openSAP Invites, Episode 20

Learn How to Build Better Products with a Human-Centric Product Backlog

Transcript

Elisabeth Riemann: [00:00:10] Welcome to openSAP Invites, I'm your host, Elisabeth Riemann, and in this episode, we're talking to SAP experts Boris Bezirtzis and Nikolai Vetter about their openSAP course "Learn How to Build Better Products with a Human-Centric Product Backlog". The digital transformation means we all have rising expectations for any new product or service. Let's be perfectly honest, we all want to be wowed. By learning how to define a product backlog that balances the real needs of our customers with the business value and technical feasibility of our product, will be sure to hit that sweet spot. Boris Bezirtzis is an innovation coach and design thinking expert and was one of the very first design thinkers at SAP. He is the global design thinking lead at SAP Customer Innovation & Maintenance, and he facilitates a design thinking coaching community of over 30 coaches. Boris combines agile and human-centered design principles to make innovation real in large customer projects, innovative products, and smaller innovation sprints. Nikolai Vetter is a user experience designer, design thinking coach and innovation expert at SAP Customer Innovation & Maintenance. His focus is on building next-generation software products with customers and partners in co-innovation engagements. Before joining SAP, Nikolai worked as a retail fashion company where he created unique omni-channel shopping experiences while building up UX competence and driving an agile mindset in software development projects. Let's say hello. Hello, Boris,

Boris Bezirtzis: [00:01:55] Hello.

Elisabeth Riemann: [00:01:55] And hello, Nikolai.

Nikolai Vetter: [00:01:57] Hello.

Elisabeth Riemann: [00:01:59] Welcome both of you to openSAP Invites. Earlier this year, starting in June 2021. Your four week openSAP course ran on how to build better products with a human-centric product backlog. Here, you explained how to define and then structure, validate and refine a product backlog, and you emphasize the

importance of user stories and user story mapping. Whenever we speak with course instructors on openSAP Invites, it's always fascinating to find out the story behind how our course came to be and how it was produced. So, as a warm up question to the both of you here: What's your very own personal story behind the course? Tell us more.

Boris Bezirtzis: [00:02:43] So I'm a designer by background, and before I studied design, I worked as a mechanical engineer and I rebuilt cars for handicapped people. So, it was a very individual building trying out what works for a person with special needs and what doesn't. So, it was a very close collaboration. And then I didn't just want to rebuild cars, I wanted to build up from scratch. So, I studied design and mainly with the focus on industrial design and transportation design. So, cars, boats, airplanes and so on. And I continue with the user focus. So, in my diploma project, the project was presented by two flight attendants from Lufthansa. It was a crew rest compartment in the plane, the A380 new airplane crew rest compartment and the flight attendants told the story of how they make a break during the flight. And so, I was always in this close collaboration and already in storytelling.

Nikolai Vetter: [00:04:00] Yeah, I'm also a UX designer, like Boris, but as you can imagine, my journey, how I became a UX designer looks completely different. So, during my bachelor studies, I studied Business Administration, which has nothing to do with UX design or anything connected to that. But in parallel, I was a working student at SAP in an internal development department where I first got in touch with software development and especially agile software development. So, after I received my bachelor's degree, I decided to do an internship in Singapore. And Singapore at that time was for me already what today we call a smart city. Because it was so advanced when it comes to the usage of technology and data to create new innovative services to ease up the life of people there. So that has really fascinated me, and therefore I made the decision during that time that I would like to study something with innovation. So back in Germany, I started my master studies in innovation management. Where I learned a lot of different methods, tools, and approaches, how to foster and manage innovation. And to be honest of all these different approaches only one made really sense to me, which was design thinking. Because design thinking starts with the human being at the center of everything that you do. And for me, it is still so obvious that when you want to create something new for people, you must first understand their behavior, their situation, their desires, their pain points and so on. And lucky me, I also had the

