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ITIL 4 Leader: Digital & IT Strategy

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**QUESTION 1**

An organization provides services to businesses and private customers, it is now reviewing its strategy and needs to ensure that the strategy sufficiently addresses the external perspective. Which question BEST supports this objective?

- A. How can we reduce costs?
- B. How can we improve operational efficiencies?
- C. How do we get to where we want to be?
- D. What markets do we serve?

Correct Answer: D

What markets do we serve? is the best question to support the objective of ensuring that the strategy sufficiently addresses the external perspective. It helps to understand the current and potential customers, segments, needs, expectations, and preferences of the markets that the organization operates in or wants to enter. It also helps to identify the opportunities, threats, and trends in the external environment that can affect the organization's strategy.

References: ITIL 4 Leader: Digital and IT Strategy, page 7-8

QUESTION 2

Which is NOT an essential consideration when developing a digital strategy?

- A. Understanding which systems will form the digital technology programme
- B. Understanding emerging technologies that could affect the organization
- C. Understanding how to identify potential opportunities
- D. Understanding the risks involved with digital opportunities

Correct Answer: A

Understanding which systems will form the digital technology programme is not an essential consideration when developing a digital strategy. It is a more detailed and technical aspect that can be defined later in the implementation phase. The essential considerations when developing a digital strategy are more focused on understanding the organization's vision, goals, values, customers, markets, competitors, opportunities, risks, and capabilities.

References: ITIL 4 Leader: Digital and IT Strategy, page 5-6

QUESTION 3

An organization is planning a large scale digital transformation programme to significantly improve its digital capabilities. Which is the BEST approach for defining and implementing this programme?

- A. The Chief Digital Officer should define and implement the programme
- B. A digital task force should be appointed to define and implement the programme
- C. Individual initiatives should be defined and implemented separately



D. The organization's governing body should define and implement the programme

Correct Answer: B

A digital task force is a cross-functional team that is responsible for defining and implementing a large scale digital transformation programme. This can help ensure that the programme is aligned with the organization's vision and strategy, has clear objectives and scope, follows a structured approach, leverages best practices and innovation, and delivers value to the organization and its stakeholders. References: ITIL 4 Leader: Digital and IT Strategy, page 47-48

QUESTION 4

An organization is aiming to use an innovative social media platform to improve engagement with young consumers. What should the organization's strategy focus on?

- A. Ecosystem disruption supported by operational excellence
- B. Market relevance supported by ecosystem disruption
- C. Customer and market relevance supported by operational excellence
- D. Operational excellence supported by customer and market relevance

Correct Answer: C

Customer and market relevance is about understanding and meeting the needs and expectations of customers and markets, especially in a dynamic and competitive environment. Operational excellence is about delivering services efficiently and effectively, with high quality and reliability. An innovative social media platform can help improve engagement with young consumers by enhancing customer and market relevance, while operational excellence can support the delivery of the platform and its services. References: ITIL 4 Leader: Digital and IT Strategy, page 15-16

QUESTION 5

Which statement about metrics is CORRECT?

- A. Leading metrics are difficult to measure, but easy to influence
- B. Lagging metrics are easy to measure and to influence
- C. Lagging metrics report what has been achieved
- D. Lagging metrics predict what is likely to happen in the future

Correct Answer: C

Lagging metrics report what has been achieved by measuring the outcomes or results of past actions or activities. They are easy to measure but difficult to influence. They are useful for evaluating performance and validating hypotheses. Leading metrics predict what is likely to happen in the future by measuring the inputs or drivers of future outcomes or results. They are difficult to measure but easy to influence. They are useful for forecasting and influencing performance. References: ITIL 4 Leader: Digital and IT Strategy, page 83-84