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and if they failed to do it despite all their efforts they can claim a full refund of their money (terms and conditions apply). The third format is the desktop software format which can be accessed after installing the software on your Windows computer or laptop. The TOGAF Enterprise Architecture Part 2 Exam (OGEA-102) has three formats so that the students don't face any serious problems and prepare themselves with fully focused minds.

The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q19-Q24):

NEW QUESTION # 19

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect working at a vehicle manufacturing company. The company specializes in buses and coaches. You are part of an Enterprise Architecture (EA) team that has responsibilities across multiple divisions of the company. EA provides the company with a comprehensive framework to develop and manage their manufacturing infrastructure, processes for component production, and design and testing systems.

The company has a corporate strategy that focuses on switching to electric power for its vehicles. It has invested heavily in a new standardized design, production efforts, and major components to use across all its product range. The company has multiple manufacturing plants in North America, Europe, and in Asia.

Customer demand has caused a backlog of orders because many customers want to have more environmentally friendly public transportation. There are not enough electronic components available, which is making it hard to produce products and meet customer demand. To address this issue, the company has started making the battery packs themselves and has hired new suppliers. The EA team is working on a project to improve the process and systems to design, produce, and test the battery pack. As part of putting the new battery pack into production, changes to the assembly processes need to be made. A trial has been completed at a single location. The Chief Engineer, sponsor of the project, and the Architecture Board have approved the plan to roll out these changes to all plants.

Preliminary Architecture Contracts are being developed to detail the work needed to put in place the new processes for each location. The EA team leader has called a meeting to discuss the contracts. It is emphasized that the Architecture Contract will serve as the key connection between architecture and implementation organizations.

The company mixes internal teams with a few third-party contractors at the locations.

The Chief Engineer is worried that the implementation and deployment will not be consistent and of satisfactory quality.

The company has an established EA practice. It uses the TOGAF standard as the foundation for its work including the internal EA framework. Additionally, the company uses various management frameworks such as business planning, project management, and operations management.

Refer to the scenario

The EA team leader asks you how you would address the Chief Engineer's concern.

Based on the TOGAF standard, which of the following is the best answer?

- A. The contracts must specify goals, measures, acceptance terms, and risks.
Third-party contracts must be legally enforceable. It is advisable to establish a schedule of compliance reviews at key points in the implementation process.
The Architecture Board must review all deviations from the Architecture Contract and consider whether to grant a dispensation to allow the process to be customized for local needs. Ensure that all dispensations are time-bound rather than indefinite.
- B. The contracts must be checked to ensure they have flexibility. For changes undertaken by internal teams, a memorandum of understanding between the Architecture Board and the implementation organization is needed. If a contract is issued to a contractor, it must be a fully enforceable legal contract. If a deviation from the Architecture Contract is found, the Architecture Board must grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- C. The contracts must be used to manage the architecture governance processes across the locations. Monitoring tools must be put in place to assess the performance of each completed battery pack at each location. If a deviation from the contract is needed, the Architecture Board should allow the Architecture Contract to be modified for the location. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.
- D. The contracts must be checked to ensure they can be used to direct and control the implementation teams. For contracts issued to third-party contractors, they must be enforceable legal contracts. For internal development teams, a memorandum of understanding with the Architecture Board is needed. The Architecture Board must review all deviations from the Architecture Contract and decide whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: A

Explanation:

The Chief Engineer is concerned that implementation across multiple plants and mixed teams (internal + contractors) may be inconsistent and of poor quality.

The question asks: How should Architecture Contracts be used to address this concern according to the TOGAF standard?

TOGAF states that an Architecture Contract must:

Define obligations of both architecture and implementation organizations
Specify metrics, measures, acceptance criteria, and success factors
Identify risks and mitigation
Support Architecture Governance through compliance reviews
Apply to BOTH internal teams and external suppliers (external contracts must be legally enforceable)
Option C is the only one that correctly reflects these TOGAF requirements.

✓ Why Option C is correct

1. Architecture Contracts must specify goals, measures, acceptance terms, and risks
TOGAF explicitly states that Architecture Contracts should include:

Statement of Architecture Work

Performance metrics and measures

Acceptance criteria

Risks and issues

Compliance and conformance requirements

Option C includes all of these.

