



ITIL® 4 Specialist: Drive  
Stakeholder Value

# Sample Paper 1

Answers and Rationales


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# Sample Paper 1: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	A	7.4	<p><b>A. Correct. Visible improvements based on feedback are the best way to encourage users to participate. "Maintain an up-to-date log of the service improvements initiated by user feedback; make their progress visible for all users; consider advertising subscriptions to updates. Where possible, involve the improvement initiators in testing and implementing the improvements." Ref 8.2.6, Table 8.5</b></p> <p>B. Incorrect. Although it may help in getting more feedback from customers, this method is unlikely to encourage users' feedback; in some cases, it can lead to the opposite. "Provide information about users' feedback to customers and consider including it in SLA reporting" addresses the challenge of customers "not having time for listening to users' opinions and basing their view of services purely on reports". Ref 8.2.6, Table 8.5</p> <p>C. Incorrect. It is rarely practical to have face-to-face sessions with all users; this method is more applicable to customers. Ref 8.2.6, Table 8.5</p> <p>D. Incorrect. Total automation of responses is likely to confirm and enforce users' concerns, because it is likely to be perceived as formal and not genuine. Contrary to this, it is recommended to "process all feedback individually and, as far as possible, manually. Do not limit responses to automated messages". Ref 8.2.6, Table 8.5</p>
2	B	8.3	<p>A. Incorrect. Although ROI is an example of an outcome, it is not relevant in all cases. "The customer may seek evidence on service outcomes achievement from the service provider at different levels, such as ROI, achieving strategic objectives, process performance, satisfaction measures, service levels, and more." Ref 9.3</p> <p><b>B. Correct. It should be possible to map service performance metrics to customer outcomes. "As part of the assessment, the captured experience, performance, and output data should be correlated with outcomes, risks, and costs and the overall service contribution to the customer objectives and purposes should be assessed." "Services are designed to enable customer activities, which in turn enables the achievement of customer outcomes." Ref 9.3, 9.2.3</b></p> <p>C. Incorrect. It is customer outcomes that should be measured, not service provider outcomes. "The customer may seek evidence on service outcomes achievement from the service provider at different levels." Ref 9.3</p> <p>D. Incorrect. It is customer outcomes that should be measured, not service provider outcomes. "The customer may seek evidence on service outcomes achievement from the service provider at different levels". Ref 9.3</p>
3	C	7.6	<p>A. Incorrect. Using the service desk in this manner is not a technology-generated approach. "Technology-generated. The service provider, the service consumer, or both are represented entirely by technology. Examples include self-service, chatbots, a service consumer application that</p>

Q	A	Syllabus Ref	Rationale
			<p>automatically requests more storage from the service provider, and so on." Ref 8.2</p> <p>B. Incorrect. Using the service desk in this manner is not a technology-generated approach. It would involve the service desk contacting the user. "Technology-generated. The service provider, the service consumer, or both are represented entirely by technology. Examples include self-service, chatbots, a service consumer application that automatically requests more storage from the service provider, and so on." Ref 8.2</p> <p><b>C. Correct. This is a good method and technology generated. They may also be initiated by the service provider, as in push. For example, the user may get a report every month as part of a subscription, or the service provider may update the software on the user's device automatically when a new version is available.</b> Ref 8.2</p> <p>D. Incorrect. Using the service desk team in this manner is not a technology-generated approach. It would involve face-to-face interaction. "Technology-generated. The service provider, the service consumer, or both are represented entirely by technology. Examples include self-service, chatbots, a service consumer application that automatically requests more storage from the service provider, and so on." Ref 8.2</p>
4	B	5.3	<p>A. Incorrect. "For out-of-the-box services, available service levels are usually pre-defined by the service provider", they are not negotiated with the customer. Ref <i>ITIL® 4 Service Level Management</i> Official Practice Guide 2.4.1</p> <p><b>B. Correct. "For out-of-the-box services, available service levels are usually pre-defined by the service provider based on a mixture of market and business intelligence. For example: consumer needs are explored and analysed by the service provider's marketing and business analysis teams." Ref <i>ITIL® 4 Service Level Management</i> Official Practice Guide 2.4.1</b></p> <p>C. Incorrect. RfP is used by the customer to compare service providers; it is not used by the service provider to design their out-of-the-box services. "Requests for proposals are used for: Strategic and intensive proposal process. When you want to compare proposals; [...] Comparison of vendors." Ref 5.4.3, Table 5.3, <i>ITIL® 4 Service Level Management</i> Official Practice Guide 2.4.1</p> <p>D. Incorrect. "For out-of-the-box services, available service levels are usually pre-defined by the service provider", they are not negotiated with the customer. Ref <i>ITIL® 4 Service Level Management</i> Official Practice Guide 2.4.1</p>
5	A	6.6	<p><b>A. Correct. Providing a combination of online and service desk support is the most appropriate for the target market described in the question. Ref 7.3, Table 7.7</b></p> <p>B. Incorrect. Chatbots have "limited applicability" and would not be much help in providing support to the described target market. Also, this solution does not suggest backing up chatbots with human support. "Do not replace human interfaces with machine-learning based until level of success</p>

