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Subjects

1. Advising Thornbeck Garden Centres on the Autonomous Enterprise
2. Verdaline Linen Services and the Autonomous Enterprise vision
3. Kesterow Fire Protection and the Autonomous Enterprise
4. Velloran Coatings Weighs the Autonomous Enterprise Strategy
5. Cindermoor Textiles: Framing the Autonomous Enterprise
6. Bramwell Ironworks: Positioning the Autonomous Enterprise
7. Ardenfield Creamery: Positioning the Autonomous Enterprise
8. Merricott Bakeries: Understanding the Autonomous Enterprise
9. Ospreth Bedding and the Case for Running an Autonomous Enterprise
10. Brenmark Lighting and the Case for Autonomous Operations
11. Telmara Airport Group: Positioning SAP's Autonomous Enterprise
12. Verdanik Facilities Group and the Autonomous Enterprise Path
13. Grindwell Foundry: Positioning the Autonomous Enterprise
14. Evanmoor Presses: Positioning the Autonomous Enterprise
15. Ferncliff Cider: Positioning the Autonomous Enterprise
16. Dravenhall Foundry: Positioning the Autonomous Enterprise
17. Positioning Autonomous Operations at Oskarvik Clinical Supply
18. Corvexa Pharmaceutical Distribution and the Autonomous Enterprise
19. Cordevin Facilities Weighs the Autonomous Enterprise Strategy
20. Costavera Mercados and the case for autonomous operations
21. Larkmoor Cabinetry: Positioning the Autonomous Enterprise
22. Kelvorne Plastics: Sequencing the Move Toward Autonomous Operations
23. Ironvale Textiles: Positioning Autonomy for a Cautious Manufacturer
24. Havenmoor Logistics: Positioning the Autonomous Enterprise
25. Foundations for Reliable Autonomous Operations
26. Joule Agents vs Joule Assistants
27. The Autonomous Enterprise Operating Model
28. The Five Autonomous Domains as an Integrated System
29. The Three Pillars of the SAP Business AI Platform

Topic: 1
Advising Thornbeck Garden Centres on the Autonomous Enterprise
Business Context
Opening Question
"We switched on a chatbot last spring, and it mostly forwarded the awkward questions to a person anyway — so why would another layer of AI change how we actually run the business?" The question comes from Kaisa Lemvik, managing director of Thornbeck Garden Centres, in the first minutes of a positioning session she agreed to reluctantly. Thornbeck runs a dozen garden-and-outdoor-living stores across Estonia from a base in Tallinn, selling plants, tools, and seasonal ranges to households and landscapers. You have joined as a presales solution advisor to position SAP's Autonomous Enterprise and the SAP Cloud Suite Portfolio, and Kaisa wants the difference explained in plain operating terms, not slideware.

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Business Context

The business lives and dies by season. Spring buying is compressed into a few intense weeks, autumn brings a smaller second surge, and the quiet winter is when cash is tightest. Buyers commit to nursery stock months ahead, stores reorder fast-moving lines by feel, and the finance team reconciles it all afterwards. Kaisa is proud that the stores already run on SAP cloud applications, yet she feels the company still steers by looking in the rear-view mirror rather than at the road ahead.

Leadership Perspective

Two views dominate the room. Toomas Rebane, who leads IT, is keen on a fast win: export last season's sales into a standalone AI tool a vendor demonstrated, and let it suggest reorder quantities. Hedvig Sarapuu, who owns finance, is more guarded — she has read about AI that acts on its own and wants to know who is answerable when an automated decision turns out wrong. Neither is against the idea; both want to understand what they would actually be adopting before anyone signs.

Platform Conversation

Early questions circle the platform itself. Kaisa has heard SAP describe a business AI platform in terms of building, of reasoning over a company's own information, and of governing how AI is used, but the three ideas blur together for her. Toomas assumes the demonstrated tool would work as well on an exported spreadsheet as on live data. You note, without overselling, that generative output tends to become dependable only when it is grounded in the organisation's own connected business data and context rather than a detached copy.

Operating Model

The larger idea is harder to picture. SAP frames the Autonomous Enterprise as an operating model in which software helps run the business across several connected domains of activity, working as one integrated system rather than as separate point features. Kaisa keeps using "agent" and "assistant" interchangeably, and it is clear the distinction — between something that helps a person inside a task and something that can pursue a goal across several steps — has not yet landed. Getting that vocabulary straight matters before any value conversation.

