Exam Code: ITIL-DSV

Exam Name: ITIL 4 Specialist: Drive Stakeholder Value

Vdumps

Exam A

QUESTION 1
A service provider is failing its service level targets on a monthly basis. The resolution time of priority 1 incidents is breached frequently.
As the Incident Manager for the service provider, which action will you take?

A. Improve the triage step to guide priority 1 incidents to specialised groups.

B. Shift all service desk employees to the priority 1 incidents when they happen.

C. Add additional staff to the service desk team.

D. Remove the triage step as this slows down the incident resolution.

Correct Answer: A
Section:
Explanation:
When service level targets, especially for high-priority incidents, are consistently being missed, it is essential to address the root cause of delays and inefficiencies in the incident management process.
Triage Step:
Improving the triage step is crucial in ensuring that priority 1 incidents are quickly identified and routed to the appropriate specialized teams. Effective triage ensures that the most critical incidents are handled promptly by those with the necessary expertise, reducing resolution times.
Incorrect Options:
B: Shifting all service desk employees to priority 1 incidents can disrupt other services and is not a sustainable solution.
C: Adding more staff may help but is not necessarily a targeted solution for improving incident resolution efficiency.
D: Removing the triage step could lead to mismanagement of incidents and potentially worsen the situation.
Conclusion:
The most effective action is to improve the triage step to ensure that priority 1 incidents are quickly routed to specialized groups, making option A the correct answer.

QUESTION 2
A service provider is collecting requirements for a cloud-based document storage service. Which is an example of a utility requirement for this service?

A. The service will display a list of items uploaded by the user

B. Menu pages will update in less than 5 seconds

C. The service will be available for 24 hours every day

D. The service will allow each user 100GB of storage space

Correct Answer: D
Section:
Explanation:
An example of a utility requirement for a cloud-based document storage service is 'The service will allow each user 100GB of storage space.' ITIL 4 defines utility as the functionality of a service that meets user needs. In this case, the amount of storage space provided is a key functional requirement that determines the utility of the service for its users.

QUESTION 3
An organization is aiming to develop a partnership relationship with their service consumers. One of the objectives is to increase the level of trust and customers' satisfaction by establishing a service mindset across the organization. Which initiative is the BEST way to achieve it?

A. Carry out a capability assessment and share the results with customers

B. Hire and develop good relationship managers

C. Establish and enforce detailed service level agreements

D. Develop interpersonal skills and service empathy in all teams

Correct Answer: D
Section:
Explanation:
The best initiative to develop a partnership relationship with service consumers and increase trust and customer satisfaction is to 'Develop interpersonal skills and service empathy in all teams.' ITIL 4 emphasizes the importance of service empathy and interpersonal skills in fostering a service mindset. By enhancing these skills across the organization, teams can better understand and address customer needs, leading to stronger relationships and higher satisfaction.

QUESTION 4
In the context of the 'five principles of service design thinking', which principle includes combining touchpoints and interactions into service moments?

A. Sequencing

B. Evidencing

C. Co-creative

D. User-centered

Correct Answer: A
Section:
Explanation:
In the context of the 'five principles of service design thinking,' the principle that includes combining touchpoints and interactions into service moments is 'Sequencing.' ITIL 4 explains that sequencing involves arranging service interactions in a logical order to create meaningful and effective service moments, ensuring a cohesive and satisfying user experience.

QUESTION 5
A service provider has recently released an upgrade to its payroll service. The service provider had told the customer that the upgrade would include functionality to copy information from various other HR systems, to reduce the amount of manual data entry. However, this statement was not documented at the time and the proposed functionality was not included in design then.
Which practice includes activities which could have helped to avoid this situation?

A. Portfolio management

B. Service catalogue management

C. Business analysis

D. Service desk

Correct Answer: C
Section:
Explanation:
The practice that includes activities which could have helped to avoid the situation where promised functionality was not delivered is 'Business analysis.' ITIL 4 highlights that business analysis is critical in ensuring that all requirements are accurately captured, documented, and communicated during the design and development phases. Proper business analysis would have identified the need to include the functionality in the design and ensured it was delivered.

QUESTION 6
A service provider wants to track if a customer is emotionally satisfied with the service it is providing. Which metric would help the MOST?

A. Number and frequency of users errors

B. Customers churn rate

C. Average rating given by the users to the service

D. Number of transactions where users used the interface help

Correct Answer: C
Section:
Explanation:
To track if customers are emotionally satisfied with the service, subjective feedback metrics that directly capture the user's feelings about the service experience are most effective.
Average Rating:
The average rating given by users to the service is a direct indicator of their emotional satisfaction. This metric reflects the users' overall sentiment and experience with the service, making it the most appropriate for gauging emotional satisfaction.
Incorrect Options:
A: The number and frequency of user errors can indicate usability issues but does not directly measure emotional satisfaction.
B: Customer churn rate measures retention but may not accurately reflect current emotional satisfaction.
D: The number of transactions where users used interface help can indicate usability problems but not overall emotional satisfaction.
Conclusion:
The most effective metric to track emotional satisfaction is the average rating given by users to the service, making option C the correct answer.

QUESTION 7
An organization is identifying the needs for a new service. To ensure that the service is going to be fit for purpose, the organization has defined some requirements.
Which of the following is the best way to specify the requirements?

A. Not more than 15 minutes of data can be lost.

B. The service should be available 24/7, 99,99% of the time.

C. The data should be kept recorded for 10 years.

D. The service should combine the data from different sources.

Correct Answer: B
Section:
Explanation:
In ITIL 4, defining service requirements to ensure the service is fit for purpose involves specifying clear, measurable, and relevant criteria that align with the organization's needs and the service's intended use. Availability is a critical aspect of a service's fitness for purpose, as it directly impacts the service's utility.
Option A (Incorrect): Specifying data loss tolerance is important but doesn't provide a complete picture of service availability, which is a more comprehensive requirement.
Option B (Correct): This option is correct because it specifies a clear, measurable requirement that directly relates to the service's availability. Ensuring that the service is available 24/7 with 99.99% uptime is a crucial aspect of making sure the service is fit for purpose, as it ensures that the service will meet the expected operational requirements.
Option C (Incorrect): While retaining data for 10 years is important, it relates more to compliance and data management rather than the service being fit for purpose in terms of availability.
Option D (Incorrect): Combining data from different sources is a functional requirement, but it does not address the critical aspect of service availability or reliability, which are key to ensuring the service is fit for purpose.

