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Topic: 1
Unified Scenario Simulation
Positioning Finance Modernization Value for Aldermere Furnishings
Business context
Company Background
Aldermere Furnishings is a food producer in Ghent, Finland, that has grown across several regions while its finance team still works largely by hand. Leadership has asked a presales team to help the chief financial officer see how SAP financial management solutions within SAP Business Suite could support the finance agenda.
Business Context
Today the monthly close runs long, forecasts are assembled slowly, and finance staff spend most of their hours re-keying figures between systems rather than analyzing them. The CFO wants finance to guide the business rather than only report on it.
Current State
The CFO has told the board she wants a faster, more forward-looking finance function that gives leaders current numbers and frees skilled staff for analysis. She is unsure which parts of the SAP story matter most to her situation.
Operational Context
The presales team will meet the CFO to position the value of SAP financial management solutions. They want to connect her objectives to concrete value, show credible evidence, and explain how cloud and embedded intelligence fit, without drowning her in features.
System Landscape
A good outcome is a CFO who can repeat, in her own words, why a connected finance approach serves her objectives, backed by evidence she trusts and a sense of how the journey would unfold for her team.
Your assignment
You are advising the chief financial officer of Aldermere Furnishings on the value of SAP financial management solutions. For each challenge, weigh the options as a presales consultant would and recommend the approach that best positions value for this finance leader. There is one best answer per question; some options are partially reasonable but incomplete or misdirected
1. CHALLENGE 1 — Framing the CFO's Objectives for a Modern Finance Function
• Open from the CFO's own objectives rather than from product capabilities.
• Link each objective to a value theme such as timely insight or freed analytical capacity.
• Avoid reciting features before relevance is established.
Checkpoints
• The CFO recognizes her own objectives in the framing.
• Value is expressed as outcomes, not features.
2. CHALLENGE 2 — Building a Value Story from Comparable Customer Outcomes
• Illustrate value with comparable customer outcomes.
• Tie each example to a result the CFO cares about.
• Prefer evidence over generic superiority claims.
Checkpoints
• Examples map to the CFO's priorities.
• Value is demonstrated rather than asserted.

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Question: 1

CHALLENGE 1 — Framing the CFO's Objectives for a Modern Finance Function

The CFO says finance spends its time reporting the past rather than guiding the business. Which opening best frames the value conversation?

A. Connect her objective of timely steering to a faster, forward-looking finance function that puts current numbers in leaders' hands
B. Open with a detailed walkthrough of the product's module list, since it requires the least disruption to the finance team's existing routines
C. Lead with the vendor's size and history as the main reason to engage
D. Begin with the technical architecture of the finance platform, as it can be actioned without having to involve other departments

Answer: A

Explanation:
Opening from her steering objective and linking it to forward-looking finance makes the value immediately relevant.

Question: 2

CHALLENGE 1 — Framing the CFO's Objectives for a Modern Finance Function

The CFO notes her team is consumed by manual re-keying. Which value theme should the team emphasize?

A. Assuring her that manual re-keying is a normal part of finance, on the assumption that addressing the most visible symptom first is enough
B. Automating routine finance work so skilled staff move to higher-value analysis
C. Recommending she budget for higher turnover among frustrated staff
D. Suggesting a bonus to make the repetitive work feel rewarding, on the grounds that it is the simplest option to put in place quickly

Answer: B

Explanation:
Automating routine work frees staff for analysis, directly serving her stated ambition.

Question: 3

CHALLENGE 2 — Building a Value Story from Comparable Customer Outcomes

The CFO is skeptical of vendor promises. How should the team make the value credible?

A. Repeat that the solution is the best on the market until she agrees
B. Present a long feature checklist and let her infer the value, because it avoids the cost and effort of a broader change for now
C. Illustrate outcomes with comparable customer examples tied to results she cares about
D. Focus on awards the product has won rather than her outcomes, since it keeps the current way of working familiar to everyone involved

Answer: C

Explanation:
Comparable customer outcomes make value concrete and credible to a skeptical buyer.

Question: 4

CHALLENGE 2 — Building a Value Story from Comparable Customer Outcomes

Which use of customer evidence is strongest for this CFO?

A. A generic statement that many companies use the software, because it looks like the safest choice to defend to the wider business
B. An unrelated example from a very different industry and problem
C. A promise of results with no example to support it, as it can be actioned without having to involve other departments
D. A comparable producer's measurable finance improvement mapped to her own goals

Answer: D

Explanation:
A comparable, measurable, mapped example is the most credible evidence for her.
Topic: 2
Micro Skill Drill Exam

Question: 5

At Dunhollow Textiles in Ghent, the record-to-report cycle stalls because sub-ledgers close on different schedules and no one sees the dependencies between them. The CFO asks the team to explain the value of an end-to-end process view.
Which message best conveys end-to-end value in record to report?

