterprise systems** look like in 2030?  
How will the situation be different?

Enterprise applications will be  
more **diverse** in 2030.

What will **enterprise systems** look like in 2030?  
How will the situation be different?

Large corporations will be ~~100%~~ **75%**  
in the **cloud** by 2030.





What will **enterprise systems** look like in 2030?  
How will the situation be different?

Customers will expect everything  
in **real-time.**

What will **enterprise systems** look like in 2030?  
How will the situation be different?

Decision makers will expect data-driven  
insights in **real-time**.

What will **enterprise systems** look like in 2030?  
How will the situation be different?

**Artificial intelligence** will fix it all, making  
systems integrated & real-time.

What will **enterprise systems** look like in 2030?  
How will the situation be different?

Repetitive work will be more  
**automated** by 2030.

What will **enterprise systems** look like in 2030?  
How will the situation be different?

Market share changes will be  
**faster** in 2030.

What will **enterprise systems** look like in 2030?  
How will the situation be different?

COVID-19 will be the **last black swan**  
disruption we must overcome.



What will **enterprise systems** look like in 2030?  
How will the situation be different?

Many companies will be **100% reliant** on I.T. applications to operate.

What will **enterprise systems** look like in 2030?  
How will the situation be different?

I.T. challenges will be more  
**complicated** than today.



What will **enterprise systems** look like in 2030?  
How will the situation be different?

**The most likely enterprise systems  
reality in 2030** (.90 probability)



real-time insights

real-time customers

moving faster

multiple clouds / hybrid

more diverse landscapes

**A network of modular, cloud applications &  
a fabric of data that is integrated, near-real-time, and highly adaptable.**

acute competition

I.T. mission more complicated

greater automation

business & tech inseparable

It's not the oldest, most established companies that survive and thrive,  
it is the ones **most adaptable** to change.



BTP was created to help SAP customers become  
nimble, adapt quickly, and embrace change.



7

mm

|||

60

80

100

120

140

160

180

200

220

240

40

20

0





Applications

App Requests outpacing I.T. pace of delivery

Expectation of intuitive consumer-grade graphical quality





Applications

Data-Driven  
Insights

The C-Suite officers expect real-time visibility

Pressure to digitize and connect all applications together



Applications

Data-Driven  
Insights

Optimized  
Processes

Processes must become more intelligent and flexible

Decisions must be more data-driven and intelligent





App Requests outpacing I.T. pace of delivery

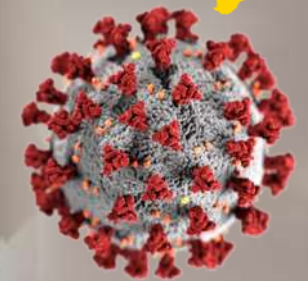
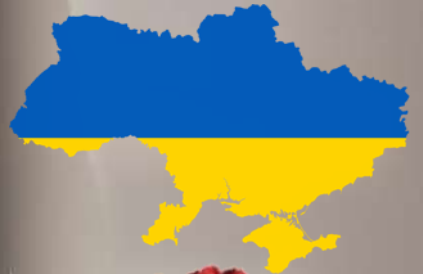
Expectation of intuitive consumer-grade graphical quality

The C-Suite officers expect real-time visibility

Pressure to digitize and connect all silo applications together

Processes must become more intelligent and flexible

Decisions must be more data-driven and intelligent





# Are these your key Challenges, as well?

An aerial photograph of a city skyline, likely Dallas, Texas, featuring several prominent skyscrapers. The image is overlaid with six text boxes of different colors (orange, blue, purple) containing text about key challenges in business and technology. The text boxes are arranged vertically from top to bottom, with the top one being orange and the others being blue or purple. The background shows a mix of high-rise buildings and lower residential or commercial structures, with greenery and roads visible in the foreground.

App Requests outpacing I.T. pace of delivery

Expectation of intuitive consumer-grade graphical quality

The C-Suite officers expect real-time visibility

Pressure to digitize and connect all silo applications together

Processes must become more intelligent and flexible

Decisions must be more data-driven and intelligent

# Complexity is the key underlying challenge

App Requests outpacing I.T. pace of delivery

**Complexity slows development**

Expectation of intuitive consumer-grade graphical quality

Top executives (and all managers) expect real-time visibility

**Complexity creates silos & makes integration difficult**

Pressure to digitize and connect all silo applications

Processes must become more intelligent and flexible

Decisions must be more data-driven and intelligent



# Harmony Matters



“Sony had the device, the channel, and the content... and we lost to a competitor that started with none of these things.”

- Sir Howard Stringer  
Former CEO, Sony



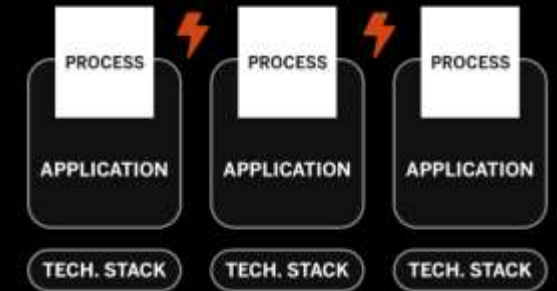
Since the iPod launch, Sony's value is 3X larger while Apple has gone from \$10B to \$3,030B (300X larger) today

(all figures in 2023 US dollars, June 2023) (S&P500 over same timeframe is ~3.3X larger)

# How Did Companies Get Here?

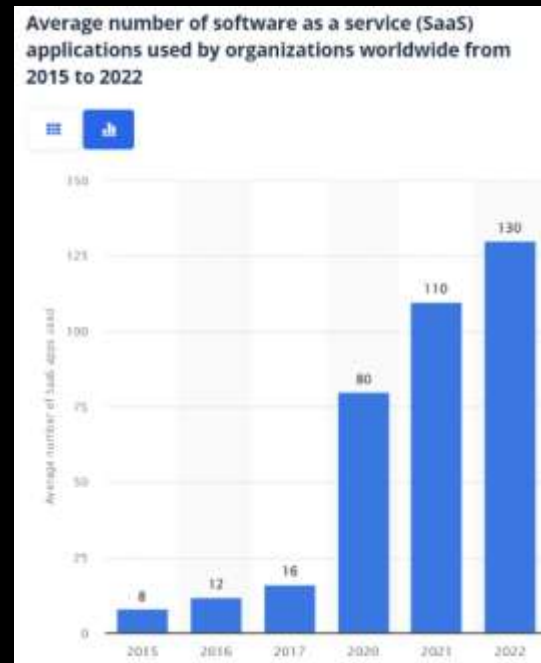
Fortune 500 average  
484 Applications

SOLELY TECHNICALLY INTEGRATED SOLUTIONS

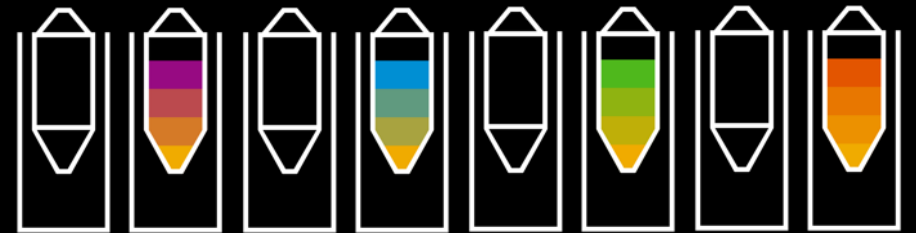


For decades, most of us have been focused on the wrong **problem**

Will SaaS save us?



Are 99% of I.T. vendors helping you **simplify**?



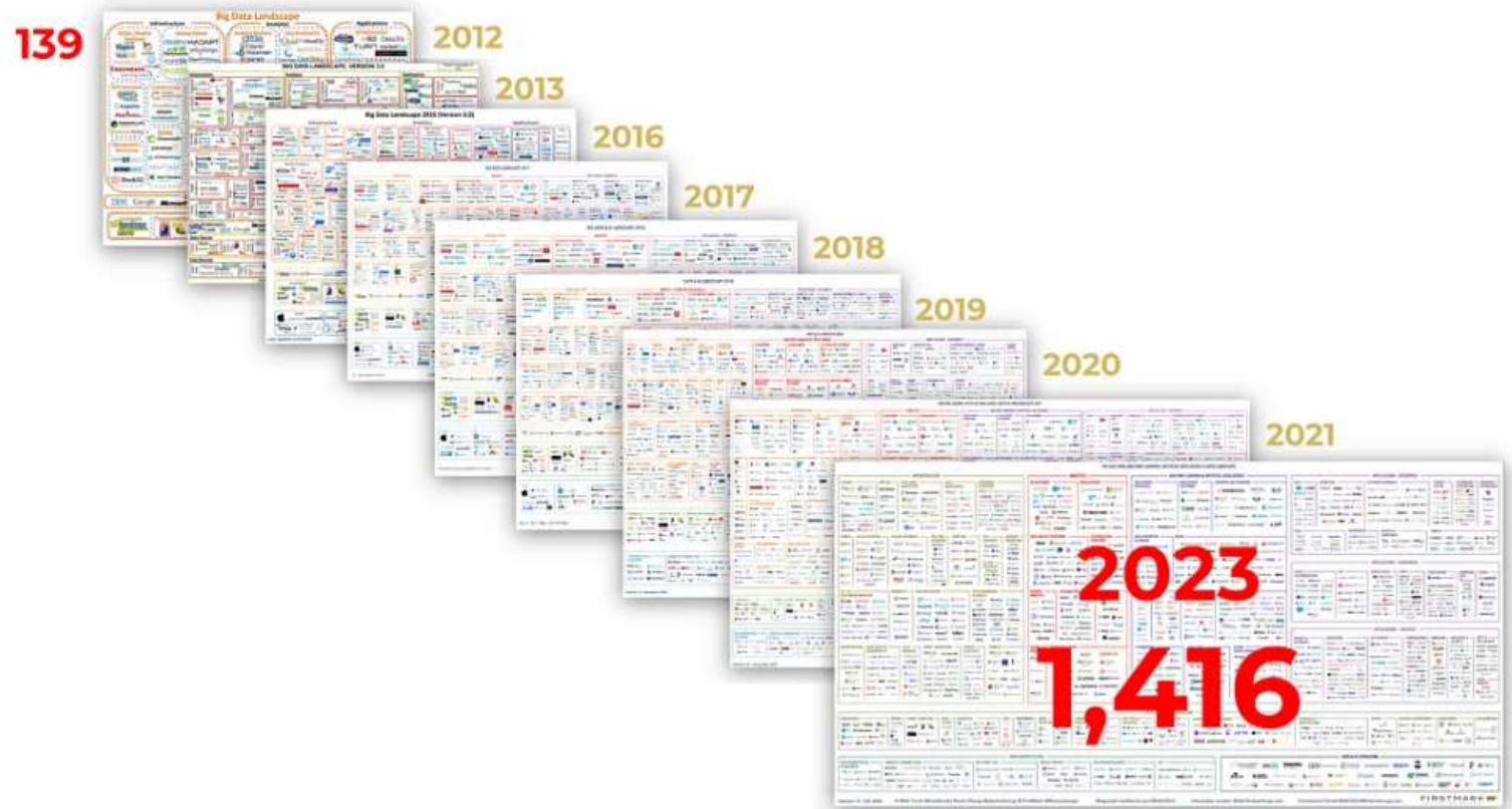
# Exploding Complexity – Machine Learning, Artificial Intelligence & Data (only)

Applications

Analytics

Data & Intelligent Technologies

Infrastructure



The evolution of the MAD landscape from 2012 to 2023

# What is BTP, in a Nutshell?



Most organizations' overall I.T. landscape is **rigid and complex**.

**SAP can help** as we successfully overcame this problem,

which led us to create our unique [Business Technology Platform](#) to **simplify** systems,

so that our customers can **maximize the value** of I.T. investments, become **more resilient**, and **innovate & adapt to change** with great pace.





# Market share, worldwide according to Gartner® Report

#1

Market share  
in enterprise  
resource planning

#1

Market share  
in supply chain  
management

#1

Market share  
in procurement

#1

Market share  
in human capital  
management

#2

Market share  
in customer  
relationship  
management

#2

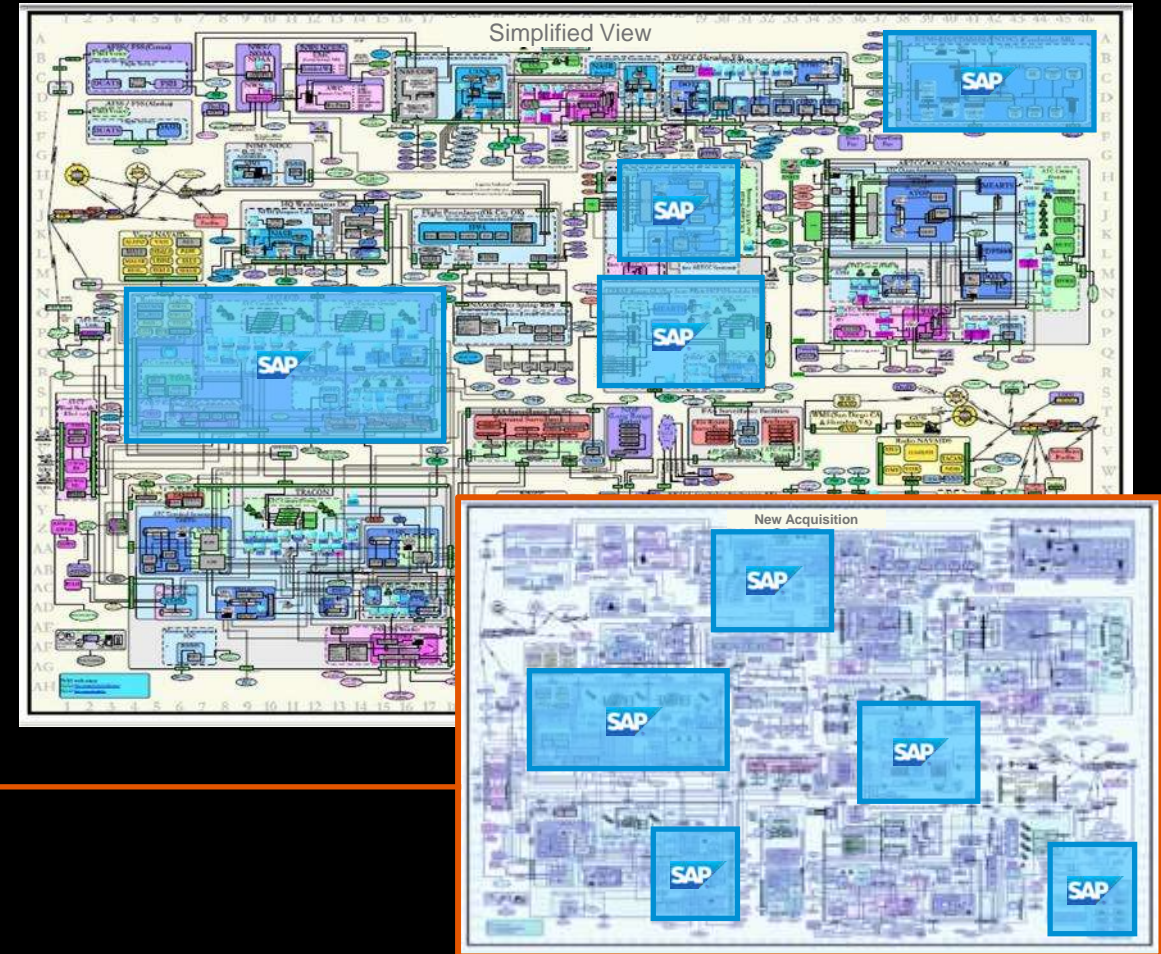
Market share  
in analytics

Source: Gartner, Market Share based on Gartner, Market Share: All Software Markets, Worldwide, 2020 (April 2021). Market share based on revenue in USD, all software segments and regions.  
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**Complexity**<sup>2</sup> ← M&A?



