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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q29-Q34):

NEW QUESTION # 29

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 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.
- C. 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.
- D. 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

Answer: A

Explanation:

Migration Plan.

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 # 30

Scenario:

You are working as an Enterprise Architect at a large company. The company runs a chain of home improvement stores, as well as a website for selling products. The website lets many brands work with the company.

The stores open seven days a week and use a standard method to track sales and inventory. This involves sending accurate and timely sales data to a central inventory management system that can predict demand, adjust stock levels, and automate reordering.

The website is supported by regional fulfillment centers and also uses the central inventory management system. The central inventory management system is housed at the company's central data center.

The company has agreed to merge with a major competitor. The leadership teams of both organizations have said they are committed to a smooth transition for customers. All stores will keep their own brand names. They will combine the systems of the organizations, which includes merging retail operations and systems. Duplicated systems will be replaced with one standard retail management system. Additionally, they will reduce the number of applications being used. The CIO expects that these changes will lead to substantial cost savings for the newly merged company.

An enterprise plan for both organizations has been created. The aim is to set priorities for the transition, especially in terms of information management and application development. It is crucial to make decisions that will create long-term value.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA program is sponsored by the Chief Information Officer (CIO).

The Request for Architecture Work to oversee the transition has been approved. The project has been scoped, and you have been assigned to work on it.

You have been asked to confirm the most relevant architecture principles for the transition.

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

- A. Common Use Applications, Data is an Asset, Common Vocabulary and Data Definitions, Maximize Benefit to the Enterprise, Business Continuity
- B. Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity
- C. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity
- D. Service Orientation, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

Answer: A

Explanation:

The correct answer is C, as it aligns with the key TOGAF principles necessary for guiding enterprise architecture in a merger scenario where retail operations and systems are being consolidated.

Analysis of the Principles in Option C:

Common Use Applications

Since the two companies are merging, it is essential to standardize applications across the enterprise.

Using common applications ensures consistency, reduces costs, and improves efficiency.

TOGAF emphasizes this principle to prevent duplicate or redundant systems, which aligns with the CIO's goal of reducing the number of applications used.

Data is an Asset

In the scenario, a central inventory management system is a core business function.

Treating data as an asset ensures it is managed properly, shared efficiently, and used strategically across the merged organization.

This principle supports the company's ability to predict demand, adjust stock levels, and automate reordering.

Common Vocabulary and Data Definitions

The merger requires integrating different systems and data structures.

Having a common vocabulary ensures that all stakeholders (stores, fulfillment centers, and digital platforms) use consistent terminology and data definitions.

This minimizes confusion and ensures interoperability across business functions.

Maximize Benefit to the Enterprise

Every architectural decision should focus on the overall benefit to the business.

By consolidating IT systems and reducing redundancies, the company achieves cost savings, which directly supports this principle.

Business Continuity

The stores operate seven days a week, so system changes must ensure uninterrupted service.

Business continuity ensures that customers are not affected during the transition and that critical retail operations (sales, inventory tracking, and fulfillment) remain functional.

Why Other Options Are Incorrect?

Option A: Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity Control Technical Diversity is not the primary concern here. The focus is on system consolidation, not necessarily on limiting technology diversity. Interoperability is important but not as critical as defining a common system and data structure.

Option B: Service Orientation, Compliance with the Law, Requirements-Based Change, Responsive Change Management, Data Security While service orientation and compliance are valuable, they are not the most relevant to this specific business transition. Change management and data security are important but do not address the primary enterprise-wide architectural concerns of system consolidation.

Option D: Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity Ease of Use is beneficial but is not a core architecture principle in this case.

Technology Independence is useful but does not align directly with the scenario's priority, which is consolidating applications and data structures.

Reference:

TOGAF Standard, ADM Techniques, Architecture Principles (Section 2.6)

TOGAF Standard, Part III: ADM Guidelines and Techniques

TOGAF Enterprise Architecture Principles - The Open Group

NEW QUESTION # 31

Scenario

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a global company that sells consumer products. The company produces many products that buyers use and enjoy.

The company has announced a major change to its products that will occur over a four-year period. This change includes the introduction of digital products and services. An architecture to support this strategy has been finished, along with a roadmap for a set of projects to implement this significant change. This will be a cross-functional effort between the product design and software teams. It is planned to be developed in phases.