Adoption Pacing

There is also the question of pace. Kaisa does not want a rip-and-replace, and Hedvig will not accept automation running ahead of the controls around it. At the same time, SAP's own narrative suggests that over the coming years more of the durable value will sit in the agentic layer than in the individual applications, which makes standing still its own kind of exposure. Where to begin, and in what order, is still open.

Session Preparation

By the close, Kaisa asks for one more working session where each of her questions is answered on its own terms: what the Autonomous Enterprise actually changes about running Thornbeck, what has to be true for the automation to be reliable, how the domains fit together, where agents differ from assistants, and what the three pillars each contribute. Your task is to prepare the strongest, plainly argued positioning for that session, without reproducing any proprietary exam material.

Your Assignment

You are a presales solution advisor engaging the managing director of a mid-sized garden-and-outdoor-living retailer that already runs on SAP cloud applications. The managing director is skeptical after a disappointing chatbot, her IT lead wants a fast standalone-tool win, and her finance lead will not accept automation that outruns its controls. Your task is to reason toward the strongest positioning of SAP's Autonomous Enterprise and the SAP Cloud Suite Portfolio, mapping each capability to how the business is run, without reproducing any proprietary exam content

1. CHALLENGE 1 — Positioning the Autonomous Enterprise as a Way of Operating

• Open from the managing director's plain-operating question and frame the Autonomous Enterprise as an operating model, not a set of features added on top of today's applications.

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• Interpret the disappointing chatbot as a narrow assistant experience rather than evidence about the operating model as a whole.
• Address the pace worry by positioning a shift in how the business runs across connected domains, mapped to what the company is measured on.

CHECKPOINTS

• The Autonomous Enterprise is described as an operating model tied to how Thornbeck is run, not as a product upgrade.
• The chatbot is placed as a single assistant touchpoint, distinct from the broader change.
• Standing still is framed as its own exposure as durable value shifts toward the agentic layer.

2. CHALLENGE 2 — Grounding Reliable Autonomous Operations in Governed Data

• Position dependable automation as resting on connected, governed business data rather than a detached seasonal extract.
• Distinguish a quick win on a standalone copy from a reliable foundation the company can build on.
• Sequence adoption so the data foundation is established before agents are introduced.

CHECKPOINTS

• Governed, connected data is named as the precondition for reliable recommendations.
• An exported-copy shortcut is identified as a weak foundation, not a durable answer.
• The adoption order places the foundation first and agents under oversight last.

3. CHALLENGE 3 — Positioning the Five Autonomous Domains as One System

• Position the five Autonomous Domains as an integrated system whose value grows as the domains work together.
• Interpret a pilot that underperforms in isolation as a signal missing from a connected domain, not a data-volume shortfall.
• Allow a staged, single-area start while keeping the domains framed as connected rather than independent products.

CHECKPOINTS

• The domains are positioned as reinforcing one another, not as interchangeable or standalone modules.
• An isolated pilot's misses are traced to a disconnected neighbouring domain.
• A staged start is permitted without abandoning the integrated-system framing.

4. CHALLENGE 4 — Separating Joule Agents from Joule Assistants for Users

• Frame a Joule assistant as helping a person within a task by responding to requests, and a Joule agent as pursuing a goal across several steps.
• Explain how users interact with each and keep a person accountable for what an agent carries out.
• Correct the interchangeable use of the two terms before moving into any value discussion.

CHECKPOINTS

• Assistant and agent are distinguished by how each is used, not merely by scale or model size.
• Human oversight and accountability for an agent's multi-step actions are made explicit.
• The distinction is settled before capability claims are made.

5. CHALLENGE 5 — Routing Each Stakeholder Concern to the Right Platform Pillar

• Explain the three pillars — building, reasoning over the company's own context, and governing how AI is used — in plain terms.
• Match the relevance worry to the contextualisation-and-reasoning pillar and the control worry to the governance pillar.
• Lead with the pillar that answers the concern of the stakeholder who holds the decision.

CHECKPOINTS

• Each pillar is tied to the concern it actually answers rather than presented as a flat list.
• The relevance and control worries are mapped to the correct pillars.

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• The sign-off owner's concern determines which pillar is led with.

Question: 1

CHALLENGE 1 — Positioning the Autonomous Enterprise as a Way of Operating
Kaisa asks why the Autonomous Enterprise would change how Thornbeck is run any more than the chatbot did.
What is the most effective way to frame the answer?

A. Describe it as a set of new AI features added on top of the current applications, so Kaisa can compare them one by one against the chatbot she already tried.
B. Frame it as an operating model in which the business runs across connected domains as one system, then tie each capability back to how Thornbeck operates.
C. Position it as a replacement of the current SAP applications with a newer generation, so the change is presented to Kaisa as a straightforward system upgrade.
D. Lead with the underlying AI models and the platform architecture, so the technical foundation of the offering frames how Kaisa comes to judge its business value.

