

1. Record Nr.	UNINA9910806992003321
Autore	Limited AXELOS
Titolo	ITIL®4
Pubbl/distr/stampa	London : , : The Stationery Office Ltd, , 2020 ©2020
ISBN	0-11-331637-2
Descrizione fisica	1 online resource (232 pages)
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di contenuto	Intro -- ITIL® 4: Drive Stakeholder Value -- Contents -- List of figures -- List of tables -- Foreword -- Preface -- About the ITIL 4 publications -- Figure 0.1 The service value system -- Figure 0.2 The ITIL service value chain -- Table 0.1 The ITIL management practices -- Figure 0.3 The continual improvement model -- Figure 0.4 The four dimensions of service management -- About the ITIL story -- ITIL Foundation recap -- CHAPTER 1 INTRODUCTION -- 1 Introduction -- 1.1 The importance of engagement -- Table 1.1 The steps of the customer journey -- 1.2 Key principles -- 1.2.1 Stakeholders -- Figure 1.1 Sample stakeholder map -- 1.2.2 Service consumers -- Figure 1.2 The three service consumer roles -- 1.2.3 Service relationships -- Figure 1.3 The service relationship model -- Table 1.2 Three fundamental service relationship types -- 1.2.4 Customer journeys -- Table 1.3 Example of a customer journey for resolving an incident -- Figure 1.4 Relationships between value streams and customer journeys -- Figure 1.5 Three aspects of the customer and user experience -- 1.2.5 Visibility -- Figure 1.6 The band of visibility -- 1.2.6 Value -- Figure 1.7 The customer journey and service interaction -- Figure 1.8 Three aspects of service value -- Figure 1.9 Considering outcomes, costs, and risks to achieve value -- 1.2.7 Products and services -- Figure 1.10 How services, service interactions, service offerings, products, and resources are related -- Figure 1.11 Example of a value driver framework -- CHAPTER 2 THE CUSTOMER JOURNEY -- 2 The customer journey -- Table 2.1 The purposes of identifying,

understanding, and mastering the customer journey -- 2.1 Stakeholder aspirations -- Figure 2.1 The Disney Institute compass model -- Figure 2.2 The stages involved in designing end-to-end customer journeys and experiences -- 2.2 Touchpoints and service interactions. 2.3 Mapping the customer journey -- 2.3.1 Personas -- 2.3.2 Scenarios -- 2.3.3 Customer journey maps -- Figure 2.3 Example of a customer journey map -- 2.3.4 Understanding the customer experience -- Figure 2.4 The Johari window -- 2.4 Designing the customer journey -- 2.4.1 Design thinking -- 2.4.2 Leveraging behavioural psychology -- 2.4.3 Design for different cultures -- Figure 2.5 The eight dimensions of culture -- 2.5 Measuring and improving the customer journey -- 2.6 Summary -- CHAPTER 3 STEP 1: EXPLORE -- 3 Step 1: Explore -- Table 3.1 The purpose of the explore step -- 3.1 Understanding service consumers and their needs -- 3.1.1 Purpose -- Figure 3.1 The 'golden circle' -- Table 3.2 Typical stakeholders -- 3.1.2 External factors -- Table 3.3 Examples of key areas to address in a PESTLE analysis -- 3.1.3 Internal factors -- Table 3.4 Areas and questions to address in an internal assessment -- Figure 3.2 Model SWOT analysis -- 3.1.4 Objectives and opportunities -- Table 3.5 The steps of the ITIL continual improvement model -- 3.1.5 Risks and mitigation -- Table 3.6 Examples of scenario options -- 3.2 Understanding service providers and their offers -- 3.2.1 Industry standards and reference architectures -- 3.3 Understanding markets -- 3.3.1 Market segmentation -- Figure 3.3 Four bases for market segmentation -- 3.3.2 Identifying and analysing service consumers -- 3.4 Targeting markets -- 3.4.1 Value propositions -- 3.4.2 The marketplace and the marketplace -- 3.4.3 Personalizing and profiling -- 3.4.4 Targeted marketing -- Figure 3.4 The AIDA model -- 3.4.5 Brand and reputation -- 3.4.6 Sustainability and the triple bottom line -- Figure 3.5 Sustainability and the triple bottom line approach -- 3.4.7 Importance of existing customers -- 3.5 Summary -- CHAPTER 4 STEP 2: ENGAGE -- 4 Step 2: Engage. Table 4.1 The purpose of engaging and fostering relationships -- Figure 4.1 Aspects of service value -- 4.1 Communicating and collaborating -- Table 4.2 Three modes of listening and their application in different service management situations -- 4.1.1 Listening modes -- 4.1.2 Diversity -- 4.2 Understanding service relationship types -- Table 4.3 Engaging and fostering relationships in different environments -- 4.2.1 Basic relationship -- Table 4.4 Pros and cons for a basic service relationship -- 4.2.2 Cooperative relationship -- Table 4.5 Pros and cons for a cooperative relationship -- 4.2.3 Partnership -- Table 4.6 Pros and cons of a partnership -- 4.3 Building service relationships -- Figure 4.2 The service relationship ladder -- Table 4.7 The steps of the service relationship ladder -- Table 4.8 Initial engagement activities -- 4.3.1 Creating an environment that allows relational patterns to emerge -- 4.3.2 Building and sustaining trust and relationships -- Figure 4.3 Three Cs trustworthiness model -- Table 4.9 The three Cs model applied to a service relationship -- Table 4.10 Relationship management activities -- 4.3.3 Understanding service provider capabilities -- Table 4.11 Understanding the service provider capabilities checklist -- 4.3.4 Understanding customer needs -- Figure 4.4 Example of a value driver framework -- Table 4.12 Positive and negative effects of a self-service portal -- Table 4.13 Key product and service factors for service customer experience -- 4.3.5 Assessing mutual readiness and maturity -- Table 4.14 Types of assessment in the engage step -- Table 4.15 The business provider maturity model -- Table 4.16 The service provider and service consumer maturity assessment based on the four