QUESTION 8
What of the following is NOT an example of a service value driver?

A. Resetting the PIN code for the user

B. A new cell phone for the user

C. Automatically renewing the contract with the service provider

D. Access to the mobile network of a service provider

Correct Answer: C
Section:
Explanation:
A service value driver is a factor that directly contributes to the value a service provides to the consumer. It is typically something that enhances the user experience, improves efficiency, or reduces cost.
Option A (Incorrect): Resetting a PIN code is a basic service action that directly impacts user experience and can be considered a service value driver.
Option B (Incorrect): Providing a new cell phone is a tangible benefit that directly contributes to the service's value from the user's perspective.
Option C (Correct): Automatically renewing a contract is not a direct service value driver. While it may be a convenience, it does not directly enhance the service's utility, performance, or user experience. Instead, it is more of

an administrative action.
Option D (Incorrect): Access to the mobile network is a core aspect of the service and is directly tied to the value that users derive from the service.

QUESTION 9
The IT Manager of an organization is drafting the business case to move to the public cloud. The IT Manager seeks your advice to understand the approach that can be considered. What is the best approach that you will suggest?

A. Put continual improvement at the center of this initiative and use all the ITIL guiding principles.

B. Draw up a customer journey map of all different types of customers to understand the value the service brings.

C. Organize an onboarding workshop with all stakeholders early in the process, this will increase the customer's engagement.

D. Map out the SWOT analysis and perform a risk analysis to understand which services are ready to be migrated to the public cloud.

Correct Answer: A
Section:
Explanation:
When drafting a business case to move to the public cloud, using ITIL's guiding principles, with a focus on continual improvement, is the most comprehensive approach. ITIL's guiding principles provide a holistic approach to managing services, ensuring that decisions are made with a view to ongoing value delivery, risk management, and alignment with business objectives.
Option A (Correct): This is the correct answer. Continual improvement ensures that the cloud migration will be assessed and refined over time, leading to better outcomes. Using all the ITIL guiding principles will help address various aspects of the migration, such as risk, value creation, and stakeholder engagement.
Option B (Incorrect): A customer journey map is useful for understanding the customer experience but is more limited in scope compared to a continual improvement approach using all guiding principles.
Option C (Incorrect): An onboarding workshop is a good practice for engagement, but it should be part of a broader strategy rather than the sole focus.
Option D (Incorrect): SWOT and risk analysis are important, but they are only part of the broader continual improvement and guiding principles approach.

QUESTION 10
Which statement about the end-to-end customer journey is CORRECT?Which approach would be BEST aligned to the 'design thinking' methodology at this initial 'empathy' stage?

A. It reflects an overall perception

B. It involves optimizing touchpoints

C. It focuses on achieving outcomes

D. It represents a pre-determined path

Correct Answer: A
Section:
Explanation:
The correct statement about the end-to-end customer journey is that 'It reflects an overall perception.' ITIL 4 explains that the customer journey encompasses the entire experience a customer has with a service provider, from initial contact to final service delivery and beyond. It is about the overall perception and experience rather than just optimizing individual touchpoints.

QUESTION 11
An internal IT service provider does not have all the skills needed to create and deliver a new service, but could develop them with enough time. There are many external service providers who can provide this service. Which approach should the organization follow to decide if they should use the internal service provider or to source the service externally?

A. Start by reviewing organizational policies for sourcing services, then identify the most important criteria for selecting a service provider, and use a 'decision matrix' to compare service providers

B. Start by understanding the cost of procuring the service internally and externally, then ask internal and external service providers to complete a 'request for quotation1 documenting their preferred solution

C. Start by asking the internal service provider to develop the required skills, then use these newly developed skills to create and deliver the new service internally

D. Start by analysing and documenting the detailed service requirements, then ask external service providers to respond to a 'request for information1 documenting how they would deliver to these requirements

Correct Answer: A
Section:

Explanation:
The organization should 'Start by reviewing organizational policies for sourcing services, then identify the most important criteria for selecting a service provider, and use a 'decision matrix' to compare service providers.' ITIL 4 advises that when deciding whether to source a service internally or externally, it is crucial to consider organizational policies, identify key criteria for selection, and use a structured approach like a decision matrix to make an informed choice.

QUESTION 12
A service provider has a hard time receiving user's feedback.
Which of the following is NOT an appropriate solution to improve the situation?

A. Add social media channels to monitor and provide fast feedback.

B. Respond to all feedback individually.

C. Hand out rewards for feedback.

D. Share the user's feedback on social media.

Correct Answer: D
Section:
Explanation:
Sharing user feedback on social media is generally not appropriate if the goal is to improve the volume and quality of feedback received from users. Feedback is often sensitive and can include criticisms or private information that users may not want publicly disclosed. Instead, it's better to focus on gathering and responding to feedback through more controlled and secure channels.
The ITIL 4 Drive Stakeholder Value module emphasizes 'Engage' activities, which include collecting and managing feedback to continuously improve service delivery. While adding social media channels (A) and responding to feedback individually (B) are good practices, publicly sharing feedback can breach user trust and discourage future feedback.
Handing out rewards for feedback (C) can be a positive reinforcement strategy to encourage more users to provide feedback, which can then be used to improve services. Sharing feedback publicly (D), however, risks misinterpreting the feedback, violating privacy, or deterring other users from providing honest feedback.

