



ITIL® Intermediate Lifecycle Stream:

SERVICE STRATEGY CERTIFICATE

Sample Paper 1, Version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the 8 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 8 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%).

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Scenario One

A large IT training provider has a training centre containing 20 classrooms fully equipped with PCs and servers for delivering technical training courses. The building also contains the organization's administrative offices. A wireless network serving the administrative areas was installed about two years ago.

The wireless network can be accessed from the training area. Management decided to allow students who bring their own laptops to access the internet via the wireless network as a free "value-added" service. Students appreciate this additional service.

Over time, usage of the wireless network by both the administrative staff and students has increased. The increased demand is affecting the availability and performance of the administrative systems; therefore, it is occasionally necessary to restrict and prevent student access.

The availability and performance issues continue to increase in frequency, and the training centre staff are overwhelmed with complaints from students when the network is not available to them. The management team is very concerned as the course evaluation forms show increasing student dissatisfaction.

The decision has been made to withdraw the wireless network access service from students immediately until the situation is considered further, and notices have been posted in the training areas informing students of the decision.

Management must now consider what further action should be taken.

Scenario Two

The IT unit of a medium-sized transportation company has been implementing service management processes for a few years. The IT unit has focused on more operational processes such as event management, incident management, request fulfilment and access management. These processes are now documented and implemented to some degree; however the IT unit still struggles with managing and improving these processes. It is felt that the main reason for this is that performance measurements are lacking.

The implementation of the first service management processes was undertaken as a result of numerous operational quality issues, but no strategic considerations were taken into account to support the implementation. The chief information officer (CIO) believes the implementation of the operational processes, to a certain extent, has not been consistent with the business environment's support needs. So far the CIO has been unable to make the case with specific evidence and arguments.

Based on business requirements, the IT unit now sees the need to formalize and improve other service management processes such as service portfolio management, service catalogue management and service level management. The CIO is unsure if it is a good idea to start this before basic performance measurements are in place, since the business will expect to understand the value of doing this and how it will support their needs.

Scenario Three

A law firm provides specialist legal services to large companies. It has a head office and regional offices in six locations.

The IT group, based at the head office, supports and maintains the main business application which was developed in-house several years ago. This application supports business processes including case logging and tracking, customer relationship management, and production of customer accounts and invoices. It is considered to be a strategic service, providing a source of differentiation for the business, and the data is considered to be highly confidential. The application runs on servers at the head office as well as being linked to servers at the other office locations.

The IT group provides desktop PC and server support using technicians located at each site, who deal with incidents as they arise, using their local site knowledge and their close relationship with the business users to provide effective and timely incident resolutions. The IT group also offers training courses ranging from basic word processing to more specialized training in the business application. There are no structured service management processes in place and most of the support activity is reactive.

The IT director has instigated a strategic review and, acting on advice from an external ITSM consultant, arranged for the development of a service catalogue.

The review revealed that the services provided by the IT group are mostly very basic and generic, apart from the specialized support and training for the business application. In fact, an external company has made an informal approach offering desktop PC support and server hosting at a competitive price. The strategic review also revealed that many of the services offered by the IT group fall into a market space already well-served by other IT providers.

Scenario Four

After a series of mergers and acquisitions, an IT-managed services company needs to rationalize its financial management practices. The mergers have resulted in duplicated and conflicting financial management processes and currently many of the company's customers are billed using disparate systems. Internally in the company, accounting for overall costs of services has become increasingly difficult and less accurate.

Some customers are beginning to complain about inaccurate billings and this has affected the perception of service quality, which is declining.

The company's Chief Financial Officer (CFO) has been studying the various frameworks for financial management and has decided that the ITIL framework will serve the organization's needs well since the company's core business is that of IT services provider.

The CFO has mandated that, in two months' time when the next strategic planning exercise occurs, the company must have plans in place for implementing ITIL financial management for IT services for internal financial management.

Further, the CFO expects recommendations regarding the best method of charging in a consistent method to all of the company's customers.

You have been hired as a consulting expert to the Chief Information Officer (CIO), to organize this effort and develop the financial management for IT services plan.

Scenario Five

An organization makes car parts in four factories in Europe. The head office is based in a large city, close to one of the factories. All four factories have small administrative offices supporting local purchasing, sales and distribution. Shared services such as finance and human resources are based at the head office.

The customers mainly comprise the following three types:

1. Large car manufacturers who have ongoing requirements for standard parts. These requirements are planned a long time in advance. This business is fairly secure, based upon relatively long-term contracts, and brings in steady, low-margin income.
2. Car repairers who have a mixture of steady requirements and ad-hoc requirements, and who require parts at relatively short notice. This type of business is based upon a mix of medium- and short-term contracts. There is strong competition for this business, and the level of service and responsiveness is seen as a differentiator.
3. Development units of car manufacturers and car specialists who have specific, one-off requirements for which they are willing to pay a high premium and to wait for delivery. Sometimes these arrangements lead to lucrative long-term manufacturing contracts.

