



The ITIL® 4 Drive Stakeholder Value Examination

Sample Paper 2

Answers and Rationales

The ITIL® 4 Drive Stakeholder Value Examination

For exam paper: EN_ITIL4_DSV_2020_SamplePaper2_QuestionBk_v1.1

Q	A	Syllabus Ref	Rationale
1	A	3.3	<p>A. Correct. In order to build trust and demonstrate consistency the service provider should respond to the customer in an open and timely way. Ref 4.3.2.1, tab 4.9</p> <p>B. Incorrect. This is contrary to the guidance "Seek first to understand, then to be understood". The service provider should ensure they understand the service provider needs before discussing service offerings. Ref 4.3.2.1, tab 4.9</p> <p>C. Incorrect. This refers to the wrong step in the customer journey. The question states that the parties are at the 'engage' stage whereas the answer refers to reaching agreement. This will happen in the 'agree' step, not the 'engage' step. Ref 6</p> <p>D. Incorrect. The service provider cannot ensure that the customer demonstrates adaptability to service provider needs. Both parties should "demonstrate agility/adaptability". Ref 4.3.2.1, tab 4.9</p>
2	B	4.2	<p>A. Incorrect. Services should be included in the service catalogue regardless of whether they are used by internal or external customers. The service catalogue is a valuable tool for marketing services to internal customers. "One of the most important tools for the internal sales process is the service catalogue". Ref 5.4.2</p> <p>B. Correct. "Internal sales and promotions, combined with incentives and pricing mechanisms, are important for managing demand. Some benefits of selling to internal customers are: ...enhanced utilization of existing services". Ref 5.4.2</p> <p>C. Incorrect. Gaining maximum profit should not be the goal of marketing and selling services. "The service provider should avoid creating a higher price for a service than it is worth for the customer." Many service providers do not charge for internal services and act as cost centres, not profit centres. Ref 5.4.3</p> <p>D. Incorrect. Services should not be marketed to reduce demand. The appropriate marketing of services should increase demand. Ref 5.4.2</p>

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Q	A	Syllabus Ref	Rationale
3	A	7.5	<p>A. Correct. "It is important to ensure that a service mindset is shared by all individuals involved in service consumption, not only by the service provider's teams." In the scenario, focusing on value and holistic thinking are the principles that are likely to help. "What is the context of service consumption, and how does it contribute to the objectives of the organization and to the service consumers' business?" is a relevant question to address. Ref 8.1.3, tab 8.3</p> <p>B. Incorrect. Although this is a valid consideration for a service provider, this answer does not address the scenario. There is no evidence of issues with feedback processing. Lack of service mindset on the service consumer's side is a likely issue in the described situation. Ref 8.1.1, 8.1.3</p> <p>C. Incorrect. Although this is a valid consideration for a service provider, this answer does not address the scenario. There is no evidence of issues with third parties. Lack of service mindset on the service consumer's side is a likely issue in the described situation. Ref 8.1.1, 8.1.3</p> <p>D. Incorrect. This option refers to expanding the 'band of visibility' between the service consumer and the service provider. Although a valid consideration for a service consumer, this answer does not address the scenario. Lack of understanding of the business objectives and context is likely to contribute to users' reluctance in adoption of the new tool. Ref 8.1.1, 8.1.3</p>

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Q	A	Syllabus Ref	Rationale
4	D	8.7	<p>A. Incorrect. These are not necessarily conflicting initiatives. The need is to prioritize these initiatives. "In the context of an organization's culture, the relationship management practice may include: ...conflict prevention and mediation." Ref Relationship Management Practice Guide 2.1</p> <p>B. Incorrect. The organization has not yet decided which initiatives to proceed with, although the selection of suppliers is within the scope of the 'supplier management' practice. "The supplier management practice enables organizations to: ...evaluate and select suppliers". Ref Supplier Management Practice Guide 2.1</p> <p>C. Incorrect. The high-level needs of the teams have already been stated, although this is an activity within the scope of the 'business analysis' practice. "The business analysis practice identifies and articulates an organization's and customers' needs." Ref Business Analysis Practice Guide 2.1</p> <p>D. Correct. The organization has teams with different perspectives and with initiatives which contribute to the organization's strategic objectives in different ways. "Strategic alignment is crucial for investment prioritization". "The portfolio management practice ensures that all internal and external stakeholder perspectives are included and prioritized. The most important initiatives are given adequate resources before additional initiatives are addressed." Ref Portfolio Management Practice Guide 2.4.1</p>

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5	D	8.2	<p>A. Incorrect. Value can be influenced by risk, but a service provider risk, such as service failure, is not the only measure of customer value. "By incrementally improving value realization tracking, and reporting the results, value can be significantly increased, which improves the capacity to improve the tracking." Ref 9</p> <p>B. Incorrect. Risks are not outcomes. "By incrementally improving value realization tracking, and reporting the results, value can be significantly increased, which improves the capacity to improve the tracking." Ref 9</p> <p>C. Incorrect. Outputs can be used as performance indicators, however the question describes risks and risks are not outputs. "By incrementally improving value realization tracking, and reporting the results, value can be significantly increased, which improves the capacity to improve the tracking." Ref 9</p> <p>D. Correct. The likelihood of service failure is a service delivery risk. "By incrementally improving value realization tracking, and reporting the results, value can be significantly increased, which improves the capacity to improve the tracking." Ref 9</p>