QUESTION 13
An investment bank has outsourced its customer care helpline. It is keen to introduce experience metrics into its Service Level Agreements (SLAs) with the service provider for the helpline. It has asked for a re-negotiation of the existing SLA.
Which is BEST example of an experience metric that can be included in the SLA?Which approach is being demonstrated by these examples?

A. Availability of the helpline during agreed hours

B. Number of customer queries processed correctly

C. Number of calls processed concurrently

D. Customer satisfaction with the helpline

Correct Answer: D
Section:
Explanation:
The best example of an experience metric that can be included in the SLA is 'Customer satisfaction with the helpline.' ITIL 4 emphasizes that experience metrics focus on the end-user's perception of the service. Customer satisfaction is a direct measure of how the service is perceived by the users, making it a valuable experience metric to include in the SLA for a customer care helpline.

QUESTION 14
An organization's customers have historically been satisfied with the functionality and performance of its services. Recently, however, the organization is getting complaints about both the performance of the services and areas, such as sales and customer support. How can the organization BEST collect the information needed to address these complaints?

A. Use feedback from service reviews to assess value realization

B. Conduct satisfaction surveys after service interactions

C. Gather customer service performance metrics and map to SLAs

D. Gather customer experience and service level metrics

Correct Answer: D
Section:
Explanation:
The organization can best collect the information needed to address complaints by 'Gathering customer experience and service level metrics.' ITIL 4 highlights the importance of understanding both the technical performance (service level metrics) and the user's perception of the service (customer experience metrics). This holistic approach provides comprehensive insights into the areas of concern, helping the organization address both performance and customer support issues.

QUESTION 15
An organization has signed a contract to outsource its service desk function to a supplier. The organization wants to ensure that its customers and users will receive a seamless support service. Which activity would MOST help the organization at this stage?

A. Creating criteria to use when shortlisting suppliers

B. Integrating supplier activities into organization's value streams

C. Defining strategy and principles for sourcing of resources

D. Improving the effectiveness of contract renewal

Correct Answer: B
Section:
Explanation:
The activity that would most help the organization at this stage is 'Integrating supplier activities into the organization's value streams.' ITIL 4 emphasizes the importance of ensuring that outsourced services are seamlessly integrated into the organization's overall service delivery model. By aligning supplier activities with the organization's value streams, the organization can ensure that its customers and users receive consistent and seamless support services.

QUESTION 16
Which charging mechanism could cause the price of a service to change depending on the time of day?

A. Differential charging

B. Cost

C. Cost plus

D. Market price

Correct Answer: A
Section:
Explanation:
'Differential charging' is the charging mechanism that could cause the price of a service to change depending on the time of day. ITIL 4 describes differential charging as a method where pricing is adjusted based on factors such as demand, usage patterns, or time of day, which is often used to manage demand or optimize resource usage.

QUESTION 17
An organization wants to grow its customer base as it is currently experiencing a decline in users. The target group includes people of 65+ of age, with at least one grandchild. During which stage is this usually done?

A. Define

B. Ideate

C. Empathize

D. Prototype

Correct Answer: C

Section:
Explanation:
In ITIL 4's approach to customer-centric service management, 'Empathize' is a critical stage, particularly when an organization is looking to grow its customer base or address a decline in users. This stage involves understanding the users, their experiences, and the challenges they face.
Understanding the Customer Needs:
In the Empathize stage, the focus is on gaining deep insight into the target audience, which in this case includes individuals aged 65 and above with grandchildren. The goal is to develop a genuine understanding of their needs, preferences, and pain points.
Applying Empathy:
Empathy maps, customer journey maps, and personas are often used to capture and articulate the experiences of the target group. These tools help to visualize what the customers see, feel, and think, which is essential when the target audience is specific, like elderly individuals with a family focus.
Service Design and Customer Experience (CX):
The insights gathered during the Empathize stage inform the service design process. ITIL emphasizes that services should be designed to meet the users' needs effectively, creating value through positive customer experiences. This aligns with the ITIL principle of 'focus on value.'
Reference to ITIL 4 Framework:
The Empathize stage corresponds to the 'Engage' activity within the ITIL Service Value Chain. It ensures that the organization understands customer needs and how these can be met through the services provided. This stage directly impacts the organization's ability to design services that resonate with the targeted demographic, leading to higher user satisfaction and potential growth in the customer base.

QUESTION 18
An organization is rebranding and renovating its branches. As part of the renovation, the physical network cabling is to be upgraded.
You are responsible to manage the supplier. How will you engage with the cabling provider?

A. Forecast the required demand and planning to the provider.
B. Focus on the value the cables are delivering to the bank and praise them for it.
C. Create user accounts for the provider during the onboarding stage.
D. Invite the provider as part of the project board.

