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SAFe-APM Exam Questions (Updated 2024) 100% Real Question Answers

NEW QUESTION 25

The Product Owners (POs) on an ART held a brainstorming session to gather more detail on an upcoming Feature. They created many Stories but are still deciding which ones to do first because they seem necessary. Which technique would help organize the Stories and understand which are critical to implementing the Feature?

* Must have/Should have/Could have/Will not have (MoSCoW)
* Kano analysis
* Story mapping
* Weighted Shortest Job First (WSJF)

Story mapping is a technique that helps product owners and teams visualize and prioritize user stories based on the user journey and the value they deliver. Story mapping involves creating a two-dimensional map of stories, where the horizontal axis represents the main activities or steps of the user journey, and the vertical axis represents the priority or importance of the stories. The stories are arranged in a hierarchy, where the top row contains the most essential stories that form the backbone of the feature, and the lower rows contain the more detailed or optional stories that enhance the feature. Story mapping helps to organize stories and understand which are critical to implementing the feature, as it shows the big picture of the user goals and needs, the dependencies and

relationships among stories, and the minimum viable product (MVP) scope.

Reference:

Story Mapping: This article from the Scaled Agile Framework explains the purpose, process, and benefits of story mapping, and provides an example of how it can be used in a SAFe context.

User Story Mapping: Discover the Whole Story, Build the Right Product: This book by Jeff Patton, the creator of story mapping, provides a comprehensive guide on how to use story mapping to create better products and services that delight customers.

How to Create a User Story Map: Step by Step Guide with Examples: This article from Miro provides a detailed guide on how to create a user story map, with examples and templates for different types of products and services.

NEW QUESTION 26

What innovation context type refers to the innovations we find when looking at integrated, end-to-end products and service offerings to solve complex market problems across trains?
* Business Agility
* Portfolio
* Feature
* Solution
According to the SAFe Agile Product Management APM (6.0) documents and learning resources, innovation context type refers to the level of uncertainty and risk associated with the innovation. There are four types of innovation context: portfolio, solution, feature, and business agility. Solution context type is the most complex and uncertain type, as it involves creating integrated, end-to-end products and service offerings that solve complex market problems across trains. Solution context type requires a high degree of collaboration and alignment among multiple teams and stakeholders, as well as frequent experimentation and validation of assumptions.

Reference:

SAFe Innovation Framework for Lean Enterprises: What to Know

Solution Context – Scaled Agile Framework

NEW QUESTION 27

Which element of Solution Intent helps drive a Solution Roadmap?
* Specifications
* Product Vision
* Customer segments
* Strategic Themes
A product vision is a statement that describes the desired outcome and value proposition of a solution. It helps guide the development of the solution by providing a clear and compelling direction. A product vision also helps drive a solution roadmap, which shows the planned features and milestones for the solution over a timeline. A product vision is part of the solution intent, which is the repository of the current and intended solution behavior and design.

References:

* Solution Intent

* Solution Vision

* Roadmap

* Solution Management

NEW QUESTION 28

What is a result of using personas and empathy maps together?
* Improved product design
* Ability to project the value of the market
* A better understanding of supplier license agreements
* Actionable research

Using personas and empathy maps together is a result of applying design thinking, which is a customer-centric development process that creates desirable products that are profitable and sustainable over their lifecycle.

Personas are fictional characters that represent archetypal users of a product or service, while empathy maps are visual tools that capture the thoughts, feelings, behaviors, and needs of the users. Using personas and empathy maps together can help to improve product design by:

* Understanding the problem and the context from the user's perspective

* Generating ideas and solutions that address the user's pain points and goals

* Testing and validating the assumptions and hypotheses behind the product

* Aligning the stakeholders on the scope, value, and quality of the product References:

* Design Thinking – Scaled Agile Framework

* Personas – Scaled Agile Framework

* Empathy Map vs Persona: What's the Difference and Why You … – Userpilot

NEW QUESTION 29

What is one key component of Cost of Delay (CoD)?
* Time criticality
* Sequencing
* Job size
* Duration

Time criticality is one key component of Cost of Delay (CoD), which is the money or value that will be lost by delaying or not doing a job for a specific time period relative to other jobs. Time criticality reflects the urgency or sensitivity of a job to time, and how its value changes over time. For example, a job that has a fixed deadline, a seasonal demand, or a high risk of obsolescence has a high time criticality, and its CoD increases rapidly as time passes. A job that has a stable demand, a low risk of competition, or a long-term benefit has a low time criticality, and its CoD increases slowly or remains constant over time.

