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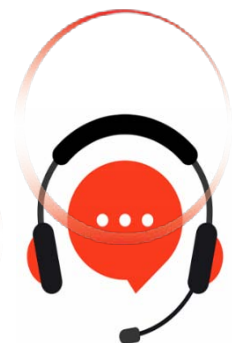
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Topic: 1

Cadenza Pianos Brings Up Its First SAP IBP Planning Cycle

Business Context

Cadenza Pianos is a family-owned manufacturer of concert grand pianos based in San Salvador, El Salvador. The company builds a small annual volume of high-value instruments that are sold to conservatories, concert halls, and specialist dealers across the Americas. Each piano takes several months to build, and finished instruments are held in a climate-controlled warehouse before shipment. After years of planning in spreadsheets, Cadenza has adopted SAP Integrated Business Planning to bring demand, supply, and inventory onto one cloud model ahead of a capacity expansion.

System Landscape

The implementation team has configured a single planning area covering the finished-instrument portfolio, with a monthly time profile and master data for models, dealers, and the central warehouse. Planners work in the SAP IBP Web UI for dashboards and analytics and in the SAP IBP ,add-in for Microsoft Excel for detailed planning views. The first monthly planning cycle is now underway, and the newly trained planning team is running demand, consensus, and supply steps in sequence for the first time.

Implementation Progress

Shortly before the cycle, a modeler added a key figure and a model attribute so the team could plan a recently introduced recital-grand line separately from the flagship concert grands. The planners opened their Excel planning views to begin entering numbers for the new line, but the new key figure and the

recital-grand breakdown did not appear in the view they had prepared. The data load from the sales system had completed without errors, and the older models were showing their history as expected.

Forecasting Context

The demand planner ran statistical forecasting for the whole portfolio to build the mid-range plan. The established concert grands produced a forecast from their multi-year shipment history, but the recital-grand line came back with no statistical forecast at all. The line had only just launched and carried no sales history in the system. The sales director still wanted a demand number in the plan for the new line so that production could reserve capacity for it.

Consensus Review

During the consensus review, the planning manager agreed with sales to raise the total demand for the flagship concert grands above the statistical figure, reflecting two signed conservatory orders.

A planner typed the higher agreed total into the aggregated row of the planning view and moved on.

When the demand run was executed again later that day, the manager noticed that the number had drifted back toward the statistical forecast, and the split across dealers looked the way the calculation had left it rather than the way the team had agreed.

Supply Watch

On the supply side, the team relies on the SAP Supply Chain Control Tower in the Web UI to keep watch on projected coverage for the warehouse. A planner expected to be told automatically when projected stock for any model would fall short of open orders, but no notification arrived even though one concert-grand model was clearly trending short in the dashboards. The planning lead, now wants the first cycle closed cleanly, with each of these observations understood before the plan is published to the expansion steering group.

Your assignment

You are the planning consultant supporting Cadenza Pianos through its first monthly SAP IBP planning cycle. You work in the SAP IBP Web UI and in the SAP IBP add-in for Microsoft Excel against a single activated planning area for the finished-instrument portfolio, with a monthly time profile and master data for models, dealers, and the central warehouse. Complete the tasks below in the sequence in which a planner would run demand, consensus, and supply for the cycle, and confirm each observable outcome before moving on. Do not assume any model change is effective until it has been activated

1. CHALLENGE 1 — Activating Model Changes Before the First Cycle

- Confirm that the recital-grand key figure and attribute were added to the planning-area model and note that they are not yet visible in the prepared Excel planning view.
- Establish that the missing key figure is a consequence of the planning area not being activated after the change, not of the sales data load, which completed and shows history for the established models.
- Activate the planning-area change through the agreed change process, then refresh the planning view so the new key figure is loaded.
- Keep the change within the governed activation path rather than planning the new line outside the model.

CHECKPOINTS

- The recital-grand key figure appears and is editable in the refreshed planning view.
- The established models continue to show their history after the change is activated.
- The first cycle proceeds with the new line included in the active model.

