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## The Open Group OGEA-102 Latest Study Materials, Official OGEA-102 Study Guide

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## The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q16-Q21):

### NEW QUESTION # 16

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 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.
- 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 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.**
- D. 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.

**Answer: C**

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.

References: : The TOGAF Standard, Version 9.2 - Architecture Development Method : The TOGAF Standard, Version 9.2 - Architecture Vision : The TOGAF Standard, Version 9.2 - Requirements Management : [The TOGAF Standard, Version 9.2 - Architecture Governance]

## NEW QUESTION # 17

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect working within the Enterprise Architecture (EA) team at an electric vehicle manufacturer. The company focuses on designing, manufacturing, and advancing battery technology for sustainable transportation, while also investing in charging infrastructure, autonomous driving systems, and renewable energy integration.

The company is introducing a major change to its vehicle design over a five-year period. This will be a cross-functional effort between hardware and software teams, delivering significant new features in the vehicles they manufacture. It is planned to be developed in phases. An architecture to support strategy has been completed with a roadmap for a set of projects.

The EA team has taken over the architecture for the hardware and software automotive platform used by current vehicles, some of which will be used again in the new vehicle design. The EA team has started to pick which parts of the architecture to use again.

The presentation and access to different variations of data that the company plans to offer through its vehicles creates a design challenge. The application portfolio and supporting infrastructure must connect with multiple cloud services and data repositories in different countries to be able to handle the data at a large scale.

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those architectures need to be defined to support the primary business services that the company plans to provide. These services will handle and use the data created by vehicles, preparing the way for self-driving vehicles in the future.

The company uses the TOGAF standard as the basis for its Enterprise Architecture framework. The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program. The CTO requires that the EA team follow the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

Refer to the scenario

How would you plan, organize, and manage the architecture development at this stage?

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

- A. Start an iteration of ADM Phase A, perform a Stakeholder Analysis, identifying the key stakeholders and revising the Architecture Vision. Update the Stakeholder map created for the strategic architecture, so it reflects the stakeholders who are now the most important for the projects that are to be developed. Hold a formal review with the CTO, who should decide which projects to include in the Architecture Roadmap and update the Implementation and Migration Plan to reflect the decisions.
- B. Architecture descriptions for the Application, Data, and Technology Architectures should be developed at a suitable level to address the problems, and to identify the different options. For each project this includes identification of candidate architecture and solution building blocks. Solution providers should be identified, a readiness assessment performed, and an assessment of the viability and fitness of the solution options. The results should be added to the draft Implementation and Migration plan.
- C. Follow a standard pattern for cloud solutions that manage complex data, and which fits with the architecture to support strategy. Develop high-level Target Data, Application and Technology Architectures. Review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for architecture development for the project. Identify and estimate the cost of the main work packages. Create an Architecture Roadmap and request the Architecture Board to approve the roadmap. Start the project.
- **D. The superior architecture should be used to guide the approach. Review the identified projects, dependencies, and potential overlaps, then decide the order for starting the projects. Develop high-level architecture descriptions. For each project determine how much work is needed, identify reference architectures, and candidate building blocks. Identify the resource needs, considering cost and value. Document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.**

**Answer: D**

Explanation:

The scenario states that:

A strategic architecture and roadmap already exist.

Business Architecture is complete, so the work now shifts to Information Systems and Technology Architectures (ADM Phases B-D).

The CTO requires use of the purpose-based EA Capability model (from the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM).

The EA team has to plan, organize, and manage the next stage of architecture development, including re-use of existing hardware/software platform components, candidate solutions, feasibility, risks, and prioritization.

Under the purpose-based EA approach, when moving from strategy into defining the next layers of architecture, TOGAF emphasizes:

Using the superior (already-approved) architecture to guide the next ADM cycles

- This corresponds to the strategic architecture that is already completed.

Analyzing project dependencies, overlaps, and sequencing

Defining high-level architecture descriptions for the next iteration

Identifying reference architectures and candidate building blocks (especially when reusing existing platform components) Assessing feasibility, value, cost, and risk for each project Preparing for stakeholder trade-offs before formalizing the roadmap These tasks map directly to Option A.

Why Option A is correct

Option A includes exactly what the purpose-based EA approach prescribes at this stage:

"The superior architecture should be used to guide the approach."

✓ Correct - strategic architecture guides the work.

"Review the identified projects, dependencies, and potential overlaps, then decide the order..."

✓ Correct - sequencing and dependency assessment are core early tasks in Phases B-D planning.

"Develop high-level architecture descriptions."

✓ Correct - Business Architecture is done; now high-level IS/Tech Architecture descriptions are needed.

"Identify reference architectures and candidate building blocks."

✓ Correct - aligns with TOGAF building-block approach, and specifically fits the scenario where existing platform components will be reused.

