

Applying Cisco Business Architecture Techniques (820-445)

Exam Description: The Applying Cisco Business Architecture Techniques exam (820-445) is a 90-minute 65–75 question assessment that tests a candidate's knowledge and skills as it relates to:

- Motivating change
- Customer knowledge
- Mapping business priorities to outcomes and solutions
- Business roadmaps

The following topics are general guidelines for the content likely to be included on the exam. However, other related topics may also appear on any specific delivery of the exam. In order to better reflect the contents of the exam and for clarity purposes, the guidelines below may change at any time without notice.

13%	1.0	Motivating Change
	1.1	Describe the characteristics of a business-led engagement
	1.2	Compare and contrast business innovation and disruption
	1.3	Describe the characteristics of business outcomes
	1.4	Describe the importance of team readiness for the customer and architect's team
	1.5	Evaluate the maturity level for the customer and architect's team
	1.6	Identify engagement opportunities based on the architect's team and customer maturity level
20%	2.0	Customer Knowledge
	2.1	Compare and contrast refined and unrefined business model canvas
	2.2	Describe the value of the business model canvas
	2.3	Describe the unique characteristics of each building block in the business model canvas
	2.4	Create a business model canvas using provided data
	2.5	Identify internal and external business influencers in the context of a SWOT
	2.6	Create a PESTLE using provided data
	2.7	Create a SWOT using provided data
	2.8	Describe these elements of a business motivation model
	2.8.a	Ends
	2.8.b	Means
	2.8.c	Directives
	2.8.d	Influencers
	2.8.e	Assessment
	2.8.f	Course of action
	2.8.g	Desired results
	2.9	Describe the purpose of a business motivation model
	2.10	Describe the purpose of a value proposition

	2.11	Describe the purpose of a value network
	2.12	Describe the different layers of strategies within a business environment
20%	3.0	Research and Analyze
	3.1	Describe the characteristics of a persona
	3.2	Describe the use of a stakeholder analysis grid
	3.3	Create a stakeholder analysis grid
	3.4	Describe the process for transitioning stakeholders from their current to a desired state
	3.5	Describe the five steps for conducting a stakeholder analysis
	3.6	Identify the four principles of negotiation
	3.7	Describe the purpose of strategic inquiry
	3.8	Compare and contrast these items
	3.8.a	Business objectives
	3.8.b	Business goals
	3.8.c	Business data points
	3.9	Describe SMART
	3.10	Describe the benefits of establishing credibility and rapport with the customer
	3.11	Compare and contrast closed-ended and open-ended questions
	3.12	Describe the four best practices for conducting a business conversation
	3.13	Describe the five different types of questions to use in business conversations
	3.14	Describe the process for conducting the first exploratory conversations
17%	4.0	Develop and Verify
	4.1	Describe the process to transition from the current state business model to the target state business model
	4.2	Describe the three core components of business capabilities
	4.3	Describe the purpose of a workshop
	4.4	Describe the activities associated with conducting a workshop
	4.5	Describe the inputs used to determine the business target state
	4.6	Describe business opportunities
	4.7	Identify examples of competitive advantage
	4.8	Describe the components of the Porter value chain
	4.9	Describe the relationship between the value chain and a business model
	4.10	Identify key decision making factors
	4.11	Compare and contrast critical success factors and key performance indicators
	4.12	Describe the three levels of business capabilities
15%	5.0	Customer Commit
	5.1	Create a business priorities to outcomes map with provided data
	5.2	Describe the structured approach to creating a business roadmap
	5.3	Compare and contrast the inputs used to create a business roadmap
	5.3.a	Business Priorities to Business Solution Mapping
	5.3.b	Business Solutions Impact Index
	5.3.c	Business Solutions Maturity Index

- 5.3.d Business Solutions Ability to Execute Quadrant
 - 5.3.e Business Solutions Interdependency
 - 5.4 Describe the final components of a business roadmap
 - 5.4.a Timelines
 - 5.4.b Deployment status
 - 5.4.c Solutions
 - 5.4.d Capability streams (swim lanes)
 - 5.5 Describe the value of business roadmap
- 15% 6.0 Deploy and Measure**
- 6.1 Describe the characteristics of a trusted advisor
 - 6.2 Describe the components of a business case
 - 6.3 Populate a cause and effect benefit logic model
 - 6.4 Describe the factors associated with delivering a relevant message to the audience
 - 6.5 Compare and contrast the message delivery for these audience types
 - 6.5.a Executive
 - 6.5.b Management
 - 6.5.c Operational
 - 6.6 Describe the four components used to create an executive summary
 - 6.7 Describe the impact of organizational readiness on an organizations ability to execute
 - 6.8 Describe the business change lifecycle
 - 6.9 Compare and contrast proof of concept and proof of value
 - 6.10 Describe relevant metrics to measure progress
 - 6.11 Compare and contrast the four levels of governance