2. CHALLENGE 2 — Building Demand for a Newly Launched Line

- Run statistical forecasting for the portfolio and confirm that the established concertgrands forecast from history while the recital-grand line returns no forecast.
- Recognize that the new line has no sales history for the algorithm to consume, so a statistical forecast cannot be produced for it directly.

- Provide a demand number for the new line by seeding a comparable model's history or entering a planned demand manually, and carry it into consensus demand.
- Confirm the demand figure is present where supply will consume it rather than only in an offline copy.

CHECKPOINTS

- Consensus demand for the recital-grand line shows the intended quantity.
- The established models retain their history-based forecast.
- Production can reserve capacity against the planned demand for the launched line.

3. CHALLENGE 3 — Holding an Agreed Consensus Number in Planning

- Enter the agreed consensus total for the flagship concert grands in the aggregated row of the planning view.
- Establish why the agreed number drifted back toward the statistical figure after the next demand run, tracing it to disaggregation recalculating an unfixed edit.
- Fix the edited consensus value in the planning view so it is held through the next calculation, and confirm the dealer split reflects the agreed figure.
- Keep the agreed number inside the governed planning view rather than in a private offline spreadsheet.

CHECKPOINTS

- The agreed consensus total remains after a further demand run.
- The dealer split reflects the agreed figure rather than the recalculated one.
- Supply consumes the agreed demand, not the reverted statistical value.

4. CHALLENGE 4 — Acting on Projected Coverage in the Control Tower

- Review projected coverage for the warehouse in the SAP Supply Chain Control Tower and confirm one concert-grand model is trending short against open orders.
- Establish why no automatic notification was received, tracing it to a custom alert that was never set up with a threshold and subscribed in a favorite.
- Set up the custom alert so the monitored condition notifies the supply planner, then confirm a real projected shortfall.
- Open a case for the confirmed shortfall so the follow-up is tracked and the relevant partners can collaborate on resolution.

CHECKPOINTS

- The defined alert notifies the planner when the monitored condition occurs.
- A case records the shortfall and the associated supply follow-up.
- The shortfall moves from a visible trend to a tracked, collaborative action.

Question: 1

CHALLENGE 1 — Activating Model Changes Before the First Cycle

The new key figure and recital-grand breakdown do not appear in the prepared Excel planning view, although the data load finished without errors and the older models show their history.

What is the most likely reason the new key figure is not visible, and what is the right first step?

- The planning area was not activated after the model change, so activate it and refresh the view.
- The sales data load failed for the new line, so rerun the data integration job before reopening the prepared view.
- The Excel add-in cached an old template, so clear the local cache and rebuild the workbook from scratch.

D. The new model has no master data yet, so create the model records first and the key figure will then populate.

Answer: A

Explanation:

Model changes such as a new key figure or attribute take effect only after the planning area is activated; until then they are invisible in planning views and the Excel add-in. The clean data load and the visible history for older models confirm the pipeline is fine, so activating and refreshing is the correct first step.

Question: 2

CHALLENGE 1 — Activating Model Changes Before the First Cycle

A planner refreshes the Excel planning view but the recital-grand key figure is still missing. Which action correctly completes the change so the key figure becomes available for planning?

- A. Re-enter the key figure definition in the workbook and save the planning view as a new favorite for the team.
- B. Ask each planner to close and reopen Excel so the add-in reloads the latest planning-area metadata locally.
- C. Activate the planning area so the change takes effect, then refresh the view to load the new key figure.
- D. Raise the planning-view filter to include the new model and the key figure will appear once the filter is widened.

Answer: C

Explanation:

Refreshing cannot load a change that has not yet taken effect; the planning area must be activated so the new key figure becomes part of the active model, after which a refresh loads it. This completes the change rather than working around it.

Question: 3

CHALLENGE 1 — Activating Model Changes Before the First Cycle

The change-control calendar sets a monthly window for planning-area changes, but the team needs the recital-grand key figure now to finish the first cycle on time.

