

TOGAF® Certification for People

TOGAF® Enterprise Architecture Part 2 Practice Test – Question Book

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This Practice Test is representative of the content covered in the TOGAF Enterprise Architecture Part 2 Examination. It includes question formats found in the actual examination. It also includes questions of varying difficulty. A candidate's performance on this Practice Test does not guarantee similar performance on the actual examination.

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TOGAF® Certification for People:

TOGAF® Enterprise Architecture Part 2 Practice Test – Question Book

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1. Instructions

This Practice Test is an open book test. The permitted reference material is the TOGAF® Enterprise Architecture Practitioner Body of Knowledge¹ drawn from the TOGAF Standard, 10th Edition.² If you are attending an accredited training course your training course provider should be able to provide a copy. If you are self-studying, you can refer to the online edition of the standard.³

You should spend no more than 90 minutes on this test.



Open Book Examinations

This Practice Test is representative of the content covered in the TOGAF Enterprise Architecture Part 2 Examination and is designed as an open book test. You should refer to the applicable Body of Knowledge while taking this test.

Please note when taking the examination that a PDF version of the Body of Knowledge is provided built into the test and available on the REFERENCE button.

¹ Refer to The Open Group Certification for People: TOGAF® Conformance Requirements (Multi-Level), Version 4.0, available at: www.opengroup.org/library/x2202.

² Refer to the TOGAF® Standard, 10th Edition, available at: www.opengroup.org/library/c220.

³ Refer to <https://pubs.opengroup.org/togaf-standard>.

2. Examination

This section consists of eight gradient scored, multiple-choice, single response questions. In order to answer each question, you will need to read the related scenario fully. On the basis of the information provided in the scenario, and the guidance in the TOGAF Standard, which one of the four possible answers is the best answer?

There is a maximum of five (5) points per question.

The CORRECT answer scores five (5) points.

The SECOND BEST answer scores three (3) points.

The THIRD BEST answer scores one (1) point.

The DISTRACTER (the incorrect answer) scores zero (0) points.

In order to pass this section, you must achieve a total of 24 points⁴ or more out of a maximum of 40 points (60%).



Practice Tip

An alternative technique when using these questions for practice purposes is to place the four answers in order of correctness from best answer to worst answer.

2.1 Question 1

Scenario 1

Your role is that of a Senior Architect in a multi-national consumer goods company. The company operates production facilities in over 20 countries and sells its products globally. It has three divisions that operate independently. An Executive Vice-President heads each of the divisions. Traditionally, each division has acted independently with few shared customers or suppliers. They were expected to share financial and human resource information from the corporate headquarters.

A consultancy firm has proposed a realignment that will enhance sharing of product information across the divisions. The implementation of this strategic realignment will require the development of integrated customer information systems and product information systems.

The company has a mature Enterprise Architecture practice and uses the TOGAF Standard as the basis for its method and deliverables. The Enterprise Architecture program is sponsored by the CIO.

⁴ Note that at the time of publication this pass mark is the same as the live TOGAF Enterprise Architecture Part 2 Examination; however, it is recommended to consult The Open Group certification website for the latest information on examination pass marks.

A Statement of Architecture Work has been approved, and the Enterprise Architecture team has obtained the agreement of key stakeholders to develop a Target Architecture to prove whether the proposal will yield the benefits claimed. A set of domain architectures has been approved, with a set of gaps identified.

At the most recent meeting of corporate Executive Management which includes all the divisions, a concern was raised about the risk and security related to this change across the divisions where customer and product information will now be shared.

Question

Refer to the Scenario.