Correct Answer: D
Section:
Explanation:
When managing suppliers, particularly in a scenario involving significant changes like upgrading physical network cabling during branch renovations, ITIL 4 emphasizes the importance of effective engagement with suppliers to ensure alignment with the organization's goals and successful delivery of value. Here's a detailed explanation of why inviting the provider as part of the project board is the correct approach:
Collaboration and Visibility (ITIL Guiding Principle: Collaborate and Promote Visibility): ITIL 4 stresses that collaboration is key when engaging with suppliers. By inviting the cabling provider to be part of the project board, you are fostering a collaborative environment where the supplier is fully aware of the project's scope, objectives, and timelines. This ensures that the provider can align their efforts with the organization's expectations and contribute to decision-making processes, enhancing project visibility and reducing the risk of misalignment.
Ensuring Stakeholder Value (Drive Stakeholder Value - Engagement): According to the ITIL 4 Drive Stakeholder Value module, successful engagement involves understanding and influencing stakeholder needs and ensuring their value is realized. Including the cabling provider in the project board allows for direct communication, enabling the provider to understand the value the organization expects from the project. It also allows the organization to influence the provider's work to ensure it meets the necessary standards and timelines.
Governance and Accountability (ITIL 4 - Governance): Governance in ITIL 4 ensures that all participants are accountable for their roles within the service value system. By having the provider on the project board, the organization can ensure that the provider is held accountable for their responsibilities in the project, including adherence to timelines, quality standards, and budget constraints. This structured approach to governance helps in mitigating risks associated with the supplier's performance.
Service Value System Integration (ITIL 4 - Service Value Chain Activities): Inviting the supplier to the project board integrates them into the organization's service value chain. It enables better coordination across the value chain activities such as 'Plan,' 'Engage,' and 'Deliver and Support.' This integration is crucial for ensuring that the supplier's contributions effectively support the overall project outcomes.
Experience and Outcome Focus (Drive Stakeholder Value - Experience): ITIL 4 emphasizes the importance of managing stakeholders' expectations and focusing on outcomes. Direct involvement of the supplier in the project board helps in setting clear expectations regarding the project outcomes, such as the quality and performance of the network cabling. This engagement ensures that the supplier is fully committed to delivering the desired results, thereby enhancing the overall experience for the organization.
Why Not the Other Options?
Option A (Forecasting demand and planning): While forecasting and planning are important, they are typically part of the initial engagement and do not constitute ongoing collaboration during the project execution, which is crucial for complex projects like network upgrades.
Option B (Focusing on the value delivered): Praising the provider for the value delivered is positive, but it does not involve them in the strategic decision-making process or hold them accountable in the way that participation

in the project board does.
Option C (Creating user accounts during onboarding): While onboarding is important, creating user accounts is a technical step rather than a strategic engagement. It does not contribute to the strategic alignment and oversight that being on the project board provides.

QUESTION 19
Which of the following is an advantage of a user community?

A. Super users are always available to help out users.

B. Peer support will reduce the risk of privacy violations.

C. Demand for user support decreases from the service provider.

D. A user community does not require any interference from the service provider.

Correct Answer: C
Section:
Explanation:
In the context of ITIL 4 and the 'Drive Stakeholder Value' module, the concept of a user community is directly linked to the idea of peer support and self-service. User communities enable users to assist one another, which can effectively reduce the direct demand for support from the service provider. This aligns with the ITIL 4 guiding principle of 'Collaborate and Promote Visibility,' where engaging users through communities can lead to more efficient support processes and reduce the overall workload on the service provider.
Option A (Incorrect): While super users might be available to help out, this isn't the core advantage of a user community in an ITIL 4 context. The key benefit lies in reducing the support demand on the provider, not merely the presence of super users.
Option B (Incorrect): Peer support might help with issues resolution but does not inherently reduce the risk of privacy violations. Privacy concerns are managed through governance and security measures, not primarily through peer support.
Option C (Correct): This is the correct answer. A well-functioning user community encourages users to help each other, which can significantly reduce the number of support requests that reach the service provider. This is in line with the ITIL 4 emphasis on leveraging community engagement to improve service efficiency.
Option D (Incorrect): A user community still requires some level of management or facilitation from the service provider to ensure it is effective and aligns with organizational goals.
The reduction of demand on the service provider is a significant advantage, as it allows the provider to focus on more complex issues or service improvements rather than handling routine queries that the community can resolve.

QUESTION 20
In consideration to the complaints of long waiting times, an organization wants to improve its service desk. Which is the most appropriate action that the Service Desk Manager should consider?

A. Investigate when the users are calling the service desk.

B. Merge the service desk and the engineering team to handle calls faster.

C. Modify the Service Level Agreement to allow longer waiting times.

D. Increase the number of service desk employees.

Correct Answer: A
Section:
Explanation:
When faced with complaints about long waiting times at the service desk, the most appropriate action according to ITIL 4's 'Drive Stakeholder Value' practices would be to investigate the patterns of when users are contacting the service desk. This approach aligns with the ITIL 4 guiding principle of 'Start Where You Are,' which emphasizes the importance of understanding the current situation before making changes.
Option A (Correct): By investigating when users are calling, the Service Desk Manager can identify peak times, understand user behavior, and better allocate resources to meet demand. This approach ensures that any adjustments are data-driven and targeted, leading to more effective and efficient service improvements.
Option B (Incorrect): Merging the service desk with the engineering team may not necessarily result in faster call handling. It could create confusion and inefficiencies, as the roles and responsibilities of the service desk and engineering teams are typically distinct.
Option C (Incorrect): Modifying the Service Level Agreement (SLA) to allow longer waiting times is counterproductive. It would likely lead to decreased user satisfaction and does not address the root cause of the issue.
Option D (Incorrect): Increasing the number of service desk employees might help reduce waiting times, but it should only be considered after understanding the specific causes of the delays. Without proper analysis, this could lead to unnecessary costs and may not be the most efficient solution.

QUESTION 21
An organization is considering outsourcing its data center. The Supplier Manager is analyzing the potential external service providers.
Which factor should NOT be considered by the Supplier Manager in the decision making process?

A. Geographic presence

B. Patents filed year to date

C. Financial situation

D. Size of the organization

Correct Answer: B
Section:
Explanation:
In the context of ITIL 4 and supplier management, certain factors are critical when evaluating and selecting external service providers. These factors generally include the provider's geographic presence, financial situation, and size of the organization, all of which directly impact the ability of the provider to meet the organization's needs and maintain reliable service delivery.
Geographic Presence:
This factor is important because the location of a supplier can affect service delivery, especially in terms of logistics, compliance with local laws, and the ability to provide on-site support if necessary. Analyzing geographic presence helps ensure that the supplier can effectively meet regional service requirements.
Financial Situation:
The financial health of a supplier is critical for assessing long-term viability and reliability. A supplier with a strong financial background is less likely to face operational disruptions that could affect service quality.
Size of the Organization:
The size of a supplier can influence their ability to scale services, manage large contracts, and invest in innovation. Larger suppliers may offer more robust resources, but smaller suppliers might provide more specialized and flexible services.
Patents Filed Year to Date:
This factor, while potentially interesting in a general business context, is not relevant to the decision-making process in supplier management as per ITIL 4 guidelines. The number of patents a supplier has filed does not directly influence their capability to deliver the required services or meet the organization's specific needs.