"Identify resource needs, considering cost and value."

✓ Correct - mandatory for feasibility and planning.

"Document options, risks, and ways to control them to enable feasibility analysis and trade-off with stakeholders."

✓ Correct - this matches ADM guidelines for preparing options and addressing complexity before deeper development.

This is precisely how TOGAF expects the architecture team to plan, organize, and manage an ADM cycle after strategy is set.

## NEW QUESTION # 18

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

- A. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.
- B. Before preparing the detailed Implementation and Migration plan, the Enterprise
- C. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- D. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.

**Answer: A**

Explanation:

Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique



can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures. Reference: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

### NEW QUESTION # 19

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a leading global technology enterprise specializing in digital infrastructure, cloud computing, and data-centric innovation. The company provides a vast ecosystem of platforms that serve billions of users across the globe. These platforms span online marketplaces, advanced advertising networks, AI-driven services, productivity tools, and digital entertainment experiences.

The senior leadership within the company is worried about the company's ability to address all the opportunities around artificial intelligence (AI). They feel that the business is at risk of falling behind its competitors, and that significant changes are necessary for the business to remain competitive. Most senior leaders feel that the operations need to be more efficient, and the organization needs to change to achieve its future goals.

The company has an established Enterprise Architecture (EA) program based on the TOGAF standard, sponsored jointly by the Chief Information Officer (CIO) and senior executives. In your role as an Enterprise Architect within the EA team, you work closely with the business stakeholders in the company as well as the sponsors.

The CEO has decided that reorganizing its subsidiaries around artificial intelligence and machine learning will improve the way the company creates and delivers value.

The sponsors have approved a project for the reorganization which is being led by the EA team.

The EA team have developed a strategic architecture which has been approved by the sponsors. It includes an Architecture Vision, and high-level definitions of the domain architectures. This sets out a plan over a multi-year period and covers three distinct transformations to implement the reorganization.

The sponsors have read reports that the majority of transformation projects dealing with digital and artificial intelligence are failing. They have made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team needs to address the risks associated with the reorganization. They want assurance that the reorganization will succeed and deliver the promised increases in value for the business.

Refer to the scenario

The EA team leader has asked how you would address the request from the sponsors.

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

- A. You would bring together information about potential approaches and produce several alternative target transition architectures. You would then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- B. You would assess how ready the organization is to change. This includes identification and classification of the risks associated with the transformations, together with an approach to mitigate the risks. This includes identifying dependencies between the set of changes, including gaps and work packages. It also identifies improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should then be identified and documented.
- C. You would apply an analysis and assessment to evaluate the potential risks with the proposed new architecture. This includes the development of a matrix showing the organizational requirements. The degree of change should then be aligned with the corporate operating model to ensure risks are mitigated and minimized. The risk mitigations can then be included within each of the target Transition Architectures. You would then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- D. Before preparing the detailed Implementation and Migration plan, you would review and consolidate the gap analysis results from Phases B to D. This enables you to evaluate the implications related to potential solutions and inter-dependencies. It is used to identify the transformations required to achieve the proposed Target Architecture. You then assess the readiness of the organization to undergo change and determine an overall direction to reach that Target Architecture while addressing the risks identified. The Transition Architectures should be planned using a state evolution table.

**Answer: B**

Explanation:

In this scenario, the strategic architecture is already complete and approved, and the sponsors now want assurance about risks before approving the detailed Implementation & Migration Plan. According to TOGAF, this work occurs in Phase E: Opportunities & Solutions and Phase F: Implementation & Migration, where a key activity is performing Business Transformation Readiness Assessment and Risk Assessment before finalizing the roadmap and migration plan.

Option C aligns exactly with TOGAF guidance for this stage:

Why Option C is correct

1. It starts with assessing organizational readiness for change

TOGAF Phase E requires evaluation of Business Transformation Readiness, addressing:

Organizational capability

Cultural readiness

Skills and capacity

Sponsorship and governance

This is exactly what Option C describes:

"assess how ready the organization is to change."

This directly responds to the concern in the scenario that "most senior leaders feel the operations need to be more efficient" and that "significant changes are necessary."

2. It includes identification and classification of risks

TOGAF requires performing a Risk Assessment before migration planning, ensuring risks are categorized, documented, and mitigation strategies defined.

Option C includes:

"identification and classification of the risks ... together with an approach to mitigate the risks." This is precisely what the sponsors requested: clear management of risks before approving migration planning.

3. It ties risk, dependencies, and gaps directly into the Implementation & Migration Plan TOGAF requires identifying:

Dependencies between work packages

Gaps between baseline and target

Required actions to improve readiness

Work package sequencing

Option C states:

"identifying dependencies between the set of changes, including gaps and work packages... identifying improvement actions to be worked into the Implementation and Migration Plan." This matches TOGAF Phase E and F activities exactly.

