

eSourcing Capability Model for Client Organizations

By Bill Hickey and Ethel A. Loesche

eSCM-CL

Esourcing Capability Model For Client Organizations

Escm Cl

Bill Hefley, Ethel Loesche



eSourcing Capability Model For Client Organizations eSCM CL:

eSourcing Capability Model for Client Organizations - eSCM-CL Bill Hefley, Ethel Loesche, 1970-01-01 Note This book is available in several languages French English The eSourcing Capability Model for Client Organizations eSCM CL is the best practices model that enables client organizations to appraise and improve their capability to foster the development of more effective relationships and to better manage these relationships This title helps readers successfully implement a full range of client organization tasks ranging from developing the organization's sourcing strategy planning for sourcing and service provider selection initiating an agreement with service providers managing service delivery and completing the agreement The eSCM CL has been designed to complement existing quality models and sourcing frameworks so that clients can capitalize on their previous improvement efforts and meet mandated requirements ITIL V3 suggests that ITIL be supplemented with eSCM when service management is performed in the context of a sourcing arrangement Developed by The IT Services Qualification Center ITSqc and endorsed by a number of organizations including IAOP International Association of Outsourcing Professionals this title represents a major step forward for professionals looking to implement Best Practice within the Industry *The ESCM-CL V.1.1* William E. Hefley, Ethel A. Loesche, 2006 [eSourcing Capability Model for Client Organizations \(eSCM-CL\) Annotated Bibliography](#) Pawan Khera, Bill Hefley, 2009 The eSourcing Capability Model for Client Organizations eSCM CL Hefley 2006a 2006b is a best practices capability model with two purposes 1 to give client organizations guidance that will help them improve their capability across the sourcing life cycle and 2 to provide client organizations with an objective means of evaluating their sourcing capability eSourcing relies on information and communication technologies as an integral part of the service delivery of a sourced service Embedded within any service delivery is the client service provider relationship Client organizations serve as informed customers of these sourcing relationships ensuring that the organization's sourcing activities are directed to meet end user needs provide value for money and achieve the most beneficial outcomes The ultimate success of the eSCM CL model will be demonstrated when model adopters see fewer sourcing relationships that end due to deficiencies in service providers performance more effective and efficient management of service providers better relationships between client organizations and their service providers and increased business value arising from client organization's sourcing activities The eSCM CL was developed by a consortium led by Carnegie Mellon University's Information Technology Services Qualification Center ITSqc This work began in March 2003 with the eSCM CL being released in September 2006 Data collection activities during the model development included an extensive review of the published literature interviews with clients service providers and advisors and multiple workshops with global participation The literature review used to support the design of this model is represented in this Annotated Bibliography and is organized into two sections The first section provides annotated entries that are ordered alphabetically by author's last name In the second section the entries are arranged in a topical bibliography This topical

bibliography is organized into sections addressing existing frameworks and each of the Capability Areas CA of the eSourcing Capability Model for Client Organizations eSCM CL *eSourcing Capability Model for Service Providers eSCM-SP* Bill Hefley, Elaine B. Hyder Keith Heston, Mark Paulk, 2015-01-01 The eSourcing Capability Model for Service Providers eSCM SP is the best practices model that supports sourcing organizations successfully manage and reduce their risks and improve their capabilities across the entire sourcing life cycle It addresses the critical issues related to IT enabled sourcing eSourcing for both outsourced and in sourced shared services agreements Each of the Model s 84 Practice is distributed along three easy to follow dimensions Sourcing Life cycle Capability Area and Capability Level and have been applied in IT BPO and KPO settings The eSCM SP has been designed to complement existing quality models so that service providers can capitalize on their previous improvement efforts ITIL V3 suggests that ITIL be supplemented with eSCM when service management is performed in the context of a sourcing arrangement A series of documents comparing the eSCM SP with other models and standards has been developed Developed by The IT Services Qualification Center ITSqc and endorsed by a number of organizations including IAOP International Association of Outsourcing Professionals this title represents a major step forward for professionals looking to implement Best Practice within the Industry [A Framework for Best Practices in the Sourcing Life-Cycle](#) Bill Hefley, Ethel A. Loesche, Pawan Khera, Jane A.L Siegel, 2013 Organizations are increasingly delegating their information technology IT intensive business activities to external service providers to take advantage of the rapid evolution of the global telecommunications infrastructure The business processes being outsourced range from routine and non critical tasks which are resource intensive and operational to strategic processes that directly impact revenues Managing and meeting client expectations is a major challenge in sourcing of IT enabled services and examples of failure abound The eSourcing Capability Model for Client Organizations eSCM CL is a best practices capability model with two purposes 1 to give client organizations guidance that will help them improve their capability across the sourcing life cycle and 2 to provide client organizations with an objective means of evaluating their capability The eSCM CL was developed by a consortium led by Carnegie Mellon University s Information Technology Services Qualification Center ITSqc This work began in March 2003 Data collection activities have included an extensive review of the published literature interviews with clients service providers and advisors and numerous workshops with global participation This White Paper presents the architecture and rationale for the eSCM CL This document provides valuable information about the eSCM CL its implementation and methods to evaluate and certify client organizations *Implementing Effective IT Governance and IT Management* Gad Selig, 2015-02-01 This book is a revised edition of the best selling title *Implementing IT Governance* ISBN 978 90 8753 119 5 For trainers free additional material of this book is available This can be found under the Training Material tab Log in with your trainer account to access the material In all enterprises around the world the issues opportunities and challenges of aligning IT more closely with the organization and effectively governing an organization s IT investments resources major

initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations. Much has been written and documented about the individual components of IT Governance such as strategic planning, demand management, program and project management, IT service management, strategic sourcing and outsourcing, performance management, metrics, compliance and others. Much less has been written about a comprehensive and integrated approach for IT Business Alignment, Planning, Execution and Governance. This title fills that need in the marketplace and offers readers structured and practical solutions using the best of the best practices available today. The book is divided into two parts which cover the three critical pillars necessary to develop, execute and sustain a robust and effective IT governance environment: Leadership, people, organization and strategy; IT governance, its major component processes and enabling technologies. Each of the chapters also covers one or more of the following action-oriented topics: the why and what of IT strategic planning, portfolio investment management, decision authority, etc. the how of IT Program, Project Management, IT Service Management including ITIL, Strategic Sourcing and outsourcing, performance, risk and contingency management including COBIT, the Balanced Scorecard, etc. and leadership, team management and professional competences.

BUSINESS PROCESS OUTSOURCING A SUPPLY CHAIN OF EXPERTISES Sople, Vinod V. ,2016-06-07 The book in its new edition continues to present the fundamental concepts of Business Process Outsourcing (BPO) and its applications in Indian industry. Divided into 19 chapters, the book offers a strategic framework for BPO management which is crucial for creating competitive advantage for a business enterprise. In the Second Edition, three new chapters on BPO Analytics, Outsourcing in Cloud Environment and BPO Transformation Strategy and an appendix on Sample Contract Outsourcing Services have been introduced. Further, the book has been enriched with latest updates in the form of tables and exhibits in almost all the chapters. Chapter end questions help in easy comprehension of the underlying principles.

Implementing IT Governance - A Practical Guide to Global Best Practices in IT Management Gad Selig, 2008-04-12 The issues, opportunities and challenges of aligning information technology more closely with an organization and effectively governing an organization's Information Technology (IT) investments, resources, major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management in enterprises on a global basis. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations. Much has been written and documented about the individual components of IT Governance such as strategic planning, demand, portfolio investment management, program and project management, IT service management and delivery, strategic sourcing and outsourcing, performance management and

metrics like the balanced scorecard compliance and others Much less has been written about a comprehensive and integrated IT Business Alignment Planning Execution and Governance approach This new title fills that need in the marketplace and gives readers a structured and practical solutions using the best of the best principles available today The book is divided into nine chapters which cover the three critical pillars necessary to develop execute and sustain a robust and effective IT governance environment leadership and proactive people and change agents flexible and scalable processes and enabling technology Each of the chapters also covers one or more of the following action oriented topics demand management and alignment the why and what of IT strategic planning portfolio investment management decision authority etc execution management includes the how Program Project Management IT Service Management with IT Infrastructure Library ITIL and Strategic Sourcing and outsourcing performance risk and contingency management e g includes COBIT the balanced scorecard and other metrics and controls and leadership teams and people skills

Process Improvement and CMMI for Systems and Software Ron S. Kenett,Emanuel Baker,2010-03-09 Process Improvement and CMMI for Systems and Software provides a workable approach for achieving cost effective process improvements for systems and software Focusing on planning implementation and management in system and software processes it supplies a brief overview of basic strategic planning models and covers fundamental concepts and appr

