



Informatica[®]

White Paper

How to Build a Winning Business Case for Mastering Supplier Data

Contents

Executive Summary	3
- Value Opportunity One: Reduced Effort to Onboard Suppliers and Standardize Supplier Data	5
- Value Opportunity Two: Improved Margin Attainment	6
- Value Opportunity Three: Improved Spend Rate with Preferred Suppliers	7
- Value Opportunity Four: Improved Rebate Attainment	8
- Value Opportunity Five: Reduced Risk of Regulatory Violations	9
A Representative BVA	10
Cash Flow	13
Summary	16
Get In Touch	16
Appendix	17

Executive Summary

All organizations can benefit from a comprehensive, stage-by-stage review of their supply chain. You can begin with the original manufacturers or commodity providers, move to resellers, then to your organization. Here, you should look at internal use or distribution to customers or partners.

As there may be a substantial associated financial value related to both direct and indirect spend, this may represent a particularly significant opportunity for enterprises that re-sell products for further distribution or to end users. Having visibility and insight into all supply chain activities can make the difference between transactions that maximize profitability and those that leave money on the table.

Supply chain issues can also affect your relationships with your customers. No matter how loyal the customer, if they can't find the product on your site — or if they find the same product elsewhere at a better price — you risk losing their business.

Organizations that prioritize environment, social and governance (ESG) initiatives need to be aware of activity throughout their entire supply chain. Here, access to complete and reliable supplier data is critical.

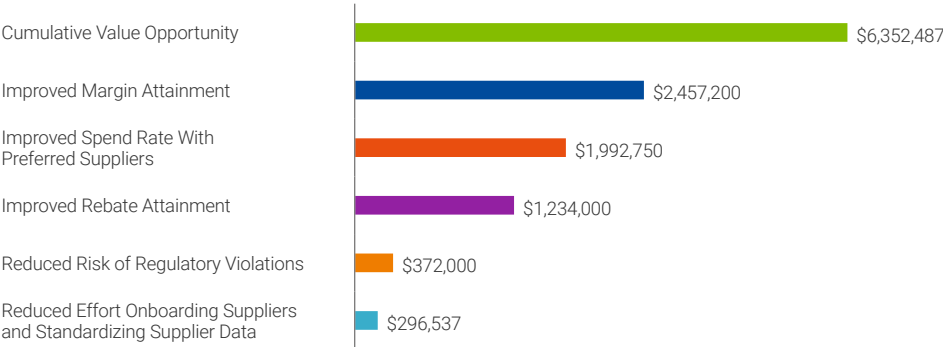
Fortunately, there is a solution to address this critical business need. Supplier 360 is a master data management (MDM) solution built on Informatica's Intelligent Data Management Cloud (IDMC). Supplier 360 provides an intelligent, end-to-end view of all business-critical supplier information across the enterprise.

There are many ways that you can significantly improve your business with master data management. But these ways are not always obvious. This means that chief data officers, enterprise architects and other data leaders must communicate the value of those opportunities in language that business stakeholders use and understand. This paper details five value opportunities of mastering supplier data. We've based these opportunities on business value assessments (BVAs) we have done with clients.

How to Build a Winning Business Case for Mastering Supplier Data

In this paper, we build an example BVA centered on a representative organization, **a reseller of industrial materials**. The organization wants to master its supplier data to improve business outcomes. We will also explore how organizations of all sizes might realize financial return by mastering supplier data.

Yearly MDM Value Opportunity (Medium Scenario)



In the sections that follow, we will provide additional details regarding the assumptions, data and calculations we used to quantify the business value for each category as depicted in the chart above. We'll note here that we use three scenarios — low, medium and high — to estimate the ranges of potential outcomes from better supplier information management.

Value Opportunity One: Reduced Effort to Onboard Suppliers and Standardize Supplier Data

When an organization lacks purpose-built tools, it can be a problem to enter, cleanse and aggregate supplier data. Reducing the amount of time spent on this lower-value work and returning that time to users is a core benefit of mastering supplier data.

