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TOGAF Enterprise Architecture Part 2 Exam

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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q28-Q33):

NEW QUESTION # 28

Scenario:

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at an electric vehicle manufacturer. The company produces electric cars and battery systems. The goal of the company is to build the best technology and software platform for electric vehicles.

The company has decided to introduce 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 inherited the architecture for the hardware and software automotive platform used by current vehicles, some of which can be carried over to the new vehicle design. The EA team has started to define which parts of the architecture to carry forward.

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

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. These architectures need to be defined to support the primary business services that the company plans to provide. These services will manage and process the data created by vehicles, paving 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:

You have been asked how to decide and organize the work to deliver the requested architectures.

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

- A. You commence an iteration of ADM Phase A, identifying the stakeholders and revising the Architecture Vision. You perform a Stakeholder Analysis and update the Stakeholder Map created for the strategic architecture so it reflects the stakeholders who are now the most important to the projects that are to be developed. You then request the CTO to make some choices about the Architecture Roadmap and update the Implementation and Migration Plan to reflect the choices.
- B. You look outside the company to study how other companies organize their data models and application portfolios. You request just enough architecture description for the Application, Data, and Technology Architectures to identify different options. For each project, this includes identifying architecture and solution building blocks. You then identify solution providers and perform a readiness assessment on the new approaches.
- C. You look to the superior architecture to help plan your approach. You identify projects, dependencies, and synergies, then decide the order for starting the projects. You then develop high-level architecture descriptions. For each project, you determine how much work is needed, identify reference architectures, and candidate building blocks. You identify the resource needs taking into account cost and value. You document the different options, risks, and ways to control them to enable feasibility analysis and trade-offs with the stakeholders.
- D. You research leading data companies, using your findings to help in developing high-level Target Data, Application, and Technology Architectures. You 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. You identify and estimate the cost of the main work packages. You then create an Architecture Roadmap and request the Architecture Board to approve the roadmap. You then start the project.

Answer: C

Explanation:

The correct answer is C, as it aligns with the TOGAF ADM approach and best practices for organizing architecture work in a phased and structured manner.

Analysis of the Correct Answer (Option C):

Identifying Projects, Dependencies, and Synergies

The scenario describes a phased approach to vehicle development over five years.

Identifying dependencies ensures a logical and structured rollout of technology and business capabilities.

Developing High-Level Architecture Descriptions

Since Business Architecture is already defined, it is now time to develop high-level descriptions of Information Systems and Technology Architectures.

TOGAF emphasizes incremental and iterative refinement, meaning that starting with high-level descriptions is a logical first step.

Determining Workload and Resource Allocation

TOGAF ADM Phase B, C, and D involve creating architecture descriptions.

Understanding how much work is required ensures efficient resource planning and allocation.

Identifying Reference Architectures and Building Blocks

Using reference architectures and reusable architecture building blocks (ABBs) is a key best practice in TOGAF.

This enables efficiency and consistency in architecture development.

Evaluating Costs, Risks, and Feasibility

TOGAF emphasizes a risk-aware approach to enterprise architecture.

Documenting options, risks, and control measures ensures feasibility before execution.

Why Other Options Are Incorrect?

Option A: Initiating ADM Phase A Again

Incorrect because the scenario states that the Architecture Vision has already been completed.

Phase A is used for initial vision-setting, but at this point, the focus is on executing defined architectures.

Option B: Researching Data Companies for Target Architecture Development

Incorrect because the focus should be on defining internal architectures rather than external research.

While benchmarking best practices can be useful, it is not the primary activity at this stage.

Option D: Studying Other Companies and Performing Readiness Assessment

Incorrect because the focus should be on leveraging the organization's existing architecture and resources.

Solution provider readiness assessments are typically part of procurement, not enterprise architecture development.

Reference:

TOGAF Standard, ADM Guidelines and Techniques

TOGAF Standard, ADM Phase B, C, and D - Developing the Architecture

The TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM

NEW QUESTION # 29

Please read this scenario prior to answering the question

Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture?

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

- A. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.
- B. You would monitor for technology changes from your existing suppliers that could improve resilience. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.

- C. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architecture. You would make recommendations for change requirements to address the situation and create a change request. You would manage a meeting of the Architecture Board to assess and approve the change request. Once approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change.
- D. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.

Answer: C

Explanation:

Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project¹²³. The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are:

Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.

Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.

Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.

Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.

Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate 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.

NEW QUESTION # 30

Please read this scenario prior to answering the question

Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture? Based on the TOGAF standard which of the following is the best answer?

- A. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.
- B. You would monitor for technology changes from your existing suppliers that could improve resilience. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.
- **C. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architecture. You would make recommendations for change requirements to address the situation and create a change request. You would manage a meeting of the Architecture Board to assess and approve the change request. Once approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change.**
- D. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.

Answer: C

Explanation:

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Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.

Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.

Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.

Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.

Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate 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.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

NEW QUESTION # 31

Please read this scenario prior to answering the question

You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale, for example, restaurants and other food retailers.

One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.

The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.

A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.

The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.

Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences.

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

- A. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.
- B. You would seek to understand value preferences and priorities of the stakeholders. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with. You will then secure the funding required.
- C. You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-market. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.
- D. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflects the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.

