



ITIL[®] Intermediate Lifecycle Stream: SERVICE DESIGN CERTIFICATE

Sample Paper 1, version 6.1

Gradient Style, Complex Multiple Choice

ANSWERS AND RATIONALES

Answer Key:

Scenario	Question	Correct: 5 Marks	2nd Best: 3 Marks	3rd Best: 1 Mark	Distracter: 0 Marks
One	1	<i>B</i>	<i>C</i>	<i>D</i>	<i>A</i>
Two	2	<i>D</i>	<i>B</i>	<i>C</i>	<i>A</i>
Three	3	<i>C</i>	<i>B</i>	<i>A</i>	<i>D</i>
Four	4	<i>D</i>	<i>B</i>	<i>A</i>	<i>C</i>
Five	5	<i>D</i>	<i>A</i>	<i>C</i>	<i>B</i>
Six	6	<i>B</i>	<i>A</i>	<i>D</i>	<i>C</i>
Seven	7	<i>B</i>	<i>C</i>	<i>A</i>	<i>D</i>
Eight	8	<i>B</i>	<i>A</i>	<i>D</i>	<i>C</i>

QUESTION	One	Scenario	One
Question Rationale	This question focuses on the managerial and supervisory aspects of the capacity management process. The main issues in the scenario are: <ul style="list-style-type: none">Capacity issues possibly caused by marketing campaigns for which IT was not preparedThe scenario states that changes are tested on the company's infrastructure but not the live infrastructure that is owned by the ISP The company is implementing service management and the question is about addressing the above issues and implementing capacity management.		
MOST CORRECT (5)	B	This answer addresses the issues described in the scenario, as well as basic activities enabling improved management of capacity. <div><ul style="list-style-type: none">Improving links with the marketing department will reduce surprises in the future. This will allow IT to predict and provide any increase in capacityThe scenario states that changes are tested on the company's infrastructure but not the live infrastructure that is owned by the ISP. This bullet addresses this point so that the ISP can ensure that adequate resources are predicted and providedThe third bullet is in general a good idea when establishing capacity management, enabling proactive actions to be taken to avoid incidents and therefore increase uptimeIntroduce a capacity plan such that longer-term capacity changes based upon growth prediction can be planned and funded. Buying new capacity in a timely manner will reduce performance-related incidents and help avoid sudden expensive increases. This will increase customer satisfaction by ensuring the website is useable when required</div>	
SECOND BEST (3)	C	Good points here but does not address all the issues: <div><ul style="list-style-type: none">Scenario indicates that a stronger link to the marketing department is neededBullet 2 suggests improving testing but does not mention the issue of testing on a more representative infrastructureThis will increase customer satisfaction by ensuring the website is useable when requiredEstablishing interfaces with the change management processes of the company and the ISP will ensure that any relevant changes affecting capacity and performance are assessed, avoiding downtime caused by capacity-related incidents</div>	
THIRD BEST (1)	D	A very good theoretical answer but not adequately related to the scenario. Nor does it address the lack of testing on the ISP infrastructure.	
DISTRACTER (0)	A	This answer shifts too much of the responsibility to the ISP, and is not a proactive approach to capacity management: <div><ul style="list-style-type: none">The scenario did not state that the ISP was the reason for the panic upgrade. It is better to improve internal process to avoid asking for last-minute changesIt will not help much to warn customers about slow systems. They'll find another shopNormally it's outside your mandate to improve the change process of your ISP, but it's important to address the interfaceThis shifts too much of the responsibility to the ISP, especially since the company does not yet have a proper capacity management process in place themselves</div>	
Syllabus Unit / Module supported	ITIL SL: SD03 Service design processes		

