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Question: 1

The digital age represents a fundamental socio-economic and behavioral shift. Each individual organization will view 'the digital age' differently.

Concerning digital transformation, what do all organizations need to consider?

Response:

- A. How Agile and Lean practices can be used to respond to a commercialized society
- B. How Bring Your Own Device (BYOD) can reduce the total cost of ownership (TCO)
- C. How organizations need to understand and utilize knowledge and data
- D. How the advancement of the internet impacts the security of data stored

Answer: C

Question: 2

An insurance company wants to define their consumer outcomes more clearly. They want to understand consumer expectations and identify how things can be done better.

How can Value Stream Mapping (VSM) help them?

Response:

- A. VSM compares the current state with a desired state, to determine the gaps between these two and identify the deliverables and services necessary to provide desired outcomes.
- B. VSM disregards organizational and divisional boundaries, and instead presents cross-functional activities which show the flow of information and material between process steps.
- C. VSM outputs help to define roles and responsibilities needed to achieve the organization's objectives, by examining how consumers define value and by reviewing each capability.
- D. VSM provides a disciplined, data-driven approach for eliminating variability, defects and Waste that undermine consumer value.

Answer: B

Question: 3

A large company selling posters and frames understands that they need to keep up with the competition. They are investigating how added services can enhance their current products. They decide to perform a SWOT analysis, with input from internal stakeholders to substantiate their choices.

What is the main risk regarding the outcome of the SWOT analysis?

Response:

- A. Benchmark information about their market and their competition is unavailable
- B. Benchmark information about their market is outdated and therefore misleading
- C. Stakeholders who participate in the analysis are subject to bias and subjectivity
- D. Stakeholders who participate in the analysis do not represent the whole organization

Answer: C

Question: 4

A car factory heavily relies on their printing service when dealing with their suppliers:

- When a load of parts arrives the invoice of the supplier is printed and attached to the load.
- In the stock room the load is checked, the parts get a bar code and are registered in the inventory system.

The printing service is getting out-of-date though and fails on a regular basis. The stock room manager wants to reduce this Waste by allowing supplier access to the online resources used by their staff, so suppliers can generate the bar codes themselves.

Which digital transformation approach is described here?

Response:

- A. A combined customer focused and future focused approach
- B. A combined operational and customer focused approach
- C. An operational approach
- D. A future focused approach

Answer: C

Question: 5

True digital transformation involves the establishment and maturity of key capabilities, without which sustained competitive advantage through continual transformation will not be possible.

A large retail bank is preparing a digital transformation program of change. The bank's strategic enablers include people, critical thinking, innovation, agility, information technology and finance. These strategic enablers are missing an important capability: consumer centricity.

What is the direct risk for the bank as a consequence of lacking this strategic capability?

Response:

- A. Creating services that have less value
- B. Declining sales and market share
- C. Delivering services with poor quality
- D. Lacking consumer and employee trust

Answer: A

Question: 6

A cinema is in the middle of a digital transformation. Instead of having their own projectors, they are transitioning to leasing a LED-based projection service that they can pay for per hour. Some of the employees are already familiar with the new system. The CEO proposes to only let those employees who are familiar with the new system work with the new projectors.

Is this a good idea?

Response:

- A. Yes, because this allows the employees the opportunity to grow in their role and reach business targets faster and cheaper.
- B. Yes, because this will create the most value for the business and costs can be minimized by reducing the workforce.
- C. No, because all employees need to be able to work with the new system and they should be allowed to experiment alone (learning-by-doing).
- D. No, because knowledge can only help digital transformation when it is shared and enables others to do their work well.

Answer: D

Question: 7

An international consultancy agency has conducted a PESTEL (Political, Economic, Social, Technological, Environmental and Legal) analysis to understand the external factors affecting their business. Several emerging and prevailing technological practices were identified that could benefit their service management capability and maturity.

In which EDM activity is this taking place?

Response:

- A. Evaluate
- B. Direct
- C. Manage
- D. Monitor

Answer: A

Question: 8

A team has difficulty collaborating, although their individual work is great. The team members do not always work at the same time and in the same place and they complain that the other team members

send them too many emails. For a strategic initiative to be successful, they need to start collaborating more effectively.

What is the best way to increase collaboration in this team?

Response:

- A. Create a more positive work environment and force face-to-face meetings
- B. Have a collaboration tool installed to support the team's interactions
- C. Increase collaboration behavior by prescribing how the team collaborates
- D. Invite the team to give feedback and ask them to change their routines

Answer: B

Question: 9

The board of a small, paid social media app company has said it wants to be more consumer centric, so they can achieve long-term growth. Their main model of business is allowing individuals to do an in-app purchase that rids them of any advertisements.

Sales sees a good opportunity for growth by catering to the needs of advertisers, by creating opportunities for subtle ads, even after the consumers purchased the ads-free version of the app. This would create a whole additional revenue stream, and, according to Sales, it would not negatively impact the user experience as the ads are very subtle.

Does implementing the subtle ads comply with the approach defined by the board?

Response:

- A. Yes, because the advertisers are valuable customers too and they will enable the company to expand their customer base.
- B. No, because this is cheating the consumer that purchased the ads-free version of the app.
- C. No, because consumer centric companies should only offer services which are not-for-profit.
- D. Yes, because the subtle ads will increase profits and achieving growth is an important priority for the board.

Answer: B

Question: 10

A manager has excellent technical knowledge and insights in new developments. He leads a team that provides internal services and often takes over to solve the team's problems, as he has the highest level of technical experience. The team he leads is not performing as well as expected.

What does the manager need to improve to help the team perform better?

Response:

- A. Communication skills and the ability to build strong relationships with team members
- B. Digital awareness and the ability to understand the details of the technology involved
- C. The ability to prioritize digitalization initiatives for the internal services

D. The ability to provide autonomy and room for self-management to staff at all levels

Answer: D

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