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			<p>is high enough; provide human backup." Ref 7.3, Table 7.7</p> <p>C. Incorrect. A 'shift left' approach is only useful when users are sufficiently experienced with using the internet. In this case, we are told this is not true. Challenges of 'shift left' include: "users do not have sufficient technology skills and/or motivation to use the self-service tools; Only a limited range of tasks can be fulfilled by users at their level of access to the service; Mistakes made by users during self-service may cause more incidents; Knowledge-based navigation may be difficult". Ref 7.3, Table 7.7</p> <p>D. Incorrect. This answer suggests using social media, but the target market reportedly has little experience with it, so it is inappropriate. Social media "is widely used for services provided to individual users that are likely to be active users of social networks". Ref 7.3</p>
6	B	8.6	<p>A. Incorrect. This may answer the question "Is the customer happy with the service?" but does not address the customer journey/experience (that is, satisfaction with the service provider). "In simple standardized environments, the evaluation of value realization may be partly predefined. If service level targets are well defined, automated service performance reports and SLA score boards may indicate whether the value realization meets the agreed targets. The customer only reacts in case of deviations." Ref 9.4.1</p> <p><b>B. Correct. "In order to ensure that the customer and users are satisfied with the service, and the whole customer journey, the service provider should measure and track customer experience, perform customer satisfaction surveys, and request and process feedback from service consumers", and "the customer satisfaction index is a good place to track and assess customer experience. However, without supporting metrics it may be hard to perform further analyses of root causes: for example, in the case of declining customer satisfaction level. Service level metrics can be a great help for this analysis. The combined set of experience and satisfaction metrics and service level and resource performance metrics gives an opportunity for service providers to investigate deviations and enable continual improvement". Ref 9.2.2</b></p> <p>C. Incorrect. Satisfaction surveys are one way to measure customer experience. However, it is likely that supporting metrics are needed to make improvements. "The customer satisfaction index is a good place to track and assess customer experience. However, without supporting metrics it may be hard to perform further analyses of root causes: for example, in case of declining customer satisfaction level." Ref 9.2.2</p> <p>D. Incorrect. This focuses on value realization of the services (that is, outcomes). It does not directly address service performance or the customer journey/experience. "In more complicated environments, the evaluation process cannot be completely formalized. It may be difficult for the service provider to entirely understand the outcomes that the consumer wants to achieve. Frequent service reviews in the form of face-to-face meetings may be a fruitful way to</p>

Q	A	Syllabus Ref	Rationale
			evaluate value realization in this case." Ref 9.4.1
7	C	4.5	<p>A. Incorrect. The service desk practice has activities (such as handling user complaints) which would help after the situation had arisen, rather than help to avoid the situation. "The purpose of the service desk practice is to capture demand for incident resolution and service requests." Ref <i>ITIL® 4 Service Desk</i> Official Practice Guide 2.1</p> <p>B. Incorrect. "The purpose of service catalogue management practice is to provide a single source of consistent information on all services and service offerings, and to ensure that it is available to the relevant audience." Ref <i>ITIL® 4 Service Catalogue Management</i> Official Practice Guide 2.1</p> <p><b>C. Correct. The business analysis practice includes activities such as the "gathering information such as goals, requirements, and constraints from stakeholders" and "identifying business needs and translating these into well-articulated requirements and/or a solution proposals". Ref <i>ITIL® 4 Business Analysis</i> Official Practice Guide 2.4.1</b></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 <i>ITIL® 4 Portfolio Management</i> Official Practice Guide 2.1</p>
8	B	4.3	<p>A. Incorrect. This option would help to shape or smooth out demand after a service has been launched. "Service quality depends on the management of improvement opportunities. Conflicting requests from customers, poor pricing incentives, or a lack of a dedicated improvement budget could be sources of conflict. Therefore, the service provider must handle improvement opportunities professionally." Ref 5.1.3.2</p> <p><b>B. Correct. "To establish a business case, the service provider needs to understand the cost of providing a service. To do this, it requires to have a cost model that considers all the resources needed." Ref 5.1.5</b></p> <p>C. Incorrect. This option should be performed at a later stage, when demand needs to be managed. "As capacity and demand are intertwined, both must be considered in order to utilize scarce resources better. Managing demand is about understanding different user profiles and influencing their behaviour; capacity and performance management represents the other side of the equation." Ref 5.1.2</p> <p>D. Incorrect. This option would help to manage capacity and demand after a service has been launched. "Differential charging and yield management are examples of using pricing and charging mechanisms for managing capacity and demand." Ref 5.1.3.1</p>
9	B	3.3	<p>A. Incorrect. "Sufficient capacity for demand" is important but does not address whether the service provider has the knowledge and skills needed to support the new technologies. Ref 4.3.2.1, Table 4.9</p> <p><b>B. Correct. The service provider is demonstrating their capability to support the customers' changes by ensuring that they have "adequate knowledge and skills".</b></p>