Blooms Taxonomy Testing Level	<p>Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.</p> <p>Application – Analysing scenario for issues affecting capacity to decide the best way to solve issues and improve management of capacity. The candidate must distinguish that best practice is not enough on its own; that solutions must address the issues in the scenario and so which practices will be chosen will be impacted by this.</p>
Subjects covered	<p>Categories Covered:</p> <ul style="list-style-type: none"> • Managerial and supervisory aspects of the capacity management process (SD 4.5)
Book Section Refs	<p>SD 4.5.3 – Service design processes – Capacity management – Value to business</p> <p>SD 4.5.4 – Service design processes – Capacity management – Policies, principles and basic concepts</p> <p>SD 4.5.5 – Service design processes – Capacity management – Process activities, methods and techniques – (Figure 4.17 Capacity management overview with sub-processes)</p>
Difficulty	Hard

QUESTION	Two	Scenario	Two
Question Rationale	This question focuses on the use and application of the RACI matrix, and tests the candidate's ability to match skill to activity in the most appropriate way for the IT Unit.		
MOST CORRECT (5)	D	This is the best answer. Everyone is involved. There is only one person accountable for each activity and only the appropriate people are responsible for contributing to each of the activities.	
SECOND BEST (3)	B	This is a reasonable solution, but only worth three marks, because SLM is overloaded with accountability and responsibility. SLM is accountable and responsible for “producing service designs”, but is not ideally suited and doesn’t have the technical knowledge required to undertake this activity.	
THIRD BEST (1)	C	This is an unreasonable solution. AvM is a technician and is certainly not the best person to analyse and define requirements. FinM have been given accountability and/or responsibility for three activities for which they really don’t have the required skills. AccM and SLM have no responsibility or accountability at all.	
DISTRACTER (0)	A	This solution is unacceptable because there are two double accountabilities for two of the activities, which will cause conflict and is against RACI guidelines.	
Syllabus Unit / Module supported	ITIL SL: SD05 Organizing for service design ITIL SL: SD02 Service design principles		
Blooms Taxonomy Testing Level	Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences. Application – The candidate needs to analyse the scenario and apply knowledge about RACI diagrams in order to identify the best mapping of existing people to new roles and responsibilities. The candidate must analyse the resident skills of the people and take this into account when selecting the most appropriate match of activity to skill.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">Organizing for service designRACIRoles and responsibilities		
Book Section Refs	SD 6.3 – Organizing for service design – Roles SD 3.7.4.1 – Service design principles – Design aspects – Designing processes – Designing roles - the RACI model SD 3.7.4.2 – Service design principles – Design aspects – Designing processes – Processes and RACI		
Difficulty	Hard		

QUESTION	Three	Scenario	Three
Question Rationale	This question focuses on the value and use of customer surveys and of using feedback to involve the business and drive improvements.		
MOST CORRECT (5)	C	This is the right answer as it incorporates the business and the appropriate representatives from IT. <ul style="list-style-type: none">It is the only answer that agrees on a set of improvement actions.The scenario indicates, for example, that some improvements can easily be done at the service desk to improve customer satisfaction, by agreeing on a set of business priorities for impact and urgency. This might not necessarily involve changing any SLA targets.This is the only option that addresses the need of alignment and interaction between IT and business	
SECOND BEST (3)	B	<ul style="list-style-type: none">Assuming that the targets are wrong, adjusting the SLAs and targets alone will not improve customer satisfactionNevertheless, this answer also includes improvements. The weak point is that they don't involve the business when analysing the situation and proposing the improvements. This is crucial in order to identify the right improvement actions. It would also increase the chance to obtain buy-in and funding from the business	
THIRD BEST (1)	A	<p>This doesn't really improve the situation.</p> <ul style="list-style-type: none">Just agreeing that the SLAs and targets are still valid won't improve anything. It does not identify improvement actions. It does not involve the businessAn awareness campaign about SLAs and targets might be a good idea, but should be done in cooperation with the business. In this case, it might be perceived as blaming the business which signed such a bad SLA and make the cooperation with business managers difficult	
DISTRACTER (0)	D	Assuming the targets are wrong and adjusting the SLAs and targets urgently without any business buy-in is not going to improve customer satisfaction. In fact it's probably going to make things even worse. The service design manager doesn't even involve BRMs, or SLM or AvM teams in the analysis or to identify actions.	
Syllabus Unit / Module supported	ITIL SL: SD03 Service design processes		
Blooms Taxonomy Testing Level	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Application – Apply knowledge about service level management, and ITIL in general, in order to identify the best way forward in the situation described.</p>		
Subjects covered	<p>Categories Covered:</p> <ul style="list-style-type: none">Activities and techniques for service level management, but not the detailed process steps.		
Book Section Refs	SD 4.2 – Service design processes – Service level management		
Difficulty	Moderate		

