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## SAP Certified Professional - SAP Enterprise Architect Sample Questions (Q30-Q35):

### NEW QUESTION # 30

The Wanderlust CIO, along with you, the Chief Enterprise Architect, are in the process of deciding on the application that can potentially replace your existing online marketing application, and you are trying to create the artifact Business Footprint Diagram for decision support ( See table below) Which of the following combinations of goals, business capabilities, and applications would you recommend? Note: There are 2 correct answers to this question,

A) 2-A-4.
1-F-2
B) 1-D-3
1-H-2
C) 2-E-3
1-C-3
D) 2-E-3
2-G-3
2-B-3

Goal	Business Capability
1. Run effective and high visibility campaigns (e.g. on social media)	A. Brand Management
	B. Social Media Management
	C. Marketing Campaign Management
	D. Loyalty Management
2. Increase cross selling opportunities through online recommendations (e.g. accessories)	E. Recommendation Management
	F. Account Based Marketing
	G. Marketing Analytics
	H. Lead Management

Application
1. SAP Omnichannel Promotional Pricing
2. SAP Sales Cloud Version 2
3. SAP Emarsys Customer Engagement
4. SAP Customer Data Cloud

- A. 2-E-3,2-G-3,2-B-3
- B. 1-B-3,1-C-3
- C. 2-A-4,1-F-2
- D. 1-D-3,1-H-2

Answer: B,C

#### NEW QUESTION # 31

As the Chief Enterprise Architect of your company you have been asked by the CIO to apply agile principles instead of following the sequential phases of TOGAFS ADM. How do you respond?

- A. The TOGAF® ADM already embraces agile principles within and across phases and generally follows a cyclic approach. The SAP EA Framework builds on that and is especially suitable for organizations that follow agile principles.
- B. It is essential to fully understand the business needs and to successfully review the business architecture with critical stakeholders before going to the next phase. In the implementation phase, agile approaches can naturally provide quick wins, constant progress, and the benefit of early validation. The phased approach, during architecture definition phases, avoids double work and will lead to overall better results.
- C. It is reasonable to apply an agile methodology for the most urgent tasks and switch to the process as guided by the SAP EA Framework later, as long as the fundamental IT architecture is not affected Collecting "low-hanging fruit, and realizing instant value before using the SAP EA Framework, and ensuring an overall successful transformation is possible.
- D. The SAP EA Framework combines the sequential approach of the TOGAF® ADM with agile principles Agile principles are included and can be applied only to Application Architecture. Therefore, the SAP EA Framework is especially suitable for organizations that follow agile principles.

**Answer: B**

Explanation:

Topic 1, Case Study - Wanderlust

Introduction

Wanderlust GmbH, headquartered in Germany but with manufacturing facilities and sales globally, is a leading global manufacturer of conventional fuel driven cars. They are renowned for their best-in-class engineering, but not so much for aftermarket customer service. In recent years, Wanderlust has had limited success expanding into the market of electric vehicles.

Following is Wanderlust's geographical manufacturing and supply spread:



Wanderlust offers one compact electric Sedan (model ELAN) and one compact electric SUV (model ELUV), each with three variants - basic (LX), mid-range (VX) and high-end (ZX). Customers can also choose from a range of five metallic colors, two drive trains and two battery ranges.

Overall, 50 different combinations are offered for all segments and variants put together.

Extracts from CEO Interviews - Business Environment

Constraints/Issues

o Stiff water consumption regulations and enormous penalties for violation - Lithium extraction is a heavy water intensive process and mine locations are in very arid areas like the Australian outback and Atacama Desert  
o Significant dependence on external suppliers of Lithium batteries due to limited number of manufacturing units, long lead times and high carbon footprint in all car manufacturing facilities except Brazil.

o Long delays in spare battery availability, leading to an avalanche of unresolved battery related customer complaints for vehicles under warranty  
o Limited charging infrastructure, long charging cycles (as compared to refilling fuel) and slow resolution of battery related complaints.

o Dwindling in store footfall due to pandemic (for feature-based vehicle selection prior to test drive) Wanderlust offers one compact electric Sedan (model ELAN) and one compact electric SUV (model ELUV), each with three variants - basic (LX), mid-range (VX) and high-end (ZX). Customers can also choose from a range of five metallic colors, two drive trains and two battery ranges.

