

# **The-Open-Group**

## **Exam Questions OG0-092**

TOGAF 9 Part 2



**NEW QUESTION 1**

Scenario:

Please read this scenario prior to answering the Question You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions. Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone. As a result, the company has made the decision to introduce a single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.

Refer to the Scenario As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities. You need to specify the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

- A. You gather information from credible industry sources in the commodities business
- B. Based on that, you assess current trends and apply that to defining a set of principles that embody best practice
- C. You select architecture principles that do not conflict with each other and that should be stable
- D. You ensure that all the principles are realistic and avoid including principles that are obvious.
- E. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- F. Based on that, you define a set of principles and review with the CIO
- G. When developing the principles you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company
- H. You then seek the endorsement of the CIO and senior management.
- I. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter
- J. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance
- K. You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.
- L. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- M. Based on that, you work with the Architecture Board to define the principles. When developing the principles you ensure that they actively promote the alignment of IT with the corporate business strategies
- N. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

**Answer: D**

**NEW QUESTION 2**

Chiamin Metals is a leading world-wide manufacturer for continuous casting and bottom pouring powders. In addition to mould powders, the company also produces cored wire for secondary metallurgy. Chiamin Metals offers a variety of products and uses a paper-based catalog to sponsor them. A new CIO has joined the enterprise and has set up a team of Enterprise Architects following the TOGAF 9 practice. The main challenge is now to offer to Chiamin Metals customers a centralized and reliable entry point for their request via the implementation of a global online portal. This will allow the management of new marketing activities and will enable the new Chiamin Metals' ecommerce service.

Refer to the scenario above

You are the Chief Architect and the CIO asked you to present an Architecture Vision to address the above business problem. Identify the best answer accordingly to the TOGAF 9.

Choose one of the following answers

- A. You identify key stakeholders, their concerns, and define the key business requirements to be addressed in the architecture engagement and generate a Stakeholder Map
- B. You Evaluate business capabilities and execute a Business Transformation Readiness Assessment
- C. You apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.
- D. As requested by the CIO you focus on the Architecture Vision documentation and apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.
- E. You create a high-level view of the Target Architectures and then present them to the CIO.
- F. As requested by the CIO you focus on the Architecture Vision and create a detailed view of the Baseline Architecture
- G. This is done for Business, Data, Application and Technology domains and then presented to the CIO using the Architecture Definition Document.

**Answer: A**

**NEW QUESTION 3**

MightyGears produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there an agreed target architecture. Final decisions on the solutions are not yet fully agreed. They have completed the first pass architecture and now are looking at the best opportunities and solutions to meet their financial goals.

You are the Chief Architect from a consulting organization brought into review the work to date by MightyGears and to make recommendations to the CIO and the board on the opportunities and solutions present.

Refer to the scenario above

Which of the following answers best describes how TOGAF recommends examining the opportunities and solutions before presenting to the board?

Choose one of the following answers

- A. I would examine the architecture work today ensuring it is complete and accurate and addressing any gap
- B. I would look at functional and integration requirements
- C. I would then ensure all dependencies are understood and documented
- D. I would then create the necessary artefacts including major work packages and transition architectures and the project charters for the recommended projects for presentation to the board.
- E. I would assess the architecture work today, create, and prioritize projects to transition Widget Inc from the current architecture to target architecture
- F. This will include a business value for each project, the resources required and the intended timeline
- G. I would then validate the prioritizations with the board particularly looking at cost benefits and risk
- H. Lastly, I would generate the Architecture Implementation Roadmap and document lessons learned.
- I. I would assess the requirements of the organization particularly those requirements describing the functions required and information flows within the architecture
- J. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies
- K. This would also include transition architects to move us from current architecture to the recommended target architecture

- L. I would present my recommendations to the board for agreement
- M. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.
- N. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizon
- O. I would then look at the architecture work to ensure it is complete and seek to address any gap
- P. I would review the functional requirements and ensure there are complete interoperability requirements
- Q. I would then validate any dependencies and risk
- R. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture requires
- S. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.

**Answer: A**

#### NEW QUESTION 4

Scenario: Vittronics Ltd.

Please read this scenario prior to answering the question

Vittronics Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache.

This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.

The Vittronics Enterprise Architecture group is a mature organization that has been utilizing

TOGAF for several years. They have recently upgraded to TOGAF 9. The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.