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			<p><b>Ref 4.3.2.1, Table 4.91</b></p> <p>C. Incorrect. "Respond in a timely manner" is important and demonstrates consistency but does not refer to making a commitment to customers. Ref 4.3.2.1, Table 4.9</p> <p>D. Incorrect. This is a demonstration of commitment by being "honest, respectful and cooperative", and is not a demonstration of their capability to support the changes. Ref 4.3.2.1, Table 4.9</p>
10	A	2.2	<p><b>A. Correct. "Profiling is a method of tracking service consumer behaviour in order to understand consumers' needs and to enable targeted marketing campaigns." Ref 3.4.3</b></p> <p>B. Incorrect. Brochures are a form of marketplace marketing. They are not a method of tracking customer behaviour in order to understand their needs. Ref 3.4.2, Table 3.7</p> <p>C. Incorrect. Market segmentation does not track behaviour but markets different products to different market segments once customer behaviour is known. "The objective is to enable the service provider to group customers based on their needs and behaviour, so that the service provider can address them accordingly." Ref 3.3.1</p> <p>D. Incorrect. Creating value propositions is an important first step to marketing. However, it is not a technique for tracking customer behaviour. 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 3.4.1</p>
11	C	1.1	<p>A. Incorrect. This is just one perspective. "Mastering the customer journey helps to maximize stakeholder value through co-creation, focusing on both outcomes and experience." Ref 2</p> <p>B. Incorrect. A customer journey may start at different points and follow different paths. "The customer journey rarely follows a predefined path between touchpoints and service interactions." Ref 2.2</p> <p><b>C. Correct. The customer journey represents "the overall perception of the touchpoints and interactions between the service consumer and the service provider". Ref 1.2.4</b></p> <p>D. Incorrect. The customer journey includes touchpoint and interactions and the customer's experience relative to each. "Individual touchpoints may perform well even if the overall experience is poor. Customers perceive end-to-end experience, not individual touchpoints." Ref 2.2</p>
12	C	2.1	<p>A. Incorrect. The continual improvement model is a framework for planning and implementing improvements. It can be used by service consumer organizations in the context of exploring potential service providers, but it is not a method for identifying customers with common demands. Ref 3.1.4</p> <p>B. Incorrect. "A PESTLE analysis is a strategic tool that provides input for the organization's strategy and direction, as well as for internal policies and procedures." PESTLE will not help to identify customers with common demands. Ref 3.1.2</p> <p><b>C. Correct. The objective of market segmentation is "to enable the service provider to group customers based on their needs and behaviour, so that the service provider can address them accordingly". Ref 3.3.1</b></p> <p>D. Incorrect. "A SWOT analysis involves four specific aspects of</p>

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			an organization: the internal strengths and weaknesses, and the external opportunities and threats." A SWOT analysis can be used to assess how well your own organization can serve the different customer segments. However, the market segments must be identified first. Ref 3.1.3.1
13	D	6.5	<p>A. Incorrect. As the customer is continuing to use other services provided by the service provider, not all access to services should be revoked, only access to the retired service. Examples of offboarding activities include "revoking access of either party to the other party's resources, wherever applicable". Ref 7.6.1</p> <p>B. Incorrect. Training users to use the service is an onboarding activity, not offboarding. "Training and training materials are provided." Ref 7.1.3, Table 7.3</p> <p>C. Incorrect. Providing information to users about how to contact the service desk is an onboarding activity, not offboarding. "Contact and support interfaces are introduced." Ref 7.1.3, Table 7.3</p> <p><b>D. Correct. Examples of offboarding activities include "calculating and processing exit payments, including outstanding amounts on either side". Ref 7.6.1</b></p>
14	B	3.2	<p>A. Incorrect. An attribute of a 'basic' relationship is that there is "little information-sharing". This is not true of a 'partnership' relationship. Ref 4.2, Table 4.3</p> <p><b>B. Correct. The need to develop a deep sense of trust is an attribute of a 'strategic' partnership. Ref 4.2, Table 4.3</b></p> <p>C. Incorrect. The need for the service consumer to exit easily is an attribute of a 'basic' relationship. This is not true of a 'partnership' relationship. Ref 4.2, Table 4.3</p> <p>D. Incorrect. An attribute of a 'basic' relationship is that it is "driven by price". This is not true of a 'partnership' relationship. Ref 4.2, Table 4.3</p>
15	C	4.2	<p>A. Incorrect. Providing a detailed list of requirements is not the best approach because it does not allow the service provider to explore the best way of fulfilling the customer's needs. Providing a list of business needs is better. "It is important that service consumers do not prepare lists of requirements based on experiences with outdated products before talking to potential service providers. Instead, they should describe requirements that are based on their actual needs, then listen to the service providers." Ref 5.4.3</p> <p>B. Incorrect. Basing requirements on a previous solution is not the best approach because it does not allow the service provider to explore the best way of fulfilling the customer's needs. Providing a list of business needs is better. "It is important that service consumers do not prepare lists of requirements based on experiences with outdated products before talking to potential service providers. Instead, they should describe requirements that are based on their actual needs, then listen to the service providers." Ref 5.4.3</p> <p><b>C. Correct. "It is important that service consumers do not prepare lists of requirements based on experiences with outdated products before talking to potential service providers. Instead, they should describe requirements that are based on their actual needs, then listen to the service providers." Ref 5.4.3</b></p>