QUESTION	Four	Scenario	Four								
Question Rationale	This question focuses on the managerial and supervisory aspects of the supplier management process. Specific needs for the described scenario must also be addressed. Scope of the supplier management process should include: <ul style="list-style-type: none">• Implementation and enforcement of a supplier policy• Maintenance of a SCMIS• Supplier and contract categorization and risk assessment• Supplier and contract evaluation and selection• Development, negotiation and agreement of contracts• Contract review, renewal and termination• Management of suppliers and suppliers' performance• Implementation of service and supplier improvement plans• Maintenance of standard contracts, terms and conditions• Management of contractual dispute resolution• Management of sub-contracted suppliers										
MOST CORRECT (5)	D	This answer addresses the issues in the scenario and gives the best coverage according to the scope of the supplier management process. <table><tr><td>1</td><td>An SCMIS, with suppliers and contracts categorized based on risk and strategic value, is crucial in order to be able to spend more time on key suppliers.</td></tr><tr><td>2</td><td>A standard approach for contract selection, review, renewal and termination is needed in the scenario, in order to avoid issues such as contracts being renewed despite an absence of improvement plans, and the near termination of contract by accident.</td></tr><tr><td>3</td><td>This is the core of the supplier management process and addresses an issue in the scenario of poor communication and failures to meet agreed targets.</td></tr><tr><td>4</td><td>This is one possible approach. To establish a separate project might be the best approach for this issue. Renegotiation and consolidation of contracts with suppliers delivering services to local offices under multiple contracts is a time-consuming task. For each contract renegotiation might need to be aligned with termination dates.</td></tr></table>		1	An SCMIS, with suppliers and contracts categorized based on risk and strategic value, is crucial in order to be able to spend more time on key suppliers.	2	A standard approach for contract selection, review, renewal and termination is needed in the scenario, in order to avoid issues such as contracts being renewed despite an absence of improvement plans, and the near termination of contract by accident.	3	This is the core of the supplier management process and addresses an issue in the scenario of poor communication and failures to meet agreed targets.	4	This is one possible approach. To establish a separate project might be the best approach for this issue. Renegotiation and consolidation of contracts with suppliers delivering services to local offices under multiple contracts is a time-consuming task. For each contract renegotiation might need to be aligned with termination dates.
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SECOND BEST (3)	B	Nearly as good as alternative D but misses: <ul style="list-style-type: none">• Management of suppliers and suppliers' performance• Agreement and implementation of service and supplier improvement plans A possible requirement to consolidate contracts with global suppliers depends on the circumstances and the conditions in each country. Huge savings can sometimes be made possible by establishing company-wide contracts, but sometimes they are not possible because of practical, legal or financial circumstances. This activity should therefore not be the one to start off with. <table><tr><td>1</td><td>Nearly as good answer as D since it does not categorize based on risk to the business and the strategic value of the supplier.</td></tr><tr><td>2</td><td>Not as good as answer D. Sub-contracted suppliers are not an issue in the scenario.</td></tr><tr><td>3</td><td>This answer addresses aspects of relationship and performance management, even if meetings do not necessarily include relationship management.</td></tr><tr><td>4</td><td>At least this question has a focus on strategic and tactical suppliers only, so this approach might be realistic.</td></tr></table>		1	Nearly as good answer as D since it does not categorize based on risk to the business and the strategic value of the supplier.	2	Not as good as answer D. Sub-contracted suppliers are not an issue in the scenario.	3	This answer addresses aspects of relationship and performance management, even if meetings do not necessarily include relationship management.	4	At least this question has a focus on strategic and tactical suppliers only, so this approach might be realistic.
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THIRD BEST (1)	A	This answer covers some of the topics to be addressed, but not correctly, and not all of them. <table><tr><td>1</td><td>Involvement of the legal department to check contracts according to</td></tr></table>		1	Involvement of the legal department to check contracts according to						
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			<p>company policy, organizational terms and conditions and legal obligations must be done before contracts are signed, not after – as this review suggests. It is better if they are built into the process and carried out by renewal of each contract.</p> <p>Also, alignment with SLA targets must be done before contracts are signed.</p>	
		2	It is important to implement an SCMIS, but even if notification of contract expiry dates is useful it is not the main purpose of the SCMIS. One month in advance is normally too short a notice for review and renegotiation.	
		3	Key account managers are normally roles for managing customers, not suppliers, and this is not a role within supplier management.	
		4	Consolidation of all contracts with suppliers delivering services to local offices under multiple contracts is a huge task. It will take time and effort to renegotiate each contract. The scenario indicates that the majority of people are located at the Head office in one country, so the benefit of consolidation must be carefully considered. It is, though, good to address this issue, since it is of concern to the management.	
DISTRACTER (0)	C	<p>This answer has the wrong focus. The frequent turnover of staff is not the root cause of this problem. Service Management should be focused on well-documented processes and procedures to avoid dependence on key personnel.</p>		
		1	People working closest to the suppliers might follow up contracts on a day-to-day basis, but supplier management and contract management should be at a higher level.	
		2	The SCMIS is about more than sharing knowledge and avoiding dependence on key people. Clear roles and responsibilities is an important principle within service management. Two people sharing responsibility for each contract is not a good idea.	
		3	The frequent turnover of staff is not the root cause of this problem.	
		4	Consolidation of contracts with global suppliers might not be the task to start with, but according to the scenario it should at least be addressed.	
Syllabus Unit / Module supported	ITIL SL: SD03 – Service design processes			
Blooms Taxonomy Testing Level	<p>Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must analyse the chaotic situation with regard to suppliers and contracts in order to decide the best set of actions.</p>			
Subjects covered	<p>Categories Covered:</p> <ul style="list-style-type: none"> • Supplier management • Contract management • SCMIS • Supplier categorization 			
Book Section Refs	<p>SD 4.8.2 – Service design processes – Supplier management – Scope</p> <p>SD 4.8.5 – Service design processes – Supplier management – Process activities, methods and techniques – (Figure 4.27 Supplier management process)</p> <p>SD 4.8.8 – Service design processes – Supplier management – Critical success factors and key performance indicators</p>			
Difficulty	Easy			

