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最新的 Enterprise Architecture OGEA-102 免費考試真題 (Q30-Q35):

問題 #30

Scenario

Your role is that of an Enterprise Architect, reporting to the Chief Enterprise Architect, at a technology company.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The Chief Technology Officer (CTO) is the sponsor of the activity. The EA practice uses an iterative approach for its architecture development. This has enabled the decision-makers to gain valuable insights into the different aspects of the business.

The nature of the business is such that the data and the information stored on the company systems is the company's major asset and is highly confidential. The company employees travel a lot for work and need to communicate over public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company has provided computer security awareness training for all its staff. However, despite good education and system security, there is still a need to rely on third-party suppliers for infrastructure and software.

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, the company could be a victim of a significant attack that could completely lock them out of their important data.

A risk assessment has been completed, and the company has looked for cyber insurance that covers ransomware. The price for this insurance is very high. The CTO recently saw a survey that said 1 out of 4 businesses that paid ransoms could not get their data

back, and almost the same number were able to recover the data without paying. The CTO has decided not to get cyber insurance to cover ransom payment.

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

- A. You would monitor for technology updates from your existing suppliers that could enhance the company's capabilities to detect, react, and recover from an IT security incident. 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.
- B. 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.
- C. You would request an Architecture Compliance Review with the scope to examine the company's ability to respond 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.
- D. You would assess business continuity requirements and analyze the current Enterprise Architecture for gaps. You would recommend changes to address the situation and create a change request. You would engage the Architecture Board to assess and approve the change request. Once approved, you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.

答案：C

解題說明：

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The scenario highlights significant risks due to ransomware attacks and the need to strengthen the company's Enterprise Architecture to improve data protection and resilience. TOGAF emphasizes the Architecture Compliance Review as a mechanism for ensuring the architecture meets its objectives and addresses specific concerns such as security, resilience, and compliance with organizational goals.

The organization has already conducted a risk assessment but requires actionable steps to:

Address ransomware attack risks.

Increase the resilience of the Technology Architecture.

Ensure proper alignment with governance and compliance frameworks.

Option Analysis

Option A:

Strengths:

Highlights the need for up-to-date processes for managing changes in the Enterprise Architecture.

Recognizes the importance of governance through the Architecture Board and change management techniques.

Weaknesses:

The approach focuses solely on the Technology Architecture baseline but does not address the need for specific steps such as compliance review, gap analysis, or tailored resilience measures for ransomware risks.

It provides a broad and generic approach rather than a targeted plan for ransomware and data protection issues.

Conclusion: Incorrect. While it adheres to governance processes, it lacks specific actions to improve resilience and address the immediate security concerns.

Option B:

Strengths:

Proposes an Architecture Compliance Review, which is a core TOGAF process used to evaluate architecture implementation against defined objectives, ensuring it is fit for purpose.

Involves identifying stakeholders (departments) and tailoring checklists specific to ransomware resilience.

Emphasizes issue identification and resolution through structured review processes.

Weaknesses:

Does not explicitly address longer-term updates to the Enterprise Architecture, but this can be inferred as a next step following compliance recommendations.

Conclusion: Correct. This is the most suitable approach based on TOGAF principles, as it uses an established process to evaluate and improve the architecture's resilience.

Option C:

Strengths:

Includes monitoring for updates from suppliers to enhance detection and recovery capabilities, which is relevant to addressing ransomware risks.
Proposes a gap analysis to identify shortcomings in the current Enterprise Architecture and recommends addressing gaps through change requests.
Incorporates disaster recovery planning exercises, which are useful for testing resilience.

Weaknesses:

While thorough, the approach lacks the Architecture Compliance Review process, which is a more structured way to ensure the architecture meets resilience requirements.

Monitoring suppliers and running disaster recovery exercises are operational steps rather than strategic architectural improvements.

Conclusion: Incorrect. While it includes valid activities, it does not adhere to TOGAF's structured approach for architecture assessment and compliance.

Option D:

Strengths:

Proposes analyzing business continuity requirements and assessing the architecture for gaps, which is relevant to the scenario.

Suggests initiating an ADM cycle to address gaps, which aligns with TOGAF principles.

Weaknesses:

Focusing on initiating a new ADM cycle may be premature, as the immediate priority is to evaluate the existing architecture and address specific resilience concerns.

Does not mention compliance review or tailored resilience measures for ransomware attacks, which are central to the scenario.

Conclusion: Incorrect. It proposes a broader approach that may not adequately address the immediate concerns highlighted by the CSO.

TOGAF Reference

Architecture Compliance Review: A structured process used to evaluate whether an architecture meets the stated goals, objectives, and requirements (TOGAF 9.2, Chapter 19). It is particularly useful for identifying and addressing resilience requirements in scenarios involving security risks.

Stakeholder Engagement: Identifying and involving stakeholders (e.g., departments) is a critical part of architecture governance and compliance review (TOGAF 9.2, Section 24.2).

Change Management: The Architecture Compliance Review supports identifying necessary changes, which are then managed through governance and change management processes (TOGAF 9.2, Section 21.6).

By choosing Option B, you align with TOGAF's structured approach to compliance, resilience, and addressing security concerns.

問題 #31

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 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.
- B. Before preparing the detailed Implementation and Migration plan, the Enterprise

- C. 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.
- D. 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.

答案：D

解題說明：

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. References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

問題 #32

Please read this scenario prior to answering the question

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

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

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

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

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

The company has an established Enterprise Architecture (EA) practice and follows the TOGAF Architecture Development Method. The company also uses various management frameworks such as business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO). In your role as an Enterprise Architect within the EA team, you work closely with the important stakeholders from the various divisions within the company.

Refer to the scenario

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

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

- A. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the migration projects and project steps. The assessment should focus on return on investment and criteria for evaluating performance to track the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using a table of Architecture Definition Increments that lists the projects. You then update the

Implementation and Migration Plan.

- B. You conduct a series of Compliance Assessments to check that the architecture is being implemented as required by the contract. This is done now to confirm that the implementation team is following the correct development process, and if not, so course correction is viable. This involves using monitoring tools and making sure that performance targets are being achieved. If the targets are not met, you would then need to make adjustments to the performance requirements and update them in the Implementation and Migration Plan.
- C. You 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 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.

答案： A

解題說明：

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.

問題 #33

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

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

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

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

答案： D

解題說明：

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

Stakeholder Analysis and Documentation:

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

Recording Concerns in the Architecture Vision Document:

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

Architecture Requirements Specification and Risk Management:

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

Alignment with TOGAF ADM Phases:

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

TOGAF Reference on Stakeholder Management Techniques:

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

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

問題 #34

Please read this scenario prior to answering the question

You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases. Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence (AI). The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability. The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.

Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine Learning.

Refer to the scenario

You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.

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

- A. You recommend creation of a set of business models that can be applied uniformly across all architecture projects. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.
- B. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. The requirements will include risk mitigation through regular assessments. This will also allow a supervised agile implementation of the continuous Machine Learning.
- C. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture reflecting their requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.
- D. You recommend that all possible models be created for each candidate architecture that will enable the AI and Machine Learning solution. This ensures that all the necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models. Agility will be considered during Phase G Implementation Governance.

答案： B

問題 #35

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