

## Browse the Book

*In this sample chapter, you'll learn about the three core components of SAP Activate: content, tools, and methodology. You'll reinforce your learning with a review of the key terminology, practice questions, and detailed explanations of the correct answers.*



**"SAP Activate Elements"**



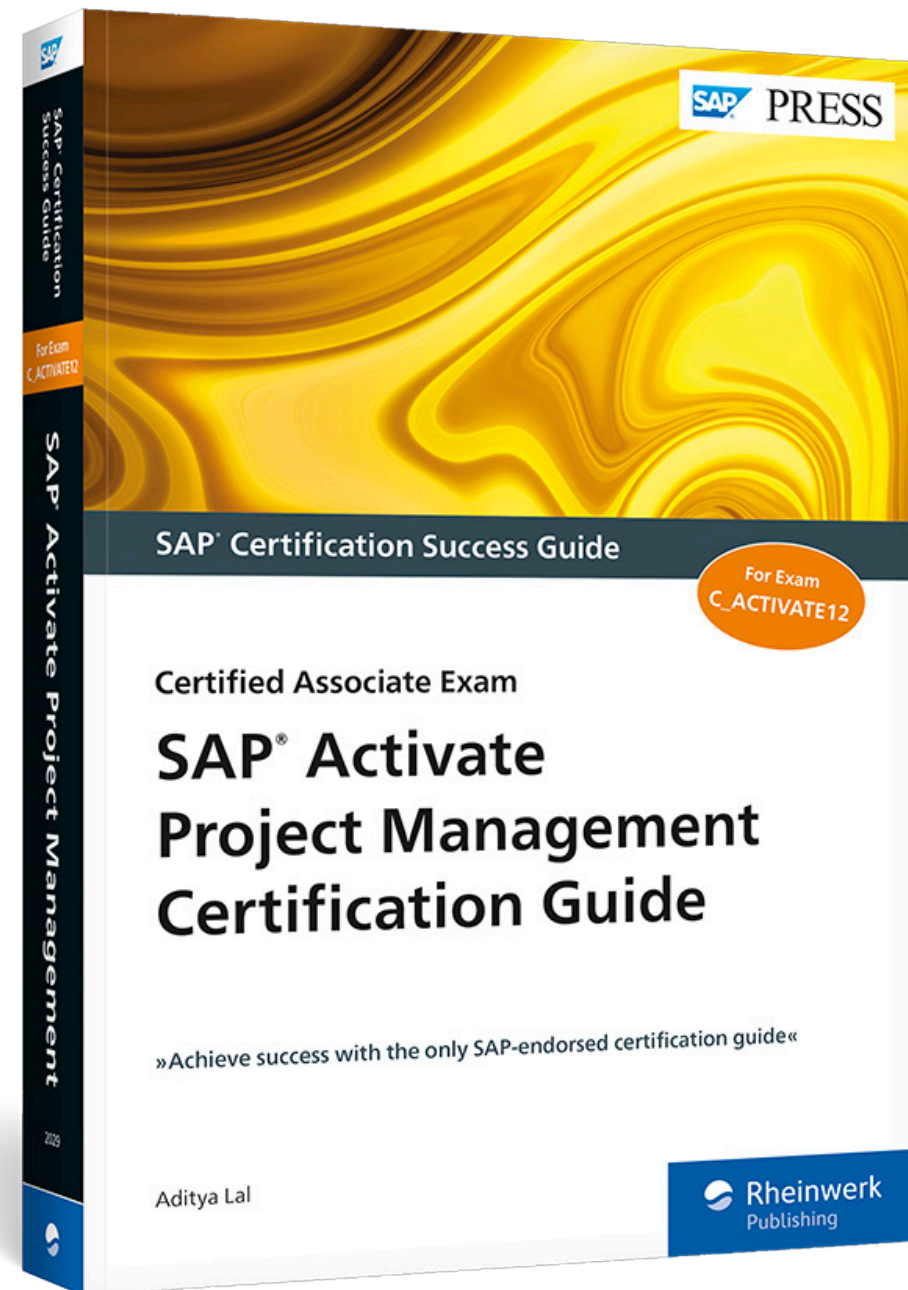
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**The Author**



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### **SAP Activate Project Management Certification Guide: Certified Associate Exam**

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# Chapter 2

## **SAP Activate Elements**

# 2

### **Techniques You'll Master**

- Understand SAP Activate content
- Review the available SAP Activate tools
- Explain the SAP Activate methodology

In the previous chapter, we discussed the basics of the SAP Activate methodology. Now, let's move on to the three elements of SAP Activate: contents, tools, and methodology. First, we'll look into the four types of content that are available. Next, we'll cover the four tools: self-service configuration, expert configuration, SAP solution builder, and SAP Solution Manager. Finally, we'll study the four different components of the methodology.

### Real-World Scenario

You're new to SAP. Although you have sound experience in portal development using Java technologies, you've always wanted to make your career in SAP as a FICO process consultant and utilize your education and prior experience in the subject area. You spoke with your friend, who is an SAP sales executive in an IT consulting organization, a number of times in the past but to no avail.

Last night, she told you about a big deal that she got from a New York-based global bank to implement SAP S/4HANA. She was excited, and, knowing your interest, your knowledge on banking processes, your educational background as a certified public accountant, and your current enrollment as an MBA student in an elite business school, she promised to speak with HR and the project manager on your behalf.

A few days later, she called and confirmed that the team is ready to interview you. She provided some background of the project without divulging material and confidential information about the project or client. She stressed, however, that prior knowledge of SAP isn't required as the team is looking for subject matter experts (SMEs) with banking knowledge, although some basic understanding of the SAP Activate methodology will help you score some additional brownie points.

A quick Google search for SAP Activate methodology left you with a lot of information, but more questions than answers. More importantly, you're uncertain of where to start your learning journey for SAP Activate. A strong foundation in the basic elements is needed to leave a good impression!

### Objectives of This Portion of the Test

The certification examination will test your knowledge about the following topics:

- Content element of SAP Activate, including business processes, project libraries, migration content, and integration content
- Tool element of SAP Activate, including self-service configuration, expert configuration, the SAP solution builder tool, and SAP Solution Manager

- Methodology element of SAP Activate, including phases, workstreams, deliverables, and artifacts

In the subsequent sections, you'll learn and understand these key concepts followed by some questions and answers.

#### Note

This chapter on the elements of SAP Activate is important in your overall understanding of the methodology. This topic carries 8–12% weightage in the certification examination, meaning you'll get anywhere from 6 to 10 questions from the topics in this chapter.

### Key Concepts Refresher

This section will help you understand the content, tools, and methodology elements of the SAP Activate methodology and will advance your knowledge on how these elements make the SAP Activate methodology a robust framework to implement SAP S/4HANA. These concepts are critical for you to pass the exam.

#### Contents

The following four components of the content element of the SAP Activate methodology are shown in Figure 2.1:

- Business process content
- Project library
- Migration content
- Integration content

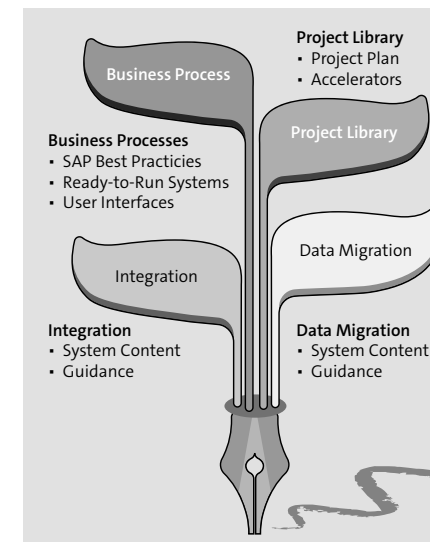


Figure 2.1 Contents

We'll discuss each component in the following sections.

**Business Process Content**

A business process is a set of specific tasks or activities performed in a given order that provides the desired outcome. Let’s take an example of the legal control (IW8) process for SAP S/4HANA Cloud that supports global trade compliance with checks of relevant documents for adherence to the defined trade regulations. Figure 2.2 shows the business process flow of how the software works as standard for legal control (IW8).