QUESTION 22
An organization finds value in moving to a 'platform as a service' solution. The organization understands that it is crucial to optimize its own way of working to make this a success. What is this an example of?

A. Partnership

B. Basic Relationship

C. Cooperative Relationship

D. Co-creation Relationship

Correct Answer: D
Section:
Explanation:
In ITIL 4, a 'Co-creation Relationship' is a collaborative approach where both the service provider and the service consumer work closely together to create value. In this scenario, the organization understands the importance of optimizing its own way of working to successfully leverage a 'Platform as a Service' (PaaS) solution. This demonstrates a recognition that both parties must contribute actively to the success of the service, which is the essence of co-creation.
Option A (Incorrect): A partnership is broader and may involve various degrees of collaboration but doesn't necessarily emphasize the mutual creation of value as strongly as co-creation does.
Option B (Incorrect): A Basic Relationship is more transactional and does not involve the deep collaboration needed to optimize working processes for a PaaS solution.
Option C (Incorrect): A Cooperative Relationship involves some level of collaboration but not to the extent where both parties are jointly optimizing their processes to create value.
Option D (Correct): This is the correct answer. Co-creation is key in scenarios where success depends on the joint efforts of the service provider and the consumer, such as in adopting a PaaS solution.

QUESTION 23
An organization will navigate through a digital transformation. What would help the service provider to maintain a good relationship during this time of organizational change?

A. Carry out customer satisfaction surveys regularly and take action on the results.

B. Lower the billing margin during the transformation period.

C. Increase the service levels during the transformation period.

D. Guarantee all downtimes will be solved within the agreed targets.

Correct Answer: A
Section:
Explanation:
During a digital transformation, maintaining a good relationship with the customer is crucial. The most effective way to ensure this is by regularly gauging customer satisfaction and promptly addressing any issues or concerns that arise. This aligns with ITIL 4's guiding principle of 'Progress Iteratively with Feedback,' which emphasizes the importance of continuous improvement based on real-time feedback.
Option A (Correct): Regular customer satisfaction surveys and taking action on the results will help maintain a strong relationship by showing the customer that their feedback is valued and acted upon. This builds trust and ensures that the service provider can adapt to the customer's changing needs during the transformation.
Option B (Incorrect): Lowering the billing margin might be appreciated, but it doesn't directly address the quality of the relationship or service delivery during the transformation.
Option C (Incorrect): Increasing service levels might not be feasible or necessary during a transformation and could lead to overcommitment and potential failure to meet those service levels.
Option D (Incorrect): Guaranteeing all downtimes will be solved within the agreed targets is part of standard service management, but it doesn't specifically help maintain or improve the relationship during transformation unless paired with active engagement and feedback mechanisms.

QUESTION 24
An organization is looking for a service provider to support the less critical services. How would you describe the needs of the organization?

A. Measurable financial targets to optimize the value of the service and total cost of ownership.

B. Utility based requirements linked to the current service solution to reduce the impact during the digital transformation.

C. Measurable outcomes and goals giving the service provider the opportunity to take ownership of the service it is providing.

D. Value-based value streams to be followed by the service provider with clear and measurable targets.

Correct Answer: C
Section:
Explanation:
When an organization seeks a service provider for less critical services, it is essential to define clear, measurable outcomes and goals. This approach allows the service provider to take ownership of the service delivery, ensuring accountability and alignment with the organization's objectives.
Option A (Incorrect): While financial targets are important, they are not the primary focus when dealing with less critical services where outcomes and ownership are more significant.
Option B (Incorrect): Utility-based requirements focus more on the functionality of the service, which is less relevant for less critical services where outcomes are key.
Option C (Correct): This is the correct answer. Defining measurable outcomes and goals allows the service provider to take ownership, which is crucial for maintaining service quality and ensuring that the service meets the organization's needs, especially for less critical services.
Option D (Incorrect): Value-based value streams are important, but the key here is the ownership and measurable outcomes, which directly tie into the service provider's ability to manage the service effectively.

QUESTION 25
A service provider is onboarding a large customer with a complex user base. It is advised that the service provider manages this as a:

A. Programme

B. Project

C. Emergency Change

D. Normal Change

Correct Answer: A
Section:
Explanation:
When onboarding a large customer with a complex user base, the service provider needs to manage various interrelated projects and activities that contribute to the overall outcome. This scenario requires a coordinated

approach that can handle complexity, scale, and the need for multiple outcomes.

Programme:

A programme is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. In the context of onboarding a large and complex customer, a programme ensures that all projects and activities are aligned with the overall objectives, facilitating effective management of dependencies, risks, and resources.

Project:

A project typically focuses on delivering a specific output within a defined timeframe. While projects are essential components of a programme, managing the onboarding of a large, complex customer as a project alone would not address the multiple, interrelated aspects that need to be coordinated.

Emergency Change:

Emergency changes are unplanned and typically implemented to resolve a major incident or prevent a significant disruption. This is not relevant to the scenario of customer onboarding.

Normal Change:

Normal changes are pre-approved, routine changes that follow a standard process. Managing the onboarding of a large customer is far more complex than what normal change processes handle.

Conclusion:

Managing the onboarding of a large customer with a complex user base should be done as a programme, which allows for coordinated management of multiple related projects and activities to achieve the overall strategic goals.

QUESTION 26

A start-up wants to launch a new service. As funding is limited, which of the following is the best technique that they can use?

A. Weighted Job First

B. Minimum Viable Product

C. Establish Pull

D. User Story Mapping

Correct Answer: B
Section:
Explanation:

For a start-up with limited funding, the focus should be on launching a new service quickly while minimizing costs and risks. The Minimum Viable Product (MVP) approach is ideally suited for this purpose.