The company faces a challenge in presenting and providing access to different services through its products and digital platforms while ensuring compliance with data privacy laws. In some countries and regions, the data residency requirements mean that the company has to store certain data within the region where it is collected. As a result, the company's application portfolio and infrastructure must connect with various cloud services and data repositories in different countries.

The EA team has inherited the architecture used by the current products, some of which can be carried over to the new products. The EA team has started to define which parts of the architecture to carry forward. 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 key digital services that the company plans to provide.

The company uses the TOGAF Standard as the foundation for its Enterprise Architecture framework, and architecture development follows the purpose-based EA Capability model outlined in the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM. The EA team reports to the Chief Information Officer (CIO), who oversees the program.

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 refer to the superior architecture for guidance. You review the projects identified, their dependencies, and synergies, then decide the sequence for starting the projects. You 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-off with the stakeholders.
- B. 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. You conduct workshops and interviews to reflect the stakeholders who are now the key drivers for the digital products and services. You coordinate with the CIO to ensure alignment with the overall roadmap and update the Implementation and Migration Plan accordingly.
- C. You look outside the company to study how other companies organize their data models and application portfolios. You create just enough architecture description for the Application, Data, and Technology Architectures to identify the different options. For each project, this includes identification of candidate architecture and solution building blocks. You then identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You then write the draft Implementation and Migration plan.
- 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 each project. You identify and estimate the cost of the main resources. You then prepare an Architecture Roadmap and request the Architecture Board to review the roadmap. You then start the project.

Answer: A

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The company is in the process of delivering requested architectures to support the introduction of digital products and services. The Business Architecture is sufficiently defined, and the focus is on developing the Information Systems and Technology Architectures. TOGAF emphasizes breaking down large, complex transformation programs into manageable projects, focusing on dependencies, risks, trade-offs, and sequencing of efforts. Based on the scenario, the company must deal with:

Data privacy and residency compliance across different regions.

Re-use of existing architecture for efficiency.

Alignment of digital services with a global roadmap.

The activity described aligns with ADM Phases B (Business Architecture), C (Information Systems Architecture), and D (Technology Architecture), with a focus on delivering architectures for implementation.

Option Analysis

Option A:

Strengths:

Refers to developing high-level architecture descriptions and identifying reference architectures and candidate building blocks, which align with ADM Phases B, C, and D.

Addresses feasibility analysis, trade-offs, and stakeholder engagement, which are part of architecture development and decision-making in TOGAF.

Ensures that the architecture descriptions are resource-conscious, including cost and value analysis, dependencies, risks, and synergies between projects.

Conclusion: Correct, as it provides a complete approach to organizing the work to deliver architectures while adhering to TOGAF principles.

Option B:

Strengths:

Suggests creating architecture descriptions for the Application, Data, and Technology Architectures, which are necessary for delivering requested architectures.

Addresses readiness assessments and the fitness of solutions.

Weaknesses:

Emphasizes looking outside the company and studying other companies' models, which is not necessarily aligned with TOGAF unless justified by specific gaps.

Skips essential TOGAF steps like feasibility analysis and detailed stakeholder engagement.

Conclusion: Incorrect, as it places undue emphasis on external research instead of leveraging TOGAF's structured ADM.

Option C:

Strengths:

Suggests reviewing the Architecture Vision and determining scope, which aligns with TOGAF principles.

Proposes preparing an Architecture Roadmap and involving the Architecture Board for review.

Weaknesses:

Does not cover important elements such as candidate building blocks, feasibility analysis, or stakeholder engagement.

Suggests starting the project prematurely without proper sequencing or risk trade-offs.

Conclusion: Incorrect, as it skips key steps and lacks a structured approach to dependencies and resource management.

Option D:

Strengths:

Suggests revising the Architecture Vision and conducting a Stakeholder Analysis, which aligns with Phase A of the ADM.

Weaknesses:

Returning to Phase A is not required here, as the Architecture Vision has already been defined. Revising the vision at this stage indicates a step backward.

Lacks focus on feasibility analysis, dependencies, and sequencing, which are the immediate needs in this phase.