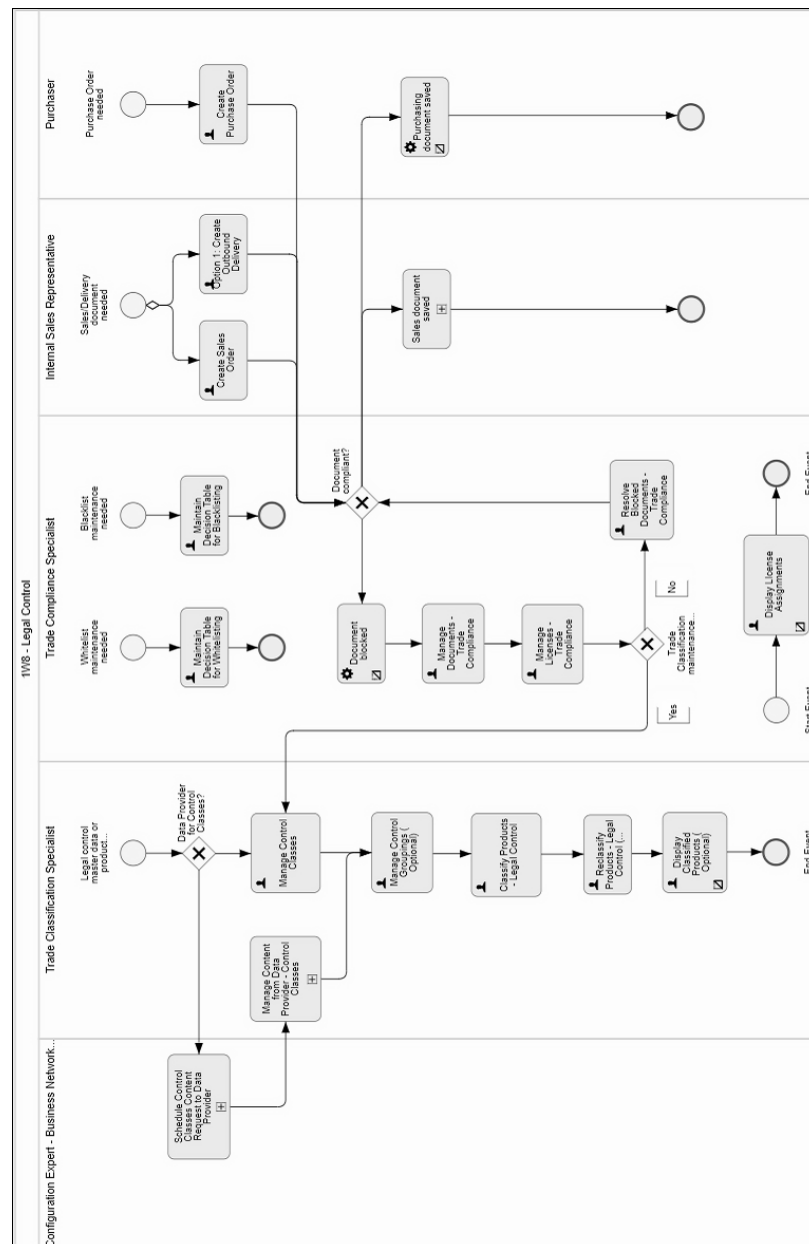


Figure 2.2 Business Process Flow Example

The three components of the business process are shown in Figure 2.3 and will be covered in the following sections.

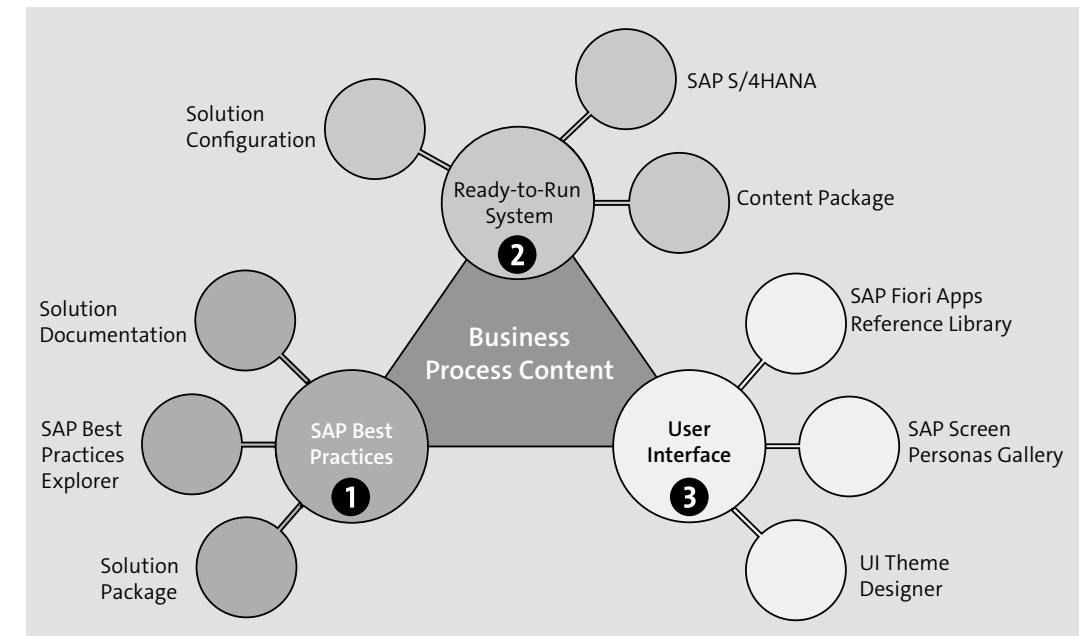


Figure 2.3 Business Process Content: The Three Components

**SAP Best Practices**

SAP Best Practices provides the solution documentation, as shown in Figure 2.4. It shows the SAP Best Practices Explorer view that provides the solution documentation, including process flows, setup instructions, test scripts, and other accelerators for a given process, in the legal control example.

SAP Best Practices should be the starting point for any SAP implementations, irrespective of the platform; it supports the implementation team by providing well-structured content, and is recommended by SAP to document your solution and business processes. In Chapter 1, we discussed how to access the best practices and touched upon the three sections of the best practices. Let’s consider how these sections can help you in your implementations. Apart from the general information, you’ll find the following content in the library after you use your S-user ID to log in:

- **Description**  
Describes the scope items (predefined processes) at the top of the screen.
- **Business Benefits**  
Explains the benefits to implement the scope item.
- **Key Process Flows**  
Lists the key process flows within the scope item.

■ Details

Includes a lot of information, such as process flows, configuration instructions, test scripts, and so on.

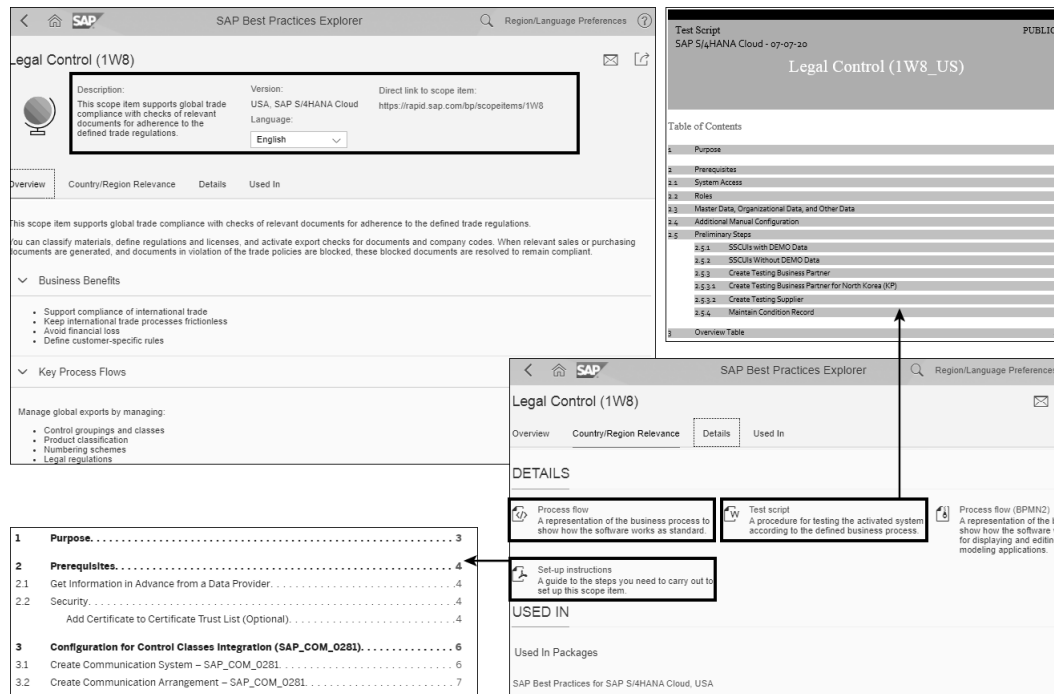


Figure 2.4 Business Process: Solution Documentation (Legal Control)

The configuration guide and test scripts are also shown via the arrows in Figure 2.4. Figure 2.2, shown previously, illustrates the corresponding flow in the Business Process Model and Notation (BPMN) format.



