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QUESTION 1

Green Elk and Company is the world's leading manufacturer of agricultural and forestry machinery. The former company slogan "Elk always runs" has recently been changed to "Elk feeds the world". One of Green Elk's strategic goals is to increase its revenue in the emerging markets of China, India, and other parts of Asia by 80 % within three years. This requires a new business model that caters to significantly smaller farms with limited budgets. You are the Chief Enterprise Architect and the CIO asks you to assess the new business model for smaller farms with smaller budgets. Given the principle and statement, which of the following combinations of rationale and implication do you consider well-defined?



Principle	Use packaged solutions, in a standard way
Statement	Buy packaged solutions that support our business requirements and use them in a standard way.
Rationale	<ul style="list-style-type: none"> Process and solution will be simplified by using packaged software in a standard way Adherence to standard will allow better maintenance and lower the total cost of ownership <ul style="list-style-type: none"> Increase the capability to adopt technology innovation
Implication	Reuse vendor and industry best practices, reference architectures and pre-developed content <ul style="list-style-type: none"> Apply guidelines, patterns, standards, and naming conventions Use maximum possible solution standards and avoid custom developments wherever possible

Principle	Use packaged solutions, in a standard way
Statement	Buy packaged solutions that support our business requirements and use them in a standard way.
Rationale	In case custom developments are required, adhere to defined best practices, standards, and guidelines (extensibility concept, side-by-side extensions) <ul style="list-style-type: none"> Reuse before buy, before build Enable easier future transition to the cloud
Implication	Process and solution will be simplified by using packaged software in a standard way Adherence to standard will allow better maintenance and lower the total cost of ownership <ul style="list-style-type: none"> Increase the capability to adopt technology innovation

Principle	Use packaged solutions, in a standard way
Statement	Buy packaged solutions that support our business requirements and use them in a standard way.
Rationale	Process and solution will be simplified by using packaged software in a standard way Adherence to standard will allow better maintenance and lower the total cost of ownership <ul style="list-style-type: none"> Increase the capability to adopt technology innovation
Implication	Deviations from standard require additional cost, not only during the implementation <ul style="list-style-type: none"> Non-standard solutions block the potential of disruptive business models Decreased overall cost and reduced complexity leading to efficiencies due to adoption of standard

Principle	Use packaged solutions, in a standard way
Statement	Buy packaged solutions that support our business requirements and use them in a standard way.
Rationale	Process and solution will be simplified by using packaged software in a standard way Adherence to standard will allow better maintenance and lower the total cost of ownership <ul style="list-style-type: none"> Increase the capability to adopt technology innovation
Implication	In case custom developments are required, adhere to defined best practices, standards, and guidelines (extensibility concept, side by side extensions) <ul style="list-style-type: none"> Reuse before buy, before build Enable easier transition to the cloud in the future



A. Green Elk and Company is the world's leading manufacturer of agricultural and forestry machinery. The former company slogan "Elk always runs" has recently been changed to "Elk feeds the world". One of Green Elk's strategic goals is to increase its revenue in the emerging markets of China, India, and other parts of Asia by 80% within three years. This requires a new business model that caters to significantly smaller farms with limited budgets. You are the Chief Enterprise Architect and the CIO asks you to assess the new business model for smaller farms with smaller budgets. Given the principle and statement, which of the following combinations of rationale and implication do you consider well-defined?

B. Principle: Use packaged solutions, in a standard way. Statement: Buy packaged solutions that support our business requirements and use them in a standard way. Rationale: Process and solution will be simplified by using packaged software in a standard way./Adherence to standard will allow better maintenance and lower the total cost of ownership/Increase the capability to adopt technology innovation. Implication: Reuse vendor and industry best practices, reference architectures and pre-decreed content/Apply guideless, patterns, standards, and naming conventions/Use maximum possible solution standards and avoid custom developments wherever possible.

C. Principle: Use packaged solutions, in a standard way. Statement: Buy packaged solutions that support our business requirements and use them in a standard way. Rationale: In case custom developments are required, adhere to defined best practices, standards, and guidelines (extensibility concept, side-by-side extensions)/Reuse before buy, before build/Enable easier future transition to the cloud.