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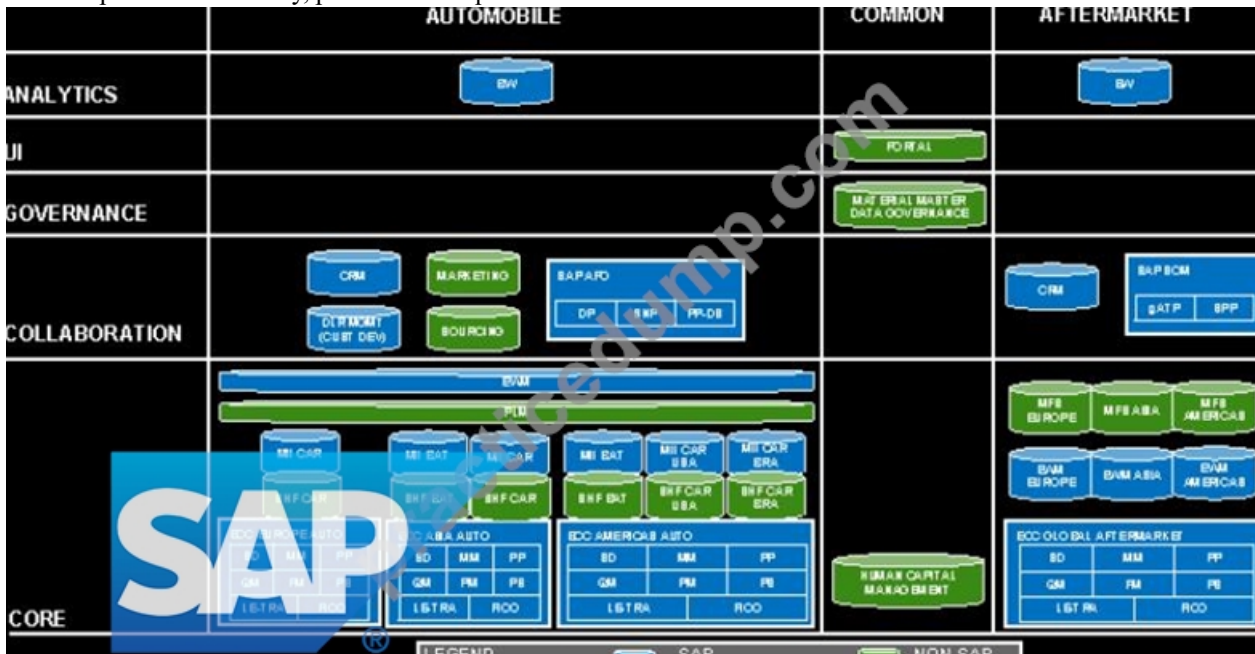
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- o Limited charging infrastructure, long charging cycles (as compared to refilling fuel) and slow resolution of battery related complaints.

- o Dwindling in store footfall due to pandemic (for feature-based vehicle selection prior to test drive)

Extracts from CIO Interviews - IT Environment

Extracts from CIO Interviews - IT Environment Strategic Priorities - IT

- o Ease of usage
- o Ease of Maintenance
- o Total Cost of Ownership Optimization
- o Time to Value Acceleration
- o Transformation Status
- o Only at a conceptual stage - no planning done yet
- o Nascent architecture practice
- o Unclear on supported processes, required capabilities, applications, and transition path
- o Yet to identify, prioritize and sequence initiatives



Wanderlust has a separate organization and setup for their Automobile and Aftermarket businesses

- o Wanderlust is reluctant to consider cloud for Core applications due to data privacy concerns, but are open for Collaboration applications
- o Automobile business started off in Europe and grew through acquisitions in Asia and Americas
- o Automobile business runs on three continental SAP ECC instances with inherited, disparate processes, which need to move to S/4HANA
- o Automobile business is also looking to harmonize their processes across the continents, adopt a seamless, transparent global supply chain for batteries and consolidate the continental instances into a global single instance, data regulations permitting
- o Automotive business uses a highly complex custom developed dealer management solution on ECC, which needs to be replaced
- o Automotive business uses SAP APO, which is nearing end of lifecycle and needs to be replaced by IBP (DP & SNP) & S/4HANA (PP-DS)
- o Automotive business uses several bespoke non-SAP applications, which are considered irreplaceable, except for the Marketing and Sourcing applications, which are expensive to maintain, seldom used and hence need to be replaced
- o Aftermarket business processes are largely uniform and handled through a single ECC instance which also should move to S/4HANA
- o Aftermarket business uses SAP SCM which is nearing end of lifecycle and needs to be replaced by S/4HANA AATP (gATP) and eSPP (SPP)