**Note**

BPMN is the de facto way to specify business processes. For more information, refer to [www.bpmn.org](http://www.bpmn.org).

Figure 2.5 shows some basic but powerful controls:

- ❶ You can download the best practice from the SAP Software Download Center.
- ❷ You can save the best practice as your favorite.
- ❸ You can add the best practice to SAP Solution Manager 7.2 basket.
- ❹ You can add the package to the customized solution.
- ❺ You can report an issue with the best practice by sending your feedback.
- ❻ You can share the content.

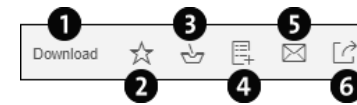


Figure 2.5 SAP Best Practices Controls

There are also accelerators available that will kick-start your project. Figure 2.6 shows a partial list of the accelerators that are available to you for SAP Best Practices for SAP S/4HANA Cloud (USA).

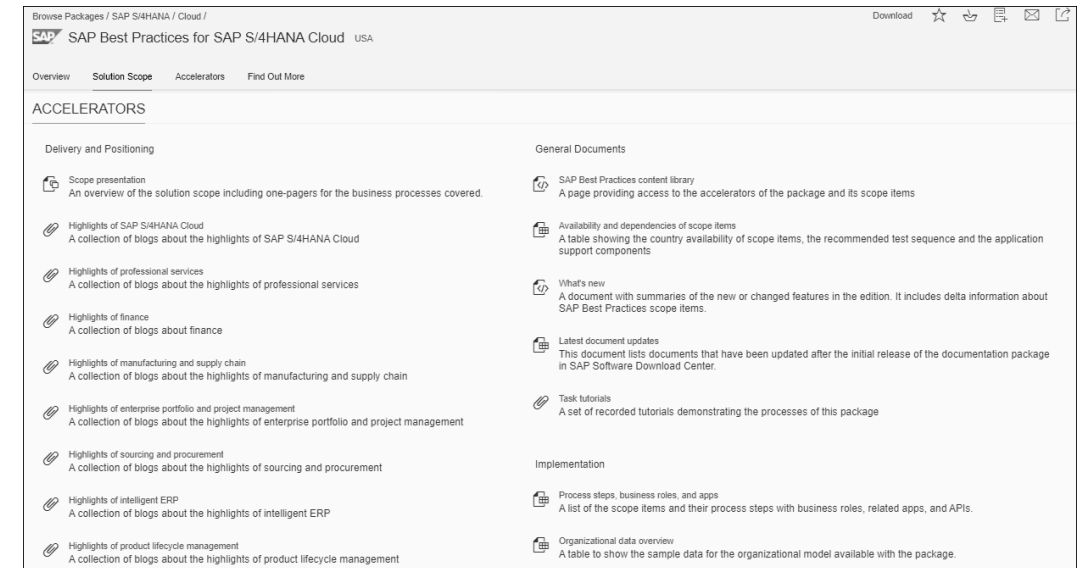


Figure 2.6 SAP Best Practices: Accelerators

**Ready-to-Run System**

The SAP S/4HANA ready-to-run system enables you to configure the system using various tools. Solution configuration is a function of the ready-to-run SAP S/4HANA system. This system contains the specific objects needed for the configuration and execution of the given process. These objects are deployed with the activation of the solution package. We'll look into the configuration tools in the "Tools" section later in this chapter. The solution configuration version should match the solution documentation version. Figure 2.7 shows a ready-to-run system on the cloud.

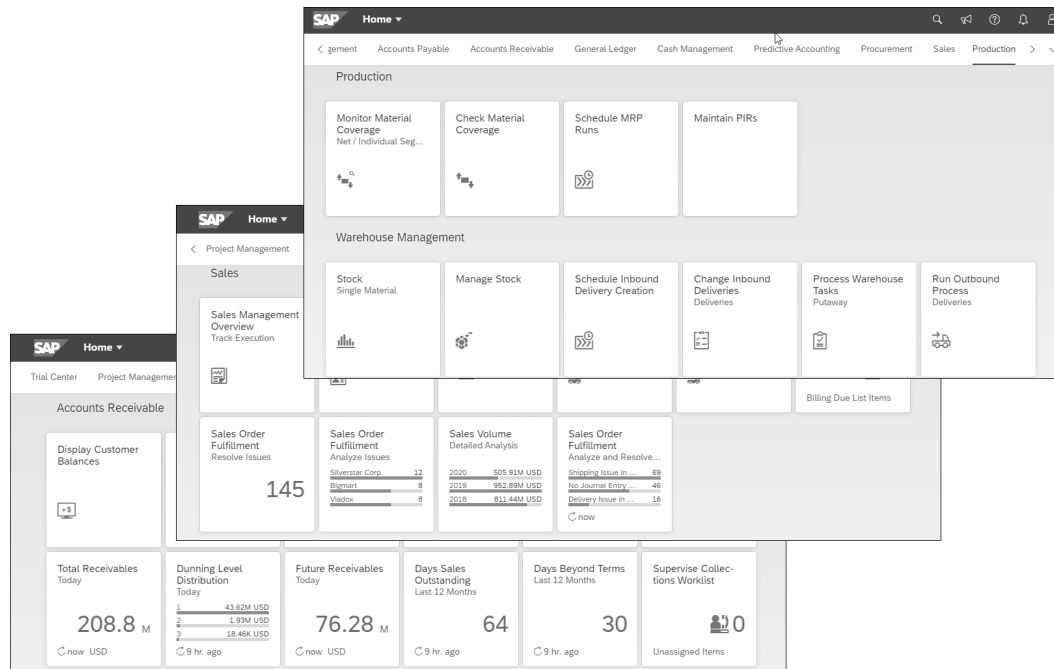


Figure 2.7 Ready-to-Run System: SAP S/4HANA Cloud Trial Version

For the on-premise deployment, customers can decide between either of the following two ready-to-run systems:

■ Fully activated appliance

An appliance is a compressed system image that an administrator can extract quickly to create a regular system instance. A fully activated appliance is a pre-packaged software bundle based on the customer’s requirement that contains preconfigured SAP Best Practices and demo scenarios. SAP can ship it to a specific location on Blu-ray media for your own on-premise infrastructure. Alternatively, the customer can access it on the cloud through SAP Cloud Appliance Library.

■ SAP Model Company

SAP Model Company offers a comprehensive, preconfigured, ready-to-run reference solution with business content for multiple industries and lines of business (LoBs). Based on the experience and real-life transformation projects, SAP has built the solution that fits the needs of a specific LoB or an industry. These needs are fulfilled by the state-of-the-art applications and well-established best practices.

The delivered reference solution contains the configuration specific to the scope of the reference solution, covering end-to-end scenarios, baseline configurations, and SAP Best Practices. SAP Model Company enhances quality, accelerates adoption, and reduces costs while decreasing risk during the discover, explore, and realize phases of a project.

Tip

It’s highly probable that you’ll encounter a question about either fully activated appliances or SAP Model Company.

Table 2.1 and Table 2.2 shows the planned portfolio of SAP Model Company specific to the LoB and the industry for 2020, respectively.

Digital Supply Chain	Customer Experience	Financial Services	Human Capital Management (HCM) with SAP SuccessFactors
<ul style="list-style-type: none"> <li>■ SAP Connected Assets</li> <li>■ SAP Connected Manufacturing</li> <li>■ Extended warehouse management (EWM)</li> <li>■ Logistics execution</li> <li>■ R&amp;D/engineering and sustainability</li> <li>■ Supply chain planning</li> </ul>	<ul style="list-style-type: none"> <li>■ SAP Customer Experience</li> <li>■ SAP Marketing Cloud</li> <li>■ Shared services</li> <li>■ SAP Billing and Revenue Innovation Management</li> </ul>	<ul style="list-style-type: none"> <li>■ Finance</li> </ul>	<ul style="list-style-type: none"> <li>■ Manage workforce</li> <li>■ Attract and acquire</li> <li>■ Identify and grow</li> <li>■ Pay for performance</li> <li>■ Educate and develop</li> <li>■ Time off</li> </ul>

Table 2.1 Portfolio of SAP Model Company (LoB)

Consumer	Discrete	Public Service	Energy and Natural Resources	Service Industry
<ul style="list-style-type: none"> <li>■ Agribusiness</li> <li>■ Consumer products</li> <li>■ Wholesale distribution</li> <li>■ Core retail</li> <li>■ Fashion and vertical business</li> <li>■ Trade management for consumer products</li> <li>■ Pharmaceutical</li> </ul>	<ul style="list-style-type: none"> <li>■ Automotive</li> <li>■ High-tech</li> <li>■ Industrial machinery and components</li> </ul>	<ul style="list-style-type: none"> <li>■ Defense logistics</li> <li>■ Public sector</li> </ul>	<ul style="list-style-type: none"> <li>■ Chemicals</li> <li>■ Mill products</li> <li>■ Mining production execution</li> <li>■ Oil &amp; gas</li> <li>■ Integrated utilities</li> </ul>	<ul style="list-style-type: none"> <li>■ Airline back offices</li> <li>■ Telecommunications</li> </ul>

Table 2.2 Portfolio of SAP Model Company (Industry)





**Note**

The list is continuously changing, and SAP is adding LoBs and industries regularly. For the latest offerings, go to <http://s-prs.co/v519403>. From an exam perspective, you don't need to remember the list; we presented the table here for your reference purpose only.

