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Topic: 1
Unified Scenario Simulation
Norravel Ceramics: SAP Activate Methodology Foundations
Business context
Company Background
Norravel Ceramics is a mid-sized maker of glazed floor and wall tiles based in Sintra, Portugal. Its production, sales, and warehouse operations have run for years on ageing on-premise software that few people still understand. Leadership wants a modern, standardised platform that can support planned growth into new export markets without another decade of custom code.
The Modernisation Trigger
The board has approved a move to sap s/4hana cloud and has asked for a delivery approach that is predictable and phased rather than one long, risky push. The chosen delivery framework is sap activate, but most of the project team has never used it and is unsure what the phases mean or in what order they run.
Where the Team Is Stuck
In early planning sessions people confuse the purpose of each phase, argue about when configuration should start, and disagree about whether to keep any of the old data. Some assume the project simply installs software, while others expect months of bespoke development before anyone sees a working process.
The Business Outcome
Norravel Ceramics wants a shared mental model of the methodology so the team can plan with confidence. They want to understand the sequence of phases, the building blocks the method provides out of the box, how to decide their transition path, and how each phase is checked before the next begins.
Your assignment
You are the sap activate consultant advising Norravel Ceramics on the foundations of the methodology. For each challenge you weigh the available options against how sap activate is actually structured, then recommend the soundest approach so the team plans its s/4hana project on a correct and shared understanding
1. CHALLENGE 1 — Sequencing the SAP Activate Phases
• Lay out the sap activate phases from start to finish and name the intent of each.
• Clarify what happens inside the explore phase versus the realize phase.
• Point to the phase where cutover and go-live actually occur.
Checkpoints
• The full phase order is stated correctly end to end.
• The purpose of the explore phase is described as confirming the standard and capturing gaps.
• Go-live is placed in the correct phase, not earlier.
2. CHALLENGE 2 — Identifying the Three Pillars
• Name the three pillars of sap activate.
• Explain what ready-to-run best practices give the project.
• Explain the role of guided configuration.
Checkpoints
• All three pillars are named correctly.
• Best practices are described as ready-to-run reference processes.
• Guided configuration is described as a tool-assisted way to tailor the solution.

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Question: 1

CHALLENGE 1 — Sequencing the SAP Activate Phases

The team asks you for the correct order of the sap activate phases from the very start of the project to steady-state operation. Which sequence is right?

A. discover, prepare, explore, realize, deploy, then run.
B. prepare, discover, explore, deploy, realize, then run in ordinary day-to-day practice.
C. discover, explore, prepare, realize, run, then deploy.
D. prepare, explore, realize, discover, deploy, then run.

Answer: A

Explanation:
This is the canonical sap activate phase order, moving from establishing value through readiness, standard confirmation, build, go-live, and operations.

Question: 2

CHALLENGE 1 — Sequencing the SAP Activate Phases

Norravel Ceramics wants to know what actually happens during the explore phase before any building starts. What best describes it?

A. the team performs the final data migration and cuts the business over to the new system as things currently stand.
B. fit-to-standard workshops confirm the standard solution and capture gaps as a prioritised backlog.
C. developers write and test the bulk of the configuration in iterative sprints.
D. leadership evaluates a trial system and decides whether the project is worth starting.

Answer: B

Explanation:
The explore phase validates the ready-to-run standard against real needs and records deltas as an ordered backlog for later build.

Question: 3

CHALLENGE 1 — Sequencing the SAP Activate Phases

A planner asks which sap activate phase contains cutover, the final data migration, and the moment the business starts using the new system. Which phase is it?

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A. the realize phase, where the increment is assembled in sprints.
B. the run phase, where the solution is operated and optimised.
C. the deploy phase, which handles cutover, final data migration, and go-live.
D. the explore phase, where the standard is confirmed in workshops no matter the circumstances.

Answer: C

Explanation:
Deploy is where the solution is transitioned into production and the business goes live.

Question: 4

CHALLENGE 2 — Identifying the Three Pillars

Norravel Ceramics asks you to name the three pillars that make up sap activate. Which set is correct?

A. discover, explore, and deploy taken as three standalone deliverables in almost every situation.
B. product backlog, sprint backlog, and the increment.
C. product owner, scrum master, and the developers.
D. sap best practices, guided configuration, and the methodology itself.