Reference:

WSJF: This article from the Scaled Agile Framework explains the concept and purpose of Weighted Shortest Job First (WSJF),

which is a prioritization model that uses CoD and job duration to sequence jobs for maximum economic benefit. It also describes the four components of CoD: user or business value, time criticality, risk reduction and/or opportunity enablement, and job size.

Cost of Delay – Scaled Agile Framework: This article from the Scaled Agile Framework defines CoD as the numerator in WSJF prioritization, and provides some examples of how to estimate CoD for different types of jobs.

NEW QUESTION 30

The business wants to avoid losing Customers. A new Feature to address that could be placed in which category?
* New business
* Up-sell
* Operational efficiency
* Retainment

Retainment is the category of a new feature that aims to keep existing customers loyal and satisfied with the product or service, and prevent them from switching to competitors or alternatives. Retainment features can include loyalty programs, referral incentives, customer feedback mechanisms, personalized offers, and improved customer service. Retainment features can help the business reduce customer churn, increase customer lifetime value, and enhance customer advocacy.

Reference:

Feature Categories: This article from the Scaled Agile Framework explains the concept and purpose of feature categories, and how they can help product teams prioritize and communicate the value of features. It also describes the four main feature categories: new business, up-sell, operational efficiency, and retainment.

How to Stop Losing Customers: 6 Proven Ways | Pressfarm: This article from Pressfarm provides some practical tips and examples of how to stop losing customers and increase customer retention, such as staying connected, offering excellent customer experience, and providing value-added services.

NEW QUESTION 31

The Lean Portfolio Management team is reviewing new work moving through the Portfolio Kanban. Request 1 is incremental innovation and can likely be done by one ART in one PI. Request 2 is a major opportunity impacting multiple stages of the Value Stream, likely requiring the participation of two ARTs over multiple PIs. Which backlog should each request be added?
* Both should be added to the ART Backlog
* Both should be added to the Portfolio Backlog
* Request 1 should be added to the Portfolio Backlog as an Epic; Request 2 should be added to the ART Backlog as a Feature
* Request 1 should be added to the ART Backlog as a Feature; Request 2 should be added to the Portfolio Backlog as an Epic

According to the Scaled Agile Framework, the Portfolio Backlog contains the highest-level portfolio epics, which are large, cross-cutting initiatives that require analysis, approval, and funding by the Lean Portfolio Management (LPM) team1. The ART Backlog contains the features, which are services provided by the system that fulfill stakeholder needs2. Features are derived from epics and are typically implemented by one Agile Release Train (ART) within one Program Increment (PI)3. Therefore, Request 1, which is an incremental innovation that can be done by one ART in one PI, should be added to the ART Backlog as a Feature. Request 2, which is a major opportunity impacting multiple stages of the Value Stream and requiring the participation of two ARTs over multiple PIs, should be added to the Portfolio Backlog as an Epic.

References:

* Portfolio Backlog: This article from the Scaled Agile Framework explains the purpose, structure, and content of the Portfolio Backlog, and how it is managed by the LPM team using the Portfolio Kanban

* system.

* Features: This article from the Scaled Agile Framework defines the concept of features, their attributes, and their relationship with epics and stories.

* ART Backlog: This article from the Scaled Agile Framework describes the role, composition, and management of the ART Backlog, and how it supports the PI Planning process.

NEW QUESTION 32

What is the most important information to communicate in a product Vision?
* How life/work will improve by using this Solution
* Architecture requirements
* The new technology platform requirements
* The target release date

A product vision is a description of the future state of the product and what problems it tries to solve or what ambitions it tries to fulfill. The most important information to communicate in a product vision is how life/work will improve by using this solution. This information captures the value proposition and the benefit hypothesis of the product, which reflect the needs and expectations of the customers and the stakeholders. This information also inspires and motivates the people who work on the product, as well as the potential users of the product. This information sets the direction and the purpose of the product, and guides the development and delivery of the features and capabilities.

References:

* Vision – Scaled Agile Framework

* Solution Vision – Scaled Agile Framework

* Product Vision | Agile Product Management

NEW QUESTION 33

What is an example of a measurement that can help drive Value Stream innovation and improvements?
* Percentage of Customers activating the product
* Iteration velocity measured on a quarterly basis
* Number of Customers added during the quarter
* Average Customer acquisition costs

A measurement that can help drive Value Stream innovation and improvements is the percentage of Customers activating the product. This metric indicates how many Customers are actually using the product after acquiring it, and how well the product meets their needs and expectations. A high percentage of Customers activating the product means that the product delivers value and solves a problem for the Customers, and that the Value Stream is aligned with the Customer-centric mindset. A low percentage of Customers activating the product means that there is a gap between the product offering and the Customer demand, and that the Value Stream needs to innovate and improve the product design, delivery, and marketing.

