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## OGEA-102 Hot Questions, OGEA-102 Exam Dump

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## The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q32-Q37):

### NEW QUESTION # 32

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 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.
- B. 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.
- C. 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.
- **D. 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.**

### Answer: D

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 project 1:

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 architecture<sup>2</sup>. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations<sup>3</sup>. 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 propositions<sup>4</sup>.

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.

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 # 33

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main 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.

In response to the situation, the CEO has decided that the lentil fields will be used for another harvest. The company will also cease to process third-party lentils and will repurpose its processing plants. Thus, the target market will change, and the end-products will be different and more varied.

The company has recently established an Enterprise Architecture practice based on the TOGAF standard as method and guiding framework. The CIO is the sponsor of the activity. A formal request for architecture change has been approved. At this stage there is no fixed scope, shared vision, or objectives.

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 produce a new Request for Architecture Work leading to development of a new Architecture Vision. The trade-off method should be applied to identify and select an architecture satisfying the stakeholders. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.
- B. 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.
- C. You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and D. This is because the CEO has identified the need to change. This 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 the team focus on architecture definition including development of business models, 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.

**Answer: A**

Explanation:

A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. A Request for Architecture Work is usually initiated by the sponsor or client of the architecture work, and approved by the Architecture Board, which is a governance body that oversees the architecture work and ensures compliance with the architecture

principles, standards, and goals. A Request for Architecture Work triggers a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture<sup>12</sup> An Architecture Vision is a high-level description of the desired outcomes and benefits of the proposed architecture. An Architecture Vision is the output of Phase A: Architecture Vision of the ADM cycle, which is the first phase of the architecture development. An Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. An Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process<sup>3</sup> A trade-off analysis is a technique that can be used to evaluate and compare different architecture alternatives and select the most suitable one. A trade-off analysis involves identifying the criteria and factors that are relevant to the decision, such as costs, benefits, risks, and opportunities, and assessing the strengths and weaknesses of each alternative. A trade-off analysis also involves balancing and reconciling the multiple, often conflicting, requirements and concerns of the stakeholders, and ensuring alignment with the Architecture Vision and the Architecture Principles.

Therefore, the best answer is D, because it proposes the best approach for architecture development to realize the CEO's change in direction for the company. The answer covers the Request for Architecture Work, the Architecture Vision, and the trade-off analysis techniques that are relevant to the scenario.

### NEW QUESTION # 34

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer.

The company has a corporate strategy that focuses on electrification of its portfolio, and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America, two in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production. In response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.

The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new battery pack into production, adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for implementation and migration at each plant.

Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.

Refer to the scenario

The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

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

- A. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.
- B. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- C. You review the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You recommend a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.
- D. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third- party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

**Answer: C**

Explanation:

According to the TOGAF Standard, Version 9.2, an Architecture Contract is a joint agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture<sup>1</sup>. It defines the scope, responsibilities, and governance of the architecture work, and ensures the alignment and compliance of the architecture with the business goals and objectives<sup>1</sup>.

In the scenario, the Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern about the consistency and quality of the deployment of the new processes for the battery pack production at each location.

The best answer is C, because it follows the guidelines and best practices for defining and using Architecture Contracts as described in the TOGAF Standard, Version 9.2<sup>2</sup>. It ensures that the contracts cover the essential aspects of the project objectives, effectiveness metrics, acceptance criteria, and risk management, and that they are legally enforceable for third-party contractors. It also recommends a schedule of compliance reviews at key points in the implementation process, and a mechanism for handling any deviations from the Architecture Contract, involving the Architecture Board and the possibility of granting a dispensation to allow the process to be customized for local needs.

The other options are not correct because they either<sup>3</sup>:

A) For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that a memorandum of understanding is sufficient for internal teams, which may not be legally binding or enforceable.

B) For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option has the same problems as option A, and also implies that the Architecture Board should always grant a dispensation for any deviation, which may not be appropriate or desirable in some cases.

D) You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that the Architecture Board should always allow the Architecture Contract to be modified for any deviation, which may not be appropriate or desirable in some cases. It also implies that a new Request for Architecture Work should be issued for each deviation, which may not be necessary or feasible.

