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# Latest Version: 4.0

1. Micro Skill Drill Exam
2. Unified Scenario Exam

**Topic: 1**  
**Micro Skill Drill Exam**

## Question: 1

A healthcare services group wants to reduce delays in onboarding acquired clinics onto its common operating model. The transformation sponsor wants speed because the next acquisition closes in six weeks. The enterprise architecture lead wants application dependencies reviewed before any process changes are positioned to clinic leadership. The process excellence team argues that business process analysis should lead because executives are asking for measurable cycle-time improvements. The environment is platform-based and web-based, with low compliance sensitivity but high modernization pressure. The advisory recommendation must avoid turning the discussion into a technical redesign while still respecting the architecture dependency.

Which advisory position best resolves the performance-versus-governance prioritization tension?

Response:

- A. Prioritize enterprise architecture review across all clinic systems first because dependency governance should be completed before process outcomes are discussed.
- B. Prioritize process cycle-time analysis only, because the sponsor's six-week deadline makes architecture dependency review too slow for the current acquisition.
- C. Prioritize a user adoption plan first, because newly acquired clinics usually fail when users do not understand changed workflows.
- D. Position a bounded onboarding-flow assessment that links process delays to key application dependencies, then uses the findings to guide a phased modernization message.

**Answer: D**

Explanation:

Feedback:

This option balances timing and architecture discipline by limiting the scope to the onboarding flow while connecting process evidence to key application dependencies. It supports a phased modernization position without requiring a full technical redesign before business value can be shown.

## Question: 2

A regional architecture and engineering firm is comparing SAP Business Transformation Management solutions with a lower-cost project intake tracker. The operations sponsor wants to reduce delays in proposal review, resource assignment, and project kickoff, while the technology sponsor wants the value case to show how process insight and application context support future delivery-model modernization. Procurement is requesting a direct cost comparison, but the executive committee wants

a business value narrative tied to faster project mobilization and improved client responsiveness. The environment is platform-based and web-based, and the recommendation must avoid becoming a feature checklist or technical implementation plan.

Which response best articulates differentiated business value under the executive committee's constraint?

Response:

- A. Position SAP Business Transformation Management around measurable project-mobilization improvement by connecting process insight, application context, and adoption support.
- B. Recommend the lower-cost intake tracker first because proposal review delays can be monitored quickly before broader transformation capabilities are evaluated.
- C. Emphasize that SAP provides broader platform capabilities than an intake tracker, then let procurement compare scope against subscription cost.
- D. Lead with delivery-model modernization because the technology sponsor needs architecture context before client responsiveness outcomes can be credibly discussed.

**Answer: A**

Explanation:

Feedback:

This option positions differentiation at the business outcome layer by linking process insight, application context, and adoption support to measurable project-mobilization improvement. It satisfies the executive committee's value requirement without reducing the discussion to tool features.

### Question: 3

A regional transcription and documentation services provider is comparing SAP Business Transformation Management solutions with a lower-cost work-queue tracker. The operations sponsor wants to reduce delays in job intake, reviewer assignment, and client delivery confirmation, while the technology sponsor wants the value case to show how process insight and application context support future documentation-service modernization. Procurement is requesting a direct cost comparison, but the executive committee wants a business value narrative tied to faster delivery readiness and fewer client escalations. The environment is platform-based and web-based, and the recommendation must avoid becoming a feature checklist or technical implementation plan.

Which response best articulates differentiated business value under the executive committee's constraint?

Response:

- A. Recommend the lower-cost work-queue tracker first because job intake and reviewer delays can be monitored quickly before broader transformation capabilities are evaluated.
- B. Lead with documentation-service modernization because the technology sponsor needs architecture context before delivery-readiness outcomes can be credibly discussed.
- C. Position SAP Business Transformation Management around measurable delivery-readiness improvement by connecting process insight, application context, and adoption support.
- D. Emphasize that SAP provides broader platform capabilities than a queue tracker, then let procurement compare scope against subscription cost.

**Answer: C**

Explanation:

Feedback:

This option positions differentiation at the business outcome layer by linking process insight, application context, and adoption support to measurable delivery-readiness improvement. It satisfies the executive committee's value requirement without reducing the discussion to tool features.