QUESTION	Five	Scenario	Five
Question Rationale	This question focuses on the value and use of SAC and SDP within service design activities.		
MOST CORRECT (5)	D	This is the right solution, using SAC and SDP templates, with the SAC being created at the start of the design activities and the SDP being produced before the service moves into the transition stage. The new client management service, which is early in the design phase, should be chosen as a pilot.	
SECOND BEST (3)	A	Both SAC and SDP templates are developed. The only thing is that producing the SAC and SDP 'before' transition is less accurate than in option D.	
THIRD BEST (1)	C	Templates are only developed for SDPs and completed as the service moves into the transition stage. Using both upcoming services as a pilot might seem to be a good idea, but creating SAC a month before the launch is too late, so the new web ordering service is not really suitable to be a pilot due to its current limited state of readiness.	
DISTRACTER (0)	B	This is not a good solution, as no templates are developed. More importantly, the option specifies that the SDP is assembled during the requirements phase of the service design stage. This is not possible because the information will not be available at this time. Creating SAC a month before the launch is too late, since the content collection of the SAC should have started in service strategy with financial cost analysis and business sign-off criteria. The SAC is then expanded in the service design requirements phase, together with the SDP with all the reminding items outlined in Appendix B, Therefore, the new web ordering service is not suitable to be a pilot.	
Syllabus Unit / Module supported	ITIL SL: SD01 Introduction to service design		
Blooms Taxonomy Testing Level	Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options. Application – The candidate is required to understand the need for templates, and apply ITIL knowledge in order to identify the correct order of producing the SAC and SDPs and where they fit into the lifecycle.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• The contents and use of the service design package• The contents and use of service acceptance criteria		
Book Section Refs	SD Appendix A – The service design package SD Appendix B – Service acceptance criteria (example)		
Difficulty	Moderate		