Answer: A

Explanation:

According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. References:

The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group The TOGAF Standard, Version 9.2 - Phase C: Information Systems Architectures - The Open Group

[The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]

[The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]

[The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION # 32

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect in a team at a large company. The company sells luxury food and drinks in more than 10,000 stores worldwide. The company is a leader in using technology to connect with its customers. This includes online ordering, mobile apps, and rewards programs. The company is also famous for bringing new ideas to the market, like ordering through apps, using AI to suggest personalized options, self-service pickup stations, and changing prices based on demand.

The stores are open every day. They send timely sales data to a central system that manages inventory. This system can predict what products are needed, adjust how much stock there is, and order more stock automatically. The stores and the main inventory system work directly with the mobile apps, allowing orders to be made online. The central inventory system is located at the company's main data center.

The company will merge with a major competitor. This competitor has a synergistic business. Leaders from both companies have told shareholders that the merger will happen fast. There will be minimal impact for customers. All stores will keep the current brand names. They will combine their systems, choosing the best ones to use.

This means their store management and back-office systems will become one. They will stop using duplicate systems and use one main system to manage the stores.

They will also cut down on the number of back-office applications they use.

The Request for Architecture Work to oversee the merger has been approved.

Stakeholders, concerns, and business requirements have been identified. The stakeholders have made it clear that they expect to continue to be able to innovate quickly, and that changes should not restrict that capability. The scope of what is inside and what is outside the architecture efforts has been confirmed. The next step is to revisit and review the Architecture Principles, as they form part of the constraints on architecture work.

Business Continuity is essential given that the business depends on real-time ordering and automated inventory management. During the systems integration, maintaining service for customers and inventory operations must be prioritized. Refer to the scenario. You have been asked to identify the most relevant Architecture Principles for the merger besides Business Continuity.

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

[Note: You should assume that the company follows the example set of Architecture Principles provided in the TOGAF standard, ADM Techniques, Architecture Principles chapter.]

- A. Service orientation will speed up the merger and make it easier to integrate systems while maintaining business operations. Maximize Benefit to the Enterprise will make sure that merger decisions prioritize the overall benefit to the combined company. Common Use Applications across the merged company is preferred over the use of similar or duplicative applications for certain parts of the company. This help supports the goal of merging back-office systems to reduce duplication.
- B. Control Technical Diversity will help by standardizing technology platforms as part of the integration process. This will be vital for standardizing the app integration for digital orders with the back-office systems, and will reduce complexity and costs during integration. Data Trustee will establish owners to manage the shared data across the company, thereby assuring data quality.
- C. Ease-of-Use is needed to make sure that new user interfaces for the apps continue to be easy to use.
- D. Compliance with the Law makes sure that all company activities comply with relevant laws and regulations. This principle provides the foundation for ensuring the merger meets all legal requirements. Requirements-Based Change will make sure that when combining systems, changes to applications and technology are only made if required by business needs. Responsive Change Management focuses on the speed needed to achieve the goals set by the leaders for a quick merger. We are committed to quickly blending the companies as planned.
- E. Primacy of Principles will make sure that the same principles apply to both organizations of the newly merged operation, creating consistency across locations. Data as an Asset is critical. Since you're maintaining separate mobile apps but consolidating back-end systems, treating data as an asset becomes essential. This principle helps ensure that customer data, and inventory information from both brands are properly integrated and managed.

Technology Independence is important when consolidating the back-office applications and order processing systems.

Answer: A

Explanation:

You are asked to identify the most relevant Architecture Principles, besides Business Continuity, that apply to a rapid merger, where: Back-office and store management systems will be consolidated

Duplicate applications will be eliminated

Innovation must remain fast

Customer experience must remain uninterrupted

Combined enterprise value is the priority

TOGAF's example Architecture Principles include four main categories:

Business Principles

Data Principles

Application Principles

Technology Principles

Option D contains the principles that best support the specific needs of the merger as described.

✓ Why Option D is correct

1. Service Orientation (Business Principle)

This principle states that architecture should be organized around services, enabling flexibility, loose coupling, and ease of integration.

For the merger:

Integrating two companies' store systems, mobile apps, and inventory platforms requires modular, interoperable services.

Service orientation directly supports the requirement that innovation must not slow down.

It allows systems to be merged with minimal disruption.

This principle supports fast integration + ongoing innovation - exactly what stakeholders demand.

2. Maximize Benefit to the Enterprise (Business Principle)

This principle ensures decisions are made from an enterprise-wide (not departmental or local) perspective.

In the scenario:

Two companies are merging.

Decisions must prioritize combined enterprise value, not local optimizations by either company.

System consolidation and elimination of duplicates requires an enterprise-first mindset.

This principle aligns perfectly with a merger that aims to unify operations and reduce redundancy.

3. Common Use Applications (Application Principle)

This is one of the MOST relevant principles in any merger.

TOGAF defines this principle as:

"Applications should be shared across the enterprise and not duplicated." In the scenario:

Back-office systems and store management tools must be consolidated.

Duplicate applications are explicitly to be reduced.

One main system will be used across stores.

This principle directly matches the merger's objectives.

✓ Summary

Option D contains the three principles that best support:

A major merger

System consolidation

Reduction of duplication

Enterprise-wide benefit

Flexible, service-oriented integration

Continued innovation

Therefore, Option D is the most appropriate selection according to TOGAF's example Architecture Principles.

NEW QUESTION # 33

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