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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 asked you to conduct interviews with the key stakeholders of Green Elk to assess the business strategy. You are planning to interview the owner of the business unit of finished goods. Which of the following sets of questions would you ask?

"

Which technological concepts are necessary - what kind of technologies are available?

What should a suitable (partner) organization look like to ensure the achievement of strategic goals?

What risks must Green Elk consider?

How can Green Elk address them at a strategic level?

What are the transformation drivers and what impact will they have on the business model?

What are the business options for the future and what does the vision for the future business model look like?

What risks must Green Elk consider?

How can Green Elk address them at a strategic level?

How is the value chain transformed?

Which parts of the value chain must be optimized?

What is the competitive advantage and what are the value potentials that can be realized through the transformation?

Which business capabilities will be required or need to mature to support future business models?

Which technological concepts are necessary - what kind of technologies are available?

What does your hyperscaler strategy look like and why is it set up this way?

What risks must Green Elk consider?

How can Green Elk address them at a strategic level?

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What are the transformation drivers and what impact will they have on the business model?

What are the business options for the future and what does the vision for the future business model look like?

What risks must Green Elk consider? How can Green Elk address them at a strategic level?

How is the value chain transformed? Which parts of the value chain must be optimized?

What is the competitive advantage and what are the value potentials that can be realized through the transformation? Which business capabilities will be required or need to mature to support future business models?

Which technological concepts are necessary- what kind of technologies are available? What does your hyperscaler strategy look like and why is it set up this way?

What risks must Green Elk consider? How can Green Elk address them at a strategic level?

A. Which technological concepts are necessary- what kind of technologies are available? What should a sultable (partner) organization look like to ensure the achievement of strategic goals What risks must Green Elk consider? How can Green Elk address them at a strategic level?

B. What are the transformation drivers and what impact will they have on the business model?What are the business options for the future and what does the vision for the future business model look like?What risks must Green Elk consider? How can Green Elk address them at a strategic level?

C. How is the value chain transformed? Which parts of the value chain must be optimized?What is the competitive advantage and what are the value potentials that can be realized through the transformation? Which business capabilities will be required or need to mature to support future business models?

D. Which technological concepts are necessary- what kind of technologies are available? What does your hyperscaler strategy look like and why is it set up this way? What risks must Green Elk consider? How can Green Elk address them at a strategic level?

Correct Answer: C

The questions in option C focus on understanding the transformation of the value chain, identifying areas for optimization, assessing competitive advantages, and determining the necessary business capabilities to support future models. These aspects are crucial for a company looking to adapt its business model for smaller farms in emerging markets.

QUESTION 2

HOTSPOT

While trying to identify and map key stakeholders in Wanderlust, you, as the Chief Enterprise Architect, have been evangelizing the strategic business and IT objectives with business and IT departments across regions and taking in their views on the upcoming business transformation, Match the feedback from stakeholders (shown on the left) to the categorization and to some of the actions in the dropdown lists.

Hot Area:

SCM SPP Application Owner in IT – has already started upskilling in S/4 HANA eSPP	▼ Opponents Promoters Enthusisasts Resistors
Wanderlust Greenbush, Australia Plant Head – discourages consolidation of instances, citing the need for flexibility to accommodate the frequently changing environmental regulations in battery manufacturing plants	▼ Opponents Promoters Enthusisasts Resistors
Wanderlust Europe Business Head – favours consolidation, because despite being the biggest market for electric cars, Europe is constantly being plagued by the lack of end-to-end visibility of the battery supply chain, due to separate ECC instances for Asia and Europe	▼ Opponents Promoters Enthusisasts Resistors
Dealer Management Application Owner in IT – prefers continuity despite heavy customization, citing niche business requirements though, presumably, the primary reason is fear of losing position	▼ Opponents Promoters Enthusisasts Resistors

Correct Answer:

SCM SPP Application Owner in IT – has already started upskilling in S/4 HANA eSPP

▼
Opponents
Promoters
Enthusiasts
Resistors

Wanderlust Greenbush, Australia Plant Head – discourages consolidation of instances, citing the need for flexibility to accommodate the frequently changing environmental regulations in battery manufacturing plants

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▼
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Dealer Management Application Owner in IT – prefers continuity despite heavy customization, citing niche business requirements though, presumably, the primary reason is fear of losing position

▼
Opponents
Promoters
Enthusiasts
Resistors

QUESTION 3

Wanderlust\'s numbers for order booking have been on a free-fall, ever since a recent economic downturn reduced showroom footfall to near zero. To counter the drop in in-person bookings, the CEO and CIO have been looking to revive their online channel, which was started six years ago. However, this channel was seldom used before the pandemic, which has led to a complete breakdown of Wanderlust\'s online marketing business ecosystem. Also of major concern, is their existing Non-SAP Marketing application, which lays unused due to poor integration with SAP CRM. As Chief Enterprise Architect, you have been approached by the CEO to document the online marketing business ecosystem first. Which of the following actions would you do to meet your CEO\'s request? Note: There are 2 correct answers to this question

A. Identify a suitable online marketing application that is better integrated with SAP CRM and ECC and can replace the existing one.