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			D. Incorrect. A customer should seek a service that fulfills their needs, rather than attempting to adapt to an existing system. Customization is rarely the best, or most cost-effective solution. "The more tailored services are and the more freedom the customer has to define their own service, the more detailed the charging structure is." Ref 9.5.4
16	A	5.2	<p><b>A. Correct. "Many experience metrics are related to the service interface performance; others may indicate user satisfaction with either interface, or the service in general." Ref 6.2.4.3</b></p> <p>B. Incorrect. This is an example of a warranty metric. "Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity." Ref 6.2.4</p> <p>C. Incorrect. This is an example of a warranty metric. "Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity." Ref 6.2.4</p> <p>D. Incorrect. This is an example of a utility metric. "Utility characteristics are often binary (it works or it does not work) [...] if some functions of a system are unavailable or performed with a high number of errors, they can be assessed as a percentage of agreed utility rather than as a binary indicator." Ref 6.2.4.1</p>
17	B	6.2	<p>A. Incorrect. It is the customer that agrees with the level of service, not the sponsor. However, in the case of an individual consumer, one person can take on all three roles of user, customer and sponsor. Therefore, agreeing with the level of service is no more of a challenge than in any other consumer arrangement. Also, requirements are agreed during the agree step, not during onboarding. "Onboarding occurs after an agreement is reached or changed but before service consumption starts." Ref 7</p> <p><b>B. Correct. Individual consumers refer to the case in which one individual performs all three roles of user, customer, and sponsor. The challenges of fostering relationships with individual consumers include the "large number of service consumers with different skills and backgrounds". Ref 7.2.2 Table 7.6</b></p> <p>C. Incorrect. Returning equipment and revoking rights are typical activities of offboarding, not onboarding. Ref 7.6.1</p> <p>D. Incorrect. Requirements are established during the offer step, not during onboarding. Onboarding takes place after the agreement is reached about starting service relationship or expanding the scope of existing relationship, and before service consumption starts. Ref 7</p>
18	A	7.3	<p><b>A. Correct. "Peer support, knowledge articles, discussions, and improvement initiatives can help to decrease users' demand for support from the service provider." Ref 8.3</b></p> <p>B. Incorrect. User communities are valuable for peer support, discussions and improvements, but do not provide sufficient formality for identifying which users are entitled to use what services. "Peer support, knowledge articles, discussions, and improvement initiatives can help to decrease users' demand for support from the service provider." Ref 8.3</p> <p>C. Incorrect. While the creation of user communities may lead</p>

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			<p>to improved collaboration within the user community, and between the users and the service provider, it is unlikely to impact the level of collaboration with the service provider organization. "Communities can become a powerful means of communication and cooperation between users and service providers." Ref 8.3</p> <p>D. Incorrect. The creation of user communities might provide increased collaboration between user organizations. "Communities can become a powerful means of communication and cooperation between users and service providers." Ref 8.3</p>
19	D	8.4	<p>A. Incorrect. Cost "is based on a break-even or cost recovery model". It does not charge different amounts at different times. Ref 5.4.1, Table 5.12</p> <p>B. Incorrect. "The mark-up (%) can either be set by the service provider to match returns on other investments or allocated by the service provider to meet strategic business needs." It does not charge different amounts at different times. Ref 5.4.1, Table 5.12</p> <p>C. Incorrect. Market rate is a charging option where "the price is comparable with similar service offerings on the market". It does not charge different amounts at different times. Ref 5.4.1, Table 5.12</p> <p><b>D. Correct. Differential charging involves "setting different charges for different usage of the same or similar services at different times". Ref 5.4.1, Table 5.12</b></p>
20	D	8.7	<p>A. 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. The solutions must facilitate value creation for the stakeholders". Ref <i>ITIL® 4 Business Analysis</i> Official Practice Guide 2.1</p> <p>B. Incorrect. The purpose of the service level management practice is to "set clear, business-based targets for service utility, warranty, and experience; and to ensure that service delivery and use is properly assessed, monitored, and managed against these targets". Ref <i>ITIL® 4 Service Level Management</i> Official Practice Guide 2.1</p> <p>C. Incorrect. The purpose of the service catalogue management practice is "to provide a single source of consistent information on all services and service offerings, and to ensure that it is available to the relevant audience". Ref <i>ITIL® 4 Service Catalogue Management</i> Official Practice Guide 2.1</p> <p><b>D. Correct. 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". "Any portfolio item can lessen in value due to the nature of the service, organization, or environment. Because resource constraints generally apply to an entire portfolio, it is critical that all portfolio items are reviewed to enable resource redistribution and indicate new investment opportunities."</b>  <b>Ref <i>ITIL® 4 Portfolio Management</i> Official Practice Guide 2.1, 2.4.2</b></p>