### Question: 4

A regional clinical research services company is evaluating SAP Business Transformation Management solutions after sponsor onboarding, study-startup review, and site activation practices became inconsistent across therapeutic teams. The chief operating officer wants a message tied to faster study-start readiness, while the business architecture sponsor wants the recommendation to connect process insight with application landscape context. Enablement leaders also want adoption support included because study coordinators follow different handoff routines. The environment is platform-based and web-based, and the advisory response must position transformation value without becoming a product-by-product walkthrough or implementation plan.

Which positioning approach best satisfies the stakeholder objective and stated constraint?

Response:

- A. Lead with coordinator adoption support because inconsistent study-team behavior is the most visible cause of sponsor onboarding and site activation delays.
- B. Lead with application landscape analysis because study-start readiness cannot be improved credibly until every onboarding and activation dependency is reviewed.
- C. Position SAP Business Transformation Management as a connected value story linking study-start process insight, application context, and guided adoption to measurable readiness outcomes.
- D. Present each capability separately so operations, business architecture, and enablement stakeholders can select the tool that best fits their immediate concern.

**Answer: C**

Explanation:

Feedback:

This option fits the advisory objective by linking study-start process insight, application context, and guided adoption to measurable readiness outcomes. It keeps the message business-focused while avoiding a product walkthrough or unsupported implementation detail.

### Question: 5

A European industrial equipment manufacturer is evaluating SAP Business Transformation Management solutions as part of an "AI-first, suite-first" transformation initiative. The chief digital officer wants messaging that highlights innovation, while the business architecture team wants assurance that AI-related value claims remain tied to existing process and application context. The sales team must prepare an advisory response for a buying committee that includes operations, enterprise architecture, and transformation leadership. The committee will reject a generic AI pitch unless it explains how

portfolio integration supports practical business change. The environment is platform-based and web-based, with continuous delivery signals and moderate inference confidence.

Which response best positions SAP Business AI integration value without overstating unsupported execution detail?

Response:

- A. Present SAP Business AI as the primary transformation driver and defer process and application alignment until stakeholders request implementation planning.
- B. Explain that SAP Business AI value should be positioned through its connection to process insight, architecture context, and SAP portfolio alignment for business transformation.
- C. Recommend a technical proof of concept for AI automation first, because measurable innovation is easier to demonstrate through tool execution than advisory positioning.
- D. Focus the proposal on SAP portfolio breadth, because suite-first messaging is sufficient to show transformation value without mapping specific process or architecture impacts.

**Answer: C**

Explanation:

Feedback:

This option positions AI value at the correct advisory layer by connecting innovation to process insight, architecture context, and SAP portfolio alignment. It avoids unsupported execution detail while showing how AI-first and suite-first messaging supports practical business transformation.

## Question: 6

A regional precision tooling distributor is preparing an AI-first transformation discussion around faster technical quote review and substitute-part recommendations. The innovation sponsor wants SAP Business AI highlighted, while the commercial operations lead wants the message grounded in recurring quote delays and inconsistent compatibility checks. Enterprise architecture stakeholders want the response to show how SAP portfolio alignment supports practical business change rather than a disconnected AI pilot. The environment is platform-based and web-based, with continuous delivery signals and high modernization sensitivity. The response must be executive-ready but must not imply unsupported tool-level execution.

Which response best positions SAP Business AI value while preserving credible transformation alignment?

Response:

- A. Position technical quote process analysis first and remove AI messaging until every compatibility-check delay has been fully documented.
- B. Position SAP Business AI as the primary innovation driver and defer process and application context until the distributor approves a quote automation pilot.
- C. Position SAP Business AI value through its connection to quote-review bottlenecks, architecture context, and SAP portfolio alignment for targeted commercial decisions.
- D. Position SAP portfolio breadth as proof that AI-enabled substitute-part recommendations can scale without mapping value to current process and architecture constraints.

**Answer: C**

Explanation:

Feedback:

This option positions AI value at the correct advisory layer by linking it to process bottlenecks, architecture context, and SAP portfolio alignment. It preserves modernization ambition while keeping the message grounded in practical quote-review and substitute-part decisions.