Conclusion: Incorrect, as it unnecessarily revisits earlier ADM phases instead of progressing.

TOGAF Reference

ADM Phases B, C, D: Emphasizes developing detailed architectures, identifying candidate building blocks, and addressing dependencies, risks, and resource needs (TOGAF 9.2, Chapters 8-10).

Architecture Roadmap and Feasibility Analysis: Guides sequencing and trade-offs for implementation (TOGAF 9.2, Section 12.4).

Stakeholder Engagement: Critical for ensuring alignment and feasibility (TOGAF 9.2, Section 24.2).

Decision-Making and Trade-offs: TOGAF emphasizes documenting risks and trade-offs as part of feasibility analysis (TOGAF 9.2, Section 6.4.1).

NEW QUESTION # 32

Please read this scenario prior to answering the question

You are working as an Enterprise Architect at a large supermarket. The company runs many retail stores, as well as an online grocery shop. Many of the stores used to remain open 24/7, but the number has decreased in recent years. Instead, they now focus on fulfilling online orders during the night.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Each store uses a standard method to track sales and inventory. This involves sending accurate timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels and automate reordering. The central inventory management system is housed at the company's central data center.

The company has bought a major rival. The Chief Executive Officer believes that a merger will enable growth through combined offerings and cost savings. The decision has been taken to fully integrate the two organizations, including merging retail operations and systems. This means that duplicated systems will be replaced with one standard retail management system. Also, the company will reduce the number of applications that are used. The CIO expects significant savings will be achieved by implementing these changes across the newly merged company.

One improvement that the rival has successfully implemented is the use of hand-held devices within stores, for both customers and staff. This has increased both customer and staff employee satisfaction due to the time savings this has brought. The CIO has given the go-ahead to roll out the devices in all stores but has stated that training on how to use the hand-held devices should be brief because there are a lot of employees, many of whom are part-time.

The Request for Architecture Work to oversee the merger has been approved. The project has been scoped and you have been assigned to work on it. Your role includes managing the architecture for the retail stores.

Refer to the scenario

You have been asked to confirm the most relevant architecture principles for the transformation.

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

[Note: The sequence of the principles listed in each answer does not matter. You should assume the company follows the set of principles that are provided in the TOGAF Standard, ADM Techniques, Architecture Principles chapter. You may need to refer to section 2.6 located in ADM Techniques within the reference text to answer this question.]

- A. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity
- B. Common Use Applications, Data is an Asset, Data is Accessible, Ease of Use, Business Continuity
- C. Common Vocabulary and Data Definitions, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security
- D. **Maximize Benefit to the Enterprise, Common Use Applications, Data is an Asset, Responsive Change Management, Technology Independence**

Answer: D

Explanation:

Key aspects of the scenario:

Business Objective:

A merger is happening to combine offerings, reduce costs, and achieve operational efficiency.

The goal includes fully integrating retail operations and systems, replacing duplicated systems, and reducing the number of applications used.

Technological Improvements:

A central AI-based inventory system is in place.

Hand-held devices for stores have improved customer and staff satisfaction and increased efficiency.

Scope of Architecture Work:

Integrating the merged systems.

Managing retail architecture to optimize operations.

TOGAF Alignment:

TOGAF principles aim to ensure the architecture supports business transformation effectively while aligning with governance and best practices.

Best answer analysis:

Option 1:

Maximize Benefit to the Enterprise: Aligns with the merger goals of cost reduction and efficiency.

Common Use Applications: Matches the goal to reduce duplicated systems.

Data is an Asset: Central AI system depends on accurate and reliable data.

Responsive Change Management: Necessary to support the transition and manage organizational impacts.

Technology Independence: Encourages selecting flexible, scalable solutions post-merger.

This option comprehensively aligns with the scenario.

Option 2:

Control Technical Diversity: Important but less emphasized than cost reduction and application unification.

Interoperability: Relevant, but less critical compared to principles addressing business value.

Data is an Asset: Relevant.

Data is Shared: Implied in centralized inventory but not directly stated.

Business Continuity: Important but not the main focus here.

This option partially fits but lacks emphasis on business outcomes.

Option 3:

Common Vocabulary and Data Definitions: Indirectly helpful but not central to the transformation.

Compliance with the Law: Always critical, but no explicit legal issues are mentioned.

