

Reimagine the Next Way of Working

Flex Team Workshop

Facilitator Guide

PUBLIC





Facilitator Role & Recommendation

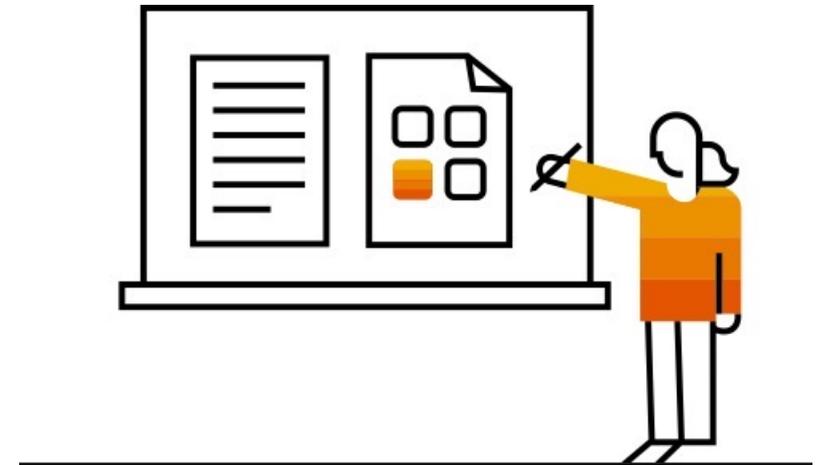
- ✓ The Flex Team Workshop comes with a Facilitator Guide that describes the exercises in detail. Anyone who has workshop facilitation experiences, and is familiar with MURAL as a whiteboarding tool, can take on the facilitator role
- ✓ It may be a good idea to have two people co-facilitate the workshop by leading different sections and assist each other with time keeping
- ✓ Tools needed for workshop:
 - Video conferencing – MS Teams, Zoom
 - Digital whiteboard – MURAL ([MURAL basics](#))
 - Music (optional) – music streaming services
- ✓ The Flex Team Workshop is recommended to run remotely since it's best designed for the online environment, especially for a hybrid team
- ✓ Encourage participants to gather in one place, either onsite or online, for a productive workshop experience
- ✓ Variations for hybrid and onsite formats can be found at the end of this slide deck





Before the Workshop

1. Make yourself familiar with the **Facilitator Guide, MURAL Template, Instruction Video, Agenda**
 - Facilitator Guide (this document) – a detailed guide to help facilitators prepare for the workshop, with step-by-step instructions for each activity, context between the activities, and reminders
 - MURAL template – The Flex Team Workshop Template
 - Instruction Video – a short walk through of the workshop template
 - Agenda – a rundown of the activity and time, a one-page printout used for time keeping
2. Prepare the **MURAL**
 - Create a new MURAL from MURAL template, rename the MURAL for the team
 - Share MURAL by adding emails for all participants, notification email will be sent automatically
 - Watch the instruction video and rehearse the workshop
 - Decide if the MURAL should be confidential (see instructions [here](#))
3. Prepare the **Agenda**
 - Save a local copy of the agenda, add the **team's name, date, and adjust timestamp**
 - Adjust agenda if you have a large number of participants (more than 12), add buffer time accordingly
 - Print out a copy of agenda or have a digital copy ready for time keeping during the workshop
 - Prepare upbeat music without lyrics (optional – as background during brainstorming, play softly in low volume)
4. Send the **Workshop Invitation (Meeting Request) & Reminder Email** to the team
 - Insert MURAL link into workshop invitation
 - Send a reminder email about the pre-work





Flex Team Workshop Agenda (Sample)

