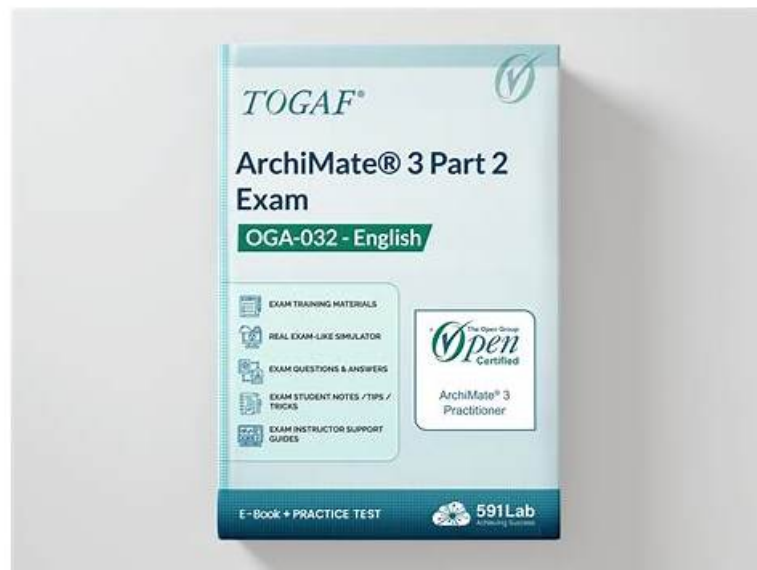


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The Open Group Architecture Framework (TOGAF) is a widely recognized and popular framework for enterprise architecture. One of the key components of TOGAF is the ArchiMate language, which is used for modeling and designing enterprise architectures. The Open Group ArchiMate 3 Part 2 (OGA-032) exam is designed to test the knowledge and understanding of the ArchiMate 3.0 Specification, and provides a certification for individuals who demonstrate proficiency in the use of the language.

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## The Open Group ArchiMate 3 Part 2 Exam Sample Questions (Q10-Q15):

### NEW QUESTION # 10

Please read this scenario prior to answering the question

ArchiAir Catering Services (ACS) manages the catering services for ArchiAir, a leading airline. ACS is the sole catering supplier for all ArchiAir flights, and its services include full provisioning to the aircraft.

Currently, ACS operates three central production facilities, supported by distribution hubs and local pre-flight production facilities. The central production facilities are responsible for producing standardized non-food materials (such as plates, cutlery, and boxes), non-perishable food products, and key ingredients required by the local production facilities. These materials are subsequently distributed to the distribution hubs, which also serve as warehouses for the local production facilities. Within the local production facilities, multiple production machines are utilized, each featuring dedicated workstations for chefs and quality inspectors. Most of the local production facilities employ fully automated assembly lines, including built-in packaging stations. The loaded service trolleys are then transported to the aircraft using small lorries.

In response to investor pressure for ArchiAir to reduce its carbon footprint, the CEO of ACS has announced a plan to address this environmental concern. Subsequently, the Ministry of Social Welfare and Health has enacted a law mandating a reduction in CO2 emissions from all production facilities by the end of the year. Additionally, the airline's decision to raise ticket prices due to escalating fuel costs has led to a decrease in passenger numbers. This, in turn, impacts the volume of non-food materials required from ACS. An internal investigation has produced a report highlighting the potential benefits of centralizing production facilities and reducing the number of distribution centers. Such changes would result in lower CO2 emissions while still effectively meeting all the requirements of ArchiAir.

In addition to evaluating its supply chain to reduce its carbon footprint, ArchiAir is taking proactive steps to achieve a net zero carbon footprint for its IT operations. The Chief Information Officer (CIO) has identified two crucial requirements to support this endeavor. The first requirement involves switching to renewable energy for ACS facilities, which are often located in remote areas where traditional fuels are the primary source of energy. To align with sustainability goals, ArchiAir aims to transition these facilities to renewable energy sources. By utilizing renewable energy, ArchiAir can significantly reduce its reliance on traditional fuels and contribute to a greener operation. The second requirement pertains to the scalability of ArchiAir's IT operations, taking into account the airline's susceptibility to seasonal changes in demand. The CIO has observed notable disparities between sites that have additional blade servers and can scale their capacity, and sites that solely rely on the two mainframes housed in central facilities. A comprehensive report has revealed that the blade servers have a negligible impact on resource waste, whereas the mainframes are notorious for their power inefficiency, particularly during periods of low demand.

