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Subjects

Topic: 1

Adjaka Resource Recovery Reviews Its Enterprise AI Direction

Market Footing

Adjaka Resource Recovery collects, sorts, and resells industrial and municipal waste streams from a base in Lomé, Togo. Around forty vehicles run daily rounds for factories, hotels, hospitals, and two municipal districts, feeding two sorting halls where paper, plastics, and scrap metal are separated and baled. Baled material is sold on to processors overseas, and the recovered-materials desk now earns almost as much as the collection contracts themselves. Growth has come from long commercial agreements with fixed service levels, each carrying its own pickup frequencies, container types, and rebate terms.

Applications In Place

The business runs its contracts, billing, and inventory in an SAP-based core, with weighbridge readings captured at each sorting hall and passed through nightly. Route planning sits in a separate scheduling application the operations team bought four years ago. A small client portal, built by a local agency, lets commercial customers book an extra pickup and download a monthly recovery statement. Site contacts are registered separately in the portal, in the scheduling application, and by account managers in the core, so the same person often appears three times.

A Recent Experiment

Six months ago two people in customer service built an assistant that drafts replies to missed-pickup complaints. It reads a spreadsheet of contract terms one of them maintains, and it cut first-response time from two days to under an hour. Word travelled. The operations director now keeps a list of twelve more ideas — route-change requests, invoice queries, tender responses, weighbridge exception notes — and each one, once scoped, has needed a different system's data, a different approving manager and, according to the assistant's vendor, a different subscription. Nothing new has shipped since.

Where Answers Come From

The spreadsheet behind the assistant is updated by hand whenever a contract is amended. In July a hospital client was told its glass collection sat outside contract; the amendment adding glass had been signed three weeks earlier and had not reached the spreadsheet. The account manager settled it with a credit. Since then the customer service lead has been copying the contract table more often, and a proposal is circulating to load a full nightly copy of the billing database beside the assistant so that answers come back instantly.

Views Around The Table

The commercial director wants the assistant to answer clients directly, without a person in the loop, arguing that a reply held for a manager is no faster than the old process. The contracts manager wants every draft touching an entitlement checked before it leaves. The operations director still describes the assistant as a chatbot that writes replies. The IT lead has offered to add a few custom fields to the core system so the assistant can store its own tags where they are easy to read, and expects that to take a fortnight.

The Coming Review

The managing director has asked for a session with an SAP account team before the next board meeting, where a decision on the twelve ideas is expected. She has said plainly that she is not buying a technology; she wants to know what the business gets, what it costs her operationally to keep the

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answers honest, and whether the recovered-materials desk — the part of the business growing fastest — sees anything from it. Two of her directors expect to hear a product list.

Your Assignment

You are working as part of the SAP account team invited to meet the managing director of Adjaka Resource Recovery before her next board meeting. The business has one working assistant built by its own customer service team and twelve further ideas that have not progressed. A decision on those ideas is expected at the board meeting. The managing director has stated that she is not buying a technology and wants to understand business outcomes, the operational cost of keeping answers trustworthy, and what the recovered-materials desk gains. Two of her directors have asked for product names, and product questions are in scope for this session. Her IT lead has proposed a change inside the core system, her commercial director wants faster client replies, and her contracts manager wants entitlement wording checked. You are expected to position SAP Business AI Platform and the SAP Business Technology Platform capabilities that are now part of it, in the business language of this operation. You are not being asked to design a system, quote an effort, or commit to a delivery date

1. **CHALLENGE 1 — Turning Twelve Scattered Ideas Into One Platform Conversation**

• Decide how to open the session, given what the managing director has said she is and is not buying.
• Explain, in her operational terms, why one working assistant did not make the thirteenth idea any easier to start.
• Decide how the twelve ideas should be framed for a board audience, given that a decision on all of them is expected at one meeting.
• Decide how to handle the two directors' request for named products alongside the managing director's outcome question.
• Establish what the operations director should expect an agent to do in this operation, given that he describes the existing assistant as a chatbot.