*Adjust the "Start" and "End" timestamp accordingly via the agenda table

Agenda	Start	End	Duration	#	Key Exercise	Goal
Welcome & Warm Up	0:00	0:02	0:2	-	Welcome and briefly share about purpose, agenda, and workshop rules	Welcome: Introduce the agenda, set goals, and expectations
	0:02	0:10	0:8	-	Warm up: Share an image/meme that represents your mood today and add a sticky with their name to the area	Warm up: Participants are asked about their mood today. Their task is to search for a picture or meme that reflects their mood and post it on the MURAL together with their name on a sticky. This ensures everyone is familiar with the basics of MURAL.
1 Retrospectives "Keep" or "Change"	0:10	0:25	0:15	1-1	Finalize the pre-work in 5 min and each person share their reflection	Gain empathy: This is for the team to look back on their working experience during COVID. The team reflects on both what went well and what can be improved. This will help to gain empathy for one another.
	0:25	0:35	0:10	1-2	Classify all sticky notes from 1-1 into "KEEP" or "CHANGE" and cluster them	
2 Define the "Activities"	0:35	0:45	0:10	2-1	Select the maximum 18 most relevant "Activities" for the team	Understand activities: The team selects the most relevant activities that the team is conducting daily basis. The team maps the selected activities to four different quadrants. In the end, the matrix will help the team identify which activities are required either onsite or remote.
	0:45	1:00	0:15	2-2	Move the selected "Activities" and map them into the 2x2 matrix	
Break	1:00	1:05	0:05	-	NOTE: Facilitator duplicates the cluster titles from 1-2 to 3-2 during a break	Freshen up
3 Reimagine the Next Way of Working	1:05	1:15	0:10	3-1	Collect team sentiment for future team collaboration/bonding	Collect team sentiment: The team collects personal preferences regarding which day and time to come to the office. This will help the manager decide which day(s) of the week for all team members to gather on site.
	1:15	1:25	0:10	3-2	Brainstorm the next action items for the team	Brainstorm action items: Ideate the next steps to support the implementation of the agreed new working model of the team and the respective action items.
Wrap Up	1:25	1:30	0:05	-	Gather session feedback and ask for a feedback survey	Wrap up: Collect the workshop feedback



Workshop Invitation Email (Sample Text)

Hi <Team>,

You are invited to the Flex Team Workshop!

FLEX TEAM WORKSHOP

Working in a hybrid setup is not one-size-fits all. The Flex Team Workshop is a structured conversation created by SAP AppHaus and SAP Future of Work, with the goal to help teams co-create a hybrid teamwork setup.

In this workshop, we will:

- Build an understanding on what hybrid teamwork means to us as a team
- Identify key activities that the team needs to do together, reflect on current pain points, and ideate on future improvements
- Create a hybrid team setup, and put it to the test

PRE-WORK

Before attending the workshop, please take 5 minutes to reflect upon your experiences on working during COVID. Add your thoughts to the MURAL section 1-1 “**Retrospective – Keep or Change**” and section 2-2 “**Outside Conditions**” (MURAL link below).

WORKSHOP MURAL

This MURAL is created specifically for us:

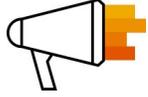
<Facilitator insert MURAL link>

If you are new to MURAL, get familiar with the [basic features](#).

Please let me know if you have any question prior to the workshop. Thank you and looking forward to working with you all!

Best,

<Facilitator>



Pre-work Reminder Email (Sample Text)

Hi <Team>,

In preparation for our Flex Team Workshop tomorrow, I hope you have already done the “pre-work” as described in the Meeting Request. If you haven’t, there is still time!
<Facilitator insert MURAL link>

Please open the MR and complete “pre-work,” this would help us save time in the workshop.

Looking forward to meeting you tomorrow!

Best,
<Facilitator>



MURAL
Check-In



10 min
00:00 - 00:10



Background
Music



FLEX TEAM WORKSHOP – Reimagine the Next Way of Working

1 Team: Date:

GETTING STARTED (10')

3 Agenda Total 90 min

09:00	09:10	10'	Getting Started
09:10	09:35	25'	1 Retrospective
09:35	10:00	25'	2 Define the Activities
10:00	10:05	5'	Break
10:05	10:25	20'	3 Reimagine the Next Way of Working
10:25	10:30	5'	Wrap Up

Workshop Rules

- Be in Time
- Stay Focused
- Have Fun
- Contribute Actively
- Show Yourself!