Global Business: Concepts, Methodologies, Tools and Applications Management Association, Information Resources,2011-05-31 This multi volume reference examines critical issues and emerging trends in global business with topics ranging from managing new information technology in global business operations to ethics and communication strategies Provided by publisher

Implementing Strategic Sourcing Christine Bullen,Gad Selig,Richard LeFave,2010-06-01 This informative comprehensive yet practical guide provides readers with a complete tool kit of how to approach global sourcing successfully Based on real world experiences on implementing and sustaining global sourcing the book provides readers with key guidance on Foundations of Strategic Sourcing Management risk governance and legal considerations Organizational change innovation and relationship management Transition planning and the end game Successful principles for new business development from a service provider perspective Future trends summary and lessons learned Ultimately this guide will take readers from principles to how to s including How to develop implement manage and govern an effective global sourcing strategy and plan How to put in place policies and processes that can be monitored to provide a balanced approach to sourcing How to build a strategic top down framework coupled with an operational roadmap How to incorporate bottom up implementation principles and practices that work How to ensure a coordinated cost effective and value delivery plan and operating environment for strategic and tactical sourcing In addition it addresses the following areas in a comprehensive yet easy to use and practical manner Integrates strategic and operational concepts and practices Covers both clients and providers Supports the practice of global sourcing by leveraging and integrating professional rigor for best practices Provides practical knowledge techniques checklists and

methodologies that can be used in any environment globally Includes many examples of current and emerging best practices Is broad and comprehensive yet drills down to specific how to details in all chapters Provides a global view of sourcing It comes highly recommended eSourcing Capability Model pour les organisations clientes - eSCM-CL Bill Hefley,Ethel Loesche,2014-01-01 Note This book is available in several languages French English Le mod le eSCM CL eSourcing Capability Model pour les organisations clientes est un mod le de bonnes pratiques de sourcing qui permet aux organisations clientes d valuer et d am liorer leur aptitude la mise en place au d veloppement et la gestion de relations client fournisseur Ce livre pr sente aux lecteurs une gamme compl te d activit s devant tre r alis es par une organisation cliente pour le d veloppement de la strat gie de sourcing la planification du sourcing la s lection de fournisseur la r alisation d un accord la gestion de la fourniture de service et la r versibilit de l engagement Le mod le eSCM CL a t con u pour compl ter les standards de qualit et les frameworks de sourcing existants afin de permettre aux organisations clientes de capitaliser sur les efforts d j entrepris et leur permettre d atteindre leurs objectifs ITIL Version 3 sugg re d impl menter eSCM comme un compl ment lorsque la gestion de service est r alis e dans le contexte d un accord de sourcing D velopp par l universit de Carnegie Mellon University ITSqc IT Services Qualification Center eSCM est utilis par plusieurs organisations dont l IAOP International Association of Outsourcing Professionals Ce livre est un pas important pour les professionnels qui recherchent impl menter les meilleures pratiques du march **eSourcing Capability Models (eSCM-Set)** B. Hefley,E. Hyder,E. Loesche,K. Heston,Mark S. Paulk,2010-05 Since its inception in 2000 the Information Technology Services Qualification Center ITSqc www.itsqc.org has established standards for companies that provide services such as IT operations applications development and management back office operations engineering design payroll and telemarketing support as well as for companies that purchase those services The ITSqc Series is a range of titles that brings readers and users these ITSqc best practices they are currently used world wide by companies who wish to access the combined wisdom of ITSqc major IT sourcing firms clients and advisors The series includes the acclaimed eSCM models which provide best practice guidance on e sourcing and a means to evaluate and improve service delivery reduce risks and assess the value of the sourced services Titles in this set include eSourcing Capability Model for Service Providers eSCM SP eSourcing Capability Model for Client Organisations eSCM CL **eSourcing Capability Model pour les organisations clientes - eSCM-CL** Eric Baussand & Eric Herr,2014-05-06 Le mod le eSCM CL eSourcing Capability Model pour les organisations clientes est un mod le de bonnes pratiques de sourcing qui permet aux organisations clientes d valuer et d am liorer leur aptitude la mise en place au d veloppement et la gestion de relations client fournisseur Ce livre pr sente aux lecteurs une gamme compl te d activit s devant tre r alis es par une organisation cliente pour le d veloppement de la strat gie de sourcing la planification du sourcing la s lection de fournisseur la r alisation d un accord la gestion de la fourniture de service et la r versibilit de l engagement Le mod le eSCM CL a t con u pour compl ter les standards de qualit et les frameworks de sourcing existants afin de permettre aux

