

# ITIL® 4 SPECIALIST: DRIVE STAKEHOLDER VALUE (DSV)

ENSURING I.T. AND DIGITAL SERVICES DELIGHT



## INTRODUCING THE 7 STEPS OF A CUSTOMER JOURNEY

### AXLE CAR HIRE

A FICTIONAL CASE STUDY THAT CONTEXTUALIZES KEY ITIL 4 CONCEPTS.

Axle Car Hire is undergoing a digital transformation and is using ITIL 4 to deliver high-quality services that co-create value for Axle and its customers.

One of these services is the eCampus Car Share at a university in Brazil.

## YOUR STEP-BY-STEP GUIDE

Although the following 7 steps represent the co-creation journey in a logical order, this is not the definitive route. Think of the journey as a stepping-stone bridge. You can hop back or forward as many times as you like, maybe even skip over a few steps. But it would be very difficult to jump from one end to the other.

### EXPLORE

A good place to start your journey. This step may occur before a relationship between a customer and a service provider has been established. Both parties explore their own needs, and the opportunities in the market for fulfilling them.



"We should always look for new customers, so we need to understand what motivates customers to choose the eCampus Car Share service over other options. During the explore step, potential customers explore all options to choose the best one for them at that time."

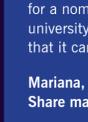
**Mariana, PhD student and eCampus Car Share manager**

"When I need to commute, I will search for nearby options. I often share rides and look for the cheapest option, and I appreciate the environmental responsibility of a local initiative. If I have to delay my trip in order to use an electric vehicle that is right outside my faculty building, then I will."

**Katrina, student**

### ENGAGE

This step involves building transparency, continual engagement, and trust between stakeholders. For any service, trust is essential for successful value realization.



"We have a cooperative relationship with the university, which supplies the parking spaces and recharging stations on campus for a nominal fee. In return, we provide the university with a discount on our service that it can offer to new students."

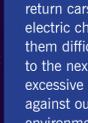
**Mariana, PhD student and eCampus Car Share manager**

"Axle has a partnership with eCampus Car Share where we share profits, resources, and strategy. Axle has provided funding, expertise, infrastructure, and technology to set up and maintain the service."

**Henri, CIO**

### OFFER

This step helps customers to articulate their needs and demands, and the service provider to design matching offerings.



"Many students move house during the year. They make multiple trips, which means they charge the cars more often. They also return cars with a reduced electric charge, making them difficult to hire out to the next customer. The excessive energy use goes against our vision of an environmentally sustainable service."

**Mariana, PhD student and eCampus Car Share manager**

"I encouraged Mariana to collaborate with Axle Car Hire to make trailers available so that customers could minimize the number of trips they were making."

**Tomas, Mariana's PhD supervisor**

"My housemates have left university, so I'm moving for the second time in two months! It's great that eCampus Car Share has identified the occasional need for a trailer to help customers move house."

**Katrina, student**

### AGREE

This step focuses on aligning expectations and establishing a shared view of the target service scope and quality between the service provider and consumer.



"Typically, customers expect cars to be delivered promptly, in good condition, and fully charged."

**Mariana, PhD student and eCampus Car Share manager**

"Customers expect reasonable and friendly management throughout the rental process."

**Solmaz, Business Transformation Manager**

"We have certain expectations of our customers, such as using our cars responsibly."

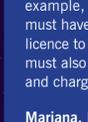
**Mariana, PhD student and eCampus Car Share manager**

"It's important that both parties know and agree in advance on what creates value for each other."

**Solmaz, Business Transformation Manager**

### ONBOARD

Onboarding covers all activities needed for a service to be delivered by the provider and used by the consumer.



"At eCampus Car Share we have certain requirements for our customers. For example, all customers must have a valid driver's licence to book a car. They must also know how to use and charge an electric car."

**Mariana, PhD student and eCampus Car Share manager**

"Our customers cannot book a vehicle until onboarding is complete. They watch an instructional video and read through the T&Cs before they can make their first booking."

**Solmaz, Business Transformation Manager**

"I found the onboarding process seamless and educational. I was already aware of local laws, but eCampus Car Share also had some specific terms and conditions, such as phoning the service desk if I knew I was going to be late."

**Katrina, student**

### CO-CREATE

Co-creation is arguably the most important step, when those involved in the service relationship act together based on agreed-upon contributions to co-create value.



"We wanted to introduce fines for late returns, but then we invited some customers to attend a co-design workshop so we could understand and empathize with their issues."

**Mariana, PhD student and eCampus Car Share manager**

"It was great to be included in the workshop. Late fees would make the service less desirable for me, because I cannot always predict traffic. By co-creating a solution, I feel as if my contributions have been acknowledged."

**Katrina, student**

"Introducing fines would not incentivize timely return. Following the workshop, we are trialling an alert system that notifies the next customer of a car of its location and expected return time."

**Solmaz, Business Transformation Manager**

### REALIZE

This step is to track, assess, and evaluate whether the value that the stakeholders expected has been realized.



"After being in operation for 12 months, we are likely to achieve our targets."

**Mariana, PhD student and eCampus Car Share manager**

"We constantly monitor and evaluate how our customers perceive the actual value of the service we offer."

**Solmaz, Business Transformation Manager**

"We have learned the importance of continually capturing information and measuring results."

**Henri, CIO**

**THE AIM OF THE DSV MODULE IS TO GUIDE STAKEHOLDERS THROUGH THE PRINCIPLES AND PRACTICES OF CO-CREATING VALUE THROUGH SERVICES.**

**THIS IS ONE EXAMPLE OF HOW DSV CAN HELP I.T. AND DIGITAL TEAMS TO REALIZE THEIR STRATEGIC VISION.**

**BY TAKING THIS MODULE YOU WILL ALSO LEARN ABOUT OTHER KEY CONCEPTS OF DSV**

- 3 fundamental service relationship types
- 5 principles of service design thinking
- 5 Lean principles
- And an introduction to 8 ITIL management practice guides
- 8 dimensions of culture

**To book an exam, find a training provider or purchase the manual**

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