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Topic: 1
Unified Scenario Simulation
Storvik Textiles: Seeing the Real Order Fulfilment Process
Business context
Company Background
Storvik Textiles is a regional textile manufacturer headquartered in Odense, Denmark, weaving cotton and wool blends into fabric rolls and finished garments for mid-sized retail chains across Scandinavia. Founded three decades ago as a small weaving mill, the company has grown into a two hundred person operation with a cutting floor, a stitching line, a dye house, and a small warehouse for outbound shipments. Orders arrive from retail buyers by phone, email, and a shared spreadsheet, and staff juggle fabric sourcing, cutting schedules, stitching capacity, and delivery windows largely from memory and habit rather than any agreed, written process.
An Order Fulfilment Process No One Has Written Down
When a retail buyer places an order, a planner checks fabric stock, books a cutting slot, and passes instructions to the stitching line before finished garments move to packing and then to a carrier for delivery. Everyone involved can describe their own step, but no single document lays out where the process actually begins, which steps must happen before others, or where it ends. New planners learn the sequence by shadowing a colleague for a few weeks. When a retail buyer recently asked exactly what triggers an order and how long fulfilment should take, nobody could give a confident answer.
Processes Lumped Together
Alongside order fulfilment, Storvik Textiles runs a dozen other activities: paying suppliers, maintaining sewing machines, recruiting seasonal stitchers, planning next season's fabric ranges, and reporting monthly output to the owners. Staff refer to all of these, together with order fulfilment, simply as how the factory works, with no distinction between the work that directly produces value for a buyer and the work that merely keeps the factory running or steers its direction. A new operations lead has been asked to bring some order to this list before it is written down anywhere formal.
A Request for One Shared Picture
Once the fulfilment steps and the wider list of activities are clearer, floor supervisors and the sales team have asked for one place where everyone can see the agreed picture, rather than relying on whoever happens to remember it correctly that day. Two new hires already made costly scheduling mistakes because they read an outdated printed diagram left over from a consultant visit years earlier. Management wants a current, agreed version that any employee can open and trust, and a plan for how it stays visible and current going forward.
Data the Systems Already Hold
Storvik Textiles runs its order intake and shipping in separate systems, each timestamping when an order is received, cut, stitched, packed, and shipped. Nobody has ever looked at this data as a connected sequence of events; it has only ever been used to print daily task lists. A finance intern mentioned that similar timestamped records were used at a previous employer to see how work actually flows, sparking interest in whether the same could be done here to check whether the real process matches what staff describe.
Where to Start
With the process undocumented, the wider activity list unsorted, no shared reference for staff, and untouched timestamped data sitting in two systems, the owners have brought in outside help to establish the basics before investing further in tools or training. They want a clear, end to end

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description of fulfilment, a simple sort of the company's activities, one trustworthy shared view, and an honest first read of what the data shows about how orders actually move today.

Your assignment

You are the SAP Signavio process data analyst advising Storvik Textiles as it takes its first structured look at how orders actually move through the business. Leadership wants four foundational things established before any further investment: a clear definition of the order fulfilment process and what sets it in motion, a simple classification of the company's wider activities, one shared and trustworthy process view for staff, and an honest first reading of the real as-is flow using the timestamped data already sitting in its systems. Your recommendations should be practical for a team with no prior process documentation experience

1. CHALLENGE 1 — Anchoring the Order Fulfilment Process

• Identify the single event that should be treated as the trigger for order fulfilment.
• Sequence the steps from that trigger through to the process end point.
• Confirm the end point marks genuine completion rather than a handoff to another process.
• Check that every department describes the same start and end when asked separately.

Checkpoints

• The trigger is a single, observable event rather than a vague moment in time.
• The process has one agreed end point that all departments recognize.
• The scope excludes activities that belong to a separate process.

2. CHALLENGE 2 — Sorting the Factory's Activities

• List the company's main recurring activities exactly as staff currently describe them.
• Sort each activity into core, support, or management using a plain, consistent test.
• Flag any activity that seems to straddle two categories for a follow-up conversation.
• Keep the classification simple enough for staff to apply themselves in future.

Checkpoints

• Order fulfilment is classified as core because it directly delivers value to a buyer.
• Activities like machine maintenance and recruiting are classified as support, not core.
• Reporting to owners is classified as management rather than core or support.

Question: 1

CHALLENGE 1 — Anchoring the Order Fulfilment Process

Planners currently disagree about when order fulfilment begins: some say when a buyer calls, others say when fabric is reserved. What should the analyst recommend first?