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

- A. You recommend that sufficient security training and awareness is provided to the implementation team to ensure correct deployment, configuration, and operations of the new systems. Risk mitigation activities should be conducted in the Technology Architecture phase to determine the implementation organization's risk appetite; that is, their attitude towards risk. Based on that, if the organization is not willing to accept the level of risk, then you recommend they put in place a set of parallel systems to mitigate the risks.
- B. You recommend defining the Architecture Roadmap and evaluating the security and risk impacts for the gaps being addressed. You will determine the value, effort, and risk associated with each change and work package. You will ensure that the stakeholders' security and risk concerns are addressed. You will ensure that the work packages deliver value that includes measures related to security and risk. You would develop a Risk Mitigation Plan to address risks that might appear because of the new architecture.
- C. You recommend iterating through the Architecture Development Method (ADM) to the Architecture Vision phase, and classifying the risks in terms of time, cost, and scope. This will enable you to ensure that risks with particular types of impact are managed by the right individuals. You would then ensure that the Architecture Contracts issued in the Implementation Governance phase address those initial risks and include adequate risk monitoring actions to confirm they have been addressed.
- D. You recommend that the migration activity be secured and include both a risk assessment and a Risk Mitigation Plan. This would include a risk classification scheme and completion of worksheets for risk assessment. This will enable you to assess the risks associated with the proposed business transformation. The migration planning should include a security impact analysis. You then ensure that the initial level of risk is well understood before issuing the Architecture Contracts.

2.2 Question 2

Scenario 2

Your role is that of a Consultant to the Chief Architect of a division of a multi-national aerospace corporation. The division has a focus on zero-emission aviation and specializes in electric battery-powered aircraft with several designs that can cover up to 300 miles. The corporation has received approval to acquire a competitor that will enable it to improve the efficiency of its zero-emission aircraft, especially in the area of energy density of power storage which will increase the operational range.

The corporation has a mature Enterprise Architecture practice that supports the many divisions within the corporation. It uses the TOGAF Standard as the method and guiding framework across the corporation. Each division has its own Enterprise Architecture team that operates independently, adopting practices, principles, and methods from the corporation.

In order to integrate the new acquisition, an Enterprise Architecture project has been initiated within the division. As the project moves into Phase A, the project scope has been agreed. This includes streamlining and removal of duplication across the expanded division. The Chief Architect has emphasized the need to ensure that the architecture and the resulting changes are embraced across the whole division including the new acquisition. She noted that past acquisitions have failed to engage the key players, and this needs to be fully addressed.

Question

Refer to the Scenario.

You have been asked to recommend an approach that would enable the development of an architecture that addresses the concern of the Chief Architect. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would focus on communications with the stakeholders at the new acquisition as effective communication of targeted information to the right stakeholders at the right time is a critical success factor for such a merger. You would develop a Communications Plan, which would allow you to plan and manage the process. It would ensure that stakeholders are aware of the key features of the architecture and have the opportunity to comment.
- B. You would conduct a series of business scenarios with the stakeholders impacted by the acquisition, and determine which stakeholders are likely to block the initiative and which are likely to support it. This would let you identify and understand business needs and derive the business requirements that the architecture development has to address. You would identify the most relevant architecture viewpoints and validate with the stakeholders.
- C. You would conduct a pilot project as part of Phase A to demonstrate to the stakeholders the technical feasibility of the approaches that are available from your preferred suppliers. You would map the possible solutions to a viewpoint library. Once the stakeholders confirm the approach meets their requirements, you would then complete a Statement of Work and issue an Architecture Contract to your suppliers.
- D. You would identify key stakeholders across both the current division and the new acquisition. You would classify their positions and influence, recording the results in a stakeholder map. You would then focus on key stakeholders ensuring that you identify the most relevant architecture viewpoints for each stakeholder and validate that their concerns are being addressed. You would communicate with stakeholders early and frequently, ensuring that they fully understand the architecture process.

2.3 Question 3

Scenario 3

You are an Architect working with the Enterprise Architecture team for a government digital service agency. The agency is responsible for building online digital platforms, products, and services that help create a simple, joined-up, and personalized experience of government for its end users. Programs are funded in an annual budget cycle, and legislation aimed at controlling IT costs requires the use of a shared government Platform-as-a-Service (PaaS) and common systems.

The Enterprise Architecture team uses the TOGAF Standard as the basis for its practice and reports directly to the Executive Director of the agency.

The Enterprise Architecture team is engaged in a major initiative to develop an electronic voting (e-voting) system for use in future local and national elections. This will supplement the current ways of voting, in person, by postal vote, or by proxy. This will include voting via the Internet.

Establishing the digital identity for voters is a key challenge. The Enterprise Architecture team leader has come from a meeting where she was shown that an individual can currently have multiple incompatible identities within different government agencies. Concerns around fraud, security risks, and breaches of privacy were mentioned in the meeting, as well as worries that certain groups of society would be excluded by requiring this use of technology. It was noted at the meeting that four agencies had been attempting to unify identity for some years but had not made significant progress.