Hard to innovate.

80% of the budget.

Lots of data movement & incompatibilities.





# Mission

SAP *believes* that the whole must be greater than the sum of the parts to maximize the value.



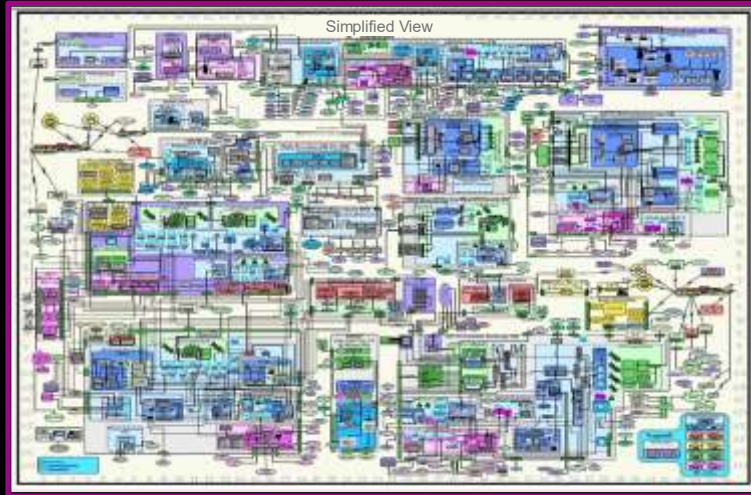
# Modularity



Monolithic apps are the past.

The future is highly modular, real-time, and cloud first.





**Modularity's  
crucial role in  
leveraging cloud  
based ERP while  
preserving  
adaptability**

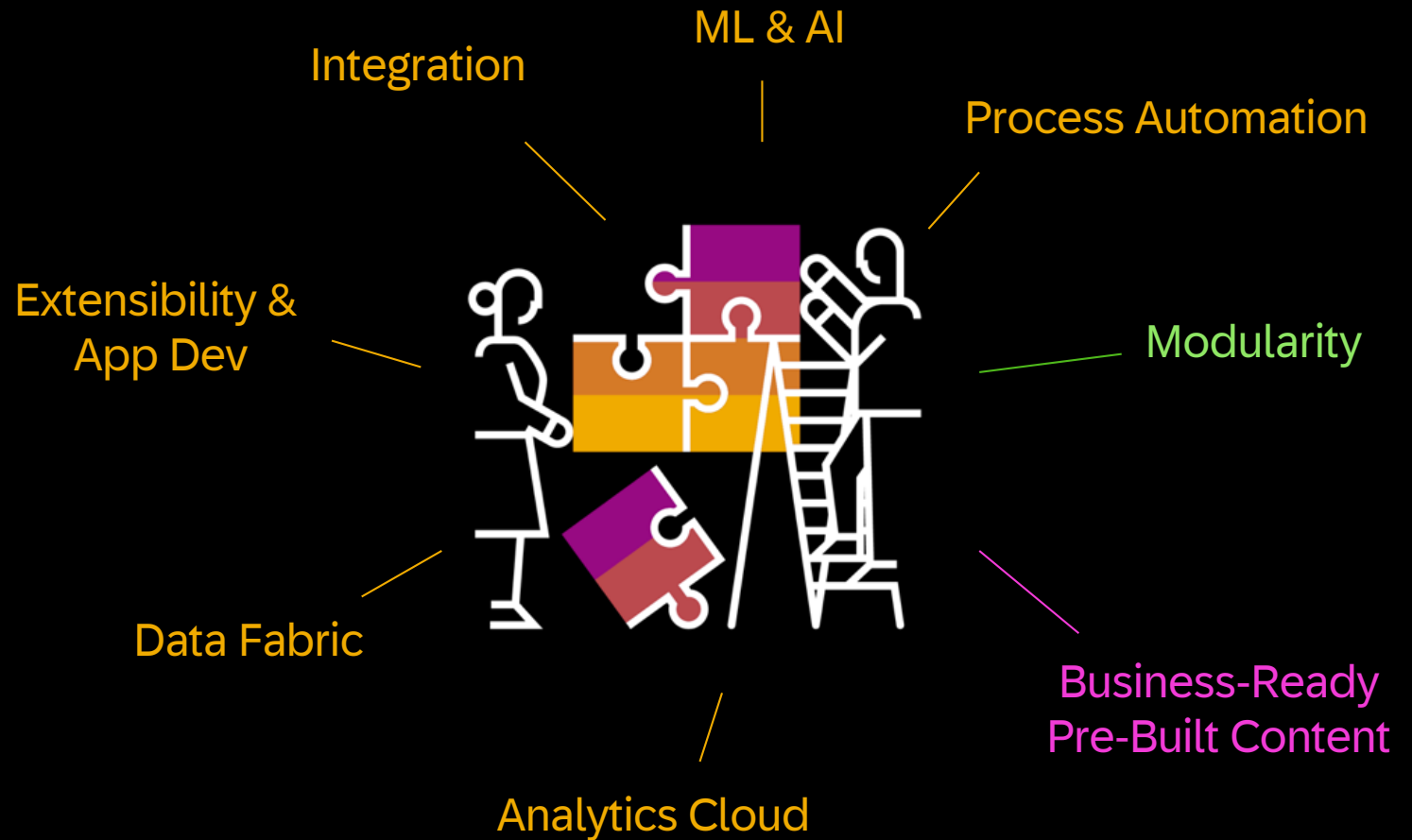




**Modularity's  
crucial role in  
leveraging cloud  
based ERP while  
preserving  
adaptability**

**Need a new, highly-modular, playbook for  
enterprise systems architecture.**

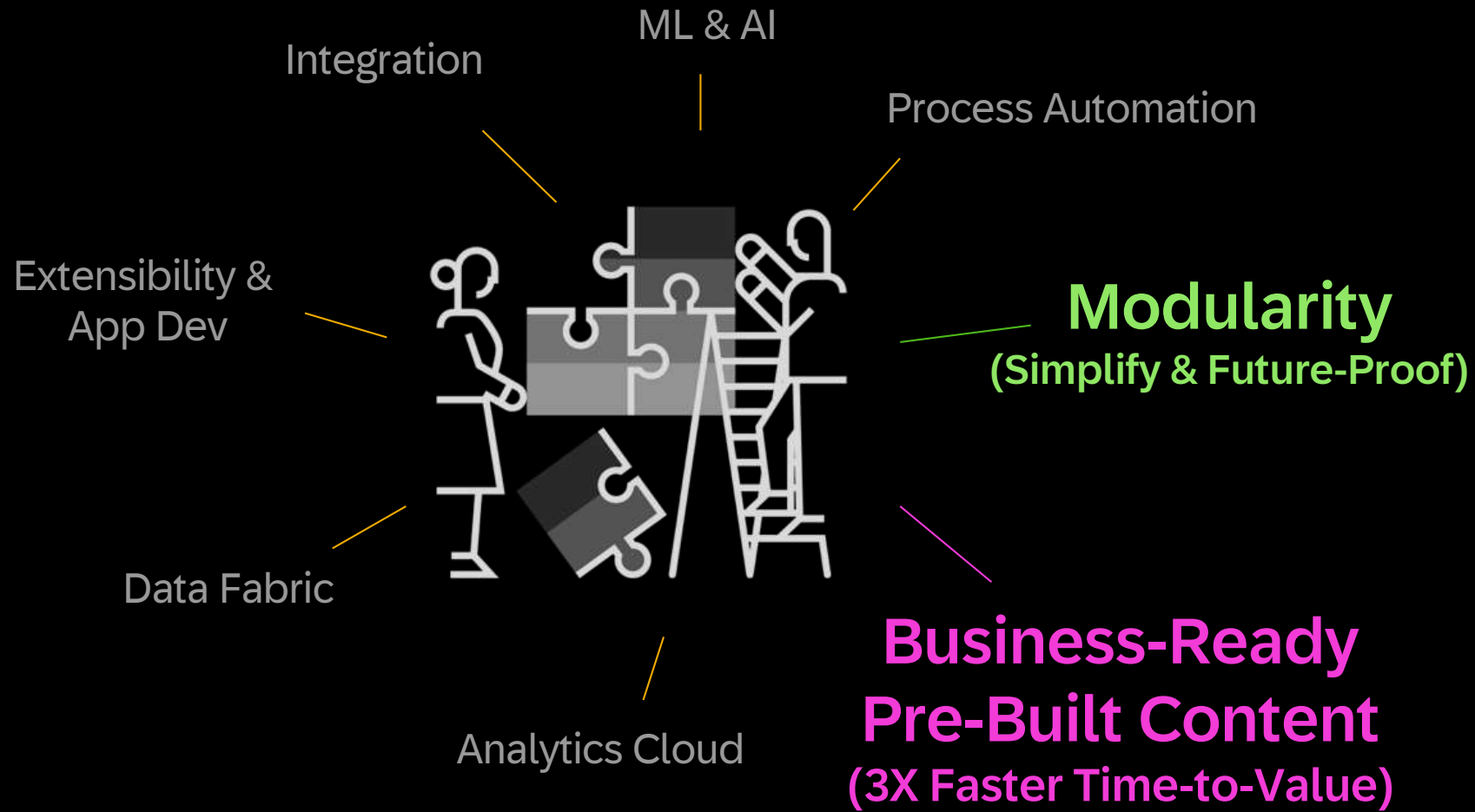




## BTP

Precision-engineered platform for simplified **modular** approach that **optimizes business processes**.





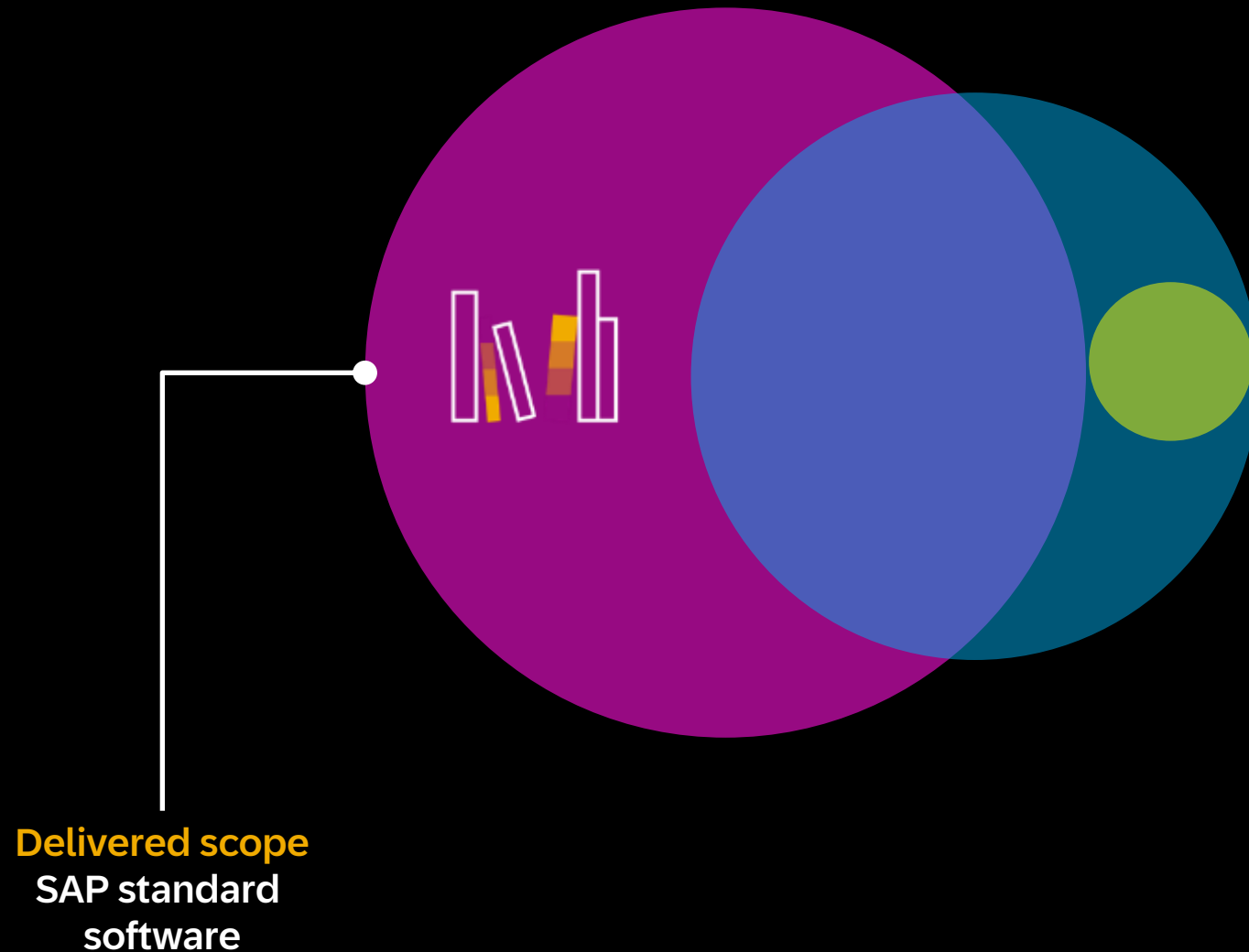
# BTP

Precision-engineered platform for simplified modular approach that optimizes business processes.