Answer: B

Explanation:
Framing the Autonomous Enterprise as an operating model that runs the business across connected domains answers Kaisa's plain-operating question and lets each capability map back to how Thornbeck actually works. It moves the conversation past the narrow chatbot experience to the change in how the company is run.

Question: 2

CHALLENGE 1 — Positioning the Autonomous Enterprise as a Way of Operating
Toomas argues Thornbeck can stay on its current applications indefinitely and simply bolt on automation whenever it is needed.
Which response best reflects the operating-model shift SAP describes?

A. Agree that the applications are the durable asset and that automation is a minor add-on, so no real change to how the business operates is needed for now.
B. Recommend freezing any AI investment until a full competitor comparison is finished, so the decision waits for the wider market to fully settle before Thornbeck finally commits.
C. Suggest that automation should be owned entirely by IT as a background service, so the business teams are shielded from any change to the way they work.
D. Explain that more durable value is expected to shift toward the agentic layer over time, so treating automation as a permanent bolt-on understates the operating change.

Answer: D

Explanation:

SAP frames the Autonomous Enterprise as an operating model where more of the lasting value moves into the agentic layer over time, so automation is part of how the business runs, not an optional accessory. Treating it as a permanent bolt-on understates that shift and makes standing still its own exposure.

Question: 3

CHALLENGE 2 — Grounding Reliable Autonomous Operations in Governed Data
Toomas proposes exporting last season's sales into the standalone AI tool so it can start recommending reorder quantities within days.
What is the strongest advisory response?

A. Endorse the export as a quick win, since a standalone tool trained on last season's figures will still capture the main seasonal patterns that Thornbeck actually cares about.
B. Accept the export but ask that the tool be refreshed with a fresh extract each month, so its recommendations at least keep pace with the most recent sales.
C. Position dependable recommendations as resting on Thornbeck's connected, governed business data, so a detached seasonal extract is treated as a weak foundation to rely on.
D. Suggest running the standalone tool in parallel for a full year first, so its output can be compared against the buyers' manual reorder decisions before any reliance.

Answer: C

Explanation:
Reliable automation depends on connected, governed business data rather than a detached copy, so grounding is the foundation that makes recommendations trustworthy. Naming the extract as a weak base addresses the reliability question at its root instead of accepting a shortcut.

Question: 4

CHALLENGE 2 — Grounding Reliable Autonomous Operations in Governed Data
Kaisa asks in what order Thornbeck should approach adoption so the automation is dependable rather than rushed.
Which ordered set of steps best fits a reliable path?

A. Establish governed, connected business data as the foundation; position the domains working together as one system; then introduce agents operating under human oversight.
B. Introduce agents operating under human oversight; establish governed, connected business data as the foundation; then position the domains working together as one system.
C. Position the domains working together as one system; introduce agents operating under human oversight; then establish governed, connected business data as the foundation.
D. Establish governed, connected business data as the foundation; introduce agents operating under human oversight; then position the domains working together as one system.

Answer: A

Explanation:
A reliable path establishes governed, connected data first, then positions the domains as one integrated system, and only then introduces agents that act under oversight on top of that foundation. Each step depends on the one before it, so this order is the complete and correctly sequenced set.

Question: 5

CHALLENGE 3 — Positioning the Five Autonomous Domains as One System
Kaisa asks whether Thornbeck could simply switch on automation in one area and leave the others untouched.
How should the five Autonomous Domains be positioned?

A. As five independent products to buy separately, so Thornbeck can start with whichever single area looks cheapest and leave the others aside indefinitely.
B. As a ranked list where only the top domain matters for a retailer, so Thornbeck can safely disregard the remaining domains as irrelevant to its model.
C. As interchangeable modules that each do broadly the same work, so choosing any single one of them gives Thornbeck essentially the very same outcome as adopting them all together.
D. As an integrated system whose domains reinforce one another, so a single area can begin the journey while the domains stay positioned as connected rather than isolated.

Answer: D

Explanation:
The five domains deliver their value as an integrated system, so they should be positioned as reinforcing one another even when a company begins in a single area. That framing lets Thornbeck stage its start without losing the connected, system-level value.

Question: 6

CHALLENGE 3 — Positioning the Five Autonomous Domains as One System
In a pilot, automated reorder suggestions in one store area keep missing because promotions planned elsewhere never reach that area.
Which explanation should you put to Kaisa?

