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Topic: 1
Ferrstone Beverage Company: Scaling a RISE Transformation Wave
Business Context
Ferrstone Beverage Company bottles fruit juices and mineral water at a single plant in Plovdiv, Bulgaria, and supplies retail chains across the region alongside a growing export channel. The group also owns Kelmoor Chemicals AG in Larnaca, Cyprus, which produces the cleaning and treatment chemicals used on the Plovdiv filling lines. Ferrstone completed the first wave of its RISE with SAP transformation nine months ago, moving the Plovdiv operation onto SAP S/4HANA Cloud, private edition. The affiliate in Larnaca is planned as the second wave, and the board has asked for that wave to land in roughly half the elapsed time of the first.
Solution Landscape
The Plovdiv system runs standard order handling, production and procurement processes, and the first wave was delivered with extensions kept outside the digital core. Reporting for the plant is served by a separate analytics capability from the wider portfolio, connected through the group's integration layer rather than embedded in the ERP solution. Several managers describe the whole arrangement as one product, and the wave-two scope sheet currently lists only the ERP solution itself. The affiliate still runs its own material master in a legacy application, which the programme proposes to synchronize nightly into the ERP solution once Larnaca is live.
Program Reporting Rhythm
Status for wave two is assembled by each workstream lead in a spreadsheet, then merged the evening before the steering meeting. The RISE with SAP Methodology Dashboard still shows the closing position of the first wave, and the integrated toolchain items behind it have not been touched since the Plovdiv cutover. Two data readiness items from wave two remain open in the toolchain, and a member of the steering group has asked for both to be shown as complete ahead of the coming board review.
Master Data Context
Customer and supplier cleansing was descoped late in the first wave to protect the Plovdiv date, and records moved across with placeholder values in several fields. Sales staff now complete missing customer detail by hand while entering orders, and the credit team re-keys terms that did not arrive with the record. The run team reports solution availability and response times inside target every month, and no measure of order handling effort is currently collected.
Wave Two Planning
The wave-two plan is under revision to meet the board's date. The current draft moves the final rehearsal load out of the build stage and into the go-live week, shortens the transformation preparation and data readiness analysis to a two-day review, and validates the next load cycle on record counts alone. The sponsor has also asked for a bespoke cleansing routine to be developed inside the ERP core so that affiliate supplier records can be corrected in bulk during the load week.
Value and Run Observations
The business case behind wave one committed to a measurable reduction in order handling effort, and that figure has not moved since go-live. The sponsor would like the wave-one benefit declared achieved at the next board review so attention can move to Larnaca, while the run organization has no agreed baseline recorded for the indicator concerned. Ferrstone's transformation lead has been asked to bring

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a recommendation on the wave-two approach, the reporting arrangement and the outstanding value position to the same review.

Your Assignment

You are acting as the transformation lead advising Ferrstone Beverage Company on its RISE with SAP transformation. The Plovdiv operation is live on SAP S/4HANA Cloud, private edition, and the group affiliate Kelmoor Chemicals AG in Larnaca is planned as the second wave against a date set by the board. The sponsor wants the wave-two plan compressed, the steering group wants a settled reporting picture before a board review, and the wave-one benefit committed in the business case has not yet been evidenced. You will be asked for recommendations that the sponsor, the steering committee and the run organization can act on. Work within the group's stated cloud direction and the methodology already in use; do not assume additional budget, additional systems or a change to the board's mandate

1. CHALLENGE 1 — Positioning Cloud ERP Within the Wider Suite Portfolio

• Advise the sponsor on where a bulk supplier data correction capability belongs, given that the group's cloud direction depends on keeping the digital core clean.

• Respond to the regional manager's assumption that the analytics, integration and data management capabilities the affiliate needs arrive automatically with the ERP solution.

• Position the proposed nightly synchronization of the affiliate's legacy material master in a way the steering committee can accept and later retire.

• Frame each recommendation for a business audience, in terms of what wave two commits to and what the run organization inherits.

CHECKPOINTS

• The recommendation places new logic outside the digital core, and the reason is expressed as an upgrade and lifecycle consequence rather than a technical preference.

• The scope response distinguishes capabilities that work together from capabilities that are enabled together, and states what wave two adds to its scope sheet.

• Any interim arrangement carries a time box, an owner and the data quality criteria under which it is retired.