Extracts from Interview with Enterprise Architect

Enterprise Architecture Dimensions & Maturity

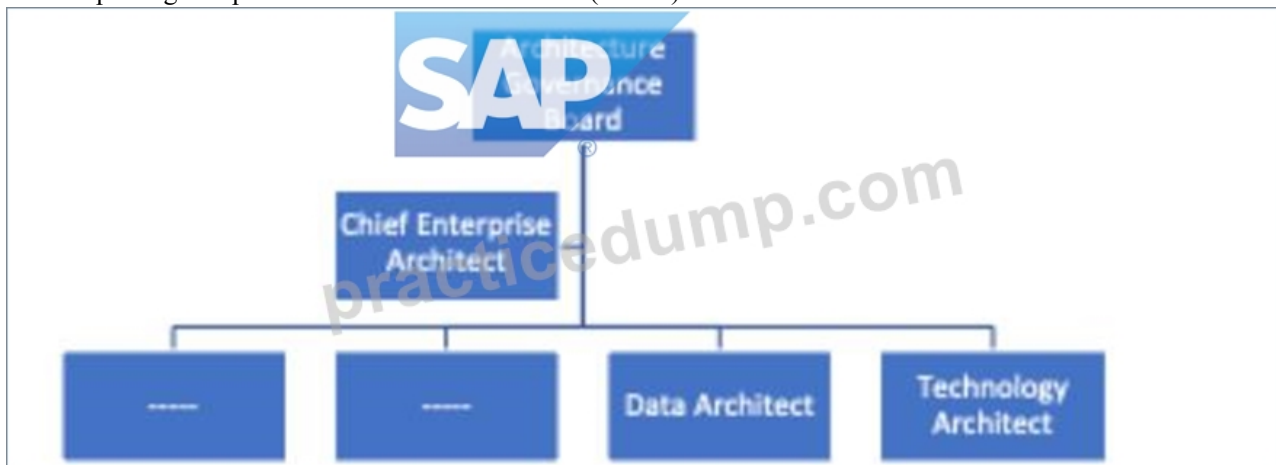
- o Wanderlust's Key EA Dimensions, their overall purpose and current maturity level



Sl No	EA Dimension	Purpose	Current Status & Maturity Level
1	Business-IT Alignment	Traceability between Business Drivers & IT Services	Only strategic objectives defined ●
2	Stakeholder Involvement	Stakeholders Identification, Awareness & Engagement in EA	Only a few stakeholders identified ●
3	Action & Impact	Usage of EA in Sourcing & Investment Decisions & Business Strategy	EA involved in RFP decisions ●
4	Architecture Development	Development Methodology with Standards, & Reference Models	Nothing developed, methodology in place ●
5	Architecture Process	EA Creation, Maintenance, & Approval Processes	Ad hoc ●
6	Organization & Governance	Governance Organization Structure Approved by Senior Management	Governing body formed, team not yet ●
7	Communication	Documentation & Communication of EA Practice Decisions	Artefacts available but not known ●
8	People Enablement	Roles, Skills and RACI Definition of People Involved in EA	Role & skill set defined ●

Top three priorities given the current maturity level, are as follows

- o Stakeholder Involvement is the topmost priority, to create a Stakeholder Map that'll identify all key EA stakeholders within Wanderlust
- o Business-IT Alignment is also a top priority, to anchor every IT initiative to a Business Strategy Map, consisting of clearly defined strategic business objectives, tangible goals and measurable value drivers
- o Architecture Development is the next priority, beginning with development of business architectures, followed by application architectures and finally opportunities & solutions planning Enterprise Architecture Practice Structure (Current)



### Enterprise Architecture Principles

- o Wanderlust's Enterprise Architecture Principles are a collection of crisp and precise one liners pertaining to business, application, information, integration, technology and security aspects of transformation
- o Some of the EA Principles in the repository are



These EA Principles serve as high level directional statements and long term guard rails to the above six aspects of transformation programs & projects

- o They should ideally correlate (many to many) with the Strategic Objectives, defined in the Business-IT alignment EA Dimension - this is yet to be done though

The online marketing channel is targeted only to individual customers, who should be able to choose any of the 50 combinations that Wanderlust offers for its electric cars. Every confirmed online order must be first checked for ready stock availability and, if unavailable, must go for production scheduling. As Chief Enterprise Architect of Wanderlust, along with the SAP Enterprise Architect, you have identified Lead to Cash (L2C) as the key E2E process. However, you have found out that the SAP Reference Business Architecture content has several Business Process Variants of the L2C process, from which you are supposed to choose one suitable variant for Wanderlust's product range and business model.