What is the most appropriate way to proceed?

- A. Keep planning the established models now and defer the recital-grand line entirely to the next monthly cycle window.
- B. Activate the reviewed model change through the agreed change process now, so the first cycle can plan the new line.
- C. Plan the recital-grand line offline in a separate spreadsheet and load the numbers back after the next activation.

D. Duplicate the planning area, activate the copy for the new line, and merge the two areas after the cycle closes.

Answer: B

Explanation:

The reviewed change should go live through the agreed change process so the active model can plan the new line within the first cycle; the governed path keeps the model controlled while still meeting the cycle deadline. Activation is the sanctioned step that makes the change effective.

Question: 4

CHALLENGE 2 — Building Demand for a Newly Launched Line

Statistical forecasting returned no forecast for the recital-grand line because it has no sales history. What is the correct way to get a demand figure into the plan for this line?

- A. Lower the statistical model's history requirement so the algorithm can run on the few weeks of data available.
- B. Wait until several months of shipments accumulate, leaving the new line out of the plan until a forecast can run.
- C. Run demand sensing on the new line so the short-term signal fills the mid-range plan while history is still thin.
- D. Seed a reference history from a comparable model, or enter planned demand manually, then include it in consensus.

Answer: D

Explanation:

A statistical algorithm needs a usable history signal, which a just-launched line does not have; seeding a comparable model's history or entering a planned demand manually gives the plan a number that then flows into consensus. This keeps the new line in the plan without forcing an unreliable forecast.

Question: 5

CHALLENGE 2 — Building Demand for a Newly Launched Line

After a planned demand is entered for the recital-grand line, the planning manager wants to confirm the number is actually carried into the consensus demand used for supply. Which check best confirms this?

- A. Open the planning view and confirm the consensus demand key figure shows the agreed quantity for the new line.
- B. Re-run statistical forecasting for the line and check that the forecast now matches the manually entered quantity.
- C. Export the workbook to a spreadsheet and verify the entered number appears in the saved offline copy of the plan.

D. Check the data-load log to confirm the sales system delivered a history record for the newly launched line.

Answer: A

Explanation:

The plan is confirmed by reading the consensus demand key figure in the planning view; if it shows the agreed quantity for the new line, the number is carried forward into what supply consumes. This is the observable evidence that the entry took effect.

Question: 6

CHALLENGE 3 — Holding an Agreed Consensus Number in Planning

The manager raised the aggregated consensus demand for the flagship concert grands, but a later demand run pushed it back toward the statistical figure and reverted the dealer split.

Why did the agreed number not hold?

- A. The consensus key figure is output-only, so the number was read-only and the edit was discarded on save.
- B. The data load overwrote the manual entry when fresh sales actuals arrived from the source system during the run
- C. The edited value was not fixed, so disaggregation recalculated the key figure over the manual entry.
- D. The planning area lost the edit because it was not activated again after the manual number was entered.

Answer: C

Explanation:

A manually edited aggregated value is recalculated by disaggregation on the next run unless it is fixed, which is why the number drifted back toward the statistical figure and the split reverted. The edit was never held, so the calculation replaced it.

Question: 7

CHALLENGE 3 — Holding an Agreed Consensus Number in Planning

The team wants the agreed consensus total to remain in place through the next demand run.

What is the correct action in the planning view?

- A. Change the consensus key figure to an input-only key figure so that future calculations can never adjust its values.
- B. Fix the edited consensus value in the planning view so it is held and not overwritten by the next calculation.
- C. Disable disaggregation for the planning area so no key figure is recalculated for the rest of the cycle.
- D. Save the planning view as a favorite so the entered number is stored and reloaded on the next planning run.

Answer: B

Explanation:

Fixing the edited value in the planning view holds it so the next calculation does not overwrite it, which is the targeted way to keep the agreed consensus total in place. It preserves normal calculation behavior for everything else.

