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Topic: 1
Cadenza Pianos Brings Up Its First SAP IBP Planning Cycle
Business Context
Cadenza Pianos is a family-owned manufacturer of concert grand pianos based in San Salvador, EI Salvador. The company builds a small annual volume of high-value instruments that are sold to conservatories, concert halls, and specialist dealers across the Americas. Each piano takes several months to build, and finished instruments are held in a climate-controlled warehouse before shipment.

After years of planning in spreadsheets, Cadenza has adopted SAP Integrated Business Planning to bring demand, supply, and inventory onto one cloud model ahead of a capacity expansion.

System Landscape

The implementation team has configured a single planning area covering the finished-instrument portfolio, with a monthly time profile and master data for models, dealers, and the central warehouse. Planners work in the SAP IBP Web UI for dashboards and analytics and in the SAP IBP ,add-in for Microsoft Excel for detailed planning views. The first monthly planning cycle is now underway, and the newly trained planning team is running demand, consensus, and supply steps in sequence for the first time.

Implementation Progress

Shortly before the cycle, a modeler added a key figure and a model attribute so the team could plan a recently introduced recital-grand line separately from the flagship concert grands. The planners opened their Excel planning views to begin entering numbers for the new line, but the new key figure and the recital-grand breakdown did not appear in the view they had prepared. The data load from the sales system had completed without errors, and the older models were showing their history as expected.

Forecasting Context

The demand planner ran statistical forecasting for the whole portfolio to build the mid-range plan. The established concert grands produced a forecast from their multi-year shipment history, but the recital-grand line came back with no statistical forecast at all. The line had only just launched and carried no sales history in the system. The sales director still wanted a demand number in the plan for the new line so that production could reserve capacity for it.

Consensus Review

During the consensus review, the planning manager agreed with sales to raise the total demand for the flagship concert grands above the statistical figure, reflecting two signed conservatory orders. A planner typed the higher agreed total into the aggregated row of the planning view and moved on. When the demand run was executed again later that day, the manager noticed that the number had drifted back toward the statistical forecast, and the split across dealers looked the way the calculation had left it rather than the way the team had agreed.

Supply Watch

On the supply side, the team relies on the SAP Supply Chain Control Tower in the Web UI to keep watch on projected coverage for the warehouse. A planner expected to be told automatically when projected stock for any model would fall short of open orders, but no notification arrived even though one concert-grand model was clearly trending short in the dashboards. The planning lead, now wants the first cycle closed cleanly, with each of these observations understood before the plan is published to the expansion steering group.

Your assignment

You are the planning consultant supporting Cadenza Pianos through its first monthly SAP IBP planning cycle. You work in the SAP IBP Web UI and in the SAP IBP add-in for Microsoft Excel against a single activated planning area for the finished-instrument portfolio, with a monthly time profile and master data for models, dealers, and the central warehouse. Complete the tasks below in the sequence in which a planner would run demand, consensus, and supply for the cycle, and confirm each observable outcome before moving on. Do not assume any model change is effective until it has been activated

1. CHALLENGE 1 — Activating Model Changes Before the First Cycle

• Confirm that the recital-grand key figure and attribute were added to the planning-area model and note that they are not yet visible in the prepared Excel planning view.

• Establish that the missing key figure is a consequence of the planning area not being activated after the change, not of the sales data load, which completed and shows history for the established models.

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• Activate the planning-area change through the agreed change process, then refresh the planning view so the new key figure is loaded.
• Keep the change within the governed activation path rather than planning the new line outside the model.

CHECKPOINTS

• The recital-grand key figure appears and is editable in the refreshed planning view.
• The established models continue to show their history after the change is activated.
• The first cycle proceeds with the new line included in the active model.

2. CHALLENGE 2 — Building Demand for a Newly Launched Line

• Run statistical forecasting for the portfolio and confirm that the established concertgrands forecast from history while the recital-grand line returns no forecast.
• Recognize that the new line has no sales history for the algorithm to consume, so a statistical forecast cannot be produced for it directly.
• Provide a demand number for the new line by seeding a comparable model's history or entering a planned demand manually, and carry it into consensus demand.
• Confirm the demand figure is present where supply will consume it rather than only in an offline copy.

CHECKPOINTS

• Consensus demand for the recital-grand line shows the intended quantity.
• The established models retain their history-based forecast.
• Production can reserve capacity against the planned demand for the launched line.

3. CHALLENGE 3 — Holding an Agreed Consensus Number in Planning

• Enter the agreed consensus total for the flagship concert grands in the aggregated row of the planning view.
• Establish why the agreed number drifted back toward the statistical figure after the next demand run, tracing it to disaggregation recalculating an unfixed edit.
• Fix the edited consensus value in the planning view so it is held through the next calculation, and confirm the dealer split reflects the agreed figure.
• Keep the agreed number inside the governed planning view rather than in a private offline spreadsheet.