References:

1: The TOGAF Standard, Version 9.2, Chapter 3: Definitions and Terminology, Section 3.1: Terms and Definitions

2: The TOGAF Standard, Version 9.2, Chapter 43: Architecture Contracts

3: The TOGAF Standard, Version 9.2, Chapter 44: Architecture Governance

### NEW QUESTION # 35

You are working as an Enterprise Architect within the Enterprise Architecture (EA) team at a healthcare and life sciences company. The EA team is developing a secure system for researchers to share clinical trial information easily across the organization and with external partners.

Due to the highly sensitive nature of the information, each architecture domain must consider privacy and safety concerns. The healthcare division has been directed to minimize disruptions to clinical trials while introducing the new system gradually.

How would you identify the work packages for introducing the new system? Based on the TOGAF standard, which of the following is the best answer?

- A. Identify Solution Building Blocks for development or procurement, then use a CRUD matrix to rank and select the most cost-effective work packages. Schedule the rollout sequentially across regions.
- B. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to create work packages and sequence them into Capability Increments. Document in a Transition Architecture State Evolution Table.
- C. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to classify each solution, group them into work packages, then regroup into Capability Increments. Document in an Architecture Definition Increments Table.
- D. Draw up an Implementation Factor Catalog to indicate actions and constraints. Use a Consolidated Gaps, Solutions, and

Dependencies Matrix, then group similar activities into work packages and identify dependencies.

**Answer: C**

**Explanation:**

In the TOGAF framework, understanding and addressing stakeholder concerns is crucial, particularly for complex projects with high stakes like the AI-first initiative described in the scenario. This approach aligns well with TOGAF's ADM (Architecture Development Method) and its emphasis on effective stakeholder management and risk assessment. Here's why this is the best course of action:

**Stakeholder Analysis and Documentation:**

Conducting a stakeholder analysis is foundational in the early stages of any TOGAF project, particularly during the Preliminary and Architecture Vision phases. This process involves identifying the different stakeholders, understanding their positions, documenting their concerns, and considering any cultural factors that might influence their perspective on the AI-first initiative. Given the diverse concerns raised (such as job security, skill requirements, and cybersecurity), it's essential to have a clear understanding of each stakeholder group's priorities and fears.

**Recording Concerns in the Architecture Vision Document:**

The Architecture Vision phase in TOGAF focuses on defining the high-level scope and objectives of the architecture project. By documenting stakeholder concerns and the corresponding views in the Architecture Vision document, the EA team ensures that these concerns are transparently acknowledged and addressed as part of the strategic direction. This step not only aligns with TOGAF best practices but also helps in building stakeholder buy-in and trust.

**Architecture Requirements Specification and Risk Management:**

Risk management is a key aspect of TOGAF's ADM, particularly in the Requirements Management and Implementation Governance phases. Documenting the requirements for addressing specific risks in the Architecture Requirements Specification provides a structured way to ensure that identified risks are acknowledged and managed throughout the transformation. Regular assessments and feedback loops ensure ongoing alignment and adaptability to emerging risks, which is particularly important given the dynamic nature of AI and its associated challenges.

**Alignment with TOGAF ADM Phases:**

This approach follows the prescribed flow of TOGAF's ADM, starting with stakeholder engagement in the Preliminary and Architecture Vision phases and progressing to risk assessment in the Requirements Management phase. By maintaining a focus on stakeholder needs and formalizing these into architecture requirements, the EA team can ensure that the architecture not only meets business objectives but also mitigates stakeholder concerns.

**TOGAF Reference on Stakeholder Management Techniques:**

TOGAF places significant emphasis on managing stakeholder concerns through its stakeholder management techniques, which highlight the need to systematically identify, analyze, and address the concerns of all involved parties. This practice helps ensure that the architecture is viable and accepted across the organization.

By conducting a thorough stakeholder analysis and integrating the findings into both the Architecture Vision and the Architecture Requirements Specification, the EA team can proactively address stakeholder concerns, manage risks, and align the AI-first initiative with the agency's strategic objectives. This approach is consistent with TOGAF's guidance and provides a structured framework for addressing both business and technical challenges in the context of an AI-first transformation.

## **NEW QUESTION # 36**

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect within a multinational company. The company has been very successful and has been buying companies around the world. This has led to a growing number of manufacturing divisions in various locations with a complex supply chain.

The top management recently expressed concerns about the company's effectiveness because of its multiple data centers and duplicate applications. The EA team has been working on a project to solve this issue. An analysis shows that supply chain issues have led to not enough products being produced to meet all the customer demand.

A strategic architecture has been defined to help meet customer demand and manage the supply chain more effectively. The strategic architecture involves combining different Enterprise Resource Planning (ERP) applications that are currently used separately in the company's production sites.