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21	D	5.1	<p>A. Incorrect. "User communities can be valuable components of service interactions during normal operations, incidents, and other difficulties." It happens later, during the 'co-create' step. Ref 8.3</p> <p>B. Incorrect. This is an example of understanding service provider capabilities, within the 'engage' step of a customer journey. "The most popular ways to understand and evaluate service provider capabilities are through audits and maturity assessments." Ref 4.3.2</p> <p>C. Incorrect. This is an example of an activity related to selling and obtaining service offerings, within the 'offer' step of a customer journey. "Raising awareness about available services is the first step of selling to internal customers. Internal sales and promotions, combined with incentives and pricing mechanisms, are important for managing demand." Ref 5.4.2</p> <p><b>D. Correct. Agreeing and planning value co-creation includes the service interaction method. "The service interaction method helps to describe and evaluate the service outcome based on the performance of key service interactions performed by the users and the service provider during service consumption." Ref 6.1.2</b></p>
22	B	3.6	<p>A. Incorrect. The service desk practice can contribute to the improvement, but this will only impact relationships with users. Improved relationships with users may be needed, but this will not address "opportunities to learn and improve in many different areas". "The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider for all users." Ref <i>ITIL® 4 Service Desk Official Practice Guide</i> 2.1</p> <p><b>B. Correct. "In the context of an organization's culture, the relationship management as approach may promote: [...] no-blame cooperation and collaboration." "The relationship management practice is applied in conjunction with others [...] to develop, communicate, and maintain a set of values and principles for relationships." Ref <i>ITIL® 4 Relationship Management Official Practice Guide</i> 2.1, 2.4.1</b></p> <p>C. Incorrect. The service level management practice can contribute to the improvement, but this will only impact relationships with customers. Increased transparency with customers may be needed, but this will not address "opportunities to learn and improve in many different areas". "The purpose of the service level management practice is to set clear, business-based targets for service utility, warranty, and experience; and to ensure that service delivery and use is properly assessed, monitored, and managed against these targets." Ref <i>ITIL® 4 Service Level Management Official Practice Guide</i> 2.1</p> <p>D. Incorrect. The supplier management practice can contribute to the improvement, but this will only impact relationships with suppliers. Increased collaboration with suppliers may be needed, but this will not address "opportunities to learn and improve in many different areas". "The purpose of the supplier management practice is to</p>

Q	A	Syllabus Ref	Rationale
			ensure that the organization's suppliers and their performances are managed appropriately to support the seamless provision of quality products and services. This includes creating an optimized sourcing strategy, as well as closer, more collaborative relationships with key suppliers [...]" Ref <i>ITIL® 4 Supplier Management Official Practice Guide</i> 2.1
23	C	2.3	<p>A. Incorrect. This option relates to internal factors. "The four dimensions of service management should be assessed in order to understand internal factors." Ref 3.1.3</p> <p>B. Incorrect. A stakeholder analysis is used to "identify important stakeholders and their needs". Ref 3.1.1</p> <p><b>C. Correct. A widely used technique to explore the external context of an organization is PESTLE analysis. "A PESTLE analysis covers six areas: political, economic, sociological, technological, legal, and environmental, that are likely to affect the business." "By understanding the external factors, the organization can better leverage opportunities and mitigate threats." Ref 3.1.2</b></p> <p>D. Incorrect. The focus of the business analysis practice is on the identification of requirements. "The purpose of the business analysis practice is to analyse a business or some element of it, define its associated needs, and recommend solutions to address these needs and/or solve a business problem, which must facilitate value creation for stakeholders." Ref <i>ITIL® 4 Business Analysis Official Practice Guide</i> 2.1</p>
24	A	7.7	<p><b>A. Correct. "A moment of truth is a key touchpoint or service interaction between the service provider and a user in which the user forms or changes his or her impression of any aspect of the service experience, service organization, products, or services." Ref 8.2.4</b></p> <p>B. Incorrect. Smoothing demand is influencing the service consumers to regulate the rate at which work arrives. "Service providers are often challenged by large variations in service demand and limited capacity. Failing to shape the demand to match the supply will cause a poor return on capacity investments." Ref 5.1.3</p> <p>C. Incorrect. Design thinking is about how services are designed. This includes design of how the service is supported, but in this case the agent has gone outside the design. "It addresses how designers should think in order to create innovative solutions that fit user needs." Ref 2.4.1</p> <p>D. Incorrect. Elevating capabilities will increase the ability of the service provider to provide services in future or increase the ability of the service consumer to consume services in the future. "To help users and customers become better, service providers may consider using the following techniques [...]" and "service consumer organizations may consider using the following techniques to help their service providers improve [...]". Ref 7.5</p>
25	B	4.4	<p>A. Incorrect. The time taken for menu pages to update is an example of a non-functional performance requirement. "Categories of non-functional requirements include but are not limited to: [...] capacity and performance". Ref 5.2.2</p> <p><b>B. Correct. Displaying information to a screen is</b></p>