chance at SAP to experience in different co-innovation projects how design thinking really works in practice. So, when I received my master's degree, I decided to leave SAP and join another company, which was operating or is operating in the fashion retail industry. And there I was able to convince people that design thinking can help to bring in the customers perspective right from the beginning when creating unique shopping experiences for them. So, while applying design thinking in different projects, together with a with a colleague, we also recognize that we need to establish a connection between design thinking and development. Because with design thinking, you sure can create first concepts. But to bring these concepts to life, they have to be produced or developed. So, during this time, I learned more and more about user experience, about human-centered design and about different tools and methods that you apply to really connect the dots. So, I learned a lot from my colleague on a daily basis. I read a lot about the topic some books, papers and so on. I did some training camps and certifications, and I was also able to join a community which is called "Design at Business", where different design thinking practitioners, UX designers, researchers and so on from different companies all over the world come together and share their experience. Good practices, challenges that they faced when applying, design thinking in large organizations and different design methods and so on. And during one of these meetups, it was back in 2017. This was the first time where I met Boris and we were talking about user story mapping, which is a tool that helps you to connect the dots between human-centered design and agile development. And I immediately felt that energy coming from our shared passion about the topic. And I thought, hey, from this guy, you can really learn a lot. And from this moment on, we wanted to start something together to bring this knowledge, to bring this topic out into the world. And at that time, it was a bit tricky since he was at SAP and I was at Hugo Boss and we both were busy with our own projects. So, we had to wait until last year when I, so to say, rejoined SAP and lucky us, or lucky me, I joined the same team where Boris was already part of. And yeah, what should I say? The motivation was immediately back, and we were finally able to bring the topic, which we are both so passionate about, out in the world. Which is build products that users love. With the help of the openSAP platform and the entire openSAP team.

Elisabeth Riemann: [00:08:21] And I think it's fantastic that you kind of stayed with that idea, you realized very quickly you had a shared passion, you're on the same wavelength and it's come to fruition then with this openSAP course.

Nikolai Vetter: [00:08:31] Absolutely.

Elisabeth Riemann: [00:08:32] And I think it could be quite a challenge sometimes to focus on the key areas that make up a course and it runs over a full week. So how did you decide which topics to choose and which week to do that particular topic in? What was the thought process there?

Boris Bezirtzis: [00:08:44] It was a storytelling process. So, our main topic is how to bring human-centered design together with agile. That's the overall story. There are shared attributes or aspects in those areas, and one of it is really a user journey or a story. What is always a bit difficult to explain is how important storytelling is. So, it was quite easy to say, OK, first, we need the basics, then we need to transfer to something well known already. User story mapping, it's more like a method. You can easily explain. But then bringing in, in week three, the power of storytelling. And we started with movies, how a movie works, or how a good story works. And that's basically the essence. And bringing it to life by connecting to emotions. And maybe we can dive deeper into this bit later, how important emotions they are. So, a piece of storytelling was in the middle of two connected topics. User story mapping and how to prioritize a backlog. Which is very kind of logical. And then in between, is this emotional topic. And this was for a good reason because we wanted to highlight the importance of experience, user experience and stories.

Elisabeth Riemann: [00:10:14] Mm hmm. And I love the fact that you say the importance of emotions, right. Because we're talking about creating user-centric products and solutions, and we're all driven by our emotions there as well. And I think one of the pieces of great feedback that I saw in the discussion forum and I quote "a highlight for me", said one learner "was Boris' explanation of storytelling. The 'boom wow wow boom' methodology and translating it to a user-centric product backlog." And I think, how do you do that? How do you apply something that we know from the big screen? So, from movies. How can we really apply this to work in software to the IT branch? How do we create that wow effect?

Boris Bezirtzis: [00:10:53] As designers, we always also have a part of psychology in our studies. The interesting thing is if we talk about user experience, how our mind

captures or recalls or remembers reality, you remember the beginning and the end of a great story and one or two highlights in between. So, for example, if I ask you, how was your weekend? You just have two or three situations of your weekend and you answer: "Oh, it was great because we had x y z", And you remember a situation with a stronger emotion, either good or bad. And this is user experience. So, if I ask you, how was your flight or how was your rest in the crew compartment of this flight? You say: "Oh, it was bad because...", And this could be there was an interruption from outside and you had no break. Didn't belong to the design of the crew rest compartment or so. The importance is, there is emotion connected to a situation. Usually, us user experience designers are very carefully in designing the beginning of an experience and the end. And some highlights in between. So, usually we look at what's pleasurable and what are pain points. And when there are pain points, we try to turn it around in an unexpected, good emotion, or experience. And if there are highlights, we also want to highlight those. So, if I ask you: "Oh, how is your experience with that product?", You have a situation in your mind and say you: "Oh, it's a good experience because of...", And then you have this situation. So, with this 'boom wow wow boom' saying, design the beginning and the end, and one or two highlights in the story. And be careful with the pain points, remove them, as good as you can. And then you have a good user experience. And this is what you do with storytelling. So, we use storyboards of strategically planning the journey a user does while using your solution, or your product.