4 Warm Up

- Search and add an image/meme that represents your mood today
- Put your name next to the image and share it with the team

Example:

KEY STEPS

1. Add the team's name and date, and adjust the timestamp in "Agenda" prior to the workshop
2. Use "Summon" all participants (hover over your profile picture at the bottom of the MURAL) to follow the facilitator and ask participants to "show cursors" for transparent collaboration
3. Explain the purpose, agenda, workshop rules, and basic MURAL functions
4. Quick warm up:
 - Ask to search and add an image/meme that represents their mood today
 - Ask to use an image search (e.g., Google Image, Pinterest) or MURAL images
 - Ask to put their name next to the image and share it with the team

REMINDER

- ✓ Facilitator should arrive 5 min early (to conference room and MURAL) and plan a buffer time until everybody arrives
- ✓ Facilitator can play background music while people are arriving at the MURAL. It helps to set the tone for the workshop. This also applies to the rest of the brainstorming exercises. Adjust the volume so that it doesn't disturb the session
- ✓ If the team agrees and wants to record the session – start recording for people who can't attend
- ✓ Use the outline function for quick navigation
- ✓ Make sure that the whole activity does not take longer than scheduled

1 RETROSPECTIVE – KEEP OR CHANGE

1–1 Silent reflection time in addition to pre-work and share your thoughts



Pre-work



15 min
00:10 - 00:25



Background Music

<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>
<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>
<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>	<p><Your Name></p> <p>3 Things we're doing well (KEEP)</p> <p>3 Things can be improved (CHANGE)</p>

KEY STEPS

1. Give each person 2 min to share their reflection under **KEEP** and **CHANGE** with the group
2. Allow to add sticky notes for those who haven't done their pre-work in parallel

REMINDER

- ✓ Remind participants to put one thought per sticky note
- ✓ Keep their sharing brief and focus on new topics that haven't been mentioned before
- ✓ Use the timer function of MURAL to stick to the 2 min time limit for every team member — this increases equality
- ✓ Emphasize that all personal opinions are valuable and valid: there's no right or wrong
- ✓ Encourage participants to speak out and embrace the cultural difference
- ✓ Be inclusive of diverse profiles (e.g., ethnic group, age, gender, work location)
- ✓ You can activate the "[Private mode](#)" allowing each participant to work on the mural privately

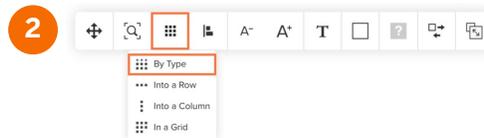
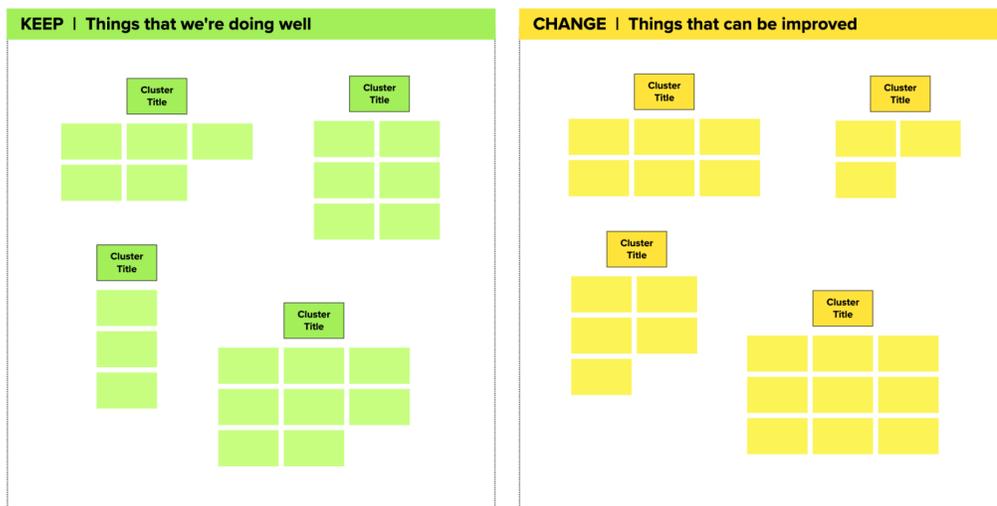