Q	A	Syllabus Ref	Rationale
			<p><b>something the service must do for the user and is therefore a functional, or utility requirement. "Utility requirements ensure that a new or changed product or service is fit for purpose. Utility requirements cover data, information, and functionality requirements." Ref 5.2.2</b></p> <p>C. Incorrect. The amount of storage space is an example of a non-functional capacity requirement. "Categories of non-functional requirements include but are not limited to: [...] capacity and performance." Ref 5.2.2</p> <p>D. Incorrect. Hours of availability is an example of a non-functional availability requirement. "Categories of non-functional requirements include but are not limited to: [...] availability and reliability." Ref 5.2.2</p>
26	C	4.1	<p>A. Incorrect. This refers to the technique of identifying the Minimum Viable Product (MVP). "A minimum viable product is a product with just enough features to satisfy early customers and to provide feedback for future product development." It is not a user-centred method of designing services. Ref 5.2.4</p> <p>B. Incorrect. "The MoSCoW method is a simple prioritization technique for managing requirements." MoSCoW is used for specifying requirements, not for designing service offerings. Ref 5.2.6</p> <p><b>C. Correct. "User-centred design ensures that the product and the service focus on what users need and on the user experience." Ref 5.3.3</b></p> <p>D. Incorrect. "Value stream mapping is a Lean technique for illustrating and analysing the logic of a value stream." Value stream mapping is used to identify areas for improvement. It is not a user-centred method of designing services. Ref 5.3.1</p>
27	A	2.4	<p><b>A. Correct. It is important to start by considering organizational policies. "In some organizations, internal policies state that the internal IT organization is the preferred provider of IT-enabled services." Then, a 'decision matrix' can be used to compare offerings. "A decision matrix is often used in the decision process, combining the most important criteria and their worth." Ref 3.2</b></p> <p>B. Incorrect. A 'request for quotation' focuses solely on the price of the service. There are many other aspects that need to be compared in this instance. A 'decision matrix' is required for comparing service providers at this stage. Ref 3.2, 5.4.3, Table 5.13</p> <p>C. Incorrect. Since the internal service provider does not have the required skills yet, it is unlikely that the organization can document detailed requirements at this stage. A 'request for information' is informal and intended for general questions, so it is not suitable for this purpose. A decision matrix would be a suitable tool for comparing service providers. Ref 3.2, 5.4.3, Table 5.13</p> <p>D. Incorrect. There is no indication that the organization prefers to use the internal service provider, and the time required to develop these skills may be too long compared to the time in which the new service is required. It would be more appropriate to consider the organization's policies for sourcing and then use a 'decision matrix' to compare service providers. This 'decision matrix' could include the time</p>

Q	A	Syllabus Ref	Rationale
			needed to develop the new service as one of the weighted criteria. Ref 3.2
28	C	1.2	<p>A. Incorrect. The 'user-centred' principle involves understanding that "the customers and users need to be put at the centre of the design process. This requires a genuine understanding of the customers and users beyond statistical descriptions and empirical analyses of their needs." Ref 2.4.1</p> <p>B. Incorrect. The 'co-creative' principle involves including stakeholders in the design process. "All stakeholders should be included in the design process." Ref 2.4.1</p> <p><b>C. Correct. The 'sequencing' principle "deconstructs customer journeys into single touchpoints and service interactions. These, when combined, create service moments." Ref 2.4.1</b></p> <p>D. Incorrect. The 'evidencing' principle involves using "physical evidence or artefacts" to "trigger the memory of positive service moments". Thus, "through emotional association, they can continue to enhance a customers' experience". Ref 2.4.1</p>
29	B	3.1	<p>A. Incorrect. Readiness to change has moderate importance for a cooperative relationship; It is crucial for a partnership. Ref 4.3.5, Table 4.14</p> <p><b>B. Correct. "In a partnership, openness and trust are the key factors of mutual success. Therefore [...] to collaborate becomes crucial." Ref 4.3.5</b></p> <p>C. Incorrect. "In a partnership, openness and trust are the key factors of mutual success." Although formal capability maturity and past performance checks may occur, they have minor importance. Ref 4.3.5, Table 4.14</p> <p>D. Incorrect. A basic relationship does not require readiness to collaborate. Ref 4.3.5, Table 4.14</p>
30	C	6.3	<p><b>C. Correct.</b></p> <p><b>(3) Checking entitlement includes "user training and certification: Only people with proven knowledge and skills may use certain services". Ref 7.4</b></p> <p><b>(4) Checking entitlement may cause a need for "age control, identity check: Only users of proven identity may access certain services or service levels". Ref 7.4</b></p> <p>A., B., D. Incorrect.</p> <p>(1) The question is concerned with checks that are performed before a user can use a service. Annual checks do not fulfil these criteria. A user may have to wait until the next check before being able to use the service. "The appropriate level of access combined with correct and clear presentation of the available options helps to improve user experience, prevent confusion, and reduce information security risks." Ref 7.4</p> <p>(2) The service provider should instigate positive checks of user entitlement before they use the service. Users may use the service for a while before contacting the service desk or never need support at all. "The appropriate level of access combined with correct and clear presentation of the available options helps to improve user experience, prevent confusion, and reduce information security risks." Ref 7.4</p>
31	C	8.5	<p>A. Incorrect. Ad-hoc reviews are appropriate for a "basic relationship" but not a "cooperative relationship". Shared activities for a basic relationship include "ad hoc service review". Ref 9.1, Table 9.2</p>

