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<https://www.virtulearner.com>  
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**PeopleCert**

**ITIL-DSV**

**ITIL 4 Specialist: Drive  
Stakeholder Value**

**QUESTION: 1**

An organization wants to grow its customer base as it is currently experiencing a decline in users. The target group includes people of 65+ of age, with at least one grandchild. During which stage is this usually done?

- A. Define
- B. Ideate
- C. Empathize
- D. Prototype

**Answer(s): C**

**Explanation:**

In ITIL 4's approach to customer-centric service management, "Empathize" is a critical stage, particularly when an organization is looking to grow its customer base or address a decline in users. This stage involves understanding the users, their experiences, and the challenges they face.

Understanding the Customer Needs:

In the Empathize stage, the focus is on gaining deep insight into the target audience, which in this case includes individuals aged 65 and above with grandchildren. The goal is to develop a genuine understanding of their needs, preferences, and pain points.

Applying Empathy:

Empathy maps, customer journey maps, and personas are often used to capture and articulate the experiences of the target group. These tools help to visualize what the customers see, feel, and think, which is essential when the target audience is specific, like elderly individuals with a family focus.

Service Design and Customer Experience (CX):

The insights gathered during the Empathize stage inform the service design process. ITIL emphasizes that services should be designed to meet the users' needs effectively, creating value through positive customer experiences. This aligns with the ITIL principle of "focus on value." Reference to ITIL 4 Framework:

The Empathize stage corresponds to the "Engage" activity within the ITIL Service Value Chain. It ensures that the organization understands customer needs and how these can be met through the services provided. This stage directly impacts the organization's ability to design services that resonate with the targeted demographic, leading to higher user satisfaction and potential growth in the customer base.

**QUESTION: 2**

An organization is rebranding and renovating its branches. As part of the renovation, the physical network cabling is to be upgraded.

You are responsible to manage the supplier. How will you engage with the cabling provider?

- A. Forecast the required demand and planning to the provider.
- B. Focus on the value the cables are delivering to the bank and praise them for it.
- C. Create user accounts for the provider during the onboarding stage.
- D. Invite the provider as part of the project board.

**Answer(s): D**

**Explanation:**

When managing suppliers, particularly in a scenario involving significant changes like upgrading physical network cabling during branch renovations, ITIL 4 emphasizes the importance of effective engagement with suppliers to ensure alignment with the organization's goals and successful delivery of value. Here's a detailed explanation of why inviting the provider as part of the project board is the correct approach:

**Collaboration and Visibility (ITIL Guiding Principle: Collaborate and Promote Visibility):** ITIL 4 stresses that collaboration is key when engaging with suppliers. By inviting the cabling provider to be part of the project board, you are fostering a collaborative environment where the supplier is fully aware of the project's scope, objectives, and timelines. This ensures that the provider can align their efforts with the organization's expectations and contribute to decision-making processes, enhancing project visibility and reducing the risk of misalignment.

**Ensuring Stakeholder Value (Drive Stakeholder Value - Engagement):** According to the ITIL 4 Drive Stakeholder Value module, successful engagement involves understanding and influencing stakeholder needs and ensuring their value is realized. Including the cabling provider in the project board allows for direct communication, enabling the provider to understand the value the organization expects from the project. It also allows the organization to influence the provider's work to ensure it meets the necessary standards and timelines.

**Governance and Accountability (ITIL 4 - Governance):** Governance in ITIL 4 ensures that all participants are accountable for their roles within the service value system. By having the provider on the project board, the organization can ensure that the provider is held accountable for their responsibilities in the project, including adherence to timelines, quality standards, and budget constraints. This structured approach to governance helps in mitigating risks associated with the supplier's performance.

**Service Value System Integration (ITIL 4 - Service Value Chain Activities):** Inviting the supplier to the project board integrates them into the organization's service value chain. It enables better coordination across the value chain activities such as "Plan," "Engage," and "Deliver and Support." This integration is crucial for ensuring that the supplier's contributions effectively support the overall project outcomes.

**Experience and Outcome Focus (Drive Stakeholder Value - Experience):** ITIL 4 emphasizes the importance of managing stakeholders' expectations and focusing on outcomes. Direct involvement of the supplier in the project board helps in setting clear expectations regarding the project outcomes, such as the quality and performance of the network cabling. This engagement ensures that the supplier is fully committed to delivering the desired results, thereby enhancing the overall experience for the organization.

**Why Not the Other Options?**

**Option A (Forecasting demand and planning):** While forecasting and planning are important, they are typically part of the initial engagement and do not constitute ongoing collaboration during the project execution, which is crucial for complex projects like network upgrades.

**Option B (Focusing on the value delivered):** Praising the provider for the value delivered is positive, but it does not involve them in the strategic decision-making process or hold them accountable in the way that participation in the project board does.

**Option C (Creating user accounts during onboarding):** While onboarding is important, creating user accounts is a technical step rather than a strategic engagement. It does not contribute to the strategic alignment and oversight that being on the project board provides.