QUESTION	Six	Scenario	Six
Question Rationale	This question focuses on the importance of balanced design (balance between functionality, resources and schedule, involvement of the business and the need to consider operational aspects).		
MOST CORRECT (5)	B	<ul style="list-style-type: none">• Involvement of business for business requirements• Technical, operational and organizational aspects taken into account• Balance looked for: joint decision based on costs, risks analysis, high-level plan and sourcing options• Sourcing: mainly in-house for the first two phases but nothing mentioned about the actual development; will be considered after full analysis	
SECOND BEST (3)	A	<ul style="list-style-type: none">• Similar to B except for the requirement analysis• The consultant and the service design manager prepare a report (without business involvement) submitted to the business for validation and approval. This is dangerous as their view of the business requirements might not be accurate enough (which would mean a poor starting point for the design). Although it might be tempting to save some time at this stage by not going through a formal requirement analysis, it might end up taking even longer in the long run).• Alternative B is also better because of the practical approach it takes to freeing up internal resources for the project by hiring people for less strategic tasks.	
THIRD BEST (1)	D	<ul style="list-style-type: none">• Business involvement for requirements analysis mentioned• No indication of operational aspects taken into account• Balance between time, functionality and costs looked for• Sourcing: a straight decision for outsourcing before knowing more about the actual business requirements is not ideal	
DISTRACTER (0)	C	<ul style="list-style-type: none">• No requirement analysis with the business• No indication of operational aspects taken into account• No balance between time, functionality and costs: focuses on time only• Sourcing: a straight decision for outsourcing before knowing more about the actual business requirements is not ideal	
Syllabus Unit / Module supported	ITIL SL: SD02 Service design principles		
Blooms Taxonomy Testing Level	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Application – The candidate is required to apply knowledge of balanced design in the context of the scenario to identify the best proposal.</p>		
Subjects covered	<p>Categories Covered:</p> <ul style="list-style-type: none">• Balanced design Identifying and documenting business requirements and drivers purpose, goal and objective of service design		
Book Section Refs	SD 1.1.1 – Introduction – Overview – Purpose and objectives SD 3.2 – Service design principles – Service design goals SD 3.3 – Service design principles – Balanced design SD 3.4 – Service design principles – Identifying and documenting business requirements and drivers		
Difficulty	Moderate		