Answer: D

Explanation:
These are the three pillars of sap activate: ready-to-run content, a guided way to configure it, and the delivery method.

Question: 5

CHALLENGE 2 — Identifying the Three Pillars

The team wants to know what the sap best practices pillar actually provides at the start of a project. What is the best description?

A. ready-to-run reference processes the project can adopt as its starting point.
B. a schedule of sprints and events for the delivery team to follow.
C. a set of prioritisation rules for ordering the product backlog.
D. a catalogue of legacy custom code to be carried into the new system for the whole team involved.

Answer: A

Explanation:
Best practices supply preconfigured, ready-to-run business processes so the team starts from a standard rather than a blank system.
Topic: 2

Micro Skill Drill Exam

Question: 6

Velindor Ceramics, a tile maker in Braga, Portugal, is starting an sap s/4hana cloud project using sap activate. The team keeps arguing over what comes first and has begun entering configuration before the project team, plans, and environments are in place. Leadership wants the core phases run in their intended order so the early groundwork is never skipped.
In which order should the core sap activate phases run for this implementation?

A. Prepare, then explore, then realize, then deploy, with discover before and run after go-live.
B. Deploy and run first, then prepare and explore, treating go-live as the opening milestone.
C. Realize first, then explore, then prepare, building now and documenting the design afterwards.
D. Explore first, then prepare, then realize, so exploration frames the setup that follows it.

Answer: A

Explanation:
sap activate sequences discover, prepare, explore, realize, deploy, run; setup precedes fit-to-standard exploration, which precedes the build.

Question: 7

Marnetti Optics, a lens manufacturer in Bergamo, Italy, has stood up its first agile team for an sap project. Sprints stall because a shared test environment keeps failing and nobody clears the blockers, while a manager instead assigns daily tasks and tracks who is late. The team wants the role that protects the team and removes impediments rather than directing individuals.
What is the scrum master's primary responsibility here?

A. Assign daily tasks to each developer and report who misses their deadlines.
B. Sign off the finished increment on behalf of the paying customer at review.
C. Approve the business priority of each backlog item before the sprint starts no matter the circumstances.
D. Facilitate the team and remove impediments so the team can deliver the sprint goal.

Answer: D

Explanation:
the scrum master serves the team by removing impediments and enabling flow, not by assigning tasks.

Question: 8

Kappstone Brewing in Tampere, Finland runs its cloud rollout with one scrum team. Business stakeholders keep emailing individual developers with conflicting priorities, and developers cannot tell

whose request to build first. The team needs a single accountable voice deciding the order of work so the backlog reflects value rather than whoever pushes hardest.
Which role should own prioritising the product backlog?

A. The product owner, who represents the business and orders the backlog by value.
B. Each developer, choosing whichever item they personally find most interesting to build.
C. The scrum master, who runs the sprint and therefore ranks the backlog items too.
D. A rotating stakeholder, so every department gets to set the priority in its turn.

Answer: A

Explanation:
the product owner is accountable for maximising value by owning and prioritising the product backlog.

Question: 9

Halbrook Textiles in Leuven, Belgium keeps pulling stories into sprints that turn out to lack acceptance criteria or agreed scope, so work stalls mid-sprint while the team chases clarifications. They want a shared checklist a story must meet before it is allowed to enter a sprint.
What concept should the team apply?

A. A definition of ready that a story must satisfy before it can enter a sprint.
B. A burndown chart tracking the remaining work across the current sprint.
C. A definition of done listing what must be true before a story is complete in almost every situation.
D. A release plan grouping the stories into scheduled delivery waves ahead.

Answer: A

Explanation:
the definition of ready sets entry criteria so only sufficiently clear stories are pulled into a sprint.

Question: 10

Osdenne Foods in Roskilde, Denmark plans to leave all testing to a single phase after every sprint is built. Defects found then are expensive and hard to trace to a particular sprint. The team wants testing aligned with iterative agile delivery.
How should testing be handled across the delivery?

A. Skip structured testing and rely on users to report issues after go-live.
B. Test within each sprint so every increment is validated as it is built.
C. Run one large test cycle only after all the sprints have finished building.
D. Test only the final release, treating the intermediate increments as throwaway.

Answer: B

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Explanation:
agile delivery tests continuously within each sprint, catching defects early in each increment.

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