Refer to the Scenario

Which of the following answers best describes the proposed transition from baseline to target, including details of motivation for changes? Note that there is no need to show the details of the target state.

- A. A diagram of a process Description automatically generated
- B.
- C.
- D.

**Answer: D**

Explanation:

The correct answer is D, as it best describes the transition from the baseline to the target state, including the motivation for changes based on the scenario. Here's a detailed explanation of why D is the most accurate model:

\* Baseline and Target:

\* The Baseline state in all answers correctly depicts the current structure of ACS's operations, including the ACS Central Production, Local Trucking, ACS Local Production, and Fully Automated Assembly Line.

\* D captures the essential transition from this baseline state to the target state by illustrating how the organization is aiming to decrease CO2 emissions, as required by the new regulations, and how they intend to centralize production facilities.

\* Motivation for Changes (Decrease in CO2 Emissions):

\* The CEO's plan to reduce CO2 emissions is a critical driver for change. This is captured clearly in D, which shows the effects of Decreasing CO2 Emissions, Complying with Laws and Regulations, and Centralizing Production Facilities.

\* The Ministry of Social Welfare and Health's law mandating CO2 reductions is accurately reflected in D, showing compliance as part of the motivation.

\* D also depicts the motivation to centralize production facilities, which helps reduce CO2 emissions and aligns with the internal report suggesting that fewer distribution centers can meet ACS's needs effectively.

\* Business and Environmental Factors:

\* The scenario also points out that passenger numbers have decreased due to rising ticket prices, which reduces the demand for non-food materials from ACS. This factor is linked to the centralization effort, as reducing the need for distribution centers can reduce costs while still meeting business needs.

- \* Dreflects this by linkingFewer Distribution CentersandCentralized Production Facilitiesto both decreased emissions and operational efficiency.
  - \* Compliance with Laws and Regulations:
    - \* Dshows a clear connection between compliance withCO2 Emission Lawsand theAmount of CO2 Emissionsgenerated by ACS, which is an essential driver of change in the scenario.
    - \* The need to ensure that emissions are within the legal limit is modeled effectively inD, reflecting the scenario's requirement to meet regulatory expectations by the end of the year.
  - \* Centralization of Production:
    - \* The scenario suggests thatcentralizing productionis one way to reduce emissions and achieve operational efficiency. This is depicted clearly inD, whereProduction Facilities Centralized leads to both fewer distribution centers and a significant decrease in CO2 emissions.
    - \* Dlinks the motivation for fewer distribution centers to environmental sustainability (CO2 reduction) as well as operational improvements.
  - \* Comprehensive ArchiMate® 3 Compliance:
    - \* Daligns well with ArchiMate® 3 standards. It models theMotivation Elementssuch as goals (e.g., Decrease CO2 Emissions), assessments (e.g.,CO2 Emission Above Norm), and requirements (e.g.,Comply with Laws and Regulations) accurately.
    - \* The relationships between these motivation elements are correctly depicted using ArchiMate® connectors like influences and associations, ensuring that the transition from baseline to target is clear and fully compliant with ArchiMate® 3 best practices.
- Conclusion:AnswerDprovides the best representation of the proposed transition, focusing on the motivations for centralization and reduction of CO2 emissions. It accurately reflects the scenario's requirements, including legal compliance, environmental goals, and operational changes, all while following ArchiMate® 3 modeling standards.

## NEW QUESTION # 11

Please read this scenario prior to answering the question

ArchiCar has been a market leader in the premium priced luxury car sector for the last decade. Its product leadership strategy has brought superior products to market, and enabled ArchiCar to achieve premium prices for its cars. This strategy has been widely successful in the past, but recently competitors have been offering comparable products and taking significant market share. The governing board of ArchiCar has identified opportunities in emerging markets where the ArchiCar brand is associated with luxury and high performance products, but is thought to be too expensive for mass-market success.

Based on this assessment, the board has made the decision to setup a subsidiary company to mass-produce affordable cars locally. This will be achieved by focusing on a strategy of operational excellence. Such a strategy is ideal for such markets where customers value cost over other factors.

To facilitate this strategic transformation, the project has been divided into multiple phases within a five-year program. The initial phase, known as "Achieving Operational Excellence," is underway. The engineering team has begun devising an action plan to drive the necessary changes and outlining the technological conditions that must be met. The product architect has identified three current capabilities - industry-leading engineering, high-quality materials sourcing, and cutting-edge focussed R&D - along with their contributions to the new production philosophy.