Question: 8

CHALLENGE 3 — Holding an Agreed Consensus Number in Planning

A planner suggests keeping the agreed numbers by maintaining them in a private offline spreadsheet each cycle, which is faster than working in the shared planning view.

Why is working in the governed planning view the better choice?

- A. The offline spreadsheet is slower to open than the planning view, so the time saving does not actually materialize.
- B. The offline spreadsheet cannot contain formulas, so the agreed totals could not be split across the dealers correctly.
- C. The offline spreadsheet uses a different unit of measure, so the totals would not reconcile with the warehouse stock.
- D. The offline numbers stay outside IBP, so supply would plan from the recalculated figures, not the agreed ones.

Answer: D

Explanation:

Numbers kept in a private spreadsheet never reach the IBP model, so supply and inventory plan from the recalculated figures rather than the agreed ones, defeating the purpose of the consensus. Working in the governed view keeps the agreed number where downstream planning consumes it.

Question: 9

CHALLENGE 4 — Acting on Projected Coverage in the Control Tower

One concert-grand model is trending short against open orders in the dashboards, yet no automatic notification reached the supply planner.

What best explains the missing notification?

- A. The Control Tower only notifies planners about excess stock, so a projected shortfall is never sent as an alert.
- B. The dashboard refresh had not completed, so the projected coverage was accurate but simply not yet displayed.
- C. A custom alert with a threshold was never set up or subscribed in a favorite, so no notification was sent.
- D. The model was excluded from the planning area master data, so the Control Tower had no coverage to evaluate for it.

Answer: C

Explanation:

A Control Tower alert notifies a planner only when a custom alert with a defined threshold has been set up and subscribed in a favorite; without that, the shortfall is visible on dashboards but no notification is generated. Configuring the alert is what turns the visible trend into a proactive signal.

Question: 10

CHALLENGE 4 — Acting on Projected Coverage in the Control Tower

After setting up the alert, the planner confirms a real projected shortfall for the concert-grand model. Beyond noting it, what is the most appropriate next step in the Control Tower to drive it to resolution?

- A. Open a case for the shortfall so the supply follow-up is tracked and partners can collaborate on it.
- B. Delete the alert now that the shortfall is known, since keeping it would only repeat the same notification later.
- C. Lower the alert threshold so the same condition stops being flagged for the remainder of the planning cycle.
- D. Export the dashboard to a slide and email it to the steering group as the record of the projected shortfall.

Answer: A

Explanation:

Opening a case records the shortfall, tracks the supply follow-up, and lets the relevant partners collaborate toward resolution, which is the Control Tower's mechanism for driving an alert to closure. It moves the finding from observation to managed action.

Topic: 2

Sepik Shades Runs Its First Demand Cycle on a Revised IBP Model

Business Context

Sepik Shades weaves bamboo and rattan window blinds at a workshop in Papua New Guinea and ships them to home-furnishing retailers across several export markets. A small planning group of four people moved off spreadsheets earlier this year and now plans in SAP IBP, a cloud supply-chain planning solution they reach through the Web UI and the Excel add-in. Leadership wants one agreed demand plan the team can explain and reproduce each cycle, rather than numbers that live in one planner's personal file.

Operational Context

Finished blinds are maintained as products in the planning model, grouped by product family. Established ranges carry several seasons of demand history. Each month the team runs statistical forecasting to build the mid-range demand, reviews and adjusts the consensus, and hands the agreed figures to supply. Planners review the refreshed numbers together before they sign off on the cycle.

Model Context

Ahead of this cycle the team reorganized its product hierarchy and added a new attribute so blinds can be segmented by collection, together with a key figure to report volume by collection. The change was made to the planning model and a data load finished without errors. When planners

opened their prepared planning views, though, the new collection attribute did not appear, even as the established products showed their usual history in the same views.

Implementation Progress

Only weeks earlier the company launched a premium collection that has no prior sales. When the monthly statistical forecast ran, the established lines produced figures as usual, but the new collection came back with no demand figure at all. A planner noted that the collection had only just been introduced and had never sold before.

