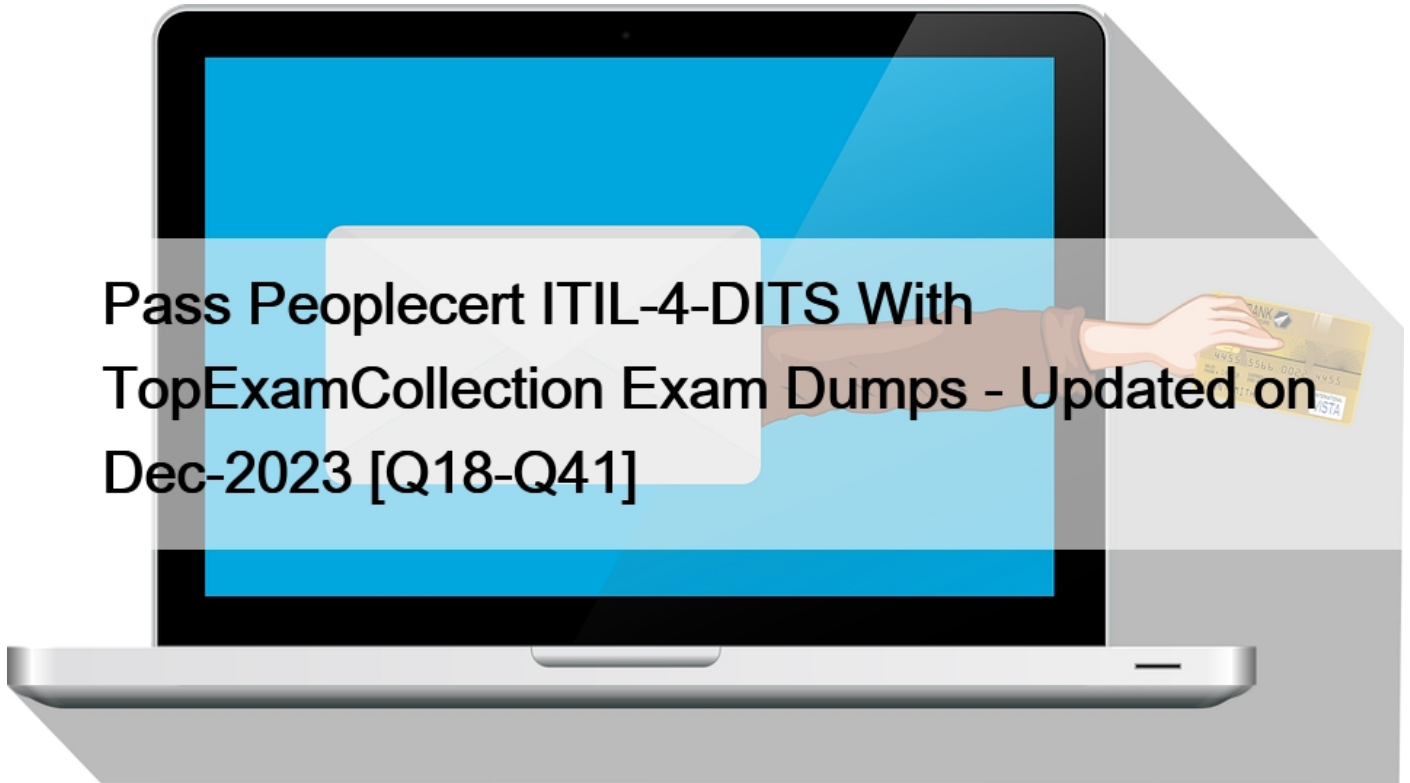


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QUESTION 18

An organization strategy requires them to continually maintain market relevance.

Which approach is the MOST relevant to achieve this objective?

- * Customer 360
- * Digital transformation
- * Employee 360
- * PESTLE analysis

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 5

QUESTION 19

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?

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

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 67-68

QUESTION 20

Which is an example of industry disruption?

- * A service provider has launched a new app to support collaboration that is easy to use, and is popular with consumers from many markets
- * An organization transitioned a large number of its services to a cloud provider to remain competitive In their market
- * 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
- * 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

QUESTION 21

An organization has started a digital transformation programme, and wants to create a culture of innovation. This month, the CIO plans to deliver a presentation on how chatbots can improve the customer registration experience.

Which approach is the CIO using to support the programme?

- * Encouraging digital technology opportunities
- * Establishing a mantle intelligence culture
- * Giving employees time for training and development
- * Working with workflow and talent management

Encouraging digital technology opportunities is the approach that the CIO is using to support the programme of creating a culture of innovation. This means that the CIO is promoting and facilitating the exploration and adoption of new digital technologies that can create value for the organization and its customers. By delivering a presentation on how chatbots can improve the customer registration experience, the CIO is demonstrating how digital technology can enable innovation and enhance customer value.