Moving forward, it has been determined that two out of the three current capabilities require revision.

Materials sourcing needs to be adjusted to meet optimization demands, and R&D targets must align with future goals to enable affordable production.

Additionally, process engineering is introduced as a fourth capability to shift the company's focus from products to a process-oriented approach.

The Enterprise Architecture team has been tasked with migration planning, and identifying keywork packages and deliverables. They have identified two transition states between the current and future scenario. The first transition aims to adjust current capabilities, including revising the R&D approach and procurement strategy. The second transition aims to shift from a product-centric mindset to a process-focused approach and adjust materials sourcing accordingly.

It is important to consider existing supplier contracts that cannot be immediately canceled during this process.

The Enterprise Architecture team has identified that the second transition must implement a process framework, in order to shift to a process focus and meet a number of requirements, including the requirement for end-to-end process thinking. As this requirement impacts procurement processes, it also impacts the procurement strategy.

Refer to the Scenario

You have been tasked with modeling the current capabilities of ArchiCar, identifying the capabilities necessary for the company to achieve Operational Excellence, and showing the motivations behind these changes Which of the following models best answers this?

- A. A diagram of a process AI-generated content may be incorrect.
- B. A diagram of a process AI-generated content may be incorrect.

- 
- C. A diagram of a process AI-generated content may be incorrect.
- 
- D. A diagram of a process AI-generated content may be incorrect.
- 

**Answer: C**

Explanation:

We need to find the model that best represents:

- \* Current Capabilities- Industry-leading engineering, high-quality materials sourcing, and cutting-edge focused R&D.
- \* Strategic Shift- Moving from product leadership to operational excellence to enter emerging markets.
- \* Required Changes-
  - \* Adjusting R&D targets to support cost-effective production.
  - \* Revising materials sourcing for optimization.
  - \* Introducing process engineering to enable a process-oriented mindset.
- \* Motivations Behind the Changes-
  - \* Competitor pressure.
  - \* Emerging market opportunities.
  - \* High costs limiting mass-market success.

Why D is the Best Choice:

#Includes all current and future capabilities- Shows the existing strengths of engineering, R&D, and materials sourcing while introducing process engineering as required for operational excellence. #Clearly depicts the shift in strategy- From product leadership to operational excellence and the necessary transformations. #Captures stakeholder concerns and motivations- Including competition, cost concerns, and emerging market opportunities. #Represents dependencies and sequencing correctly- Reflecting how each capability change contributes to the transition states and ultimate business goals.

Why Not A, B, or C?

- \* A: Does not properly represent the transition between product leadership and operational excellence.
- \* B: Fails to clearly define the required capability changes and motivations.
- \* C: Lacks key relationships between strategy shifts and operational changes.

## NEW QUESTION # 12

Please read this scenario prior to answering the question

The ArchiSurance senior management, board members, customers, and major stockholders have expressed long-standing concerns regarding the business continuity risks associated with relying on a single data center.

Located in an area prone

to flooding, earthquakes, and occasional water leaks from the cafeteria above, the current data center has significant vulnerabilities.

To address these concerns and mitigate the risks, ArchiSurance has developed a comprehensive plan to relocate its existing data center to two separate ready-to-use data centers in different cities. As a major undertaking, the approval of the Board of Directors is required to proceed with the project.

The primary objectives of the data center move are to reduce the risk of business interruptions, reduce both planned and unplanned downtime for critical applications, and provide reassurance to ArchiSurance stakeholders. Ensuring minimal disruption during the transition is crucial. However, several constraints make the planned migration to the new data centers particularly challenging. Certain critical ArchiSurance applications cannot be offline for more than one hour, and any planned downtime must be restricted to specific four-hour windows on weekends. Additionally, the migration cannot take place during quarterly or year-end closing periods to avoid disrupting critical processing operations.

ArchiSurance management has devised a multi-phase data center transformation program to facilitate a smooth transition. Each phase is critical for establishing stable and fully functional data center configurations throughout the transformation process. The initial phase entails detailed scheduling and planning to develop a comprehensive transformation plan aligned with ArchiSurance's timing and scheduling requirements. During the second phase, ArchiSurance will procure the necessary hardware and software for the new data centers, while also seeking refunds for the hardware and software in the current data center once it is decommissioned. The third phase involves setting up the new data centers and conducting parallel testing of the new hardware and software alongside the existing production environment. The transition between the old and new data centers occurs in the fourth phase, followed by the fifth phase, which is the decommissioning of the old data center. This involves returning the hardware and software to obtain the contracted refunds. Each phase, from the second to the fifth, is initiated once specific conditions outlined in the previous phase have been met.