### Question: 7

A regional vocational training provider is evaluating SAP Business Transformation Management solutions to improve learner enrollment, instructor assignment, and certification completion tracking. The operations buying center wants fewer rework loops in enrollment eligibility checks, while enterprise architecture stakeholders want visibility into how admissions, scheduling, and learner-record applications influence completion delays. Commercial leadership wants a use-case message that can be reused for corporate training, public workforce programs, and apprenticeship customers without becoming generic. The environment is platform-based and web-based, and the recommendation must show measurable industry relevance without becoming a detailed application remediation plan. Which use-case framing best satisfies the buying-center and reuse requirements?

Response:

- A. Frame the discussion around contract growth only because commercial leadership needs a measurable outcome before process and architecture topics are introduced.
- B. Frame the discussion around admissions and learner-record system analysis first because dependencies must be mapped before completion improvement can be positioned.
- C. Frame learner completion readiness as a transformation use case linking enrollment rework drivers, application dependency visibility, and measurable service impact.
- D. Frame separate operations, architecture, and commercial messages so each buying center can evaluate its own learner-service concern independently.

**Answer: C**

Explanation:

Feedback:

This option satisfies the advisory requirement by connecting an industry-specific operational issue to process rework drivers, application dependency visibility, and measurable service impact. It supports the operations buying center while remaining reusable across multiple vocational training markets.

### Question: 8

A regional cold-chain logistics company is evaluating SAP Business Transformation Management solutions to improve temperature-controlled shipment reliability. The operations buying center wants to reduce missed delivery windows, while the enterprise architecture sponsor wants to understand how warehouse, routing, and exception-management applications influence service failures. The commercial team wants a use-case message that can be reused for pharmaceutical, grocery, and specialty-goods customers without becoming generic. The environment is platform-based and web-based, and the

recommendation must show measurable operational relevance while avoiding a detailed system-remediation discussion.

Which use-case framing best satisfies the buying-center and reuse requirements?

Response:

- A. Frame the discussion around missed delivery cost only because commercial stakeholders need a measurable outcome before process and architecture topics are introduced.
- B. Frame the discussion around warehouse and routing application analysis first because system dependencies must be mapped before service reliability can be positioned.
- C. Frame cold-chain shipment reliability as a transformation use case linking process delay drivers, application dependency visibility, and measurable service impact.
- D. Frame separate operations, architecture, and commercial messages so each buying center can evaluate its own improvement priority independently.

**Answer: C**

Explanation:

Feedback:

This option satisfies the advisory requirement by connecting an industry-specific operational issue to application dependency visibility and measurable service impact. It supports the operations buying center while remaining reusable across related cold-chain customer segments.

### Question: 9

A regional forestry products company is preparing an AI-first transformation discussion around faster harvest-priority review and mill-allocation decisions. The innovation sponsor wants SAP Business AI highlighted, while the operations lead wants the message grounded in recurring allocation delays and inconsistent timber-quality signals. Enterprise architecture stakeholders want the response to show how SAP portfolio alignment supports practical business change rather than a disconnected AI pilot. The environment is platform-based and web-based, with continuous delivery signals and high modernization sensitivity. The response must be executive-ready but must not imply unsupported tool-level execution. Which response best positions SAP Business AI value while preserving credible transformation alignment?

Response:

- A. Position harvest-priority process analysis first and remove AI messaging until every allocation delay and timber-quality issue has been fully documented.
- B. Position SAP portfolio breadth as proof that AI-enabled mill allocation can scale without mapping value to current process and architecture constraints.
- C. Position SAP Business AI as the primary innovation driver and defer process and application context until the company approves an allocation pilot.
- D. Position SAP Business AI value through its connection to harvest-priority bottlenecks, architecture context, and SAP portfolio alignment for targeted operating decisions.

**Answer: D**

Explanation:

Feedback:

This option positions AI value at the correct advisory layer by linking it to process bottlenecks, architecture context, and SAP portfolio alignment. It preserves modernization ambition while keeping the message grounded in practical harvest-priority and mill-allocation decisions.

## Question: 10

A regional specialty film distributor is preparing an AI-first transformation discussion around faster title-window planning and partner allocation decisions. The innovation sponsor wants SAP Business AI highlighted, while the commercial operations lead wants the message grounded in recurring release-window delays and inconsistent partner-priority signals. Enterprise architecture stakeholders want the response to show how SAP portfolio alignment supports practical business change rather than a disconnected AI pilot. The environment is platform-based and web-based, with continuous delivery signals and high modernization sensitivity. The response must be executive-ready but must not imply unsupported tool-level execution.

Which response best positions SAP Business AI value while preserving credible transformation alignment?