B. Identify the online marketing business capabilities and processes.

C. Identify the key organizational units, partners, and stakeholder groups that make up the online marketing ecosystem.

D. Draw an organization map highlighting the inter relationships and hierarchies amongst the above organizational units, partners, and stakeholder groups.

Correct Answer: BC

Identifying the online marketing business capabilities and processes will help to understand the current state of the ecosystem and identify the areas where improvement is needed. For example, if the ecosystem does not have the ability to track leads or manage customer relationships, then these will be areas that need to be addressed. Identifying

the key organizational units, partners, and stakeholder groups that make up the online marketing ecosystem will help to understand the relationships between the different entities in the ecosystem and identify the dependencies between them. For example, if the marketing team relies on the sales team to provide leads, then this dependency will need to be considered when designing the new ecosystem. The other two options, Identifying a suitable online marketing application that is better integrated with SAP CRM and ECC and can replace the existing one and Drawing an organization map highlighting the inter relationships and hierarchies amongst the above organizational units, partners, and stakeholder groups, are not as critical at this stage. The application can be identified and the organization map can be drawn once the business capabilities and processes have been identified and the key organizational units, partners, and stakeholder groups have been identified. Therefore, the best course of action is to identify the online marketing business capabilities and processes and identify the key organizational units, partners, and stakeholder groups that make up the online marketing ecosystem. This will help to understand the current state of the ecosystem and identify the areas where improvement is needed.

QUESTION 4

When creating an application architecture roadmap, the WHAT and WHERE are defined in a rather straightforward way, while the WHOM may differ by context. Multiple roadmap clusters may apply a variety of WHOM dimensions. For example, procurement vs. asset management. Which of the following definitions are correct? Note. There are 3 correct answers to this question.

Asset Classes

Vehicles, Production Machines, Office Equipment

Material Groups

Products, raw materials. Spare parts

Direct Materials, indirect materials

Groups of Persons

Permanent Staff, Contracted Staff, Students

Business Expense

Operational expenditure

Capital expenditure

Working model

Home office, head quarter, affiliate

A. Asset Classes/Vehicles, Production Machines, Office Equipment

B. Material Groups/Products, raw materials. Spare parts/Direct Materials, indirect materials

C. Groups of Persons/Permanent Staff, Contracted Staff, Students/Business Expense/Operational expenditure/Capital expenditure

D. Working model/Home office, head quarter, affiliate

Correct Answer: ABD

A. Asset Classes/Vehicles, Production Machines, Office Equipment

B. Material Groups/Products, raw materials. Spare parts/Direct Materials, indirect materials

D. Working model/Home office, head quarter, affiliate These groups correctly define different contexts or \\'WHOM\\' dimensions in an application architecture roadmap. Option C is incorrect because "Business Expense/Operational expenditure/Capital expenditure" does not fit into the category of "Groups of Persons".

QUESTION 5

In the SAP Enterprise Architecture Framework, which of the following artifacts are part of the opportunities and solution phase? Note: There are 3 correct answers to this question.

A. Business Architecture Roadmap

B. Work Breakdown structure

C. Implementation Roadmap

D. Application Architecture Roadmap

E. Migration plan

Correct Answer: BCE

The Opportunities and Solutions phase of the SAP Enterprise Architecture Framework (EAF) is concerned with defining the target architecture and developing a roadmap for implementation. The following artifacts are typically produced in this

phase:

Business Architecture Roadmap: This artifact describes the sequence of activities and deliverables required to achieve the target business architecture. Implementation Roadmap: This artifact describes the sequence of activities and

deliverables required to implement the target solution architecture. Migration Plan: This artifact describes the steps involved in migrating from the current architecture to the target architecture. The Work Breakdown Structure and the

Application Architecture Roadmap are typically produced in the subsequent phases of the EAF, namely the Implementation and Migration phases.

Here is a table that summarizes the different artifacts and the phases in which they are typically produced:

Artifact	Phase
Business Architecture Roadmap	Opportunities & Solutions
Implementation Roadmap	Implementation
Migration Plan	Migration
Work Breakdown Structure	Implementation
Application Architecture Roadmap	Implementation

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