Q	A	Syllabus Ref	Rationale
			<p>B. Incorrect. Continual tracking and analysis of the outcomes, costs and risks is appropriate for a "partnership relationship" but not a "cooperative relationship". Shared activities for a partnership relationship include "continual tracking and analysis of the outcomes, costs and risks, and seeking optimization". Ref 9.1, Table 9.2</p> <p><b>C. Correct. Shared activities for a cooperative relationship include "joint service review of achievements compared to agreements and promises". Ref 9.1 Table 9.2</b></p> <p>D. Incorrect. A review of the costs of technology upgrades is a concern of the service provider only and not a joint or collaborative activity. Further, the review will not validate the services that are provided. Ref 9.1, Table 9.2</p>
32	B	7.5	<p>A. Incorrect. Having good relationship managers is not enough. "Service mindset should be shared by all those who are involved in service provision." Ref 8.1</p> <p><b>B. Correct. "People involved in the early steps of the service journey within the band of visibility are often qualified to manage service relationships and demonstrate good interpersonal skills, service empathy, and effective communication. However, [...] service mindset should be shared by all those who are involved in service provision." Ref 8.1, Table 8.1.1</b></p> <p>C. Incorrect. "Focusing on the fulfilment of the formal agreements is not enough to manage the quality of the services. It is important to monitor and discuss user and customer satisfaction and outcomes and value of the service consumption." In addition, in a partnership relationship, there may be "bespoke contracts, outcome-based agreements, or no agreements". Ref 6.2.3, 1.2.3, Table 1.2</p> <p>D. Incorrect. Formal capability assessment has minor importance in partnership; it is more relevant for basic relationship. Ref 4.3.5, Table 4.14</p>
33	B	7.8	<p><b>B. Correct.</b></p> <p><b>(2) A barcode scanner is a good example of a request for the provision of a resource. A service request is "a request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery".</b>  <b>Ref 8.2.1 and ITIL® 4 Foundation Official Book</b></p> <p><b>(3) Providing access to a resource or service is a good example of a request for the provision of a resource. It is also described as an agreed part of the service. A service request is "a request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery".</b>  <b>Ref 8.2.1 and ITIL® 4 Foundation Official Book</b></p> <p>A., C., D. Incorrect.</p> <p>(1) This answer describes a request for a new service from a customer. This would not be considered to be part of the normal delivery of a service. A service request is "a request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery". Ref 8.2.1</p> <p>(4) Emergency changes must be handled as changes using the change enablement practice. They would not be considered</p>

Q	A	Syllabus Ref	Rationale
			to be part of the normal delivery of a service. A service request is "a request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery". Ref 8.2.1
34	A	5.2	<p><b>A. Correct. Supported formats for uploading photos are a measure of functionality (utility). It is something that the user of the social media site wants it to do. "The functionality offered by a product or service to meet a particular need. Utility can be summarized as 'what the service does' and can be used to determine whether a service is 'fit for purpose'." Ref 6.2.4</b></p> <p>B. Incorrect. The number of network failures is a measure of reliability or availability and therefore relates to warranty, not utility. "Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity." Ref 6.2.4</p> <p>C. Incorrect. Time taken for pages to refresh is a measure of performance or capacity, and therefore relates to warranty, not utility. "Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity." Ref 6.2.4</p> <p>D. Incorrect. Time taken to detect and report security breaches is a measure of security, and therefore relates to warranty, not utility. "Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity." Ref 6.2.4</p>
35	C	4.4	<p>A. Incorrect. Although a workshop is a good way of gathering requirements, in this case, the customer has not been involved. Given that the question describes a potential conflict between requirements and budget, excluding the customer is inappropriate. "Therefore, the service provider may become a mediator between customers and users. To prevent this from happening, the service consumer needs to embrace effective communication and coordination measures." Ref 5.2.1</p> <p>B. Incorrect. This answer excludes the users from identifying the requirements. Given that the question describes a potential conflict between requirements and budget, excluding the users is inappropriate. "Therefore, the service provider may become a mediator between customers and users. To prevent this from happening, the service consumer needs to embrace effective communication and coordination measures." Ref 5.2.1</p> <p><b>C. Correct. A common problem with establishing requirements is the disconnect between customer and users. Facilitating an agreement between both parties is the best thing to do in this situation. "Therefore, the service provider may become a mediator between customers and users. To prevent this from happening, the service consumer needs to embrace effective communication and coordination measures." Ref 5.2.1</b></p> <p>D. Incorrect. Although a workshop is a good way of gathering requirements, in this case, the users have been excluded. Users will have a clear idea of the functional requirements. Further, this answer focusses on finding a solution instead of identifying requirements. "When articulating requirements, the problem must be separated from the solution in order to</p>