Customers are supplied by their local factory and the larger customers may be served by more than one factory.

Most of the organization's IT services are managed from the head office by a central IT unit. However, smaller local IT units serve each of the factories with infrastructure management and support. The IT services for the factories and sales run on distributed IT infrastructure and are supported locally.

The chief information officer (CIO) has been asked by the chief executive officer (CEO) to reduce the cost of IT across the whole organization, as part of an overall cost-cutting initiative. The CIO has decided to investigate a strategy of consolidation and centralization of the local IT infrastructure and IT services into the central IT unit to provide savings through economies of scale.

Scenario Six

A global manufacturing company has established a solid growth into new markets through a combination of opening new locations and acquiring existing competitors. To date this has proven successful even though, with each new location or acquisition, there have been issues with integrating business services under a single IT department's control.

In some cases, the integration has not achieved the benefits as quickly as management wants and hidden costs have had a negative impact on the IT budgets. The IT department is struggling to meet demand, with the same resources now being spread across more locations. In addition the acquired companies' IT resources are not aligning culturally as quickly as anticipated, requiring further effort to help them adopt the new corporate ways while they try to remain productive.

Service level targets and customer satisfaction is declining. This situation has caught the attention of the chief executive officer (CEO) who is pressuring the chief information officer (CIO) to react and fix the issues.

The CIO requested additional funds from the CEO to implement better IT governance early in the company's acquisition strategy and is now frustrated by the situation. The CIO realized that increased attention to IT governance would have allowed the company to position the IT integration activities better, and some choices may have been made differently by the CEO. The CEO, however, felt that, as the company already has corporate governance in place, IT governance was really just a reporting structure and did not need an infusion of funding to support it. The CEO did not approve the CIO request at the time.

Now, the CIO has convinced the CEO that IT governance is needed and that it will address the declining service issues by creating policies and mandates that support staffing to user ratios. This will address the demand on IT resources and assist with faster cultural adoption among acquired staff. The result should be a stronger, customer-centric focus, more collegial attitudes among staff, and a general sense of guided direction by the company's leadership.

Funding has been made available and the CIO has retained you as their IT governance expert to propose the best way forward.

Scenario Seven

An IT service provider has spent the past year implementing ITIL processes as a means to remain competitive in the IT service management market space. The company has enjoyed solid and steady customer growth and markets its strength as understanding its customers' business needs. The company provides scalable and cost-effective services and has the most reliable, sustainable service levels in the industry.

A new marketing campaign is underway which will focus on the new roles the service provider has added for the benefit to customers. These are:

- Business relationship manager (BRM)
- Service portfolio manager (SPM)
- Service level manager (SLM)
- Service design coordinator (SDC)
- Demand manager (DM)

The marketing manager has planned the campaign around some of the activities these roles will undertake and how these will add value to potential customers' services. The activities that will be the focus of the campaign are:

- Developing customer requirements for new services
- Building business cases to support the value proposition of a new service
- Confirming detailed functional requirements for a new service
- Confirming the service warranty requirements
- Detailing the patterns of business activity
- Evaluating the business case
- Reporting on service performance

The marketing manager has held a meeting with the BRM, SPM, SLM, SDC, and DM to clarify how each role is involved in the activities. After much discussion and disagreement, it has become clear that the managers do not agree on which process area activity each has primary responsibility for. BRM and SLM are particularly confused about which of these roles has responsibility for the business case.

Before the marketing team can film its promotional material, this needs to be sorted out and agreed.

Scenario Eight

A transport company operates within a major city. It comprises three divisions:

- **Passenger shuttles:** This division has 35 vehicles which are used to shuttle passengers to and from the airport. During sporting and cultural events, these vehicles also provide transport from hotels and for residents in outlying areas.
- **Freight transport:** This division has a fleet of 75 small cargo vans. They provide clearing and forwarding services from the airport; and are also contracted by a global courier company to provide local deliveries. They also distribute newspapers to hotels and newsstands.
- **Taxis:** This division maintains and leases 200 vehicles to licensed taxi drivers.

Every vehicle is equipped with:

- A global positioning system (GPS) to enable drivers to navigate the city streets
- Satellite tracking systems to enable dispatchers to track their location. This helps the dispatchers schedule deliveries and passenger pick-ups, and provides protection against the theft of vehicles
- Two-way radio communication to enable drivers to communicate with dispatchers
- A device to accept credit card payments

The Technology department supports this technology and IT services including:

- Driver dispatch software
- Financial systems
- Driver compensation
- Supplier contract management
- Vehicle lease and maintenance tracking

Drivers and division managers have been complaining about the quality of service from the technology department. It appears that the technology department staff believe that all services are used in the same way by all divisions. This has resulted in incorrect guidance on how to use services and significant business disruptions because incidents are often prioritized incorrectly. The technology director has initiated a project to clearly define each service and how each supports the business.