



ITIL® Intermediate Capability Stream:

SERVICE OFFERINGS AND AGREEMENTS (SOA) CERTIFICATE

Sample Paper 1, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

Instructions

This booklet contains the scenarios upon which the eight examination questions are based. All questions are contained within the Question Booklet and each question will clearly state the scenario to which it relates. In order to answer each of the eight questions, you will need to read the related scenario carefully.

On the basis of the information provided in the scenario, you will be required to select which of the four answer options provided (A, B, C or D) you believe to be the optimum answer. You must choose ONE answer only, and the Gradient Scoring system works as follows:

- If you select the CORRECT answer, you will be awarded 5 marks for the question
- If you select the SECOND BEST answer, you will be awarded 3 marks for the question
- If you select the THIRD BEST answer, you will be awarded 1 mark for the question
- If you select the DISTRACTER (the incorrect answer), you will receive no marks for the question.

In order to pass this examination, you must achieve a total of 28 marks or more out of a maximum of 40 marks (70%).

Scenario One

A retail company has enjoyed significant growth in profit over the past year due to negotiating lower buying costs from its suppliers. The organization wishes to reinvest some of this profit to fund a programme of change to optimize the use of IT services. They hope this will support revenue growth in the next financial year whilst maintaining profitability.

The programme consists of two main initiatives:

- An expansion of the on-line retailing services to offer more functionality
- Enhancement of the marketing service to allow greater targeting of promotional offers.

There are various options for providing these services that involve use of the current infrastructure or the new virtualization technology, which is slowly being deployed across the organization. The board of directors wishes to conduct a financial review over the next 3 months to compare the cost of providing each service. Projected business revenues will allow the return on investment (ROI) of each option to be calculated. This review will provide an input to the IT organization's service portfolio management process, allowing the various investment options to be considered and an informed decision to be made.

The organization has a good appreciation of its IT costs along with a mature service catalogue and configuration management system (CMS).

Scenario Two

A commercial IT services company has been successful for many years. Its key strategic differentiator has been the provision of new services to meet customers' needs in very short lead times. Recently profits have dipped, forcing senior management to take a look at the lifecycle costs of providing the IT services to their external customers.

The organization has had a service catalogue containing customer and supporting views for some time. It is an essential source of information about the IT services and is used by both the business relationship managers and the IT services teams. Services are designed internally but often transitioned and operated in partnership with other suppliers.

For each service, the service catalogue currently contains:

- A description of the service
- Summary of the service level targets
- The level of support and support details
- Details of the supporting services and components
- Details of services obtained from suppliers

When sales leads are obtained from potential new customers, the requirements are compared with services in the service catalogue and, if no matching service can be found, a project is set up to quickly develop a new service. In the past this has been justified as meeting the needs of the customers, and full business cases were not developed.

A senior service manager has suggested introducing a service portfolio management process and needs to get the support of the IT management team. The management team wishes to know what extra information would be included in a service portfolio over and above what is already in the service catalogue and what value it would be to them.

The company is looking to restrict investment in new resources. Therefore, only a few projects can be authorized in the next budget cycle.

Scenario Three

An internet banking organization plans to expand operations outside of its current market. Whilst the exact details have yet to be established, it is clear that the IT organization must expand its service offerings within the current portfolio in order to support this growth. It is equally apparent that external customer needs for banking will vary from market to market and that consequently this will require development of completely new service offerings.

You are the head of service within the IT organization. You helped the organization adopt the ITIL framework some years ago and now have most processes in place. Service owners are allocated for the main IT services. Mature service portfolio, service catalogue and service level management processes are in place.

The expansion requires ownership of a business relationship management process and you are considering the role profile for this post.

Scenario Four

A clothing manufacturer has made a decision to supplement factory-based retail outlets by opening a series of stores at out-of-town shopping malls.

The internal IT organization provides support to many mission-critical business systems for both the manufacturing and retail operations. It must increase its portfolio of services and service options to meet the planned new expansion. Typically, the business is subject to seasonal patterns of demand, which recently have begun to exceed the capability of some of the IT services. This has led to periods of poor performance of some of the critical systems and therefore to degraded service quality. In periods of minimal demand, there is a surplus of capacity and performance is optimal.

There is concern that the additional business demand from the new stores will exacerbate these service performance issues.

The board of directors, made up of representatives from each business unit, has asked for a review of the business supply and demand issues currently being faced by the IT organization. Many service management processes have been implemented including service portfolio management and capacity management. However, IT does not have a demand management process.