CHECKPOINTS

• The agreed consensus total remains after a further demand run.
• The dealer split reflects the agreed figure rather than the recalculated one.
• Supply consumes the agreed demand, not the reverted statistical value.

4. CHALLENGE 4 — Acting on Projected Coverage in the Control Tower

• Review projected coverage for the warehouse in the SAP Supply Chain Control Tower and confirm one concert-grand model is trending short against open orders.
• Establish why no automatic notification was received, tracing it to a custom alert that was never set up with a threshold and subscribed in a favorite.
• Set up the custom alert so the monitored condition notifies the supply planner, then confirm a real projected shortfall.
• Open a case for the confirmed shortfall so the follow-up is tracked and the relevant partners can collaborate on resolution.

CHECKPOINTS

• The defined alert notifies the planner when the monitored condition occurs.
• A case records the shortfall and the associated supply follow-up.
• The shortfall moves from a visible trend to a tracked, collaborative action.

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Question: 1

CHALLENGE 1 — Activating Model Changes Before the First Cycle
The new key figure and recital-grand breakdown do not appear in the prepared Excel planning view, although the data load finished without errors and the older models show their history.
What is the most likely reason the new key figure is not visible, and what is the right first step?

A. The planning area was not activated after the model change, so activate it and refresh the view.
B. The sales data load failed for the new line, so rerun the data integration job before reopening the prepared view.
C. The Excel add-in cached an old template, so clear the local cache and rebuild the workbook from scratch.
D. The new model has no master data yet, so create the model records first and the key figure will then populate.

Answer: A

Explanation:
Model changes such as a new key figure or attribute take effect only after the planning area is activated; until then they are invisible in planning views and the Excel add-in. The clean data load and the visible history for older models confirm the pipeline is fine, so activating and refreshing is the correct first step.

Question: 2

CHALLENGE 1 — Activating Model Changes Before the First Cycle
A planner refreshes the Excel planning view but the recital-grand key figure is still missing.
Which action correctly completes the change so the key figure becomes available for planning?

A. Re-enter the key figure definition in the workbook and save the planning view as a new favorite for the team.
B. Ask each planner to close and reopen Excel so the add-in reloads the latest planning-area metadata locally.
C. Activate the planning area so the change takes effect, then refresh the view to load the new key figure.
D. Raise the planning-view filter to include the new model and the key figure will appear once the filter is widened.

Answer: C

Explanation:
Refreshing cannot load a change that has not yet taken effect; the planning area must be activated so the new key figure becomes part of the active model, after which a refresh loads it. This completes the change rather than working around it.

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Question: 3

CHALLENGE 1 — Activating Model Changes Before the First Cycle
The change-control calendar sets a monthly window for planning-area changes, but the team needs the recital-grand key figure now to finish the first cycle on time.
What is the most appropriate way to proceed?

A. Keep planning the established models now and defer the recital-grand line entirely to the next monthly cycle window.
B. Activate the reviewed model change through the agreed change process now, so the first cycle can plan the new line.
C. Plan the recital-grand line offline in a separate spreadsheet and load the numbers back after the next activation.
D. Duplicate the planning area, activate the copy for the new line, and merge the two areas after the cycle closes.

Answer: B

Explanation:
The reviewed change should go live through the agreed change process so the active model can plan the new line within the first cycle; the governed path keeps the model controlled while still meeting the cycle deadline. Activation is the sanctioned step that makes the change effective.

Question: 4

CHALLENGE 2 — Building Demand for a Newly Launched Line
Statistical forecasting returned no forecast for the recital-grand line because it has no sales history.
What is the correct way to get a demand figure into the plan for this line?

A. Lower the statistical model's history requirement so the algorithm can run on the few weeks of data available.
B. Wait until several months of shipments accumulate, leaving the new line out of the plan until a forecast can run.
C. Run demand sensing on the new line so the short-term signal fills the mid-range plan while history is still thin.
D. Seed a reference history from a comparable model, or enter planned demand manually, then include it in consensus.

Answer: D

Explanation:
A statistical algorithm needs a usable history signal, which a just-launched line does not have; seeding a comparable model's history or entering a planned demand manually gives the plan a number that then flows into consensus. This keeps the new line in the plan without forcing an unreliable forecast.

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Question: 5

CHALLENGE 2 — Building Demand for a Newly Launched Line
After a planned demand is entered for the recital-grand line, the planning manager wants to confirm the number is actually carried into the consensus demand used for supply.
Which check best confirms this?