2. CHALLENGE 2 — Sequencing Wave Two Around Data Readiness Activities

• Recommend the ordering of preparation, fit-to-standard, configuration and cutover activities that the affiliate's wave can be planned against.

• Take a position on the proposal to move the final rehearsal load into the go-live week, using the effect on the wave rather than the effort saved.

• Advise on the proposal to validate the next load cycle on record counts alone, and state what a defensible shortened validation contains.

• Keep every recommendation compatible with the date the board has set, or state plainly what the date would cost.

CHECKPOINTS

• The recommended ordering can be justified dependency by dependency, with each activity consuming the output of the one before it.

• The rehearsal position identifies where a load defect would be discovered and what correction window exists at that point.

• The validation recommendation is neither count-only nor a full re-cleansing, and names the evidence a steering committee could rely on.

3. CHALLENGE 3 — Reporting Transformation Progress Through the Methodology Dashboard

• Recommend which source the steering committee should read wave-two status from, and what keeps that source current.

• Respond to the request to show the two open data readiness items as complete before the board review.

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• Explain to the workstream leads what changes in their weekly routine if the dashboard becomes the reported source.
• Keep the recommendation inside the tooling the programme already has.

CHECKPOINTS

• The reported position is reproducible from the underlying toolchain items on the day of the meeting.
• The response to the status request separates what the board is told from what the programme commits to, and offers the board a decision.
• No recommendation introduces a reporting build inside the ERP solution.

4. CHALLENGE 4 — Sustaining Value Measurement After the First Wave Go-Live

• Advise the run organization on the most likely reason the committed order handling benefit has not moved, and on the first action to take.
• Recommend how the wave-one benefit should be treated at the coming board review, given that no baseline was recorded.
• State how outcome measurement continues through the run phase while wave two is under way.
• Express the recommendation in terms the sponsor can carry into the board review.

CHECKPOINTS

• The diagnosis distinguishes a data quality cause from a process design, adoption or measurement cause, using the observations available.
• The recommended treatment of the benefit is evidenced rather than declared, and names the indicator and cadence involved.
• Remediation is re-measured against the same indicator rather than closed on completion of the work.

Question: 1

CHALLENGE 1 — Positioning Cloud ERP Within the Wider Suite Portfolio

The wave-two sponsor has asked for a bespoke cleansing routine to be developed directly inside the ERP core, so that the affiliate's supplier records can be corrected in bulk during the load week.
What is the most appropriate advisory response for the transformation lead?

A. Recommend building the cleansing logic as approved extensibility outside the digital core, so the load week is supported without adding a modification that complicates every later upgrade.
B. Recommend building the routine inside the core for the load week only, on the basis that a short-lived modification can be withdrawn once the affiliate's supplier records have been corrected.
C. Recommend that the correction be done by hand by the data team during the load week, since any automation at all would push wave two past the date the board has already set.
D. Recommend deferring the supplier correction until after the affiliate is live, so that the wave keeps its date and the run organization absorbs the corrections in its normal cycle.

Answer: A

Explanation:
Approved extensibility outside the digital core delivers the bulk correction the load week needs while leaving the standard core intact, which is what keeps the group's cloud upgrade path viable. It answers the sponsor's speed concern without trading away the clean-core position wave one was delivered under.

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Question: 2

CHALLENGE 1 — Positioning Cloud ERP Within the Wider Suite Portfolio
A regional manager states that because the ERP solution is delivered within the wider SAP Business Suite portfolio, the analytics, integration and data management capabilities the affiliate needs are already active in the same system and need no separate treatment in wave two.
How should the transformation lead respond to that assumption?

A. Confirm the assumption and take the adjacent capabilities out of the wave-two scope sheet, since anything positioned inside the same portfolio is enabled together with the core ERP solution.
B. Explain that adjacent capabilities become reachable only once a core development exposes them, so the wave-two build should carry the development effort needed to surface each one.
C. Explain that the portfolio's capabilities are built to work together but are scoped and enabled separately, so wave two should name the ones Larnaca depends on and plan their enablement.
D. Suggest that the affiliate keep its existing reporting and integration tooling indefinitely, because portfolio capabilities are positioned for group headquarters rather than for a smaller affiliate.

Answer: C

Explanation:
Working together and being enabled together are different things: the capabilities integrate by design, but each still has to be scoped, enabled and connected for the affiliate. Naming them in the wave-two scope sheet is what stops a reporting or integration need surfacing after Larnaca is live.