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6	B	6.8	<p>A. Incorrect. This option accepts the poor quality of service from the service provider and does not try to improve it. The 'service desk' practice should be "the entry point and single point of contact for the service provider for all users" and aims to ensure that "communications are effective and convenient for all parties involved." Ref Service Desk Practice Guide 2.1</p> <p>B. Correct. As the "entry point and single point of contact for the service provider for all users", the 'service desk' practice aims to ensure that "communications are effective and convenient for all parties involved." It is important to "invest in support agents' professional development, emotional intelligence, awareness of diverse cultures, and interests". Ref Service Desk Practice Guide 2.1, 2.4.1, tab 2.4</p> <p>C. Incorrect. The issue described does not concern the number of communication channels available but the quality of communications between the service provider and the users. The 'service desk' practice aims to ensure that "communications are effective and convenient for all parties involved." Ref Service Desk Practice Guide 2.1</p> <p>D. Incorrect. User communications are already established, but the quality of them needs to be improved, and this answer option does not address that improvement. The 'service desk' practice aims to ensure that "communications are effective and convenient for all parties involved." Ref Service Desk Practice Guide 2.1</p>
7	D	6.3	<p>A. Incorrect. Migrating a consumer from one service provider to another is part of onboarding a new consumer, which is an earlier step in the customer journey. Ref 7.1.2</p> <p>B. Incorrect. While getting feedback is likely to improve relationships and identify improvements, it is not an activity that would change users' access to the application. Ref 7.2.1</p> <p>C. Incorrect. Involving users in discussions of service changes is an example of elevating mutual capabilities rather than authorizing and entitling users to services. Ref 7.5</p> <p>D. Correct. "It is important to ensure that users can only see the services they are entitled to and the levels that are available to them when they use the service catalogue or request support." Ref 7.4</p>

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Q	A	Syllabus Ref	Rationale
8	A	5.2	<p>A. Correct. This is an example of a measure of user experience, which would complement the existing utility and warranty measures. "Organizations are increasingly including user experience targets in... agreements. ...Examples of experience metrics include the number and frequency of: ...dropped (unfinished) service actions". Ref 6.2.4.3</p> <p>B. Incorrect. This is an example of a measurement of a non-functional aspect of the service. Although it may contribute to user satisfaction with the service, it is not a direct measure of user experience, which the organization is currently not measuring. "The management of service quality and service level should be focused on value, and all relevant characteristics of a service should be managed. This includes associated metrics, areas of experience, and feedback." Ref 6.2.4</p> <p>C. Incorrect. This is an example of a measurement of a non-functional aspect of the service. Although it may contribute to user satisfaction with the service, it is not a direct measure of user experience, which the organization is currently not measuring. "The management of service quality and service level should be focused on value, and all relevant characteristics of a service should be managed. This includes associated metrics, areas of experience, and feedback." Ref 6.2.4</p> <p>D. Incorrect. This is an example of a measurement of a non-functional aspect of the service. Although it may contribute to user satisfaction with the service, it is not a direct measure of user experience, which the organization is currently not measuring. "The management of service quality and service level should be focused on value, and all relevant characteristics of a service should be managed. This includes associated metrics, areas of experience, and feedback." Ref 6.2.4</p>

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Q	A	Syllabus Ref	Rationale
9	D	4.4	<p>A. Incorrect. This is an example of an enabler, which is required to allow users to log in. "An enabler is a technical prerequisite for a feature that supports exploration, architecture, infrastructure, or compliance." Ref 5.2.5, tab 5.9</p> <p>B. Incorrect. This is an example of an epic. "An epic is an initiative delivering new products, services, or customer journeys to customers. The epic is the large story or a user story, which is too big to cover in one sprint. Epics are comprised of large collections of features." Ref 5.2.5, tab 5.9</p> <p>C. Incorrect. This is an example of a problem. A user story is "a piece of functionality described in a way that could be developed in a single sprint. As a <user> I want <requirement> so that <benefit>." Ref 5.2.5, tab 5.9</p> <p>D. Correct. A user story is "a piece of functionality described in a way that could be developed in a single sprint. As a <user> I want <requirement> so that <benefit>." Ref 5.2.5, tab 5.9</p>