Each division has finished the Architecture Definition documentation to address their own specific manufacturing needs. The Enterprise Architects have agreed an overall strategy for the migration. They have defined a set of work packages that address the gaps found. They have defined the intermediate architectural states between the Baseline and Target architecture to add a new ERP environment into the company.

Because of the risks posed by this change from the current environment, the architects have recommended that a phased approach should be taken to implement the target architecture with several stages of change. They have created a draft roadmap with the implementation process estimated to take over two years.

The company has an established Enterprise Architecture (EA) practice and follows the TOGAF Architecture Development Method. The company also uses various management frameworks such as business planning, project/portfolio management, and operations

management. The EA program is sponsored by the Chief Information Officer (CIO). In your role as an Enterprise Architect within the EA team, you work closely with the important stakeholders from the various divisions within the company.

Refer to the scenario

You have been assigned to plan the next steps for the migration. Which approach will you choose?

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

- A. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the migration projects and project steps. The assessment should focus on return on investment and criteria for evaluating performance to track the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using a table of Architecture Definition Increments that lists the projects. You then update the Implementation and Migration Plan.
- B. You conduct a series of Compliance Assessments to check that the architecture is being implemented as required by the contract. This is done now to confirm that the implementation team is following the correct development process, and if not, so course correction is viable. This involves using monitoring tools and making sure that performance targets are being achieved. If the targets are not met, you would then need to make adjustments to the performance requirements and update them in the Implementation and Migration Plan.
- C. You finalize the Architecture Definition documentation with updates to reflect the implementation approach. You ensure that Implementation and Migration Plan is consistent with the chosen approach. You identify the resources needed to undertake the development projects. You would then produce an Implementation Governance Model to manage the lessons learned before finishing the plan. You ensure that the lessons learned are applied to the Implementation and Migration Plan.
- D. You will focus on project selection. You make sure that the Implementation and Migration plan aligns with the other management frameworks in use in the company. Next, you assign a value to each work package, taking into account the resources available and how they fit into the overall strategy. Using these work packages, you estimate resource requirements and timings. You then select which projects will be included in the Implementation and Migration Plan.

**Answer: A**

Explanation:

At this stage in the scenario:

A strategic architecture has been completed.

All divisions have completed their Architecture Definition Documents.

Work packages have been defined.

Transition Architectures between Baseline and Target are already identified.

A draft roadmap exists for a multi-year phased migration.

You are now asked to plan the next steps for the migration, which aligns exactly with TOGAF ADM Phase F: Implementation and Migration Planning.

In Phase F, TOGAF prescribes the following key activities:

Evaluate and prioritize projects and work packages

Determine business value, cost, risk, dependencies

Confirm Transition Architectures and sequencing

Update and finalize the Implementation & Migration Plan

Option B is the ONLY answer that correctly follows these required TOGAF steps.

✓ Why Option B is correct

Option B states:

"Estimate the business value for each project by applying the Business Value Assessment Technique ... to prioritize the migration projects." ✓ This is a TOGAF-recommended technique specifically for Phase F to evaluate and prioritize transformations using value, risk, and ROI.

"Confirm and plan a series of Transition Architecture phases ... using a table of Architecture Definition Increments." ✓ Exactly aligned with TOGAF:

Transition Architectures were identified earlier.

In Phase F, they must be confirmed, sequenced, and documented.

"Update the Implementation and Migration Plan." ✓ This is the required output of ADM Phase F. ✓ At this point, the plan must be validated and finalized based on value and prioritization.

Thus, Option B directly matches TOGAF's prescribed migration planning process.

✗ Why the other options are incorrect

A - Incorrect

Suggests finalizing Architecture Definition documentation-this was already completed by each division.

Introduces an "Implementation Governance Model," which is not a TOGAF artifact at this stage.

Focuses on lessons learned BEFORE execution, which is not appropriate for migration planning.

C - Incorrect

Focuses only on project selection and resource assignment.

Does not use TOGAF techniques for value/risk evaluation.  
Does not reference Transition Architectures, which are central in the scenario.  
Oversimplifies Implementation & Migration Planning to resource scheduling.  
D - Incorrect  
Compliance Assessments occur DURING execution, not before migration planning.  
At this stage, no implementation has started, so compliance reviews are premature.  
Adjusting performance requirements now has no alignment with TOGAF's ADM sequence.

## NEW QUESTION # 37

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