Elisabeth Riemann: [00:13:10] I love that you say it's such a subjective experience as well. And that we need those highlights along the way, that really influence how we remember a particular experience as well. And I guess you must have to interview a lot of users and do a lot of user research before you can really identify what a wow experience might be for the majority. Or how do you approach the topic there? What do you do?

Nikolai Vetter: [00:13:32] So, this is also what we addressed in the course. There is this distinction between quantitative and qualitative research. When we in user experience design talk about research, we always talk about qualitative user research. Because we need that interaction with users. So, it's about empathy in the end. It's about these emotions that we want to catch, and therefore we need to be in direct interaction with users. And the big difference is that for sure, as you can imagine, this can be quite intense. So, you know, interacting with the user directly can take some

time, right? It needs a lot of preparation. Then you do your user research. It could be interviews or later on, then also your usability tests. Once you have created something, I think quite obvious, right, that you cannot interview like a thousand users because it would take you like, I don't know, a year or so. So, and therefore, and this is also not required, right? You need to think about what kind of users you want to interview and then you pick like three to six users and then you interact with them and ask your questions and then find out, you know, what are their desires. How they use the current software product, for example, or the current solutions. And then you try to observe, you know, what is going on there. And from there on you transfer then your observations into insights and then moving on to really create something that will help them in the future. This is what Boris said. Using storytelling to get to the same level, right?

Boris Bezirtzis: [00:15:03] It's important here to use specific in situations. We distinguish between what people say, what they do and what they actually make. If I ask you, how healthy do you eat or live, say: "Oh, very healthy", And then I might ask: "Can you tell me what you ate today for breakfast, and for lunch, and yesterday for dinner?", And then I get a better explanation. But then I might ask you, can I follow you for one day and see what you do and what you eat? Or we can cook together so you assemble the food, you are picking the ingredients. And while you do this, you say: "Oh, I always use this ingredient because cinnamon is good for whatever.", So, we use the tools also for designing. For example, in the hospital, it's very different. If you are in a meeting room, asking the nurse what happens during an operation. And then you are with them together in the stressful situation and you see it, and you see the faces. You feel the vibes in the air. And you know, all that is more, gives you a much better impression. The context of use, the situation, what's actually happening then. And also, how people navigate and interact with your solution is very different in this situation than in a meeting room, or in a usability test. You can also do design challenges and improve this room together with them and iterate. And that informs you on different levels. So, if we say we do research qualitative, we also do this on different levels. So, what people say is good. Observing them, what they do, is better. And what they make together with you, informs you on a very different level.

Elisabeth Riemann: [00:17:01] Mm hmm. So, it's very holistic view of how people interact and what they actually need. Because I guess if you answer one question, it's just one perspective on it, but there are so many different levels that it works on as well,

and that's through observations. As well as just asking the questions and doing the user interview, too. And before you mentioned agile, we, and also scrum, the user experience design, design thinking, I guess all these different aspects and approaches come in to understanding what the problem is and what our customers are looking for. Can you maybe talk us through those aspects again, those approaches and tell us how they fit together? You do this succinctly in the course, but not all our listeners will have done the course already. So, can you explain some of the synergies to us, about agile, scrum, design thinking, the user experience design? Can you summarize those points for us?

Nikolai Vetter: [00:17:46] One aspect that is true for both, which is iterations. In this world where things are getting more complex, right, where you cannot really or where it's getting harder to predict the future, you're right. You have to move forward in small steps and you also need to encourage change because you don't know the future. So, you need to plan in small packages and then you have to build it. You have to measure it. And then you have to learn out of it. And then this gives you the information, you know? If you need to adjust something, or you can let it be as it is, or get rid of it completely. And so, it's all about learning and in an iterative way. And this is what we also thought would be good for the course. So, in week one, and then with every week, we added more information to the same topics. We gave the learners the chance to repeat what they've learned previously with some new insights and new details going forward. And this is one of the fundamentals behind scrum or agile, that you work in small cycles iteratively. And this is also true for design thinking, right? As Boris said, you start with your observation and then you build something. And the important thing is that you validate what you've built, with the users, again. And trying to, you know, figure out if you really addressed their problems or their desires.