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10	A	4.3	<p>A. Correct. By analysing the work done by users the service provider understands the patterns of business activity (PBA). "A workload profile of one or more business activities. PBAs are used to help the service provider understand and support different levels of service consumer activity" and "once the patterns are identified, different options will be available for adjusting and managing capacity and shaping demand." Ref 5.1.1</p> <p>B. Incorrect. By analysing the work done by users the service provider understands the patterns of business activity (PBA). Patterns of business activity are not sufficient to define how customers will be charged. "Several factors should be considered when deciding the price of a service". Ref 5.4.1</p> <p>C. Incorrect. By analysing the work done by users the service provider understands the patterns of business activity (PBA), not the value co-created. "A requirement for assessing and evaluating value realization is tracking and measuring service value indicators. A service value indicator is a measure that either directly or indirectly indicates the situation or level of a specific aspect of service value." Ref 9.2</p> <p>D. Incorrect. By analysing the work done by users the service provider understands the patterns of business activity (PBA). "To address sustainability, organizations often adopt the triple bottom line (TBL) approach (Elkington, 1994), which is an accounting framework that covers financial, social, and environmental aspects". Ref 3.4.6</p>

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11	D	4.1	<p>A. Incorrect. This is not a valid description. "Agile methods ...started ...with an encouragement to prioritize individuals and interactions over workflows and tools, working products over comprehensive documentation, customer collaboration over contracts, and responding to changes over following a plan." Ref 5.3.2</p> <p>B. Incorrect. This is not a valid description. "Agile methods ...started ...with an encouragement to prioritize individuals and interactions over workflows and tools, working products over comprehensive documentation, customer collaboration over contracts, and responding to changes over following a plan." Ref 5.3.2</p> <p>C. Incorrect. This is not a valid description. "Agile methods ...started ...with an encouragement to prioritize individuals and interactions over workflows and tools, working products over comprehensive documentation, customer collaboration over contracts, and responding to changes over following a plan." Ref 5.3.2</p> <p>D. Correct. This is a valid description. "Agile methods ...started ...with an encouragement to prioritize individuals and interactions over workflows and tools, working products over comprehensive documentation, customer collaboration over contracts, and responding to changes over following a plan." Ref 5.3.2</p>

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12	B	3.6	<p>A. Incorrect. The purpose of the 'service desk' practice is to "capture demand for incident resolution and service requests". Ref Service Desk Practice Guide 2.1</p> <p>B. Correct. "The relationship management practice is applied in conjunction with others (including the workforce and talent management, strategy management, supplier management practices, and others) to develop, communicate, and maintain a set of values and principles for relationships." "The accepted approach to relationships and relationship management should be communicated and accepted by everyone within the organization." Ref Relationship Management Practice Guide 2.4.1</p> <p>C. Incorrect. The purpose of the 'business analysis' practice is to "analyse a part or the entirety of a business, define its needs, and recommend solutions to address these needs and/or solve a business problem." Ref Business Analysis Practice Guide 2.1</p> <p>D. Incorrect. The purpose of the 'portfolio management' practice is to "ensure that the organization has the right mix of programmes, projects, products, and services to execute the organization's strategy within its funding and resource constraints". Ref Portfolio Management Practice Guide 2.1</p>
13	B	3.1	<p>A. Incorrect. A mutual readiness and maturity assessment determines whether the customer and service provider can work together and happens long before any offers are made. Ref 4.3.5</p> <p>B. Correct. "Mutual readiness is when both parties have completed appropriate checks (i.e. past performance checks) and due diligence (i.e. audits), have built initial trust, and are ready to form a working relationship in order to co-create value." Ref 4.3.5</p> <p>C. Incorrect. Defining market segments can happen before a service provider has built a relationship with a specific customer and is ready to do business with them. Ref 3.3.1</p> <p>D. Incorrect. Selecting service from a service catalogue does not indicate that both parties are mature enough to work together. "Mutual readiness is when both parties have completed appropriate checks (i.e. past performance checks) and due diligence (i.e. audits), have built initial trust, and are ready to form a working relationship in order to co-create value." Ref 4.3.5</p>

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14	A	2.2	<p>A. Correct. Marketing is part of the 'explore' step. "A well-written value proposition is one of the most important elements of marketing, as it immediately highlights the benefits of the products or services." Ref 3.4.1</p> <p>B. Incorrect. This activity is part of the 'engage' step. "The purpose of the engage step is to build transparency, continual engagement, and trust between the stakeholders in order to ensure a good mutual understanding of each stakeholder's preferences and experience." Ref 4</p> <p>C. Incorrect. This activity is part of the 'onboarding' "Onboarding includes all the activities necessary for a service consumer to start using the service and a service provider to be ready to deliver the service." Ref 7</p> <p>D. Incorrect. The purpose of the 'co-create' step is "for those involved in the service relationship to act together to ensure continual value co-creation based on agreed service offerings." Ref 8</p>
15	A	1.1	<p>A. Correct. Understanding "what the service consumer needs and desires, not just what the customer states," is a part of facilitating outcome and experience for the service consumer when mastering the customer journey. Ref 2, tab 2.1</p> <p>B. Incorrect. Ensuring "key service consumer risks have been identified and addressed," is a part of optimizing risk and compliance for the service consumer when mastering the customer journey. Ref 2, tab 2.1</p> <p>C. Incorrect. Being "fair and transparent regarding costs" is a part of optimizing resources and minimizing costs for the service provider when mastering the customer journey. Ref 2, tab 2.1.3</p> <p>D. Incorrect. Optimizing "the use of resources during the service lifecycle" is a part of optimizing resources and minimizing costs for the service consumer and service provider when mastering the customer journey. Ref 2, tab 2.1</p>

