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Topic: 1
Unified Scenario Simulation
Vantelle Kitchenware: positioning an integrated supply chain for the operations agenda
Business context
Background
Vantelle Kitchenware designs and manufactures mid-market cookware in Turku, Finland, selling through retail chains and a growing direct channel across the Nordics. Founded as a family foundry, it has expanded into coated pans, utensils, and small appliances, and now runs two plants and three regional warehouses. Leadership is proud of product quality but increasingly frustrated that operational surprises, late launches, stockouts, and expensive last-minute freight, keep undercutting the margins the products earn.
Pressure
The head of operations is measured on service levels, working capital, and delivery reliability. In practice she spends most of her week reacting to problems that were invisible until they became urgent. She has told the board she does not want another isolated tool; she wants the business to run as one connected operation so that a decision in sourcing is visible to planning and delivery before it turns into a crisis.
Systems
Today planning, procurement, manufacturing, and logistics each run on their own applications and spreadsheets, exchanging information through overnight files and email. Each function optimises its own numbers, and no one sees the whole flow, so buffers pile up in some places while other lines stall for want of a part. Reconciling the picture is a manual, after-the-fact exercise.
Expectations
Two large retail customers have begun asking for reliable delivery commitments and, more recently, for verifiable information about the environmental footprint of the goods they buy. Vantelle currently compiles sustainability figures once a year in a separate report, far too late to influence any sourcing or routing choice, and cannot yet answer the per-shipment questions its customers are starting to ask.
Interest
A presales advisor has been invited to help leadership understand how an integrated business suite for supply chain, rather than another point solution, could align the functions, and how embedded intelligence and sustainability measures fit into the same operational processes. The board is curious but sceptical, having previously bought analytics that produced dashboards no one trusted.
Engagement
You are the presales advisor. Your task is advisory throughout: for each challenge you weigh how best to position the value of an integrated supply chain approach to an operations leader and a sceptical board, framing capability in terms of the outcomes they own rather than leading with features. Leadership wants clear reasoning it can act on, not a product tour.
Your assignment
You are the presales advisor engaged by Vantelle Kitchenware's leadership. Your work is advisory: for each challenge you reason toward the soundest way to position an integrated supply chain approach, starting from the operations leader's accountable outcomes, connecting the end-to-end flow, placing embedded intelligence where it changes a decision, and folding sustainability into the same processes as cost and service. You are not configuring a system; you are guiding how the value is framed so the board can commit with confidence
1. CHALLENGE 1 — Framing the Operations Leader's Agenda

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• Recommend opening the positioning from the operations leader's own accountable outcomes rather than from a product or feature set.
• Explain how capability should be mapped back to service, cost, and resilience so it reads as a means to her targets.
• Advise how to handle a board that expects a feature demonstration instead of an outcomes conversation.
• Frame why an operations leader evaluates a proposal by the results she owns, not by the breadth of screens shown.

Checkpoints

• The opening is anchored to accountable outcomes, not to a feature tour.
• Capabilities are consistently positioned as a means to service, cost, and resilience.
• The approach keeps the leader's targets, not the vendor roadmap, at the centre.

2. CHALLENGE 2 — Connecting the End-to-End Flow

• Explain why functions sharing one connected flow reduces the buffers and expediting that siloed optimisation produces.
• Contrast a connected end-to-end flow with each function keeping its own system and exchanging overnight files.
• Advise how to describe the benefit as shared signals across stages rather than a tidier organisation chart.
• Frame why a single point tool bolted onto the silos does not deliver the same cross-functional value.

Checkpoints

• The value is framed as shared visibility and signals across stages.
• Siloed local optimisation is identified as the source of buffers and expediting.
• A bolt-on point tool is distinguished from a connected foundation.

Question: 1

CHALLENGE 1 — Framing the Operations Leader's Agenda

The operations leader says she does not want another tool pitch; she wants to talk about hitting customer promises without tying up cash. How should you open the positioning?

A. Start from the outcomes she owns, service, cost, and resilience, then map capability back to them.
B. Begin with a detailed walkthrough of the planning screens so she can appreciate the full range of features on offer before any discussion of her targets.
C. Ask her to hand over a ranked list of the software modules she wants so you can price the matching licences without delay.
D. Present the vendor release roadmap first so she can see the scale of planned investment across the coming versions.

Answer: A

Explanation:
Opening from the outcomes she is accountable for lets every capability be positioned as a means to her targets, which is how an operations leader evaluates a proposal.

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Question: 2

CHALLENGE 1 — Framing the Operations Leader's Agenda

A board member interrupts and asks to just see the product features. How do you keep the positioning anchored?