CHECKPOINTS

• The managing director can state what the business gets, in her own words, before the session ends.
• The two directors leave with an answer to their product question that they can use at the board meeting.
• The operations director can explain why the next idea starts from a shorter runway than the first one did.

2. **CHALLENGE 2 — Sourcing Assistant Answers From Live Contract And Billing Records**

• Establish where the assistant's contract answers actually come from today, and separate the drafting step from the source it reads.
• Establish what has to be true of a source before a client-facing team can rely on the answer drawn from it.
• Respond to the circulating proposal for a full nightly copy of the billing database, on its speed claim and on its consequence.
• Set out the smallest set of moves that would make an entitlement answer dependable, given the managing director's stated appetite.
• Account for the July credit in the terms the customer service lead will recognise.

CHECKPOINTS

• The customer service lead and the account team agree on what actually produced the wrong entitlement answer.
• The proposal for a nightly copy has been given a reasoned answer rather than a deferral.
• The managing director can see a minimal path to dependable answers that does not read as a large programme.

3. **CHALLENGE 3 — Agreeing Oversight Before Drafts Reach Commercial Clients**

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• Treat both the commercial director's and the contracts manager's positions as legitimate governing claims, not as one person blocking another.
• Decide where governance belongs in the value story the managing director will take to her board.
• Propose how oversight should apply to drafts that leave the business, and be explicit about the rule you are recommending.
• Decide how the duplicated site-contact records should be treated in a value conversation with the managing director.
• Keep any position on client contacts tied to what the business gains, not to which application is at fault.

CHECKPOINTS

• Neither director hears their concern dismissed, and both can see which drafts their rule applies to.
• The oversight position is stated before the twelve ideas are approved, not after the first disputed reply.
• The duplicated contacts have been addressed explicitly in the session, with a stated reason for the position taken.

4. **CHALLENGE 4 — Linking Collection, Weighbridge, And Billing Steps Without Core Changes**

• Set out how the collection, weighbridge, and billing steps should be connected, given that each hand-off is currently a nightly transfer or a manual step.
• Respond to the IT lead's offer of custom fields inside the core system, and state where the assistant's tags should live.
• Answer the managing director's question about what the recovered-materials desk gains from the decision.
• Keep the framing anchored in how this operation actually runs.
• Keep the fortnight estimate in view: acknowledge the speed it buys and state plainly what it costs.

CHECKPOINTS

• The IT lead can articulate what the recommendation preserves for the business, and what the fortnight would have cost.
• The managing director can trace a round from collection through weighbridge to invoice without a manual re-key in the description.
• The recovered-materials desk is given a specific gain, not a general statement about analytics.

Question: 1

CHALLENGE 1 — Turning Twelve Scattered Ideas Into One Platform Conversation

The managing director opens the session by saying she is not buying a technology and wants to know what the business gets from it.

How should the account team frame the opening of the positioning conversation?

A. Hand over the platform's product list first, so the two directors who asked for it get their answer while the room is still fresh and attentive.
B. Describe the artificial-intelligence capability on the platform, so the directors can judge whether it is strong enough for the twelve ideas they hold.
C. Lead with the business outcomes the twelve ideas would deliver, and position the platform as the foundation that lets those outcomes be built repeatedly.
D. Compare the platform feature by feature against the assistant vendor's offering, so the directors can see where the two differ before choosing between them.

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Answer: C

Explanation:
The managing director has already told the room what she will and will not buy, and an outcome-led opening answers her directly. Positioning the platform as the foundation beneath those outcomes keeps the technology in the role of enabler rather than headline, which is what makes the twelve ideas readable as one decision.

Question: 2

CHALLENGE 1 — Turning Twelve Scattered Ideas Into One Platform Conversation
The operations director explains that each of the twelve ideas stalled because it needed a different system's data, a different approving manager, and a different subscription.
Which message best explains what a platform changes about that pattern?

A. A platform gives every use case one foundation for building, grounding, and governing, so the twelve ideas reuse the same connections instead of restarting each time.
B. A platform standardises the approving step for new use cases, so the twelve ideas move as soon as one governing body has signed them off together.
C. A platform replaces the scheduling application and the client portal, so the twelve ideas run inside one product once those applications have been retired.
D. A platform packages the twelve ideas as one fixed bundle delivered together, so the operations director commits once and the separate scoping steps are no longer needed.