Gain empathy: This is for the team to look back on their working experience during COVID. The team reflects on both what went well and what can be improved. This will help to gain empathy for one another.

1 RETROSPECTIVE – KEEP OR CHANGE

1–2 Classify all sticky notes from 1-1 into "Keep" or "Change" and cluster them

 10 min
00:25 - 00:35



KEY STEPS

1. Select all sticky notes from 1-1 and move to 1-2
2. Use the "Arrange" function, and choose "By Type" to sort by color
3. Move them to the relevant area either "Keep" or "Change"
4. Give participants **10 min** to cluster similar ideas into groups and create a **cluster title**
5. After clustering, briefly review the cluster titles with the team

REMINDER

- ✓ Clustering time can be shortened if share-out takes longer
- ✓ Encourage to create specific and descriptive cluster titles
- ✓ Encourage participants to speak out about what is on their mind when doing the clustering exercise
- ✓ Remind the team that they can come back to the board after the workshop if anything needs to be discussed further in detail

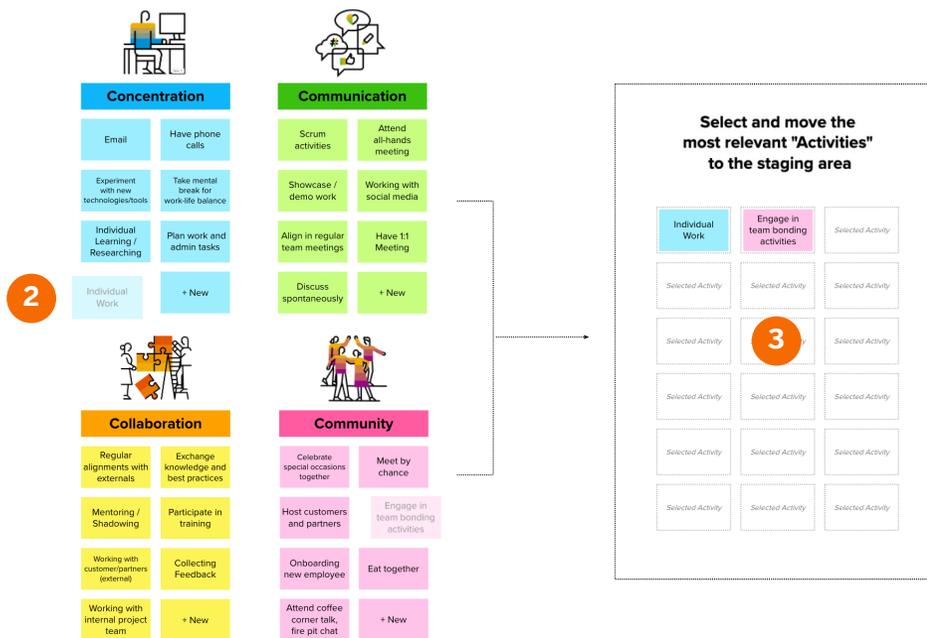


Gain empathy: After the team shares their reflection on working experience during COVID, they classify either "Keep" or "Change" and cluster them.