A. Switch entirely to a comprehensive feature demonstration and set aside the outcomes discussion until some later meeting when there is more time available.
B. Show features, but frame each one as a means to a service, cost, or resilience outcome the leader owns.
C. Decline to show anything at all until the board formally commits to an outcomes-only agenda for the remainder of the session.
D. Hand the board a printed feature list and let them study it on their own while the meeting moves on to other topics.

Answer: B

Explanation:
Demonstrating features as means to owned outcomes satisfies the board's curiosity without losing the thread that makes the value legible to the leader.

Question: 3

CHALLENGE 1 — Framing the Operations Leader's Agenda

How should you explain the way an operations leader ultimately judges your proposal?

A. By the total number of individual features and configuration options the product can theoretically offer across all of its modules.
B. By how closely the software matches the specific tools her competitors happen to have purchased in the last year.
C. By whether it advances the results she owns, not by how many screens it contains.
D. By the length of the vendor roadmap and the number of future releases promised over the coming planning cycle.

Answer: C

Explanation:
An operations leader measures a proposal by its effect on the outcomes she is accountable for, which is why capability must map back to them.

Question: 4

CHALLENGE 2 — Connecting the End-to-End Flow

The board asks why connecting the functions matters more than buying a stronger planning tool for one team. What is the strongest positioning?

A. A stronger planning tool for a single team will by itself raise accuracy so much that the other disconnected functions no longer need to share any data with it.
B. The main benefit is simply reducing the number of software vendors under contract, since fewer suppliers is what most improves operations.
C. Connecting the functions mainly produces a neater set of reports for management while each team continues to work exactly as before.
D. One shared flow lets the functions act on a consistent view, cutting the buffers and expediting that silos create.

Answer: D

Explanation:

Question: 5

CHALLENGE 2 — Connecting the End-to-End Flow

How should you describe the core benefit of the connected flow so the board does not hear it as mere reorganisation?

A. As stages sharing live signals so each acts with downstream consequences visible.
B. As a rearrangement of the reporting lines and the organisation chart that makes responsibilities look clearer on a management slide without changing the underlying work.
C. As a way to let every function keep working independently while receiving a longer nightly file with more historical detail in it.
D. As a single dashboard that summarises yesterday's results for managers to review the following morning after decisions are made.

Answer: A

Explanation:
The benefit is stages sharing live signals so decisions account for downstream effects, which is what a relay of silos cannot do.
Topic: 2
Micro Skill Drill Exam

Question: 6

Kessendra Pumps manufactures industrial water pumps in Graz, Austria. Its planners spend hours each week manually reconciling demand swings against constrained capacity, and by the time they finish, the situation has already moved. Leadership has heard that embedded artificial intelligence could help but is

wary of hype, having been burned by a bolt-on analytics product that produced dashboards nobody trusted. A presales advisor is asked to explain, for the planning function specifically, what embedded AI should do differently: not replace the planner's judgement, but surface likely demand shifts and recommend feasible responses inside the planning flow the planners already use, so the value lands in the decision rather than in a separate report.
Which description best positions embedded AI for this planning function?

A. It fully automates planning end to end so the planners are no longer involved in reviewing or adjusting any recommendation.
B. It works inside the planning process to anticipate demand shifts and propose feasible responses, augmenting the planner's decision rather than sitting in a side report.
C. It produces an additional standalone dashboard the planners open occasionally, separate from where they actually make planning decisions which the planners would open only occasionally, entirely separate from the flow where they actually make their planning decisions.
D. It replaces the constrained-capacity data with generic industry averages so the planners have less company-specific detail to reconcile.

Answer: B

Explanation:
Embedded AI earns trust by acting where the work happens: anticipating shifts and recommending feasible actions inside the planning flow, so it augments rather than supplants the planner.

Question: 7

Trescoll Instruments designs and builds precision weather sensors in Lausanne, Switzerland. Engineering finalises a new sensor, hands a drawing pack to procurement, who source parts, then manufacturing builds to a plan, and finally logistics ships and services the units in the field. Each handover is a wall: engineering rarely hears that a chosen component has a twenty-week lead time until procurement is stuck; service teams discover reliability issues months after design froze. Leadership describes the business as a relay of disconnected stages and wants to explain to a sceptical investor why treating the flow as one connected chain, from initial design through to in-field operation, would change outcomes rather than just relabelling the same silos. The advisor must articulate what a connected design-to-operate view provides that the current stage-by-stage relay cannot.
What is the strongest articulation of the benefit of a connected design-to-operate flow?