Requirements-Based Change: General principle but not transformation-specific.

Responsive Change Management: Relevant.

Data Security: Important but not a central concern in the scenario.

This option focuses more on governance and less on merger goals.

Option 4:

Common Use Applications: Relevant to reducing duplicate systems.

Data is an Asset: Relevant.

Data is Accessible: Fits with AI system and handheld devices but is a subset of "Data is an Asset." Ease of Use: Relevant to handheld devices but not a core transformation principle.

Business Continuity: Important but secondary to cost and efficiency.

This option focuses more on usability and accessibility rather than transformation objectives.

NEW QUESTION # 33

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a multinational energy company. The company is committed to becoming a net-zero emissions energy business by 2050. To achieve this, the company is focusing on shifting to renewable energy production and adopting eco-friendly practices.

The EA team, which reports to the Chief Technical Officer (CTO), has been tasked with overseeing the transformation to make the company more effective through acquisitions. The company plans to fully integrate these acquisitions, including merging operations and systems.

To address the integration challenges, the EA team leader wants to know how to manage risks and ensure that the company succeeds with the proposed changes. Based on the TOGAF Standard, which of the following is the best answer?

- A. The EA team should document the risks associated with the transformation in an Implementation Factor Catalog to inform decisions during implementation and deployment.
- B. The EA team should evaluate the company's readiness for change by identifying factors that will impact the transformation. These factors will be used to determine initial risks associated with the initiative.
- C. The EA team should create a Business Scenario to fully describe the business problem that is being addressed by the transformation. Once requirements are identified, they should be evaluated in terms of risks. Any residual risks should be escalated to the Architecture Board.

- D. The EA team should develop Business Architecture views that demonstrate how stakeholder concerns are addressed and assess each factor for readiness, urgency, and degree of difficulty.

Answer: C

Explanation:

In TOGAF, creating a Business Scenario is a foundational step in defining and understanding the business problem, especially for complex transformations involving multiple stakeholders and systems, such as in this scenario. This method aligns with Phase A (Architecture Vision) of the TOGAF Architecture Development Method (ADM). Here's why this approach is the most effective: Understanding Business Requirements:

A Business Scenario provides a structured way to capture and analyze the business requirements, stakeholder concerns, and the contextual elements related to the problem. In this scenario, the company faces challenges in integrating newly acquired companies with existing operations, which includes complex stakeholder concerns across different functional areas. Developing a Business Scenario allows the EA team to break down these complexities into identifiable and manageable parts.

Risk Evaluation and Management:

By using the Business Scenario approach, the EA team can not only define the requirements but also assess associated risks systematically. TOGAF emphasizes the importance of risk management through identifying potential risks, evaluating their impact, and defining strategies for handling these risks. The process includes assessing how risks can be avoided, transferred, or reduced—a necessary step in large-scale transformations to ensure that risks are proactively managed.

Residual Risks and Governance:

Any risks that cannot be fully resolved should be identified as residual risks and escalated to the Architecture Board, which is aligned with TOGAF's governance approach. The Architecture Board's role in TOGAF is to provide oversight and make critical decisions on risks that exceed the control of the EA team. This ensures that unresolved risks are managed at the appropriate level of the organization.

Alignment with TOGAF ADM Phases:

The Business Scenario approach directly aligns with the Preliminary and Architecture Vision phases of the TOGAF ADM, which focuses on establishing a baseline understanding of the business context and the strategic transformation required. The detailed understanding of requirements, stakeholder concerns, and risks identified here will guide the subsequent phases of the ADM, including Business Architecture and Information Systems Architecture.

TOGAF Reference (Section 2.6, ADM Techniques):

TOGAF provides guidelines on the creation of Business Scenarios as part of ADM Techniques, highlighting the importance of defining a business problem comprehensively to ensure successful transformation. This method includes identification of stakeholders, business requirements, and associated risks, which aligns well with the company's need for strategic and systematic integration of new business units.

By utilizing a Business Scenario, the EA team ensures that all aspects of the transformation are well understood, risks are identified early, and residual risks are managed effectively, aligning with the company's strategic objectives and the TOGAF framework's guidance on risk management and stakeholder alignment.

NEW QUESTION # 34

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