2 DEFINE THE ACTIVITIES

2-1 Select the maximum 18 most relevant "Activities" to the team

 **10 min**
00:35 - 00:45



KEY STEPS

1. Read through the **4 key categories** (Concentration, Communication, Collaboration, Community)
2. Each person chooses the **most relevant activities** (or creates a new one) one at a time that represents on what the team spends time on, or which activities need to be done in the future
3. Ask to **move selected "Activities" to the staging area**
4. Make sure that the **chosen 18 "Activities" are agreed by all the team members**
5. Ask participants if there are any missing activities that need to be **added/changed, specify activities if needed**

REMINDER

- ✓ Make sure each person selects an "Activity" and keep them to no more than 18
- ✓ Don't start with the manager
- ✓ Make sure they move activity cards to avoid duplication
- ✓ You can branch out activities if needed (e.g., "SCRUM activities" could be specified into "Daily", "Retro", and "Planning")



Understand activities: The team selects the most relevant activities that the team is conducting based on 4 categories (Concentration, Communication, Collaboration, and Community).

2 DEFINE THE ACTIVITIES

2-2 Move the selected "Activities" from the staging area and map them into the 2x2 matrix



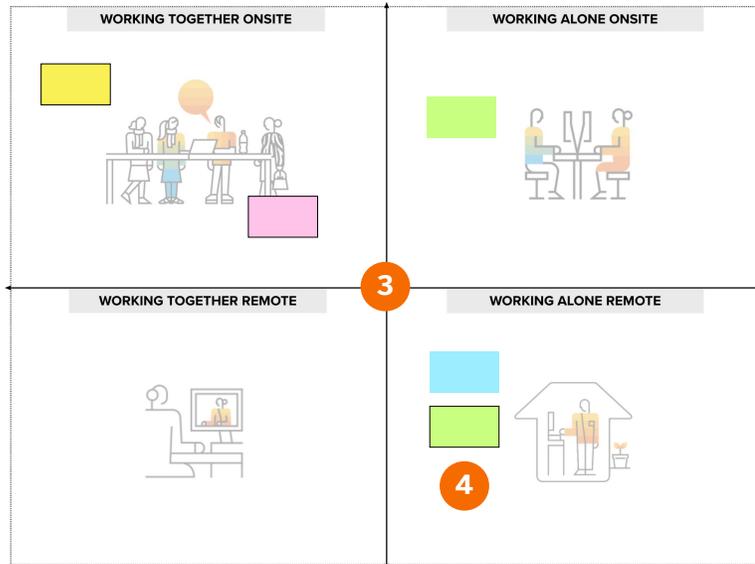
Pre-work



15 min
00:45 - 01:00



Background Music



KEY STEPS

1. Review the "Outside Conditions" together
2. Briefly introduce the **four quadrants**:
 - **Working Together Onsite** – Prioritize team synergy and high collaboration (e.g., customer project/workshop, creative meetings, team exchange, and team building)
 - **Working Together Remote** – Prioritize team collaboration and convenience (e.g., regular team meetings, customer meetings, and team discussions)
 - **Working Alone Onsite** – Prioritize individual concentration and serendipity (e.g., individual work, project activity, 1:1 meetings, socializing, and networking)
 - **Working Alone Remote** – Prioritize personal efficiency and flexibility (e.g., administrative work, personal learning, and online course)
3. Map activities based on whether they are done **primarily together or alone**, and define if the activity should be **preferably done onsite or remote** based on added value for the team, team setup, or business goal
4. Give a **border to sticky notes with mandatory activities** in which every team member needs to participate

REMINDER

- ✓ The team should decide on a location preference as a standard option, providing a dial-in link for members who can't join onsite is always a given
- ✓ Remind the team that the sorting of the activities should be done from a team perspective, not from an individual one
- ✓ Make sure to review the "Outside Conditions" and give time to add/change if needed
- ✓ Activity cards can be further specified or detailed if needed and helpful for the discussion (e.g., you could split team meetings into an alternating onsite and remote activity)



Understand activities: The team maps the selected activities to four different quadrants. In the end, the matrix will help the team identify which activities are required either onsite or remote.