The Information Architect within the Enterprise Architecture team has identified two options for managing identity. At first sight the options appear to be competing options. The first is to introduce a new digital identity optimized for e-voting; the second to develop a federated model for identity that can also support the existing identities across multiple agencies.

Question

Refer to the Scenario.

You have been asked by the Enterprise Architecture team leader how you would select the best option for the e-voting initiative. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would start by identifying the key stakeholders and their concerns. You assess the impact of the two options in each architecture domain. In addition to working with other domain architects, you will collaborate with subject matter experts in the e-voting initiative and the four agencies. You will assess the set of implications in terms of possibility of the program meeting its objectives, and a set of risk and security concerns in the Business, Application, and Information Systems Architectures. You will facilitate your stakeholders selecting their preferred option by trading off different concerns, required changes, costs, and benefits.
- B. You would start by identifying the stakeholders and key subject matter experts who are deeply involved in information management. You know that you will need to find stakeholder agents for many stakeholders since many under-value and under-engage in information-based issues. You will assess the impact of the options in terms of the e-voting initiative and the existing systems at the four agencies. You will collaborate with subject matter experts in the e-voting initiative and the four impacted agencies. You will assess the security concerns for a federated or new identity. You will then select the best option and propose it as the way forward.
- C. You would start by identifying the e-voting initiative's stakeholders and leads from the four agencies. You would work with key subject matter experts who are involved in information and implementation of digital services to assess the two options. In conjunction with these subject matter experts, you would use the architecture trade-off method to define alternatives based on the two options. You would then draw up the list of advantages and disadvantages of each. You would then select the best option and integrate it into the Implementation and Migration Plan. You

would then explain the best option to the stakeholders and agency leads, and oversee the implementation.

- D. You would start by identifying the new digital service's stakeholders and their concerns. The *TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF ADM* provides a starting point for stakeholder classes and concerns. You assess the impact of two options in terms of the e-voting initiative and the existing IT systems at the four agencies. You will collaborate with subject matter experts in the e-voting initiative and the four impacted agencies. You will assess a set of security concerns in the Business, Application, and Information Systems Architectures. You will work with the stakeholders to trade off different concerns, required changes, costs, and benefits, so they can select their preferred option.

2.4 Question 4

Scenario 4

Your role is that of an Enterprise Architect recently recruited to work for a major bank. The bank has been in business for over 120 years, growing through a series of acquisitions with other financial institutions. This growth has resulted in duplicate systems, inconsistent data, and the reliance on in-house developed integrations.

The bank has an established Enterprise Architecture team, which has adopted the TOGAF Standard as the basis for its Enterprise Architecture practice. The CIO is the sponsor of the Enterprise Architecture program. The bank has a large IT service department and routinely has over 100 infrastructure and service projects in progress.

The Chair of the Governing Board noted at its most recent meeting that a significant number of customers are switching to the so-called "challenger banks" who are able to charge low fees, provide faster services, and deliver a better user experience through an always-available digital-first approach.

The CIO has initiated a transformation project to rethink how the bank should serve its customers. The goal is to provide a set of next-generation financial services. As part of that she has decided that the bank's core infrastructure and services need to be rationalized to support the transformation project. The CIO has stated that the core infrastructure and services must accommodate the constantly occurring changes to the technology and business landscapes.

You have been assigned to the core infrastructure and services project. An Architecture Vision has been approved, giving permission to proceed to develop a Target Architecture. A set of domain architectures together with a set of gaps to be addressed has been approved by the stakeholders. The Enterprise Architecture team has identified the work necessary to realize the changes.

Question

Refer to the Scenario.

You have been asked to recommend the best approach to move forward. Based on the TOGAF Standard, which of the following is the best answer?

- A. You recommend that the Enterprise Architecture team review the existing projects and their deliverables to address the gap analysis results for the architecture domains. Each of the domain architects will then come up with specific projects to address their gaps and consider whether existing projects need to have their scope revised. The sum of the work required in each of the domains will then be consolidated into the Implementation and Migration Plan. The timeline for progression of deliverables will be documented in the Architecture Roadmap.
- B. You recommend that the domain architectures are implemented, and all projects in progress have their scopes revised to align with the new architectures. You will then take the requirements from

Phases B through D that are not addressed by existing projects and create new IT projects for each of the requirements. You will ensure that all projects expose their data and functionality through defined service interfaces, and that all communication uses only these interfaces. You will then publish this as the Implementation and Migration Plan.