The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding SPICE Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the SPICE architecture will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Vittronics Ltd Scenario

You are serving as the Lead Architect for the SPICE project team.

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

Based on TOGAF 9, which of the following is the best answer?

- A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix
- B. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- C. Group similar solutions together to form work package
- D. Identify dependencies between work packages factoring in the clinical trial schedule
- E. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.
- F. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procure
- G. Eliminate any duplicate building block
- H. Group the remaining Solution Building Blocks together to create the work packages using a CRLO matrix
- I. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures
- J. Schedule the roll out of the work packages to be sequential across the geographic regions.
- K. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool
- L. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product
- M. Group the similar solutions together to define the workpackage
- N. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.
- O. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
- P. Using the matrix as a planning tool, regroup the work packages to account for dependencies
- Q. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture
- R. Schedule the rollout one region at a time
- S. Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

**Answer: A**

#### NEW QUESTION 5

Scenario: MegaMart

Case Study Title (Case Study):

MegaMart is a Retail Chain which has expanded throughout India and the Far East. The CEO and CIO decide that there is a crying need to put an Enterprise Architecture in

place to realize MegaMart's strategy to expand its revenue and diversify. The CIO has evaluated and decided to go in for TOGAF9 and adapt it to his enterprise requirements.

The Preliminary and Vision Phase have been completed.

As such very few architectural artifacts exist and the target architecture as of now is not very clear. As the Lead Architect how would you guide your team of architects for the Business Architecture definition?

- A. In the first iteration start with the definition of the Target Business Architecture using a Top down Approach. Then keep on iterating in Phase B till the Target Business Architecture is refined before going to Phase C and Phase
- B. After Phase C and Phase D are over, iterate again to Phase B and define the baseline Business Architecture, analyze the gaps finalize the Architecture Definitions documents and proceed to Phase C and Phase D.
- C. In the first iteration start with the definition of the Baseline Business Architecture using a Top Down approach
- D. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholder
- E. Then proceed to Phase C and Phase
- F. In the next iteration finalize the Target Business Architecture and proceed to Phase C and Phase D.

- G. In the first iteration start with the definition of the Baseline Business Architecture using a Bottom Up approach  
H. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders'. Proceed to Phase C and Phase  
I. In the next iteration finalize the Target Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document  
J. after analyzing the impacts and reviewing with the stakeholder  
K. Then proceed with the iteration.  
L. In the first iteration start with the definition of the Target Business Architecture using a Top Down approach  
M. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders proceed to Phase C and Phase  
N. In the next iteration finalize the Baseline Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document  
O. After analyzing the impacts and reviewing with the stakeholder  
P. Then proceed with the iteration.

**Answer: C**

#### NEW QUESTION 6

Carter Woods, a global furniture firm, wants to improve the efficiency of its sales force by replacing their legacy configuration and ordering systems based on manual and paper based processes with an online ordering platform.

Carter Woods uses the Architecture Delivery Method from TOGAF 9. The CIO sponsored this activity and the Baseline Architecture was defined on the initial iteration defining: approach, scope and architectural vision including a set of architecture principles related to the Data domain:

- ? Data is an asset.
- ? Data is shared.
- ? Data is accessible.

A set of aspects to clarify arose from the business analysis from the assumption to replace the legacy systems with an online centralized one. These main concerns are:

- To identify the changes to existing business processes.
- To identify the data entities that can be shared among the sales agents.
- To clarify how to keep the data secured.
- To identify the list of non-sales application to be integrated with the sales applications Refer to the scenario above

You, as Lead Enterprise Architect, need to identify the most appropriate architecture viewpoints to address the concerns above mentioned.

Choose one of the following answers

- A. Depict the Business Architecture using a Role catalog and a Process/Event/Control/Product catalog
- B. Depict the Data Architecture using a System/Data matrix, a Data Entity/Data Component catalog and Data Security diagram
- C. Depict the Application Architecture using an Interface catalog
- D. Define the Technology Architecture via a Network Computing/Hardware diagram.
- E. Depict the Business Architecture using a Business Interaction matrix and a Location catalog
- F. Depict the Data Architecture using a Data Lifecycle diagram and a Data Migration diagram
- G. Depict the Application Architecture using a Software Engineering diagram
- H. Depict the Technology Architecture using a Communications Engineering diagram.
- I. Depict the Business Architecture using a Business Footprint diagram and a Location catalog
- J. Depict the Data Architecture using a Data Migration diagram, System/Data matrix and Data Lifecycle diagram
- K. Depict the Application Architecture using an Application Communication diagram
- L. Depict the Technology Architecture using a Network Computing/Hardware diagram.
- M. Depict the Business Architecture using a Role catalog and Location catalog
- N. Depict the Data Architecture using a System/Data matrix, Data Entity/Business Function matrix and Data Security diagram
- O. Depict the Application Architecture using an Application Interaction matrix
- P. Define the Technology Architecture via a Network Computing/Hardware diagram.

