

# Case Study

## London School of Economics

ITSM vision of world-class university achieved thanks to “invaluable” and “eye-opening” services that delivered a ground-breaking transformation project

### University Service Desk

The London School of Economics and Political Science (LSE) is one of the foremost social science universities in the world, boasting 23 academic departments and 22 research centres that cater for nearly 12,000 students. Its alumni include 18 Nobel Prize winners and 37 world leaders, and speakers at its prestigious public events have included Angela Merkel, Bill Clinton and the Dalai Lama.

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### Customer Benefits

- A clear and concise roadmap
- Workshops to optimise buy-in
- SWOT-analysis
- ITSM toolset selection support
- Process improvement support
- Asset Management introduction
- Improvement of service quality
- Increase in staff engagement and morale
- Improved customer experience and satisfaction

### Organisation Profile

Industry: Higher Education  
Employees: 11,000+  
Locations: 23  
Founded: 1895

London School of Economics:  
Ranked second in the world for social sciences



**PINK** Expect more.  
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Pink Elephant is an international knowledge leader in the field of business innovation and business change. With advisory and IT services, Pink Elephant draws the best out of its clients, by translating knowledge and creativity of the people in these organisations into tangible results.

## Problem

The LSE had one service desk dealing with more than 1,000 issues a month, from password resets to application support. A self-help portal had a poor uptake, and the ITSM technology being used by the technical support teams had become heavily customised, inefficient and outdated. This not only eroded staff morale but led to breakdowns in communication – creating silos as well as causing delays and adding to workloads.

Often, organisations mistakenly believe that simply buying a new ITSM product is enough to get back on track. But a tool is only part of the equation – you also need the right people and the right processes for the transformation to be a success.

**“The LSE recognised that having a new toolset alone would not solve all their problems so approached the issue from a joined up approach: People, Process and Technology.”**



## Approach

LSE identified that a number of core ITSM processes needed to be refreshed – in line with current best practices – and improvements to services made to give a new toolset the best chance of success.

**“Pink Elephant gave us an objective view of our ITIL™ maturity level, with clear objectives”**

The university enlisted the services of Pink Elephant in 2017 to carry out a maturity assessment of the core ITSM processes, and to assist with the selection of the new toolset.

Chris Andrews, LSE Service Management Consultant: “Pink Elephant gave us an objective view of our ITIL™ maturity level, with clear objectives on how to improve our ITIL™ processes. Pink also assisted in the process of selecting a new ITSM tool, which meant there was someone on our side which proved invaluable. Working with Pink has been an eye-opening experience and we look forward to implementing their recommendations.”

The scope of the engagement was to review processes such as Incident Management, Request Fulfillment, Problem Management and Change Management. Pink Elephant was also charged with investigating how surveys could be used to gauge customer satisfaction and how the self-help portal could be reinvigorated.

Peter Hubbard, Pink Elephant EMEA’s Principal Consultant: “An engagement such as this should always start with understanding the client’s current and desired working practices, otherwise they can find themselves picking a toolset that does not do what they want, or even worse, prevents them from working the way they need to in order to serve their users.”



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## The following key activities were defined:

- Analysis of current support model
- Identify existing best practices and capture opportunities for improvements
- Identify any gaps or potential improvements that exist in current set-up
- Review core ITSM processes
- Define requirements for new ITSM tool
- Create RFP for new ITSM tool and select shortlist
- Work with LSE to select ITSM tool provider and support implementation

## Solution

LSE's core ITSM processes underwent a PinkScan™ – an independent, objective assessment of ITSM process maturity (as compared to ITIL™ best practices) that provides a baseline to enable future improvements.

The PinkScan™ involved interviews and workshops with all relevant personnel and senior management to obtain an overall view of the IT structure and service roadmap. This then identified potential issues or ideas for improvement that may otherwise have been missed.

PinkScan™ uses a maturity scale of 1–5, based on the Capability Maturity Model (CMM) developed by the Carnegie Mellon Software Engineering Institute. Pink Elephant was the first to specifically use CMM to assess ITSM, and it has since become the definitive reference in the industry.

A detailed report was then created, based on the output of the workshops. It featured detailed recommendations on how to make process improvements and how to instigate tangible service improvements to the university stakeholders and end user community.

Asset management was not in the original project scope, but Pink Elephant identified this as a need and provided subject matter expertise and support.

LSE then used the PinkSELECT™ service to purchase a new ITSM tool, guided by Pink Elephant's objective assessments of software vendor products.

Pink Elephant worked with LSE to create the toolset RFP and helped with a shortlist of vendors that responded. The Cherwell tool was selected on the basis that it had industry-leading functionality combined with a user-friendly customer portal. An important consideration was ensuring that the tool selected was scalable and could be used to support key business needs.

With the PinkScan™ and PinkSELECT™ services, Pink Elephant delivered a costed business case with a supporting high-level roadmap to achieve the university's desired vision.

Following the selection of the Cherwell product, the project team was tasked with deploying the solution across the LSE live environment effectively, and with as little disruption to end users as possible.

The implementation was completed in Q1 2018, with all core ITSM processes refreshed and optimised. The result is a new ITSM tool that best meets LSE's needs, with optimised processes and a successful installation. Not only has this hugely improved the workflow of the technical support teams (and so has boosted their morale), but it has enabled an excellent IT customer service fit for a world-class university.





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