- C. You recommend identifying dependencies between the proposed set of changes and organizing the sets of changes into work packages addressing the gaps. You would then assess the value, effort, and risk associated with each change and work package, considering stakeholder priorities and preferences. You would then identify a series of Transition Architectures, ensuring that measurable business value can be delivered incrementally. You would document the work packages and Transition Architectures in the Architecture Roadmap.
- D. You recommend that the stakeholders provide input on what has to be done to implement the domain architectures. This will ensure that all stakeholders' priorities and preferences are considered in the Enterprise Architecture planning. This will then result in a detailed list of work activities that will be rolled into an IT portfolio plan that will lead to a series of projects. This will form a comprehensive Target Architecture that will include the detailed technology choices for the organization for the next five years.

2.5 Question 5

Scenario 5

Your role is that of the Lead Architect for a telecommunications company that recently formed through the merger of three telecommunication companies. The business operating model has been unified, and an Enterprise Architecture project is running as part of the management of the integration of the three organizations.

The company uses the TOGAF Standard, most notably the Architecture Development Method (ADM). The recently appointed CIO is the sponsor of the Enterprise Architecture program.

An outline Implementation and Migration Plan has been approved and planning exercises are underway to create a detailed migration plan. Conversations with the stakeholders have focused on value, effort, and risk. Budgetary spend is also a consideration.

It is recognized that others outside the Enterprise Architecture team will have the responsibility to fund, build, support, and use what is put in place based on the Enterprise Architecture. For the company, getting this right is critical especially as the competition in the marketplace has been fierce and the lines of business have been resistant to implementing any new business model.

The CIO who is concerned about risk reduction and also wants to show timely progress, has mandated an incremental approach to roll out the integration program, and wants to see key value delivered with each increment.

Question

Refer to the Scenario.

You have been asked to describe how the detailed Implementation and Migration Plan be created. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would manage the migration planning activity, working together with the domain architects to finalize the Implementation and Migration Plan. You would submit the plan to the Architecture Board for approval. The plan will include a prioritized list of projects, their approximate cost, and the estimated effort and schedule. Feedback from the Board would be incorporated into the plan. The Implementation and Migration Plan would include a sequenced timeline that could be used as the Architecture Roadmap.

- B. The Business Planning, Portfolio Management, and Operations Management groups should all be involved with the Enterprise Architecture team in the migration planning activity. Detailed resource estimates should be created for the work to be completed and the business value identified for all deliverables. A series of Transition Architectures should be planned that consider the stakeholder priorities. When this is completed, the Implementation and Migration Plan can be finalized. Once the deliverables have been completed, the architecture development cycle should be completed.
- C. Migration planning should be conducted by the Project Managers using the Implementation and Migration Strategy from Phase E to create project plans focusing on scope, budget, and time. Project Management best practices can then be used to undertake more detailed analysis and define the business value on a project-by-project basis. Project Managers will select the projects with the highest business value and request funding from the Architecture Board. The approved project plans and roadmaps will serve as the detailed Implementation and Migration Plan.
- D. Migration planning should be conducted by the Enterprise Architecture team, in particular the domain (Business, Data, Application, Technology, and Security) architects who will define a series of Transition Architectures to deliver value incrementally. The Enterprise Architecture team will then create a prioritized list of activities to realize the Transition Architectures, documenting them in the Implementation and Migration Plan, with a detailed schedule in the Architecture Roadmap. These deliverables would be circulated to the lines of business and the members of the Executive Board so that they would be ready to fund the proposed work.

2.6 Question 6

Scenario 6

Your role is that of the Lead Architect for an international container shipping company. The company offers regular services to over 300 ports.

The company uses an in-house developed system to manage the complex freight logistics. A weakness of the current system is that it does not provide the functionality to support the latest marketing activities. The limitations have been causing unacceptable delays and missed opportunities to meet market targets. It has been proposed to replace this part of the in-house system with an industry leading Commercial Off-the-Shelf (COTS) Market Analytics solution from a well-known vendor.