Reference: ITIL 4 Leader: Digital and IT Strategy, page 25-26

QUESTION 22

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

- * Vision and strategy should be defined by the executive leader and communicated to me divisions
- * Vision and strategy should be defined by the governing body and communicated to the divisions’ leaders
- * Vision and strategy should be defined in collaboration with the leaders of the organization and division
- * Vision and strategy should be defined in collaboration with the enterprise architects and consultants

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 9-10

QUESTION 23

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

- * An organization's services are based on the organization's products
- * An organization's products are required for the execution of an activity
- * An organization's resources are combinations of the organization's products
- * An organization's resources are combinations of the organization's services

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.

Reference: ITIL 4 Leader: Digital and IT Strategy, page 11-12

QUESTION 24

An organization has utilized digital technology to make significant improvements to business processes that have contributed to the achievement of its strategic objectives. What does this describe?

- * Digital positioning
- * Organizational disruption
- * Digital transformation
- * Operational technology

Digital transformation is the use of digital technology to create new or modify existing business processes, culture, and customer experiences to meet changing market needs and expectations. An organization that has utilized digital technology to make significant improvements to business processes that have contributed to the achievement of its strategic objectives has undergone a digital transformation. Reference: ITIL 4 Leader: Digital and IT Strategy, page 5

QUESTION 25

Which is NOT an essential consideration when developing a digital strategy?

- * Understanding which systems will form the digital technology programme
- * Understanding emerging technologies that could affect the organization
- * Understanding how to identify potential opportunities
- * Understanding the risks involved with digital opportunities

QUESTION 26

An organization has utilized digital technology to make significant improvements to business processes that have contributed to the achievement of its strategic objectives. What does this describe?

- * Digital positioning
- * Organizational disruption
- * Digital transformation
- * Operational technology

QUESTION 27

An organization is continually changing to maintain customer and market relevance. The changes adopting new technologies, expanding to new markets, and adjusting the service portfolio.

Which is the BEST approach to ensure that suppliers and partners support these changes?

- * Technology replacement modernization
- * Uninterrupted delivery
- * Sourcing strategy
- * Organizational resilience

A sourcing strategy is about deciding how to acquire and manage the resources and capabilities needed to deliver services, including suppliers and partners. An organization that is continually changing to maintain customer and market relevance needs a sourcing strategy that can support these changes by enabling flexibility, agility, innovation and collaboration with suppliers and partners.

Reference: ITIL 4 Leader: Digital and IT Strategy, page 75-76

QUESTION 28

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?

- * Switch 10 funding teams and value streams
- * Switch to funding programmes and protects
- * Provide additional funding to development and operations
- * Provide additional funding via the research and development budget

QUESTION 29

Which statement about metrics is CORRECT?

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

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 83-84

QUESTION 30

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?

- * Adopt a short-term increase in the pricing and margins
- * Adjust competitive prices for the market and competition
- * Ensure service costs are clear to the consumers to help regulate prices
- * Establish long-term contracts with fixed prices to help secure future income

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 81

QUESTION 31

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?

- * Low risk capacity, high risk appetite
- * High risk capacity, high risk appetite
- * Low risk capacity, low risk appetite
- * High risk capacity, low risk appetite

QUESTION 32

Which is an example of industry disruption?

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- * 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

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 37-38

QUESTION 33

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?

- * Ecosystem disruption supported by operational excellence
- * Market relevance supported by ecosystem disruption
- * Customer and market relevance supported by operational excellence
- * Operational excellence supported by customer and market relevance

QUESTION 34

An organization provides services to businesses and private customers, it is now reviewing. its strategy and needs to ensure that the strategy sufficiently addresses the external perspective.

Which question BEST supports this objective?

- * How can we reduce costs?
- * How can we improve operational efficiencies?
- * How do we get to where we want to be?
- * What markets do we serve?

QUESTION 35

An organization is continually changing to maintain customer and market relevant. The changes adopting new technologies, expanding to new markets, and adjusting the service portfolio.

Which is the BEST approach to ensure that suppliers and partners support these changes?

- * Technology replacement modernization
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QUESTION 36

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

QUESTION 37

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?

- * Deliver compulsory strategic awareness sessions regularly
- * Ensure there is one common communication channel for the strategy
- * Utilize metrics to ensure stall comply with the strategy
- * Tallor strategic communications to the stakeholders preferences

QUESTION 38

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?

- * The Chief Digital Officer should define and implement the programme
- * A digital task force should be appointed to define and Implement me programme
- * individual initiatives should be defined and implemented separately
- * The organization's governing body should define and implement the programme

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 47-48

QUESTION 39

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?

- * Cannibalism
- * Erosion
- * Concurrence
- * synergism

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 39

QUESTION 40

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

- * Dis risk
- * Engagement risk
- * Cyber security risk
- * innovation risk

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 60-61

QUESTION 41

A service provider is 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:

- * a definition of how suppliers will be involved in the delivery of the service
- * 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 list of vendors who will provide the components that form the social media service
- * An inventory of the main technology components that will be located at the head office data centre
- * Definitions of the service management toolsets needed to support the service
- * Descriptions of the series of steps for the work that is required to create and support the service

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. Reference: ITIL 4 Leader: Digital and IT Strategy, page 19-20

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