Figure 2.8 shows a partial list of SAP Model Company solutions that are available on the SAP Best Practices Explorer screen.

Solution Packages(62)	SAP Model Company
A-Z Index 62	SAP Model Company for Chemicals
> SAP S/4HANA 11	SAP Model Company for Connected Assets
> Line of Business 28	SAP Model Company for Connected Manufacturing
> Technology 7	SAP Model Company for Consumer Products
> Cloud 14	SAP Model Company for Core Retail
> Recent Updates 1	SAP Model Company for Defense Logistics
✓ SAP Model Company 26	SAP Model Company for Fashion and Vertical Business
SAP Model Company 26	SAP Model Company for Finance
	SAP Model Company for High Tech
	SAP Model Company for Human Resources
	SAP Model Company for Industrial Machinery and Components
	SAP Model Company for Life Sciences
	SAP Model Company for Logistics Execution
	SAP Model Company for Mill Products

Figure 2.8 Ready-to-Run Solutions: SAP Model Company

**User Interface**

The third component of SAP business process content is the user interface (UI) by which users can access the configured system. SAP provides several content-provisioning tools that can access ready-to-use apps based on SAP Fiori and SAP Screen Personas. SAP also provides a wide variety of tools for custom development to meet business requirements, such as showing the search output on the same screen rather than on a new screen.

**Project Library**

The project library hosted on the Roadmap Viewer, which is a cloud extension of SAP Solution Manager and an integral part of the SAP Activate methodology, provides a rich and varied set of documents. These documents include project plan

templates, accelerators, templates, standards, strategies, decision-making processes, and several other artifacts to help in the overall execution of the project management workstream and the underlying processes. Figure 2.9 shows a sample set of documents.

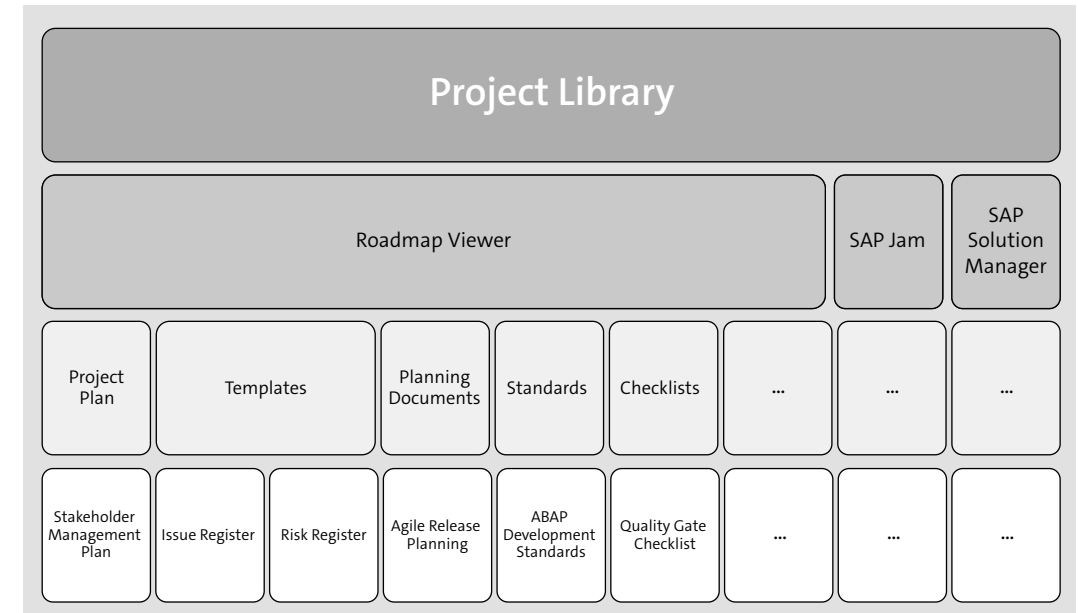


Figure 2.9 Project Library

**Migration Content**

In Chapter 1, you learned about the three transition roadmaps for SAP S/4HANA: new implementations, system conversions, and selective data transition (formerly known as landscape transformation). The project team employs different tools to migrate data in each of the three scenarios. Table 2.3 shows a partial list of data migration tools.

Source System	Target System	
	SAP S/4HANA	SAP S/4HANA Cloud
SAP R/3	<ul style="list-style-type: none"> <li>■ SAP Data Services</li> </ul>	<ul style="list-style-type: none"> <li>■ SAP S/4HANA migration cockpit</li> </ul>
SAP ERP	<ul style="list-style-type: none"> <li>■ SAP Information Steward</li> </ul>	
Non-SAP	<ul style="list-style-type: none"> <li>■ Rapid data migration content</li> <li>■ SAP S/4HANA migration cockpit with the migration object modeler</li> </ul>	

Table 2.3 Data Migration Tools

The structure of data migration content is available in multiple places:

■ **Data migration templates**

These templates are available within the SAP S/4HANA and SAP S/4HANA Cloud migration cockpits.

■ **SAP Software Downloads Center**

SAP Software Downloads Center provides rapid data migration content, including SAP Data Services 4.2 content, as well as alternative files containing the definition of data stores, migration projects and jobs, web reports, migration services, and so on. SAP Support Launchpad includes an SAP Note on installing content from SAP Software Downloads Center.

■ **SAP Best Practices Explorer**

SAP Best Practices Explorer includes solution documentation for rapid data migration to SAP S/4HANA.

**Integration Content**

Figure 2.10 shows the structure of the integration content. SAP provides a wide variety of tools and ready integration packages so that customers can integrate cloud solutions, on-premise solutions, and any third-party solutions. You'll find the integration solution and scope items on integration in SAP Best Practices, whereas SAP API Business Hub provides ready-to-use integration application programming interfaces (APIs), source code, and best practices. For example, you'll find ready-to-use integration APIs to integrate the SAP S/4HANA implementation with SAP SuccessFactors. The Cloud Integration Automation service provides a guided workflow while the SAP Help Portal will provide detailed integration instructions.

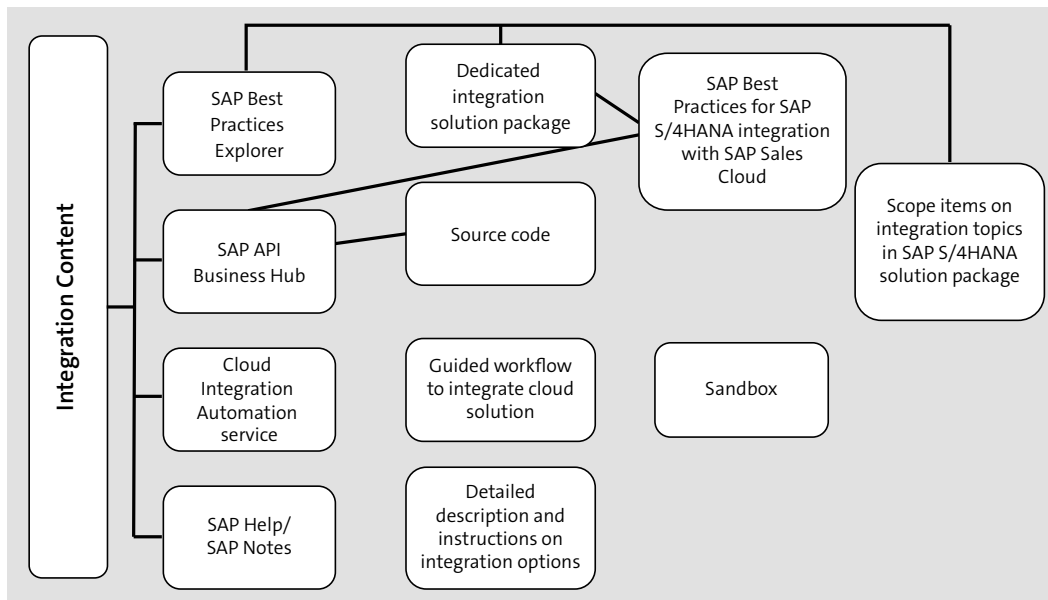


Figure 2.10 Integration Content Structure

**Tools**

SAP has made available several tools to configure SAP S/4HANA and SAP S/4HANA Cloud. In this section, we'll drill down into the details of these tools and their usages.