A. Agree on one specific recorded event, such as order receipt, as the single trigger for the process.
B. Let each department keep using whichever start point feels most natural to their own daily work.
C. Escalate the disagreement to senior management and wait for a directive before doing any further analysis.
D. Focus on measuring how long stitching takes, since the exact starting point does not really matter yet for that.

Answer: A

Explanation:
A single, observable trigger event gives everyone the same starting point to measure and improve from.

Question: 2

CHALLENGE 1 — Anchoring the Order Fulfilment Process

Once a trigger is agreed, staff still describe fulfilment ending at different points, some at packing, some at shipment. How should the end point be set?

A. End the process once fabric has been cut and passed along to the stitching line for assembly.
B. Define the end point as the moment the order is handed to the carrier for delivery.
C. Leave the end point undefined for now since it can always be revisited later once things settle.
D. End the process only once the retail buyer confirms in writing that the garments arrived undamaged and on time.

Answer: B

Explanation:
This is the last activity fully within Storvik's control before responsibility passes to an external party.

Question: 3

CHALLENGE 2 — Sorting the Factory's Activities

A supervisor argues that machine maintenance should count as core work because stitching cannot happen without it. How should the analyst respond?

A. Agree that maintenance is core, since without it the entire order fulfilment process would eventually stop completely.
B. Classify maintenance as management, since supervisors are the ones who decide when machines get serviced.
C. Classify maintenance as support, since it enables core work rather than directly delivering value to a buyer.
D. Avoid classifying maintenance at all, since the distinction between core and support rarely matters in daily practice.

Answer: C

Explanation:
Support processes make core delivery possible but do not themselves produce what the buyer pays for.

Question: 4

CHALLENGE 2 — Sorting the Factory's Activities

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Monthly reporting to the owners summarizes output and costs but does not touch a single order directly. Where does it belong?

A. Classify it as core, since owners rely on the report to keep approving the fulfilment budget each month.
B. Classify it as support, since finance staff also handle supplier payments using similar spreadsheets.
C. Treat it as an unclassified activity that sits outside the three category structure entirely for simplicity's sake, rather than being treated as core delivery work.
D. Classify it as a management process, since it monitors performance and informs direction rather than fulfilling orders.

Answer: D

Explanation:
Management processes oversee and steer the business using information rather than performing delivery work themselves.
Topic: 2
Micro Skill Drill Exam

Question: 5

At Kestreline Brewery in Lyon, France, an analyst has pulled an export from the bottling system hoping to mine the packaging process, but the file only contains a product code, a quantity, and an operator name for each row. She feeds it into the mining tool anyway and gets an error instead of a usable process map. A colleague reviews the columns with her and points out what is actually missing before any case can be reconstructed from the data. The analyst needs to identify the minimum set of fields the export must contain before the packaging process can be mined at all, rather than continuing to guess at settings inside the tool itself.
What minimum fields does the analyst's export need before the packaging process can be mined?

A. It needs a product code, an operator name, and a quantity figure for each row exactly as the export already provides them.
B. It needs a case ID, an activity name, and a timestamp for each recorded event.
C. It needs a different reporting tool entirely rather than any specific set of columns in the export.
D. It needs every column the bottling system can possibly export, regardless of whether each one is actually used.

Answer: B

Explanation:
An event log is only mineable once it has at minimum a case ID, an activity, and a timestamp.

Question: 6

At Quenby Vineyards in Brno, Czechia, the process data analyst is given access to a new process mining workspace covering the order-to-cash cycle. The operations lead simply says to look into the process

and report anything worth knowing. Faced with dozens of widgets, filters, and metrics on the landing page, the analyst feels pulled to open every chart and see what looks interesting. Before touching the workspace, a colleague suggests pausing to think about what the investigation should actually establish, since the harvest season generated a flood of new orders and the team has limited time before the next planning meeting. The analyst has to decide how to begin the investigation so the effort produces a useful, defensible answer rather than a pile of disconnected observations.
How should the analyst begin the investigation into the order-to-cash process?

A. Ask the operations lead to name the exact root cause before any data is opened.
B. Export the complete event log for the whole year into a spreadsheet and manually review every single row for anything odd.
C. Frame a specific question, such as why late deliveries rose last quarter, then explore only the data needed to answer it.
D. Open every widget on the landing page in turn and note whatever looks unusual before deciding what matters.

Answer: C

Explanation:
Starting from a defined question keeps the investigation focused and makes the findings easier to act on.