Boris Bezirtzis: [00:19:11] In the course we also explain big building blocks and small building blocks. So, if we talk about iterations, we usually start with the end-to-end overall understanding. What is it, what we need to achieve together? Across the entire experience. And then you have a story that gives you the overview of everything and you can iterate on this high level. What Nikolai described very well right now is, if we go into execution mode, we go into the details. The smaller building blocks and we detail it down to very specific situations, sometimes extreme situations. The pain points, the wishes, we synthesize requirements out of it and then we go much deeper. But at the

beginning, we need a kind of overall picture and how it works all together to go into smaller iterations and build the details.

Elisabeth Riemann: [00:20:09] Yeah, and we learned in your course that a good product backlog really is key to the successful product development. And can you share with us maybe now what does it take to define a good product backlog? I remember in one of the, I think it's the first or the second week of the course. There's an overview slide where you talk about the definition of a product backlog and you have the different levels there as well. Maybe you can talk to us about the product backlog and then maybe go through this diagram whit us, just remind us of that visual.

Nikolai Vetter: [00:20:36] The product backlog is a future picture of your product, right? With all the different requirements that you need to address, you know, with that future product. You need to cover a lot of different perspectives. [00:20:50] So, we always talk about viability perspective. So, the economical perspective out of it, so what is the business value of my product? And then we also talk about the technical feasibility. So, is it even possible to build? And then the user perspective, you know? What are my future users and what kind of desires do they have? What kind of problems currently do they have? And can we address it with a future product? [00:21:15] And it comes down really to a shared understanding that you need to create in your product team. Because you have different roles. You have UX designers, who are focusing on the user perspective. And then you have your product owner, who is taking care of the business value. And then you have your technical roles, the developers, and architects, who tend to focus more on the technical feasibility. From my experience in projects, it's good to also have an idea about the other perspectives, not only from a UX designers' perspective, not only about the user, but also about the business viability and the technical feasibility. Then it's all about prioritization. You cannot build everything at the same time. So, you need to figure out, what brings the most value? What brings the biggest advantages for the users? And what, you know, also from an effort perspective, what is easy to build or what takes a little bit longer to build? And this in combination you have to discuss within the team, in order to prioritize the right features to the top, in order to take on these first. And this is what we also addressed in the beginning of the course, that 40 to 80 percent of the typical cloud software, or the features in a typical cloud software are not often used. The conclusion was, in that article that we've read in preparation for the course, is that 29 billion US dollars are wasted. And this is just

ridiculous when you think about it, right? [00:22:48] Think about how much faster you could be on the market. How much money you can save. And also how leaner your product gets, right? And this also increases the usability or has a positive effect on your user experience because there are less features, right? Then the less features, the easier it is to navigate through the app. For example, this is a huge topic, and this is definitely something we all need to have in mind. [00:23:14]

Elisabeth Riemann: [00:23:15] Is there an ideal team size to really understand the customer requirements and their needs when you develop a product, what's the best size of team to have?

Boris Bezirtzis: [00:23:23] A number between five and eight. Five is very comfortable, I would say. And a good mixture of people that take care about the user experience, the desirability. People that take care about the business aspects, the viability, and people that take care and have good experience with the feasibility. Because you should under-promise and over-deliver. And usually, it's the other way around. It's good to have these people in your team and you work in a quick way. Short iterations. And that's easy in discovery and exploration. Usually in execution, the team gets bigger. Maybe you have five teams of 10. Maybe more than 10 and people that have cross-functions around the team. The important point is, how do you scale it? And how do you establish a shared understanding in this team? It's useful to have a shared understanding on an overview level. So, we talk about T-shaped people the 'T' has a horizontal line and a vertical line that goes deep. That deep line stands for the deep experience in either feasibility, desirability, viability. And the horizontal line connects the dots. So, they should be able to communicate on a high level so that everybody in the team can understand it easily.

Boris Bezirtzis: [00:24:57] Also, [00:24:57] to enable the team to prioritize and rank the story so that also a designer understands the impact of feasibility or complexity of how to build it. And the business person understands how users might perceive it in their day-to-day journey. But also, an architect understands what's the impact on the business. [00:25:21] So, this is very important that we have this shared understanding in a team. So, if you scale up to 100, 200 people, how can you have that shared understanding included? So, sometimes it's teams where you have in each of those small teams all three aspects and then people come together as representatives of the team on a higher level meeting. One or two out of each team, one kind of thing. And you

establish that shared understanding from there. Also good is rotating the people, so from each team are in the conceptual team, that always look on the end-to-end experience and process, and then they go back into their detail and that happens all over the timelines.

