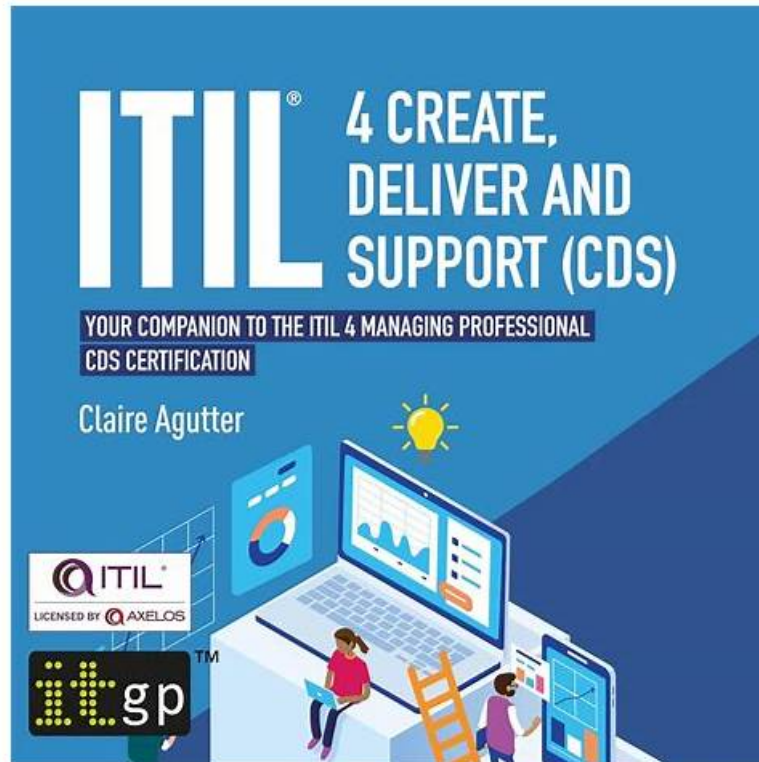


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NEW QUESTION # 66

In many organizations, teams optimize internal metrics, like mean time to resolution or incident backlog size that don't reflect how customers experience or consume services. This misalignment drives improvements customers find irrelevant and can even erode trust. Which ONE approach will best embed a customer-orientated mindset across the service value stream?

- A. Establish strict internal SLAs focused on operational efficiency
- B. Implement chargeback mechanisms to enforce financial accountability per department
- C. Centralize performance dashboards on tool-generated metrics for executive reporting
- **D. Co-create detailed customer personas and journey maps to align service activities with real customer outcomes**

Answer: D

Explanation:

Co-creating customer personas and journey maps forces teams to step into the customer's shoes, understand desired business outcomes, pain points and moments of truth. With this insight, every practice—from design through continual improvement—can be measured and improved against what customers truly value, driving shared accountability and reducing wasted effort on internally focused metrics.

NEW QUESTION # 67

A service desk uses triage to ensure they work on the most urgent tasks first. This sometimes causes user satisfaction issues, because low priority requests can wait a long time before anyone starts to work on them.

What is the BEST way to manage this issue?

- A. Train users so that they know their requests might be delayed if there are many higher priority tasks in the backlog
- B. Recruit more service desk staff so that they are able to work on low priority requests even when there are many higher priority tasks
- C. Use first-in first-out prioritization instead of triage, to ensure that tasks are worked on in the order that they are requested
- **D. Increase the priority of requests that have been waiting a long time and are at risk of breaching agreed service levels**

Answer: D

NEW QUESTION # 68

An organization has departments that are structured as Sales, Business Operations, and Quality Control. Each department has its own set of responsibilities, reporting lines and authorities, and they manage their internal processes independently. What type of organizational structure is this an example of?

- A. Divisional
- B. Flat
- **C. Functional**
- D. Matrix

Answer: C

NEW QUESTION # 69

Which is a reason why an organization should create competency profiles for each role?

- A. To ensure that technical skills are included in each profile
- **B. To plan the professional development of team members**
- C. To plan to fill all the mandatory ITIL roles
- D. To ensure that IT specialists have pi-shaped skill profiles

Answer: B

NEW QUESTION # 70

To ensure work is balanced across value streams, ITIL 4 recommends combining demand forecasting with strategic alignment of initiatives. Which TWO of the following provide the strongest governance for forecasting, sequencing and aligning incoming work

with organizational objectives? (Select TWO)

- A. Work visualization (Kanban boards) within Service Request Management to enforce WIP limits
- B. Demand Management practice using Patterns of Business Activity for forecasting peaks and troughs
- C. Portfolio Management practice using strategic themes and investment epics to sequence high-value work
- D. Service Level Management practice using SLAs and OLAs to enforce response targets

Answer: B,C

Explanation:

Demand Management uses Patterns of Business Activity to forecast demand, categorize work types, and apply prioritization models before routing tasks into value streams. This prevents overload and aligns capacity with expected demand profiles.

Portfolio Management defines strategic themes and investment epics that translate business goals into prioritized initiatives. By sequencing epics against capacity and value, it ensures that the most critical work feeds into the value streams first.

NEW QUESTION # 71

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