A. It lets each stage run faster in isolation because every team is given a larger performance target to hit independently.
B. Signals from later stages such as sourcing lead times and field reliability feed back into design and planning, so decisions are made with downstream consequences visible.
C. It renames the existing stages under one heading, which makes the organisation chart tidier without altering how information moves between teams so headline forecast accuracy climbs even though the disconnected functions keep acting on their own separate numbers.
D. It removes the need for engineering entirely, since a connected chain lets procurement and manufacturing decide product design between them.

Answer: B

Explanation:
A connected design-to-operate chain closes the loop: downstream realities like lead times and field performance inform upstream design and planning, which a relay of walls cannot do.

Question: 8

Norreholt Brewworks, a craft beverage producer in Aarhus, Denmark, has grown from a single taproom into a regional supplier serving supermarkets across three countries. The operations chief is judged each quarter on service levels, working capital, and delivery reliability, yet spends most meetings firefighting: a hop shortage here, a late pallet there, a promised launch date slipping because nobody saw the bottleneck coming. When a presales advisor asks what she actually needs, she does not ask for a specific feature; she describes an outcome, wanting to hit customer promises without tying up cash in safety stock she cannot see. Her frustration is that vendors keep pitching tools while she is trying to explain a set of interlocking business objectives that no single screen resolves. She wants a conversation that starts from what an operations leader is accountable for, then works back to capability, rather than one that opens with a product demo she cannot connect to her targets.
How should the advisor frame the opening conversation to match how this operations leader thinks?

A. Anchor the discussion in the operations leader's own objectives, service, cost, resilience, then map capabilities back to those outcomes.
B. A feature tour leads with the tool rather than her objectives, so she still cannot connect what she sees to the targets she is measured on.
C. Ask her to supply a prioritised list of software modules first, so the advisor can quote the matching licences quickly.
D. Begin with the vendor's product roadmap for the next three releases to show how much investment is planned.

Answer: A

Explanation:
Starting from the leader's accountabilities, service, cost, and resilience, lets capability be positioned as a means to her outcomes, which is exactly how an operations executive evaluates a proposal.

Question: 9

Palgrave Ceramics in Stoke, England, runs planning, procurement, and shipping on a patchwork of disconnected spreadsheets and an ageing local system. Each function optimises its own numbers: purchasing chases the lowest unit price, the warehouse minimises handling, and sales promises whatever wins the order. The result is predictable but invisible until month end, when excess clay sits in one store while another line halts for want of glaze, and expedited freight quietly erodes the margin sales fought for. A board member argues the fix is simply to buy a better forecasting package for the planners. The presales advisor is asked to explain, in business terms, why connecting the functions on one shared foundation would create value that a standalone forecasting tool bolted onto the silos would not, and to name the driver that actually moves the executive scorecard.

Which explanation best identifies the value driver the advisor should emphasise?

A. Value comes chiefly from letting each function keep its own system but exchange nightly files, preserving local optimisation while adding reports and describe how much cumulative engineering investment is planned across the portfolio over that period.
B. A dedicated forecasting package alone will raise forecast accuracy enough that the disconnected functions no longer need to share the same data.
C. A shared operational foundation lets planning, procurement, and delivery act on one consistent view, cutting the buffers and expediting that siloed optimisation creates.
D. The main value is reducing software licence count by consolidating vendors, since fewer contracts is what most improves the executive scorecard.

Answer: C

Explanation:
The driver is end-to-end consistency: when the functions share one foundation they stop hedging against each other, which removes the hidden buffers and expedite costs that a bolt-on forecaster cannot touch.

Question: 10

Halvergate Foods, a chilled ready-meal maker in Norwich, England, has committed to running its core operations in the cloud. The IT director, proud of years of deep local customisation, wants to lift every bespoke modification into the new environment exactly as-is, reasoning that the customisations are what make the company special. The transformation lead worries this will recreate the same upgrade-blocking, brittle estate they are trying to escape, and will forfeit the continuous improvements the cloud model delivers. A presales advisor is asked to explain the mindset shift the move actually requires, so the leadership team understands why keeping standard where possible, and extending cleanly only where truly differentiating, matters more than porting every historical tweak.
How should the advisor describe the cloud mindset the company needs to adopt?

A. Treat the cloud purely as rented hosting for the old system image, changing where it runs but not how it is built or maintained.
B. Adopt standard capabilities wherever they suffice and extend only where genuinely differentiating, so the business keeps receiving continuous cloud innovation.
C. Freeze the cloud system after go-live so that the delivered functionality never shifts and retraining is never needed.
D. Replicate every existing customisation in the cloud so nothing about current operations has to change for any user which mostly makes the organisation chart look tidier on a slide without altering how information actually moves between the teams.

Answer: B

Explanation:
The cloud mindset is to stay standard by default and extend cleanly only for true differentiation, which preserves upgradability and the stream of continuous improvements.

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