Answer: A

Explanation:
The pattern the operations director described is three restarts per idea, and a shared foundation is precisely what removes them. Positioning the platform as the place where use cases are built, grounded in business data, and governed explains why the thirteenth idea starts on a shorter runway than the first.

Question: 3

CHALLENGE 1 — Turning Twelve Scattered Ideas Into One Platform Conversation
The operations director's list includes route-change requests and invoice queries, and he still describes the existing assistant as a chatbot that writes replies.
How should the account team describe what an agent would do differently in this operation?

A. An agent would answer the same questions with better wording, so replies to route-change requests read more consistently than the ones customer service writes today.
B. An agent can take a goal such as a route-change request and work through the steps it needs, drawing on the business data and tools available to it.
C. An agent would run overnight across the twelve idea areas, so each morning the operations director receives a summary of what changed in each of them.

D. An agent would replace the approving manager on each request, so decisions are reached without waiting and the twelve ideas no longer need a sign-off step.

Answer: B

Explanation:
The distinction the operations director is missing is between answering and acting: an agent interprets a goal and works across the steps that goal requires, using the data and tools it can reach. Describing it that way is what turns his list of route changes and invoice queries into work the platform can take on rather than replies it can draft.

Question: 4

CHALLENGE 1 — Turning Twelve Scattered Ideas Into One Platform Conversation
Two of the directors have said they expect to hear a product list, while the managing director has asked what the business gets.
How should the account team handle both expectations in the same session?

A. Send the product list to the directors ahead of the session, and keep the meeting itself entirely on the twelve ideas and what they would deliver.
B. Name every component the platform contains and explain what each one does, so the directors leave the session with a complete inventory of what is available.
C. Decline to name any product in this session, so the discussion stays on outcomes and no component detail distracts the directors from the business case.
D. Name the products that matter to their operation and tie each one to the outcome it serves, so product interest is met without losing the business case.

Answer: D

Explanation:
Both expectations are legitimate and neither has to be sacrificed. Naming the products that serve a stated outcome — and only those — satisfies the two directors while keeping the managing director's question at the centre of the session.

Question: 5

CHALLENGE 2 — Sourcing Assistant Answers From Live Contract And Billing Records
In July a hospital client was told its glass collection sat outside contract, although the amendment adding glass had been signed three weeks earlier.
What does this outcome indicate about why the reply was wrong?

A. The assistant's drafting quality is too low for entitlement questions, so its replies on contract matters cannot be relied upon whatever source it happens to read.
B. The assistant answered from a hand-maintained copy of contract terms that no longer matched the signed record, so its source, not its drafting, was wrong.

C. The client portal held the hospital contact under a second identity, so the amendment was attached to a record the assistant was never able to read.
D. The weighbridge readings for glass had not been passed through that night, so the assistant found no evidence that glass collection was in contract.

Answer: B

Explanation:
The wording of the reply was a faithful rendering of what the spreadsheet said; the spreadsheet was three weeks behind the signed amendment. Locating the cause in the detached source rather than in the drafting is what makes the remedy grounding in connected business data rather than better prompts.

Question: 6

CHALLENGE 2 — Sourcing Assistant Answers From Live Contract And Billing Records
A proposal is circulating to load a full nightly copy of the billing database beside the assistant so that answers come back instantly.
How should the account team respond to that proposal?

A. Note that a nightly copy recreates the detached source that already misled a client, and position answers grounded in connected business data instead.
B. Endorse the nightly copy, since instant replies matter most to these clients and a daily refresh keeps any divergence small enough to accept in practice.
C. Endorse the nightly copy but add a weekly check of amended contracts, so the copy is corrected before most client replies are drafted from it each week.
D. Replace the nightly copy with a second copy held by the assistant's vendor, so replies stay fast and the billing database is not read during business hours.