Implication: Process and solution will be simplified by using packaged software in a standard way/Adherence to standard will allow better maintenance and lower the total cost of ownership/Increase the capability to adopt technology innovation.

D. Principle: Use packaged solutions, in a standard way. Statement: Buy packaged solutions that support our business requirements and use them in a standard way. Rationale: Process and solution will be simplified by using packaged software in a standard way/Adherence to standard will allow better maintenance and lower the total cost of ownership/Increase the capability to adopt technology innovation. Implication: In case custom developments are required, adhere to defined best practices, standards, and guidelines (extensibility concept, side by side extensions)/Reuse before buy, before build/Enable easier transition to the cloud in the future

Correct Answer: B

While both options emphasize the use of packaged solutions in a standard way, option B more directly addresses the need for reusing vendor and industry best practices and applying guidelines and standards, which is crucial for a company expanding into new and diverse markets. It also focuses on avoiding custom developments wherever possible, which is typically more cost-effective and efficient for a business model targeting smaller farms with limited budgets. Option D, while also valid, places more emphasis on custom development scenarios, which might be less relevant in this particular business context.

QUESTION 2

Green Elk and Company is the world's leading manufacturer of agricultural and forestry machinery. The former company slogan "Elk always runs" has recently been changed to "Elk feeds the world". One of Green Elk's strategic goals is to increase its revenue in the emerging markets of China, India, and other parts of Asia by 80% within three years. This requires a new business model that caters to significantly smaller farms with limited budgets. The CIO asks you, the Chief Enterprise Architect, to present an Architecture Roadmap that addresses the business challenge. According to the SAP Enterprise Architecture Framework, what is the best answer?

A. Create a work breakdown structure to identify milestones, key deliverables and resources to outline the planned transformation.

B. Reuse the artifacts of previous phases as input for creating roadmaps. Focus on the Target Architecture and define an application architecture roadmap.



C. Reuse the artifacts of previous phases as input for creating roadmaps. Focus on the Business Strategy Map with business capabilities and initiatives and define a business architecture roadmap

D. Reuse the artifacts of previous phases as input for creating roadmaps. Start with a roadmap construction table, by defining initiatives and business outcomes, and detailing the business capabilities and solutions, to create two versions of a roadmap (outcome-based and application-specific)

Correct Answer: D

The SAP Enterprise Architecture Framework (EAF) defines an Architecture Roadmap as a "high-level plan that describes the sequence of activities and deliverables required to achieve the target architecture." The roadmap should be based

on the artifacts of the previous phases of the EAF, such as the Business Strategy Map, the Solution Concept, and the Baseline Business and Solution Architecture. The first step in creating an Architecture Roadmap is to define the initiatives

that will be needed to achieve the target architecture. These initiatives should be aligned with the business outcomes that the organization is trying to achieve. The next step is to detail the business capabilities and solutions that will be

needed to support the initiatives. This will help to ensure that the roadmap is realistic and achievable. Finally, the roadmap should be created in two versions: an outcome-based roadmap and an application-specific roadmap. The outcome-

based roadmap will show how the initiatives will achieve the business outcomes. The application-specific roadmap will show how the solutions will be implemented.

By following these steps, you can create an Architecture Roadmap that will help you to achieve your organization's strategic goals.

Here are some of the benefits of creating an Architecture Roadmap:

It can help you to visualize the sequence of activities and deliverables required to achieve your goals.

It can help you to identify dependencies between activities and deliverables. It can help you to track progress and to make adjustments as needed. It can help you to communicate your plans to stakeholders. Therefore, an Architecture

Roadmap can be a valuable tool for managing complex transformations.

According to the SAP Enterprise Architecture Framework, which is a methodology and toolset by the German multinational software company SAP that helps enterprise architects define and implement an architecture strategy for their

organizations, the steps involved in creating an Architecture Roadmap are:

Reuse the artifacts of previous phases as input for creating roadmaps. The previous phases of the architecture development cycle are: architecture vision, business architecture, information systems architecture, and technology architecture.