Decision Context

During the review the sales lead agreed a higher consensus quantity for a flagship range and typed it in at the aggregated level. A later demand run pushed the number back down toward the statistical figure, undoing the agreed change. Separately, a control reviewer asked who had adjusted the agreed consensus for two collections and on which dates, and the team could not surface any recorded trail for those edits.

Governance Context

Some planners like to keep the agreed numbers in a private spreadsheet each cycle because it feels quicker than working in the shared view. The planning lead would rather the team work inside the shared model so the figures stay consistent and easy to defend to reviewers. There is mild pressure to finish this first cycle on the revised model on time, but the lead wants the model's intended paths followed rather than shortcuts that are hard to reproduce next month.

Your assignment

You are supporting the planning team at Sepik Shades in SAP IBP, working across the Web UI and the add-in for Microsoft Excel, during the first planning cycle on a revised model. A new collection attribute and key figure were added but do not appear in the planning views, the statistical forecast returned no figure for a newly launched collection, an agreed consensus quantity was reverted by a later demand run, and a reviewer could find no recorded trail of who changed the agreed consensus. Work through the tasks below using the model's intended paths so the results remain reproducible

1. CHALLENGE 1 — Making a New Collection Attribute Available for Planning

- Determine why the new collection attribute does not appear in the prepared planning views even though the data load finished without errors.
- Identify the step required after a model change so the attribute becomes effective for planning and reporting.
- Once the model change is effective, take the correct action so the attribute is shown in the planner's existing view.

CHECKPOINTS

- The new collection attribute appears in a refreshed planning view after the planning area is activated.
- The attribute is available because the model change is now effective, not because the view layout was edited by hand.

2. CHALLENGE 2 — Holding an Agreed Consensus Figure Through the Next Run

- Determine why the agreed consensus quantity entered at the aggregated level was pushed back toward the statistical figure by the next run.
- Identify the action that keeps a manually entered value in place through a later calculation.
- Decide how to keep the agreed number in the shared model rather than in a private offline file.

CHECKPOINTS

- The agreed consensus quantity remains in place after a subsequent demand run.
- The agreed number is held inside the shared planning view where the team plans from it, not in a disconnected spreadsheet.

3. CHALLENGE 3 — Producing a First Demand Figure for a New Collection

- Determine why statistical forecasting produced no figure for the newly launched collection while established lines forecast normally.
- Identify a suitable way to provide a first demand figure for a product with no sales history.
- Confirm that a demand figure is present for the collection after the input is provided.

CHECKPOINTS

- A demand figure is present for the new collection after a reference history is seeded or a planned figure is entered.
- The figure comes from a suitable input rather than from forcing an algorithm that has no history to read.

4. CHALLENGE 4 — Recording an Audit Trail of Consensus Changes

- Determine why no recorded trail exists for the earlier changes to the agreed consensus.
- Identify what must be in place for changes to a key figure to be recorded.
- Decide what can realistically be evidenced for edits made before the trail was in place.

CHECKPOINTS

- Changes to the agreed consensus key figure are recorded from the point the trail is enabled.
- The team understands that edits made before the trail was enabled cannot be reconstructed from it.

Question: 11

CHALLENGE 1 — Making a New Collection Attribute Available for Planning

The new collection attribute and its key figure were added to the planning model, but they do not appear in the prepared planning views, although the data load finished without errors and the established products still show their history.

What most likely explains why the new collection attribute does not appear in the planning views?

- A. The scheduled data import finished with its warnings suppressed, so the attribute loaded into a different planning area and has to be imported a second time before it can appear.
- B. The planning view already carries too many key figures, so the application quietly dropped the newest attribute from the layout to stay inside a display limit for that view.
- C. The planning area was not activated after the attribute was added, so the model change is not yet effective for planning or reporting and does not show in the view.
- D. The attribute was created only in the Excel add-in rather than the Web UI, so it exists for that one planner alone and never reached the shared planning model.