Refer to the Scenario

The program manager overseeing the data center transformation has asked you to model an outline of the implementation plan which has three stable states defined. You should show the deliverables associated with each plateau in connection with the physical elements. Additionally, you need to show how each phase contributes to achieving a stable state for the data center transformation.

Which of the following answers provides the best description?

- A. A diagram of a data processing process Description automatically generated
- B. A diagram of a software system Description automatically generated
- C. A diagram of a data center Description automatically generated
- D. A diagram of a software process Description automatically generated

**Answer: A**

Explanation:

This question focuses on modeling the implementation plan for the data center transformation at ArchiSurance. The goal is to represent how the different phases of the project contribute to achieving the three stable states, or plateaus, while illustrating the deliverables connected to these plateaus and the physical elements involved.

Key ArchiMate® 3.2 Concepts Applied:

\* Plateaus: Plateaus represent intermediate stable states within an architecture transformation, showing the condition of the architecture at specific moments in time. In this scenario, the plateaus correspond to the stable data center configurations at different phases:

\* Plateau 1: Only the old data center is in use.

\* Plateau 2: Both the old and new data centers are in use simultaneously.

\* Plateau 3: Only the new data center is in use, and the old data center is fully decommissioned.

\* Physical Elements: These refer to the data centers, hardware, software, and networks that make up the infrastructure being migrated. These should be clearly depicted in connection with each phase of the transformation program.

\* Deliverables and Phases: Each phase of the transformation process includes specific deliverables, such as:

\* Procurement of new hardware and software.

\* Setting up and testing the new data centers.

\* Transitioning between the old and new data centers.

\* Dismantling the old data center and returning its hardware for refunds.

\* Work Packages and Dependencies: Work packages represent activities or tasks in ArchiMate® and are connected to the plateaus. These must be modeled with proper sequencing, showing how each phase contributes to reaching the next stable state.

Why Option A is Correct:

\* Option A accurately represents the three plateaus (stable states) and clearly illustrates the deliverables (e.g., the new data center, tested hardware and software, and dismantled old data center) in relation to each phase of the transformation.

\* The connections between the physical elements (such as the centralized data center, distributed data center, and backup data center) are properly displayed and aligned with the described multi-phase process.

\* The phases are laid out logically, showing how each phase (e.g., procurement, testing, transition) leads to the next stable state (plateau), following the principles of a plateau and work package transformation in ArchiMate®.

\* The flow of deliverables from one plateau to the next is consistent with the need for dependencies (e.g., the new data center cannot be fully active until the hardware and software have been tested in parallel).

Why Other Options Are Incorrect:

\* Option B and Option D do not show the relationships between the phases and the stable states as clearly as Option A. They lack some critical connections or do not accurately represent the progression between plateaus and the physical infrastructure.

\* Option C is closer but misses important sequencing in how the work packages (activities) and plateaus interact, leading to an incomplete representation of the transformation.

Conclusion:

Option A provides the most complete and accurate description based on ArchiMate® 3.2 modeling principles.

It correctly demonstrates how each phase of the data center transformation contributes to achieving the stable states (plateaus) and ensures that the physical elements, work packages, and deliverables are properly aligned.

## NEW QUESTION # 13

Please read this scenario prior to answering the question

ArchiSurance has decided to leverage its financial expertise by offering defined contribution retirement plans.

Each trading day, ArchiSurance submits consolidated mutual fund trading transactions to a stock exchange on behalf of its retirement plan participants.

The daily mutual fund trading cycle consists of four key processes: Transaction capture, pricing, trading and reconciliation.

Transaction capture consists of two sub-processes: manual exchange and loans and distributions (L&D). For transaction capture, retirement plan participants use an online account management application to enter manual fund exchange transactions. For L&D, plan participants use a separate application to enter requests. The L&D application determines whether the request can be fulfilled



based on the mutual fund balances held in each plan balances and a set of business rules. Each day's captured manual exchange transactions accumulate in a transaction database.

ArchiSurance contracts with a third-party information service to receive a file of mutual fund prices at the close of each trading day. The pricing application uses this file to convert captured transaction into trades, and then validates each trade against the mutual fund balances held in each plan. The pricing application generates a trade file with the minimum number of trades necessary. The trading application sends this file to an external trading service.