Reference:

Value Stream KPIs – Scaled Agile Framework

The Four Most Useful Value Stream Metrics in Software

What is an example of a measurement that can be used to help drive …

NEW QUESTION 34

What is the primary data used in market research?
* Developing hypotheses
* Market sizing
* Market structuring
* Testing hypotheses

Primary data is information collected through original research by the marketer or researcher themselves. Primary data is used to test hypotheses, which are tentative statements or assumptions about the relationship between variables or the outcome of an experiment. Testing hypotheses helps to validate or invalidate the assumptions and predictions made by the marketer or researcher, and to measure the effectiveness and impact of their product or service.

Reference:

Primary Data – Types, Methods and Examples: This article from Research Method defines primary data, explains its types and methods, and provides some examples of primary data collection and analysis.

[Hypothesis Testing]: This article from the Scaled Agile Framework describes the concept and process of hypothesis testing, and how it helps to evaluate the value proposition and assumptions of a product or service using experiments and feedback.

NEW QUESTION 35

Which horizon describes the desired state as stable solutions that deliver high value with minimal new investment?
* Horizon 1
* Horizon 0
* Horizon 3
* Horizon 2

The horizon model is a framework that helps organizations balance their investments across different time horizons and types of innovation. According to the Scaled Agile Framework, there are four horizons: Horizon

0, Horizon 1, Horizon 2, and Horizon 31. Horizon 1 describes the desired state as stable solutions that deliver high value with minimal new investment. These are the core products or services that generate most of the current revenue and profit, and have a loyal customer base. Horizon 1 solutions require continuous improvement and optimization, but not significant new investment or disruption. Horizon 1 can be further divided into two sub-horizons: Investing and Extracting2.

References:

* Horizon Planning: This article from the Scaled Agile Framework explains the concept and purpose of horizon planning, and describes the four horizons and their characteristics, challenges, and best practices.

* SAFe’s investment horizon model – A synopsis: This article from Medium provides a summary of the SAFe investment horizon model, and illustrates how it can help organizations allocate their resources and manage their portfolio.

NEW QUESTION 36

Which factor must be included when building a model of market segment value?
* Number of servers it will take to deliver the value
* Number of product distributors

* Number of existing competitors
* Number of product configurations that will be offered

According to the SAFe Agile Product Management APM (6.0) documents and learning resources, market segment value is the total value of a specific market segment for agiven solution. It is calculated by multiplying the number of potential customers in the segment by the average revenue per customer and the expected market share. The expected market share depends on several factors, such as the value proposition, the competitive advantage, and the number of existing competitors. Therefore, the number of existing competitors is a factor that must be included when building a model of market segment value.

References:

* Agile Product Management – Scaled Agile Framework

* Customer Centricity – Scaled Agile Framework

* 5.4 Essential Factors in Effective Market Segmentation

NEW QUESTION 37

Which event tracks the progress of the ART toward meeting the PI Objectives?
* ART Sync
* Portfolio minimum viable product (MVP) reviews
* Weighted Shortest Job First (WSJF) prioritization
* Incremental Business Value assignment

The ART Sync is a weekly event that brings together the representatives of the teams and stakeholders of an Agile Release Train (ART) to review the progress and status of the current Program Increment (PI). The ART Sync tracks the progress of the ART toward meeting the PI Objectives by using various metrics and indicators, such as the PI burnup chart, the team and ART predictability measures, the feature completion report, and the dependencies and risks status. The ART Sync also provides an opportunity to identify and resolve any impediments, issues, or blockers that may affect the PI delivery.

References:

* ART Sync: This article from the Scaled Agile Framework explains the purpose, agenda, and participants of the ART Sync, and how it supports the alignment, collaboration, and execution of the ART.

* PI Objectives: This article from the Scaled Agile Framework defines the concept and attributes of PI Objectives, and how they can be used to align and measure the outcomes of an ART or Solution Train.

NEW QUESTION 38

What information does a Product Manager contribute during PI Planning?
* Product Vision and Roadmap
* Sizing of Features requested
* The exact sequence of work
* Definition of done for each Feature

According to the SAFe Agile Product Management APM (6.0) documents and learning resources, the Product Manager is responsible for defining and communicating the product vision and roadmap to the Agile Release Train (ART) during PI Planning. The product vision describes the future state of the product and the value it will deliver to the customers and the enterprise. The roadmap outlines the features and enablers that will realize the vision over time. The Product Manager also presents the top 10 features for the upcoming Program Increment (PI) and their priorities based on the Weighted Shortest Job First (WSJF) method.

