

# DUMPSQUEEN

## TOGAF 9 Part 2

The Open Group OG0-092

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## QUESTION NO: 1

Scenario: Armstrong Defense Industries

Please read this scenario prior to answering the question

Armstrong Defense Industries is the prime contractor for the Dreadnought Unmanned Aircraft System program.

Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. Armstrong Defense is moving aggressively to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

To achieve this goal, Armstrong Defense needs to define Baseline and Target Architectures. These architectures must address key stakeholders concerns such as:

1. What groups of people should be involved in procurement-related business processes?
2. What current applications do those groups use?
3. Which procurement-related business processes are supported by zero, one, or many existing applications?
4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects?
5. What non-procurement applications will need to be integrated with any new procurement applications?
6. What data will need to be shared?

At present, there are no particularly useful architectural assets related to this initiative. All assets need to be acquired and customized or created from scratch. The company prefers to implement existing package applications from systems vendors with little customization.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.

Armstrong Defense is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.

Refer to the Armstrong Defense Industries Scenario

You are serving as the Lead Architect.

You have been asked to identify the most appropriate architecture viewpoints for this situation. Based on TOGAF 9, which of the following is the best answer?

**A.** In the early iterations of the Architecture Definition:

- Describe the Baseline Business Architecture with a Baseline Business Process catalog
- Describe the Baseline Application Architecture with a Technology Portfolio catalog
- Describe the Baseline Data Architecture with a Data diagram

In the later iterations of the Architecture Definition:

- Describe the Target Business Architecture with an Actor/Process/Data catalog
- Describe the Target Application Architecture with a System/Technology matrix
- Describe the Target Data Architecture with a Data Dissemination diagram

**B.** In the early iterations of the Architecture Definition:

- Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix
- Describe the key business objects with Product Lifecycle diagrams
- Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix
- Describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix

In the later iterations of the Architecture Definition:

- Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix
- Describe the Baseline Application Architecture with a System/Organization matrix and a System/Function matrix
- Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

**C.** In the early iterations of the Architecture Definition:

- Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalog
- Describe the key business objects with Data Lifecycle diagrams
- Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix
- Describe the Target Data Architecture with a System/Data matrix

In the later iterations of the Architecture Definition:

- Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix
- Describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix
- Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

**D.** In the early iterations of the Architecture Definition:

- Describe the Baseline Business Architecture with an Organization/Actor catalog
- Describe the Baseline Application Architecture with a System/Function matrix
- Describe the Baseline Data Architecture using a Data Entity/Data Component catalog

In the later iterations of the Architecture Definition:

- Describe the Target Business Architecture with an Organization/Actor catalog
- Describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix
- Describe the Target Data Architecture with a System/Data matrix

**ANSWER: B**

## QUESTION NO: 2

Please read this scenario prior to answering the question

You are serving as the Lead Architect for a chain of convenience stores, operating as a franchise, which has over 5000 retail outlets throughout the Asia-Pacific region. The stores operate 24 hours a day and 7 days a week and rely on point-of-sale technology to manage their inventory.

Stores place all orders on-line. The back-office systems collect real-time data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day's weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF 9 within the practice and the first project is to restructure the Enterprise Architecture so that it can better accommodate the changing strategies within the company and also better respond to changes in economic and technical environments.

The CIO has stated that the following issues need to be addressed in the restructuring:

- The systems should be able to withstand any unforeseen disruptions which might affect day to day operations. This is highly critical for ensuring high levels of customer satisfaction and maintaining and growing revenue.
- Dependencies between the application components, the application platform, and technology infrastructure should be minimal and well defined. This will facilitate scalability and ease of enhancement of the service offerings.
- The company is adopting the ARTS Operational Data Model and Data Warehouse Model from the National Retail Federation. This will address past problems with data quality and inconsistent data.
- To remain competitive, new products and promotions must undergo market trials and if these are successful, deployed across the retail chain. Information systems must be able to manage changes and updates without undue delays.

Refer to the Scenario

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF, Section 23.6. You may need to refer to Chapter 23 of the reference text in order to answer this question.]

You have been asked to identify the most relevant architecture principles for the current situation.

Based on TOGAF, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

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

**ANSWER: D**

## QUESTION NO: 3

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. Depict the Data Architecture using a System/ Data matrix, a Data Entity/Data Component catalog and Data Security diagram. Depict the Application Architecture using an Interface catalog. Define the Technology Architecture via a Network Computing/Hardware diagram.
- B.** Depict the Business Architecture using a Business Interaction matrix and a Location catalog. Depict the Data Architecture using a Data Lifecycle diagram and a Data Migration diagram. Depict the Application Architecture using a Software Engineering diagram. Depict the Technology Architecture using a Communications Engineering diagram.
- C.** Depict the Business Architecture using a Business Footprint diagram and a Location catalog. Depict the Data Architecture using a Data Migration diagram, System/Data matrix and Data Lifecycle diagram. Depict the Application Architecture using an Application Communication diagram. Depict the Technology Architecture using a Network Computing/Hardware diagram.
- D.** Depict the Business Architecture using a Role catalog and Location catalog. Depict the Data Architecture using a System/Data matrix, Data Entity/ Business Function matrix and Data Security diagram. Depict the Application Architecture using an Application Interaction matrix. Define the Technology Architecture via a Network Computing/Hardware diagram.