Minimum Viable Product (MVP):

MVP is a product development strategy where a new product is developed with sufficient features to satisfy early adopters. The final, complete set of features is only designed and developed after considering feedback from the product's initial users. This approach minimizes the risk and investment required by enabling the organization to test the market with a basic version of the product.

Weighted Job First:

This is a prioritization technique used in Agile methodologies, focusing on delivering the most valuable features first. While useful, it is not as effective as MVP in managing financial constraints during a service launch.

Establish Pull:

This concept comes from Lean methodologies, emphasizing that work should only be done in response to demand (pull) rather than pushing work through the system. While important, it does not directly address the need for minimizing investment in a start-up scenario.

User Story Mapping:

User Story Mapping is a technique for visually organizing user stories to understand functionality, identify gaps, and plan releases. While useful for planning and prioritization, it does not directly help in minimizing upfront investment.

Conclusion:

For a start-up with limited funding, the best technique to launch a new service is the Minimum Viable Product (MVP) approach, which allows for early market entry with minimal investment and the ability to iterate based on user feedback.

QUESTION 27

After drawing the service value streams, some bottlenecks are apparent. To improve this, an organization will make use of:

A. User-Centered Design

B. Lean Techniques

C. Service Design Thinking

D. Agile Development

Correct Answer: B
Section:
Explanation:
When bottlenecks are identified in service value streams, it is crucial to apply methodologies that are specifically designed to optimize processes, eliminate waste, and improve flow. Lean techniques are most appropriate for this purpose.
Lean Techniques:
Lean techniques focus on optimizing processes by identifying and eliminating waste, improving flow, and increasing efficiency. This approach is well-suited for addressing bottlenecks in service value streams as it emphasizes continuous improvement and the elimination of non-value-adding activities.
User-Centered Design:
User-Centered Design focuses on designing products and services that meet the specific needs of users, emphasizing usability and user experience. While valuable, it is not primarily aimed at process optimization or addressing bottlenecks.
Service Design Thinking:
Service Design Thinking is an approach used to design and improve service experiences. While it involves improving service delivery, it does not specifically target the identification and removal of process inefficiencies.
Agile Development:
Agile Development focuses on iterative development and delivering incremental value. While Agile principles can be used to adapt and improve processes, Lean techniques are more directly related to eliminating inefficiencies in value streams.
Conclusion:
To address bottlenecks in service value streams effectively, an organization should use Lean Techniques, which are designed to optimize processes, reduce waste, and improve the overall flow of work.

QUESTION 28
A hotel organization launched an app to enable their customers to customize their menu during their stay. What is this an example of?

A. Wants

B. Emotions

C. Needs

D. Stereotype

Correct Answer: A
Section:
Explanation:
In the context of ITIL 4 and 'Drive Stakeholder Value,' the introduction of an app by a hotel organization to allow customers to customize their menu during their stay is a response to customer 'wants.' Wants refer to desires or preferences that enhance the customer experience but are not strictly necessary. This app likely addresses the customer's desire for convenience and personalization, which goes beyond basic needs and touches on what customers want to improve their experience.
Option A (Correct): This is the correct answer. The app enables customers to express their personal preferences, which aligns with their wants rather than basic needs.
Option B (Incorrect): While emotions are important in customer experience, the app primarily addresses wants rather than emotions directly.
Option C (Incorrect): Needs are more fundamental requirements, like having access to food in general, rather than the customization of a menu.
Option D (Incorrect): Stereotype is not relevant in this context and does not relate to the customer's interaction with the app.

QUESTION 29
Through a virtual call with the Service Manager, a top consumer is complaining about the response time of the staff o delivering new laptops. However, all targets are met. The Service Manager listens to the issue, considers its importance, and proposes to review the Service Level Agreement. Which type of listening is the most appropriate for this situation?

A. Positive Listening

B. Attentive Listening

C. Selective Listening

D. Empathic listening

Correct Answer: D
Section:

Explanation:

In ITIL 4, especially in the 'Drive Stakeholder Value' module, empathic listening is crucial when dealing with customer complaints, especially when they concern service perceptions that are not fully addressed by meeting formal targets. Empathic listening involves fully understanding the customer's feelings and concerns and responding in a way that shows genuine care and willingness to improve the service experience.

Option A (Incorrect): Positive Listening may involve an upbeat, affirmative approach but lacks the depth of understanding needed in this scenario.

Option B (Incorrect): Attentive Listening involves focusing on the speaker and their message but may not fully engage with the emotional content of the message.

Option C (Incorrect): Selective Listening refers to focusing on parts of the conversation, which is not appropriate in a situation requiring full understanding and empathy.

Option D (Correct): Empathic Listening is the correct answer. The Service Manager's willingness to consider the importance of the issue and propose a review of the Service Level Agreement shows an understanding of the customer's concerns beyond just the factual data.

QUESTION 30

An organization's business-critical service is experiencing frequent downtimes and slow performances. What do you suggest to improve the situation?

A. Improve the recovery time object of the critical services to minimize the impact on the service value.

B. Coordinate with the business to understand how the services are aligned to the business goals.

C. Scale up the underlying infrastructure to increase the resilience of the service.

D. Match the usage of the services to the downtimes and propose actions to spread the demand.

Correct Answer: B
Section:
Explanation:

When an organization's business-critical service is experiencing frequent downtimes and slow performances, the best approach according to ITIL 4's 'Drive Stakeholder Value' is to coordinate with the business to ensure that the services are properly aligned with business goals. This ensures that any technical improvements or strategic adjustments directly support the business's objectives.

Option A (Incorrect): Improving the recovery time objective (RTO) is important but may not address the root cause of the frequent downtimes and slow performance.

Option B (Correct): Coordinating with the business to understand alignment is crucial. By ensuring that the services align with business goals, you can prioritize the most impactful improvements and ensure that technical adjustments meet strategic needs.

Option C (Incorrect): Scaling up infrastructure may help with resilience, but without understanding the business alignment, this might not be the most efficient or necessary solution.