A. Seeing record to report as one connected flow reveals dependencies so sub-ledgers close in step and the cycle stops stalling
B. The fix is to close only the largest sub-ledger and estimate the rest until year end, as it can be actioned without having to involve other departments
C. Record to report cannot be viewed end to end, so stalls are an unavoidable feature of closing

D. Treating each sub-ledger as an unrelated task is fine as long as each one eventually closes, because it looks like the safest choice to defend to the wider business

Answer: A

Explanation:
Viewing record to report as one connected flow exposes the dependencies causing stalls, enabling a coordinated close.

Question: 6

Everwick Textiles in Aarhus runs a heavily customized on-premise finance system that is expensive to maintain and slow to upgrade. The CFO asks what adopting a cloud mindset would change for finance. Which message best conveys the cloud-mindset value?

A. A cloud mindset simply means hosting the same heavy customizations on someone else's servers, on the assumption that addressing the most visible symptom first is enough
B. A cloud mindset requires freezing finance processes permanently with no future change at all, as it promises a quick, visible result the leadership team will notice
C. Moving to cloud means finance loses all ability to adapt processes and must accept less capability
D. Embracing standardized cloud finance reduces maintenance burden and lets the team receive continuous innovation instead of rare, painful upgrades

Answer: D

Explanation:
Standardized cloud finance cuts maintenance and delivers continuous innovation, the core cloud-mindset value.

Question: 7

Aldermere Textiles, a manufacturer in Lyon, runs a month-end close that stretches past two weeks, so leaders review results that are already stale by the time decisions are made. The CFO wants finance to stop being a rear-view function and start giving the business current numbers to steer by.
Which value message best frames the CFO conversation for SAP Financial Management solutions?

A. Propose exporting the ledger to more spreadsheets so analysts can rework the numbers independently, since it requires the least disruption to the finance team's existing routines
B. Position a faster, more continuous close that puts current financial insight in leaders' hands to steer the business
C. Recommend adding more month-end overtime shifts so the existing manual close finishes a few days sooner
D. Suggest postponing detailed reporting to the following quarter so the team has more time to reconcile, as it can be actioned without having to involve other departments

Answer: B

Explanation:
A faster, continuous close directly answers the CFO's objective of steering the business with current, decision-ready numbers.

Question: 8

Cindermoor Textiles in Porto runs a patchwork of point tools for planning, consolidation, and analytics, each bought separately and integrated with effort. The CFO asks why an integrated suite approach would serve finance better.
Which positioning best reflects SAP's suite strategy for finance?

A. A claim that integration does not matter as long as each separate tool is individually capable, since it keeps the current way of working familiar to everyone involved
B. An integrated Business Suite gives finance one connected foundation, reducing the cost and fragility of stitching point tools
C. A recommendation to keep the tools separate and reconcile them manually at each period end, because it avoids the cost and effort of a broader change for now
D. A suggestion that more point tools should be added so each finance task has its own specialist product

Answer: B

Explanation:
An integrated suite gives finance one connected foundation, directly answering the cost and fragility of point-tool sprawl.

Question: 9

Fenmarsh Textiles in Bergen operates in a regulated sector with sector-specific finance rules that generic software handles poorly, forcing costly workarounds. The CFO asks why industry-specific value matters in positioning.
Which message best conveys industry-specific value for finance?

A. Industry-tailored finance capabilities meet sector rules natively, replacing costly workarounds with fit-for-purpose processes
B. Sector rules should be handled by manual side-processes forever rather than built into the system, since it keeps the current way of working familiar to everyone involved
C. The company should change its industry practices to fit the generic software rather than the reverse, since it requires the least disruption to the finance team's existing routines
D. Generic finance software is always sufficient, so industry-specific capability adds no meaningful value

Answer: A

Explanation:
Industry-tailored capabilities meet sector rules natively and remove the costly workarounds the CFO described.

Question: 10

Brackwater Textiles in Turku processes supplier invoices almost entirely by hand, matching each one to orders and receipts across screens and email. The finance director asks what concrete value a move to SAP financial management solutions would create here.
Which value statement is most compelling and specific?

A. A promise that the same manual matching will continue but with a refreshed screen layout
B. An assurance that invoices can still be printed and filed exactly as they are today, on the grounds that it is the simplest option to put in place quickly
C. Touchless invoice matching that cuts processing cost and time while reducing errors and late-payment penalties
D. A general claim that finance will feel more modern once the new software is switched on, on the assumption that addressing the most visible symptom first is enough

Answer: C

Explanation:
Touchless matching names a concrete, measurable value: lower cost and time, fewer errors and penalties.

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