The company has a mature Enterprise Architecture capability and has adapted the TOGAF Standard as the basis for its Enterprise Architecture practice. The CIO is the sponsor of the Enterprise Architecture practice.

The Enterprise Architecture team has initiated a project to determine whether the change would achieve the stated objective and what would be needed to make the change. It has defined the business vision and requirements for a system that would address the limitations. This includes a detailed business process analysis. One of the architectures proposed can support the existing applications and technologies currently in place across the company, thereby limiting the need for reimplementation. It would require a non-standard platform to support the business application and also require a different web server solution to the current supported web server solutions. The Architecture Board has held a review, and it was noted that some of these project requirements were not consistent with the company's current infrastructure standards. It was also noted that although the initial costs of this approach appear low, there are integration issues to consider, as well as the long-term support and maintenance implications.

After discussions with the key stakeholders, the CIO feels that he must support the request to deploy the Market Analytics package, and that it should be implemented as soon as possible. He has approved the set of projects identified in the Architecture Roadmap to implement the COTS solution. A project manager has been appointed to oversee the implementation. The CIO has stressed that the key performance

metrics for system performance and security need to be maintained or exceeded, and that the project remains within budget.

Question

Refer to the Scenario.

You have been asked to recommend a plan to implement the direction from the CIO. Based on the TOGAF Standard, which of the following is the best answer?

- A. Based on the review held by the Architecture Board, you recommend the vendor modify the web server components in the product so they can meet the current infrastructure standards. You recommend development of a prototype to emulate the COTS product to investigate the change options for other in-house applications and systems. You would then obtain the approval of the internal development leads for supporting the implementation and integration efforts for the actual COTS product, develop an Architecture Contract, and provide the project plan to the project manager, emphasizing adherence to schedule. After the completion of the implementation, you schedule frequent operational reviews to monitor performance of the solution.
- B. You review the output from the Architecture Board and recommend the co-existence of a second web server standard, noting the need for in-house training and skills to support this addition. You add this standard to the set of organizational standards in use in the company, which are documented in the company's Standards Library. You direct the project architects to construct an Architecture Contract with the implementation team. You emphasize the importance of using appropriate architecture compliance reviews during the implementation, in addition to the test plans required for performance, and monitor the testing results. You establish Service-Level Agreements (SLAs) and delivery dates. After implementation, you identify re-usable objects and procedures.
- C. Based on the recommendations of the Architecture Board, you would eliminate the non-standard web server from the possible solution. You create a revised plan and Architecture Contract for the development of a replacement application and server environment using standard re-usable components and internal development resources. You would inform the CIO that in the long term the development of this standardized version is the lower-cost option. You ensure that the budget implications to these recommendations are presented to the finance committee. You hold frequent project management meetings to monitor compliance to standards and the revised schedule.
- D. You would prepare a detailed risk assessment and inform the implementation team of the required deliverables and the dates for deploying the COTS-based solution. You prepare a detailed impact analysis of the use of the "non-standard" web server platform. You construct an Architecture Contract and obtain approval from the CIO prior to commencing the implementation. You schedule a test of the solution just prior to deployment to confirm it meets the user performance requirements. You deliver the required project artifacts to the Architecture Repository and archive them when implementation is completed.

2.7 Question 7

Scenario 7

Your role is that of an Architect within an Enterprise Architecture team at a supermarket chain. The chain has over 300 stores, and predominantly sells groceries. After several years of continued profitable operations, the Board of Directors has approved a plan to expand its online offerings. Initially, online sales were outsourced through an online food retailer, but the decision has now been made to take this in-house and to establish its own ".com" business.

To realize this change, an Enterprise Architecture project has been put in place to plan and oversee the implementation. The Board of Directors has set an ambitious timeline of 18 months to complete the first phase. The program needs to consider how to take the current organization, physical plant, and information systems and transform them to additionally support online operations.

The TOGAF Standard is used as the methodology and framework for all Enterprise Architecture projects within the chain. The CIO is the sponsor.

Sufficient architecture development has been completed within all domains for the key stakeholders to understand and agree at a high level about the work that must be undertaken to make the changes. There is an existing Baseline Description of the current Business Architecture comprising a number of business models, including a business capability map and a set of value stream descriptions.