3 REIMAGINE THE NEXT WAY YOU WORKING

3-1 Collect team sentiment for future team collaboration/bonding



	MON	TUE	WED	THU	FRI
All Day	<div style="background-color: #ffff00; width: 20px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: #ffff00; width: 20px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: #ffcc00; width: 20px; height: 15px;"></div>		<div style="background-color: #ffff00; width: 20px; height: 15px;"></div>	<div style="background-color: #ffff00; width: 20px; height: 15px;"></div>	
Morning		<div style="background-color: #ffcc00; width: 20px; height: 15px;"></div>	<div style="background-color: #ff0000; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;"> 3 </div>		
Afternoon				<div style="background-color: #ffff00; width: 20px; height: 15px;"></div>	

2

Location Here

Name

Name

Location Here

Name

Name

Location Here

Name

Name

KEY STEPS

1. Briefly explain the **purpose and consideration**:
 - There's **no commitment on specific days**
 - It's a quick and easy way to **gather team sentiment** about onsite work preferences
 - The number of days to work onsite is **flexible**
 - Consider the day when the **entire team** can meet
 - Assume that it's a **typical week** when there are no special occasions (e.g., events, workshops)
2. Let participants **write their "team locations"** and use **different colored sticky notes** to indicate who works in which location
3. Ask participants to write their **name on the sticky note and place it** on the weekdays and time slot (e.g., All day, Morning, Afternoon) where it would be possible to come to the office

REMINDER

- ✓ Encourage your team to indicate all potentially available days to create more room for options and compromises
- ✓ It's important to find a balance between personal desires/needs and team needs - discuss which days you want to make onsite days
- ✓ Let participants pay attention to daily and weekly onsite activities
- ✓ Let the team know this is an initial version of the work calendar and the number of working on site is open and flexible for now (depending on country or LoB guidance)
- ✓ Be open about LoB or country requirements regarding office days



Collect team sentiment: The team collects personal preferences regarding which days and times to come to the office. This will help to determine which days are preferred for the team to be onsite.

3 REIMAGINE THE NEXT WAY YOU WORKING

3-2 Brainstorm the next steps for the team



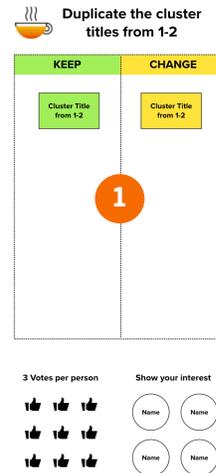
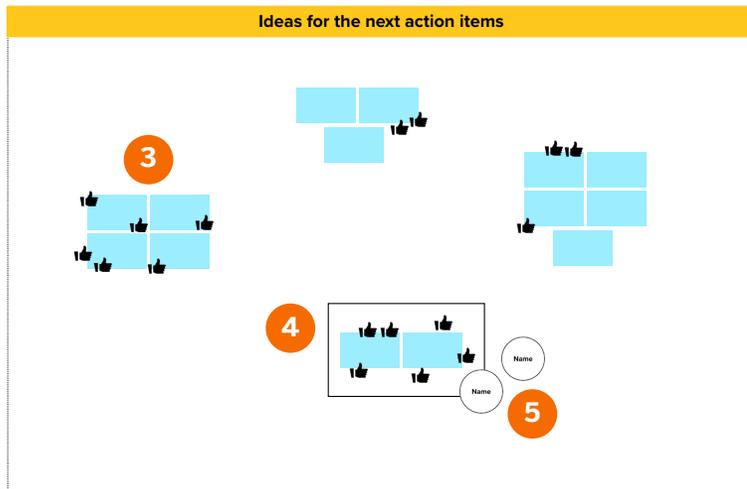
Duplicate
During a Break



