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QUESTION 1

Which parallel model is based on using the Income generated by an existing business model to fund a new digital business model until can fund itself?

- A. Cannibalism
- B. Erosion
- C. Concurrence
- D. synergism

Correct Answer: D

Synergism is a parallel model that is based on using the income generated by an existing business model to fund a new digital business model until it can fund itself. It is a way ofbalancing the risks and rewards of innovation and disruption by creating a synergy between the old and the new business models. References: ITIL 4 Leader: Digital and IT Strategy, page 39

QUESTION 2

An external service provider is developing a new strategy for delivering social media services. The success of new services depends on high levels of customer satisfaction achieved through the highest level of support to users.

As part of an internal analysis, which factor is MOST important to consider to ensure that the service provider has the capability to provide the service?

- A. Employment laws effecting service provider staff
- B. A mixed demographic of users with varied levels of IT skills
- C. Knowledge and understanding of potential Innovative technology
- D. Well-trained service desk staff with a broad set of skills

Correct Answer: D

Well-trained service desk staff with a broad set of skills are an important factor to consider to ensure that the service provider has the capability to provide the service. They are the main point of contact for customers and users, and they need to be able to handle different types of requests, issues, and feedback. They also need to be able to support the highest level of support to users, which requires technical, communication, and problem-solving skills. References: ITIL 4 Leader: Digital and IT Strategy, page 67-68

QUESTION 3

A service provider a developing an operating model to support a new social media service that enables their business strategy.

They have included the following in the operating model:

1.

a definition of how suppliers will be Involved in the delivery of the service

2.

a description of the main performance measures required

Which additional element MUST be included to ensure that the essential themes of the operating model are covered?

A. A list of vendors who will provide the components that form the social media service

B. An inventory of the main technology components that will be located at the head office data centre

C. Definitions of the service management toolsets needed to support the service

D. Descriptions of the series of steps for the work that is required to create and support the service

Correct Answer: D

Descriptions of the series of steps for the work that is required to create and support the service are part of the essential themes of the operating model. They define how value is created and delivered through value streams and processes. They also help align the work with the strategy, vision, and goals of the organization and its stakeholders. References: ITIL 4 Leader: Digital and IT Strategy, page 19-20

QUESTION 4

An organization has identified three initiatives to support a digital transformation strategy:

1. Upgrading technology 2 Adopting new software development approaches

3. Changing the structure of teams and departments The project, management office has been tasked with Identifying and developing the business case(s) needed to review these initiatives Which is the BEST approach to take when creating the business case(s)?

A. Create one single business case that provides justification for all three initiatives

B. Create one business case for the technology upgrade, and another for the remaining Initiatives

C. Create three different business cases providing justification for each Initiative

D. Create one business case for the organizational change, and another for the remaining Initiatives

Correct Answer: C

Creating three different business cases providing justification for each initiative is the best approach to take when creating the business case(s). This can help evaluate the costs, benefits, risks, and impacts of each initiative separately and compare them with each other. It can also help prioritize and sequence the initiatives based on their feasibility and desirability. References: ITIL 4 Leader: Digital and IT Strategy, page 49-50

QUESTION 5

Which type of risk is MOST LIKELY to be identified by modeling and test reviews?

- A. Dis risk
- B. Engagement risk
- C. Cyber security risk
- D. innovation risk

Correct Answer: C

Cyber security risk is the most likely type of risk to be identified by modeling and test reviews. Modeling and test reviews are methods of assessing risks by simulating or testing different scenarios, outcomes, or impacts. Cyber security risk is the risk of unauthorized access, use, disclosure, modification, or destruction of data or systems. Modeling and test reviews can help identify cyber security risks by exposing vulnerabilities, weaknesses, or flaws in the data or systems. References: ITIL 4 Leader: Digital and IT Strategy, page 60-61

QUESTION 6

Which is the BEST description of the relationship between organization's products, services, and resources?

- A. An organization's services are based on the organization's products
- B. An organization's products are required for the execution of an activity
- C. An organization's resources are combinations of the organization's products
- D. An organization's resources are combinations of the organization's services

Correct Answer: B

An organization's products are required for the execution of an activity is the best description of the relationship between organization's products, services, and resources. A product is a configuration of an organization's resources designed to

offer value for a consumer. A service is a means of enabling value co-creation by facilitating outcomes that customers want to achieve without specific costs and risks. A resource is anything that might help deliver an organizational objective.