Response:

- A. Position release-window process analysis first and remove AI messaging until every partner-priority and allocation delay has been fully documented.
- B. Position SAP portfolio breadth as proof that AI-enabled title-window planning can scale without mapping value to current process and architecture constraints.
- C. Position SAP Business AI as the primary innovation driver and defer process and application context until the distributor approves a title-allocation pilot.
- D. Position SAP Business AI value through its connection to release-window bottlenecks, architecture context, and SAP portfolio alignment for targeted commercial decisions.

**Answer: D**

Explanation:

Feedback:

This option positions AI value at the correct advisory layer by linking it to process bottlenecks, architecture context, and SAP portfolio alignment. It preserves modernization ambition while keeping the message grounded in practical title-window and partner-allocation decisions.

**Topic: 2**

**Unified Scenario Exam**

## Question: 11

### **CHALLENGE 1 — Buying Center Value Narrative Alignment**

Meridian's presales team wants to simplify the executive presentation by using one common value message for all buying centers. The message emphasizes that SAP Business Transformation Management solutions provide a modern transformation platform.

Which adjustment best improves the recommendation while keeping the story coherent?

Response:

- A. Keep one common message and add more product capability descriptions for SAP Signavio, SAP LeanIX, and WalkMe.
- B. Create separate buying-center narratives that connect each stakeholder concern to the relevant capability combination and business outcome.
- C. Shift the presentation toward finance metrics only because the investment decision depends on budget approval.
- D. Present SAP's AI-first, suite-first strategy first and allow each stakeholder to infer the solution relevance.

**Answer: B**

Explanation:

Feedback:

This answer preserves a unified transformation story while adapting the value narrative to the concerns of operations, IT architecture, finance, and commercial leadership. It connects solution capabilities to buying-center challenges and measurable outcomes, which is the central advisory requirement in the scenario.

## Question: 12

### CHALLENGE 1 — Buying Center Value Narrative Alignment

The chief operating officer wants process transparency, while the chief information officer wants architectural fit. The advisory team can include only a few priority examples in the readiness review. Which example selection best supports buying-center alignment?

Response:

- A. Choose examples that show process observations, architecture dependencies, and adoption needs within one transformation flow.
- B. Choose examples that showcase the most advanced AI-enabled use cases to increase executive interest.
- C. Choose examples that focus only on store replenishment because operations has the clearest pain point.
- D. Choose examples that compare SAP Signavio, SAP LeanIX, and WalkMe as separate products.

**Answer: A**

Explanation:

Feedback:

This option demonstrates how different buying-center concerns are connected within an end-to-end transformation story. It avoids isolating operations, architecture, and adoption into separate product conversations.

## Question: 13

### CHALLENGE 2 — Process Evidence and Architecture View Sequencing

The process team proposes starting with SAP Signavio insights from store replenishment workshops and postponing SAP LeanIX architecture mapping until a later phase.

What is the best advisory response?

Response:

- A. Accept the proposal because process evidence is easier for business stakeholders to understand.
- B. Reject process analysis and begin only with architecture rationalization to satisfy IT leadership.
- C. Link process evidence to architecture views before prioritizing the roadmap, so process improvements reflect application dependencies.
- D. Replace both process and architecture analysis with WalkMe adoption guidance because rollout timing is already constrained.

**Answer: C**

Explanation:

Feedback:

The scenario shows that process observations and application dependency maps exist separately. Connecting them before roadmap prioritization prevents a partial recommendation that improves a process area without considering architecture constraints.

### Question: 14

### CHALLENGE 2 — Process Evidence and Architecture View Sequencing

During readiness review, finance asks for near-term evidence, while IT architecture asks for a roadmap that accounts for application dependencies.

Which decision best balances performance and governance of the recommendation?

Response:

- A. Use process-mining evidence for immediate value and connect it to architecture dependencies before proposing rollout priorities.
- B. Prioritize the fastest process improvement examples and document architecture dependencies after the proposal is approved.
- C. Delay the recommendation until every architecture dependency is fully rationalized across the landscape.
- D. Present application rationalization as the only value driver because it creates stronger governance discipline.

**Answer: A**

Explanation:

Feedback:

This balances near-term evidence with architecture-aware sequencing. It supports finance's need for measurable value while maintaining governance of the transformation roadmap.

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