Option D (Incorrect): Matching usage to downtimes might mitigate some issues but does not address the underlying causes of the performance problems.

QUESTION 31

An organization is looking for a service provider to support them in their digital transformation. As part of the service provider, what would be the first focus of your interactions?

A. Display the proof of the capabilities to deliver your products consistently.

B. Display solutions implemented at other customers within the same industry.

C. Understanding the customer purposes, issues, and needs.

D. Understanding the utility and warranty requirements to create the most value for the customers.

Correct Answer: C
Section:
Explanation:

In ITIL 4, particularly within the 'Drive Stakeholder Value' framework, the first focus of interaction when supporting a customer in digital transformation should be to understand their purposes, issues, and needs. This aligns with the guiding principle of 'Focus on Value,' ensuring that the service provider's solutions are truly aligned with the customer's objectives and challenges.

Option A (Incorrect): Displaying proof of capabilities is important but should follow a deep understanding of the customer's specific situation.

Option B (Incorrect): While demonstrating solutions implemented for other customers can build trust, it should not be the first step. Customization to the specific customer's needs is more critical.

Option C (Correct): This is the correct answer. Understanding the customer's specific purposes, issues, and needs is foundational to providing valuable and relevant services.

Option D (Incorrect): Understanding utility and warranty is crucial, but it should come after understanding the broader business context and specific needs.

QUESTION 32
A moment of truth is best described as:

A. The moment the agreement is signed as part of the offer phase.

B. The renewal of the contract when a deadline has been set.

C. A key touchpoint in which the user changes its impression of the service.

D. The moment when mutual readiness is assessed.

Correct Answer: C
Section:
Explanation:
In ITIL 4, a 'moment of truth' is understood as a significant interaction or touchpoint where a user's perception of a service can be positively or negatively influenced. These are critical moments in the user journey where the service provider has the opportunity to reinforce or alter the user's impression of the service.
Moment of Truth:
This concept refers to any interaction or touchpoint where the customer's perception of the service can change. These moments are critical because they can determine whether the customer's experience is positive or negative, ultimately affecting customer satisfaction and loyalty.
Incorrect Options:
A: The signing of an agreement is a formal part of the service offer phase but is not a moment where the customer's perception of the service is likely to change.
B: Contract renewal is a significant event but not typically classified as a 'moment of truth' in the ITIL framework.
D: Assessing mutual readiness is important but does not directly represent a customer touchpoint where their impression of the service is likely to change.
Conclusion:
A moment of truth is best described as a key touchpoint in which the user changes its impression of the service, making option C the correct answer.

QUESTION 33
A service provider is launching a new service. What is an appropriate method to encourage the demand for this service?

A. Introduce a freeze period before the deadline.

B. Add a cancellation fee to the order.

C. Set an early-bird price.

D. Increase the overall price of the service.

Correct Answer: C
Section:
Explanation:
to create incentives that encourage early adoption and generate demand. An early-bird pricing strategy is particularly effective in this context.
Early-Bird Price:
Setting an early-bird price provides a discount or special pricing for those who sign up or purchase the service early. This strategy creates a sense of urgency and encourages early adoption, which can help in gaining initial traction for the service.
Incorrect Options:
A: Introducing a freeze period before the deadline can create urgency but might also cause frustration if customers feel pressured.
B: Adding a cancellation fee could discourage customers rather than encourage demand, as it adds a potential cost burden.
D: Increasing the overall price generally decreases demand rather than encouraging it, especially for new services.
Conclusion:
The most appropriate method to encourage demand for a new service is to set an early-bird price, making option C the correct answer.

QUESTION 34
A service provider has chosen a shift-left approach to deliver new services to its users. This approach has been challenging for some users. What could be the reason?

A. Users do not have sufficient skills to use the new tools.

B. No formal records under service provider's control.

C. Service can have privacy concerns for the users.

D. Service has limited scalability.

Correct Answer: A
Section:
Explanation:
A shift-left approach in IT service management involves moving tasks traditionally performed by higher-level support to lower levels or even to the end-users themselves. This approach is designed to increase efficiency and reduce resolution times, but it can pose challenges if users are not adequately prepared.
Shift-Left Challenges:
The shift-left strategy requires users to take on more responsibility for resolving issues using tools or resources provided by the service provider. If users lack the necessary skills or knowledge to effectively use these tools, they may struggle, leading to frustration and reduced service satisfaction.
Incorrect Options:
B: The absence of formal records under the service provider's control is not directly related to user difficulties with a shift-left approach.
C: Privacy concerns could be an issue but are not typically the main challenge associated with shift-left strategies.
D: Limited scalability may impact service delivery but is not the primary challenge in user adoption of shift-left practices.
Conclusion:
The primary challenge with a shift-left approach can often be that users do not have sufficient skills to use the new tools effectively, making option A the correct answer.

QUESTION 35
A service provider is off-boarding a user. Which of the following actions is recommended?

A. Communicate to all stakeholders.

B. Perform a root cause analysis.

C. Ensure that all invoices are being paid.

D. Revoke access to the service.

Correct Answer: D
Section:
Explanation:
Off-boarding a user is a critical process that must be handled carefully to ensure that all access rights and privileges are revoked to protect the organization's data and systems.
Option A (Incorrect): While communication is important, the primary concern during off-boarding is to revoke access.
Option B (Incorrect): Performing a root cause analysis is not relevant to off-boarding unless there was a specific incident that necessitated the off-boarding.
Option C (Incorrect): Ensuring that invoices are paid is more of an administrative task and, while important, is not the key security action in the off-boarding process.
Option D (Correct): Revoking access to the service is the most crucial action to take when off-boarding a user. This ensures that the former user cannot access sensitive information or systems after their departure, which is essential for maintaining security.

QUESTION 36
An organization is changing its training approach to shift the focus from product centric to the needs of the users. What of the following ITIL guiding principles is considered in this case?