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Q	A	Syllabus Ref	Rationale
16	B	3.7	<p>A. Incorrect. Although it is important to "ensure that the costs of the consumed services are optimal," this is only one aspect when deciding whether a supplier is creating value. A sourcing strategy would have helped by including "supplier categorization, requirements for suppliers of each category, and basic rules of relationship management." Ref Supplier Management Practice Guide 2.1, 2.4.1</p> <p>B. Correct. A sourcing strategy would have helped by including "supplier categorization, requirements for suppliers of each category, and basic rules of relationship management." Ref Supplier Management Practice Guide 2.4.1</p> <p>C. Incorrect. Information systems are an important enabler for the management of contracts and agreements. However, the focus of the question is about ensuring that the organization is using its suppliers in a way which creates the most value. A sourcing strategy would have helped by including "supplier categorization, requirements for suppliers of each category, and basic rules of relationship management." Ref Supplier Management Practice Guide 2.4.1</p> <p>D. Incorrect. This is another important aspect of the 'supplier management' practice as a whole, but it would not have prevented the situation in the question from arising. A sourcing strategy would have helped by including "supplier categorization, requirements for suppliers of each category, and basic rules of relationship management." Ref Supplier Management Practice Guide 2.4.1</p>

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17	C	2.3	<p>A. Incorrect. "The four dimensions of service management should be assessed in order to understand internal factors". They have already reviewed workflows and activities, which is included in the 'value streams and processes' area. "Areas to explore: Key value streams, processes and services". Ref 3.1.3, tab 3.4</p> <p>B. Incorrect. "The four dimensions of service management should be assessed in order to understand internal factors". They have already reviewed the capabilities of their workforce which is included in the 'organizations and people' area. "Areas to explore: Internal skills and competencies". Ref 3.1.3, tab 3.4</p> <p>C. Correct. "The four dimensions of service management should be assessed in order to understand internal factors". Areas to explore for information and technology include "Data and information, Technology platform and architecture, Applications, Information security challenges". Ref 3.1.3, tab 3.4</p> <p>D. Incorrect. "The four dimensions of service management should be assessed in order to understand internal factors". They have already reviewed supplier contracts which is included in the 'partners and suppliers' area. "Areas to explore: Existing service providers, partners, and suppliers". Ref 3.1.3, tab 3.4</p>

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18	B	4.3	<p>A. Incorrect. The organization should first understand the demand. "Capacity and demand are intertwined, both must be considered in order to utilize scarce resources better" and "capacity and performance management... is about sizing the capacity to respond to the actual demand". Ref 5.1.2</p> <p>B. Correct. "To understand how services are being used, it is useful to analyse the patterns of business activity. Facts and charts are produced through monitoring and logging, reflecting the service usage. This information will allow measures to be implemented to meet peaks in demand." Ref 5.1.1</p> <p>C. Incorrect. Prohibiting changes is a measure that can be used to optimize capacity. However, the organization should first understand the demand. "Capacity and demand are intertwined, both must be considered in order to utilize scarce resources better" and "capacity and performance management... is about sizing the capacity to respond to the actual demand". Ref 5.1.2</p> <p>D. Incorrect. Charging mechanisms can be used to smooth demand. However, the organization should first understand the demand. "Capacity and demand are intertwined, both must be considered in order to utilize scarce resources better." Furthermore, "there are adverse side-effects of charging being used as a demand management mechanism" and "a proper evaluation and test should be performed to ensure that pricing mechanisms drive desired behaviour." Ref 5.1.2, 5.1.3.1</p>

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19	C	5.1	<p>A. Incorrect. "The MoSCoW method is a simple prioritization technique for managing requirements. It allows stakeholders to explicitly agree on the different priorities." It does not help to identify performance metric on the base of customer's service action. Ref 5.2.6</p> <p>B. Incorrect. Customer feedback from service review meetings is one of the methods of monitoring customer perception. It is used "to ensure that the customer and users are satisfied with the service, and the whole customer journey". Ref 9.2.2</p> <p>C. Correct. Serving coffee is a service action. Processing card payment is relevant to an IT service. The 'service actions' method helps to describe and evaluate services based on the performance of key service actions performed by the users and the service provider during service consumption. Customer's requirements can be transformed into performance metrics for respective IT services and used by the service provider and service consumer to manage and measure the service level. Ref 6.1.1</p> <p>D. Incorrect. "Value stream mapping is a Lean technique for illustrating and analysing the logic of a value stream: a method of visualizing the flow from demand/opportunity to value, then planning how that flow can be improved. A value stream map gives a graphical overview of the flow of material and information and identifies areas for improvement." It should be used as the foundation for understanding "how actions are connected and how value is created in a production process." Ref 5.3.1</p>