**ANSWER: A**

## QUESTION NO: 4

Please read this scenario prior to answering the question

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. In the Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.
- B.** In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domains. 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. The resulting Solution Building Blocks will then provide the basis for the capability increment solutions. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conduction Compliance Assessments.
- C.** In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domains. In the Phases E and F, the capability should be broken down into a set of increments that defines the Target Architecture. The Solution Building Blocks will provide the basis for the capability increment solutions. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- D.** The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain. 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. The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

**ANSWER: D**

## QUESTION NO: 5

Scenario

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO of the chain 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 providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financials, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain 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 national and regional markets to improve yields.

The chain has a mature enterprise architecture practice based in its headquarters 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 chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the chain 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 propose the best approach for architecture development to realize the CEO's vision.

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

- A.** You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- B.** You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach 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.
- C.** You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

D. You propose 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. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

**ANSWER: D**

## QUESTION NO: 6

### Scenario

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect within the headquarters of a large fast food chain. The chain manages over 6000 restaurants across 24 countries. Each restaurant in the chain is an independently owned and operated franchise. Many of the restaurants use have been with the franchise since its initial startup phase and still use the first generation IT systems deployed over 15 years ago.

The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services to help them complete with the increasing competition from coffee shops. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved products, including healthier alternatives in their menu, 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 and new products to specific regions.

The chain has a mature enterprise architecture practice based in its headquarters 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 chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the chain has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise. Refer to the scenario

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

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

- A.** You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capability. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- B.** You propose 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. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
- C.** You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach 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 propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

**ANSWER: B**

## QUESTION NO: 7

FreshFruit Int. is an online American grocer. The Executive Board decided to implement a new strategy to expand the business to other markets.

The CIO is sponsoring an enterprise activity to support the expanded operations.

A new solution is rolled-out to replace the legacy online sales platform. A compliance review was performed to assess the solution implementation.

The result of the review highlighted a complaint from the development team stating that the new system is difficult to integrate with the existing warehouse automation systems. The Chief Architect is concerned that the complaint is not related to a real problem of the solution but is based on personal preferences of the development teams. Another interview with the project team is scheduled.

Refer to the scenario above

You are the Lead Architect and an architect from your team leads the review team. You have to answer how, based on TOGAF 9, you should enable the review team to conduct the reviews successfully. Choose one of the following answers

**A.** Meeting with the project architect you clarify the purpose of the review. You ask to perform an objective and fair review using the checklists to frame the review and clarify that you want them to identify the issues behind the implementation team complaints.

**B.** You organize a meeting with the review team and state the importance to identify any non-compliance that may have come from the implemented solution.

**C.** You organize a meeting with the review team and stress the importance of a high degree of compliance without any exception. The review should cover every aspect of the implementation and should criticize the implementation techniques.

**D.** You verify that criteria for the program and the business objectives are mapped in the checklists that the project team prepared for the interviews. You confirm the checklist content to the project architect and stress the need to be objective and fair during the review process.

**ANSWER: D**

## QUESTION NO: 8

Scenario: Rollins Manufacturing

Please read this scenario prior to answering the question

Rollins Manufacturing is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own Manufacturing Requirements Planning (MRPII) system, production scheduling, and custom developed applications that drive the automated production equipment at each plant.

Rollins is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current MRPII and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.

The Rollins Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.

The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their MRPII and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Rollins Manufacturing Scenario

You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project.

One of the earliest initiatives in the Enterprise Architecture program at Rollins was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised. You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

[Note: You should assume that Rollins has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.]

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

- A. Common-use Applications, Data is Shared, Data is Accessible, Data is Secure, Interoperability, Control Technical Diversity.
- B. Business Continuity, Service-orientation, Data is Accessible, Data is Secure, Responsive Change Management.
- C. Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data is Secure.
- D. Information Management is Everybody's Business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

**ANSWER: C**

**QUESTION NO: 9**

## Scenario

Please read this scenario prior to answering the question

You have been assigned the role of Lead Enterprise Architect for a firm that produces components and replacement parts for the automobile, electronics, and telecommunications industries. The firm has been established for over 70 years. North America has been the primary market for its products, with just 20% of its output being exported to Europe. The firm is planning to expand its exports to Europe and also to establish sales in South America and the Asia Pacific region.

The firm is organized into business units that each focus on the different industry sectors. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems. The Enterprise Architecture (EA) program within the firm has been functioning for several years.

It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed change and how to manage the associated risks. Refer to the Scenario

You have been asked how to address the concerns of the CIO. Based on TOGAF, which of the following is the best answer?

- A.** In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the reorganization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed project.
- B.** In Phase A, the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then used to assess the initial risks associated with the proposed project.
- C.** In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the reorganization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then used to assess the initial risks associated with the proposed project.
- D.** In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

**ANSWER: D**

**QUESTION NO: 10**

Scenario: Glacier Ridge LLC

Please read this scenario prior to answering the question

Glacier Ridge LLC is a vacation property management firm that is growing through acquisition. It 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 financials 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 Glacier Ridge property 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 corporatewide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key markets to improve yields. Glacier Ridge has mature enterprise architecture (EA) 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 engagement, Glacier Ridge has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.

Refer to the Glacier Ridge scenario

Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision. Based on TOGAF 9, which of the following is the best answer?

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

**ANSWER: D**