Reduced Effort Onboarding Suppliers and Standardizing Supplier Data

Supplier data is spread broadly across a wide range of data repositories and ERPs. This means that analysts and developers must extract, transform, cleanse and reconcile supplier data before it can be used for operational and reporting purposes. One particular area of concern is qualifying and onboarding new suppliers. For many organizations, this is a manual and disjointed effort and requires coordination for several internal teams and personnel.

Supplier data management lets you systematically standardize and aggregate data sources. Some solutions allow suppliers to self-register and upload catalogs themselves. Other useful features include a process-driven workflow and a user-friendly graphical interface.

	Low	Medium	High	Notes
Total number of employees engaged in cleansing supplier data	19			Per Interview with supplier management team
Avg. % of time engaged	35%			Estimate by supplier management team
Total FTE level of effort	6.7			Calculation
Expected reduction of level of effort	50%	60%	70%	Internal benchmark based on our experience
FTEs saved/year for other value-added work	3.3	4.0	4.7	Calculation
Average annual fully burdened compensation of impacted team members	\$74,320			Per HR report
Annual associated value	\$247,114	\$296,537	\$345,960	Calculation

Value Opportunity Two: Improved Margin Attainment

A full view of supplier activity benefits resellers and retailers. Improved transparency and better analytics can lead to favorable margins. Supplier data management can play a significant role in enabling better purchasing and pricing decisions, which can lead to improved profitability.

Improved Margin Attainment				
Without access to usable, reliable and complete supplier data, it can be a challenge to negotiate with suppliers and customers. Although legacy systems are expected to capture supplier activity, they don't always show a complete picture of all purchasing events throughout the company. For example, a seller in one group may not know that a certain product is being acquired (or sold) at a better rate or with more favorable terms elsewhere. This lack of visibility results in margins that are thinner than what they otherwise could be.				
Unifying supplier data across the enterprise could improve margins on certain transactions.				
	Low	Medium	High	Notes
Total annual revenue (\$M)	\$6,143			Per annual report
% of revenue eligible for improved margin with better transparency	2.0%			Estimate by revenue ops department
Annual revenue eligible for improved margin (\$M)	\$122.90			Calculation
Average gross margin earned	13.5%			Per annual report
Improvement of gross margin on affected transactions	1.0%	2.0%	3.0%	An estimate based on numerous conversations
Resulting gross margin on affected transactions	14.5%			Calculation
Annual associated value	\$1,228,600	\$2,457,200	\$3,685,800	Calculation

Value Opportunity Three: Improved Spend Rate with Preferred Suppliers

For many organizations, so-called “rogue spending” can be hard to identify but may still have a significant cost to operations. For procurement personnel, it can be frustrating when spend is directed toward unpreferred or even unauthorized providers of products and services. For business personnel, the greatest priority is often just getting needed products back in stock as quickly and easily as possible. Accurate, complete and mastered supplier data can be the critical technology that bridges the gap between procurement and the business.

Improved Spend Rate with Preferred Suppliers				
Deficiencies in supplier data — especially missing, inaccurate, duplicate or incomplete records — make it harder than it should be to identify rogue purchases and to concentrate spend with preferred suppliers.				
A comprehensive purchasing dashboard allows buyers and commodity managers to monitor and analyze supplier activity. As a result, we expect that the organization can increase its spending with preferred suppliers, thereby reducing the level of spend with higher-cost suppliers.				
	Low	Medium	High	Notes
Annual supplier spend (\$M)	\$5,314			Per annual report
% of purchases from preferred suppliers	55.0%			Per assessment by vendor management team
Expected improvement in spend from preferred suppliers	0.5%	0.75%	1.0%	Per assessment by vendor management team
Resulting spend from preferred suppliers	55.5%	55.75%	56.0%	Calculation
Annual spend converted to preferred suppliers	\$26,570,000	\$39,855,000	\$53,140,000	Calculation
Average reduction in cost for preferred suppliers	5.0%			Recent procurement team study
Annual associated value	\$1,328,500	\$1,992,750	\$2,657,000	Calculation

Value Opportunity Four: Improved Rebate Attainment

Many providers of goods and services offer rebates to purchasers who attain a certain spend volume. However, without accurate and complete supplier data, it's a challenge to maximize any potential rebates. Mastering supply data may enable eligible organizations to optimize the volume of rebates earned.