The artifacts of these phases provide the information and guidance for defining the scope, objectives, stakeholders, requirements, constraints, and solutions of the architecture project. Some of the artifacts that can be reused for creating

roadmaps are: stakeholder map, business strategy map, solution strategy, solution context diagram, solution component diagram, solution application use-case diagram, solution value flow diagram, etc.

Start with a roadmap construction table, by defining initiatives and business outcomes, and detailing the business capabilities and solutions. A roadmap construction table is a tool that helps to structure and organize the information



and

elements that are needed to create a roadmap. It consists of four columns:

initiatives, business outcomes, business capabilities, and solutions. Initiatives are the strategic actions or projects that are planned to achieve the business goals and drivers. Business outcomes are the measurable results or benefits that are

expected from implementing the initiatives. Business capabilities are the skills, resources, and competencies that are required or need to mature to support the initiatives and outcomes. Solutions are the products or services that are used or

delivered to enable the capabilities and outcomes. Create two versions of a roadmap (outcome-based and application-specific). A roadmap is a visual representation of the transition architectures that will move the organization from its current

state (baseline architecture) to its desired future state (target architecture). A roadmap shows the sequence and timing of the transition architectures, as well as the deliverables, resources, and risks associated with each transition

architecture. There are two types of roadmaps that can be created:

outcome-based and application-specific. An outcome-based roadmap focuses on the business outcomes that are achieved by implementing the transition architectures. An application-specific roadmap focuses on the solutions or applications

that are implemented or changed by the transition architectures. The other options (A, B, C) are not correct for how to present an Architecture Roadmap that addresses the business challenge because they either skip or misrepresent some of

the steps in creating an Architecture Roadmap. For example:

Option A is not correct because it does not include reusing the artifacts of previous phases as input for creating roadmaps, which is an important step to ensure alignment and consistency with the architecture project. It also suggests creating

a work breakdown structure instead of a roadmap construction table, which is not a tool in this framework.

Option B is not correct because it does not include creating two versions of a roadmap (outcome-based and application-specific), which is an important step to provide different perspectives and levels of detail for the roadmap. It also suggests

focusing on the target architecture instead of the transition architectures, which is not a logical approach since the latter determine how to achieve the former. Option C is not correct because it does not include starting with a roadmap

construction table, which is an important step to structure and organize the information and elements that are needed to create a roadmap. It also suggests focusing on the business strategy map instead of the initiatives and outcomes, which

is not a sufficient level of detail for creating a roadmap.

QUESTION 3

The CIO of Wanderlust strongly feels that the seldom-used legacy Marketing application cannot be the platform to rejuvenate their online marketing business. As Chief Enterprise Architect, the CIO has entrusted you with the responsibility of finding a suitable replacement that can support all current processes and also address the issues



plaguing the existing application. Which of the following should you do to conclusively shortlist possible applications to replace the existing one? Note: There are 2 correct answers to this question.

A. Start with current processes, map business capabilities to these processes, and identify which application(s) in the market can deliver such capabilities.

B. Compare the costs of those market leading online marketing applications and rank the top applications in terms of license, implementation, maintenance and subscription cost.

C. Adopt a process centric approach, relate Wanderlust processes to industry standard processes, and identify applications/ solutions which deliver such processes.

D. Understand the features of leading online marketing applications available in the market through product demonstrations and rank the applications in terms of features.

Correct Answer: AC

Starting with the current processes will help to understand the capabilities that are needed in a new application. This will help to narrow down the field of potential applications and identify those that are most likely to meet the needs of

Wanderlust. Mapping business capabilities to these processes will help to identify the gaps in the current capabilities and the areas where improvement is needed. This will help to ensure that the new application meets the needs of

Wanderlust and addresses the issues plaguing the existing application.

Relating Wanderlust processes to industry standard processes will help to identify applications that are already being used by other organizations. This can be a good way to ensure that the new application is compatible with other systems

and that it can be easily integrated with existing systems.

The other two options, Comparing the costs of those market leading online marketing applications and Understanding the features of leading online marketing applications available in the market through product demonstrations and ranking

the applications in terms of features, are not as critical at this stage. The costs of the applications can be compared once the shortlist of applications has been finalized. The features of the applications can be understood through product

demonstrations once the shortlist has been finalized.