QUESTION	Seven	Scenario	Seven				
Question Rationale	Knowledge about KPIs and management reporting is crucial at a managerial level. This question is about students' understanding of different types of metrics. Especially the four types of metrics used to measure the capability and performance of processes: <ul style="list-style-type: none">• Progress: milestones and deliverables in the capability of the process• Compliance: compliance of the process to governance and regulatory requirements and compliance of people to the use of the process• Effectiveness: the accuracy and correctness of the process and its ability to deliver the 'right result'• Efficiency: the productivity of the process, its speed, throughput and resource utilization It also brings in the terms 'primary metrics' (focusing on the effectiveness and quality of the solutions provided) and 'secondary metrics' (focused on the efficiency of the processes used to produce and manage those solutions).						
MOST CORRECT (5)	B	<table><tr><td>1</td><td><p>This answer recognizes the four categories of metrics used to measure the capability and performance of processes. It also proposes a proper use of them.</p><p>For immature processes, it is recommended to start with metrics used to measure progress and compliance, especially during implementation or redesign. The focus on effectiveness and efficiency metrics should increase as the process maturity develops.</p><p>The described problem management process is redesigned and immature. Progress and compliance should be carefully measured during the implementation project.</p><p>During the change management process there were problems with people not following the process, so progress and compliance during re-implementation should be carefully measured. Effectiveness metrics to show if the process is able to deliver "the right result" is also needed, to convince people that it is worth following the process.</p><p>The incident management is more mature and ready to extend the types of metrics. The scenario states that incidents should be solved faster, so some effectiveness and efficiency metrics should be added, in addition to progress and compliance.</p></td></tr><tr><td>2</td><td><p>A report should reflect the business value in primary metrics (focusing on the effectiveness and quality of the solutions provided) as well as on secondary metrics (focusing on the efficiency of the processes used to produce and manage those solutions). Using a balanced scorecard will ensure focus on different areas (as, for example, people, process, solution, management). Using dashboard reports for different stakeholder groups are a good way to present the reports.</p></td></tr></table>		1	<p>This answer recognizes the four categories of metrics used to measure the capability and performance of processes. It also proposes a proper use of them.</p> <p>For immature processes, it is recommended to start with metrics used to measure progress and compliance, especially during implementation or redesign. The focus on effectiveness and efficiency metrics should increase as the process maturity develops.</p> <p>The described problem management process is redesigned and immature. Progress and compliance should be carefully measured during the implementation project.</p> <p>During the change management process there were problems with people not following the process, so progress and compliance during re-implementation should be carefully measured. Effectiveness metrics to show if the process is able to deliver "the right result" is also needed, to convince people that it is worth following the process.</p> <p>The incident management is more mature and ready to extend the types of metrics. The scenario states that incidents should be solved faster, so some effectiveness and efficiency metrics should be added, in addition to progress and compliance.</p>	2	<p>A report should reflect the business value in primary metrics (focusing on the effectiveness and quality of the solutions provided) as well as on secondary metrics (focusing on the efficiency of the processes used to produce and manage those solutions). Using a balanced scorecard will ensure focus on different areas (as, for example, people, process, solution, management). Using dashboard reports for different stakeholder groups are a good way to present the reports.</p>
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SECOND BEST (3)	C	<p>Nearly as good as alternative B but:</p> <table><tr><td>1</td><td><p>Except for the incident management process, it might be too much to implement all categories of metrics before the processes are more mature. It would be wise to focus on progress and compliance first.</p></td></tr><tr><td>2</td><td><p>Reports focusing only on primary metrics for management and secondary metrics for process owners are not the best idea. Process owners will need to see the whole picture and sometimes management needs to drill down on process metrics as well. It would also be better to present the reports to the management group.</p></td></tr></table>		1	<p>Except for the incident management process, it might be too much to implement all categories of metrics before the processes are more mature. It would be wise to focus on progress and compliance first.</p>	2	<p>Reports focusing only on primary metrics for management and secondary metrics for process owners are not the best idea. Process owners will need to see the whole picture and sometimes management needs to drill down on process metrics as well. It would also be better to present the reports to the management group.</p>
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THIRD BEST (1)	A	<table><tr><td>1</td><td>Only three out of four categories of metrics are defined. For immature processes it's best to focus on progress and compliance. The focus on effectiveness and efficiency metrics should increase as the process maturity develops. In this answer they have done the opposite.</td></tr><tr><td>2</td><td>It is better if reports are tailored to the stakeholder groups. In addition, this is not the best way to distribute the reports – posting to a website does not mean that people really look at them or use them.</td></tr></table>	1	Only three out of four categories of metrics are defined. For immature processes it's best to focus on progress and compliance. The focus on effectiveness and efficiency metrics should increase as the process maturity develops. In this answer they have done the opposite.	2	It is better if reports are tailored to the stakeholder groups. In addition, this is not the best way to distribute the reports – posting to a website does not mean that people really look at them or use them.
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2	It is better if reports are tailored to the stakeholder groups. In addition, this is not the best way to distribute the reports – posting to a website does not mean that people really look at them or use them.					
DISTRACTER (0)	D	<p>This answer confuses primary/secondary metrics with the four types of metrics used to measure capability and performance of processes (progress, compliance, effectiveness, and efficiency). By definition, primary metrics measure the service delivery and secondary metrics measure the contribution from processes.</p> <table><tr><td>1</td><td>Distracter: Confusion about terms: both primary and secondary metrics can be in different categories. The difference, as stated in the SD book, is that the primary metrics should focus on determining the effectiveness and the quality of the solutions provided. Secondary metrics can then measure the efficiency of the processes used to produce and manage the solution. In dashboard reports it should ideally be possible to look at the primary metrics and drill down to the secondary metrics.</td></tr><tr><td>2</td><td>Distracter – but a quite commonly used excuse. The idea of some key KPIs in simple dashboard reports specific to stakeholders should be possible with simple tools in place. Lack of tools should not stop them. In the scenario it is a requirement for the project.</td></tr></table>	1	Distracter: Confusion about terms: both primary and secondary metrics can be in different categories. The difference, as stated in the SD book, is that the primary metrics should focus on determining the effectiveness and the quality of the solutions provided. Secondary metrics can then measure the efficiency of the processes used to produce and manage the solution. In dashboard reports it should ideally be possible to look at the primary metrics and drill down to the secondary metrics.	2	Distracter – but a quite commonly used excuse. The idea of some key KPIs in simple dashboard reports specific to stakeholders should be possible with simple tools in place. Lack of tools should not stop them. In the scenario it is a requirement for the project.
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Syllabus Unit / Module supported	ITIL SL: SD02 Service Design Principles					
Blooms Taxonomy Testing Level	<p>Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.</p> <p>Application – Candidate has to analyse the scenario and decide which types of KPI are most suitable for managing the different processes at their current levels of maturity.</p>					
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Designing measurement systems and metrics					
Book Section Refs	SD 3.7.5 – Service design principles – Design aspects – Designing measurement systems and metrics					
Difficulty	Moderate					