**Self-Service Configuration**

The Self-Service Configuration User Interface (SSCUI) is a cloud-based tool that facilitates the required configuration to run the business processes and conduct the fit-to-standard workshops. It leverages the SAP Fiori UI. The only constraint is that it restricts changes to the business process flow, such as procure-to-pay and plan-to-manufacture. Figure 2.11 shows the task details on the Roadmap Viewer.

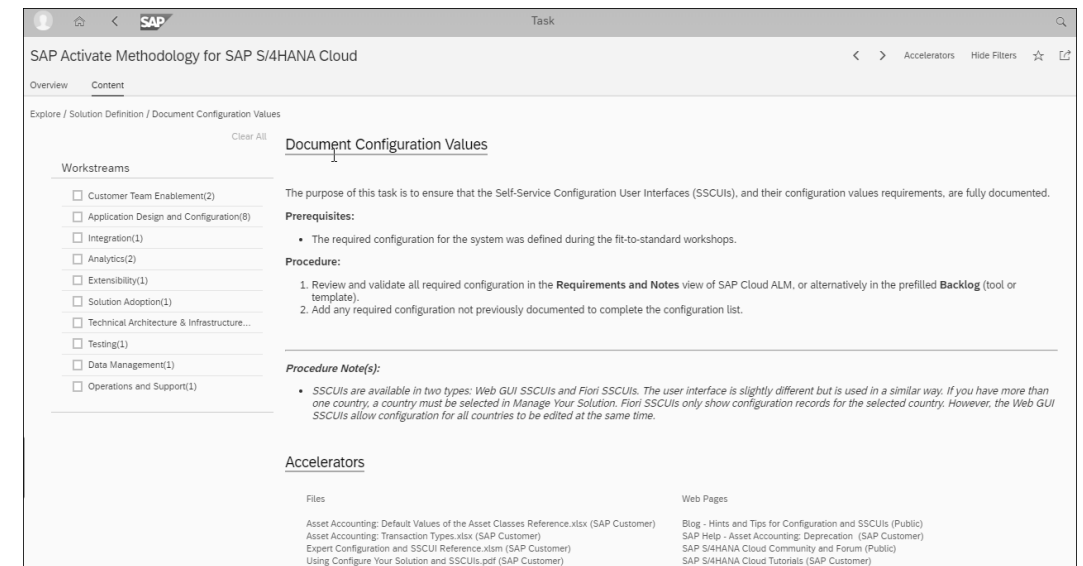


Figure 2.11 Accessing Self-Service Configuration Values Using the Roadmap Viewer

**Expert Configuration**

The expert configuration tool, used for SAP S/4HANA Cloud, enables SAP consultants to not only make changes to the standard available configurations of existing business processes and SAP Best Practices but also to build business processes that are specific to a company's business needs. For example, configuring a business process to enable multiple people to purchase expensive assets, known as a release strategy, is possible only with this tool. Similarly, this tool enables end-to-end configuration of new order types to specific production processes in the textile industry, such as spinning, weaving, bleaching, or dyeing.

Table 2.4 shows the differences between the two.



SSCUI	Expert Configuration
Adapt activated SAP Best Practices processes	Adapt activated SAP Best Practices processes and add complementary processes
Done by the implementation team	Done by the SAP service center
Examples: production area, plant address, logos	Example: release strategy

**Table 2.4** SSCUI versus Expert Configuration

### SAP Solution Builder Tool

The SAP solution builder tool enables the logical and sequential import and implementation of business-relevant SAP Best Practices provided for SAP Activate for SAP S/4HANA. As SAP is a highly integrated system, it requires that system configuration be undertaken in a specific sequence, while also ensuring the associated dependent configuration (known as building blocks) required to run business processes are also in place. Further, it helps ensure that the correct master data is in place, which is required to simulate and test business processes in SAP S/4HANA.

### SAP Solution Manager

SAP Solution Manager 7.2, which supports the SAP Activate implementation approach, can be used as a project management tool. It consists of templates, checklists, and testing tools required during SAP S/4HANA implementation. It's also possible to make changes to SAP Best Practices and to document them in SAP Solution Manager using BPMN. In other words, SAP Solution Manager consolidates all the project management activities and process modeling into a single system.

From the exam perspective and from the real-world work perspective, SAP Solution Manager is one of the most critical tools for success. It's assumed that you've worked with SAP Solution Manager 7.2, but let's look into some of the key aspects of SAP Solution Manager in this section. Throughout the book, we discuss SAP Solution Manager where specific to a particular topic, and the intention of this section is to familiarize you with SAP Solution Manager as a whole.



**Note**

For detailed reading, refer to *SAP Solution Manager for SAP S/4HANA* written by Marc O. Schäfer and Matthias Melich (SAP PRESS, 2016; [www.sap-press.com/4162](http://www.sap-press.com/4162)).



**Tip**

You may see at least two questions about SAP Solution Manager 7.2 on the exam.

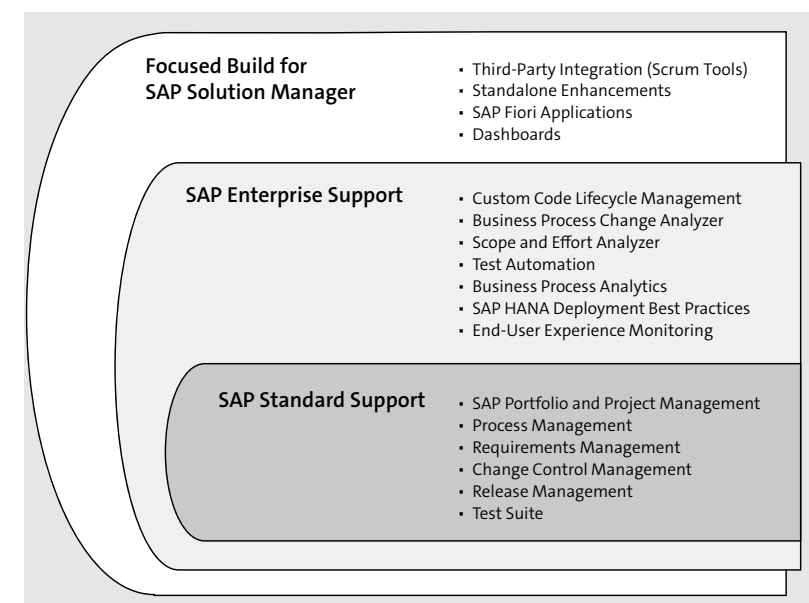
### Project Management Capabilities

Let's first review the SAP project management structure defined in Table 2.5.

Element	Definition
Project definition	Defines the project with some basic elements such as objective of the work and tentative duration of the project that applies to the complete project
Phase	Signifies the specific set of activities that the team should perform for the given time period
Task	Action item that produces results, deliverables, documents, and so on carried out by the human resources assigned to the project
Milestone	A specific task, deliverable, or objective that is significant and generally used to measure the progress of the project
Project role	A position within the project organization that is assigned to a resource
Resource	A specific person, group of persons, or any other facility (internal or external to the project), such as infrastructure used within the project

**Table 2.5** SAP Project Management Structure

SAP Solution Manager has multiple options available to clients and consultants. These options range from third-party integration tools (e.g., preconfigured add-ons) to end-user experience monitoring as a feature available to SAP Enterprise Support customers. Figure 2.12 shows the options that are available in SAP Solution Manager.



**Figure 2.12** SAP Solution Manager Options

The processes listed for SAP Standard Support in Figure 2.12 are strongly integrated. The integrated process and information flow are shown in Figure 2.13.

