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Exam : **SAFe-APM**

Title : SAFe Agile Product Manager
(APM 5.1)

Vendor : Scaled Agile

Version : DEMO

NO.1 Which statement is true about the business model canvas (BMC)?

- A. It is a tool to describe what value the business will create
- B. It is a tool to describe and evolve how value will be created
- C. If a product does not generate revenue, a BMC is not useful
- D. It only works for businesses, not for products

Answer: B

Explanation:

The BMC is a strategic management tool that lets you visualize and assess your business idea or concept. It consists of nine boxes that represent different fundamental elements of a business, such as customer segments, value propositions, channels, and cost structure. The BMC helps you to design, analyze, optimize, and communicate your business model, and to test and iterate it as you learn from the market feedback. The BMC can be used for any type of business or product, regardless of whether it generates revenue or not, as long as it delivers value to the customers.

Reference:

Business Model Canvas - Wikipedia: This article from Wikipedia explains the concept and history of the BMC, and describes its nine building blocks and their relationships.

Business Model Canvas: Explained with Examples | Creately: This article from Creately provides a detailed guide on how to create a BMC, with examples and templates for different types of businesses and products.

Business Model Canvas - Download the Official Template: This website from Strategyzer offers the official template and online courses, books, and webinars to master the BMC.

NO.2 What is one characteristic that is an essential part of market segmentation?

- A. Exploring competition within the segment
- B. Evaluating if segment members view the organization positively
- C. Validating that the segment is valuable enough to be economically feasible
- D. Determining if the organization already has strong sales within the segment

Answer: C

Explanation:

Market segmentation is the process of dividing a market into distinct groups of customers who have similar needs, preferences, or behaviors. Market segmentation helps enterprises identify and target the most valuable and profitable customer segments, design and deliver solutions that meet their needs, and optimize their marketing strategies and campaigns. However, market segmentation is not only based on quantitative factors, such as size, growth, and profitability, but also on qualitative factors, such as values, mission, and vision. A market segment should align with the enterprise's values and mission, which reflect its purpose, identity, and culture. A market segment that aligns with the enterprise's values and mission will help the enterprise achieve its strategic goals, create a positive brand image, and build trust and loyalty with customers.

One of the characteristics of effective market segmentation is that the segment should be valuable enough to be economically feasible. This means that the segment should have enough potential customers who are willing and able to pay for the products or services offered by the enterprise. The segment should also generate enough revenue and profit to cover the costs of marketing, production, and distribution. The segment should also have a positive impact on the enterprise's return on investment (ROI) and net present value (NPV). A segment that is not valuable enough to be economically feasible will not be sustainable or profitable for the enterprise.

Reference:

Customer Centricity - Scaled Agile Framework

Advanced Topic - SAFe for Marketing - Scaled Agile Framework

What is one consideration when evaluating the fit for a market segment?

5.4 Essential Factors in Effective Market Segmentation

NO.3 When estimating Feature effort in the analysis stage of the ART Kanban, which sizing standard is used?

- A. Estimated days
- B. Story points
- C. T-Shirt sizing
- D. Estimated hours

Answer: C

Explanation:

T-Shirt sizing is a sizing standard that is used to estimate Feature effort in the analysis stage of the ART Kanban. T-Shirt sizing is a relative estimation technique that uses predefined categories, such as XS, S, M, L, XL, to assign a size to a Feature based on its complexity, uncertainty, and dependencies. T-Shirt sizing is a quick and simple way to compare and prioritize Features without getting into too much detail or precision. T-Shirt sizing also helps to calculate the Weighted Shortest Job First (WSJF) value of a Feature, which is a prioritization method that considers the cost of delay and the job size.

Reference:

ART and Solution Train Backlogs - Scaled Agile Framework

ART Kanban - Scaled Agile Framework

New and Updated Kanban Articles provide more effective guidance for ...

Program and Solution Kanbans - Scaled Agile Framework

NO.4 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?

- 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.

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.

NO.5 What aspect of a product or service does the "Golden Circle" consider most important to communicate to prospective Customers?

- A. The array of benefits the product or service offers
- B. The product or service that sets it apart from others
- C. The purpose of the product or service
- D. The Solution that the product or service provides

Answer: C

Explanation:

The Golden Circle is a framework developed by Simon Sinek that suggests that the most effective way to communicate a product or service to prospective customers is to start with the "why" - the core purpose, belief, or cause that drives an organization or individual. By explaining the "why" before the "how" (the strategies and methods) and the "what" (the products, services, or offerings), the communicator can inspire and connect with the customers on a deeper level, and differentiate themselves from the competitors who focus on the features or benefits of their products or services.

Reference:

Frameworks for Setting Company Priorities: The Golden Circle: This article from Geckoboard explains how the Golden Circle can help organizations align their actions and strategies with their purpose and values, and communicate them effectively to their customers and stakeholders.

How to Use the Golden Circle in Business: This article from ActiveCampaign provides a detailed guide on how to apply the Golden Circle to various aspects of business, such as marketing, sales, customer service, and leadership.

Golden Circle: A different approach for a unique value proposition: This article from ThePowerMBA illustrates how the Golden Circle can help businesses create a unique value proposition that resonates with their customers and stands out from the crowd.

NO.6 Where are opportunities found in the strategic sweet spot?

- A. Solution Intent
- B. Competitors offerings
- C. Product Vision
- D. Customer needs

Answer: D

Explanation:

The strategic sweet spot of a company is where it meets customer's needs in a way that rivals can't, given the context in which it competes¹². It is where the company's capabilities match customer needs in a way that the competition can't. Finding the strategic sweet spot is a key challenge of

strategic thinking and a source of competitive advantage.

Reference:

How to find your strategic sweet spot and why it matters

The Strategic Sweet Spot - Harvard Business Review