QUESTION	Eight	Scenario	Eight
Question Rationale	The purpose of the question is to assess the candidate’s knowledge of the implementation/improvement cycle in relation to service management in general and service design in particular: <div><div>1. What is the vision?</div><div>2. Where are we now?</div><div>3. Where do we want to be?</div><div>4. How do we get there?</div><div>5. How can we tell when we have got there?</div><div>6. How do we keep going?</div></div> As the question asks for long-term improvement, a model answer should cover all six stages of the implementation approach, including keeping the momentum and improvement cycle going. It should also reflect the need for involving the business, service design and service operation, as indicated in the scenario.		
MOST CORRECT (5)	B	The six steps of the implementation/improvement approach are covered, and all relevant stakeholders are involved.	
SECOND BEST (3)	A	Although presented with a different wording, the five first stages are more or less covered but the ‘Where are we now’ is limited to the ITIL review only. In addition, the improvement initiative as described is more of a one-off project than a continuous effort, and the last step of the implementation/improvement approach (How do we keep going?) is not covered. Service operation is not involved in the initiative.	
THIRD BEST (1)	D	Four steps only are covered, and the same comment as for answer A applies. Steps 1 and 6 are not covered at all: the ‘vision’ is not taken into account as the business is not involved, and the initiative is again a one-off effort with no evidence that they ‘will keep going’.	
DISTRACTER (0)	C	The focus is on a symptom (lack of interface and collaboration between service design and service operation) rather than on the genuine issue, which is likely to be far wider. The proposed solution may sound appealing (e.g. awareness, training, involvement of operations staff, SIP) but it does not rest on a sound analysis of the actual needs and business context. In addition, it does not involve the business at all (not even indirectly) and, apart from buy-in and support, there is no active involvement of IT management, reducing the likelihood of permanent improvement.	
Syllabus Unit / Module supported	ITIL SL: SD07 Implementing service design		
Blooms Taxonomy Testing Level	Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences. Application – The question requires the candidate to analyse the information given in the scenario, and apply knowledge of the six-stage implementation approach to the case.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Implementation and improvement of service design• Six-stage implementation approach		
Book Section Refs	SD 8.4 – Implementing service design – Implementing service design		
Difficulty	Easy		