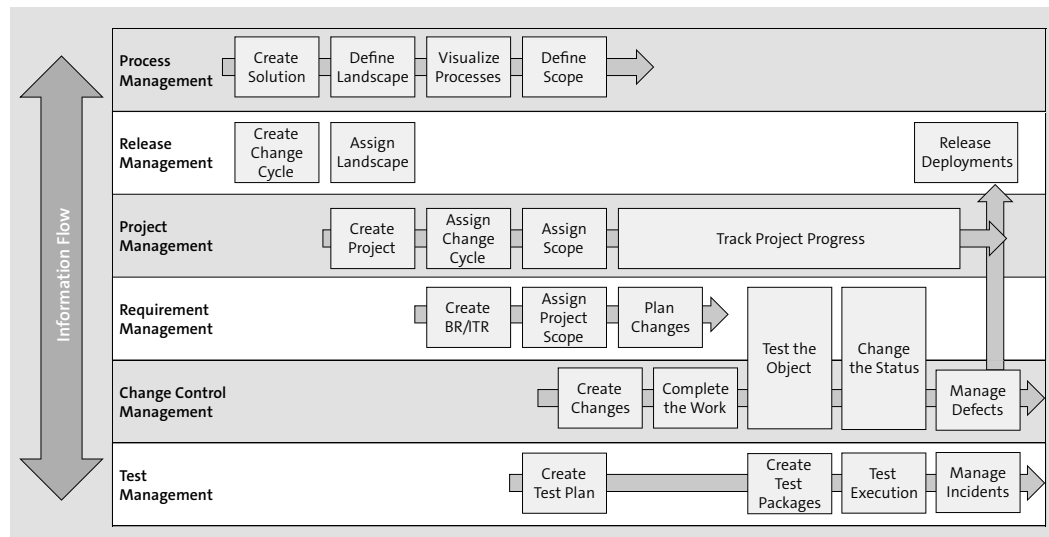


Figure 2.13 Integrated Process Flow: SAP Solution Manager

A minor change in the project scope within the change control block can impact the project created in the project management block. That requirement for the change should be managed within the project management block, tested in the test management block, and the status of the work should flow back to the requirement management and project management blocks. Integration provides easy flow of information, as shown by the arrow in Figure 2.13, but it should be managed responsibly due to the huge impact.

Now let's move on to what you can do in SAP Solution Manager at a higher level, as shown in Table 2.6.

What Can You Do?	Description
Project view summary	You can view the project in the following: <ul style="list-style-type: none"> <li>Detail view: Tasks and project structure will be displayed in detail, including fields.</li> <li>Tabular view: Tasks and other project structures will be displayed in tabular view. You can drill down to look at the specific task.</li> <li>Graphical view: Project structure and other details are represented in a Gantt chart.</li> </ul>
Import project plan	You can import the project plan into SAP Solution Manager. You can download the project plan from the Roadmap Viewer and upload the file into SAP Solution Manager, including phases, tasks, and deliverables that will fast-track the project setup.

Table 2.6 What You Can Do in SAP Solution Manager

What Can You Do?	Description
Resource management	You can create, assign, and monitor the resources throughout the project and resource lifecycle. You can allocate efforts to a resource based on demand and availability, and you can monitor its cost and duration. Some of these activities are based on the role authorization.
Release planning	SAP Solution Manager provides the capability to plan the detail activities related to the release. We'll discuss the release terminologies in the next subsection.
Status reporting	You can generate the detail status report in a PDF in either the standard or customized format.
Dashboard and analytics	SAP Solution Manager has several embedded analytics on the project and portfolio level, such as scope changes, cost or schedule overrun, and number of projects.

Table 2.6 What You Can Do in SAP Solution Manager (Cont.)

### Release Terminologies

A project can have one or more releases, which can be used by several parallel projects within the organization. A release is a result of planned work, work packages, and customer reviews and feedback throughout the end of sprints, waves, and phases. The following key terms are important when performing a software release:

- Work item**  
 The project team executes these tasks, which are realized during the sprint execution.
- Work packages**  
 These groups of related work items are intended to deliver a specific outcome. These are the lowest unit of work that a project can be broken down into to create a work breakdown structure (WBS).
- Sprint**  
 A sprint is a time boxed, generally two to four weeks, period during which the project team works on a list of prioritized requirements specific to that sprint. It ends with a demo session to the business.
- Waves**  
 A wave is a well-defined function scope that the business will review at the end of the wave. It has to go through a quality-gate process at the end of the wave. The typical duration of wave is 8 to 12 weeks.
- Phase**  
 A phase is a logical grouping of deliverables and activities that ends with the quality gate. A project phase can have multiple waves.
- Release**  
 A project release synchronizes go-live, and a project can have multiple incremental releases.

### Project Management Institute Knowledge Areas

SAP Solution Manager supports all 10 Project Management Institute (PMI) knowledge areas. Three knowledge areas, cost management, HR management, and procurement, are supported through the project and portfolio management functionality of SAP Solution Manager that integrates with SAP S/4HANA. The supported knowledge areas are as follows:

- Project integration management
- Project scope management
- Project time management
- Project risk management
- Project quality management
- Project communication management
- Project stakeholder management
- Project cost management
- Project HR management
- Project procurement management

### Value Chain

SAP Solution Manager provides four value chains with corresponding artifacts, as shown in Figure 2.14.

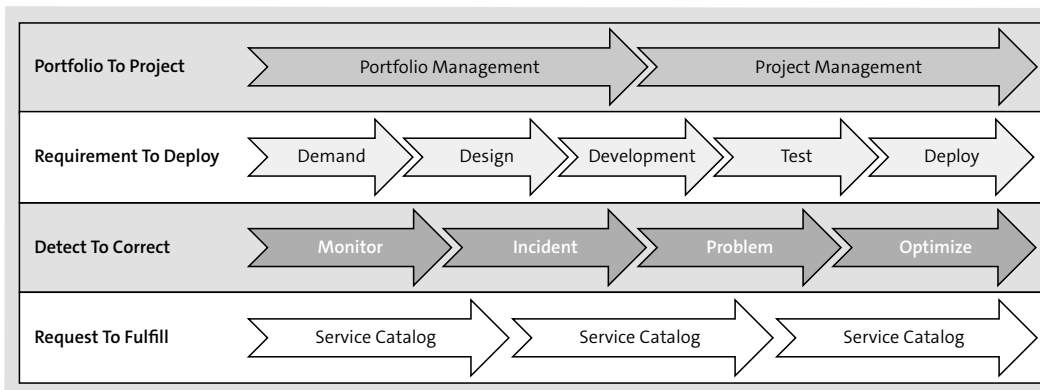


Figure 2.14 Value Chain

Let's walk through each:

- **Portfolio to project (P2P)**  
Portfolio to project provides a unified viewpoint across the project management organization, enterprise architecture, and service portfolio. It also provides the strategy to balance the portfolio.
- **Requirement to deploy (R2D)**  
Requirement to deploy starts with the business demand per their time frame

and dictates their desired outcome; the demand goes through the process of design to develop, test, and then deploy.

- **Detect to correct (D2C)**  
Detect to correct anticipates the production problem and helps the team resolve it via continuous monitoring, incident identification, problem management, and business solution optimization.
- **Request to fulfill (R2F)**  
Request to fulfill manages the requests and fulfills the catalog. It presents a single catalog from multiple suppliers and then manages and measures fulfillment across them.

#### Tip

There may be a question about value chains in which you're asked to identify the artifacts from a value chain (e.g., from D2C) or to identify the value chain itself.

### Implementation Portal for SAP S/4HANA Cloud

The implementation portal for SAP S/4HANA Cloud supports a fast, self-guided, and content-driven implementation of SAP S/4HANA Cloud based on the SAP Activate methodology. SAP Best Practices Explorer and implementation tasks are embedded in SAP Cloud ALM. Some of the features of the implementation portal are as follows:

- Preconfigured and content-driven implementation
- Fast onboarding of the project team
- Instantaneously available—no configuration or setup needed—with the following steps:
  - Receive an email to get instantaneous access.
  - Define the implementation scope.
  - Onboard your team, and assign roles and responsibilities.
  - Monitor the progress.
- Management and monitoring of implementation tasks
- Convenient and powerful visualization of business models
- Support for fit-to-standard workshop
- Progress monitoring

#### Tip

There may be one question about the implementation portal for SAP S/4HANA Cloud. Remember that it's used for the cloud implementations and *not* for on-premise implementations.

## Methodology

To review, the four components of SAP Activate methodology are as follows:

### ■ Phases

The six phases of the SAP Activate methodology are discover, prepare, explore, realize, deploy, and run. Out of these six, prepare, explore, realize, and deploy are the core phases, which are also known as project phases. The purpose is to break the project activities into logical group of goal-oriented activities leading to a milestone and quality gate. The project moves to the next phase after clearing the quality gate and achieving the milestone.

### ■ Workstreams

There are eleven workstreams. These workstreams are also logical groups of activities, which transcend project phases. However, there are no quality gates between the workstreams. We'll study workstreams in detail in Chapter 5.

### ■ Deliverables and tasks

Project teams carry out the activities to achieve the milestones and create several deliverables.

### ■ Artifacts

These activities require certain inputs in the form of documents or information to produce the outputs. Artifacts are these inputs.

We've discussed the four components of the Activate methodology in detail in Chapter 1.