Improved Rebate Attainment				
For many retailers and resellers, realizing the highest supplier rebates possible can be a priority. Mastering supplier activity data can play a critical role here. It can be a challenge to manage spend and reach thresholds without the ability to correctly match acquired products to the proper supplier. Managing this information becomes nearly impossible when the organization doesn't have a clear picture of supplier hierarchies, rebates offered and geographical regions covered. Providing this information to procurement personnel should allow the organization to do a better job and achieve the highest possible rebates.				
	Low	Medium	High	Notes
Annual supplier volume rebates (\$M)	\$61.7			Per annual report (three-year average)
Potential improvement in rebate attainment	4.0%			Per internal assessment by vendor management team
Total potential improvement in rebate attainment	\$2,468,000			Calculation
Expected achievement against opportunity	25%	50%	75%	Projection by vendor management team
Annual associated value	\$617,000	\$1,234,000	\$1,851,000	Calculation

Value Opportunity Five: Reduced Risk of Regulatory Violations

Wherever the storage and transportation of materials takes place, there are risks related to managing and labeling those materials accurately, safely and in accordance with applicable regulations. Failing to do this creates potential (possibly significant) exposure and liability, depending on the material and country of origin. Furthermore, any lapses in this area are likely to contradict an organization’s stated ESG initiatives.

Managing supplier information via Supplier 360 diminishes the risk of running afoul of regulations relating to the storage and transportation of material and reduces expected costs relating to mitigation.

Reduced Risk of Regulatory Violations

There are opportunities to improve compliance measures around storage and transportation of hazardous material, country of origin labeling and other critical regulatory mandates. Failure to comply creates the risk of regulatory findings and the costs to mitigate. In some regions, suppliers are expected to produce the critical information needed to label and manage materials consistent with regulations. Yet in many cases that data is lost or mishandled due to confusion among the many suppliers who produce and deliver materials. We expect that with a robust supplier data management solution in place, the risk of violation would be reduced.

	Low	Medium	High	Notes
Frequency of incidents/year	31			Per compliance annual summary
Expected reduction in incident frequency	50%	60%	70%	Estimate per internal assessment
Expected number of incidents avoided/year	15.5	18.6	21.7	Calculation
Average cost per incident	\$20,000			Calculation
Annual associated value	\$310,000	\$372,000	\$434,000	Calculation

A Representative BVA

Benefit calculations like the ones above may be leveraged in the construction of a **business value assessment (BVA)**. A business value assessment is a financial model built by a project manager or analyst to help make an informed decision as to whether a proposed investment is in the best financial interest of the organization's owners and other stakeholders.

A BVA often takes the form of a **return on investment (ROI) analysis**. It may be also known as a **business case** or a **cost-benefit analysis (CBA)**. So that there is no confusion: our practice is to use the terms BVA, business case, CBA and ROI interchangeably.

To illustrate how one may construct a BVA, we consider a hypothetical representative organization evaluating an investment in Supplier 360. This BVA for the representative company, **Clooney Industrial Supply (CIS)**, leverages our experience in speaking with and building actual BVAs on behalf of hundreds of organizations over the past ten years.

In this example, CIS began as a regional presence offering industrial components such as electrical and plumbing parts to manufacturers and builders. The organization was founded in Tacoma, and gradually grew to several locations across the state of Washington and throughout the US Pacific Northwest. As time passed, it broadened its scope to carry a wide range of industrial products not only as a retailer of such products, but also as an aggregator and reseller to other companies.

CIS has grown rapidly and has acquired several smaller competitors throughout North America and Europe. As of the beginning of this year, CIS operates 131 warehouses and offices served by 8,100 employees and generates annual revenues of over \$6 billion. The company stocks roughly 860,000 active SKUs from a variety of manufacturers and commodity providers. However, because of siloed data repositories and a lack of comprehensive reporting, it lacks confidence that those numbers are accurate.