Additionally, performance levels on many of the supporting services have remained unchanged for the past 3 years, even though some may now be less relevant to the overall performance of the critical services.

Scenario Five

A financial services organization has undergone a period of rapid expansion. From its operating base it has expanded to serve customers in over 25 countries spread around the globe. There are plans to enter more markets in the next 12 months.

The key stakeholders involved in the global expansion project have briefed the chief information officer (CIO) on the plans. They have identified IT service performance as one of the major threats to the plan. The CIO has been under pressure from the board due to poor IT service performance in the previous six months. The chief concern has been significant performance variations in network connectivity and communications.

The organization currently has three contracts with different local external suppliers in operating markets supporting three IT network hubs. Whilst the suppliers are all happy to follow local internal IT processes, getting the three to work together on incidents or changes has proved increasingly difficult. A number of outages have resulted in a blame culture where even the local internal IT departments have been sympathetic to their service providers, resulting in strained relationships between these internal departments at an operational level.

Other issues encountered at one or more locations have included:

- Long-term service improvements have been sacrificed in favour of short-term fixes that avoid the payment of contract penalties by the suppliers
- Changes in ownership of the customer relationship by the suppliers

The CIO believes that a lack of communication between suppliers has been the key cause of failures.

All three supplier contracts are due for renewal in the next 12 months. After consultation, a decision to re-tender for network services has been taken by IT, and approved by the CIO and the board of directors.

Scenario Six

A flower delivery company introduced ITIL-based service management processes 12 months ago. One major benefit of the associated service improvement initiatives was that the service availability of the business critical on-line flower ordering IT service increased from 97% to 98.9% over the last quarter. This exceeds the service availability target of 98.5%. Last month, reports were circulated showing the availability improvement.

The service level manager is chairing a service review meeting to review the progress and report upon this achievement. The customer managers acknowledge the improvement but despite the reports of improved service availability, a major service outage occurred during the busiest week of the year when over 25% of the annual business revenue is normally earned. Although IT dealt with the outage satisfactorily, the loss of revenue and credibility in this mission critical, high-visibility trading period are serious concerns. The customer managers are concerned that the reporting does not seem to reflect this or their actual perception of the service.

Agreement is reached at the meeting to address two primary concerns:

1. Service availability targets for the mission critical periods are to be revised.
2. Amended and more representative business reports are to be produced.

Scenario Seven

A large, privately owned company has an internal IT organization that runs most of its IT operations from the head office. There has been a history of confusion about what is required from the services and what has actually been achieved, particularly from a warranty perspective. This has resulted in a strained relationship between the business units and the IT organization.

Some service-based agreements exist between IT and the customers, where all levels of response to incidents were set to the same targets. Availability targets have not been reviewed for at least two years. There have been a number of complaints by key customers claiming that the IT staff have been resolving incidents and implementing change requests based on operational ease rather than business priority. This is despite operationally robust processes being in place for incident, change and problem management.

A plan has been put in place to improve the level of the IT service delivered to the organization. Retirement of the post-holder meant that the first action was to appoint a new IT director. The opportunity was taken to select a candidate from an external organization, who was committed to the ITIL framework. The new IT director believes that good IT service management practices are essential.

The IT director plans to implement many of the service management processes and has already overseen the creation of a basic service catalogue. The IT director is sure that many of the current issues can be rectified through the implementation of service level management (SLM) and has therefore directed that service level agreements (SLA) be introduced for the services provided before moving onto other areas. You have been asked to lead the project to establish SLAs for the IT services.

Scenario Eight

An IT security company provides secure data services to many large financial organizations in several countries. The company has an administrative headquarters in its home country and a data centre in each country of operation.

Each data centre obtains support for services from third-party contracts provided by a number of suppliers. All supporting services are scoped and documented, and are aligned to the corporate strategy and the regulations in force in each country. The security services company maintains and regularly reviews a preferred supplier list from which suppliers are selected as required.

A service desk function is provided by one of the suppliers. Over the last 10 years, a strong relationship has been built up with the supplier based on the high-quality, consistent service they have provided. The nature of the financial business requires the service desk contract to contain severe penalty clauses that can be enforced if the agreed service levels are not maintained, although these have never been required.

A number of complaints have been received from a new banking customer highlighting that, over the previous three months, the level of service provided by the service desk in the management and handling of incidents has been inconsistent, and many incidents have not been resolved in line with agreed targets.

The IT security company has a service level manager who has performed the role for many years. Recently, a new supplier management process was implemented and a supplier manager appointed. Some confusion has arisen over how, and by whom, the recent complaints should be dealt with.