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QUESTION 41 Which two resources can be used to determine the characteristics of a customer's persona? A. Industry peers B. Social media C. Past employers D. Human resources E. Annual reports Answer: BEE Explanation: You can construct personas from publicly available information such as LinkedIn, annual reports, and social media. Additional marketing material may also be available from which you can derive information about personas. QUESTION 42 Which two characteristics of customer relationship management are true? (Choose two.) A. increasing customer spend on technology hardware and software B. introducing technology solutions to the customer C. building and maintaining rapport with relevant individuals D. moving the customer toward positive decisions about investments and initiatives E. enticing customer with deep discounts and promotions Answer: CDE Explanation: Customer relationship management is about: 1. Building and maintaining rapport with relevant individuals 2. Moving the customer towards positive decisions about investments and initiatives 3. Establishing and managing long-term relationships with relevant individuals QUESTION 43 Within the Cisco business architecture which three factors are considered by organizations when they execute on strategy? A. Environment, execution, resources B. Execution, strategy, vision C. Execution, timeframe, outcome D. Environment, resources, timeframe E. Environment, timeframe, vision Answer: D Explanation: QUESTION 44 Which two standards are examples of an architectural framework? A. ITIL B. TOGAF C. ISO 9001 D. Zachman E. ISO 2701 Answer: **BD** QUESTION 45 Which two options comprise information you need to achieve a successful outcome-based sales? (Choose two.) A. How stakeholders receive information and what information they want to receive B. What information is communicated to stakeholders in a timely fashion C. The stakeholder influencers, decision makers, and participating individuals throughout the process D. The degree of affinity stakeholders have related to risk Answer: **AC** QUESTION 46 Who is responsible for leading a business architecture engagement with the customer? A. Sales leadership B. Services team C. Account team (account manager, engineer) D. Business architect E. Technology specialists Answer: D Explanation: There are many variations in the teams that engage with customers. These teams are composed on individuals from team leadership, the account team, and services team. In the context of business architecture, the Cisco Business Architect is the primary role that focuses on engaging with the customer from a business perspective. Individuals who are aspiring to become a Cisco Business Architect are also considered in these roles. Aspiring Cisco Business Architects will be more technology- than business-focused. Each role has various levels of responsibilities and different levels of engagement throughout the business-led approach. For example, the level of active engagement for Account Manager is part of their role when working with the Cisco Business Architect. The Account Manager will participate in many of the activities during a business-led approach. Their level of involvement will vary while working with the Cisco Business Architect. Take into consideration that the roles may differ depending on the organization. For example, the Services Team may be part of the Account Team. Roles throughout the business architecture approach: ? The Cisco Business Architect leads the customer engagement throughout the business-led approach. They determine when and where during the engagement to use available resources. The Cisco Business Architect can rely on the Account Manager, Specialist System Engineers, and other roles to provide varying levels of support during the engagement. The Cisco Business Architect can act as a mentor during the engagement to help the aspiring Cisco Business Architect acquire further knowledge, skills, and experience. ? The Account Manager is directly responsible for the customer relationship. They can benefit from many aspects of the skills that are required for Cisco Business Architect. The System Engineer can be considered as the apprentice architect. While there is much they need to aware of, they must be careful of how they apply their knowledge. In some situations, the Cisco Business Architect is responsible for the account. This situation is manifested mainly in the Cisco Customer Solution Architect (CSA) role. This situation is similar to the System Engineer, who has the awareness of the Cisco Business Architect skills. Knowing when and how they are applied allows the Account Manager to understand their role in the context of a business-led approach. ? The Technology Specialists are focused on technology and in some situations they are needed to support the engagement that the Cisco Business Architect leads. Outside of those engagements, the Technology Specialists may be the people that are technically involved with the business stakeholders. The Technology Specialists must be aware of the Cisco Business Architect skills and when and how they are applied. Being aware of the skills allows the Technology Specialists to understand their role in the context of a business-led approach. In the case where the Cisco Business Architect is responsible for the account the Technology Specialists will have a different role. ? These roles do not depict System

Engineering leadership, Sales Leadership, or Services. System Engineering Leadership requires awareness, understanding of the maturity levels, engagement type, and the ability to support the roles throughout the business-led approach.