As CIS has grown, IT leadership has called attention to their belief that management of supplier data is a significant pain point for the organization. CIS operates in an environment where customers can buy the same or similar materials and parts from a wide range of local and national competitors. To win business, the organization has set a goal to differentiate themselves through aggressive pricing and unparalleled service. And if the company does not take these steps, it's very easy for customers to go elsewhere.

Supply chain awareness and transparency has become especially important beyond its impact on profitability. The organization has prioritized a range of ESG initiatives, and reports regularly on progress to the board and to shareholders. The organization's overall carbon footprint is determined not only by what happens within its own walls, but also within supplier operations. Moreover, the company is closely tracking its compliance with several industry priorities such as assurance of safe working conditions and avoidance of forced labor. To make progress on these critical issues, the company must have deep awareness of and transparency into supplier information and operations.

Among the many issues relating to supplier data are:

- Inconsistent supplier data that is manually entered by CIS personnel in multiple systems
- A lack of insight and awareness of activity across suppliers, or even with a single supplier
- A wide range of supplier data spread across multiple ERPs and data repositories
- Complex and abstract processes relating to supplier information, including onboarding new suppliers, invoicing suppliers and tracking supplier rebate attainment
- A lack of confidence in executive staff around reporting by the procurement and accounting departments

Few at CIS would argue that there were real challenges, but it was unclear whether the costs of addressing these issues would justify spending company resources on a solution. Deborah Wanicur, the company's longstanding COO, suspected that a solution like Supplier 360 would solve many of the issues challenging the organization.

Deborah turned to the organization's project management team to conduct a BVA of Supplier 360 to apply financial scrutiny before committing to a deployment. Cindy Schmidt, a senior manager in that organization, agreed to take on the project.

Cindy engaged in discussions with leaders in several departments — IT, finance, procurement, vendor management, sales, merchandising, logistics and others. In those meetings, Cindy learned of several critical weaknesses or opportunities for improvement as they related to current practices in managing the company's supplier data.

Based on those conversations and leveraging guidance from Informatica, Cindy constructed five financial benefits, or use cases, as the basis of those opportunities. We depict these benefits earlier in this paper.

Cash Flow

Leveraging the five quantified benefits, Cindy built three projected cash flows, one for each of the benefit scenarios (low, medium and high). For the first year, she eliminated the realization of value during an expected six-month deployment period and reduced the expected impact for the remainder of that year. Cindy has not yet compiled expected costs from internal resources and solution vendors. For now, she has benefit-only analyses. Results follow:

Low Scenario

Projected Benefits	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Benefit #1: Reduced Effort to Onboard Suppliers and Standardize Supplier Data	\$61,779	\$247,114	\$247,114	\$247,114	\$247,114	\$1,050,235
Benefit #2: Attaining Improved Margins	\$307,150	\$1,228,600	\$1,228,600	\$1,228,600	\$1,228,600	\$5,221,550
Benefit #3: Improved Spend Rate with Preferred Suppliers	\$332,125	\$1,328,500	\$1,328,500	\$1,328,500	\$1,328,500	\$5,646,125
Benefit #4: Improved Rebate Attainment	\$154,250	\$617,000	\$617,000	\$617,000	\$617,000	\$2,622,250
Benefit #5: Reduced Risk of Regulatory Violations	\$77,500	\$310,000	\$310,000	\$310,000	\$310,000	\$1,317,500
Total Benefits	\$932,804	\$3,731,214	\$3,731,214	\$3,731,214	\$3,731,214	\$15,857,660

