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**ITIL**

# **ITIL V5 Transformation**

ITIL Transformation (Version 5)

Certification Exam

## **QUESTION: 1**

### **Introduction to ITIL Car Rental:**

Ten years ago, ITIL Car Rental (ICR) was launched in Seattle with the aim to provide convenient and affordable rental cars to customers around the world. After a relatively short time, ICR became a globally recognized company, with a wide network of franchising partners across Europe, the US, and Asia-Pacific, with approximately 400 direct employees. In the first few years of operation, repeat business accounted for nearly a third of all reservations. Shareholders saw steady growth, and the company earned a reputation for putting customers first. ICR quickly became a model of modern mobility: fast, reliable, and profitable. Following its early success, the company expanded through mergers and acquisitions to new markets and new services, including car sharing. ICR relies heavily on digital technology for internal operations and service delivery, using a mix of internal and external digital products. Customer-facing mobile applications are developed and run by the internal IT team. AI is increasingly used in internal and external products and services for predictive maintenance, customer support, scheduling, smart check-in and return processes, and so on. As new competitors, such as car-sharing services, rideshare apps, and driverless cars, enter the market, customers now expect a seamless digital experience: quick bookings, app-based help, and flexible options that fit easily into their daily lives. At the same time, customers are paying more attention to companies that value social responsibility, sustainability, and environmental consciousness. These expectations are driving ICR to set clear and ambitious sustainability goals, as well as pursue further growth. The board members strongly believe that the company's success in the years to come will be defined by innovation and the use of digital technology. For this reason, they appointed a new GIO, Max. Max was chosen for his experience in digitalization and his track record in successful, large-scale IT transformations. Max's strong background in ITIL and ITSM indicates that he values ITIL certification, and his hiring policy reflects this. Having worked with Design Thinking, DevOps, and agile methods, he believes sustainable business requires a blended approach to digital product and service management. Max is keen to see how his team can redefine the car rental experience and ensure that ICR is the first choice for new and existing customers.

### **Meet the employees of ITIL Car Rental:**

**Max, Chief Information Officer (CIO)** Max is the new CIO. He is an experienced executive with a track record of leading digital transformations. He believes in an integrated approach to DPSM.

### **Anna, Product Manager:**

Anna has been with ITIL Car Rental for five years. She focuses on commercial success and continual B2C development. She is detail-oriented, eco-conscious, and dedicated to improving overall customer experience.

### **Maria, Business Analyst:**

Maria is a proactive communicator who ensures smooth collaboration between IT and business teams. She works mostly on discovery and planning activities, supporting continual improvement of the company's digital products. She asks a lot of questions and is great at spotting patterns and trends.

**Omar, IT Delivery Manager:**

Omar manages ongoing service delivery. He applies ITIL practices to improve efficiency and customer satisfaction. However, Omar has had little experience with a blended or collaborative approach to product and service management.

**Sam, Head of Product Development:**

Sam has more than 10 years of experience in leading cross-functional product teams in the domains of mobility and automotive innovation. He oversees the entire product lifecycle at ITIL Car Rental from strategic vision to delivery and ensures that customer needs, market trends, and sustainability are all in sync.

**Alex, Enterprise Architect:**

Alex is responsible for ensuring that product design and technological strategy are aligned, sustainable, and future-proof. She provides architectural guidance across teams, works to identify systemic risks, and holds coherence in a fast-changing digital ecosystem. She is highly analytical with a strong intuition for patterns and risks.

**The CIO's vision for ITIL Car Rental Max:**

We live in an era of rapid change, where all companies are going through some kind of digital transformation. Service expectations have changed drastically since ITIL Car Rental was created 10 years ago. Customers want seamless and immediate access to rental services from their smartphones, as well as innovation as part of their daily lives. Autonomous vehicles are the future; they will make car rental companies stand out and continue successfully. My vision is for ITIL Car Rental to pioneer this transformation and become the go-to name for car rentals worldwide. We will continue offering outstanding customer service while maintaining competitive car rental rates. After all, ITIL Car Rental is more than just a service. We are here to enhance the entire travel experience.

**Governance:**

ITIL Car Rental has branches in other countries, some of which are franchises. Each country may have its own regulations when it comes to the services offered by ICR. Although all services are focused on enhancing the entire travel experience, different services may be subjects to different regulation. For example, car-sharing is regulated differently, and self-driving cars cannot be introduced at all in some countries. ICR has adopted a governance approach that blends clear global direction with local autonomy, enabling the company to stay competitive in a fast-moving mobility landscape. As ICR continues to grow across regions and expand its portfolio, moving from traditional rentals to car-sharing and self-driving services, its governance structure ensures consistency, compliance, and customer-focused innovation. ICR's approach to change is practical and adaptive. The company encourages experimentation and continual improvement as long as new ideas follow shared principles and meet regulatory expectations in each market. This balanced approach helps ICR introduce new digital features quickly while maintaining trust and reliability. The Board evaluates progress through a focused set of indicators, including commercial results, market share, innovation outcomes, cost efficiency, and customer satisfaction. Coordinated autonomy is a key feature of ICR's governance.