QUESTION 47 Which purpose of the Cisco Business Architecture maturity levels is true?
A. It is used to determine the technology adoption in a customer environment.
B. It is used to determine the customer financial maturity for investment.
C. It is used to determine customer readiness for engagement.
D. It is used to determine Cisco readiness against the competition.
Answer: C
Explanation: Maturity Levels: The Business and Cisco In the context of Cisco Business Architecture, there are four business maturity levels that determine the level of engagement between Cisco, the Cisco Business Architect, and the customer. The four maturity levels are Technology Specific, Technology Architecture, Business Solutions, and Business Transformation. Businesses have different maturity levels and each maturity level has a specific type of engagement. Some companies are focused on buying products, while some are in transition, or others are operating with a business-first approach. Therefore, it is important to understand the maturity of the customer as it pertains to a business-led mentality. Maturity levels are used to determine where a customer is in the business-led approach. Maturity levels are used to determine the maturity of both the customer and Cisco teams. The maturity levels help gauge if, when, and how to engage with a business-led approach. They also help to determine if Cisco should continue with the traditional technology-led approach. Maturity levels determine how the customers see Cisco in this context and if the customer and Cisco are aligned. Understanding the maturity level helps to determine the required resources, support, and the maturity level of the relationship between Cisco and the customer. Maturity levels help to determine the degree of Cisco relevancy for providing the appropriate level of support for the customer. Maturity levels also help to determine if Cisco should be engaged. Cisco Business Architects operate at the Business Solutions and Business Transformation maturity levels. However, an effective business-led approach should drive business transformation at the Business Transformation maturity level. Account System Engineers typically operate in the levels of Technology Specific and Technology Architecture maturity levels. Specialists typically operate at the Technology Specific maturity level.

QUESTION 48 Refer to the exhibit. Which options does the exhibit describe?
A. Technology project plan
B. Account plan
C. Business roadmap
D. Technical reference architecture
Answer: C
Explanation: Business Roadmap The value of a business architecture approach is the creation of a business roadmap. The business roadmap establishes the plan that enables the business to transform from its current business state to its target business state. Throughout the business-led engagement, the Cisco Business Architect works with the customer to align business priorities with business outcomes. This alignment is done by defining the business capabilities and business solutions. The business roadmap aligns business priorities and solutions to deliver business capabilities. An implementation timeline is established that is based on the importance of the priority and the business outcomes. Each business solution is categorized as a foundation, enabling, or impacting solution:
? Foundation: Solutions needed to provide a reliable foundation upon which to build business applications and services
? Enabling: Solutions that support business priorities or higher-level solutions
? Impacting: Highest impact to the business priorities that are potentially transformational or absolutely essential for the business
The four priorities in the roadmap are customer experience, revenue generation, digital banking, and customer data sovereignty. The priorities have defined business solutions.
? Customer Experience
1. Cross Sales and Service Channels
2. Business and IT Agility
? Revenue Generation
1. Integrated Product Marketing and Fulfillment
2. Seamless and automated Business Processes
? Digital Banking
1. Digitized business processes impacting customer-facing business functions
2. Improved Cybersecurity policies for employees and customers
? Customer Data Sovereignty
1. Deliver the audit trail for advisory interactions
2. Leveraging technology as a service to lower the upfront capital cost
A practicing Cisco Business Architect has the skills and capabilities to develop a business roadmap that drives business transformation.

QUESTION 49 Which two benefits of using a Cisco Business Architecture methodology are true?
A. It determines the low-level design for network infrastructure.
B. It provides project management of a complex technology deployment
C. It enhances the way Cisco does business with its customers
D. It supports the client IT department to define the technology architecture.
E. It drives larger and more profitable results for customers, Cisco and partners.
Answer: CE

QUESTION 50 Which value does Cisco Business Architecture provide to the account team?
A. Cross-selling and up-selling opportunities.
B. Increased deferred revenue pipeline.
C. Hands-off approach to customer engagement.
D. Technology-focused discussions with customer.
Answer: A
Explanation: What is in it for the business that the Business Architect is associated with?
? Preferred partner and vendor status
? Longer-term customer engagement and relationship
? Competitive advantage
? Cross-selling and upselling opportunities

QUESTION 51 Which options is the goal of the Cisco Business Architecture?
A. To create influencer value
B. To create business value
C. To create technical value
D. To create directive value
Answer: B!!!RECOMMEND!!!

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