Medium Scenario

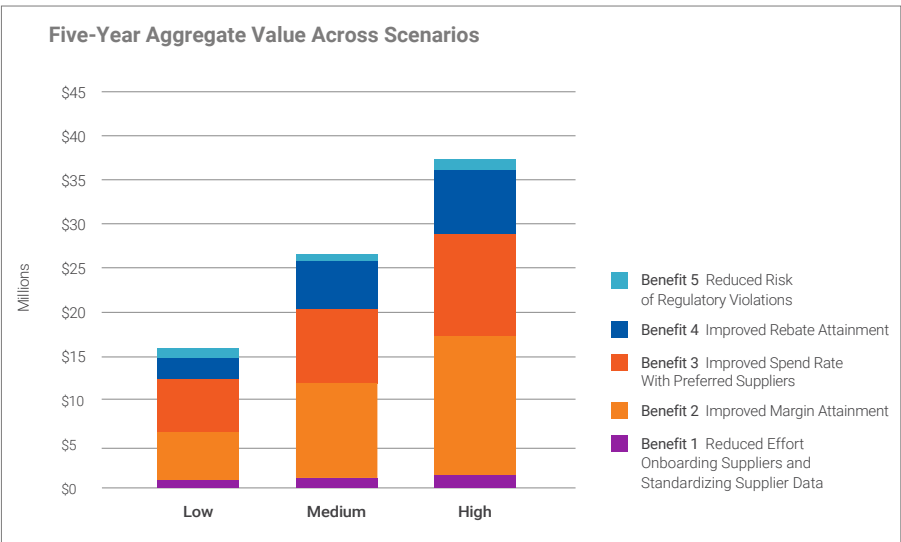
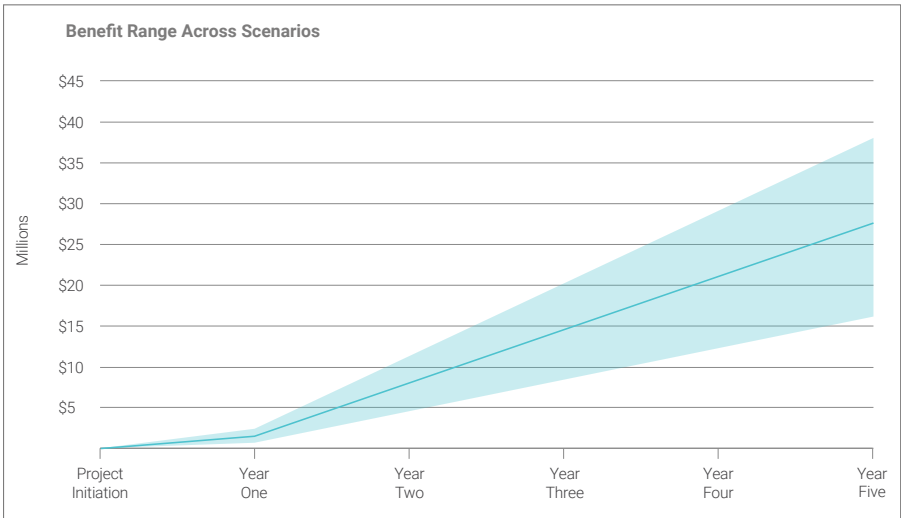
Projected Benefits	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Benefit #1: Reduced Effort to Onboard Suppliers and	\$74,134	\$296,537	\$296,537	\$296,537	\$296,537	\$1,260,281
Benefit #2: Attaining Improved Margins	\$614,300	\$2,457,200	\$2,457,200	\$2,457,200	\$2,457,200	\$10,443,100
Benefit #3: Improved Spend Rate with Preferred Suppliers	\$498,188	\$1,992,750	\$1,992,750	\$1,992,750	\$1,992,750	\$8,469,188
Benefit #4: Improved Rebate Attainment	\$308,500	\$1,234,000	\$1,234,000	\$1,234,000	\$1,234,000	\$5,244,500
Benefit #5: Reduced Risk of Regulatory Violations	\$93,000	\$372,000	\$372,000	\$372,000	\$372,000	\$1,581,000
Total Benefits	\$1,588,122	\$6,352,487	\$6,352,487	\$6,352,487	\$6,352,487	\$26,998,069

How to Build a Winning Business Case for Mastering Supplier Data

High Scenario

Projected Benefits	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Benefit #1: Reduced Effort to Onboard Suppliers and	\$86,490	\$345,960	\$345,960	\$345,960	\$345,960	\$1,470,328
Benefit #2: Attaining Improved Margins	\$921,450	\$3,685,800	\$3,685,800	\$3,685,800	\$3,685,800	\$15,664,650
Benefit #3: Improved Spend Rate with Preferred Suppliers	\$664,250	\$2,657,000	\$2,657,000	\$2,657,000	\$2,657,000	\$11,292,250
Benefit #4: Improved Rebate Attainment	\$462,750	\$1,851,000	\$1,851,000	\$1,851,000	\$1,851,000	\$7,866,750
Benefit #5: Reduced Risk of Regulatory Violations	\$108,500	\$434,000	\$434,000	\$434,000	\$434,000	\$1,844,500
Total Benefits	\$2,243,440	\$8,973,760	\$8,973,760	\$8,973,760	\$8,973,760	\$38,138,478