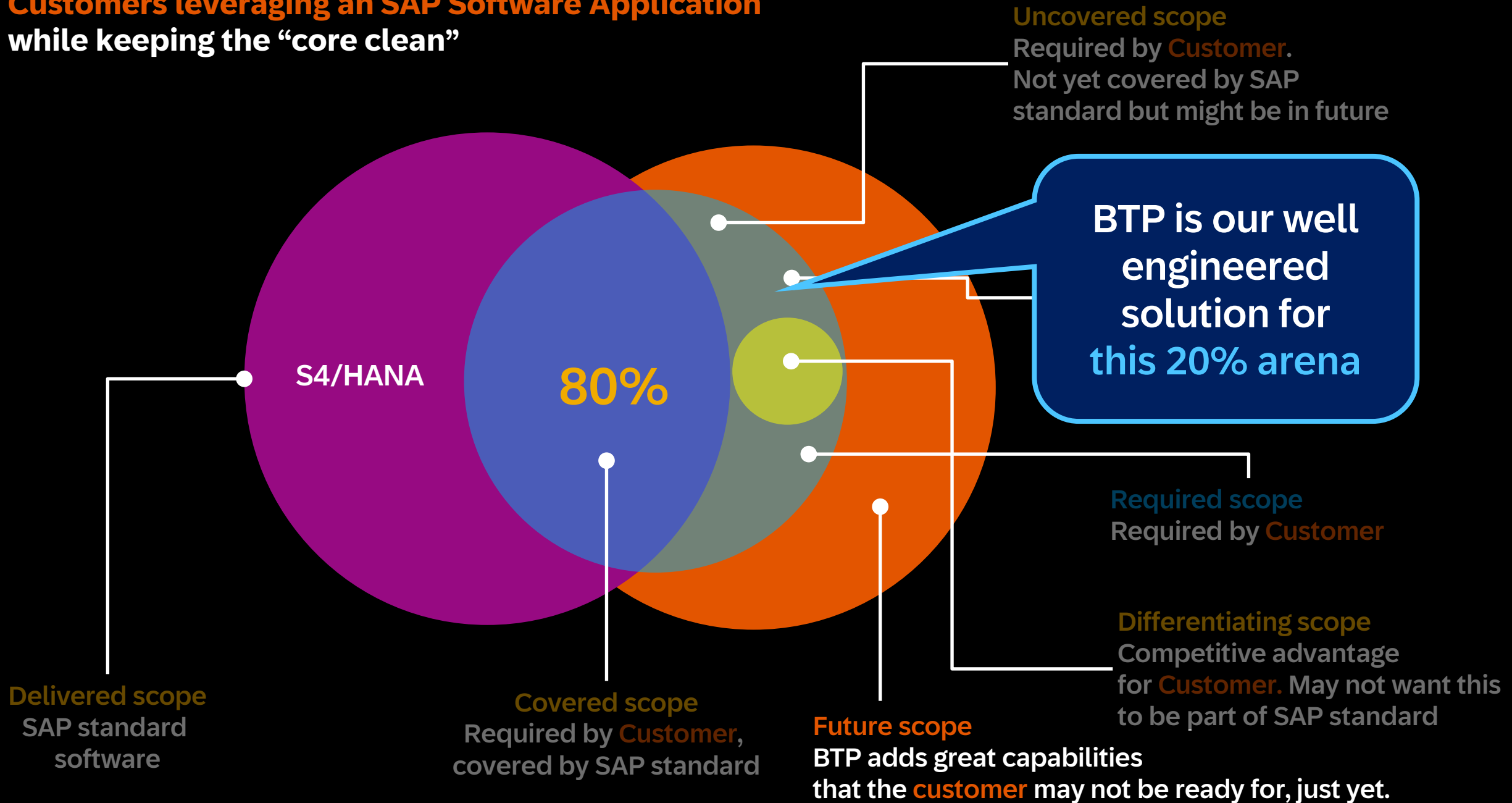
# Customers leveraging an SAP Software Application while keeping the “core clean”



## Why Software as a Service?

1. The devil is in the details (20% takes 80% of time)
2. Less expensive / on budget
3. Well tested logic (across 1,000's of customers)
4. Well tested scalability (some large companies)
5. Lower 'keep the lights on' support costs
6. Pace & steadiness of evolution
7. Availability of 'great' dev resources
8. Implementation resource availability
9. Integration pre-built content
10. Well-engineered customization environment

# Customers leveraging an SAP Software Application while keeping the “core clean”



It's not the oldest, most established companies that survive and thrive,  
it is the ones **most adaptable** to change.

BTP was created to help SAP customers become  
nimble, adapt quickly, and embrace change.

**Keeping the core clean** is crucial for taking advantage of “cloud economics”  
and evolving quickly, in harmony with SAP's progress.

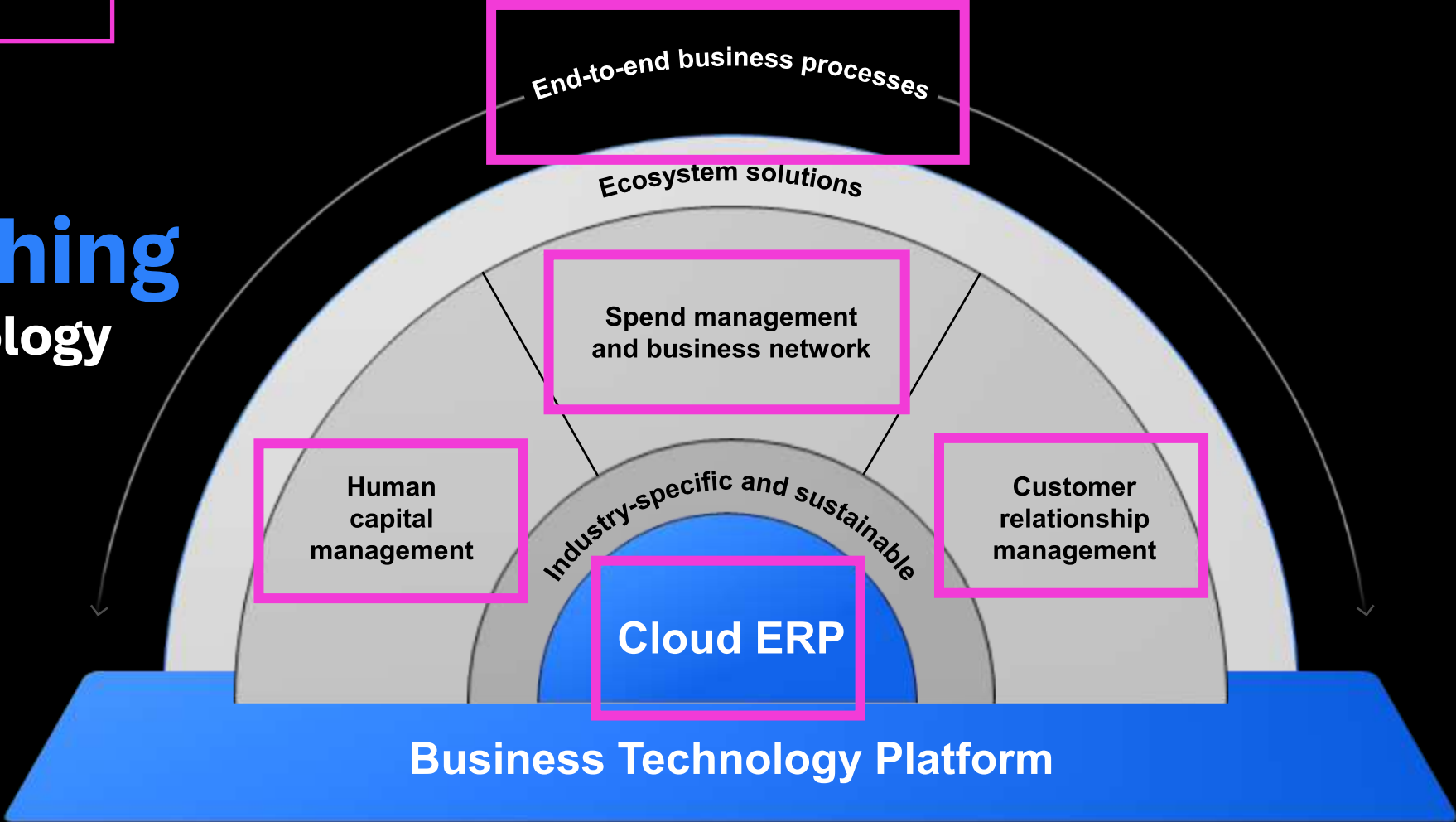
**Implement a modular strategy with BTP**  
so the business can adapt and evolve quickly.



Stay lock-step w/ SAP:

# Building **everything** on Business Technology Platform

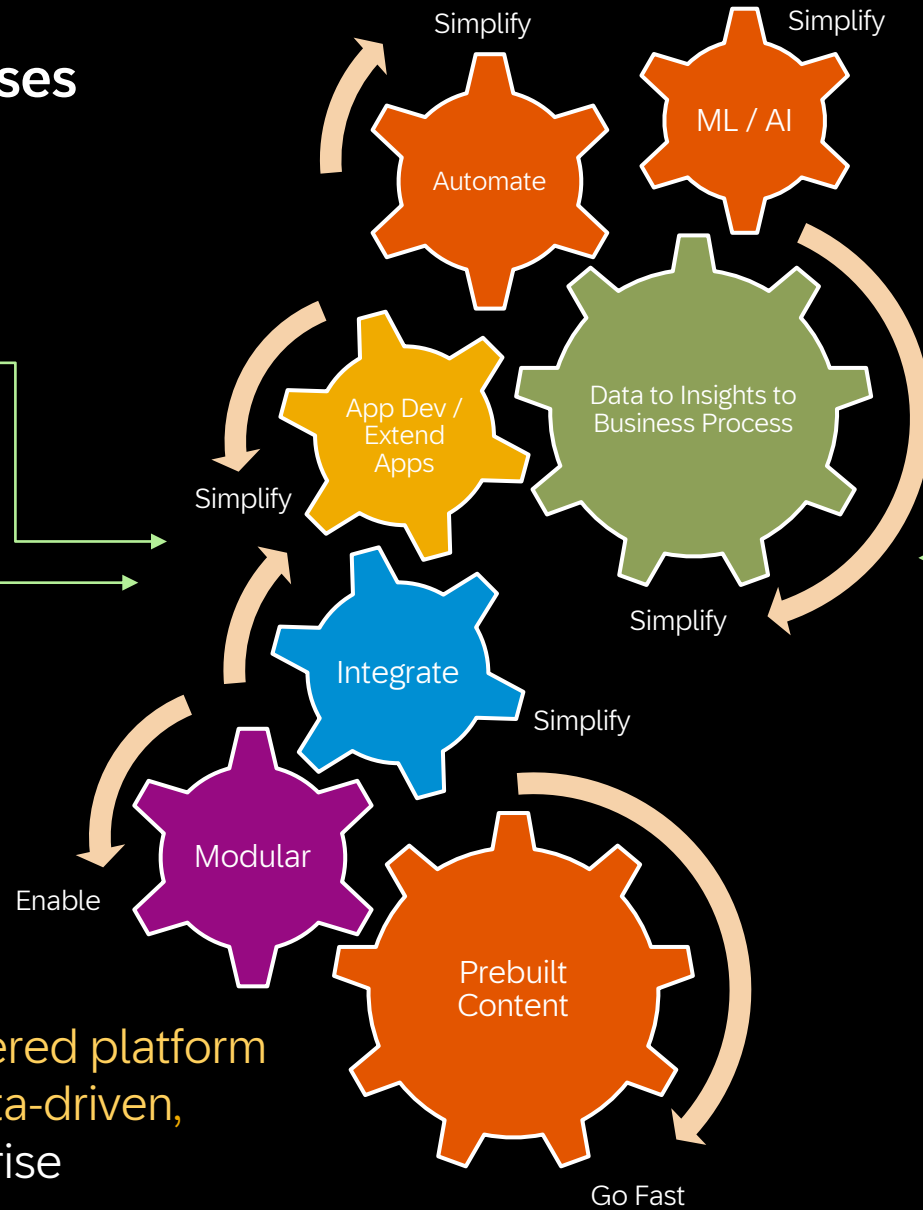
Designed to keep core clean and enable cloud ERP.



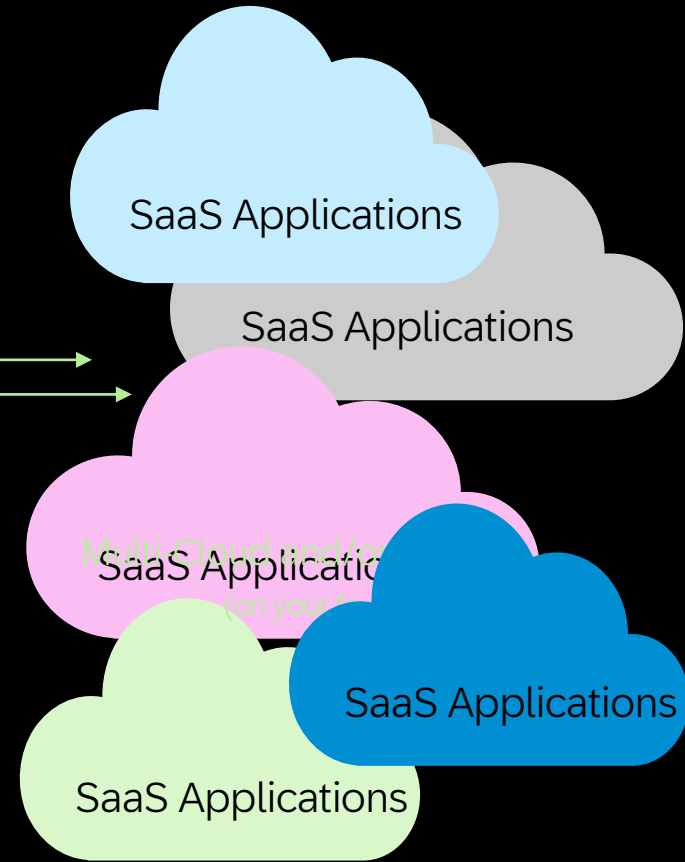
Your choice of preferred infrastructure clouds



# Improved Pace & Optimized, Flexible Processes



BTP is SAP's precision-engineered platform for a modular, data-driven, intelligent enterprise



# BTP

## Enterprise Benefits

- Optimize **business processes** across silos,
- Enable self-service on a single version of the truth, combine planning / predictive / analytics, and gain **valuable insights** across silos,
- Integrate systems together to **maximize the value** of I.T. investments,
- Improve company efficiency with **smart automation**,
- Enable nimble **adaptability by reducing complexity**, leveraging SAP's best-of-class cloud ERP.

**Bonus: Future-proof!** Easily incorporate SAP advances.



# Accelerating **Evolution** of BTP





What **%** of C-Suite Officers believe their Fortune 500 company **is data-driven?**





**A quick analogy: The Modern SUV**



**The driver has everything needed to drive  
in the SUV's on-board applications**

(Speed, Fuel, Temp, Collision Alert, Follow-Me Cruise Control, Status of Key Subsystems etc.)



**Additional data & insights improve the driving experience**  
(Maps, real-time traffic, weather, points-of-interest, re-fueling locations with prices, alerts, entertainment)



**Only 'great' if the integration is flawless with the driving process**  
(Natural, intuitive, timely, easy-to-use as part of the operation of the vehicle)

A close-up, side-profile shot of a man with a beard driving a car. He is looking down at a smartphone held in his left hand, while his right hand rests on the steering wheel. The car's interior, including the dashboard and steering wheel, is visible in the background.