Question: 3

CHALLENGE 1 — Positioning Cloud ERP Within the Wider Suite Portfolio
To protect the wave-two date, the programme proposes to keep the affiliate's legacy material master in its existing application and synchronize it into the ERP solution each night, with no end date attached to the arrangement.
Which recommendation best fits the group's stated cloud transformation direction?

A. Accept the synchronization as the target design, because a nightly transfer keeps both applications current and settles the question of which system owns the affiliate's material master.
B. Accept the synchronization as a time-boxed measure with a named owner, agreed data quality criteria and a convergence step that retires the duplicate master during the run phase.
C. Replace the synchronization with a mapping layer maintained inside the ERP core by the development team, so material differences are resolved at posting time rather than overnight.
D. Take the affiliate's materials out of wave two and re-plan them as a third wave, once the duplicate master has been cleansed and reconciled by the affiliate's own local team.

Answer: B

Explanation:

An interim arrangement is defensible when it carries a time box, an owner and the quality criteria that end it, because that is what converts a shortcut into a planned convergence. It lets the wave keep its date while committing the group to a single material master in the run phase.

Question: 4

CHALLENGE 2 — Sequencing Wave Two Around Data Readiness Activities
Wave two moves the affiliate onto the same cloud ERP solution. Four orderings have been proposed for the activities that precede the affiliate's go-live, each containing the same four activities.
Which ordering respects the dependencies of the SAP Activate-aligned methodology the programme is using?

A. Fit-to-standard sessions; transformation preparation and data readiness analysis; configuration with iterative load cycles; cutover with the final load and reconciliation.
B. Transformation preparation and data readiness analysis; configuration with the iterative load cycles; fit-to-standard sessions; cutover with the final load and reconciliation.
C. Configuration with iterative load cycles; transformation preparation and data readiness analysis; fit-to-standard sessions; cutover with the final load and reconciliation.
D. Transformation preparation and data readiness analysis; fit-to-standard sessions; configuration with iterative load cycles; cutover with the final load and reconciliation.

Answer: D

Explanation:
Preparation and data readiness analysis produce the current-state picture the fit-to-standard sessions are run against, those sessions settle the design that configuration implements, and the iterative load cycles then prove the data before cutover. Each activity consumes the output of the one before it, which is the dependency the wave has to be planned against.

Question: 5

CHALLENGE 2 — Sequencing Wave Two Around Data Readiness Activities
The revised wave-two plan moves the final rehearsal load out of the build stage and into the go-live week, on the argument that one fewer rehearsal saves two weeks of elapsed time.
What is the strongest advisory position on that change?

A. Keep a rehearsal load inside the build stage, because the go-live week offers no window to correct load defects and the rehearsal is what proves the data is loadable and reconcilable.
B. Accept the change and staff the go-live weekend more heavily, so that any load defects found at cutover can be corrected in place while the two weeks of rehearsal window are still saved.
C. Accept the change but require the affiliate to re-cleanse every master data object beforehand, so that a rehearsal load is no longer needed anywhere in the wave-two plan.
D. Reject the change and add two further rehearsal loads to the build stage, so that wave two carries more rehearsal depth than the first wave used at the Plovdiv cutover.

Answer: A

Explanation:
The rehearsal load exists to discover defects while there is still time to fix them; moving it into the go-live week keeps the activity but destroys its purpose. Holding it inside the build stage is what lets the programme defend the board's date with evidence rather than hope.

Question: 6

CHALLENGE 2 — Sequencing Wave Two Around Data Readiness Activities
To recover schedule, the data lead proposes that the next load cycle be validated on record counts alone, with all content checks deferred into the run phase after the affiliate is live.
Which validation approach best serves the wave without abandoning the board's date?

A. Validate record counts for this cycle only, and schedule the content checks as run-phase activities once the affiliate is operating on the new solution.
B. Validate record counts and re-run the full cleansing of every master data object before the cycle is accepted, whatever that does to the wave-two date.
C. Validate record counts together with reconciliation of the fields the affiliate's key processes depend on, and sample the remaining content on a risk basis.
D. Validate the cycle by asking affiliate key users to confirm that the records they happen to open during their first few working days look complete and usable to them.

Answer: C

Explanation:
Counts prove arrival, not usability, so the shortened validation has to keep the reconciliation of the fields the affiliate's processes actually consume and sample the rest by risk. That is the version of the shortcut a steering committee can rely on, and it fits inside the compressed plan.