**Answer: A**

#### NEW QUESTION 7

Dante Manufacturing is a big supplier in the automotive industry, head quarter in London with main plants in New York, Milan, Toronto and Tokio. Each one of these plants has been operating its own Manufacturing Requirements Planning (MRP II) system, production scheduling and custom applications for production automation. Dante's objective is to minimize waste production improving production operations. During an analysis of the process improvements was determined that a significant improvement on waste production could be achieved replacing the outdated MRPII system with a common Enterprise Resource Planning (ERP) located in London. Dante has well-developed governance and processes based on TOGAF 9. The Chief Engineer of Global Manufacturing operations is the business sponsor and issued a Request for Architectural Work. The architectural activity for the implementation of the new ERP platform is kicked off and the architectural vision is produced. Some concerns on the security, reliability, responsibility and time to manage change of driving the MRP II and production scheduling by a central system located in London are raised by the team of architects working on the project and by senior management of the various organizations. These last in particular, stressed the need to align the information management with the business.

Refer to the scenario above As Lead Architect you have been asked to update the IT architectural principles to address the concerns raised by the project stakeholders and the senior management. According to TOGAF 9 (assuming the enterprise is using the example set of principles in TOGAF 9 Section 23.6), which of the following is the best answer?

Choose one of the following answers

- A. Common Use Applications, Data is Shared, Data is Accessible, Data is Secure, Interoperability, Control, Technology Independence.
- B. Business Continuity, Service-Oriented, Data is Shared, Data is Accessible, Data is Secure, Responsive Change Management.
- C. Requirements-Based Change, Ease-of-Use, Data is Normalized.
- D. Information Management is Everybody's business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

**Answer: D**

#### NEW QUESTION 8

Patterns & Co. is introducing a Commercial Off-the-Shelf (COTS) Market Analytics solution in order to improve its new delivery service.

Patterns & Co. has a mature enterprise architecture capability and the CIO is the sponsor of the enterprise architecture team. The business vision and requirements for the new system are defined. It includes a detailed business process analysis. The supplier has proposed a solution but the Architecture Board identified some of the project requirements not consistent with the adopted infrastructure standards. The CIO considered the risks and approved the implementation.

The CIO has asked the EA team to execute the Phase G ensuring that the system performance KPIs are respected, the project remains within budget and security



guidelines are met.

Refer to the scenario above As Lead Enterprise Architect you have to recommend a plan to implement the CIO decision. Choose the best answer according to TOGAF 9.

Choose one of the following answers

- A. You ask the supplier to modify the web server hardware and software components so they can meet the current infrastructure standard
- B. You advise to execute a proof of concept to anticipate any coding issu
- C. Then, after the agreement with the development leads for supporting the development, you will provide the project plan to the project manager and develop an Architecture Contrac
- D. A set of frequent operational reviews to monitor the solution's performance is then scheduled after the implementation is completed.
- E. You recommend the co-existence of a second web server standard and modify the company Standards Information Base adding this new technology.You ask the project architects to create an Architecture Contract with the development team
- F. You identify the need of a performance testing and a compliance review You agree with the business on SLA and delivery date
- G. You identify re-usable procedures and objects.
- H. You eliminate the non-standard web server from the solution as recommended by the Architecture Boar
- I. You create a revised plan and Architecture Contract for the development stressing the re-use of standard technologie
- J. You share the budget implication of this solution with a finance committee and inform the CIO of the long term cost benefits of this choic
- K. You define periodical project management meetings to monitor compliance.
- L. You execute a risk analysis and set deliverables and timing requirements with the development tea
- M. You implement a detailed impact analysis of the chosen solutio
- N. You create an Architecture Contract and ask for the CIO's approval before implementing i
- O. You test the solution just prior to implementation and deliver the project artifacts and store after the completion of the implementation.