A. Progress iteratively with feedback

B. Start where you are

C. Optimize and automate

D. Focus on value

Correct Answer: D
Section:
Explanation:
When an organization shifts its training approach from being product-centric to focusing on the needs of the users, it is aligning with the ITIL guiding principle of 'Focus on Value.' This principle emphasizes the importance of understanding what is valuable to the user and ensuring that all activities and processes are aligned with delivering that value.
Focus on Value:

This guiding principle instructs organizations to understand what their users find valuable and to prioritize delivering that value in all their services and products. By shifting the training approach to focus on the needs of the users, the organization is ensuring that the training is relevant and beneficial to the users, thereby maximizing the value provided.
Incorrect Options:
A: 'Progress iteratively with feedback' emphasizes continuous improvement through iterative cycles and regular feedback but does not directly relate to changing the training focus.
B: 'Start where you are' suggests building on existing practices rather than focusing on user needs.
C: 'Optimize and automate' focuses on efficiency and process improvement rather than the alignment with user needs.

QUESTION 37
New users are onboarding the service of the service provider.
You are asked to prepare the communication management strategy. Which stakeholders will be part of your plan?

A. Service Desk

B. Service Level Manager

C. Relationship Manager

D. Account Manager

Correct Answer: A
Section:
Explanation:
When preparing a communication management strategy, especially during the onboarding of new users, it is crucial to include stakeholders who are directly responsible for maintaining and managing the relationship with the service users. The Relationship Manager is the most appropriate stakeholder in this context.
Relationship Manager:
The Relationship Manager is responsible for managing the relationship between the service provider and the service consumers. This role ensures that communication is effective and that the expectations and requirements of the users are understood and met. The Relationship Manager plays a key role in the communication strategy by facilitating dialogue between the service provider and users.
Incorrect Options:
A: The Service Desk focuses on handling incidents and service requests rather than managing overall communication with users during onboarding.
B: The Service Level Manager is responsible for managing service levels but is not the primary contact for user communication during onboarding.
D: The Account Manager handles financial aspects and contracts, which are less relevant to the communication strategy for user onboarding.
Conclusion:
The Relationship Manager is the most relevant stakeholder for a communication management strategy during user onboarding, making option C the correct answer.

QUESTION 38
Customers who love to eat organic food are an example of which category?

A. Behavioural market category

B. Geographic market category

C. Psychographic market category

D. Demographic market category

Correct Answer: C
Section:
Explanation:
Customers who love to eat organic food represent a market segment based on their lifestyle, beliefs, and values. This segmentation falls under the psychographic market category.
Psychographic Market Category:
Psychographic segmentation divides the market based on lifestyle, values, attitudes, and personality traits. Consumers who prefer organic food typically share specific values and lifestyles related to health, environmental consciousness, and sustainability, making this a psychographic segmentation.
Incorrect Options:
A: Behavioral market category focuses on consumer behavior, such as buying habits, usage, and decision-making processes, rather than values and lifestyles.
B: Geographic market category segments the market based on location, such as regions, cities, or countries.

D: Demographic market category segments the market based on variables like age, gender, income, and education.

QUESTION 39
Which activity, carried out by both the service provider and the service consumer, enables service provision and consumption to start?

A. Building trust
B. Onboarding
C. Designing the customer journey
D. Assessing mutual readiness

Correct Answer: B
Section:
Explanation:
The activity that enables service provision and consumption to start, carried out by both the service provider and the service consumer, is 'Onboarding.' ITIL 4 describes onboarding as the process of integrating the service consumer into the service environment, ensuring that they have the necessary knowledge, tools, and access to begin using the service effectively. Onboarding is crucial for establishing a strong foundation for the service relationship.

QUESTION 40
Just minutes before the service desk operations close for the day, a user calls with an urgent request. What would be the BEST way to respond to the request?

A. Log a ticket and work on it during the agreed business hours.
B. Escalate to the second line team, the ticket remains within the service level agreement.
C. Assess the impact and decide to help the user even outside of the agreed business hours.
D. Listen and empathize with the user. Ask the user to call back during the agreed business hours.

Correct Answer: C
Section:
Explanation:
In situations where a request is urgent, particularly just before the close of service desk operations, it is crucial to assess the impact of the request on the user's business or operations. If the impact is significant, providing assistance outside of the agreed business hours is justified. This approach reflects the ITIL 4 guiding principles of 'Focus on Value' and 'Collaborate and Promote Visibility.'
By assessing the impact first, the service provider ensures that resources are allocated effectively to situations that truly need immediate attention, thereby protecting the overall service value and maintaining high levels of customer satisfaction.
Logging the ticket and addressing it during business hours (A) may be appropriate for non-urgent issues, but in this scenario, it could negatively impact the user. Escalating to the second line team (B) is also viable but may not be necessary if the first line can handle the issue. Simply asking the user to call back during business hours (D) could harm the relationship with the user and does not align with the principle of ensuring user satisfaction.

QUESTION 41
A potential customer is having trouble agreeing on the level of service it requires. What is the best approach to consider to come to an agreement?

A. Involve service level management to align the service level to the customer's objectives.
B. Involve the legal department as the agreement should be clear and unambiguous.
C. Involve senior management to influence the customer to sign the contract.
D. Involve the project team to explain the service into detail to the customer.

Correct Answer: A
Section:
Explanation:
When a potential customer struggles to agree on the required service level, the best approach is to involve Service Level Management (SLM). The SLM practice is key in negotiating and aligning service levels with customer objectives and expectations, ensuring that the services delivered meet the customer's needs.

SLM works by understanding customer requirements and ensuring that the service levels are achievable and measurable. This practice also ensures that the agreed-upon service levels are documented and regularly reviewed to remain aligned with customer expectations.

Involving senior management (C) or the legal department (B) might pressure the customer but does not address the core issue of aligning the service level with the customer's actual needs. Similarly, involving the project team (D) to explain the service in detail might be useful for clarification but is secondary to aligning the service level agreements through SLM.