Therefore, the best course of action is to start with the current processes, map business capabilities to these processes, and identify which application(s) in the market can deliver such capabilities. This will help to narrow down the field of

potential applications and identify those that are most likely to meet the needs of Wanderlust. Here are some of the benefits of taking a process-centric approach to selecting a new marketing application:

It can help to ensure that the new application meets the needs of the business. It can help to identify applications that are already being used by other organizations.

It can help to ensure that the new application is compatible with other systems and that it can be easily integrated with existing systems.

QUESTION 4



While discussing the Smart Battery initiative in greater detail with the appropriate stakeholder, as Chief Enterprise Architect of Wanderlust, you discover that several key areas such as value proposition, cost structure, revenue streams, partners, and channels have been worked upon in isolation and therefore do not tally with each other. Which artifact would you recommend to bring all the above key dimensions together in a single window, to have a unified, consistent, holistic view of the Smart Battery initiative?

- A. Architecture Principles
- B. Statement of Architecture Work
- C. Business Strategy Map
- D. Business Model Canvas

Correct Answer: D

The Business Model Canvas is a strategic management tool that provides a comprehensive and cohesive view of the different aspects of a business model. It allows for the integration of various elements such as value proposition, cost structure, revenue streams, partners, and channels, ensuring a unified and consistent approach to the project.

QUESTION 5

Which integration styles does SAP's Integration Advisory Methodology (ISA-M) cover in general?

- A. Process Integration/Data Integration/Analytics Integration/User Integration/Thing Integration.
- B. UI Integration/Process Integration/Data Integration/Thing Integration.
- C. Cloud2Cloud/Cloud2OnPremise/Cloud2Cloud/User2On Premise/User2Cloud/Thing2On Premise/Thing2Cloud

Correct Answer: A

The Integration Advisory Methodology (ISA-M) is a framework that helps organizations to design, build, and manage their integration landscape. ISA-M covers a wide range of integration styles, including:

Process Integration: This style of integration involves the integration of business processes across different systems and applications. Data Integration: This style of integration involves the integration of data from different sources into a single

data repository. Analytics Integration: This style of integration involves the integration of data from different sources for the purpose of analytics.

User Integration: This style of integration involves the integration of user interfaces from different systems and applications.

Thing Integration: This style of integration involves the integration of things, such as sensors and actuators, with other systems and applications. ISA-M also includes a number of other integration styles, such as event-driven integration,

service-oriented integration, and enterprise application integration. By covering a wide range of integration styles, ISA-M provides organizations with a flexible framework that can be used to meet their specific integration needs. SAP's

Integration Solution Advisory Methodology (ISA-M) is a framework that helps enterprise architects to define and execute an integration strategy for their organization. ISA-M covers five integration styles that represent different aspects of

integration in a hybrid landscape. These integration styles are:



Process Integration: This integration style enables end-to-end business processes across different applications and systems, such as SAP S/4HANA, SAP SuccessFactors, or third- party solutions. Process integration typically involves

orchestrating or choreographing multiple services or APIs to achieve a business outcome. **Data Integration:** This integration style enables data exchange and synchronization between different data sources and targets, such as SAP HANA,

SAP Data Warehouse Cloud, or third-party databases. Data integration typically involves extracting, transforming, and loading (ETL) data to support analytical or operational scenarios. **Analytics Integration:** This integration style enables data

visualization and exploration across different data sources and targets, such as SAP Analytics Cloud, SAP BusinessObjects BI Platform, or third-party tools. Analytics integration typically involves creating dashboards, reports, or stories to

provide insights and recommendations for decision making.

User Integration: This integration style enables user interaction and collaboration across different applications and systems, such as SAP Fiori Launchpad, SAP Jam, or third-party portals. User integration typically involves creating consistent

and seamless user experiences that integrate multiple UI technologies and frameworks. **Thing Integration:** This integration style enables device connectivity and management across different applications and systems, such as SAP IoT, SAP

Edge Services, or third- party platforms. Thing integration typically involves connecting physical devices or sensors to the cloud or the edge and enabling data ingestion, processing, and action.

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