Answer: C

Explanation:

A model change such as a new attribute or key figure becomes effective for planning and reporting only after the planning area is activated. Because activation had not been done, the change is not yet live, so the attribute is absent from the view while the already-active products display normally.

Question: 12

CHALLENGE 1 — Making a New Collection Attribute Available for Planning

The planning area has now been activated so the model change is effective.

What is the correct next step so the planner actually sees the new attribute in their existing planning view?

- A. Refresh the existing planning view so it re-reads the now-active model and shows the new collection attribute that is available for planning.
- B. Rebuild the planning area from scratch under a new name so that the new attribute is guaranteed to be part of the freshly created planning model.
- C. Wait for the next overnight data import, because a newly activated attribute only becomes visible after the following scheduled load has completed.
- D. Type the attribute values in by hand in the planning view, because activation on its own does not bring any master data into a planner's view.

Answer: A

Explanation:

Once the planning area is active, the change is effective; refreshing the existing view makes it re-read the active model so the new attribute appears. This uses the intended path and needs no rebuild or manual entry.

Question: 13

CHALLENGE 1 — Making a New Collection Attribute Available for Planning

A planner suggests that next time they skip activation and just edit the planning view layout directly to add the new attribute.

Why is editing the view layout not a valid substitute for activating the model?

- A. Editing the layout is an acceptable substitute here, because a layout change and a model activation both update the same underlying planning area in exactly the same way.
- B. Editing the layout is fine as long as every planner edits their own view the same way, since the attribute then effectively exists for the whole team once they all do it.
- C. Editing the layout is only slower than activation, but it still makes the new attribute effective for planning and reporting once each planner has repeated the same edit.
- D. A view layout only arranges what the active model already exposes, so an attribute that was never activated cannot be made to appear simply by rearranging that layout.

Answer: D

Explanation:

A planning view layout can only arrange objects the active model already exposes; it cannot introduce a model change. An attribute that has not been activated is not part of the active model, so no layout edit can surface it — activation is the step that makes it available.

Question: 14

CHALLENGE 2 — Holding an Agreed Consensus Figure Through the Next Run

The sales lead agreed a higher consensus quantity for a flagship range and typed it at the aggregated level, but a later demand run pushed the number back toward the statistical figure. What most likely explains why the agreed value did not hold?

- A. The agreed value was entered in the Excel add-in rather than the Web UI, so it was treated as a temporary simulation and was discarded when the demand run refreshed the view.
- B. The manually entered value was not fixed, so the next calculation disaggregated and recomputed the key figure and overwrote the agreed number with the statistical result.
- C. The agreed value went too far above the statistical forecast, so the run capped it back down to the forecast in order to keep the overall plan within a tolerance.
- D. The agreed value was entered at the aggregated level instead of for each product, so the run deleted it because an aggregated total can never store any planner input.

Answer: B

Explanation:

A manually entered value is subject to the next calculation unless it is fixed. Because the agreed number was not fixed, the demand run disaggregated and recomputed the key figure and overwrote it with the statistical result. Fixing the value is what would have held it.

Question: 15

CHALLENGE 2 — Holding an Agreed Consensus Figure Through the Next Run

The team wants the agreed consensus quantity to stay in place through the next demand run. What is the correct action in the planning view?

- A. Move the agreed quantity into a separate offline spreadsheet each cycle and re-enter it after every run so that a recalculation can never take it away.
- B. Lower the influence of the statistical forecast to zero across the whole planning area so that no future run is able to change any consensus value again.
- C. Fix the manually entered value in the planning view so the next calculation holds it in place instead of recomputing and overwriting it.
- D. Re-run the demand calculation over and over until the statistical figure happens to land on the agreed quantity so the two no longer differ.

Answer: C

Explanation:

Fixing the manually entered value tells the calculation to hold it rather than recompute it, so the agreed quantity survives the next run. This keeps the number in the shared model on the intended path.

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