Answer: A

Explanation:
The nightly copy is faster to build and faster to answer from, but it reproduces the exact structure that caused the July credit — a store of business data detached from the record that changes. Positioning connected data keeps the speed argument on the table while removing the divergence that made the answer indefensible.

Question: 7

CHALLENGE 2 — Sourcing Assistant Answers From Live Contract And Billing Records
The managing director asks for the minimum needed to make entitlement answers dependable, and says she will not approve a large programme to get there.
Which set of actions is the minimal complete one?

A. Rebuild the client portal on the platform, move route planning into the core system, and then connect the assistant to contract records once both moves are complete.

B. Refresh the contract spreadsheet each morning, add a second reviewer in customer service, and record every amendment in the scheduling application as well.
C. Connect the assistant to contract and billing records through managed integration, ground its answers in that connection, and agree who reviews an entitlement reply.
D. Give the assistant read access to every system in the landscape, retire the spreadsheet, and let account managers correct any reply that a client challenges.

Answer: C

Explanation:
Three moves cover the whole failure path: a managed connection to the records, answers grounded in that connection rather than in a copy, and an agreed reviewer for the class of reply that carries contractual weight. Nothing further is required for a dependable entitlement answer, which is what makes this the minimal complete set.

Question: 8

CHALLENGE 3 — Agreeing Oversight Before Drafts Reach Commercial Clients
The commercial director wants replies sent without a person in the loop; the contracts manager wants every draft touching an entitlement checked first.
Which recommendation weighs both concerns appropriately?

A. Side with the commercial director and release all drafts unreviewed, since the assistant reads the same terms a manager would and speed is the contracted service level.
B. Side with the contracts manager and hold every draft for review, since entitlement wording carries the greater exposure and response times were acceptable before the pilot.
C. Apply review to every draft for the first quarter and then remove it entirely, so the assistant earns its way out of oversight on a fixed timetable.
D. Scope oversight to what it protects, with entitlement drafts reviewed and routine updates released directly, so speed and control are both handled deliberately.

Answer: D

Explanation:
Both directors are defending something real, and the drafts are not all the same class. Scoping review to the drafts that carry contractual weight preserves the contracts manager's control exactly where exposure sits, while routine updates keep the response times the commercial director is accountable for.

Question: 9

CHALLENGE 3 — Agreeing Oversight Before Drafts Reach Commercial Clients
The same site contact is registered in the client portal, in the scheduling application, and by an account manager in the core, so one person often appears three times.
How should this be positioned in the value conversation?

A. Present it as a portal defect for the local agency to correct, since the duplication began there and the other applications were registering contacts correctly.
B. Position managed customer identity as part of the value story, so one client contact is recognised across channels and consent is handled consistently.
C. Defer it until the twelve ideas are delivered, since duplicated contacts do not affect the drafts the assistant produces for missed-pickup complaints today.
D. Recommend that account managers stop registering contacts in the core, so each contact exists once and the duplication ends without any further change.

Answer: B

Explanation:
Three registrations of one person is a customer-recognition topic, not a defect in any single application, and SAP Customer Identity and Access Management integrates with SAP Business Technology Platform for exactly that outcome. Positioning it inside the value story keeps consent and recognition part of what the business is buying rather than a clean-up task afterwards.

Question: 10

CHALLENGE 4 — Linking Collection, Weighbridge, And Billing Steps Without Core Changes
The IT lead has offered to add custom fields to the core system so the assistant can store its own tags where they are easy to read, and expects a fortnight of work.
How should the account team position that offer?

A. Accept it as the fastest route, since a fortnight inside the core costs less than building anywhere else and the fields are small additions to existing tables.
B. Accept it provided the fields are documented, so later upgrade work can find them and the change inside the core is visible to whoever maintains the system.
C. Position the tags as belonging beside the core rather than inside it, so the business keeps adopting updates without reworking what was added.
D. Decline the offer and let the assistant hold its tags in its own store, so nothing is added to the core and no integration work is needed at all.

Answer: C

Explanation:
Clean core is the reason a business can take updates and new capability without paying for rework, and an extension placed beside the core preserves that while still giving the assistant somewhere to write. The fortnight is real, but it is bought against every future update this business will take.

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