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Question 1

The business wants to avoid losing Customers. A new Feature to address that could be placed in which category?

Options:

A- New business

B- Up-sell

C- Operational efficiency

D- Retainment

Answer:

D

Explanation:

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.

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.

Question 2

Question Type: **MultipleChoice**

What is the primary data used in market research?

Options:

A- Developing hypotheses

B- Market sizing

C- Market structuring

D- Testing hypotheses

Answer:

D

Explanation:

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.

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.

Question 3

Which aspect of the Continuous Delivery Pipeline (CDP) includes Gemba?

Options:

A- Continuous Exploration

B- Continuous Deployment

C- Release on Demand

D- Continuous Integration

Answer:

A

Explanation:

Gemba is a Japanese term that means "the real place" or "the place where value is created". In the context of the CDP, Gemba refers to the practice of going to the source of customer needs and feedback, and observing and learning from them. Gemba is an integral part of Continuous Exploration (CE), which is the first aspect of the CDP that drives innovation and fosters alignment on what should be built. CE involves applying Customer Centricity and Design Thinking to understand and create alignment on new development opportunities, and validating them with customers using hypothesis-driven experiments.

Continuous Exploration: This article from the Scaled Agile Framework explains the purpose, process, and benefits of CE, and how it uses Gemba, design thinking, and lean startup methods to explore the market and customer needs, and define a vision, roadmap, and set of features for a solution.

Gemba Walk: How to Drive Continuous Improvement in Manufacturing with Connected Work: This article from Parsable describes how Gemba walks can help manufacturing leaders and teams identify and solve problems, improve processes, and increase customer value. It also provides some tips and best practices for conducting effective Gemba walks using connected worker technology.

Question 4

Question Type: **MultipleChoice**

Why is it important for every business to allocate funding to investment horizon 3?

Options:

A- To ensure necessary investment is allocated to retire an existing product

B- To create future products that can create new revenue streams

C- To improve existing products so income exceeds costs

D- To identify the Features in the users of the product like most

Answer:

B

Explanation:

Investment horizon 3 is the longest-term horizon that focuses on exploring and developing breakthrough innovations that can create new markets and revenue streams for the business. It is important for every business to allocate funding to investment horizon 3, because it enables the business to anticipate and respond to the changing customer needs, technological trends, and competitive threats, and to secure its future growth and survival. Investment horizon 3 requires a high level of creativity, experimentation, and risk tolerance, but it can also generate a high level of return and differentiation.

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.

Enduring Ideas: The three horizons of growth | McKinsey: This article from McKinsey presents the original framework of the three horizons of growth, and discusses how it can help businesses balance their current and future opportunities and challenges.

Question 5

Which aspects of a product's strategic intent can personas help define?

Options:

A- Lean Budget Guardrails

B- Specific Feature building based on Teams in the ART

C- Supplier and local ART agreement coordination

D- Features and benefit hypothesis

Answer:

D

Explanation:

Personas are fictional characters that represent the ideal customers or users of a product or service. They help product teams understand and empathize with the needs, goals, and preferences of their target segments. Personas can help define the features and benefit hypothesis of a product's strategic intent, which is the assumption that a certain set of features will deliver a specific benefit to the

customers or users. By using personas, product teams can validate their feature and benefit hypothesis with real user feedback, and prioritize the features that deliver the most value and satisfaction to their personas.

Personas: This article from the Scaled Agile Framework explains the concept and purpose of personas, and how they can be used in a SAFe context to support customer-centricity, design thinking, and lean UX.

Strategic Intent: This article from the Scaled Agile Framework defines the concept and components of strategic intent, and how it guides the portfolio vision, lean budget guardrails, and portfolio backlog.

Feature and Benefit Hypothesis: This article from the Scaled Agile Framework describes the concept and process of feature and benefit hypothesis, and how it helps product teams test and validate their assumptions about customer value.

Question 6

Question Type: **MultipleChoice**

What is an important step that increases confidence in the projected value of a market segment when integrating data from multiple sources?

Options:

A- Focusing on internal Customers and analyzing the internal financial impact

B- Understanding the impacts on the requirements, Solution Context, backlog, and the Architectural Runway

C- Collecting just enough data to elicit clear market segmentation value

D- Keeping calculations transparent and continually updated as more accurate information becomes available

Answer:

D

Explanation:

The projected value of a market segment is an estimate of the potential revenue and profit that can be generated from selling products or services to that segment. To increase confidence in this estimate, it is important to keep the calculations transparent and continually updated as more accurate information becomes available. This involves documenting the assumptions, data sources, methods, and results of the calculations, and validating them with stakeholders and experts. It also involves monitoring the changes in the market conditions, customer behavior, and competitor actions, and adjusting the calculations accordingly. By keeping the calculations transparent and updated, the organization can ensure that the projected value of a market segment reflects the current and future reality, and avoid overestimating or underestimating the market opportunity.

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.

Question 7

Question Type: **MultipleChoice**

Which item on the ART planning board might indicate a market window occurrence during a PI?

Options:

A- Feature

B- Milestone

C- Dependencies

D- Business value

Answer:

B

Explanation:

A milestone is a specific point in time that marks a significant event or achievement for the ART or Solution Train. A milestone can indicate a market window occurrence during a PI, which is a limited period of time in which a product or service can be launched to gain a competitive advantage or meet a customer demand. A milestone can help the ART or Solution Train align their delivery with the market window, and communicate their progress and readiness to the stakeholders.

Milestones: This article from the Scaled Agile Framework explains the concept and purpose of milestones, and describes the four types of milestones: Program Increment (PI), Fixed-Date, Learning, and Benefits.

ART Planning Board: This article from the Scaled Agile Framework describes the role and structure of the ART Planning Board, and how it supports the PI Planning process and the Program Board.

ART Planning Board - PI Planning: This article from Ivar Jacobson International provides practical advice and examples of how to use the ART Planning Board during the Management Review, and what to look for in terms of market windows, dependencies, risks, and objectives.

Question 8

Question Type: MultipleChoice

Which horizon describes the desired state as stable solutions that deliver high value with minimal new investment?

Options:

A- Horizon 1

B- Horizon 0

C- Horizon 3

D- Horizon 2

Answer:

A

Explanation:

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.

Question 9

Question Type: **MultipleChoice**

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?

Options:

A- Must have/Should have/Could have/Will not have (MoSCoW)

B- Kano analysis

C- Story mapping

D- Weighted Shortest Job First (WSJF)

Answer:

C

Explanation:

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.

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.