Question: 7

Brattvik Cannery, a seafood packing plant in Turin, Italy, ran a redesign of its order intake process eighteen months ago. The project team mapped the flow, trained staff, published the new steps, and closed the project once the go-live date passed. Since then, nobody has looked at the process again. Two new order channels have been added, a supplier changed its delivery format, and the operations lead has quietly built several manual workarounds that were never written down. When a customer complaint prompts someone to pull up the official process document, it no longer matches what staff actually do. The plant director assumed that because the redesign project closed successfully, the process itself was finished and would keep running the same way indefinitely without any further attention.
What should the plant director understand about how the order intake process should have been treated after go-live?

A. Treat business process management as an ongoing discipline that keeps monitoring and updating the process, not a project that ends at go-live.
B. Rerun the original redesign project from scratch every year so the documentation is refreshed on a predictable fixed schedule.
C. Accept that documentation naturally goes stale over time and simply rely on the operations lead's personal memory for how the work is actually done today.
D. Instruct staff to stop using any manual workaround immediately and always follow the originally published steps exactly.

Answer: A

Explanation:
BPM is a continuing management activity; treating go-live as the finish line lets reality drift away from the documented process.

Question: 8

At Idrija Hatchery in Riga, Latvia, a new pipeline is being built to bring incubation records, feed logs, and shipment records into the process intelligence workspace. A junior team member proposes loading the raw shipment file directly into the analysis layer first, then figuring out later how to pull data out of the other source systems and clean it up afterward. The senior analyst points out that the order of steps matters: data must first be pulled out of each source system, then reshaped into a consistent structure, and only afterward loaded into the layer used for analysis. The team must decide how to sequence the work for the new pipeline before the next hatching cycle begins and the source systems fill up with a new batch of records.
In what order should the team perform the extract, transform, and load stages of the new pipeline?

A. Load all three raw source files into the analysis layer immediately, then build separate transformation reports for each one afterward.
B. Wait until every source system has been fully documented and approved by every department before extracting or transforming any data at all.
C. Transform the shipment file first, then extract the remaining source data and load everything together at the end.
D. Extract data from every source system first, transform it into a consistent structure, and only then load it for analysis.

Answer: D

Explanation:
ETL runs in that fixed order because each stage depends on the output of the one before it.

Question: 9

At Halcyra Foundry in Ghent, Belgium, a business analyst spends two weeks reworking the procurement approval diagram in the modelling tool and wants wider feedback fast. She considers pushing the half finished version straight to the shared collaboration space so more colleagues can react right away. A teammate points out that people across the plant open that same space whenever they need to confirm the procedure they are supposed to follow today, and an unfinished diagram sitting there could easily be mistaken for the current approved way of working. The analyst still wants early input on her changes, but she also needs to make sure nobody downstream starts following a version of the process that has not been checked or signed off yet.
How should the analyst share her draft procurement diagram to get feedback without misleading other staff?

A. Ask a senior manager to decide whether the draft is ready instead of running it through the normal review step.

B. Keep the draft in the modelling tool for review, and publish it to the collaboration space only once it is approved.
C. Publish the draft to the collaboration space immediately so every department can start reacting to it right away.
D. Set up a separate meeting with every department head across the company to walk through the draft line by line before touching any shared space at all.

Answer: B

Explanation:
Only reviewed and approved content belongs in the shared space, so drafts stay in the modelling tool until they clear review.

Question: 10

Velari Textiles, a fabric dyeing and finishing operation in Porto, Portugal, keeps missing delivery dates even though every single production step passes its own internal check on time. The dyeing line reports it always finishes within target, the finishing line reports it is always ready when material arrives, and the packing area reports it never learns an order is done until someone physically walks over to tell it. When an analyst pulls the individual step reports, each one looks healthy in isolation. The delay only shows up once a batch moves from one team to the next, where it can sit for hours before anyone notices it has arrived and picks it up. The plant manager wants a fix that will still hold once order volume grows, rather than another meeting reminding everyone to move faster.
What should the analyst recommend to close the recurring delay between Velari Textiles' production steps?

A. Model the process end to end across all three teams and assign a named owner and defined inputs to each hand-off point.
B. Escalate the recurring delay to senior leadership and ask them to set stricter completion deadlines for every individual team.
C. Ask each team to work faster within its own step, since every step already meets its individual time target on its own reports.
D. Hold the finishing line accountable for the delay, since it is the team that most often reports waiting for material to arrive.

Answer: A

Explanation:
The delay lives between steps rather than inside any one of them, so the fix is an end to end model with owned, defined hand-offs.

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