4. It evaluates business value, effort, and risk for each transformation The scenario involves three distinct transformations, and sponsors want assurance of value delivery. TOGAF Phase F includes Consolidated Gaps, Solutions, and Dependencies and migration prioritization based on value, cost, and risk.

Option C states:

"The business value, effort, and risk associated for each transformation should then be identified and documented." This is directly aligned to the TOGAF-required migration prioritization criteria.

Why the other options are incorrect

A - Focuses on gap analysis only

Gap analysis was performed during Phases B-D, and while relevant, Option A does not emphasize risk, readiness, or assurance-key concerns of the scenario.

B - Misrepresents TOGAF (organizational requirements matrix is not a formal TOGAF artifact) Also, it incorrectly focuses on aligning change with the operating model, which TOGAF does not prescribe as the primary risk-mitigation activity.

D - Focuses on architectural alternatives; the target architecture is already approved The scenario states the strategic architecture is complete and approved-there is no need to revisit alternatives. This is misaligned with the starting point of the question.

Conclusion

Option C is the only answer that conducts:

Business transformation readiness assessment

Risk identification and mitigation

Dependencies, gaps, and work package analysis

Integration of risks and improvement actions into migration planning

This matches precisely what TOGAF expects at this stage and what the sponsors requested.

## NEW QUESTION # 20

Please read this scenario prior to answering the question

You have been appointed as senior architect working for an autonomous driving technology development company. The mission of the company is to build an industry leading unified technology and software platform to support connected cars and autonomous driving.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework. Architecture development within the company follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A

Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five years. This has identified the need for a portfolio of projects over the next two years. The portfolio includes development of travel assistance systems using swarm data from vehicles on the road.

The current phase of architecture development is focused on the Business Architecture which needs to support the core travel assistance services that the company plans to provide. The core services will manage and process the swarm data generated by vehicles, paving the way for autonomous driving in the future.

The presentation and access to different variations of data that the company plans to offer through its platform poses an architecture challenge. The application portfolio needs to interact securely with various third-party cloud services, and V2X (Vehicle-to-Everything) service providers in many countries to be able to manage the data at scale. The security of V2X is a key concern for the stakeholders. Regulators have stated that the user's privacy be always protected, for example, so that the drivers' journey cannot be tracked or reconstructed by compiling data sent or received by the car.

Refer to the scenario

You have been asked to describe the risk and security considerations you would include in the current phase of the architecture development?

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

- A. You will focus on the relationship with the third parties required for the travel assistance systems and define a trust framework. This will describe the relationship with each party. Digital certificates are a key part of the framework and will be used to create trust between parties. You will monitor legal and regulatory changes across all the countries to keep the trust framework in compliance.
- B. You will focus on data quality as it is a key factor in risk management. You will identify the datasets that need to be safeguarded. For each dataset, you will assign ownership and responsibility for the quality of data needs. A security classification will be defined and applied to each dataset. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under certain circumstances.
- C. You will perform a qualitative risk assessment for the data assets exchanged with partners. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it did occur. Using the priorities, you would then develop a Business Risk Model which will detail the risk strategy including classifications to determine what mitigation is enough.
- **D. You will create a security domain model so that assets with the same level can be managed under one security policy. Since data is being shared across partners, you will establish a security federation to include them. This would include contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications. You would undertake a risk assessment determining risks relevant to specific data assets.**

**Answer: D**

Explanation:

A security domain model is a technique that can be used to define the security requirements and policies for the architecture. A security domain is a grouping of assets that share a common level of security and trust. A security policy is a set of rules and procedures that govern the access and protection of the assets within a security domain. A security domain model can help to identify the security domains, the assets within each domain, the security policies for each domain, and the relationships and dependencies between the domains<sup>1</sup>. Since the data is being shared across partners, a security federation is needed to establish a trust relationship and a common security framework among the different parties. A security federation is a collection of security domains that have agreed to interoperate under a set of shared security policies and standards. A security federation can enable secure data exchange and collaboration across organizational boundaries, while preserving the autonomy and privacy of each party. A security federation requires contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications<sup>2</sup>. A risk assessment is a process that identifies, analyzes, and evaluates the risks that may affect the architecture. A risk assessment can help to determine the likelihood and impact of the threats and vulnerabilities that may compromise the security and privacy of the data assets. A risk assessment can also help to prioritize and mitigate the risks, and to monitor and review the risk situation<sup>3</sup>. Therefore, the best answer is D, because it describes the risk and security considerations that would be included in the current phase of the architecture development, which is focused on the Business Architecture. The answer covers the security domain model, the security federation, and the risk assessment techniques that are relevant to the scenario.

## NEW QUESTION # 21

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