dimensions of service management -- Table 4.17 Readiness assessment checklist.

Table 4.18 Organizational change readiness assessment checklist --

4.4 Managing suppliers and partners -- Table 4.19 Relationship management service integrator activities -- 4.5 Summary -- CHAPTER 5 STEP 3: OFFER -- 5 Step 3: Offer -- Table 5.1 The purpose of shaping demand and service offerings -- 5.1 Managing demand and opportunities -- 5.1.1 Patterns of business activity -- Table 5.2 Example of pattern of business activity for an accounting process -- 5.1.2 Optimizing capacity -- Figure 5.1 Relationship between demand, capacity, and supply -- 5.1.3 Shaping or smoothing demand -- Table 5.3 Examples of adverse side-effects of charging mechanisms -- 5.1.4 Building the customer business case -- Table 5.4 Examples of typical areas of conflict and uncertainty -- Table 5.5 Conflicting customer and user priorities and needs -- 5.1.5 Building the service provider business case -- 5.2 Specifying and managing customer requirements -- 5.2.1 Roles and responsibilities -- Figure 5.2 The service delivery triangle: the roles involved in transforming needs into requirements -- Table 5.6 Examples of service consumer roles and requirement specification scenarios -- 5.2.2 Managing requirements -- 5.2.3 Separating the problem from the solution -- Table 5.7 A problem specification technique -- Table 5.8 Example use of the problem specification technique -- 5.2.4 Minimum viable product -- 5.2.5 User stories and story mapping -- Figure 5.3 An example of story mapping -- Table 5.9 Using epics, features, enablers, and stories to articulate requirements -- 5.2.6 The MoSCoW method -- 5.2.7 Weighted shortest job first -- Figure 5.4 Cost of delay divided by duration adapted to service management terms -- 5.3 Designing service offerings and user experience -- 5.3.1 Lean thinking -- Table 5.10 The five Lean principles -- 5.3.2 Agile product and service development. 5.3.3 User-centred design -- 5.3.4 Service design thinking -- 5.3.5 Service blueprinting -- Figure 5.5 Example of a service blueprint -- 5.3.6 Designing for onboarding -- Table 5.11 The continual improvement model and the onboarding approach -- 5.4 Selling and obtaining service offerings -- 5.4.1 Pricing -- Table 5.12 Pricing options -- 5.4.2 Internal sales -- 5.4.3 External sales -- Table 5.13 Different methods for requesting products and services -- 5.5 Summary -- CHAPTER 6 STEP 4: AGREE -- 6 Step 4: Agree -- Table 6.1 The purpose of aligning expectations and agreeing services -- 6.1 Agreeing and planning value co-creation -- 6.1.1 Types of service value drivers -- Table 6.2 Examples of value drivers for different types of service offerings -- 6.1.2 Service interaction method -- 6.1.3 Inherent and assigned characteristics of services -- 6.2 Negotiating and agreeing a service -- 6.2.1 Forms of agreement -- 6.2.2 Outcome-based agreements -- 6.2.3 From service consumer needs to agreement -- Table 6.3 Examples of differences in service relationship journeys in various circumstances -- Figure 6.1 Limitation of agreements: from service consumer needs to agreement -- 6.2.4 Negotiating and agreeing service utility, warranty, and experience -- Table 6.4 Examples of service utility descriptions and metrics -- Table 6.5 Examples of warranty requirements and associated metrics -- Table 6.6 Examples of experience characteristics and metrics -- 6.2.5 Negotiating and agreeing other terms and conditions -- 6.2.6 Standardizing and automating agreements -- Table 6.7 Examples of typical agreement actions for services provided to many individual consumers -- 6.2.7 Applying practices -- 6.3 Summary -- CHAPTER 7 STEP 5: ONBOARD -- 7 Step 5: Onboard -- Table 7.1 The purposes of onboarding and offboarding -- 7.1 Planning onboarding -- 7.1.1 Onboarding goals.

7.1.2 Onboarding scope.