organisations clientes de capitaliser sur les efforts d j entrepris et leur permettre d atteindre leurs objectifs ITIL Version 3 sugg re d impl menter eSCM comme un compl ment lorsque la gestion de service est r alis e dans le contexte d un accord de sourcing D velopp par l universit de Carnegie Mellon University ITSqc IT Services Qualification Center eSCM est utilis par plusieurs organisations dont l IAOP International Association of Outsourcing Professionals Ce livre est un pas important pour les professionnels qui recherchent impl menter les meilleures pratiques du march **Service Intelligence** Sharon Taylor,2012 Get the Right IT Services on the Right terms Without Hassles or Overpaying To gain the full benefits of technology and avoid the staggering costs of technology failure you must manage IT with vision direction and expertise Only one set of methods is robust enough to do this IT Service Management ITSM In Service Intelligence ITSM pioneer Sharon Taylor shows business managers how to make the most of it You ll learn how to ensure service quality anticipate vulnerabilities improve reliability and link IT directly to business performance Taylor explains ITSM from a true business point of view cutting through jargon and helping you drive value without becoming overly technical She gives you powerful tools for negotiating IT services more effectively improving IT ROI and escaping captivity to either internal or external IT providers Coverage includes Recognizing what excellent IT service looks like and assessing what you re getting now Selecting the best IT service providers and services for your needs Spotting and rectifying trouble with internal or external supplier relationships Making sure you don t pay for services you don t need Negotiating services requirements levels price quality and delivery Leveraging ITSM practices without losing focus on the business Creating business focused service reports and scorecards that focus on what matters most *Reverse Acronyms, Initialisms, & Abbreviations Dictionary* ,2007

INFORMS Annual Meeting Institute for Operations Research and the Management Sciences. National Meeting,2006

Keys to Outsourcing and Offshoring 2006 ,2006 *eSourcing Capability Model for Service Providers - eSCM-SP* Bill Hefley,Keith M. Heston,Elaine Hyder,Mark C. Paulk,2010-05-06 The eSourcing Capability Model for Service Providers eSCM SP is the best practices model that supports sourcing organizations successfully manage and reduce their risks and improve their capabilities across the entire sourcing life cycle It addresses the critical issues related to IT enabled sourcing eSourcing for both outsourced and in sourced shared services agreements Each of the Model s 84 Practice is distributed along three easy to follow dimensions Sourcing Life cycle Capability Area and Capability Level and have been applied in IT BPO and KPO settings The eSCM SP has been designed to complement existing quality models so that service providers can capitalize on their previous improvement efforts ITIL V3 suggests that ITIL be supplemented with eSCM when service management is performed in the context of a sourcing arrangement A series of documents comparing the eSCM SP with other models and standards has been developed Developed by The IT Services Qualification Center ITSqc and endorsed by a number of organizations including IAOP International Association of Outsourcing Professionals this title represents a major step forward for professionals looking to implement Best Practice within the Industry *ESourcing Capability Model (e^{superscript}*

*Scm*SM) for IT-enabled Service Providers Elaine B. Hyder, 2002 Abstract Organizations are increasingly delegating their information technology IT intensive business activities to external service providers taking advantage of the rapid evolution of the global telecommunications infrastructure The business processes being outsourced range from routine and non critical tasks which are resource intensive and operational to strategic processes that directly impact revenues IT enabled sourcing services include IT intensive business processes projects and tasks that use information technology as an enabler for designing services coordinating service deployment and delivering services Managing and meeting client expectations is a major challenge in IT enabled sourcing services and examples of failure abound Failures typically happen throughout the sourcing process i e during requirements specification contract execution or service completion The eSourcing Capability Model e^{scm} SM contains a set of 93 best practices that address the entire sourcing process and seeks to aid IT enabled sourcing service providers in forming managing and improving sourcing relationships Each practice in the e^{scm} is associated with a capability level The five capability levels in the e^{scm} describe an improvement path that progresses from a limited level of capability to deliver a service that meets a client's particular requirements up to the highest level of enhancing value through continuous innovation Part One of this Technical Report provides an overview of the e^{scm} To learn more about the practices see Part Two which provides detailed descriptions of each practice in the e^{scm}

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