How to Build a Winning Business Case for Mastering Supplier Data



An initial review of the five expected benefits included in the BVA resulted in a post-implementation annual value between \$3.7 million (low) and \$9.0 million (high). If the costs of deploying Supplier 360 (inclusive of software subscription, professional services, training and related costs), are lower than those of projected benefits, then the investment would likely be accretive.

Summary

In our experience, mastering a single domain (in this case, supplier data) is likely to result in a positive financial outcome for organizations such as this representative organization. And, as stated, achieving ESG milestones is often more likely with supplier data mastered.

Mastering additional domains, including finance, customer, product, employee, location, etc. may have more than an additive effect. Typically mastering multiple data domains may have a multiplicative impact, given how closely tied data domains may be in an operational context. So, for example: mastering both supplier data and product data may well result in more value created than twice the value of either domain mastered on its own.

Get In Touch

Informatica helps organizations of all sizes, in every industry, around the globe generate more value from their data. If you'd like to discuss a business value assessment specific to your organization, please **contact us** for more information.

Appendix

A. BVA Best Practices

Organizations often encounter opportunities to earn a potential benefit in the future after committing funds today. Often these opportunities relate to the potential acquisition of a technology. It can be difficult to determine whether to move forward or to stay put. How can the organization evaluate the technology investment opportunity in an analytical, dispassionate way and increase the likelihood of making the right decision?

BVAs are routinely employed by companies **that want to make informed decisions about the deployment of their financial resources**, particularly in cash-constrained environments. Given that an enterprise likely cannot fund every project under consideration, a BVA is a tool to aid in rational decision making on investments of sufficient magnitude.

Over the course of producing several hundred BVAs at Informatica, we have compiled several best practices that we recommend to organizations considering a technology acquisition

Best Practice #1: Be conservative in all projections and assumptions

The ethos of being conservative means making projections that represent the highest likely costs and lowest likely benefits. A BVA that produces impressive financial metrics despite a conservative mindset can be very persuasive. A BVA that relies on aggressive assumptions is analytically dubious and unlikely to withstand scrutiny. Aggressive projections undermine the credibility of the analyst; there is no easier way for a financial gatekeeper to reject a cost-benefit analysis than to declare that the projections are aggressive.

Best Practice #2: Emphasize transparency in all values and calculations

If a reviewer evaluating a BVA cannot easily ascertain how an assumption is determined, or how a calculation is derived, then the reviewer may become concerned that an insufficiently conservative approach has been embraced. Even if the reviewer does not harbor this suspicion, an opaque analysis risks muddying “the story” of the project. The best practice is to generously annotate the sources, assumptions and calculations which underlie a cost-benefit analysis.

Because of its transparency, Excel is typically a better format than a “black box” online calculator.

Best Practice #3: Follow Up and Measure Post-Implementation Results

A commonly overlooked component of the business case analysis process is to track actual project outcomes and financial impact. That this is rarely accomplished is understandable; in a busy environment, the analyst often moves to the next project assessment without tracking the outcome of previously approved projects.

This is unfortunate: by tracking actual results, analysts can measure the accuracy of their initial projections. The analyst may change his or her BVA methodology and practices as a result of those findings. And this would lead to BVAs that are more meaningful and reliable.

Best Practice #4: Use Scenarios to Reflect Ranges of Potential Outcomes

Even if you have perfect clarity about the current state, and even if you have relevant post-implementation results that you can reference, it is rare that you can predict the future with absolute precision. It is far more credible (and honest) to admit that inherent uncertainty when projecting the future state across a range of potential scenarios.

Our practice is to a future state across three potential scenarios: low, medium and high. It's been our experience over the years that reviewers of BVAs appreciate the opportunity to review a complete perspective of potential outcomes.

