

OGEA-102 Dumps

TOGAF Enterprise Architecture Part 2 Exam (English)

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NEW QUESTION 1

Please read this scenario prior to answering the question

You have been appointed as senior architect working for an autonomous driving technology development company. The mission of the company is to build an industry leading unified technology and software platform to support connected cars and autonomous driving.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework. Architecture development within the company follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five years. This has identified the need for a portfolio of projects over the next two years. The portfolio includes development of travel assistance systems using swarm data from vehicles on the road. The current phase of architecture development is focused on the Business Architecture which needs to support the core travel assistance services that the company plans to provide. The core services will manage and process the swarm data generated by vehicles, paving the way for autonomous driving in the future. The presentation and access to different variations of data that the company plans to offer through its platform poses an architecture challenge. The application portfolio needs to interact securely with various third-party cloud services, and V2X (Vehicle-to-Everything) service providers in many countries to be able to manage the data at scale. The security of V2X is a key concern for the stakeholders. Regulators have stated that the user's privacy be always protected, for example, so that the drivers' journey cannot be tracked or reconstructed by compiling data sent or received by the car.

Refer to the scenario

You have been asked to describe the risk and security considerations you would include in the current phase of the architecture development?

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

- A. You will focus on the relationship with the third parties required for the travel assistance systems and define a trust framework
- B. This will describe the relationship with each part
- C. Digital certificates are a key part of the framework and will be used to create trust between parties
- D. You will monitor legal and regulatory changes across all the countries to keep the trust framework in compliance.
- E. You will perform a qualitative risk assessment for the data assets exchanged with partner
- F. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it did occur
- G. Using the priorities, you would then develop a Business Risk Model which will detail the risk strategy including classifications to determine what mitigation is enough.
- H. You will focus on data quality as it is a key factor in risk management
- I. You will identify the datasets that need to be safeguarded
- J. For each dataset, you will assign ownership and responsibility for the quality of data needed
- K. A security classification will be defined and applied to each dataset
- L. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under certain circumstances.
- M. You will create a security domain model so that assets with the same level can be managed under one security policy
- N. Since data is being shared across partners, you will establish a security federation to include the
- O. This would include contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications
- P. You would undertake a risk assessment determining risks relevant to specific data assets.

Answer: D

Explanation:

A security domain model is a technique that can be used to define the security requirements and policies for the architecture. A security domain is a grouping of assets that share a common level of security and trust. A security policy is a set of rules and procedures that govern the access and protection of the assets within a security domain. A security domain model can help to identify the security domains, the assets within each domain, the security policies for each domain, and the relationships and dependencies between the domains¹

Since the data is being shared across partners, a security federation is needed to establish a trust relationship and a common security framework among the different parties. A security federation is a collection of security domains that have agreed to interoperate under a set of shared security policies and standards. A security federation can enable secure data exchange and collaboration across organizational boundaries, while preserving the autonomy and privacy of each party. A security federation requires contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications²

A risk assessment is a process that identifies, analyzes, and evaluates the risks that may affect the architecture. A risk assessment can help to determine the likelihood and impact of the threats and vulnerabilities that may compromise the security and privacy of the data assets. A risk assessment can also help to prioritize and mitigate the risks, and to monitor and review the risk situation³

Therefore, the best answer is D, because it describes the risk and security considerations that would be included in the current phase of the architecture development, which is focused on the Business Architecture. The answer covers the security domain model, the security federation, and the risk assessment techniques that are relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 35: Security Architecture and the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 38: Security Architecture 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

NEW QUESTION 2

Please read this scenario prior to answering the question

Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity. The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture?

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

- A. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architecture
- B. You would make recommendations for change requirements to address the situation and create a change request
- C. You would manage a meeting of the Architecture Board to assess and approve the change request

- D. Once approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change.
- E. You would monitor for technology changes from your existing suppliers that could improve resilience. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture
- F. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture
- G. You would prepare change requests to address identified gap
- H. You would add the changes implemented to the Architecture Repository.
- I. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture
- J. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level
- K. Changes should be made to the baseline description of the Technology Architecture
- L. The changes should be approved by the Architecture Board and implemented by change management techniques.
- M. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attack
- N. You would identify the departments involved and have them nominate representative
- O. You would then tailor checklists to address the requirement for increased resilience
- P. You would circulate to the nominated representatives for them to complete
- Q. You would then review the completed checklists, identifying and resolving issues
- R. You would then determine and present your recommendations.

Answer: A

Explanation:

Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project.

The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are:

- > Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.
- > Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.
- > Make recommendations for change requirements to address the situation and create a change request.