## Important Terminology

For this exam objective, you're expected to understand the following terms:

### ■ Artifacts

This document or information will feed into the process or is the output of the process.

### ■ Expert configuration

SAP support central performs this configuration on the behalf of the implementation team.

### ■ Fully activated appliance

This prepackaged software bundle is based on the customer's requirements.

### ■ Implementation portal for SAP S/4HANA Cloud

This portal supports fast and guided implementation for SAP S/4HANA Cloud.

### ■ Ready-to-run system

A ready-to-run system can be configured using various tools.

### ■ SAP Model Company

This is a comprehensive, preconfigured, ready-to-run solution for several industries and LoBs.

### ■ SAP Solution Manager value chain

There are four value chains in SAP Solution Manager: P2P, R2D, D2C, and R2F.

### ■ Self-service configuration

This tool is used in the business configuration for cloud deployments.

### ■ Sprints

This is a time-boxed period, generally two to four weeks, to complete the project activities.

## ✓ Practice Questions

These practice questions will help you evaluate your understanding of the topics covered in this chapter. The questions shown are similar in nature to those found on the certification examination. Although none of these questions will be found on the exam itself, they will allow you to review your knowledge of the subject. Select the correct answers, and then check the completeness of your answers in the "Practice Question Answers and Explanations" section. Remember that on the exam, you must select all correct answers and only correct answers to receive credit for the question.

1. What are the elements of the SAP Activate methodology?

- A. Methodology, documentation, and self-service configuration
- B. SAP Best Practices, tools, and methodology
- C. SAP Best Practices, methodology, and guided configuration
- D. Content, methodology, and tools

2. You're working as a project manager deploying the SAP S/4HANA Cloud solution for a global bank. You're doing the fit-to-standard workshop for a process when one of the key stakeholders asked you to explain the activities during the realize phase of the project. How would you respond?

- A. It's not the right time to discuss the realize phase. We'll discuss it during the quality gate of the current phase, which is prepare.
- B. During the realize phase, the implementation team will follow the Scrum approach and build the release incrementally based on the product backlog that we'll create during the explore phase.
- C. In the realize phase, we'll fine-tune and prioritize the product backlog, complete the data migration process, and initiate the customer enablement workstream.
- D. It's too early to dive into the realize phase and discuss its activities. However, you can review the Roadmap Viewer for SAP S/4HANA Cloud for a better understanding and a fruitful discussion at a later stage.
- E. Both B and C.

3. What are the components of the business process content?
- A. Three components are SAP Best Practices, ready-to-run systems, and the UI.
  - B. Four components are SAP Best Practices, solution documentation, ready-to-run systems, and the UI.
  - C. Three components are the Roadmap Viewer, ready-to-run systems, and the UI.
  - D. Four components are SAP Best Practices, self-service configuration, the Roadmap Viewer, and the UI.
4. Where can you find the accelerators to help set up the project library?
- A. SAP Best Practices.
  - B. Roadmap Viewer.
  - C. Both A and B.
  - D. SAP provides the detailed project plan, and you can build the library from your previous repository.
  - E. None of the above.
5. Data migration templates are available within the migration cockpit for SAP S/4HANA and SAP S/4HANA Cloud. True or false?
- A. True
  - B. False
6. Where can you locate the SAP Best Practices for SAP S/4HANA integration with SAP S/4HANA Cloud?
- A. SAP Best Practices
  - B. SAP API Business Hub
  - C. SAP Help Portal/SAP Notes
  - D. Both A and B
  - E. Both A and C
  - F. Both B and C
7. Identify the correct statements. (There are two correct answers.)
- A. SAP Activate has six different project phases.
  - B. SAP Activate has six phases.
  - C. SAP Activate has 13 workstreams.

- D. Project management is a dedicated phase in the SAP Activate methodology that emphasizes the effective management of an SAP implementation project.
  - E. Analytics is a workstream in the SAP Activate methodology.
8. Fill in the blanks. Any \_\_\_\_\_ or documents as an input to a process or \_\_\_\_\_ from a process are termed artifacts.
- A. Information, deliverables
  - B. Information, outputs
  - C. Project plan updates, outputs
  - D. Project plan updates, deliverables
9. Which of the following are artifacts? (There are three correct answers.)
- A. Contract undergoing legal review
  - B. Project team meeting
  - C. Agile review
  - D. Scrum documents
  - E. Spreadsheet shared by the project manager outlining the milestones
10. What is the purpose of the solution adoption workstream?
- A. To demonstrate the adoptability of the SAP S/4HANA solution across multiple industries and business processes
  - B. To provide the processes and procedures that help people and organizations adopt the new business system effectively
  - C. To provide change management, user training, and hypercare support
  - D. To help test the integrated solution
11. The project team completed the fit-gap analysis for all the scope items. The team had built and prioritized the requirements coming from the delta design workshops, and they are working on the user stories from those delta requirements. Identify the project phase and the probable workstream from the preceding scenario.
- A. Explore phase, integration workstream
  - B. Realize phase, customer team enablement workstream
  - C. Realize phase, extensibility workstream
  - D. Explore phase, extensibility workstream
  - E. Discover phase, extensibility workstream



12. What is the purpose of the run phase of the project?
- A. During this phase, the project team establishes a safe, efficient, and continuous operation of the newly created system.
  - B. During this phase, the project team can terminate the contract and leave the client in the hands of their IT team.
  - C. The project performs the system go-live.
  - D. The project plans the transition methodology to the run team.
13. You've completed all the sprints as identified in the project plan. It's a green-field implementation, and the client wants to migrate only the master data. All the master data is ready in the format as requested by the implementation partner, and the data load is complete. All the planning related to the adaptation and operation is complete. You just came out of a marathon quality-gate meeting where the client has provided a number of cosmetic changes but agreed to move forward. In the given scenario, what will you do next? (There are two correct answers.)
- A. Create a plan to incorporate all the cosmetic changes, discuss with your team, and get your supervisor's approval.
  - B. Create a plan to incorporate all the cosmetic changes, discuss with your team, and schedule another quality-gate meeting with the key stakeholders.
  - C. Focus on the organization readiness check, go-live activities, and hypercare support. In parallel, you'll work with the client's project manager to incorporate the suggested changes.
  - D. Because these are cosmetic changes only, let your team member work with the respective process owners to include them in the solution while you prepare the team for the final integration sprint.
  - E. Ask your team member and the product owner in the sprint planning meeting to review these changes and insist to incorporate them in the testing sprint.
14. What are the four components of the SAP Activate methodology?
- A. Phases, workstreams, deliverables and tasks, and artifacts
  - B. Phases, workstreams, deliverables and tasks, and SAP Best Practices
  - C. Phases, workstreams, SAP Best Practices, and artifacts
  - D. Phases, SAP Best Practices, deliverables and tasks, and artifacts.
  - E. SAP Best Practices, workstreams, deliverables and tasks, and artifacts

15. What is the purpose of the discover phase of the project?
- A. The implementation partner works closely with the client in their journey to implement SAP S/4HANA and helps them complete the requirement documents.
  - B. The prospective client organization discovers the business benefits that they may achieve by implementing the SAP S/4HANA solution.
  - C. The client organization works directly with the SAP team. The implementation organization provides system administrators to work with the SAP team.
  - D. None of the above.
16. Which tool will you *not* use for configuring business processes in a cloud-based deployment?
- A. IMG
  - B. SSCUI
  - C. Guided configuration
  - D. Expert configuration
17. Which one of these can you use as a project management tool?
- A. Project Systems
  - B. Roadmap Viewer
  - C. SAP Solution Manager
  - D. SAP Best Practices Explorer
18. Which tool will you use to import and implement SAP Best Practices?
- A. SAP Solution Manager
  - B. SSCUI
  - C. SAP solution builder tool
  - D. SAP Activate methodology
19. Using expert configuration for SAP S/4HANA Cloud, essentials edition, SAP can make changes to the available configurations of the business process and build a business process specific to the organizational need. True or false?
- A. True.
  - B. False.

20. You've completed the configuration of most of the master data, such as chart of accounts, general ledgers, product groups, and other data necessary for setting up a procure-to-pay process on the cloud. You also wanted to implement a release strategy for the purchase order, and you've contacted SAP support central for the configuration. Furthermore, you noticed that your project manager is accessing and storing many project-related documents on a web-based tool. In the current scenario, which tool or tools would you use?
- A. You used SSCUI, SAP will use expert configuration, and your project manager was accessing the Roadmap Viewer.
  - B. You used expert configuration, SAP will use SSCUI, and your project manager was accessing the SAP solution builder tool.
  - C. You used SSCUI, SAP will use expert configuration, and your project manager was accessing SAP Solution Manager.
  - D. You used expert configuration, SAP will use SSCUI, and your project manager was accessing SAP Solution Manager.
  - E. You used expert configuration, SAP will use SSCUI, and your project manager was accessing SAP Solution Manager.