B. Value Grid for Supplier 360

The representative BVA that we depict in this paper describes the process of building a business case for a reseller of industrial products considering Supplier 360.

The benefits we illustrated may or may not be consistent with the ones that your organization might experience, or that is of greatest value to your organization. At Informatica, we have seen this diversity of value opportunities across the BVAs we've conducted over the last ten years; there is a very broad range of potential impacts resulting from better data management practices.

How to Build a Winning Business Case for Mastering Supplier Data

The value grid below depicts a selected benefits for organizations across a range of scale deploying Supplier 360:

Organization Scale	Cost Controls	Revenue	Productivity Impacts	Compliance and Other Impacts
Up to \$1B Organizations	Reduced supplier costs through improved transparency Increased realization of early pay discounts	Improved ecommerce performance Faster product launches	Reduced effort onboarding suppliers Reduced effort when integrating acquired organizations	Reduced employee frustration and attrition through improved data practices Improved awareness of total carbon footprint and other environmental impacts
\$1B-10B Organizations	Improved transparency/ analytics leads to reduce cost of material acquisition Reduced frequency / cost of rush shipments	Improved margin attainment Faster onboarding of new suppliers	Reduced effort managing changes to supplier data Automated upgrades and patching with less overall effort than on-premises	Reduced risk of violation of export or country of origin regulation Reduced risk relating to transport of hazardous or controlled materials
\$10+B Organizations	Reduced shipping costs through supplier optimization Improved rebate attainment	Sales growth through more competitive pricing Improved customer loyalty	Reduced effort maintaining and aggregating supplier records Automated upgrades and patching with less overall effort than on-premises	Reduced fines/fees relating to labeling requirements ESG priorities including assurance of safe workplace conditions and avoidance of conflict minerals
State/Local & Higher Ed/ Public Sector	Reduced cost of material acquisitions Reduced costs of supplier audits	Higher fee/ subscription collections through faster citizen/student services	Reduced system administration of legacy systems Reduced effort managing supplier data	Improved compliance with applicable procurement regulations Reduced risk of safety incidents through better awareness of materials in the field

C. Overview of Supplier 360

Supplier 360 unleashes the power of a company's supplier data by providing an intelligent, end-to-end view of all business-critical supplier information across the enterprise.

Supplier 360 enables organizations to transform their supplier relationships by turning inaccurate, restrained or disconnected supplier information into trusted, governed, relevant and authoritative data to fuel business and analytical applications. It provides a flexible ecosystem where everyone can access relevant information and manage vendors, their relationships and the products and services they supply.

Streamlining the supplier relationship and lifecycle management, Supplier 360 accelerates the data-driven digital transformation of the end-to-end information value chain.

It's a modern, intelligent, all-in-one supplier information management solution designed to help you build and maintain strong relationships with your suppliers. Supplier 360 effectively improves the way you interact with your suppliers so you can obtain the best possible result in terms of quality, quantity, on-time-delivery of your supplies, supplier spend, compliance, risk-reduction, diversity and sustainability.

Supplier 360 benefits from the Informatica Intelligent Data Management Cloud™ which provides everything you need to move data from source systems into Informatica MDM, process it, create a 360 view of the supplier and then publish it to downstream consumers.

D. Product Specifications

Supplier 360 unites, cleanses, masters and synchronizes supplier data under a single, rigorous governance regime. Able to positively impact both direct and indirect spend, Supplier 360 generates value by streamlining and innovating the way organizations collaborate with internal and external parties.

Among the capabilities of Supplier 360 that enable organizations to realize value are:

- Supplier self-service for registration and product catalog upload
- Tools for easy supplier qualification and onboarding
- Provides a single, trusted source of supplier information
- Dashboards to monitor and analyze supplier activity

This white paper was jointly written by Informatica and Blue Mesa Consulting, LLC, a third-party provider of analytical services for the technology industry. It depicts anticipated future benefits for an imaginary organization but does not guarantee specific results that may be realized in a particular environment. Your actual costs and benefits may vary. Informatica and Blue Mesa Consulting make no representations that results of any magnitude will be achieved by an organization acquiring Informatica products.



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