This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.

- > Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.

- > Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III:

ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

NEW QUESTION 3

Please read this scenario prior to answering the question

You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases.

Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence (AI).

The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability.

The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.

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

Refer to the scenario

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

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

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

- N. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed
O. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.

Answer: B

Explanation:

A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively¹

The steps for creating a Stakeholder Map are:

- Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.
- Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.
- Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.

Record the stakeholders and their concerns in a Stakeholder Map, which shows the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.

Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:

- An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.
- The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.
- The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process²
- The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions³
- This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24:

Stakeholder Management 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision 3:

The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Applying Iteration to the ADM

NEW QUESTION 4

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally. In response to the situation, the CEO has decided that the lentil fields will be used for another harvest. The company will also cease to process third-party lentils and will repurpose its processing plants. Thus, the target market will change, and the end-products will be different and more varied.

The company has recently established an Enterprise Architecture practice based on the TOGAF standard as method and guiding framework. The CIO is the sponsor of the activity. A formal request for architecture change has been approved. At this stage there is no fixed scope, shared vision, or objectives.

Refer to the scenario

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

Based on the TOGAF standard 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 for the company
- B. Then the focus should be on transition planning and incremental architecture deployment
- C. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- D. You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and D
- E. This is because the CEO has identified the need to change
- F. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- G. You propose that the team focus on architecture definition including development of business models, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified
- H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change.
- I. You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Vision
- J. The trade-off method should be applied to identify and select an architecture satisfying the stakeholder
- K. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.

Answer: D

Explanation:

A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. A Request for Architecture Work is usually initiated by the sponsor or client of the architecture work, and approved by the Architecture Board, which is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. A Request for Architecture Work triggers a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture¹²

An Architecture Vision is a high-level description of the desired outcomes and benefits of the proposed architecture. An Architecture Vision is the output of Phase A: Architecture Vision of the ADM cycle, which is the first phase of the architecture development. An Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. An Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process³

A trade-off analysis is a technique that can be used to evaluate and compare different architecture alternatives and select the most suitable one. A trade-off

analysis involves identifying the criteria and factors that are relevant to the decision, such as costs, benefits, risks, and opportunities, and assessing the strengths and weaknesses of each alternative. A trade-off analysis also involves balancing and reconciling the multiple, often conflicting, requirements and concerns of the stakeholders, and ensuring alignment with the Architecture Vision and the Architecture Principles.

Therefore, the best answer is D, because it proposes the best approach for architecture development to realize the CEO's change in direction for the company. The answer covers the Request for Architecture Work, the Architecture Vision, and the trade-off analysis techniques that are relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance 3: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis

NEW QUESTION 5

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has several management frameworks in use, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the CIO.

A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities.

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a target architecture that would integrate a new ERP environment into the company.

Because of the risks posed by change from the current environment, the architects have recommended that a phased approach occurs to implement the target architecture with several transition states. The overall implementation process is estimated to take several years.

Refer to the scenario

You have been asked what the next steps are for the migration planning. Based on the TOGAF standard which of the following is the best answer?

- A. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract
- B. The Compliance Assessment should verify that the implementation team is using the proper development methodology
- C. It should include deployment of monitoring tools and ensure that performance targets are being met
- D. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.
- E. You place the Architecture Definition Document under configuration control
- F. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise
- G. You would identify the development resources to undertake the project
- H. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan
- I. You recommend that lessons learned be applied as changes to the architecture without review.
- J. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project increments
- K. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation
- L. You would confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table that lists the projects.
- M. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization
- N. Minimally, you ensure that the plan is coordinated with the business planning, project/portfolio management and operations management framework
- O. You would then assign a business value to each work package, considering available resources and strategic fit
- P. You then use the work packages to identify projects that will be in the Implementation and Migration Plan

Answer: C

Explanation:

The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue, reduced costs, improved quality, or enhanced customer satisfaction¹

The steps for applying the Business Value Assessment Technique are:

- Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities. The criteria and factors should be aligned with the business goals and drivers that motivate the architecture work, and the stakeholder requirements and concerns that influence the architecture work.
- Assign weights and scores to the criteria and factors, using various methods, such as expert judgment, historical data, or analytical models. The weights and scores should reflect the importance and performance of the criteria and factors, and the trade-offs and preferences of the stakeholders.
- Calculate the business value for each project or project increment, using various techniques, such as net present value, return on investment, or balanced scorecard. The business value should indicate the expected or actual outcomes and impacts of the project or project increment on the business.
- Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources.

Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

NEW QUESTION 10

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