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20	C	5.3	<p>A. Incorrect. This is an example of how the 'progress iteratively with feedback' guiding principle could be applied. "Acknowledge that not all relevant characteristics of service quality will be understood and/or achieved from the beginning, and that expectations and requirements will continually change. Be ready for continual review of the agreed service level based on achievements and feedback." Ref Service Level Management Practice Guide 2.4.1, tab 2.3</p> <p>B. Incorrect. This is an example of how the 'focus on value' guiding principle could be applied. "Focus on outcomes for the service consumer organization and on user experience more than on technical details and associated metrics." Ref Service Level Management Practice Guide 2.4.1, tab 2.3</p> <p>C. Correct. This is an example of how the 'collaborate and promote visibility' guiding principle could be applied. "Involve relevant stakeholders (such as key users) in the discussion. Discuss the agreed service level with those it will affect and inform them of any constraints to establish realistic expectations. Also, provide sufficient operational transparency to promote a sense of ownership and manage expectations." Ref Service Level Management Practice Guide 2.4.1, tab 2.3</p> <p>D. Incorrect. This is an example of how the 'keep it simple and practical' guiding principle could be applied. "Do not try to put everything in the agreement but focus on what matters and what can be realistically measured and managed." Ref Service Level Management Practice Guide 2.4.1, tab 2.3</p>

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21	C	6.7	<p>A. Incorrect. "The service desk practice contributes to effective user onboarding, which enables user engagement at all steps of the user journey. It provides various user interfaces so that users are able to contact the service provider in the most convenient way." The service desk may handle requests for standard services; however, it is the 'service catalogue management' practice that maintains information about those services. Ref 7.4</p> <p>B. Incorrect. The 'service level management' practice includes setting service level targets and ensuring those targets are met. "The... service level management practices are used to ensure that user requirements are captured, made available to relevant parties, met, and regularly reviewed." Ref 7.4</p> <p>C. Correct. The 'service catalogue management' practice states that "To enable and contribute effectively to the offering of user services (including user awareness of new services available and the associated service requests), the user-facing service catalogue should:</p> <ul style="list-style-type: none"> - be structured in a logical way, reflecting users' needs and patterns of activity - be presented in language that is clear and familiar to the users..." Ref 7.4 <p>D. Incorrect. The 'portfolio management' practice ensures that the organization has the right mix of services by guiding investment decisions. "It not only identifies the investments with the highest payoff, but also analyses and tracks investments based on the value of services to the service provider and its customers." Ref 9.5.5</p>
22	A	7.6	<p>A. Correct. The requirement is that each employee sees a unique set of services. "Interactions between users and service providers can be standardized for all or large groups of users [out-of-the-box] or adjusted to fit requirements and preferences of individual users or small groups [tailored]." Ref 8.2</p> <p>B. Incorrect. A push approach involves service actions that are "initiated by the service provider". Ref 8.2</p> <p>C. Incorrect. A pull approach involves service actions that are "initiated by users". Ref 8.2</p> <p>D. Incorrect. "Initiation and implementation of service actions can be automated in different ways;" use of the online portal indicates that the initiation of service actions is not manual. Ref 8.2</p>

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23	C	8.3	<p>A. Incorrect. Both the service consumer and the service provider should assess and evaluate value realization. "The methods and techniques... for tracking, assessing, and evaluating value realization are as valid for the service provider as they are for the service consumer." Ref 9.5.1</p> <p>B. Incorrect. Both the service consumer and the service provider should assess and evaluate value realization. "The methods and techniques... for tracking, assessing, and evaluating value realization are as valid for the service provider as they are for the service consumer." Ref 9.5.1</p> <p>C. Correct. "The methods and techniques... for tracking, assessing, and evaluating value realization are as valid for the service provider as they are for the service consumer." Ref 9.5.1</p> <p>D. Incorrect. Both the service consumer and the service provider should assess and evaluate value realization. "The methods and techniques... for tracking, assessing, and evaluating value realization are as valid for the service provider as they are for the service consumer." Ref 9.5.1</p>
24	C	8.5	<p>A. Incorrect. Ad-hoc service reviews are appropriate for a basic relationship. In a cooperative relationship there will be a more formal approach to regular, agreed service reviews. Ref 9.1, tab 9.2</p> <p>B. Incorrect. A benefit of the 'realize' step in the customer journey for the service provider is to be able review their pricing policy. This will not be an activity performed jointly with the customer. Ref 9, 9.1</p> <p>C. Correct. Shared activities for tracking and assessing value realization in a cooperative relationship include "joint service review of achievements compared to agreements and promises". Ref 9.1, tab 9.2</p> <p>D. Incorrect. These reports and analysis will be performed by the service provided. It is not a joint activity. Ref 9.1, tab 9.2</p>