2. Third-party contracts must be legally enforceable

True - TOGAF states that when external suppliers are involved, Architecture Contracts often take the form of legally binding contracts.

Option C:

"Third-party contracts must be legally enforceable."

Correct.

3. Compliance reviews must be scheduled

TOGAF's Architecture Governance Framework prescribes scheduled Architecture Compliance Reviews to ensure that implementation conforms to the Architecture Contract.

Option C:

"establish a schedule of compliance reviews at key points"

Correct - this directly addresses the Chief Engineer's concern about consistency and quality.

4. Deviations must be reviewed by the Architecture Board and any dispensations should be time-bound
TOGAF allows dispensations but requires:

Formal review

Approval by the Architecture Board

Time-bound accommodations rather than permanent exceptions

Option C includes exactly this guidance.

NEW QUESTION # 20

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture. During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed, with the CIO responding that the situations are not comparable, and the current architecture is already optimized.

In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project.

A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants.

Refer to the scenario

You have been asked to explain how you will initiate the architecture project.

Based on the TOGAF Standard, which of the following is the best answer?

- **A. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level**

stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.

- B. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholders. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business needs. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.
- C. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspective. You would then use that to build consensus among the key stakeholders.
- D. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholders. Running a pilot project will save time and money later in the process. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architecture. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.

Answer: A

Explanation:

The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures. This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project¹:

Establish the architecture project

Identify stakeholders, concerns, and business requirements

Confirm and elaborate business goals, business drivers, and constraints Evaluate business capabilities Assess readiness for business transformation Define scope Confirm and elaborate Architecture Principles, including business principles Develop Architecture Vision Define the Target Architecture value propositions and KPIs Identify the business transformation risks and mitigation activities Secure stakeholder and sponsor approval The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture². The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations³. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions⁴.

The other answers are not the best approach for architecture development, because:

Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.

Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.

Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

References: 1: The TOGAF Standard, Version 9.2 - Architecture Vision 2: The TOGAF Standard, Version 9.2 - Business Scenarios 3: [The TOGAF Standard, Version 9.2 - Stakeholder Management] 4: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

NEW QUESTION # 21

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.

The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products, and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This

is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs. The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.

The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements. Refer to the scenario

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

Based on the TOGAF standard which of the following is the best answer?

- A. You propose that the priority is to understand and bring structure to the definition of the change. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.
- B. You propose that the team focus on architecture definition, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.
- C. You propose that the team focus its iteration cycles on architecture development by going through the architecture definition phases (B-D) with a baseline first approach.
This will support the change in direction as stated by the CEO. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- D. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment.
This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.

Answer: A

Explanation:

Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

NEW QUESTION # 22

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the

organization and also with its partners. This system will also connect with external partners.

The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.

Refer to the scenario

You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.

Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
- B. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints. A Consolidated Gaps, Solutions and Dependencies Matrix should also be created. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar activities together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- C. You recommend that a Consolidated Gaps, Solutions and Dependencies Matrix is used as a planning tool for creating work packages. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.
- D. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured. Eliminate any duplicates. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

Answer: C

Explanation:

A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture¹²³ The steps for creating work packages using this technique are:

For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.

Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.

Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

Document the work packages and the Capability Increments in an Architecture Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.

NEW QUESTION # 23

Scenario

You are working as an Enterprise Architect within a large manufacturing company. The company has multiple divisions located worldwide.

After a recent study, senior management is concerned about the impact of the company's multiple data centers and duplication of applications on business efficiency. To address this concern, a strategic architecture has been defined; it will help improve the ability to meet customer demand and improve the efficiency of operations. The strategic architecture involves the consolidation of multiple application programs that are currently used in different divisions and putting them all onto a cloud-based solution instead.