10 min
01:15 - 01:25



Background
Music



KEY STEPS

1. Duplicate and **place the cluster titles** from the section 1-2 “Keep” or “Change” and remind participants about the content
2. Generate **ideas that can improve** based on your team's retrospective
3. Let the participants **cluster** them and **vote for the most potential/interesting ideas** that the team wants to develop/test in the 4-6 weeks (3 votes per person)
4. Once the team agrees on the next action items, add a **frame around** the most voted clusters
5. Ask participants voluntarily to write their **name on a sticky** and place it next to the cluster that they have an **interest in to further develop**

REMINDER

- ✓ This field can also be used to park side conversations during the workshop, e.g., details on Flex Work policies
- ✓ Encourage the team to consider different aspects while brainstorming (e.g., teamwork, logistics, communication channels, social network)
- ✓ Make sure to prioritize the potential action items based on the importance and feasibility for the team
- ✓ Let the participants know this is an initial ideation, and multiple people can work on the same idea
- ✓ Encourage the team to be fair, transparent, and voluntary regarding the further development



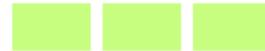
Brainstorm action items: Ideate the next steps to support the implementation of the agreed new working model of the team and the respective action items.



I Like



I Wish

**KEY STEPS**

1. Give **2 min** to the participants to write down **what they liked** and **what they wish** to improve about the workshop
2. Ask anyone to **voluntarily share** their thoughts in the next 3 min
3. Give **thanks to the participants** for their engagement, contribution, open discussion, etc.

REMINDER

- ✓ If there's not enough time left, you can skip it or pick a few sticky notes and read for them
- ✓ Mention that the board will stay available if they would like to add more feedback after the workshop
- ✓ **Important:** Remind the team to adopt and test the agreed action items and have a regular team reflection/assessment every two months (e.g., what went well, what areas to improve)



Wrap up: Collect the workshop feedback for continuous improvement.

Appendix



Adapting to Hybrid Format

PREPARATION / ROOM SET UP

1. Set up one monitor with the video conference (if needed with an additional laptop) so the people in the room can see the people dialing-in
2. Adjust the camera and microphone in the room so everybody is heard and can be seen by people dialing-in, especially the facilitator
3. Set up a second monitor connected to the facilitator's laptop broadcasting the MURAL
4. Ask participants to use their own laptops and cameras, but mute their microphones
5. If no smart touch monitor is available, ask the onsite participants to bring their laptops and make sure they have a comfortable place to sit and work on them

CHANGES IN RUNNING THE WORKSHOP

Workshop Rules

- Make sure the onsite participants include virtual participants in discussions
- Avoid side discussions

Interactivity

- In sharing clustering sessions, you as a facilitator can take over moving post-its for people onsite, if having their laptops open is distracting or uncomfortable. This won't work for the brainstorming session and will take more time.
- Regularly check the zoom level, depending if an overview is needed or if people need to be able to read the content on the sticky notes.





Adapting to Onsite Format

PREPARATION / ROOM SET UP

1. Adjust the Pework task to let the people prepare their thoughts on "keep" and "change" for themselves either as digital or physical notes.
2. Prepare printouts / prewritten sticky notes:
 - Write / Draw the agenda on a flipchart or whiteboard. Use sticky notes for the times to be able to change them if needed
 - Print out the "Activity" cards (see following pages) on slightly heavier paper. You can also prepare a hand-written version on color-coded sticky notes.
 - Optional: visualize the workshop rules (this can also be only verbalized)
3. Recreating the 2x2 matrix on the whiteboard is recommended. You can either draw by hand or use masking tape to create quadrants right on the whiteboard.
4. Set up the material for the participants on the table:
 - Color sticky notes (More than two colors)
 - Thicker pen (e.g., Sharpie)
 - Tape or magnets to stick the activity cards to the boards
 - Whiteboard Marker
 - Timer

CHANGES IN RUNNING THE WORKSHOP

Getting Started

- Instead of searching for images online, ask people to draw their mood on a sticky note
- It's just one example. This can be replaced with another warm-up

