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ITIL 4 Leader: Digital & IT Strategy

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QUESTION 1

Which is an example of industry disruption?

- A. A service provider has launched a new app to support collaboration that is easy to use, and is popular with consumers from many markets
- B. An organization transitioned a large number of its services to a cloud provider to remain competitive In their market
- C. A mobile phone provider has adopted a new operating model in response to threats from the competition which has resulted In the provider becoming the market leader
- D. A software provider has developed a new satellite navigation system for the self-driving car market that has become the system of choice for car manufacturers

Correct Answer: D

A software provider has developed a new satellite navigation system for the self-driving car market that has become the system of choice for car manufacturers is an example of industry disruption. Industry disruption is about creating new markets or value propositions that challenge or replace existing ones. The software provider has created a new value proposition for the self-driving car market that has disrupted the existing satellite navigation systems and gained a competitive advantage. References: ITIL 4 Leader: Digital and IT Strategy, page 37-38

QUESTION 2

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 3



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 of balancing 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 4

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 5

The leaders of an organization are defining an approach to optimize its value streams and processes to create a more efficient way of working.

What should this approach focus on?

- A. Organizational agility



B. Organizational resilience

C. Elimination of waste

D. Uninterrupted delivery

Correct Answer: C

Elimination of waste is about identifying and removing any activities, resources, or outputs that do not add value to the customers or the organization. This can help optimize value streams and processes, improve efficiency and effectiveness, reduce costs and risks, and increase customer satisfaction. References: ITIL 4 Leader: Digital and IT Strategy, page 64

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