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25	C	7.7	<p>A. Incorrect. This ignores the likelihood of a lost sale. "The service provider should be aware of potential moments of truth. The service provider organization should possess the resources and capabilities to make the right decisions and provide the right service." Ref 8.2.4</p> <p>B. Incorrect. This is unlikely to result in the contract being printed in time. "The service provider should be aware of potential moments of truth. The service provider organization should possess the resources and capabilities to make the right decisions and provide the right service." Ref 8.2.4</p> <p>C. Correct. "The service provider should be aware of potential moments of truth. The service provider organization should possess the resources and capabilities to make the right decisions and provide the right service" and "...service experience depends on the staff who interact with customers and users, correctly assessing whether the rules should be followed". Ref 8.2.4, 8.2.5</p> <p>D. Incorrect. Telling the user that this issue has been escalated will not solve the problem as fast as simply printing the document on a different printer. "Encourage and equip staff with the knowledge and skills to identify legitimate customer requirements and to perceive and fulfil those requirements". Ref 8.2.5</p>

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26	A	7.1	<p>A. Correct. "For all types of service requests, rules and conditions should be agreed and communicated to all of the involved roles in both service provider and service consumer organizations. These may include: ...channels and means of initiating a request". Ref 8.2.1</p> <p>B. Incorrect. Rules and conditions are specified and communicated. "For all types of service requests, rules and conditions should be agreed and communicated to all of the involved roles in both service provider and service consumer organizations." Ref 8.2.1</p> <p>C. Incorrect. Rules and conditions including, for example, timeframes, are specified and communicated. "For all types of service requests, rules and conditions should be agreed and communicated to all of the involved roles in both service provider and service consumer organizations." Ref 8.2.1</p> <p>D. Incorrect. Many practices are involved in fulfilling service requests. "Successful initiation, processing, and fulfilment of service requests is enabled by the following ITIL practices: ...service catalogue management; service desk; service level management; service request management." Ref 8.2.1</p>

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Q	A	Syllabus Ref	Rationale
27	C	6.6	<p>A. Incorrect. A walk-in service desk is a good idea but is not appropriate as the main point of contact for a large number of users. "Examples of channels and their challenges... Walk-In: Limited scalability". Ref Service Desk Practice Guide Ref 2.4.1, tab 2.4</p> <p>B. Incorrect. In a situation where there is a large number of users who are familiar with online support it is inappropriate to insist that they contact the service desk by phone in the first case. This would overload the service desk and alienate those who are happy to use online support. "Examples of channels and their challenges... Voice: Limited scalability". Ref Service Desk Practice Guide Ref 2.4.1, tab 2.4</p> <p>C. Correct. Given that there is a large number of users most of whom are familiar with online methods, self-service is the best option. Phone support is ideal for providing support for users or issues that cannot be resolved by self-service. "Users expect corporate and personal services to provide an experience they are used to and that is based on their daily use of smartphones, personal computers, wearable devices, and commonly used applications. To satisfy this demand, service providers use or emulate familiar interfaces to deliver and support their services." Ref 7.3</p> <p>D. Incorrect. This does not provide users with the option of talking to a human being if they want to. The majority of users are familiar with social media and online support but there may be some who are not. "Unsatisfied with automated interfaces, many users value the opportunity of talking with a human support agent". Ref 7.3</p>

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Q	A	Syllabus Ref	Rationale
28	D	6.4	<p>A. Incorrect. "Users should understand the purpose and context of their work" and "offer targeted user training to specific user groups, roles, and user profiles based on personas." In a cross-functional team users need to understand many modules to do their job. Ref 7.5, tab 7.8</p> <p>B. Incorrect. "Consider focusing the training around the users' needs instead of the product." Ref 7.5</p> <p>C. Incorrect. This is a major change and users will need some training in order to continue working. "Radical changes in user experiences are rarely perceived as changes for the better and are often resisted by users". Without any training it is unlikely that users will be able, or motivated, to use the new application. Ref 7.5, tab 7.8</p> <p>D. Correct. "Offer targeted user training to specific user groups, roles, and user profiles based on personas. Consider focusing the training around the users' needs instead of the product." Ref 7.5</p>

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Q	A	Syllabus Ref	Rationale
29	B	5.3	<p>A. Incorrect. Explaining the service level agreement will not enable the customers to achieve the outcomes they need. "Focus on outcomes for the service consumer organization" and "be ready for continual review of the agreed service level based on achievements and feedback." Ref Service Level Management Practice Guide 2.4.1, tab 2.3</p> <p>B. Correct. "Be ready for continual review of the agreed service level based on achievements and feedback" and "discuss the agreed service level with those it will affect and inform them of any constraints to establish realistic expectations. Also, provide sufficient operational transparency to promote a sense of ownership and manage expectations." Ref Service Level Management Practice Guide 2.4.1, tab 2.3</p> <p>C. Incorrect. Improved measurement and reporting of service levels will not enable the customers to achieve the outcomes they need. "Focus on outcomes for the service consumer organization" and "be ready for continual review of the agreed service level based on achievements and feedback." Ref Service Level Management Practice Guide 2.4.1, tab 2.3</p> <p>D. Incorrect. The service provider is already aware that customers are not happy. A regular survey will not enable the customers to achieve the outcomes they need. "Focus on outcomes for the service consumer organization" and "be ready for continual review of the agreed service level based on achievements and feedback." Ref Service Level Management Practice Guide 2.4.1, tab 2.3</p>