**The wrong approach  
(but what happens in companies today)**

(Disjointed, multiple 'insight' apps, different UX's and structures,  
not connected to the driving process, incompatible with our SUV)

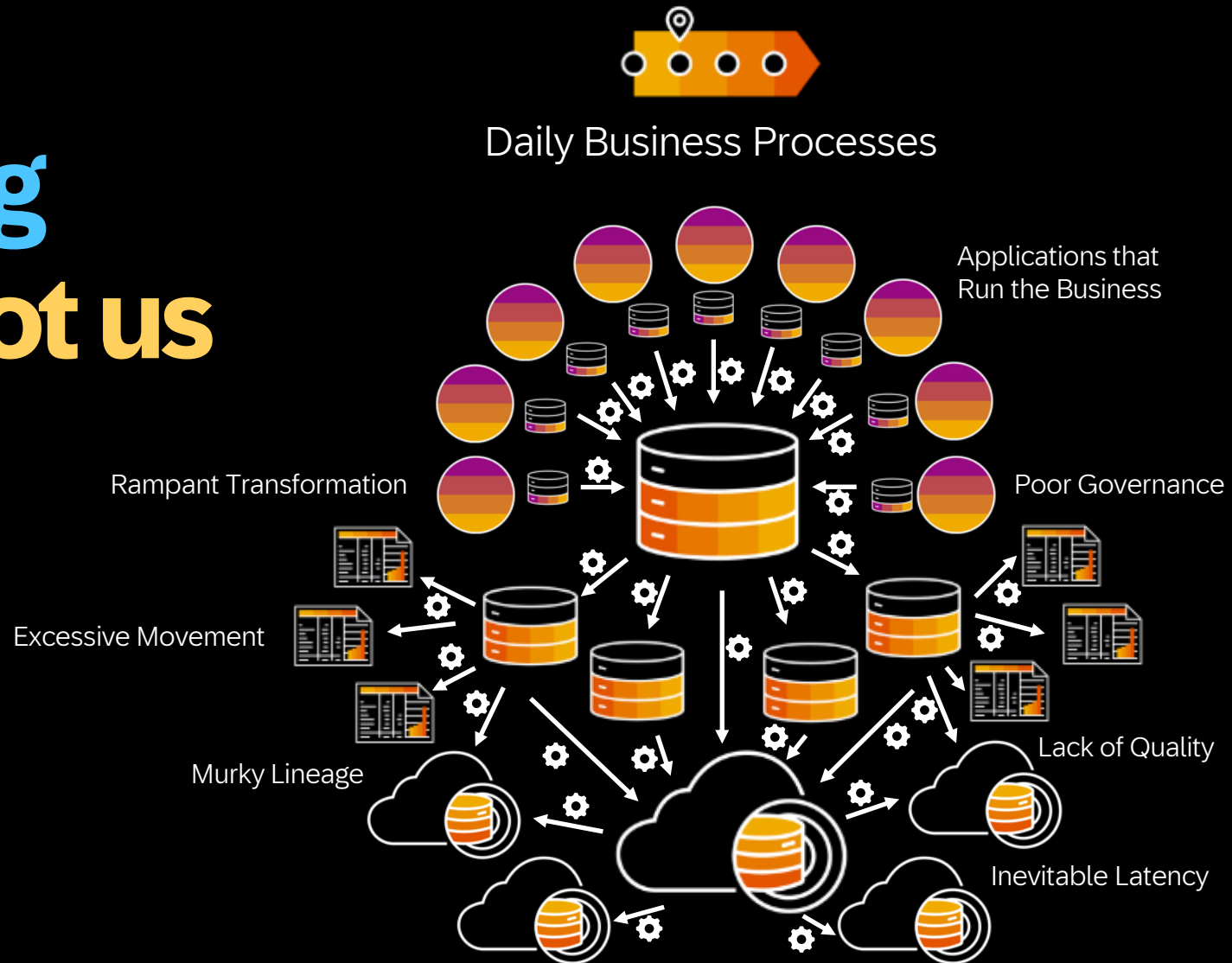


**The key is perfect timely integration of outside data sources  
with the daily driving experience**

(Datasphere is that fabric and integration intermediary for an enterprise)

**The same thinking  
and tactics that got us  
here won't solve  
the problem.**

**SAP decided to take a  
fresh approach.**

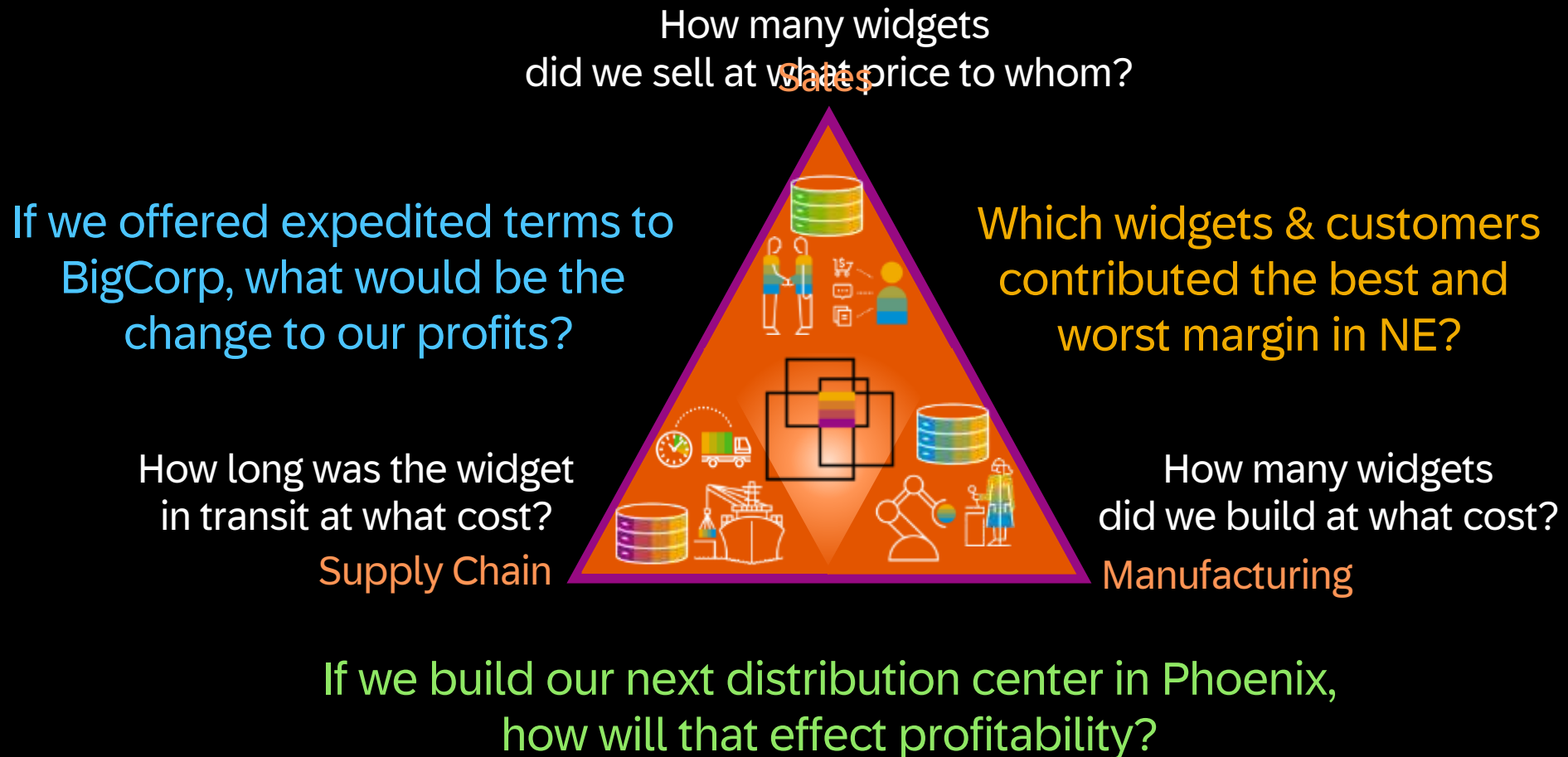


Data analysis in a land far, far away



# Gain **valuable insights** across silos:

Data silos **must** be combined to achieve an intelligent enterprise





# Transformation with Purpose: Data-Driven Insight, within Process Excellence, is a key to unlocking the Intelligent Enterprise

Simplify your data landscape.

Enrich all data projects.

Create a SAP + non-SAP **business data fabric**

Keep insights connected to process.



**SAP Datasphere**

- Data integration
- Cataloging
- Semantic modeling
- Data warehousing
- Virtualization

- Collibra
- CONFLUENT
- DataRobot
- databricks
- Google Cloud

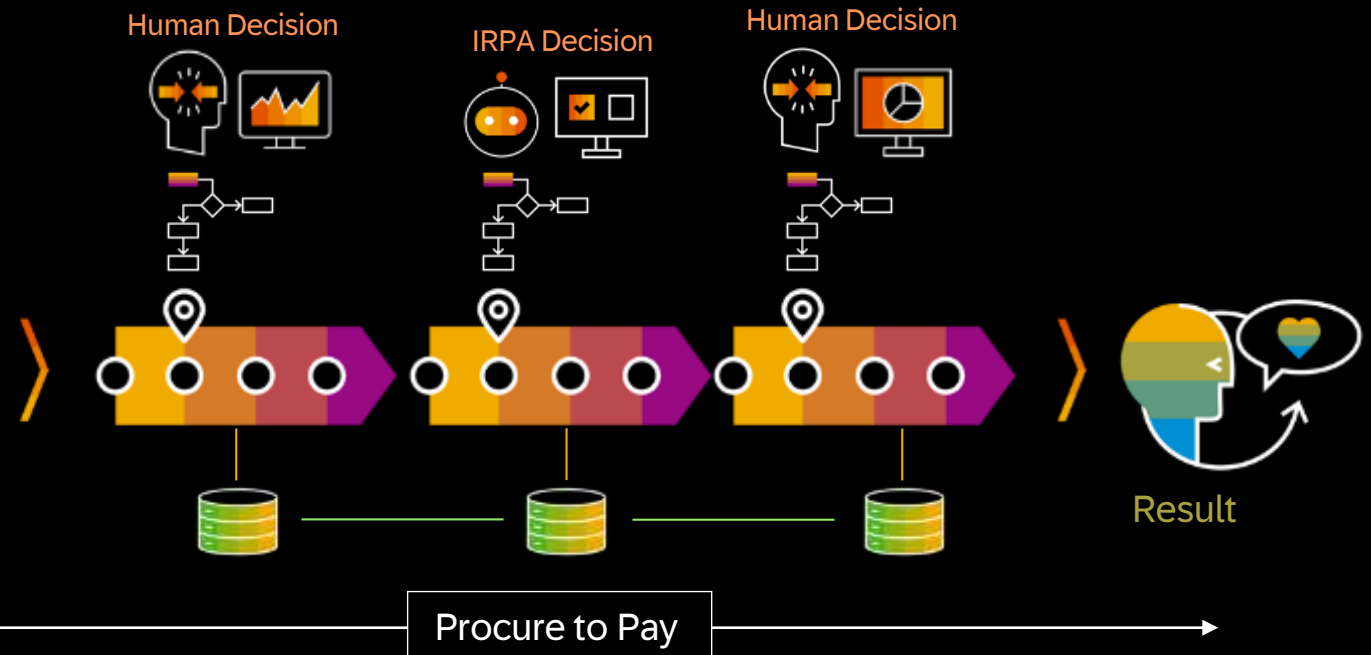
**Collibra**  
Metadata catalog

**CONFLUENT**  
Data Streaming Platform

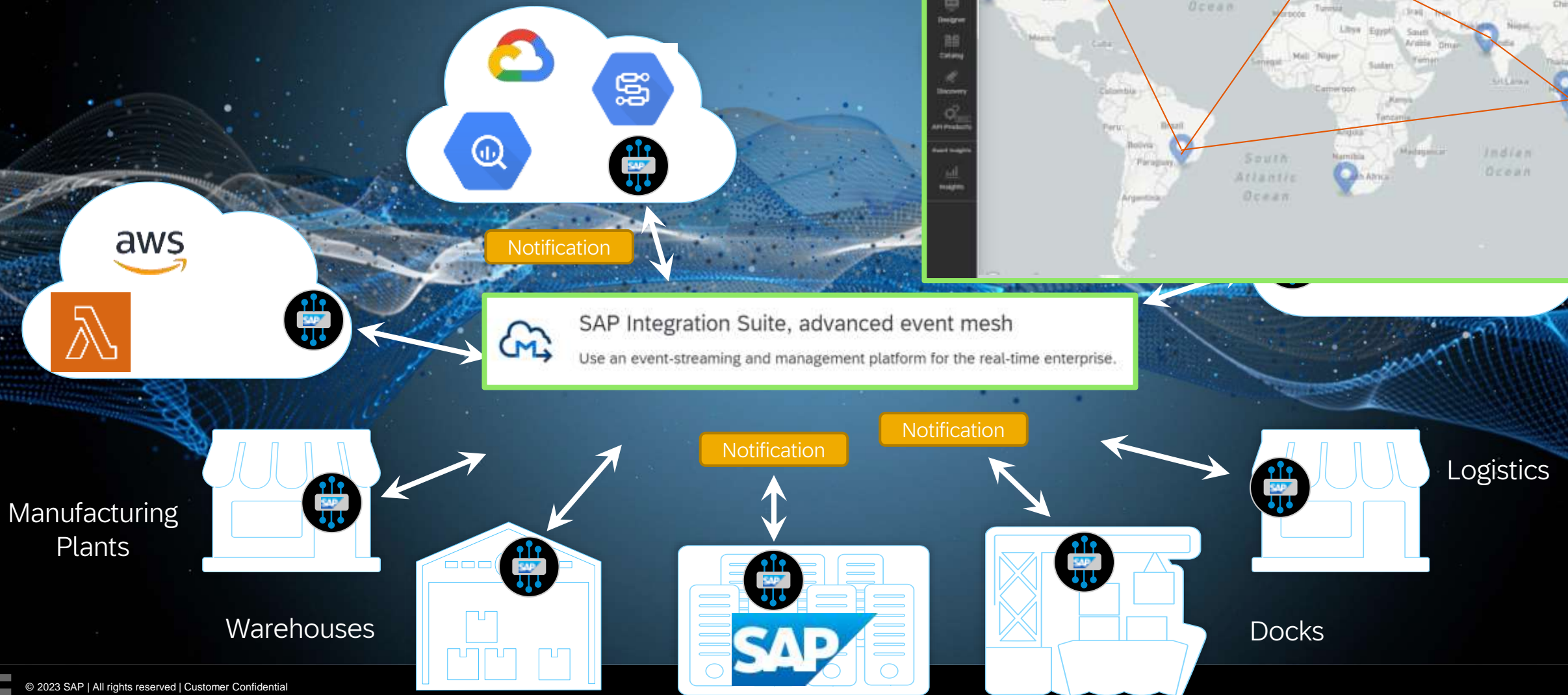
**databricks**  
Data Lake

**DataRobot**  
Auto ML Platform

Automatically perform predictions and other AI ops on data from applications and data, without the need to be an expert in ML models development, and management.