A major concern that must be addressed is how to migrate from a “best-of-breed” logistics system that was built for the physical stores, to adapt to online orders and fulfillment. The CIO recognizes this and has decided that the initial phase of change will be limited to 24 stores. The CIO also has an option to purchase a packaged solution from an industry leader in online sales and fulfillment. One disadvantage of the packaged solution is that it does not align well to the current systems.

Question

Refer to the Scenario.

The Enterprise Architecture team leader asks you to explain how you would identify the required changes in the Business Architecture. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would review the current architecture descriptions and update them if necessary to reflect the current state of the enterprise. You would then draw up architecture descriptions to reflect the Target Architecture. This would include defining new value streams for the online business, and a capability map for those, mapping value stream stages to capabilities, then performing a gap analysis for the capabilities to show what needs to change.
- B. You would determine where the business – for example, current organizational design, business processes, etc. – does not support the proposed change. This would enable you to identify what needs to change, and the work necessary to realize the change. You would describe the options for change to the stakeholders and the associated costs of change, allowing the stakeholders to make informed decisions. You would identify where trade-off decisions are needed, and work with the stakeholders to resolve them.
- C. You would model the current state of the business using business modeling techniques. This includes business capabilities, value streams, organization mapping, and information mapping. You will focus on improvements to the business capabilities and value streams as there are existing baseline descriptions. This will enable you to document where the business needs to make changes to implement the changes necessary for the new Target Architecture.
- D. You would request detailed documentation for the packaged solution. You would define the changes necessary to enable an alignment of the package solution with the existing systems. You would sequence those changes into an Architecture Roadmap, ensuring continuous value is delivered. You would request references from other users of the package to verify that the vendor will be able to meet the organization’s target date for delivery and other Service-Level Agreements (SLAs).

2.8 Question 8

Scenario 8

Your role is a Senior Architect working with the Enterprise Architecture team at a consumer goods firm. Historically, the firm has only developed physical goods but has recently commenced on a Digital Transformation that enables it to offer digital products.

Your area of responsibility is the corporate Customer Relationship Management (CRM) Roadmap, where you are working on a project which has the scope of extending it to include digital products. Previously a review had identified the core motivations for the key stakeholder communities as digital product time-to-market, customer experience, and driving down sustained cost.

A review of the Business Architecture has been completed with the key stakeholders. This review identified where the current value streams and information flows had created a poor customer experience. Changes to the information flows are needed to improve customer experience, and this will require changes in activity inside the value streams.

The Enterprise Architecture team leader has noted that although all the stakeholders agree customer experience can be improved, the value streams consume substantial IT resources which drives up the costs.

Question

Refer to the Scenario.

The Enterprise Architecture team leader asks what you need to know to address the motivation to drive down sustained costs. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would identify where the Application Architecture, specifically the information system service and logical application component, fails to support product time-to-market, customer experience, and leads to driving costs up. You would determine the changes to the information flows that will enable faster time-to-market, improve customer experience, and drive down sustained cost. Finally, you would identify stakeholder priorities for the enhanced business capability, improved value stream, and improved information flow.
- B. You would produce application and data models of the current state of the system. You would then develop a Target Architecture model showing how you will enable faster time-to-market and drive down sustained cost. You would then create views that describe the changes to the system in the context of time-to-market and sustained cost. Finally, you would identify the gaps between the current and target to create roadmap components of the things that must be changed.
- C. You would determine where the Application Architecture and Data Architecture of the systems create the information flow problem. You would identify the changes needed to the system to fix the information flow. You would look for incremental changes that deliver an improvement to customer experience. You would identify what the one-time work and impact would be to reduce the sustainment cost. Finally, you will check with the stakeholders if they think the improvements in customer experience are worth the one-time and final ongoing cost.
- D. You would determine where the Application Architecture and Data Architecture fail to support product time-to-market, customer experience, and lead to driving costs up. You would focus on the logical application components and logical data components. You would identify what changes to those components will enable faster time-to-market, improve customer experience, and drive down sustained cost. You would determine what work is required to improve the system in terms of time-to-market, customer experience, and cost. Finally, you would obtain the priorities that the stakeholders place on the application development, data structures, and interfaces that improve time-to-market, customer experience, and cost.