Q	A	Syllabus Ref	Rationale
			take account of the fact that solutions do not solve underlying problems." Ref 5.2.3
36	A	4.3	<p>A. 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>B. Incorrect. This option would help to monitor and tune the capacity of the components of a product or service but not to understand the changes in user behaviour. "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><b>C. Incorrect. This option would provide justification for the expenditure of organizational resources but would not help with the understanding of changes in user behaviour. "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</b></p> <p>D. Incorrect. This option would help to shape or smooth out demand but not to understand demand in the first place. "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>
37	B	3.7	<p>A. Incorrect. The sourcing strategy would determine which supplier was selected and what is in the contract, but at this stage, a change to the sourcing strategy would be too late to influence this contract. "As part of strategy management, organizations define their sourcing policy, including principles and criteria for sourcing resources." Ref <i>ITIL® 4 Supplier Management Official Practice Guide</i> 2.4.1</p> <p><b>B. Correct. Organizations should "ensure effective integration of third-party services into the organization's products and services". "At the operational level, the supplier management practice should support value streams dealing with third-party services and components; it is likely that most of organization's value streams will need supplier management." Ref <i>ITIL® 4 Supplier Management Official Practice Guide</i> 2.4.3</b></p> <p>C. Incorrect. Shortlisting of suppliers happens during the explore stage, not onboard stage. "Explore - Procedures for finding and shortlisting suppliers." Ref <i>ITIL® 4 Supplier Management Official Practice Guide</i>, Table 2.1</p> <p>D. Incorrect. This is a new contract, and it will not be due for renewal for some time. "Organizations should be able to effectively formulate contracts and agreements, evaluate and negotiate contract terms, and review contracts for renewal</p>

Q	A	Syllabus Ref	Rationale
			and/or termination." Ref <i>ITIL® 4 Supplier Management Official Practice Guide 2.4.1</i>
38	C	6.8	<p>A. Incorrect. Multichannel support would not address the fact that there are information gaps affecting both users and internal stakeholders. "In non-integrated multichannel communications, there would be information gaps between the channels." "Multichannel communications without sufficient integration are likely to create confusion and provoke mistakes." Ref <i>ITIL® 4 Service Desk Official Practice Guide 2.4.1</i></p> <p>B. Incorrect. Additional communication channels will not address the information gaps and could make matters worse. They also do not address the needs of the individuals and teams within the organization that interface with the service desk. "When service channels are selected and designed, it is important to consider user readiness for service use and the associated risks and opportunities." "Multichannel communications without sufficient integration are likely to create confusion and provoke mistakes." Ref <i>ITIL® 4 Service Desk Official Practice Guide 2.4.1</i></p> <p><b>C. Correct. Omnichannel communications ensure "a seamless user journey, in which it is possible to switch between channels without losing or corrupting information". This approach also ensures information is available to all stakeholders. "In non-integrated multichannel communications, there would be information gaps between the channels." "In omnichannel communications, the context would be continually updated, and reusable data would be available wherever relevant." Ref <i>ITIL® 4 Service Desk Official Practice Guide 2.4.1</i></b></p> <p>D. Incorrect. This approach relates to only one aspect of the user journey. It does not address the information gaps that can occur when users also interact through other channels, and it does not ensure all needed information is available to other stakeholders. "Multichannel communications without sufficient integration are likely to create confusion and provoke mistakes." Ref <i>ITIL® 4 Service Desk Official Practice Guide 2.4.1</i></p>
39	D	6.1	<p>A. Incorrect. Building trust is important at many stages in the customer journey, especially when building service relationships during the 'engage' step of the journey, but it does not enable service provision and consumption to start. "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>B. Incorrect. Designing the customer journey is an activity carried out by the service provider. "Customer journey design is part of service design." Ref 2.4</p> <p>C. Incorrect. Assessing mutual readiness and maturity is part of the 'engage' step of the customer journey. This occurs before the offer and agree steps and does not enable service provision and consumption to start. "Mutual readiness is when both parties have completed appropriate checks (that is, past performance checks) and due diligence (that is, audits), have built initial trust, and are ready to form a</p>

Q	A	Syllabus Ref	Rationale
			working relationship." Ref 4.3.5 <b>D. Correct. "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." "Effective onboarding enables service provision and consumption." Ref 7</b>
40	C	6.7	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 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 <b>C. Correct. "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: 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 [...]"</b> . Ref 7.4 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

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