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**NEW QUESTION 151** What are two actions to accomplish during the "unfreeze" phase of Lwein's Model for Change? (Choose two.) A. Dispel rumors. B. Manage and understand doubts and concerns. C. Create the need for change. D. Anchor the changes into the culture. **Answer: BC**

**NEW QUESTION 152** Which tool can determine the lines of business that add value to the customer business? A. business capability model. B. Porter's value chain. C. stakeholder power grid D. PEST analysis. **Answer: B**

**NEW QUESTION 153** Which two options are stages of the Benefit Realization Management for realizing benefits? (Choose two.) A. accounting. B. identification. C. roles assignment. D. monitoring and review. **Answer: AD**

**NEW QUESTION 154** Which option is a benefit of participating in quarterly business reviews with customers during a business-led engagement? A. Establishes the sales professional in a consultative selling role with the customers. B. Provides an opportunity for the sales professional to understand customer use cases. C. Establishes the sales professional in a trusted advisor role with the customers. D. Provides additional opportunities for the sales professional to sell more products. **Answer: C**

**NEW QUESTION 155** What does a company's profit margin reveal? A. the amount of profit upon which corporation tax is payable. B. the efficiency of the company. C. the total value of the business D. the gross income from all business activities. **Answer: A**

**NEW QUESTION 156** What are the two recommended steps to managing benefits realization? (Choose two.) A. Detail the action for achieving each benefit. B. Create a stakeholder management grid. C. identify each benefit to be decided by the benefits realization proceed. D. Create KPIs than relate to each CSF **Answer: BD**

**NEW QUESTION 157** Which option is a tool that the sales professional can use to obtain information from peers customers and supervisions to gauge their strength and opportunities for improvement? A. Exploratory interviews. B. Business conversations. C. 360-Degree feedback. D. Structured surveys. **Answer: C**

**NEW QUESTION 158** Which activities are recommended to help realize and validate customer value? (Choose two.) A. Initiate discussions on further opportunities for utilizing technology to generate strategic or operational business outcomes. B. Identify business, operational and technology innovation outcomes and tracking. C. Validate achievement of outcomes with the customer. D. Review previous case studies with the customer to show potential value from the proposed technology initiative. E. Demonstrate the latest technology innovations to business stakeholders. **Answer: CE**

**NEW QUESTION 159** Which two consideration should you take into account when communicating the business outcomes story? (Choose two.) A. Be aware of the length of your presentation. B. Provide a detailed explanation of all technical information. C. Keep the meeting time to a minimum. D. Know your audience and what is of interest to them. **Answer: AD**

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