Which of the following combinations of L2C Business Process Variants and business reasons are the most suitable? Note: There are 2 correct answers to this question.

- A. Variant: Lead to Cash-B2C with Make to Stock/Business reason: Each individual customer may order their preferred variant, which may be available in existing stock and met from there.
- B. Variant: Lead to Cash - Business to Consumer (B2C) with Make to Order Business reason: Each Individual customer may order their preferred variant, which can be produced upon receipt of customer order, if stock is not readily available.
- C. Variant: Lead to Cash - Business to Business (B2B) with Make to Stock Business reason: Each corporate customer may order in bulk for the same variants repeatedly, which may be available in existing stock and met from there.
- D. Variant: Lead to Cash-B2B with Make to Order/Business reason: Each corporate customer may order different variants, which can be produced only upon receipt of customer order.

**Answer: B,C**

### NEW QUESTION # 33

As Chief Enterprise Architect of Wanderlust GmbH, you have just finished documenting the business ecosystem around online marketing. The CEO is asking for a suitable artifact to rejuvenate online marketing with a set of employees and partners. What would you do to be ready with the right information in this situation?

- A. Extend the organization map into a statement of architecture work.
- B. Extend the organizational map by detailing the organization units, partners and stakeholder groups further into business roles and personas.
- C. Create a stakeholder map.
- D. Extend the business ecosystem into business capabilities and processes.

**Answer: C**

Explanation:

In order to rejuvenate the online marketing efforts with a set of employees and partners, creating a stakeholder map is the appropriate next step. A stakeholder map will help to identify and categorize all the relevant parties involved in the online marketing ecosystem, including internal and external stakeholders, their interests, influence, and the relationships between them. This artifact provides a visual representation of all stakeholders, their expectations, and requirements, which is critical for developing a targeted strategy for rejuvenation.

Reference = Stakeholder mapping is a common practice in enterprise architecture to ensure that all parties affected by a project are identified and their needs are considered in the decision-making process.

### NEW QUESTION # 34

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

**Answer: A**

Explanation:

Explanation

A Business Model Canvas is a strategic management and entrepreneurial tool that allows you to describe, design, challenge, invent, and pivot your business model. A Business Model Canvas consists of nine building blocks that cover the four main areas of a

business: customers, offer, infrastructure, and financial viability<sup>2</sup>.

These building blocks are:

Value Proposition: The value that you deliver to your customers and the problem that you solve for them.

Customer Segments: The different groups of people or organizations that you aim to reach and serve.

Channels: The ways that you communicate with and deliver value to your customers.

Customer Relationships: The types of relationships that you establish and maintain with your customers.

Revenue Streams: The sources of income that you generate from your value proposition.

Key Resources: The most important assets that you need to create and deliver your value proposition.

Key Activities: The most important things that you do to create and deliver your value proposition.

Key Partnerships: The network of suppliers and partners that help you create and deliver your value proposition.

Cost Structure: The most significant costs that you incur to create and deliver your value proposition.

A Business Model Canvas is a useful artifact to bring all the key dimensions of the Smart Battery initiative together in a single window, to have a unified, consistent, holistic view of the initiative. By using a Business Model Canvas, you can:

Visualize the entire business model of the Smart Battery initiative on one page.

Identify the gaps, inconsistencies, or conflicts among the different elements of the business model.

Align the value proposition, cost structure, revenue streams, partners, and channels with the customer segments and their needs.

Test and validate your assumptions and hypotheses about the business model.

Iterate and improve your business model based on feedback and data.

Verified References: 1: <https://www.strategyzer.com/canvas/business-model-canvas> | 2:

<https://www.investopedia.com/terms/b/business-model-canvas.asp>

## NEW QUESTION # 35

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