# Transformation with Purpose: Advanced Enterprise Event Mesh is the key to becoming real-time, responsive, and nimble

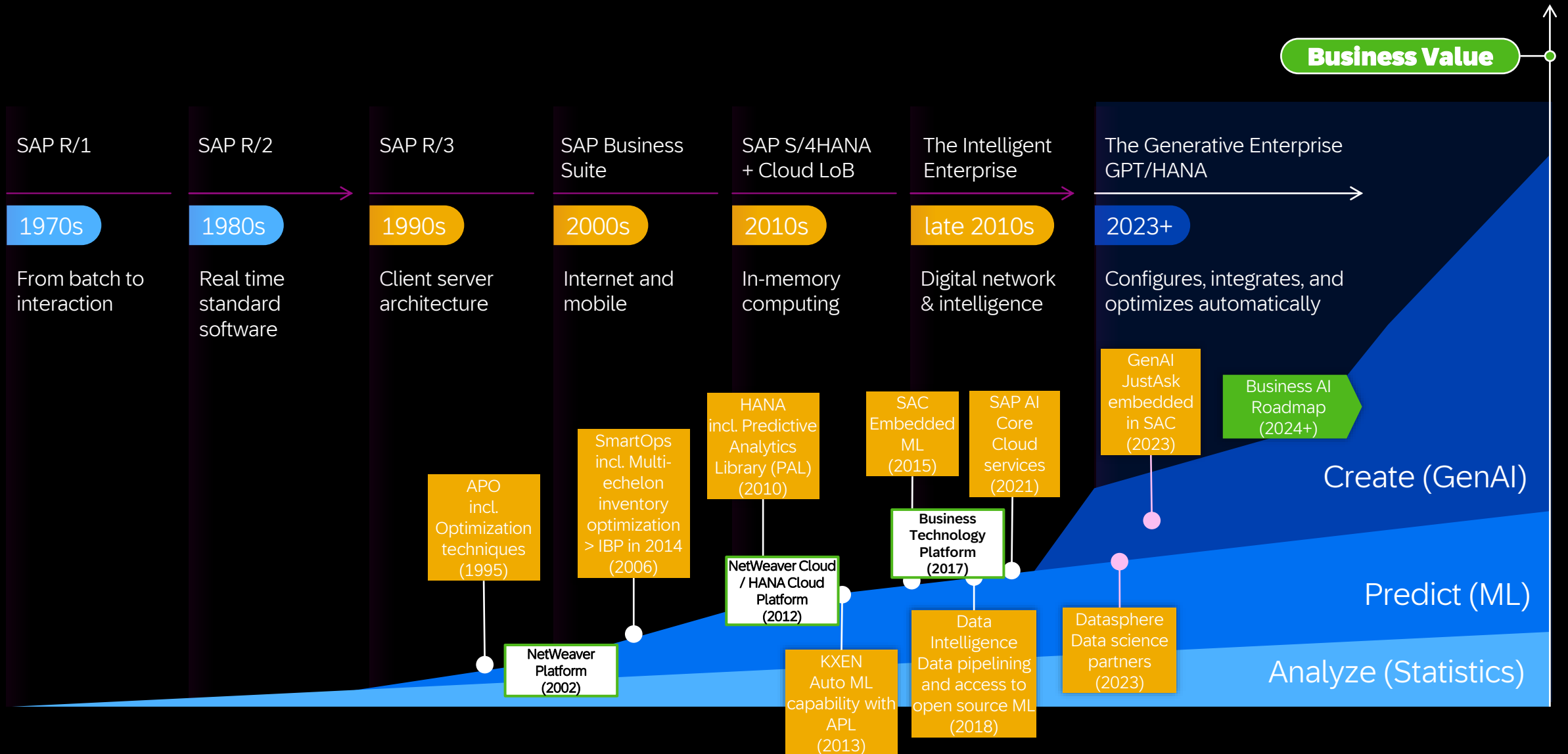


# Transformation with Purpose: Leveraging Artificial Intelligence to become more efficient and effective

3



# Transformation with Purpose: Leveraging Artificial Intelligence to become more efficient and effective



# Transformation with Purpose: Leveraging Artificial Intelligence to become more efficient and effective



Google Cloud



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Press Room

**SAP Advances Vision of Business AI with Investments in Aleph Alpha, Anthropic and Cohere to Complement \$1+ Billion AI Commitment from Sapphire Ventures**



Press Release by SAP News  
July 18, 2023

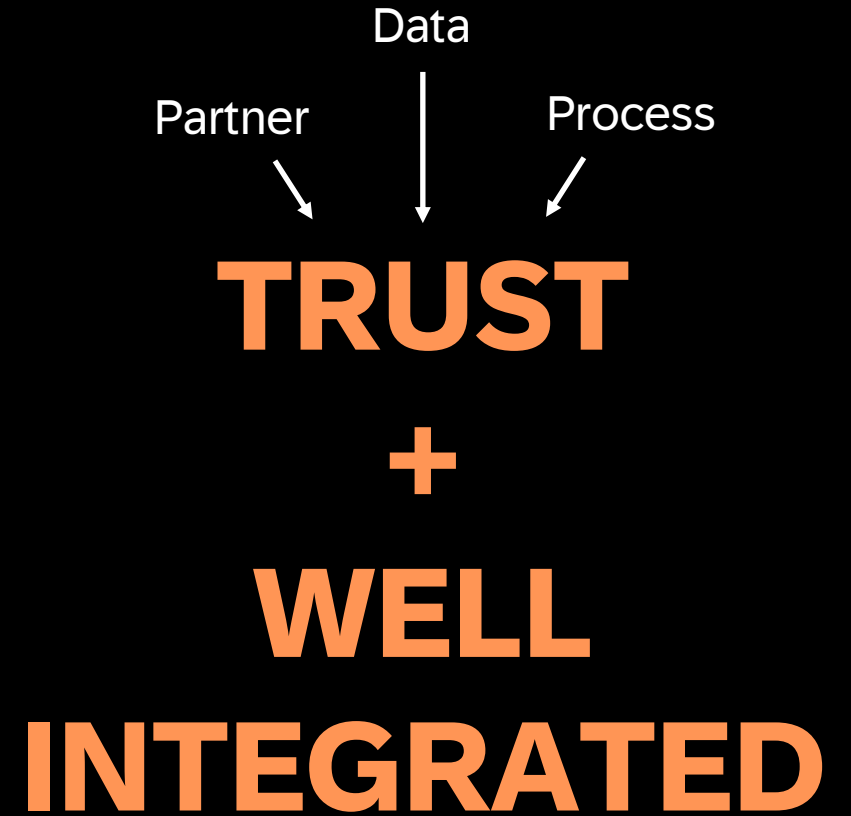


**Transformation with Purpose: Leveraging Artificial Intelligence**  
to become more efficient and effective

SAP Analytics Cloud  
Just Ask



# Transformation with Purpose: Leveraging Artificial Intelligence to become more efficient and effective



# Transformation with Purpose: Leveraging Artificial Intelligence

## Current AI-powered scenarios across all business functions

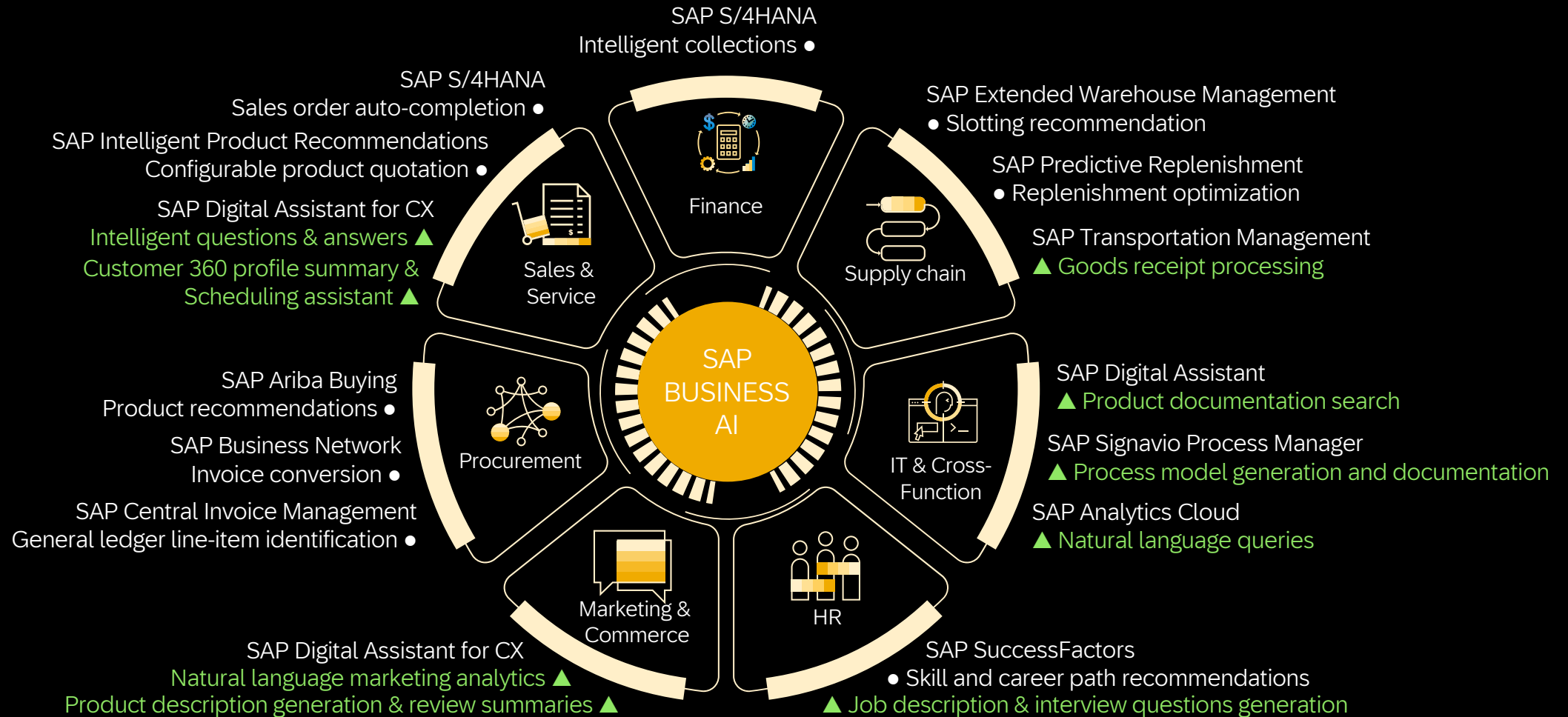
Finance	Supply Chain	Customer Experience	Procurement	Human Resources	IT and Cross-Function
<ul style="list-style-type: none"> <li>▪ Tax Compliance</li> <li>▪ Cash Application</li> <li>▪ Intelligent accrual</li> <li>▪ Travel expense auditing</li> <li>▪ Travel expense verification</li> <li>▪ Invoice processing</li> <li>▪ Business Integrity screening</li> <li>▪ Goods and invoice receipt matching</li> <li>▪ Intercompany matching &amp; reconciliation</li> <li>▪ Mobile expense entry</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stock in transit</li> <li>▪ Visual Inspection</li> <li>▪ Demand forecasting &amp; sensing</li> <li>▪ Project-cost prediction</li> <li>▪ Predicted delivery processing</li> <li>▪ Demand-driven replenishment</li> <li>▪ Forward scheduling</li> <li>▪ Field service scheduling</li> <li>▪ Asset prediction &amp; optimization</li> <li>▪ Slow-moving materials prediction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Predicted delivery processing</li> <li>▪ Discount recommendations</li> <li>▪ Intelligent sales execution</li> <li>▪ Relationship intelligence</li> <li>▪ Sales route optimization</li> <li>▪ Sales order automation</li> <li>▪ Opportunity scoring</li> <li>▪ Customer insights</li> <li>▪ Guided selling</li> <li>▪ Lead scoring</li> <li>▪ Product recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guided buying</li> <li>▪ Sourcing item and supply prediction</li> <li>▪ Material group recommendations</li> <li>▪ Invoice object recommendations</li> <li>▪ Job matching for contingent workforce</li> <li>▪ Resume ranking for contingent workforce</li> <li>▪ O'Net labelling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Skill and career path recommendations</li> <li>▪ Learning recommendations</li> <li>▪ Job analyzer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Digital assistant</li> <li>▪ Process automation</li> <li>▪ Business rule mining</li> <li>▪ Intrusion detection</li> </ul>

...Find out more on [SAP Business AI](#)



# Transformation with Purpose: Leveraging Artificial Intelligence

## SAP in the near term – (mostly embedded AI)



▲ Generative AI scenario | Status: Announced at SAP Sapphire 2023

# Generative AI pillars across our Product Portfolio

**We will infuse  
and enable  
generative AI  
across our  
portfolio**



## Joule

**Intelligent insights and fast business outcomes** offered with **seamless user experience** across the entire portfolio.



## Product Portfolio

### Business Processes

Optimization with the power of AI based on unique business data and business process context.

### Solution Areas

Reimagined business capabilities in every solution powered by AI to enable new business models.

### SAP BTP

AI infused in all components, from code development to analytics.



## AI Foundation on SAP BTP

**SAP BTP as the enabler for the development of generative AI-powered business applications across our ecosystem.**

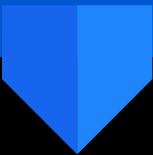
Customers and partners will benefit from SAP's own foundational model based on. Our unique business data and an orchestration layer as well as our multi-vendor strategy that bring a wide range of capabilities to the market while ensuring the highest levels of security, privacy, compliance and ethics.

# Our goal for Generative AI: Greater Effectiveness, Great Efficiency, Greater Flexibility



## Relevant

The most relevant AI delivered in the context of your business processes.



## Reliable

Uniquely reliable AI trained on the industry's broadest business data sets.



## Responsible

AI built on leading ethics and data privacy standards.



# Real business results



# SAP TechEd is less than Two Weeks Away: Register today and clear your schedule!

## SAP TechEd

### Where ideas get real

The SAP TechEd event brings together developers, practitioners, enterprise architects, and global IT leaders. Joined by SAP experts and partners, they'll unite to explore innovations in app development tools, generative AI, clean core for cloud ERP, and much more. The event features an extensive in-person program in Bangalore, India, plus an engaging and interactive virtual experience.



Contact us

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November 2–3, 2023

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Put SAP BTP on your favorite **infrastructure** cloud



# Put SAP BTP on your favorite **infrastructure** cloud

SAP helps the enterprise run at its best

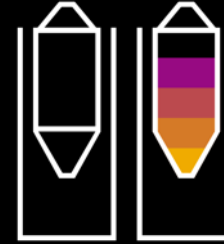
Optimize Business Process



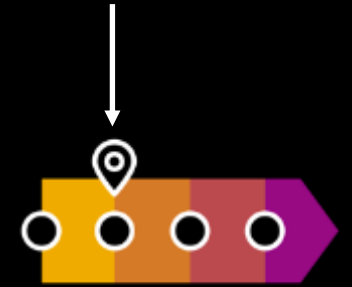
Better Decisions



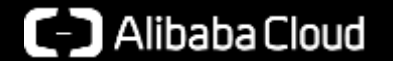
Defeat Dept Silos



Operationalize & Automate



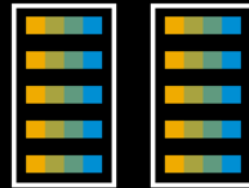
Get the best of both worlds



The infrastructure companies help technologists with techno-challenges



Optimize Compute



Scale Storage



Add Bandwidth



Expand Datacenters





What's the key difference between SAP's **business** platform  
and a technology **infrastructure** platform?

**300 – 500%**  
**More Productive\***



Microsoft Azure



Google Cloud Platform



Alibaba Cloud

# Difference?

300 – 500%  
More Productive

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# Difference?

300 – 500%  
More Productive

Deliver daily innovations to 100,000 employees, 440,000+ customers, and 17,000+ business partners.



Business Application Studio

Advanced Programming Models  
(CAP, RAP, CDS)

Low Code & No Code Environments

Connectivity

Database

Workflow

API Management and Integration

Security

Portal

Translation

Analytics

Predictive

Collaboration



S/4 HANA

CX

HXM

ISBN

DSC

Concur

ECC

Industry Apps

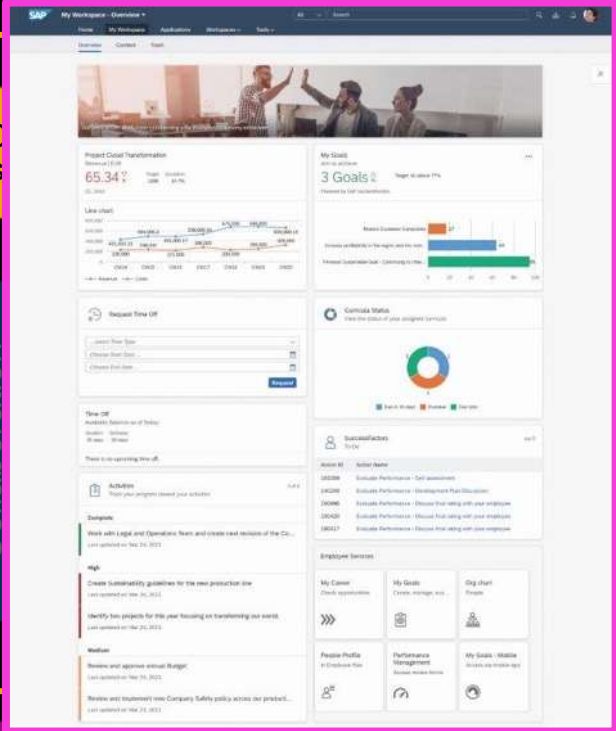
AIN



150+



Logical / Capabilities View  
of BTP Build & Integration Suites





Difference?