When the trading application

receives a confirmation file back from the trading service, it causes the reconciliation application to update the plan recordkeeping database.

The account management and L&D applications are hosted on separate application server clusters. Each cluster is a physically separate host that runs application server software on a set of virtualized hosts. All of these applications use a database server infrastructure that is hosted on another separate cluster of virtualized servers also on a dedicated physical host. The pricing, consolidation, trading and reconciliation applications, however, are batch applications that run on the ArchiSurance mainframe computer. All application hosts are connected via a converged data center network (DCN), which also connects them to a storage area network (SAN) as well as a wide area network (WAN) that is used to communicate with the external trading service. The SAN includes two physically separate storage arrays, one of which holds data for all databases, and another that holds data for all files.

Refer to the Scenario

The systems analysts would like to better understand the business processes and applications for daily fund trading. You have been asked to describe the business processes and sub-processes, the applications that they use, the data objects accessed by those applications, and the external application services that access some of those data objects.

Which of the following is the best answer? Note that you are not required to model the business actors/roles.

- A. ☐
- B. ☐
- C. ☒
- D. ☐

**Answer: C**

Explanation:

In this scenario, the goal is to model the business processes, their sub-processes, the applications supporting these processes, and the data objects these applications access. Additionally, external services that access some of these data objects need to be shown. This includes capturing the key processes and their dependencies, as well as understanding how the applications interact with data and external services.

Key ArchiMate® 3.2 Concepts Applied:

\* Business Processes and Sub-Processes:

\* Transaction Capture Process: Consists of two sub-processes:

\* Manual Exchange

\* Loans & Distribution (L&D) This process is responsible for capturing transactions from users through different applications (Online Account Management, L&D Application).

\* Pricing Process: This process uses the Mutual Fund Prices from a third-party service and the Plan Balances to validate and price trades.

\* Trading Process: This process generates a Trade File and interacts with an external Trading Service.

\* Reconciliation Process: This final process updates the Plan Recordkeeping Data after confirming trades from the External Trading Service.

\* Applications and Data:

\* Online Account Management Application and L&D Application: These capture user inputs for transactions and maintain Transaction Data and Plan Balances.

\* Pricing Application: Uses Mutual Fund Prices and Transaction Data to generate Trade Data.

\* Trading Application: Submits Trade Data and receives a Confirmation File from the external Trading Service.

\* Reconciliation Application: Uses the Confirmation File to update Plan Recordkeeping Data.

\* External Application Services:

\* Third-Party Information Service: Provides Mutual Fund Prices.

\* External Trading Service: Processes trades and returns a Confirmation File.

\* Data Objects:

\* Transaction Data: Captured by the transaction capture processes.

\* Mutual Fund Prices: Received from the third-party service.

\* Trade Data: Generated by the pricing and trading applications.

\* Plan Recordkeeping Data: Updated by the reconciliation process after trade confirmation.

Why Option B is Correct:

\* Option B provides the most complete and accurate representation of the scenario. It captures the business processes (Transaction Capture, Pricing, Trading, Reconciliation) and their sub-processes, while showing the appropriate connections to the applications that support these processes.

\* It clearly depicts the data objects (Transaction Data, Plan Balances, Trade File, Mutual Fund Prices, Plan Recordkeeping Data) and their flows between the processes and applications.

\* The model also includes the external services (Third-Party Information Service and External Trading Service), showing how these interact with the internal applications and data objects.

\* It accurately represents the flow of Trade Data from the Pricing Application to the Trading Application, and the use of Mutual Fund Prices by the Pricing Process.

Why Other Options Are Incorrect:

\* Option A and Option D miss some critical connections between the applications and the external services. They also lack clarity in how the data flows between the processes and applications.

\* Option C does not adequately represent the interaction between the applications and the external services (e.g., Third-Party Information Service), which is a key requirement in this scenario.

Conclusion:

Option B provides the best and most accurate description of the business processes, applications, data objects, and external services involved in ArchiSurance's daily fund trading operations, following ArchiMate® 3.2 standards for modeling business processes and applications.

## NEW QUESTION # 14

Please read this scenario prior to answering the question

ArchiCar is a specialized company that focuses on manufacturing luxury electric cars and powertrain components, along with producing battery-charging equipment. With its own distribution network and showrooms, ArchiCar adopts a direct-to-customer sales model through online channels.