References: ITIL 4 Leader:

Digital and IT Strategy, page 11-12

QUESTION 7

An organization is aiming to use an innovative social media platform to improve engagement with young consumers. What should the organization's strategy focus on?

- A. Ecosystem disruption supported by operational excellence
- B. Market relevance supported by ecosystem disruption
- C. Customer and market relevance supported by operational excellence

D. Operational excellence supported by customer and market relevance

Correct Answer: C

Customer and market relevance is about understanding and meeting the needs and expectations of customers and markets, especially in a dynamic and competitive environment. Operational excellence is about delivering services efficiently and effectively, with high quality and reliability. An innovative social media platform can help improve engagement with young consumers by enhancing customer and market relevance, while operational excellence can support the delivery of the platform and its services. References: ITIL 4 Leader: Digital and IT Strategy, page 15-16

QUESTION 8

Which statement about metrics is CORRECT?

- A. Leading metrics are difficult to measure, but easy to influence
- B. Lagging metrics are easy to measure and to influence
- C. Lagging metrics report what has been achieved
- D. Lagging metrics predict what is likely to happen in the future

Correct Answer: C

Lagging metrics report what has been achieved by measuring the outcomes or results of past actions or activities. They are easy to measure but difficult to influence. They are useful for evaluating performance and validating hypotheses. Leading metrics predict what is likely to happen in the future by measuring the inputs or drivers of future outcomes or results. They are difficult to measure but easy to influence. They are useful for forecasting and influencing performance. References: ITIL 4 Leader: Digital and IT Strategy, page 83-84

QUESTION 9

An organization cannot afford the loss that comes from taking risks that go wrong, but they suffer big losses because they often take these risks anyway. What combination of risk capacity and risk appetite is this situation?

- A. Low risk capacity, high risk appetite
- B. High risk capacity, high risk appetite
- C. Low risk capacity, low risk appetite
- D. High risk capacity, low risk appetite

Correct Answer: A

A low risk capacity means that an organization cannot afford the loss that comes from taking risks that go wrong, while a high risk appetite means that an organization is willing to take those risks anyway. This situation can lead to big losses and unsustainable outcomes. References: ITIL 4 Leader: Digital and IT Strategy, page 57

QUESTION 10

An organization is planning a large scale digital transformation programme to significantly improve its digital capabilities. Which is the BEST approach for defining and implementing this programme?

- A. The Chief Digital Officer should define and implement the programme
- B. A digital task force should be appointed to define and implement the programme
- C. Individual initiatives should be defined and implemented separately
- D. The organization's governing body should define and implement the programme

Correct Answer: B

A digital task force is a cross-functional team that is responsible for defining and implementing a large scale digital transformation programme. This can help ensure that the programme is aligned with the organization's vision and strategy, has clear objectives and scope, follows a structured approach, leverages best practices and innovation, and delivers value to the organization and its stakeholders. References: ITIL 4 Leader: Digital and IT Strategy, page 47-48

QUESTION 11

An insurance company generates sales from its website, from agents in a call center, and from third parties working for other financial service organizations. The product is very popular and users are generally satisfied. The organization regularly collects and analysis data about service consumers, and this shows users have different levels of satisfaction, depending on how the product was sold.

What should the insurance company consider NEXT to help resolve the situation?

- A. Market relevance
- B. Omnichannel delivery
- C. Customer analytics
- D. Customer feedback

Correct Answer: B

Omnichannel delivery is about providing a consistent and seamless customer experience across different channels and touchpoints. This can help increase customer satisfaction, loyalty, and retention. The insurance company should consider how to align and integrate its different sales channels to deliver a unified and coherent service to its customers. References: ITIL 4 Leader: Digital and IT Strategy, page 17

QUESTION 12

An organization strategy requires them to continually maintain market relevance. Which approach is the MOST relevant to achieve this objective?

- A. Customer 360
- B. Digital transformation
- C. Employee 360

D. PESTLE analysis

Correct Answer: B

Digital transformation is the most relevant approach to achieve the objective of continually maintaining market relevance. It is about using digital technology to create new or modify existing business processes, culture, and customer experiences to meet changing market needs and expectations. It also helps to create value, enhance competitiveness, and foster innovation. References: ITIL 4 Leader: Digital and IT Strategy, page 5