A. The reorder logic simply needs more history, so extending the training window for that one area should resolve the misses without any other change.
B. The area is being run in isolation from the domain where promotions are planned, so connecting the domains as one system is what closes the gap.
C. The pilot area was chosen poorly, so moving the pilot to a different store should avoid the pattern without altering how the areas are connected.
D. The automated suggestions should revert to manual for that area, so staff can correct each miss by hand until the tool gradually becomes accurate.

Answer: B

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Explanation:
The misses come from a promotions signal that lives in another domain and never reaches the pilot area, so the root cause is isolation, not the reorder logic. Connecting the domains as one integrated system lets the promotion reach planning and closes the gap.

Question: 7

CHALLENGE 4 — Separating Joule Agents from Joule Assistants for Users
Kaisa keeps using the words "agent" and "assistant" as if they meant the same thing.
How should you draw the distinction for her?

A. An assistant independently pursues a goal across many steps and acts on its own, while an agent only responds to the questions a user explicitly types into it on screen.
B. The two terms name the same underlying capability, so Thornbeck can treat agents and assistants as interchangeable with no practical difference for its users at all.
C. An assistant helps a person inside a task by responding to requests, while an agent can pursue a goal across several steps under the user's oversight.
D. An agent is just an assistant paired with a bigger model, so the difference is only one of scale and not of how a user actually works with each.

Answer: C

Explanation:
A Joule assistant helps a person within a task by responding to requests, while a Joule agent can pursue a goal across several steps with the user overseeing it. The distinction is about how each is used, which is exactly what Kaisa needs before any value discussion.

Question: 8

CHALLENGE 4 — Separating Joule Agents from Joule Assistants for Users
Hedvig asks who is accountable when a Joule agent completes a multi-step task on Thornbeck's behalf.
Which positioning best answers her concern?

A. Position the agent as acting within defined boundaries and human oversight, so a person stays accountable for the outcome while the agent carries out the individual steps.
B. Reassure her that the agent can always be paused whenever its actions look wrong, so accountability is handled by staff catching any mistakes only after they have already happened.
C. Explain that accountability passes to the software vendor once the agent is live, so Thornbeck's own staff are no longer answerable for the automated decisions.
D. Suggest that agents should only ever draft actions for staff to redo by hand, so no accountability question arises because nothing is genuinely automated at all.

Answer: A

Explanation:

An agent acts within defined boundaries and under human oversight, so a named person remains accountable for the outcome while the agent performs the steps. That directly answers Hedvig's question about who is answerable when automation acts.

Question: 9

CHALLENGE 5 — Routing Each Stakeholder Concern to the Right Platform Pillar
Toomas's main worry is that an AI "will not understand how a garden retailer actually works."
Which pillar of the SAP Business AI Platform most directly answers that concern?

A. The building pillar, because the worry is really about whether Thornbeck has the capacity it needs to develop its own custom applications and extensions on the platform.
B. The governing pillar, because the worry is fundamentally about oversight and keeping control over how the AI is permitted to behave in the business.
C. None of the pillars really speaks to relevance, so the concern is better met by simply loading more of Thornbeck's history into the model instead.
D. The contextualise-and-reason pillar, because it concerns AI working from the company's own connected business data and context rather than general knowledge.

Answer: D

Explanation:
The worry that AI will not understand the business is a relevance concern, and the contextualise-and-reason pillar answers it by working from the company's own connected data and context. Matching the concern to that pillar is what makes the positioning land with Toomas.

Question: 10

CHALLENGE 5 — Routing Each Stakeholder Concern to the Right Platform Pillar
With a relevance worry from Toomas and a control worry from Hedvig both on the table, Kaisa asks which pillar to lead with, noting that Hedvig holds the sign-off.
Which approach best fits the situation?

A. Lead with the building pillar for both stakeholders, since showing development capacity is the most impressive way to open almost any platform conversation.
B. Lead with contextualisation and reasoning and treat Hedvig's control worry as already covered, since careful data handling tends to imply good governance anyway.
C. Lead with the governing pillar to address the sign-off owner's control worry first, then use contextualisation and reasoning to answer Toomas's relevance worry.
D. Present all three pillars in equal depth in a fixed order, so that no single stakeholder's concern is prioritised and the overall message stays perfectly balanced.

Answer: C

Explanation:

With the sign-off resting on Hedvig, leading with the governing pillar addresses the decision-maker's control worry first, then contextualisation and reasoning answers Toomas's relevance concern. Prioritising by who holds the decision, rather than giving an even tour, is what moves the engagement forward.

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