Each division has completed the Architecture Definition documentation to meet its own specific operational requirements. The enterprise architects have analyzed the corporate changes and implementation constraints. A consolidated gap analysis has been completed. Based on its results, the architects have reviewed the requirements, dependencies, and interoperability requirements needed to integrate the cloud-based solution. The architects have completed the Business Transformation Readiness Assessment. Based on all these factors, they have produced a risk assessment. They have also completed the draft Implementation and Migration Plan, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Due to the risks of changing from the current environment, the decision has been taken that a gradual approach is needed to implement the target architecture. It will likely take a few years to complete the whole implementation process.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is engaged throughout all the divisions, with implementation governance assigned to a business line. In addition to providing guidance on using architecture frameworks, including business planning, project/portfolio management, and operations management, the EA program is sponsored by the Chief Information Officer (CIO).

You have been asked to decide on the next steps for the migration planning.

Based on the TOGAF standard, which of the following is the best answer?

- A. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment verifies that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.
- B. You update the Architecture Definition Document, which includes setting project objectives and documenting the final requirements. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the Implementation and Migration Plan. You recommend that lessons learned be applied as changes to the architecture without review.
- C. You examine how the Implementation and Migration Plan affects the other frameworks being used in the organization. You coordinate the planning with the business planning, project/portfolio management, and operations management frameworks. You assign a business value to each project, considering the available resources and how well they align with the strategy. You then update the architecture roadmap and the Implementation and Migration Plan.
- D. You assess the business value for each project by applying the Business Value Assessment Technique. The assessment should focus on return on investment and performance evaluation criteria to prioritize the most progress of the architecture transformation. You confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table. You document the lessons learned and generate the final Implementation and Migration Plan.

Answer: C

Explanation:

Context of the Scenario

The organization is currently in the Migration Planning phase, which corresponds to Phase F of the TOGAF ADM (Architecture Development Method). The key activities for this phase involve:

Evaluating dependencies and impacts on other organizational frameworks.

Aligning the roadmap and migration plan with strategic objectives and available resources.

Addressing the risks of transitioning from the current architecture to the target architecture using a phased approach.

The deliverables (Architecture Roadmap, Capability Assessment, etc.) and assessments (Gap Analysis, Risk Assessment, Transformation Readiness) have already been developed. The next step is to refine and finalize the migration planning.

Option Analysis

Option A:

While updating the Architecture Definition Document could ensure alignment, this step was completed in earlier phases (B, C, D). At this stage, further changes to the architecture must go through a formal governance review, and applying lessons learned without review contradicts TOGAF principles.

Producing an Implementation Governance Model is more relevant in Phase G (Implementation Governance), not in Phase F.

Conclusion: Incorrect, as it suggests revisiting earlier steps and does not align with the current phase.

Option B:

Conducting Compliance Assessments ensures the architecture is implemented correctly, but this is a task for Phase G (Implementation Governance) after migration planning has been finalized and implementation begins.

Deployment of monitoring tools is also part of implementation and governance activities, not migration planning.

Conclusion: Incorrect, as it focuses on tasks belonging to a later phase.

Option C:

Examining how the Implementation and Migration Plan affects other organizational frameworks is critical in Phase F, as TOGAF emphasizes alignment with business planning, project/portfolio management, and operations management.

Assigning business value to each project ensures prioritization and optimal allocation of resources.

Updating the Architecture Roadmap and the Implementation and Migration Plan based on this analysis ensures strategic alignment and readiness for implementation.

Conclusion: Correct, as it addresses the key objectives of the Migration Planning phase comprehensively.

Option D:

Applying the Business Value Assessment Technique is valid for prioritizing initiatives but is a limited aspect of Migration Planning.

Planning Transition Architecture phases and documenting lessons learned are valid, but this does not address broader organizational impacts or dependencies as effectively as Option C.

Conclusion: Narrow focus; less comprehensive than Option C.

Reference to TOGAF

Phase F (Migration Planning): The focus is on aligning the migration plan with business objectives, considering organizational dependencies, and prioritizing projects (TOGAF 9.2, Chapter 12).

Architecture Roadmap and Implementation Plan: Updated to reflect changes in priorities and alignment with business frameworks (TOGAF 9.2, Section 12.4).

Framework Integration: Collaboration with other frameworks (e.g., business planning, portfolio management) ensures alignment across the organization (TOGAF 9.2, Section 6.5.2).

Business Value Assessment Technique: Used to prioritize initiatives based on return on investment and performance criteria (TOGAF 9.2, Section 24.4).

NEW QUESTION # 24

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