The manufacturing of ArchiCar's electric cars is carried out on fully automated assembly lines. Leveraging a cutting-edge manufacturing process, the company boasts an impressive ability to sell and deliver a vehicle within just one month from the time of order placement. Anticipating significant growth, the CEO has set ambitious plans to increase annual production from 100,000 to 500,000 vehicles within a three-year timeframe.

To ensure the highest quality standards, ArchiCar relies on locally manufactured finished steel from the renowned ArchiMetal plant. ArchiMetal specializes in lightweight steels that allow ArchiCar to achieve a reduced vehicle weight without compromising strength and crash performance. The finished steel is efficiently transported by rail to ArchiCar's production plant, where it is stored in a dedicated warehouse until required for the automated car assembly process. Conveyor belts facilitate the seamless transfer of the finished steel from the warehouse to the assembly plant.

At the ArchiCar assembly plant, an optimized and streamlined assembly process is implemented, resulting in the production of 12 vehicles per hour. Once assembled, the cars are transported to a nearby distribution center using specialized trucks.

These vehicles are then stored at the distribution center until they are ready for delivery to their eagerly awaiting new owners.

Refer to the Scenario

You are a consultant to the CIO. She has asked you to illustrate the end-to-end technology processes at ArchiCar from raw materials to assembled cars ready for delivery.

Which of the following answers provides the best description?

- A. ☒
- B. ☐
- C. ☐
- D. A diagram of a vehicle assembly Description automatically generated

☐

**Answer: A**

Explanation:

In this scenario, the task is to model the end-to-end technology processes at ArchiCar, showing how raw materials (finished steel) are processed through the company's manufacturing, transportation, and distribution system, ultimately resulting in fully assembled cars ready for delivery.

Key ArchiMate® 3.2 Concepts Applied:

\* Business Processes:

\* Steel Making: ArchiMetal manufactures finished steel, a key raw material for ArchiCar's production.

\* Transportation: The finished steel is transported by rail from the ArchiMetal steel plant to ArchiCar's warehouse.

\* Storage: The finished steel is stored in the ArchiCar Warehouse until it is required for the assembly process.

\* Car Assembly: The conveyor belt moves the steel from the warehouse to the assembly plant, where cars are assembled on automated lines.

- \* Transportation (Specialized Trucks): Once assembled, the cars are transported to a distribution center using specialized trucks.
- \* Storage (Distribution Center): The finished cars are stored in the distribution center, awaiting delivery to customers.
- \* Application and Technology Components:
- \* Conveyor Belt: The transfer of finished steel between the warehouse and assembly plant is automated via the conveyor belt.
- \* Rail Transport and Specialized Trucks: Rail transport handles the movement of steel, and specialized trucks are used for car transportation to the distribution center.

\* End-to-End Flow:

- \* The model needs to clearly depict the full process flow from the production of steel, through its transportation and storage, to the automated assembly of luxury cars and their eventual transportation to the distribution center.
- \* The relationships between processes (e.g., steel making, transportation, car assembly, and storage) must be clear and follow the logical flow of operations.

Why Option D is Correct:

- \* Option D provides a clear and accurate representation of the end-to-end process as described in the scenario.
- \* It begins with the steel-making process at the ArchiMetal steel plant and follows through with the transportation of the finished steel to the warehouse by rail transport.
- \* The process of moving steel via the conveyor belt from the warehouse to the assembly plant for car manufacturing is clearly depicted.
- \* Once cars are assembled, they are transported to the distribution center using specialized trucks and are then stored until delivery, completing the end-to-end flow.
- \* The relationships between processes and supporting components (e.g., conveyor belt, transportation methods) are clearly illustrated, following ArchiMate® standards.

Why Other Options Are Incorrect:

- \* Option A is incorrect because it misses some key elements of the process. It does not fully clarify the role of the warehouse or how the finished steel is transported between locations.
- \* Option B misrepresents the process flow, particularly the storage and assembly process. The connection between steel production and car assembly is not as clearly illustrated.
- \* Option C also lacks clarity in how the finished steel is moved from the warehouse to the assembly plant, and it does not accurately capture the flow of transportation and storage after car assembly.

Conclusion:

Option D is the best answer because it provides the most complete and clear description of the end-to-end technology processes at ArchiCar, from raw materials (finished steel) to assembled luxury cars ready for delivery. It aligns well with the scenario and adheres to ArchiMate® 3.2 modeling standards, showing all necessary relationships between business processes and supporting components.

## NEW QUESTION # 15

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