## Practice Question Answers and Explanations

1. Correct answer: **B**  
Option A is incorrect because documentation isn't an element of SAP Activate. Option C is also incorrect because the guided configuration is one of the tools from the tools element of SAP Activate. Content is a part of SAP Best Practices. The three components are SAP Best Practices, tools, and methodology.
2. Correct answer: **B**  
Option A is incorrect because the project team just completed the fit-to-standard process, which means the project is in the explore phase and not in the prepare phase. Furthermore, option C is incorrect because the product owner will prioritize the product backlog in the explore phase. Options D and E are provided to confuse you. During the realize phase, the project team will follow the Scrum approach to build the product based on the prioritized product backlog.
3. Correct answer: **A**  
The three components of the business process contents are SAP Best Practices, ready-to-run systems, and the UI. Options B and D are incorrect because they mentioned four components. The Roadmap Viewer in option C is one of the ways to explore business contents, so it's incorrect.
4. Correct answer: **B**  
Option A is incorrect because SAP Best Practices have accelerators related to business processes. To build the project library, you'll need accelerators related

- to project management. You can get those only in the Roadmap Viewer. SAP doesn't provide the detailed project plan, but one of the accelerators is the project plan template, which you can get in the Roadmap Viewer. Option C is meant to confuse you.
5. Correct answer: **A**  
True. Data migration templates are available within the migration cockpit for SAP S/4HANA and SAP S/4HANA Cloud.
  6. Correct answer: **D**  
You can find the SAP Best Practices for SAP S/4HANA integration in SAP API Business Hub as well as SAP Best Practices. Because options A and B are true, that makes option D the correct answer.
  7. Correct answers: **B, E**  
Be extra careful when reading the choices. There is a subtle difference between project phases and the phases in the SAP Activate methodology. *Project phases* refer to the core phases of prepare, explore, realize, and deploy, whereas *phases* implies all six phases. Option A is incorrect, but option B is correct. There are eleven workstreams, and project management is one of them, so both options C and D are incorrect. Analytics, indeed, is a workstream in the SAP Activate methodology.
  8. Correct answer: **B**  
An artifact is a document or piece of information feeding into the process or is an output of the process. Do note that a deliverable is a subset of the output. For example, the minutes of an internal status meeting is an output of the process, but you don't deliver these minutes to the client. Therefore, options A and D are incorrect. A project plan update is just one of the many outputs of the several processes, making C an incorrect option.
  9. Correct answers: **A, D, E**  
An artifact is a document or piece of information that feeds into (input) the process or is an output of the process. Options B and C are processes and therefore incorrect. Contract with review comments, Scrum documents, and the milestone schedule are documents and therefore artifacts.
  10. Correct answer: **B**  
The solution adoption workstream has all the processes and procedures to help people and the organization adapt to the new business system using SAP S/4HANA. It includes change management processes and excludes user training and readiness, which is a customer team enablement process. Hypercare isn't part of the solution adoption workstream. Option A is incorrect, and option D refers to the testing workstream.
  11. Correct answer: **C**  
The "team is working on the user stories" portion indicates clearly that the project is in the realize phase. Therefore, options A, D, and E are incorrect. Customer team enablement ensures that the customer team has all necessary

skills and knowledge, while the extensibility workstream focuses on developing system extensions. Based on the given scenario, it's clear that the development team is developing user stories that may be part of the system extension.

12. Correct answer: **A**

The run phase represents key steps in the continuous running and improving the operations of the environment. It includes proficient end-user support, efficient system monitoring, and other activities such as continuous improvements to the solution. Option B is incorrect as the termination of the contract is independent of the project phase.

13. Correct answer: **C**

The activities such as “sprints are completed” and “data load is complete” indicate that the project is in the realize phase. The quality-gate meeting is to progress from the realize phase to the deploy phase, which the client has approved with certain cosmetic changes as indicated in the last statement “agreed to move forward.” In this case, the team should focus on the deployment activities without losing sight of the feedback received. Therefore, options A and B are incorrect. Options D and E are incorrect and are included to create confusion. There are no sprints such as integration or testing sprint.

14. Correct answer: **A**

Phases, workstreams, deliverables and tasks, and artifacts are the four components of the methodology. SAP Best Practices isn't a component of the methodology. Option A is the correct answer.

15. Correct answer: **B**

During the discover phase of the project, the organization will discover the business benefits that it will achieve by implementing the project. Options A and C do not include the discover process and so are incorrect. Option B is the correct choice.

16. Correct answer: **A**

SSCUI, guided configuration, and expert configuration are for the cloud deployments, while IMG is the traditional tool for the SAP on-premise deployment.

17. Correct answer: **C**

Project Systems is an SAP module to track project implementation, so it's not a correct option. The Roadmap Viewer and SAP Best Practices Explorer support the implementation by providing accelerators and other documentation and tools, but you can't use them as a repository. SAP Solution Manager is the correct choice.

18. Correct answer: **C**

The SAP solution builder tool is the only listed option that supports this functionality.

19. Correct answer: **A**

Ture. Expert configuration will allow changing the available configuration and building a business process specific to the requirement.

20. Correct answer: **C**

Only SAP can use expert configuration, so options B, D, and E are incorrect. SAP Solution Manager is the project management tool, making option B incorrect. The only correct choice is C.

## Takeaway

In this chapter, you learned about the three elements of the SAP Activate methodology: content, tools, and methodology. In the first section, we explored the solution documentation and solution configuration aspects of the content. We reviewed the project library and touched upon the migration and integration content.

We then reviewed and discussed the usages of the four tools: SSCUI, expert configuration, the SAP solution builder tool, and SAP Solution Manager. You also saw the primary differences between self-service configuration and expert configuration. We closed the section by reviewing SAP Solution Manager and its capabilities as a project management tool.

Finally, we quickly relooked at the four components of the SAP Activate methodology. It's important that you clearly understand the components; if you don't, we highly recommend reading the related content from Chapter 1.

## Summary

In this chapter, you learned about the three elements of SAP Activate. We looked into the content needed to build a system, the tools required to configure the system, and the processes to follow to build a productive system that meets the business objectives. In the next chapter, we'll start our journey to understand the agile framework.

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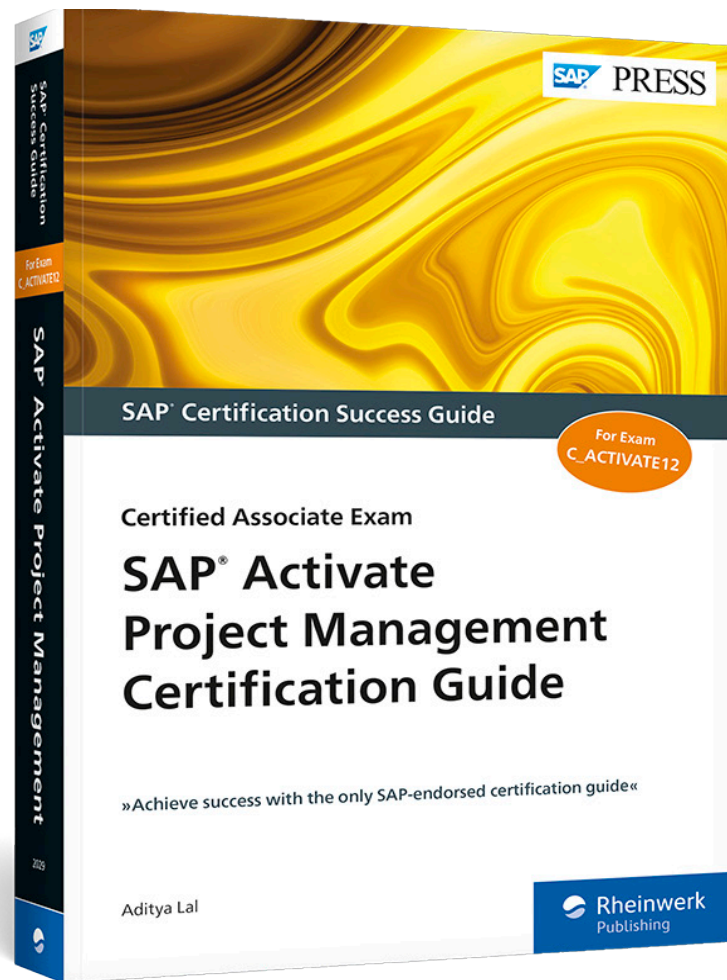
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