Question: 7

CHALLENGE 3 — Reporting Transformation Progress Through the Methodology Dashboard
Wave-two status is currently assembled by each workstream lead in a spreadsheet and merged the evening before the steering meeting, while the RISE with SAP Methodology Dashboard still shows the closing position of the first wave.
Which reporting arrangement best supports the steering committee?

A. Continue with the merged spreadsheets and export a monthly summary into the dashboard, so the committee reads a stable picture that matches the workstream leads' own records.
B. Make the methodology dashboard the reported source and keep the underlying toolchain items current, so the status the committee reads is derived from actual deliverable progress.
C. Commission a custom reporting application inside the ERP solution, so that programme status and operational figures can be read by the committee from a single place.
D. Ask each workstream lead to present their own spreadsheet during the meeting each week, so the committee can question the figures directly with the person accountable for them.

Answer: B

Explanation:
The dashboard reports what the toolchain items behind it say, so keeping those items current makes the reported position reproducible on the day of the meeting rather than assembled the night before. That is what lets open readiness items stay visible as open while the wave is under pressure.

Question: 8

CHALLENGE 3 — Reporting Transformation Progress Through the Methodology Dashboard
Two data readiness items for wave two remain open in the toolchain. A member of the steering group asks for both to be shown as complete before the coming board review, on the basis that cleansing is under way and the wave date has not changed.
How should the transformation lead handle that request?

A. Show the two items as complete and record the outstanding cleansing in the meeting minutes, so the board reads a consistent wave-two position with the detail still available.
B. Show the two items as complete for the board review and reopen them immediately afterwards, so that the reported position reflects reality again once the review has taken place.
C. Take the two items out of the wave-two scope, so that the dashboard shows only the work the programme is currently committed to delivering by the date the board has set.
D. Keep the items open and bring the board the cleansing status, its effect on the wave-two date and the decision the programme needs the board to take.

Answer: D

Explanation:
The board's value to the programme is the decision it can take, and it can only take that decision if the readiness position in front of it is the real one. Keeping the items open while presenting status, date effect and the decision needed serves both the reporting duty and the wave's date pressure.

Question: 9

CHALLENGE 4 — Sustaining Value Measurement After the First Wave Go-Live
Nine months after the Plovdiv go-live, the order handling benefit committed in the business case has not moved. Sales staff complete missing customer detail by hand during order entry, the credit team re-keys terms, and the run team reports solution availability and response times inside target every month.
What most likely explains the missing outcome, and what should the run organization act on first?

A. The process design taken in the first wave does not fit how the business works, so the order handling fit-to-standard sessions should be repeated before any further measurement.
B. The order-entry team has not absorbed the new way of working, so a second round of training for those users is the first action for the run organization to take.
C. Customer records arrived with placeholder detail when cleansing was descoped, so remediating that migrated master data and re-measuring the indicator is the first action.

D. The committed indicator was the wrong one to track, so the run organization should replace it with the availability measure the team already collects and can influence.

Answer: C

Explanation:
The manual completion at order entry and the re-keying of terms both point upstream to the records that moved with placeholder values when cleansing was descoped. Remediating that data and re-measuring the same indicator connects the missing benefit to its actual cause rather than to the layer where the effort is visible.

Question: 10

CHALLENGE 4 — Sustaining Value Measurement After the First Wave Go-Live
The sponsor would like the wave-one benefit declared achieved at the coming board review so that the group's attention can move to the affiliate, although no baseline was ever recorded for the committed indicator.
Which approach best sustains value realization into the run phase?

A. Confirm the agreed outcome indicator and establish its baseline, then report it on the run cadence through the methodology dashboard until the benefit is evidenced.
B. Declare the benefit at the review on the basis that the solution is live and stable, and revisit the outcome indicator only if the business raises a concern later on.
C. Defer all outcome measurement until the affiliate is also live, so that one group-wide measurement covers both waves and no reporting effort is duplicated in between.
D. Report solution availability and monthly incident volumes as the benefit measure, since the run team already collects both and can produce them without additional effort.

Answer: A

Explanation:
Value realization in the run phase depends on a named indicator, a recorded baseline and a reporting cadence, which is exactly what is missing here. Reporting it through the methodology dashboard keeps the outcome visible alongside the wave-two position rather than closing it on assertion.

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