1 Retrospective – Keep or Change

- Let each participant use the color-coded sticky notes to easily collect either "Keep" or "Change". If there are no different colored sticky notes, you can also mark them right on the sticky notes.
- Don't duplicate the notes, and start clustering after the share-out

2 Define the "Activities"

- Pick the "Activity" from the table and place them to the 2x2 matrix on the whiteboard after the share-out. Use either magnets or tape if you use the printed cards
- Use a voting dot or pen to mark the activities everybody is participating

3 Reimagine the Next Way of Working

- Let each participant write their name on the sticky notes and add them to the calendar

Wrap Up

- Share the printed QR code or display it on the screen

Print Materials for Onsite Workshops



Concentration	Concentration	Concentration	Concentration
Email	Experiment with new technologies/tools	Individual Learning/ Researching	Take mental break for work-life balance
Concentration	Concentration	Concentration	Concentration
Email	Experiment with new technologies/tools	Individual Learning/ Researching	Take mental break for work-life balance
Concentration	Concentration	Concentration	Concentration
Email	Experiment with new technologies/tools	Individual Learning/ Researching	Take mental break for work-life balance



Concentration	Concentration	Concentration	Concentration
Individual work	Have phone calls	Plan work and admin tasks	
Concentration	Concentration	Concentration	Concentration
Individual work	Have phone calls	Plan work and admin tasks	
Concentration	Concentration	Concentration	Concentration
Individual work	Have phone calls	Plan work and admin tasks	



Communication	Communication	Communication	Communication
Scrum activities	Showcase/ demo work	Align in regular team meetings	Discuss spontaneously
Communication	Communication	Communication	Communication
Scrum activities	Showcase/ demo work	Align in regular team meetings	Discuss spontaneously
Communication	Communication	Communication	Communication
Scrum activities	Showcase/ demo work	Align in regular team meetings	Discuss spontaneously



Communication	Communication	Communication	Communication
Attend all-hands meeting	Working with social media	Have 1:1 Meetings	
Communication	Communication	Communication	Communication
Attend all-hands meeting	Working with social media	Have 1:1 Meetings	
Communication	Communication	Communication	Communication
Attend all-hands meeting	Working with social media	Have 1:1 Meetings	



Collaboration	Collaboration	Collaboration	Collaboration
Regular alignments with externals	Mentoring/Shadowing	Working with customer/partners (external)	Working with internal project team
Collaboration	Collaboration	Collaboration	Collaboration
Regular alignments with externals	Mentoring/Shadowing	Working with customer/partners (external)	Working with internal project team
Collaboration	Collaboration	Collaboration	Collaboration
Regular alignments with externals	Mentoring/Shadowing	Working with customer/partners (external)	Working with internal project team



Collaboration	Collaboration	Collaboration	Collaboration
Exchange knowledge and best practices	Participate in training	Collecting Feedback	
Collaboration	Collaboration	Collaboration	Collaboration
Exchange knowledge and best practices	Participate in training	Collecting Feedback	
Collaboration	Collaboration	Collaboration	Collaboration
Exchange knowledge and best practices	Participate in training	Collecting Feedback	



Community	Community	Community	Community
Celebrate special occasions together	Host customers and partners	Onboarding new employee	Attend coffee corner talk, fire pit chat
Community	Community	Community	Community
Celebrate special occasions together	Host customers and partners	Onboarding new employee	Attend coffee corner talk, fire pit chat
Community	Community	Community	Community
Celebrate special occasions together	Host customers and partners	Onboarding new employee	Attend coffee corner talk, fire pit chat



Community	Community	Community	Community
Meet by chance	Engage in team bonding activities	Eat together	
Community	Community	Community	Community
Meet by chance	Engage in team bonding activities	Eat together	
Community	Community	Community	Community
Meet by chance	Engage in team bonding activities	Eat together	

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