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QUESTION 1

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 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 2

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 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 3

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 4

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 5

Which is a leadership skill that relates to having a digital mindset?

A. Looking at the potential of new tools to meet customer needs

B. Sharing success stories frequently to motivate others

C. Bulking a rapport with regulators and government officials

D. Measuring the success of strategic digital initiatives

Correct Answer: A

Looking at the potential of new tools to meet customer needs is a leadership skill that relates to having a digital mindset. It shows curiosity, openness, and willingness to explore and adopt new technologies that can enhance customer value and experience. It also demonstrates a customer-centric and innovative approach to digital transformation. References:

QUESTION 6

An organization is entering a new market with a range of services. Similar services already exist in the market, and the demand is high. Which is the BEST approach to pricing and charging for the services in the new market?

A. Adopt a short-term Increase in the pricing and margins

B. Adjust competitive prices for the market and competition

C. Ensure service costs are clear to the consumers to help regulate prices

D. Establish long-term contracts with fixed prices to help secure future Income

Correct Answer: B

Adjusting competitive prices for the market and competition is about setting prices that reflect the value of the services, the demand and supply in the market, and the prices of similar or substitute services offered by competitors. This can help attract customers, increase sales, and gain market share. References: ITIL 4 Leader: Digital and IT Strategy, page 81

QUESTION 7

A software development organization has a very traditional way of working that no longer meets their market needs. They currently manage all budgets via their development and operations business units.They want to change so that they

can develop and deploy solutions rapidly In response to constantly changing market needs. How should they change their funding model to support this?

A. Switch 10 funding teams and value streams

B. Switch to funding programmes and protects

C. Provide additional funding lo development and operations

D. Provide additional funding via the research and development budget

Correct Answer: A

Switching to funding teams and value streams is the best way to change their funding model to support their objective of developing and deploying solutions rapidly in response to constantly changing market needs. Funding teams and value streams means allocating budgets based on the value delivered by cross-functional teams working on end-to-end processes that create value for customers. This can help increase agility, flexibility, collaboration, and innovation. References: ITIL 4 Leader: Digital and IT Strategy, page 50-51

QUESTION 8

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 serf-driving cat 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 9

Which is the BEST approach to defining a vision and a strategy in an organization with multiple specialization divisions?

A. Vision and strategy should be defined by the executive leader and communicated to me divisions

B. Vision and strategy should be defined by the governing body and communicated to the divisions\\' leaders

C. Vision and strategy should be defined in collaboration with the leaders of the organization and division

D. Vision and strategy should be defined in collaboration with the enterprise architects and consultants

Correct Answer: C

Vision and strategy should be defined in collaboration with the leaders of the organization and division to ensure alignment, coherence, and buy-in across the organization. This can help create a shared understanding of the goals, values, and direction of the organization and its divisions, as well as leverage the expertise and insights of different leaders. References: ITIL 4 Leader: Digital and IT Strategy, page 9-10

QUESTION 10

An organization wants to ensure that all Key stakeholders are aware of the strategic direction and support it. What is the MOST approach to achieve this?

A. Deliver compulsory strategic awareness sessions regularly

B. Ensure there is one common communication channel for the strategy

C. Utilize metrics to ensure stall comply with the strategy

D. Tallor strategic communications to the stakeholders preferences

Correct Answer: D

Tailoring strategic communications to the stakeholders\\' preferences is the best approach to ensure that all key stakeholders are aware of the strategic direction and support it. This means that the organization considers the needs, expectations, interests, and preferences of different stakeholders when communicating the strategy. This can help increase stakeholder engagement, understanding, alignment, and buy-in. References: ITIL 4 Leader: Digital and IT Strategy, page 10-11

QUESTION 11

An organization has identified an opportunity to provide increased value to the healthcare user market. It wants to provide online access to healthcare services before its competition. Which is the NST value proposition for the healthcare user market to include in the strategy?

A. The organization will be able to utilize Innovative technology to develop software apps in faster times to market

B. Shareholder will receive Improve dividends from increased proms without significant Investment

C. Consumers will be able to access advice and request prescriptions quickly at al limes without attending a medical facility

D. Healthcare professionals will be able to promote the services to healthcare users and reduce costs

Correct Answer: C

Consumers will be able to access advice and request prescriptions quickly at all times without attending a medical facility is the best value proposition for the healthcare user market to include in the strategy. It describes how the online access to healthcare services will benefit theconsumers by meeting their needs and expectations, creating value and convenience for them, and differentiating the service from the competition. References: ITIL 4 Leader: Digital and IT Strategy, page 12-13

QUESTION 12

An organization is planning a large scale digital transformation programme to significantly improve its digital capabilities. Which Is the BUT 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 me 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