**Answer: B**

#### NEW QUESTION 9

TotalComms is a telecommunications company formed from the merging of other 2 telecommunication companies. The business operating model has been unified, the TOGAF 9 Architecture Board approved the outline Implementation and Migration Plan the detailed migration planning must know be approved. Your help is needed to work on the migration planning with all the key stakeholders to achieve an agreement.

Refer to the scenario above

You are the Lead Architect asked to describe accordingly to TOGAF 9 the best way to address the following activities:

- ? The way the migration planning is conducted.
- ? What is going to be implemented.
- ? The stakeholders involved in the implementation.
- ? The definition of the deliverables to use

Choose one of the following answers

- A. The Chief Architect will conduct the Migration planning and then share it with the other domain architects.The migration plan will be formed by a list of projects, their priority, their costs and a recommendation on how to procee
- B. After the plan is shared with the Architectural Board members and any observation that may raise incorporated in the plan, any individual project will go in front of the board for the approval for resources for the next project incremen
- C. A GANT chart will be included to be used as a roadmap.
- D. The Migration planning will be conducted as a series of steps: confirming and then coordinating the corporate management frameworks involved; establishing clear business value for the deliverables; creating detailed resource estimates for the work to do; define priority of the work, sequence and then the Transition Architecture
- E. After this, an Implementation and Migration Plan can be confirme
- F. The Portfolio Management, Operations Management and Business Planning teams should be involved in the implementation of the major deliverable
- G. Once these have been completed, regular meetings will be done to enable the architecture to be kept up-to-date.
- H. Implementation and Migration Strategy will be used to define project plans focusing on scope, time and budge
- I. The business value of each project is assessed and Project Managers will prepare submissions to the IT governance Board to ask for their funding and the Lead Architect will be active part of the boar
- J. The collection of project roadmaps and plans will be used to detail the EA Implementation and Migration Plan.
- K. This step will be conducted by the Enterprise Architecture team involving Business, Application, Data, Technology, and Security architect
- L. They will implement the TransitionArchitectures and together will prioritize a list of activities and include the Architecture Building Blocks in an Implementation and Migration Plan and Roadma
- M. After this, the comments on the deliverables shared with lines of business and the members of the Executive Board are integrated, this to enable the funding on the Enterprise Architecture work.

**Answer: B**

#### NEW QUESTION 10

Worldwide Mobile is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer.

Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new finding about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. WorldwideMobile actually has better coverage in nearly all markets than Air Light, and good roaming agreement that keep rates low for business travellers. But customer satisfaction has remained low.

The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of what needs to be done and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board.

The planning for the program has been underway for several months. WorldwideMobile has selected TOGAF 9 as the basis for its Enterprise Architecture.

The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Executive Council has stated that the program should define specific initiatives to enable each regional business units to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.

Refer to WorldwideMobile-2 Scenario

You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.

The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. At present time, the project team is conducting an architecture development project that is focused on the customer self service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device.

The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability.

You have been asked to recommend the course of action to complete the project. Based on TOGAF 9, which of the following is best answer?

- A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain
- B. In the Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture
- C. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository
- D. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval
- E. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.
- F. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domain
- G. In the Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture
- H. The resulting Solution Building Blocks will then provide the basis for the capability increment solution
- I. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval
- J. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- K. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domain
- L. In the Phases E and F, the capability should be broken down into a set of increments that defines the Target Architecture
- M. The Solution Building Blocks will provide the basis for the capability increment solution
- N. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval
- O. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- P. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain
- Q. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture
- R. The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval
- S. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

**Answer: B**

#### NEW QUESTION 10

Scenario:

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year.

These changes will provide the company with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key markets to improve yields.

The firm has a mature enterprise architecture practice and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the firm has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.

Refer to the scenario

You have been asked by the Chief Architect to justify the best approach for architecture development to realize the CEO's vision.

Based on TOGAF 9, which of the following is the best answer?

- A. You recommend that the target architecture is defined first, followed by transition planning
- B. This is because the vision is well understood and the strategic architecture agrees
- C. This will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- D. You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy
- E. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement
- F. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
- G. You recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change
- H. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
- I. You recommend that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability
- J. Then the focus should be on transition planning and architecture deployment
- K. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

**Answer: D**

#### NEW QUESTION 13

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