Version: 4.0

Question: 1

Scenario
A travel company specializes in providing complete holiday packages to meet customer requirements. There have been instances over the past year where the business has been unable to process holiday bookings due to failure of the IT services. Sales have been lost and the failure has been raised at board level. The IT director has assured the board that the situation will be rectified.
Most holiday bookings are made either by telephone via the company's call centre or through a dedicated website. Both interface with the same back-end booking-processing service. Apart from the call centre and website, the main business services map onto organizational departments and cover: marketing, finance, business operations and central administration.
After some initial investigation within the IT organization, it is clear that the intermittent failures, which were related to a lack of capacity, have occurred during exceptional peak holiday booking periods. The IT organization is not certain when or if these are going to occur in the future. Some booking periods are predictable, such as those associated with promotional offers. Other patterns are totally unpredictable as they often coincide with bad weather being experienced where customers live.
You have been asked how the activities of demand management, based on ITIL practices, can be used to address this issue.
Refer to Scenario
Which one of the following options is the BEST set of actions required to resolve the issue?

A. Identify the pattern of customer enquiries for holiday bookings and the resulting volume, frequency and location of staff activity. Document these as patterns of business activity (PBA)
Gain an understanding of the different roles that are performed by staff from all business units and how these relate to the PBA for all business processes.
Use this information to identify any shortfall in capacity and create cost estimates of additional resource required to enable the IT services to meet the PBA.
Recommend that, where PBA are very predictable, investment should be made in additional resource.
Where PBA are unpredictable, the risks associated with railing to meet demand should be discussed with the business managers, and mitigation actions agreed.
B. Identify the pattern of customer enquiries for holiday bookings and the resulting volume, frequency and location of staff activity. Document these as PBA.
Gain an understanding of the different roles that are performed by the call centre staff and how these relate to the PBA for the call centre business processes.
Use this information to identify any shortfall in capacity and create cost estimates of additional resource required to enable the IT services to meet the PBA.
Discuss the risks associated with failing to meet demand with the business managers. Reach agreement on how to avoid a repeat of the IT failures caused by demand at busy periods.
C. Identify and understand the PBA resulting from metrics of all the IT services. Ensure that the volume, frequency and location of service use is taken into account.
Gain an understanding of how the PBA relate to the use of the IT assets especially the hardware and software that may be the cause of the IT failures.
Once these activities have been completed, the PBA will be used to plan and implement sufficient capacity to meet all demand at all times.

Discuss the risks associated with failing to meet demand with capacity management and technical staff. Reach agreement on how to avoid a repeat of the IT failures caused by demand at busy periods.
D. Immediately implement demand management, document the process and allocate roles and responsibilities.
The demand manager should initiate an activity to identify and understand user profiles resulting from business use of the IT services. Code the user profiles linking them to the associated business roles.
Match the user profiles to the IT services and analyze any shortfall in capacity required to meet the business objectives. Create a business case for the additional resource required to exceed the business demand for the IT services to account for unpredictable business activity.
Work with service portfolio management and financial management to agree on the approval of the investment and initiate the project to acquire all the additional resources.

Answer: A

Question: 2

Scenario
The IT organization of a manufacturing company is carrying out an annual review of its service portfolio. There is limited budget available for the next year and some projects may be delayed or cancelled. The company has control of most of its IT services, however some are mandated by the company's corporate owners.
The following services are under review:

- Service 1: Web ordering service. This is a new service that will enable the company to fulfill its strategy to sell products on-line and increase its customer base by 20%. Only high-level business requirements have been established so far but. if the project goes ahead, the system will be provided by a supplier using standard applications and technology. A business case has been created which shows the ratio of value-to-cost to be much greater than one.
- Service 2: Sales office service. The service has grown from a number of separate applications that have been combined into one suite. The technical solution for each application is similar but some use different versions of the same operating system. The applications themselves provide the required utility and support their business outcomes well. There is some overlap in functionality across the set of applications contained in the service suite.
- Service 3: Finance reporting service. The service is used by the finance department to create statutory reports to fulfill legal obligations. The service is hosted on a legacy system. The cost of supporting the service is increasing gradually and the return obtained from the service is decreasing. Eventually the service will be replaced by the new enterprise resource planning (ERP) service. It is projected that, over the next two years, the ratio of value-to-cost will drop to less than one.
- Service 4: This is a new ERP service that is being implemented across all companies in the corporate group. It will eventually replace many existing services including the finance reporting service. The service has been approved and chartered, and has a current status of "design". A large number of assets have been allocated to this project. As this service is mandated by the corporate owners, no further decision is required.

Refer to Scenario:
As part of the service portfolio management team you have been asked to recommend whether investments should be made in these services in the next year.
Which of the following options is the BEST set of decisions to make for the services?

A. Service 1 - invest. Charter the service and set up a service design project
Service 2 - replace. Set up project to replace the set of applications with a single application designed to support the business outcomes
Service 3 - retire. Mark the service for retirement and set up a retirement project. This will make best use of resources and ensure that information is migrated to the ERP service.
B. Service 1 - promote to the service catalogue, project
Service 2 - retain. Keep the service and support
Service 3 - delay decision. It is likely that this project will use assets that will be allocated review. Allocate resources to the transition stage of the it in its current form service will be retired, but not yet. The retirement elsewhere this year. Reconsider at next annual
C. Service 1 - invest. Charter the service and set up a service design project
Service 2 - rationalize. Set up a project to identify the best way of retaining the support of the business outcomes but eliminating the duplication of functionality and supporting components
Service 3 - delay decision. It is likely that this service will be retired, but not yet. The retirement project will use assets that will be allocated elsewhere this year. Reconsider at next annual review.
D. Service 1 - promote to the service catalogue. Allocate resources to the transition stage of the project
Service 2 – re-factor. Set up project to redesign the applications to concentrate on the core functionality of the service
Service 3 - retain. As the service is needed to fulfill legal and statutory compliance it should be retained.

Answer: C