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Q	A	Syllabus Ref	Rationale
30	C	4.5	<p>A. Incorrect. "The service provider teams require functional and non-functional requirements, which are amended with recommendations, such as the relative priorities of any components that could be delivered separately. They also require background information about the context where the solution will be used." There should not be an exclusive focus on functional requirements. Ref Business Analysis Practice Guide 2.1</p> <p>B. Incorrect. "It is important that the organization takes a consistent approach to business analysis across its product and service portfolio. However, this does not mean that all business analysis tasks are processed in the same way. An approach might include several models". Ref Business Analysis Practice Guide 2.4.1</p> <p>C. Correct. Models consider the context of business analysis tasks. "It is important that the organization takes a consistent approach to business analysis... however, this does not mean that all business analysis tasks are processed in the same way. An approach might include several models to follow in different contexts such as: new products and services, changing needs, products managed in an agile way or with a legacy, monolithic methods, and so on." Ref Business Analysis Practice Guide 2.4.1</p> <p>D. Incorrect. Although it is important, this is not the BEST option as it does not address the various contexts in which analysis needs to be performed. It is also incomplete. "Business analysis provides input for two main parties: customers looking for solutions that fulfil their needs, and service provider's teams who design, develop, and deliver these solutions." Ref Business Analysis Practice Guide 2.4.2</p>
31	B	3.2	<p>A. Incorrect. "In a cooperative relationship, the customer may assess the service provider maturity using audit and maturity assessment tools." Ref 4.3.5</p> <p>B. Correct. With a basic relationship, "emphasis is placed on efficiency and transactions", but it is "difficult to develop a trustworthy relationship" and it is "hard to assess service value". Ref 4.2.1, tab 4.4</p> <p>C. Incorrect. Managed relationship is not one of the types of service relationships. Ref 4.2</p> <p>D. Incorrect. Partnership is described as less focused on measuring service levels and SLAs. "As level of interdependency and integration grows, both parties may align on a strategic level by setting goals and priorities together." Ref 4.2.3</p>

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Q	A	Syllabus Ref	Rationale
32	C	2.1	<p>A. Incorrect. A value proposition is “an explicit promise made by a service provider to its customers that it will deliver a particular bundle of benefits.” Ref 3.3.1.2</p> <p>B. Incorrect. Market analysis involves conducting a “quantitative and qualitative assessment of a market; it explores the market size and opportunities in volume and value”. Ref 3.3</p> <p>C. Correct. “Characteristic-based market segmentation is the process of segmenting service consumers based on their characteristics, attitudes, or behaviour.” Commonly used categories include geography, demographics, behavioural, and psychographics (e.g., lifestyle). Ref 3.3.1.1</p> <p>D. Incorrect. “The relationship management practice is focused on ensuring successful relationships within an organization, as well as between an organization and external parties, including: customers, users, partners, suppliers, and others.” Ref Relationship Management Practice Guide 2.1</p>
33	A	1.2	<p>A. Correct. "Before designing the actual customer journey, the desired outcome and customer and user experience should be defined." Furthermore, the desired value should be developed. "The desired value should be defined for each major stakeholder in the customer journey." Ref 2.4</p> <p>B. Incorrect. Cognitive bias is an important consideration when designing a customer journey, however the design should not start until the value proposition has been defined. "Before designing the actual customer journey, the desired outcome and customer and user experience should be defined." Ref 2.4</p> <p>C. Incorrect. The practice activities will form part of the value streams that support the customer journey. The customer journey will be designed first, and then used to improve the value streams, not the other way around. Ref 2.4</p> <p>D. Incorrect. Service actions and touch points are used throughout the customer journey not only at the initial design. "Every customer journey involves several touchpoints and service interactions between the service provider, service consumer, and other stakeholders." Ref 2.2</p>