References:

* Agile Product Management – Scaled Agile Framework

* Product and Solution Management – Scaled Agile Framework

* PI Planning – Scaled Agile Framework

* WSJF – Scaled Agile Framework

NEW QUESTION 39

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Reference:

Vision – Scaled Agile Framework

Solution Vision – Scaled Agile Framework

Product Vision | Agile Product Management

NEW QUESTION 40

Who commonly facilitates the PO Sync event?
* A Release Train Engineer (RTE)
* A Solution Train Engineer (STE)
* An Agile Coach
* A Scrum Master/Team Coach (SM/TC)
The PO Sync is an ART event used to gain visibility into the ART’s progress toward meeting its PI objectives and to make any necessary adjustments. The PO Sync is commonly facilitated by the Release Train Engineer (RTE), who is the servant leader and chief Scrum Master for the ART. The RTE helps to coordinate the PO Sync by inviting the Product Owners and Product Management, setting the agenda, managing the timebox, and resolving any impediments or conflicts.

Reference:

Product Owner (PO) Sync – Scaled Agile Framework

Release Train Engineer and Solution Train Engineer – Scaled Agile Framework

5 Practices to Start Scaling Agile by Mike Hall | Agile Velocity

NEW QUESTION 41

What is a key factor in determining the value of a market segment?
* Where the products and services will be sold
* Availability of materials and people in sufficient quantities
* The amount Customers are willing to pay for products or services
* Time criticality in product delivery

The value of a market segment is determined by the potential revenue and profit that can be generated from selling products or services to that segment. One of the key factors that influences the value of a market segment is the amount customers are willing to pay for products or services, which reflects their perceived value and price sensitivity. Customers who are willing to pay more for products or services that meet their needs and preferences are more valuable than customers who are willing to pay less or switch to cheaper alternatives. Therefore, understanding the customer's willingness to pay is essential for setting optimal prices and maximizing the value of a market segment.

Reference:

Market Segmentation: Definition, Example, Types, Benefits: This article from Investopedia explains the concept and purpose of market segmentation, and describes the four primary types of market segmentation: demographic, geographic, psychographic, and behavioral.

Value-based Market Segmentation – Divide Markets into Value Categories: This article from Marketing Insider provides a detailed guide on how to conduct a value-based market segmentation, which is based on the actual value perceived and delivered to customers. It also discusses the benefits and challenges of value-based market segmentation, and provides some examples and best practices.

Market Segmentation: Definition, Types, Benefits, & Best Practices: This article from Qualtrics XM provides an overview of market segmentation, and discusses the benefits and best practices of market segmentation for businesses. It also provides some examples and tips on how to segment markets effectively.

Scaled Agile SAFe-APM Exam Syllabus Topics:

TopicDetailsTopic 1- Driving Strategy with Market Segmentation: This topic covers the process of market segmentation, including explaining how to create market segments through market research, determining the value of each market segment, and assessing the fit of the market.Topic 2- Delivering Value: This topic focuses on visualizing the development flow using a Program Kanban, estimating and forecasting the backlog, prioritizing the Program Backlog. Moreover, it explains how to create alignment through PI Planning, and execute the PI.Topic 3- Defining Product Strategy and Vision: This topic includes explaining the strategic purpose of the product, creating a compelling product vision, designing value propositions and business models. Moreover, it delves into mapping out the customer journey, defining the whole product and solution context, and designing the platform, API, and data strategy to support the overall product strategy.Topic 4- Using Empathy to Drive Design: This topic focuses on the purpose and use of personas, the process of creating and using personas, and

techniques for improving customer experience through empathy.Topic 5- Creating Innovation in the Value Stream: This topic includes describing the value stream and approaches to product innovation, using metrics for the guidance of improvement efforts. It discusses how to manage innovations through Epics, fund sustainable innovation, and apply rapid experimentation methods. Lastly it delves into evaluating hypothesis outcomes to determine whether to pivot, stop, or continue.Topic 6- Creating Roadmaps to Build Solutions: It discusses solution intent, market-driven roadmaps, balanced solutions, and refining features into stories and story maps.Topic 7- Continuously Exploring Markets and Users: It explains how to do market research in the context of Continuous Exploration, find the right hypothesis and ask the right questions, and applying data-driven practices to answer questions. Furthermore, it covers planning your research and using research games for customer understanding.

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