# CONTENT





Difference?

# CONTENT



Integration API's & Connectors



Intelligent Bots



Analytics Cloud



Use Case Blueprints

**300 – 500% More Productive\***

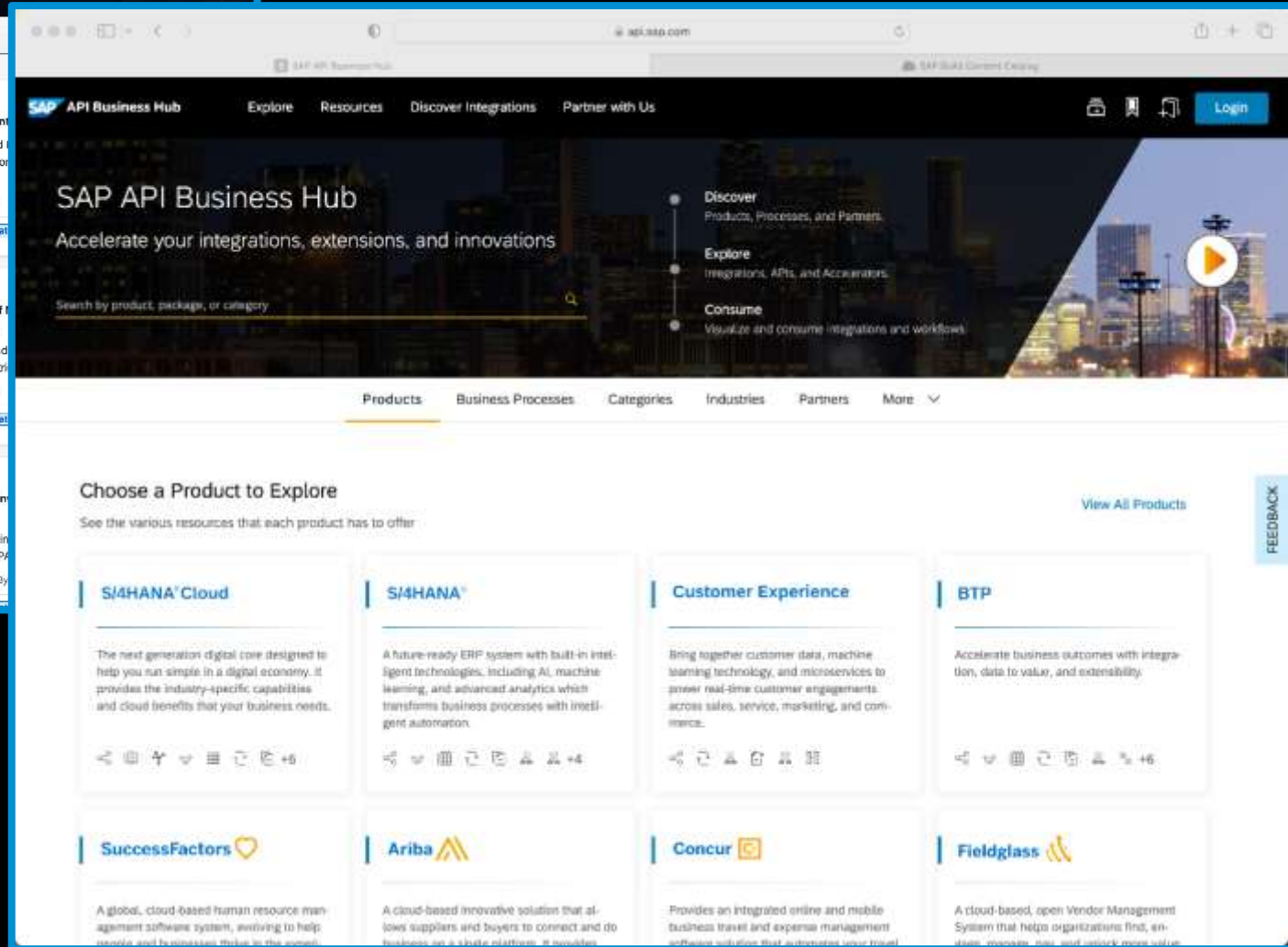
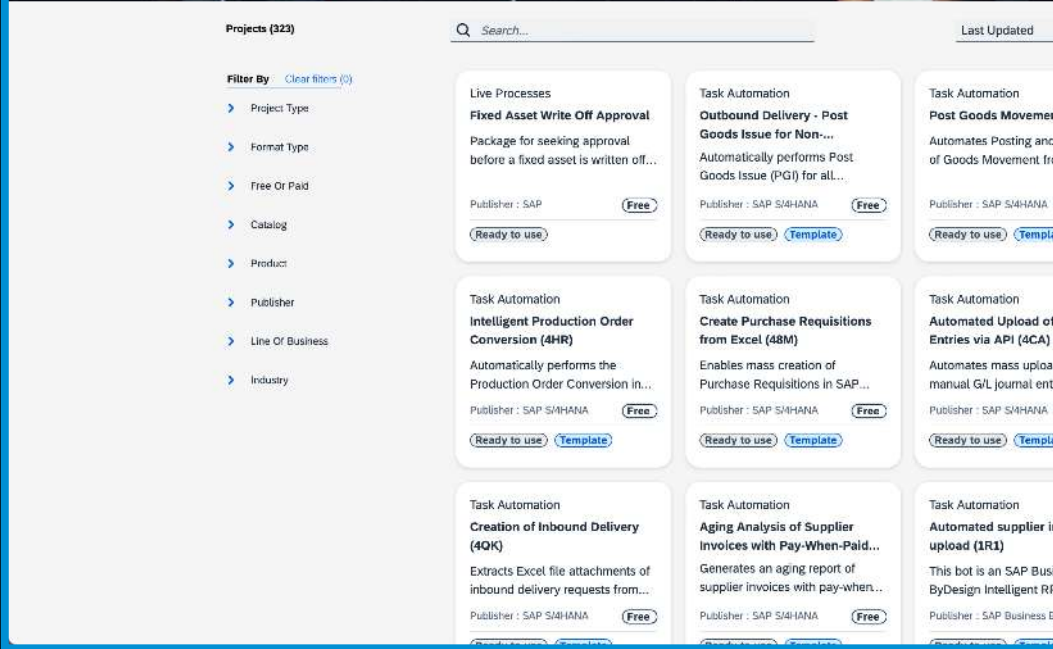
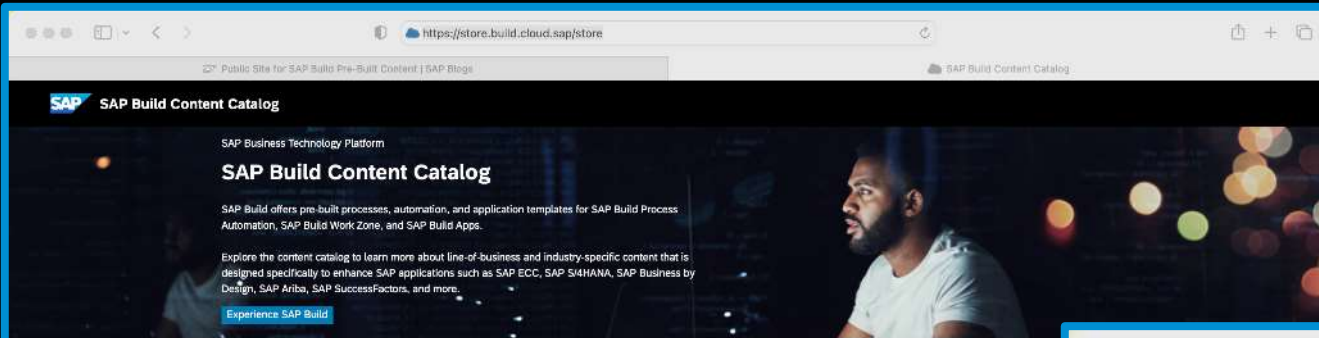


Micro-Services

- Connectivity
- Database
- Workflow
- API Management and Integration
- Security
- Portal
- Translation
- Analytics
- Predictive
- Collaboration
- User Experience
- Machine Learning / AI
- Automation Bots
- Chatbots

\* Actual results will vary depending on customer situation

# Modular Build Content



# Modular Integration Content

# Modular Analytics Content

The screenshot displays the SAP Intelligent RPA Store interface. It features a search bar at the top with the text "Enter keyword, Application, Edition, Category...". Below the search bar, there are filters for "Design Tool" (Cloud Studio, Desktop Studio) and "Catalog" (Business Content, Learning, SAP Process Automation SDK). A list of content packages is shown, including "Account Master Data Enrichment for Document Information Extraction (1C2)", "Activate Communication Arrangements (4JB)", and "Customer Management".

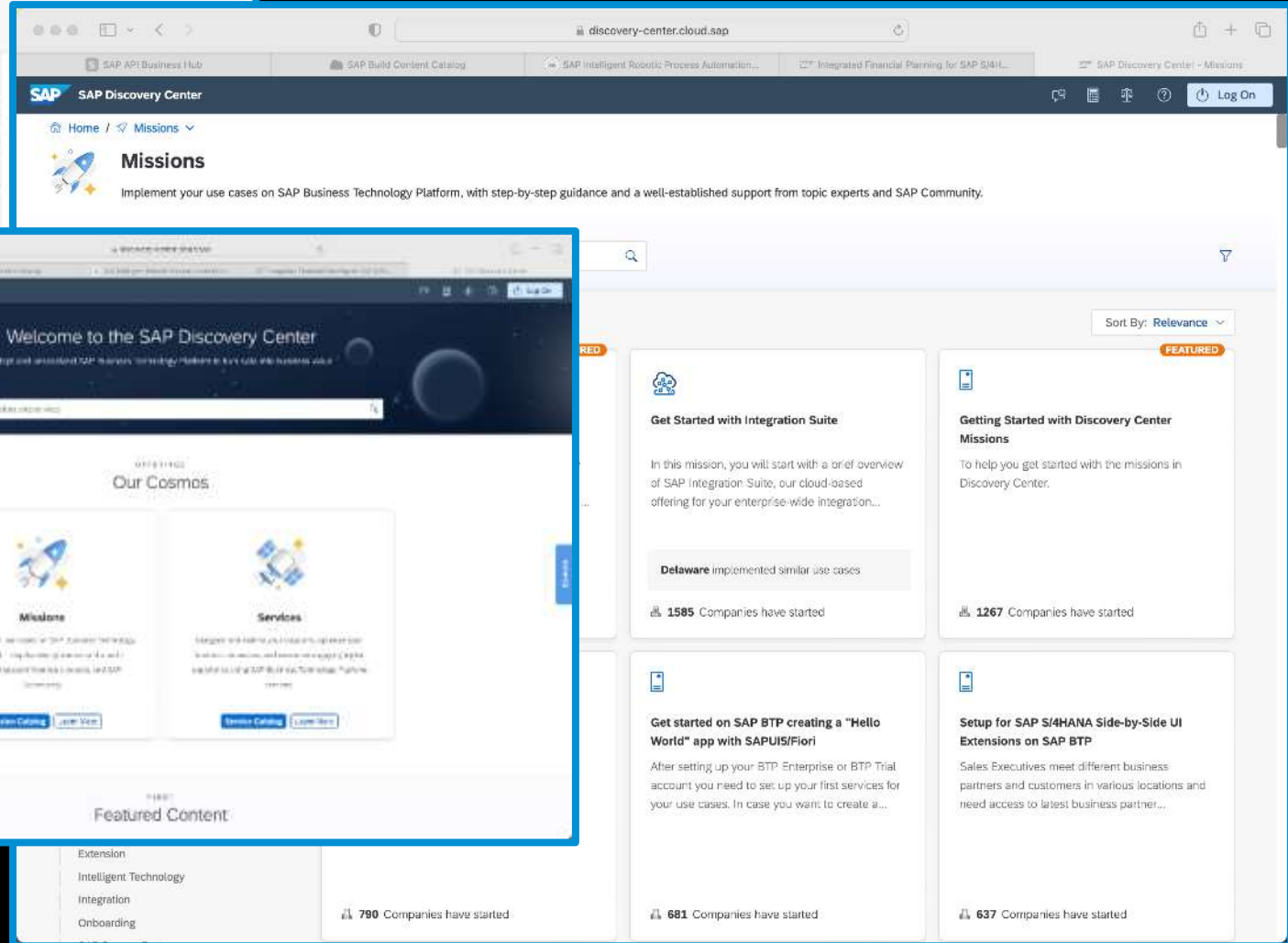
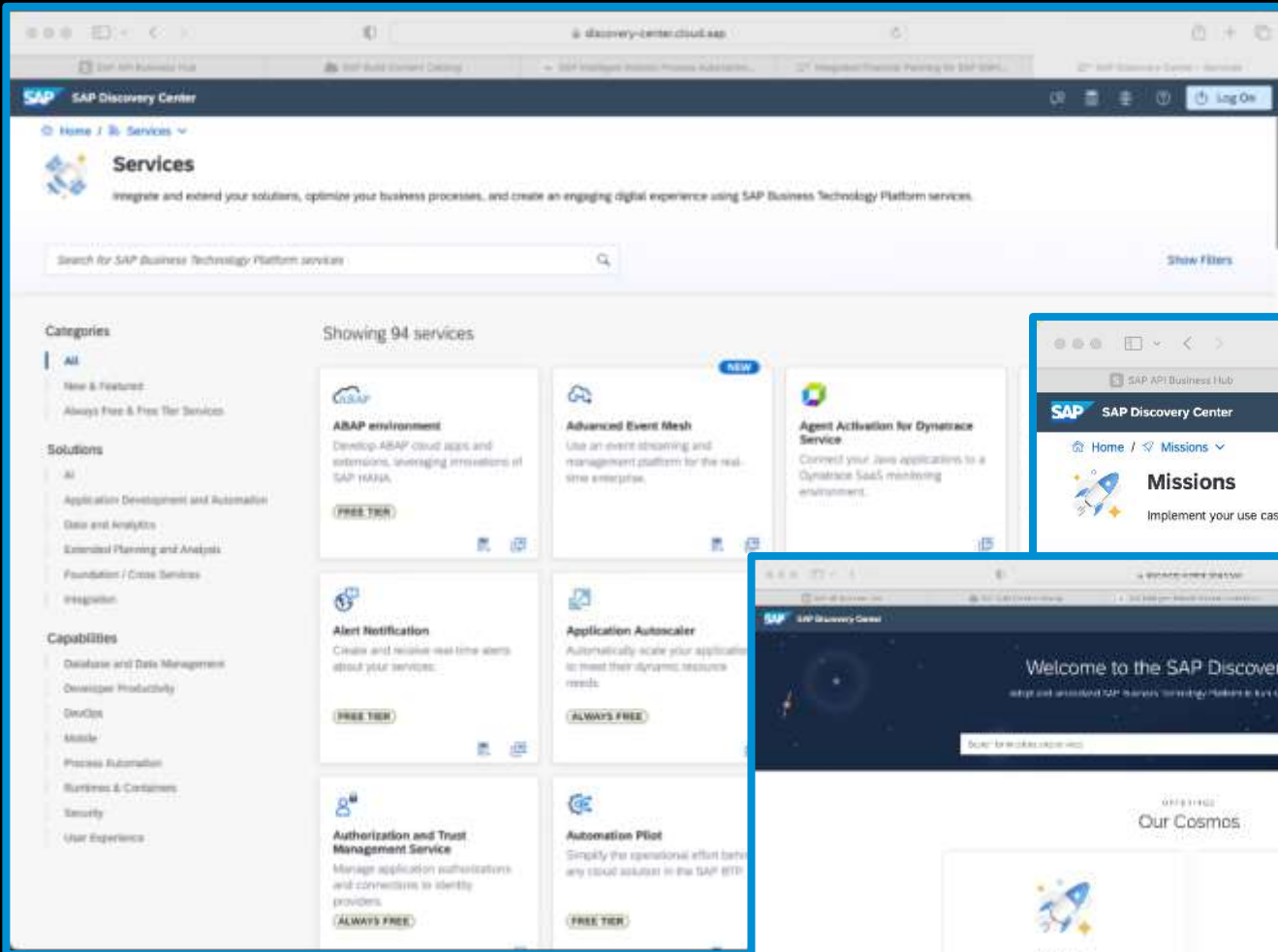
The screenshot shows the SAP Help Portal documentation page for "Integrated Financial Planning for SAP S/4HANA". The page title is "Content Package User Guide". The main content area includes an "Overview" section and a "Data Flow" diagram. The "Data Flow" diagram illustrates the integration of various planning modules, such as Cash Flow Planning, Balance Sheet Planning, Capital Expense Planning, Sales & Profitability Planning, and Product Cost Planning, leading to the derivation of Activity Cost Rates and Statistical Key Figures.