Elisabeth Riemann: [00:26:12] Excellent. Thank you. And, Nikolai, one question that I also have as well, in the course, you explore exactly what an innovation is and how you define it. Because I think it's one of those buzzwords, often in the IT context that every new product must be an innovation. Can you clear up that confusion for us there please? What exactly constitutes a true innovation?

Nikolai Vetter: [00:26:34] You can talk a lot about innovation and how innovative your product is, but the market will speak the truth, I would say. So, your product is not used by someone out there, then how could it be an innovation? The misleading part is that we a lot talk about innovation, but what we actually have or what we're actually talking about is just ideas. In the course say, innovation is about ideas, times, times impact. So, your idea has to have an impact. And this is only reached when you execute on that idea. When you bring that idea to life and launch it to a market. And when it's then requested by the market and really used, then you can maybe talk about an innovation.

Boris Bezirtzis: [00:27:18] Also look at a quote from Henry Ford, who said, if you ask users they would say, you need a faster horse, they would never say 'a car' because a car is not out there yet. So, there is also the aspect of something new within something unknown. And so, together with, its successful on the market, it also has to be new. And we talked about user research, what people say, what they do and what they make. And often we look at how it is a process that looks like the current process, and we do research about the current process and we understand what people do. But then we need, that's the research part, then we need a second aspect, which is the design part. And then we go into crazy wild ideas and lots of them, we go for quantity. So, hundreds of ideas. And then we pick and choose and narrow the solution space down to some ideas. We assume that they are feasible, viable and desirable. With that shared team understanding. So, the idea space goes smaller and smaller, and we iterate in these short cycles. And a good proof point is would you buy it? Or how much would you spend? Actually, and this is a is a question, but reality check is that somebody really buys it. You know? And then you can see if it's implemented. How many people really

are interested in. And you can also go into the details and seeing what kind of features they are interested in. And you assume this feature is very awesome, but it's not used. And this feature is very often used, and it goes off like a camera on a mobile phone. So, that doesn't nobody thought it's really helpful for a phone to call. But now we.

Elisabeth Riemann: [00:29:38] Use it as a camera, don't we? Invariably as well.

Boris Bezirtzis: [00:29:40] Yeah.

Elisabeth Riemann: [00:29:41] And related to emotions and how we view a product and the usefulness of the functions? If we look at the team developing a product. How difficult is it to not be in love with your product? How can we kind of still stay realistic when we get that customer feedback? So, it's not sold on account of this particular function? How can we really be that objective?

Boris Bezirtzis: [00:30:02] Easy, training and validation. It's not about the opinion of any designer, architect, or business expert. These opinions might be helpful with doing your assumptions. But these assumptions need to be validated. And then you go back to your user and validate it. So, it's easy to validate usefulness and usability. And you have professionals that do that, like designers and user researchers. It's easy also to validate the business aspect. You can ask, you can then see what people do and what they make. And you can also make a feasibility check. You need to test assumptions. An assumption is just an assumption, not more, and not less. And we take educated guesses. But it's a guess. And then you must test it. And if a week is between your initial idea and the test, this is good. If there is a year, your risk is higher, that you spend a year of work and you wasted a year.

Nikolai Vetter: [00:31:14] Let me add something to what Boris said. Something that could really be helpful here is using personas. Really helpful tool that avoids you designing for yourself or thinking that you're the user, right, and you fall in love with your solution that you that you came up with. It not only helps you to empathize with your end users, but also to always have this persona in front of you and always reminds you that you're not using or that you're not designing for yourself, but for the end user. And this also helps you for the validation sessions, that that Boris mentioned. So, out of these personas, you could then pick the right person to validate your solutions with.

Boris Bezirtzis: [00:32:01] The persona is a fictional character, that is based on the research what we found. And this is used during the design phase, to think about, would 'Carl' our persona like or love it. And then we still need to test it, right? We need to find 10 Carls, that Carl is representing, 10 of our users or 100 hundred, and then we go back to 10 of them and test it with them.

Elisabeth Riemann: [00:32:32] What level of detail do you recommend, though, when it comes to defining personas. Because I know some people do struggle a little bit when it's their first project?