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Q	A	Syllabus Ref	Rationale
34	C	2.4	<p>A. Incorrect. This step would be completed early in the evaluation process. "Most organizations widely advertise their brand and services, which may serve as initial input for a shortlist of suitable service providers." Ref 3.2</p> <p>B. Incorrect. This step would be completed early in the process and used to analyse the products on a shortlist. "A decision matrix is often used in the decision process, combining the most important criteria and their worth." Ref 3.2</p> <p>C. Correct. Requirements for configuring the product would typically occur as a part of finalizing the selection. "For relationships where services must be configured, customized, or developed, the final selection may only take place after requirements have been shaped with the potential service provider(s) in the offer step." Ref 3.2</p> <p>D. Incorrect. As part of assessing the shortlist of vendors the team should consider "governance profile (policies, security, etc.)". This will happen earlier in the process. Ref 3.2</p>
35	C	4.4	<p>A. Incorrect. A user story is "a piece of functionality described in a way that could be developed in a single sprint". This example is poorly defined, and describes an overall experience of all aspects of the service, not a single piece of functionality. Ref 5.2.5, tab 5.9</p> <p>B. Incorrect. A user story should describe a piece of functionality from the perspective of a user, not from the perspective of the service provider. "Based on personas, the designer can gather data about customer journeys and needs". Ref 5.2.5</p> <p>C. Correct. This describes a single feature that is desired by a user, and that can be delivered in a single sprint. A user story is "a piece of functionality described in a way that could be developed in a single sprint". Ref 5.2.5, tab 5.9</p> <p>D. Incorrect. An application is not a stakeholder, and does not define requirements. "A user story is a way of representing areas of functionality required by the stakeholders". Ref 5.2.5</p>

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Q	A	Syllabus Ref	Rationale
36	A	6.1	<p>A. Correct. "As part of a user-centred approach, the onboarding approach should be defined for every product, service, and service offering as part of the design to smooth onboarding." Ref 5.3.6</p> <p>B. Incorrect. Onboarding should involve both service provider and service consumer. "Onboarding includes: ...ensuring that customers and users are ready for the service consumption." Ref 7</p> <p>C. Incorrect. "Onboarding occurs after an agreement is reached or changed but before service consumption starts." Ref 7</p> <p>D. Incorrect. The removal of service provider assets is an activity of offboarding not onboarding. "Offboarding actions usually include: ...removing any service provider resources that have been operating on the service consumer's premises". Ref 7.6.1</p>
37	B	6.5	<p>A. Incorrect. Providing access rights is a service provider activity, not a customer activity. Ref 7.1.2</p> <p>B. Correct. User training is an example of onboarding customer resources. "Users... require training in the use of services and in support procedures". Ref 7.1.2, tab 7.2</p> <p>C. Incorrect. This task will be performed by the service provider, not the customer. Ref 7.1.2</p> <p>D. Incorrect. Self-help technology is a service provider resource and is not provided by the customer. Ref 7.1.2</p>
38	B	7.4	<p>A. Incorrect. "Process all feedback individually, and, as far as possible, manually. Do not limit responds to automated messages." Ref 8.2.6 tab 8.5</p> <p>B. Correct. "Maintain an up-to-date log of the service improvements initiated by user feedback; make their progress visible for all users". Ref 8.2.6 tab 8.5</p> <p>C. Incorrect. "Focusing on the fulfilment of the formal agreements is not enough to manage the quality of the services." Ref 6.2.3</p> <p>D. Incorrect. Annual surveys are unlikely to capture specific improvement suggestions. Surveys are only likely to be effective if they are run at significant touchpoints. "One way to gain a greater understanding of the customer experience is to run customer feedback surveys at major touchpoints". Ref 2.3.4</p>

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Q	A	Syllabus Ref	Rationale
39	A	7.8	<p>A. Correct. 'Service request management' practice handles "all predefined, user-initiated service requests in an effective and user-friendly manner." "Service requests can also be a differentiator between different levels of service offerings (more requests may be available to users of higher trims of the service)." Ref Service Request Management Practice Guide 2.1, 2.4.1</p> <p>B. Incorrect. The purpose of the 'relationship management' practice is "to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels." The service actions described in the question are fulfilled at the operational level. Ref Relationship Management Practice Guide 2.1</p> <p>C. Incorrect. The purpose of the 'service desk' practice is "to capture demand for incident resolution and service requests." It is an important step, but the practice does not ensure fulfilment of the captured requests. Ref Service Desk Practice Guide 2.1</p> <p>D. Incorrect. The purpose of the 'service catalogue management' practice "to provide a single source of consistent information on all services and service offerings". Although involved in the presentation of the 'personal manager' option and related requests to the users, this practice is not involved in the requests' fulfilment. Ref Service Catalogue Management Practice Guide 2.1</p>

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Q	A	Syllabus Ref	Rationale
40	D	8.6	<p>A. Incorrect. The point "that most of client's staff are satisfied with their experience across the user journey" is evidence that the interpersonal skills of service desk staff is not the best area for improvement. Ref 9.4</p> <p>B. Incorrect. The point "that most of client's staff are satisfied with their experience across the user journey" is evidence that relationship management skills is not the best area for improvement. Ref 9.4</p> <p>C. Incorrect. As the service provider has only just started to deliver the service it is too soon to draw any conclusion about the 'realize' step in the customer journey. The question does not provide any evidence for possible improvements in this area. Ref 9.4</p> <p>D. Correct. "Evaluating value realization not only verifies that the individual services have created the desired value, but also that the desired customer experience has been achieved (single-loop learning). With double-loop learning, evaluation involves checking that the original value proposition is still valid, and that the SVS is fit for purpose". Examples of onboarding include "Contact and support interfaces are introduced". Ref 9.4, tab 7.3</p>