# Modular Automation Content

# Modular Microservices

- Connectivity
- Database
- Workflow
- API Management and Integration
- Security
- Portal
- Transaction
- Analytics
- Predictive
- Collaboration
- User Experience
- Machine Learning / AI
- Automation Bots
- Chatbots

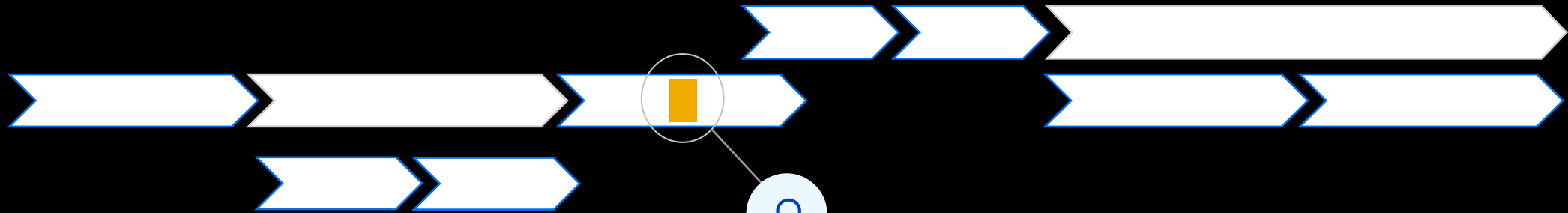
# Modular Learning & Blueprints



Visit [sap.com/disco](https://sap.com/disco)  
Entry Point

# Composability enabled by BTP modularity

## Business Processes



## Packaged Business Capability (PBC)

User Interface  
Business Logic  
Business Object  
Interface



## BTP Components



## Examples of using BTP well







## Abstracted core to innovate on the edge. Dramatic digital transformation in **8 months.**

**Vestas builds and services more electricity generating windmills than anyone else worldwide.**

- Years of under-investment in technology.
- Drowning in paper & green-screen PC apps w/o offline capabilities
- Design-thinking with field personnel in Cupertino
- **Abstracted legacy core** to innovate fast, leveraged BTP to connect SAP and non-SAP backend, **leveraged extensive pre-build content**
- **Construction Transformed:** Went from paper-based project management to iPad / iPhone OnePlan app
- **Service Transformed:** Collapsed 50 legacy apps into 6 consumer-grade iPhone and Android apps for 10,000 employees (off-line capable).
- **ROI < 6 months on hard benefits alone.**





“

*The partnership between Vestas, Apple, and SAP worked flawlessly.*

*We were able to leverage SAP Cloud Platform to create simple-to-use consumer grade applications that the field personnel **love to use, without training** and change management struggles.*

*The ROI was less than one year, with huge operational benefits.”*



**Thomas Ove Rasmussen**  
**Designer and Solution Architect**  
**Invokers (SI for Vestas Project)**

**SAP BTP specialist partners with excellent Oil & Gas Experience**



Well Established

Originally Distinct

Endorsed & Trusted



**240+**  
Customers



Global Partner



**200+**  
Active Projects



**350+**  
Consultants

Specialize in



**21 Years**  
YoY Growth



**Houston**  
Headquarters



Total Coverage



**End-To-End Advisory & Services**

Long-time SAP Build & Services Partner with full-featured practices in BTP's 5 core pillars.



**Global Delivery Structure**

New Delivery Centers and Nearshore Centers augment local capabilities.



**Innovation Tools & Accelerators**

Delivered \$20 Million+ in savings for customers in 2022.



**Capability Expansion Via Product Innovation**

Aggressive enhancement packages for top-tier SAP products: SAC, BTP, and more.

### Wrap-Around Certifications

**SAP® Labs & GD**  
Strategic & Joint Account  
Planning Partner

**SAP® Hybris**  
Global Silver Partner

**SAP® S/4 HANA**  
Operations Services

**SAP® Certified**  
Build & Services

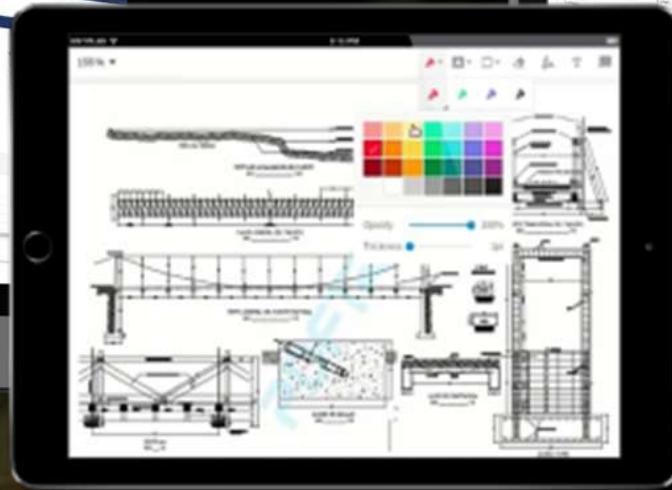
**SAP® BTP**  
Cloud Services

### Valued O&G Customers












# Incture delivers Business Technology Results!

Incture has delivered more than **100 application** development, integration, and support projects using **SAP BTP Platform & Services**

- ✓ **17+ years** delivering results
- ✓ **900+** passionate employees
- ✓ In North America, Europe & India
- ✓ SAP Pinnacle & Innovation Awards
- ✓ **SAP BTP focused**   
Built over 100 applications using BTP Platform & Services.
- ✓ **Oil & Gas Expertise**  
Driving Intelligent Innovations in the energy industry landscape
- ✓ **Specialized** in Digital Oilfield, Industry 4.0 & Source to Pay



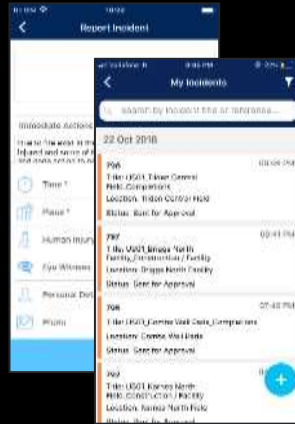
# Incture® Digital Oil Field – Mobility as Enabler



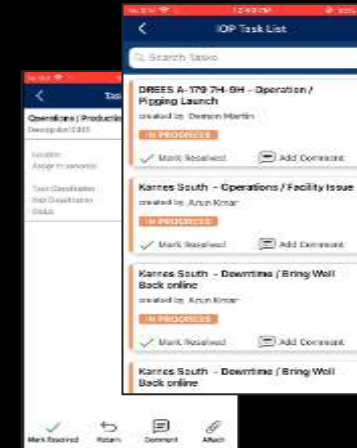
## PERMIT TO WORK



## INCIDENT MANAGEMENT



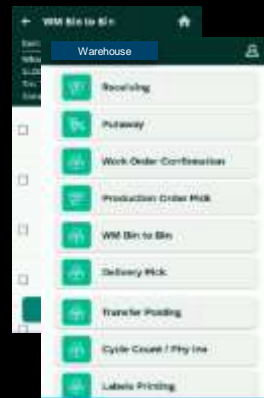
## TASK MANAGEMENT



## WELL PROFITABILITY



IMAGE PROCESSING, REMOTE ASSISTANCE



WAREHOUSE MANAGEMENT SOLUTION

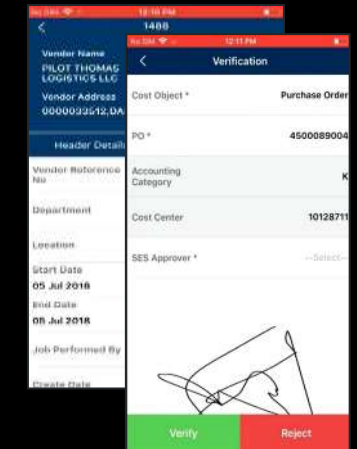


Mobile Launchpad  
Offline, Native UX -  
Performance, Voice to Text,  
OCR, Scanning, Attachments

## PLANT MAINTENANCE

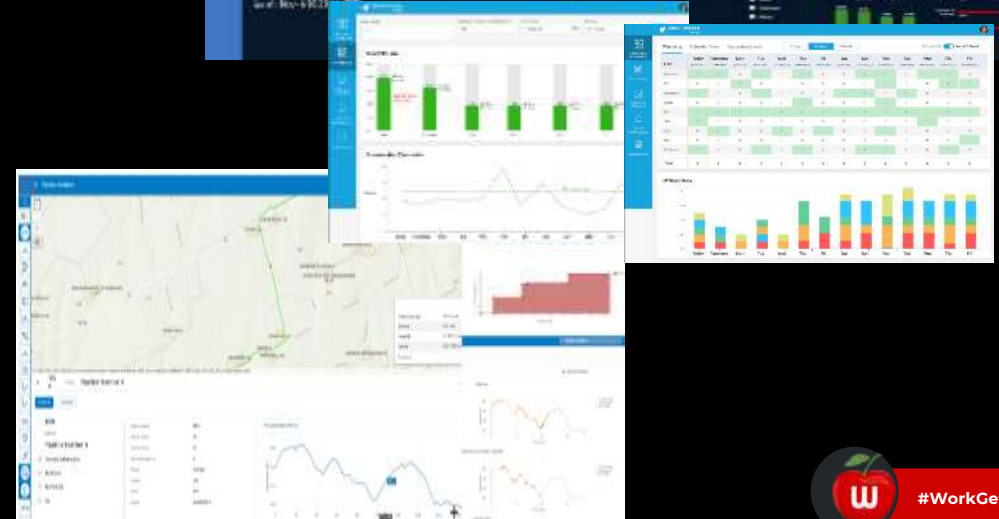
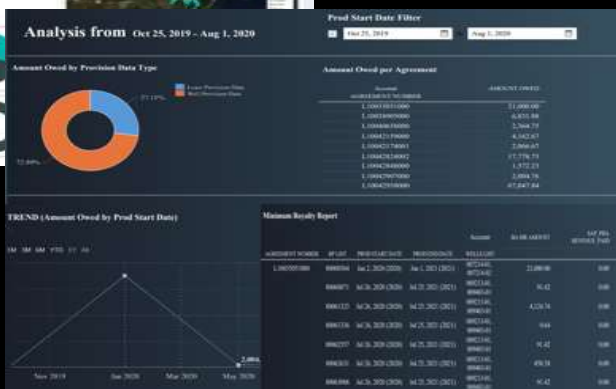
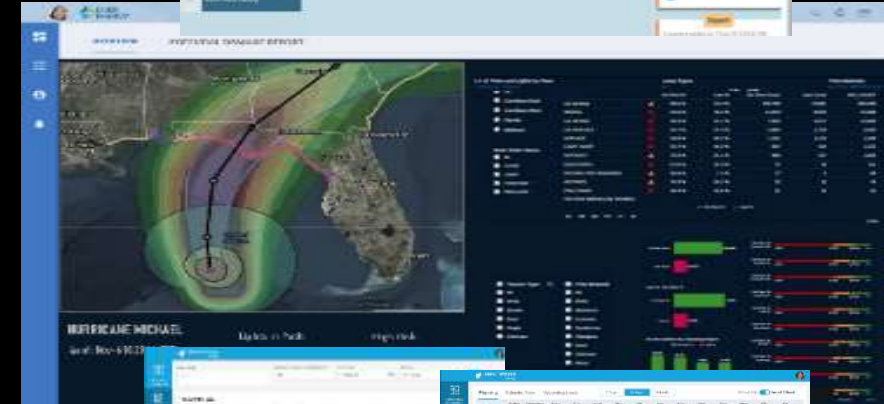
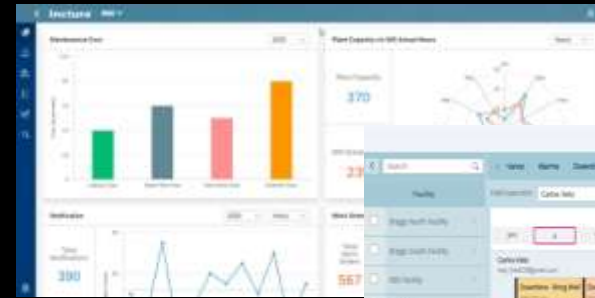