A. Open the planning view and confirm the consensus demand key figure shows the agreed quantity for the new line.
B. Re-run statistical forecasting for the line and check that the forecast now matches the manually entered quantity.
C. Export the workbook to a spreadsheet and verify the entered number appears in the saved offline copy of the plan.
D. Check the data-load log to confirm the sales system delivered a history record for the newly launched line.

Answer: A

Explanation:
The plan is confirmed by reading the consensus demand key figure in the planning view; if it shows the agreed quantity for the new line, the number is carried forward into what supply consumes. This is the observable evidence that the entry took effect.

Question: 6

CHALLENGE 3 — Holding an Agreed Consensus Number in Planning
The manager raised the aggregated consensus demand for the flagship concert grands, but a later demand run pushed it back toward the statistical figure and reverted the dealer split.
Why did the agreed number not hold?

A. The consensus key figure is output-only, so the number was read-only and the edit was discarded on save.
B. The data load overwrote the manual entry when fresh sales actuals arrived from the source system during the rum
C. The edited value was not fixed, so disaggregation recalculated the key figure over the manual entry.
D. The planning area lost the edit because it was not activated again after the manual number was entered.

Answer: C

Explanation:
A manually edited aggregated value is recalculated by disaggregation on the next run unless it is fixed, which is why the number drifted back toward the statistical figure and the split reverted. The edit was never held, so the calculation replaced it.

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Question: 7

CHALLENGE 3 — Holding an Agreed Consensus Number in Planning
The team wants the agreed consensus total to remain in place through the next demand run.
What is the correct action in the planning view?

A. Change the consensus key figure to an input-only key figure so that future calculations can never adjust its values.
B. Fix the edited consensus value in the planning view so it is held and not overwritten by the next calculation.
C. Disable disaggregation for the planning area so no key figure is recalculated for the rest of the cycle.
D. Save the planning view as a favorite so the entered number is stored and reloaded on the next planning run.

Answer: B

Explanation:
Fixing the edited value in the planning view holds it so the next calculation does not overwrite it, which is the targeted way to keep the agreed consensus total in place. It preserves normal calculation behavior for everything else.

Question: 8

CHALLENGE 3 — Holding an Agreed Consensus Number in Planning
A planner suggests keeping the agreed numbers by maintaining them in a private offline spreadsheet each cycle, which is faster than working in the shared planning view.
Why is working in the governed planning view the better choice?

A. The offline spreadsheet is slower to open than the planning view, so the time saving does not actually materialize.
B. The offline spreadsheet cannot contain formulas, so the agreed totals could not be split across the dealers correctly.
C. The offline spreadsheet uses a different unit of measure, so the totals would not reconcile with the warehouse stock.
D. The offline numbers stay outside IBP, so supply would plan from the recalculated figures, not the agreed ones.

Answer: D

Explanation:
Numbers kept in a private spreadsheet never reach the IBP model, so supply and inventory plan from the recalculated figures rather than the agreed ones, defeating the purpose of the consensus. Working in the governed view keeps the agreed number where downstream planning consumes it.

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Question: 9

CHALLENGE 4 — Acting on Projected Coverage in the Control Tower
One concert-grand model is trending short against open orders in the dashboards, yet no automatic notification reached the supply planner.
What best explains the missing notification?

A. The Control Tower only notifies planners about excess stock, so a projected shortfall is never sent as an alert.
B. The dashboard refresh had not completed, so the projected coverage was accurate but simply not yet displayed.
C. A custom alert with a threshold was never set up or subscribed in a favorite, so no notification was sent.
D. The model was excluded from the planning area master data, so the Control Tower had no coverage to evaluate for it.

Answer: C

Explanation:
A Control Tower alert notifies a planner only when a custom alert with a defined threshold has been set up and subscribed in a favorite; without that, the shortfall is visible on dashboards but no notification is generated. Configuring the alert is what turns the visible trend into a proactive signal.

Question: 10

CHALLENGE 4 — Acting on Projected Coverage in the Control Tower
After setting up the alert, the planner confirms a real projected shortfall for the concert-grand model. Beyond noting it, what is the most appropriate next step in the Control Tower to drive it to resolution?

A. Open a case for the shortfall so the supply follow-up is tracked and partners can collaborate on it.
B. Delete the alert now that the shortfall is known, since keeping it would only repeat the same notification later.
C. Lower the alert threshold so the same condition stops being flagged for the remainder of the planning cycle.
D. Export the dashboard to a slide and email it to the steering group as the record of the projected shortfall.

Answer: A

Explanation:
Opening a case records the shortfall, tracks the supply follow-up, and lets the relevant partners collaborate toward resolution, which is the Control Tower's mechanism for driving an alert to closure. It moves the finding from observation to managed action.

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