Boris Bezirtzis: [00:32:40] Again think about movies, is that character plausible to you and what makes it plausible? Sometimes a hobby makes it plausible because it has a certain connection to a certain decision. Usually, a persona only needs a personal goal to achieve and a kind of context or background to explain them. And the other details around is just there to empathize, to think about what could happen to this. So, what car, or if it has a dog or not. You know? It's only important if it helps the team to bring that persona to life.

Elisabeth Riemann: [00:33:21] Really sound advice there, thank you. And talking about real life and professional development, I heard on the grapevine that both you, Boris, and Nikolai, you are going to be working on some new topics at work. Can you tell us more about what's next for you both and how we can keep in touch with you?

Nikolai Vetter: [00:33:40] I'm joining another team within SAP. It's also part of another board area, which is the UX strategy and service design area within the BTP design organization. This is where I'm going to and what I will do there. I, together with my new colleagues, I will create compelling platform experience for our customers in the future.

Elisabeth Riemann: [00:34:05] Sounds really exciting. Excellent. And, Boris, your new role?

Boris Bezirtzis: [00:34:10] Yeah, so I'm doing a fellowship. That means we have that great opportunity within SAP that we easily can change teams to learn how other areas work. The team is changing now with the mobile experience and engineering team. And

this idea of building products that users love, is very exciting to them. And so, they asked me to support them to define their way of working, how to build this product, and this is what I will focus on. So, I'm still around. And exactly my topic, my sweet spot. And looking forward with the new team. So, it's really exciting.

Elisabeth Riemann: [00:34:56] They're both two wonderful opportunities to really apply the knowledge and the experience that you've acquired so far and really put the theory in the course that you've taught to our learners as well, into practical steps as well. And I believe you have some plan up your sleeves about how the two of you are going to stay in close contact as well when you make the move. So, Nikolai, do you want to tell us more?

Nikolai Vetter: [00:35:17] We had this idea when we talked about it a couple of weeks ago, that we could, you know? Share our experience, right, in our new teams, in our new areas, where we are now working on. If we can really live up to what we're what we're teaching in this in this openSAP course. So yeah, so we thought about, you know, coming together on a regular basis and then share our experience, you know? How it worked? What are the challenges that we that we faced? What would have been good practices? How to overcome these challenges and things like that?

Boris Bezirtzis: [00:35:55] Does it work at all in your teams? Something like that.

Nikolai Vetter: [00:35:58] Yeah.

Elisabeth Riemann: [00:36:00] So be validating.

Boris Bezirtzis: [00:36:02] Mm hmm.

Nikolai Vetter: [00:36:02] Actually validating. Validating our assumptions of how to build products users love. Yeah.

Boris Bezirtzis: [00:36:09] Basically going into the market and see if it's useful for the customers or new teams.

Elisabeth Riemann: [00:36:15] When this episode goes live, we'll be sure to include information there for our listeners about, how they can tune in to your pulse checks as well and really find out how the both of you, are getting on in your new teams. Because I think it's just fantastic that you want to take us on that journey with you, as well and to provide those insights. So, we like to end each of our openSAP Invites episodes with the question for you to summarize three key takeaways for us today. What three things should we, as learners of the course, and your listeners remember after today's conversation?

Boris Bezirtzis: [00:36:47] Well, maybe I start with validated, validate, validate and shared understanding.

Nikolai Vetter: [00:36:54] For me, it's also the shared understanding. Because based on my experience, when I worked in projects, this was always the key to be successful. Having a shared understanding between people and then creating that passion out of that shared understanding. To be able to change something in the future in a positive way.

Boris Bezirtzis: [00:37:17] Before corona, we always said get out of the building. Media users, right? To look at this, feelings of context, you know? That's important. With corona, we need to find ways to bridge that gap. So, if we are not able to go in this operational room and be wisdom, what can we do virtually to get this feeling of empathy?

Elisabeth Riemann: [00:37:46] Empathy so important. And what stays with me is really the storytelling and the 'boom wow wow boom'. Fantastic. I think both you, really brilliant job on the course. I think you have exciting challenges ahead of you with your new teams. But I, for one, I'm certainly looking forward to tuning in and hear how things are going on and how the validation process is going. Thank you so much for sharing your insights and experiences with us here today to.

Boris Bezirtzis: [00:38:12] Thank you.

Nikolai Vetter: [00:38:12] Welcome. Thanks for having us.

Elisabeth Riemann: [00:38:15] Thank you for listening to openSAP Invites. If you enjoyed this episode, please share, and leave a review. And don't miss your next invite. Subscribe now!

www.sap.com/contactsap