## DIGITAL FIELD TICKET





# Incture<sup>®</sup> Digital Oil Field – Web Apps



**The future will be real-time, dynamic, composable, data-driven**





24 coaches  
& assistants



Andy Mulum  
Sr. Director, SAP

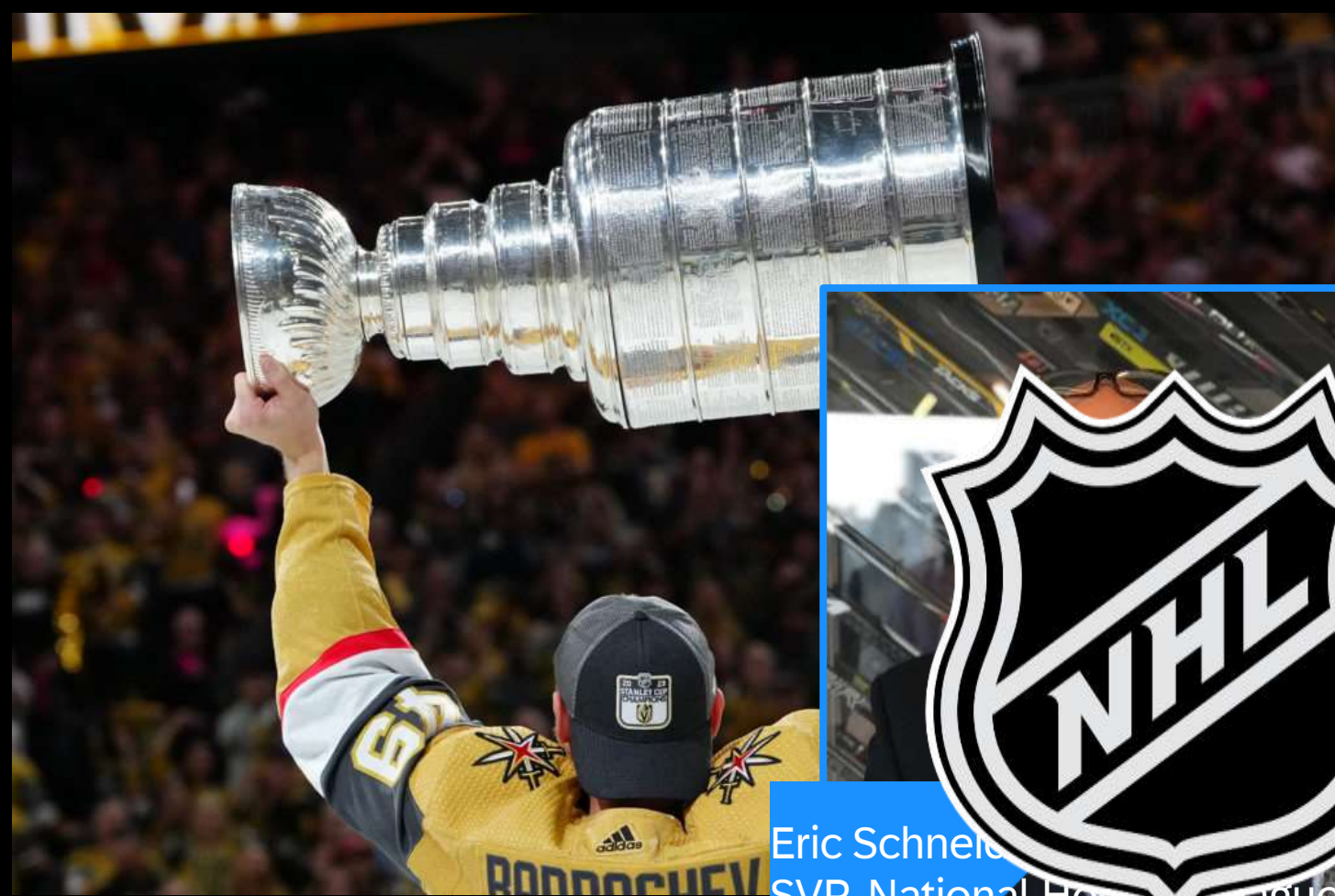


53 active players  
on the roster

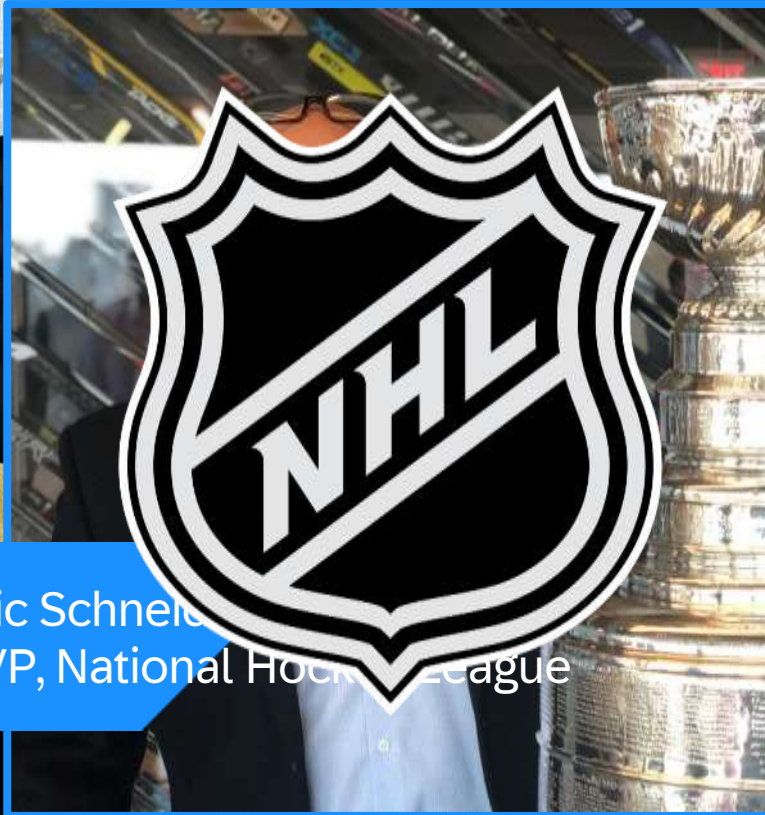




***Creating a great game plan at the start of the season is just the first step. Adjustments – week-to-week, possession-to-possession, play-to-play – determine which team makes it all the way and wins the Superbowl.***



Non-stop game,  
non-stop substitutions

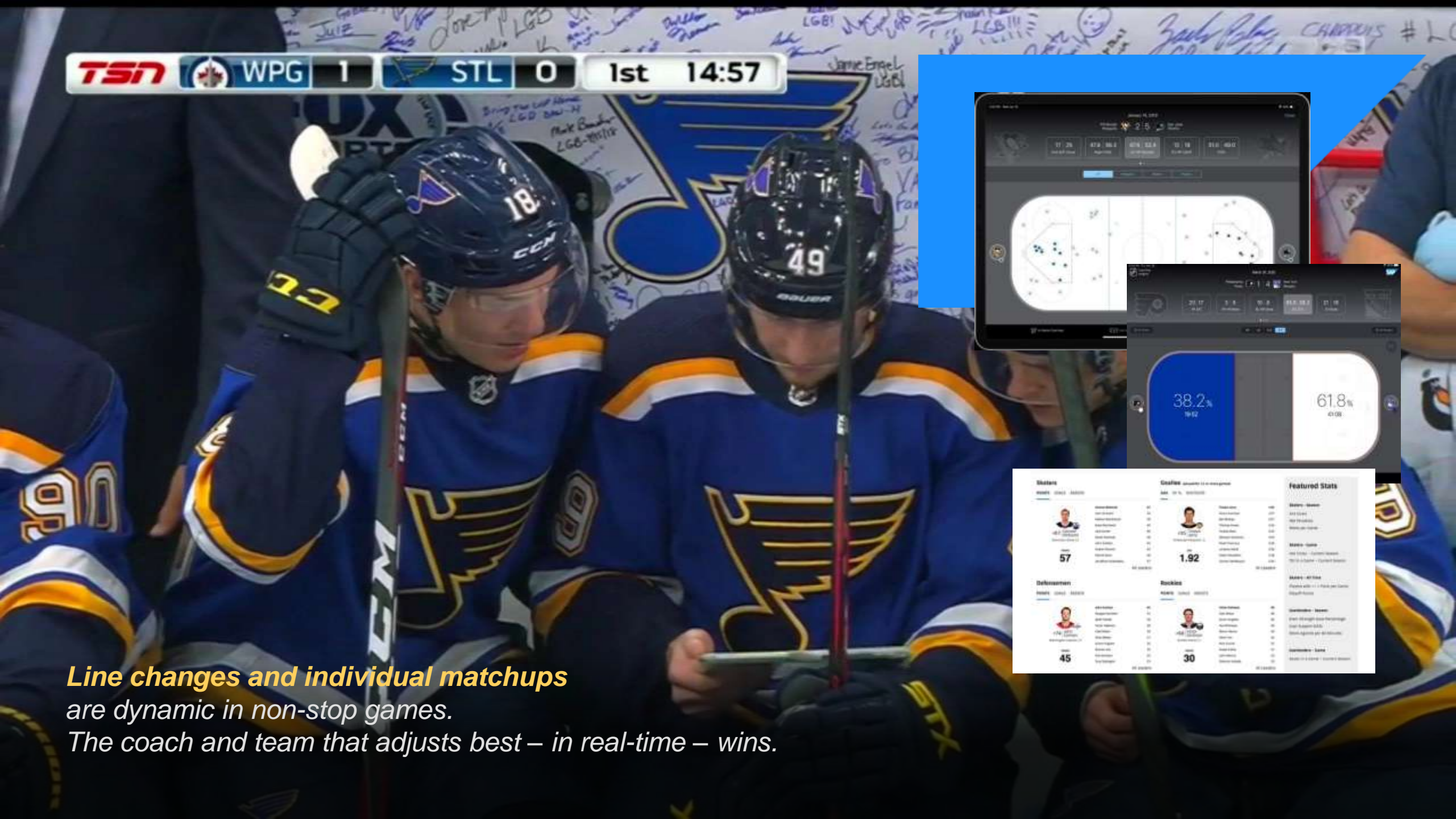


Eric Schneider  
SVP, National Hockey League

23 active players  
on the roster



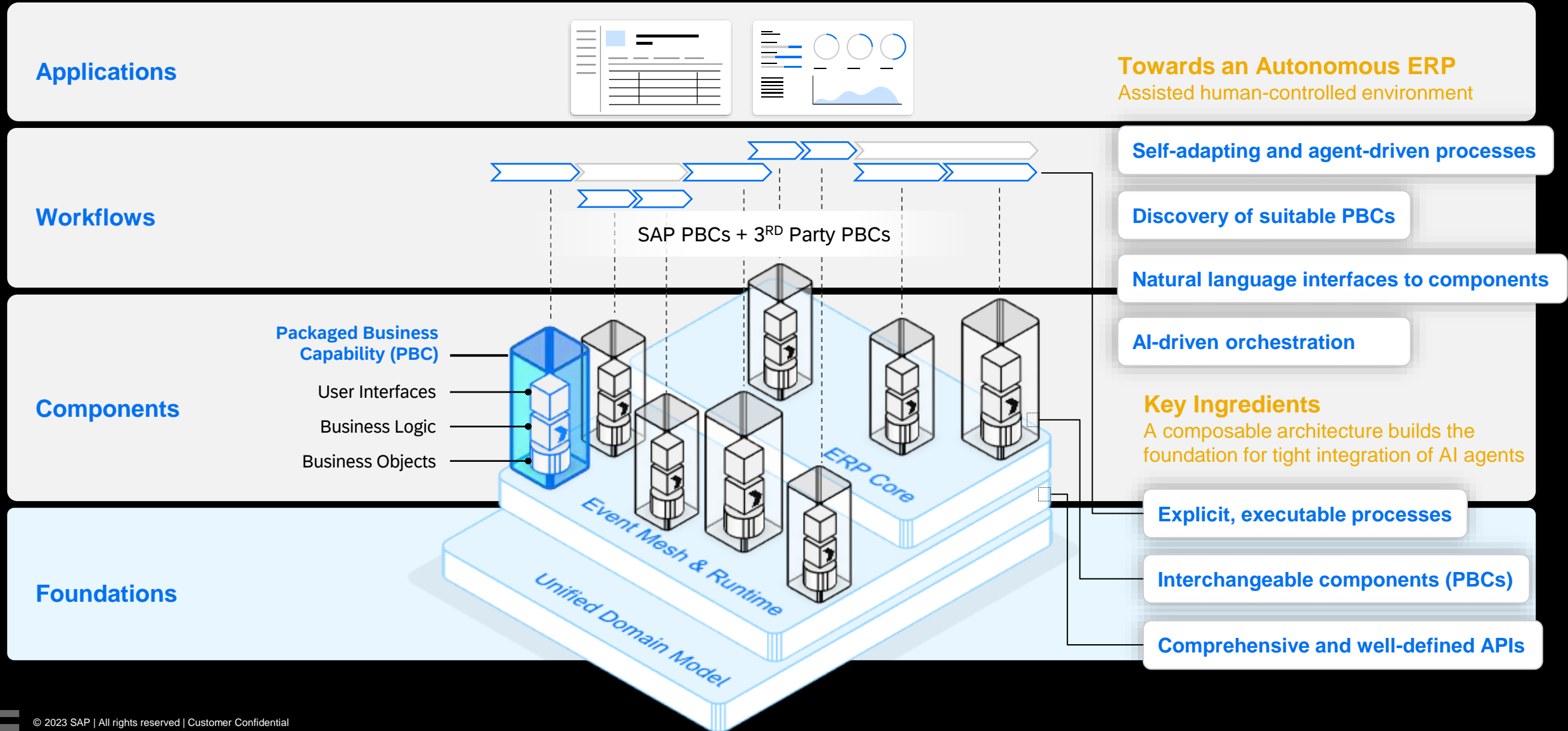
TSN WPG 1 STL 0 1st 14:57

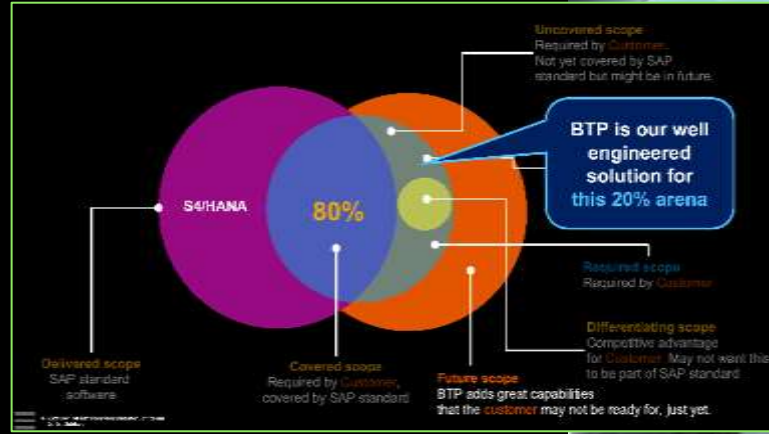


Status		Goalies		Featured Stats	
	57		1.92		57
	45		30		57

**Line changes and individual matchups** are dynamic in non-stop games. The coach and team that adjusts best – in real-time – wins.

# BTP enables and accelerates **Composability**





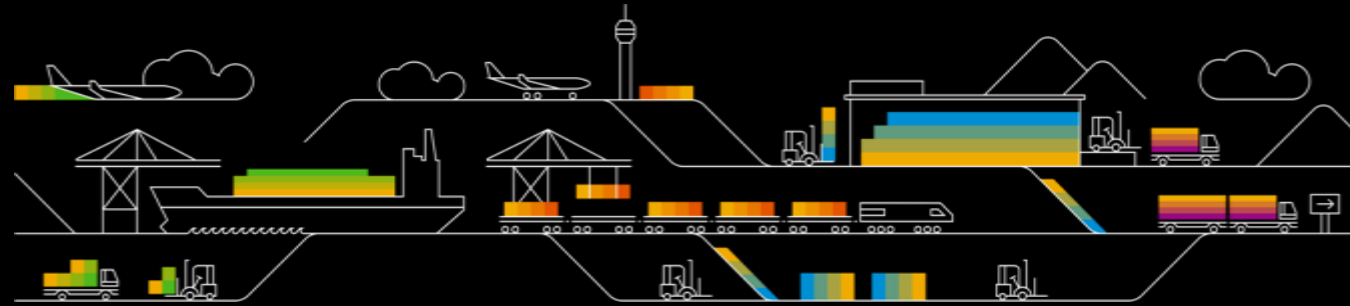
## Why BTP?

*Simplify your overall landscape with BTP to become more nimble, resilient, adaptable, automated, and data-driven.*

1. Helps **accelerate progress while reducing risk** with a best-in-class **modular**, flexible model.
2. **Optimize business processes** and enable **real-time, forward-facing, data-driven** companies.
3. Companies become **more adaptable**, productive, automated, **quick**, and resilient.







**Implement a modular strategy with BTP**  
so the business can adapt and evolve quickly.

**Questions?** Go to [sapbob.com](https://sapbob.com) to connect. Curated collection of links at [sapbtp.com/links](https://sapbtp.com/links).

