

# eSourcing Capability Model for Client Organizations

Bill Hefley and Ethel A. Loesche

**eSCM-CL**

# Esourcing Capability Model For Client Organizations Escm Cl

**Christine Bullen, Gad Selig, Richard  
LeFave**



## **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

**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 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 *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 **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 *Outsourcing Professionals - Guide to Corporate Responsibility* Ron Babin,Bill Hefley,1970-01-01 Corporate Social Responsibility CSR is about managing an organization's impact on society and the environment through its operations products or services and through its interaction with key stakeholders such as employees customers investors and suppliers This book addresses how outsourcing can be used as a powerful tool for advancing critical social economic and environmental issues on a global basis Additionally it examines corporate responsibility policies and practices for outsourcing including identifying and showcasing policies that our membership have adopted creating a framework for companies to model new CR policies and provides multiple resources for readers Active for several years within the IAOP is the Corporate Social Responsibility CSR Subcommittee of the IAOP Advocacy and Outreach Committee As an outgrowth of the work of the CSR Subcommittee the need for an Outsourcing Professional's Guide to CSR was identified From both the 2009 and the more recent 2011 IAOP survey on corporate social responsibility in outsourcing it was shown that an overwhelming and consistent 84 85% of organizations would follow IAOP guiding principles for socially responsible outsourcing This stable percentage of organizations looking for guidance bodes well for the development of the IAOP's Outsourcing Professionals Guide to Corporate Social Responsibility IAOP is the global standard setting organization and advocate for the outsourcing profession With a global community of more than 110 000 members and affiliates worldwide IAOP is the leading professional association for organizations and individuals involved in transforming the world of business through outsourcing offshoring and shared services Our client side members are on average responsible for 60 million per year of outsourcing spending with some overseeing outsourcing programs in the

billions of dollars 85% of IAOP members credit IAOP for improved outsourcing outcomes at their organizations and 93% of IAOP's Certified Outsourcing Professionals (COPs) say that the designation has had a positive impact on their careers

*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 **Cloud Computing - Advanced Business and IT Approaches to Extract Tangible Value from Cloud** Philippe Abdoulaye, 2014-01-31 The CIO's essential manual to leveraging cloud computing as a the business competitive asset Cloud Computing Advanced Business and IT Strategies to Extract Tangible Value from the Cloud introduces a business oriented approach to implementing cloud computing Philippe Abdoulaye through his concepts of integrated Cloud Oriented Operating iCLOOP model Cloud Consumer Provider Service Delivery Model Operating Model Transformation Cube IaaS and SaaS Service Delivery Cubes demonstrates how to leverage cloud and increase businesses competitiveness Cloud Computing Advanced Business and IT Strategies to Extract Tangible Value from the Cloud provides a comprehensive Cloud Transition Life Cycle (TLC) along with a complete set of 50 tools driving the end to end transition to cloud Philippe Abdoulaye's work is a major one it provides concrete and actionable solutions to cloud transition

**Enterprise IT Governance, Business Value and Performance Measurement** Shi, Nan Si, Silvius, Gilbert, 2010-10-31 This book provides evidence based insights into the management and contribution of IT in organizations to offer practical advice solutions models and tools that are instrumental in getting business value from IT Provided by publisher Global Business Expansion: Concepts, Methodologies, Tools, and Applications Management Association, Information Resources, 2018-04-06 As businesses seek to compete on a global stage they must be constantly aware of pressures from all levels regional local and worldwide The organizations that can best build advantages in diverse environments achieve the greatest success Global Business Expansion Concepts Methodologies Tools and Applications is a comprehensive reference source for the latest scholarly material on the emergence of new ideas and opportunities in various markets and provides organizational leaders with the tools they need to be successful Highlighting a range of pertinent topics such as market entry strategies transnational organizations and competitive advantage this multi volume book is ideally designed for researchers scholars business executives and professionals and graduate level business students *Computer Systems and Software Engineering: Concepts, Methodologies, Tools, and Applications* Management Association, Information Resources, 2017-12-01 Professionals in the interdisciplinary field of computer science focus on the design operation and maintenance of computational systems and software Methodologies and tools of engineering are utilized alongside computer applications to develop efficient and precise information databases Computer Systems and Software Engineering Concepts Methodologies Tools and Applications is a comprehensive reference source for the latest scholarly material on trends techniques and uses of

various technology applications and examines the benefits and challenges of these computational developments Highlighting a range of pertinent topics such as utility computing computer security and information systems applications this multi volume book is ideally designed for academicians researchers students web designers software developers and practitioners interested in computer systems and software engineering *Project Management Capability Assessment* Peter T. Davis, Barry D. Lewis, 2018-09-13 Learn how to perform project management according to international standards of compliance using capability assessment processes This book compares and contrasts the approach to project management using ISO 21500 against the more direct ISO 33000 Capability Assessment It shows how to assess projects adequately for process improvement or how well an organization performs against a standard measurable framework Using ISO 21500 as the project management reference point and ISO 15504 33000 as the capability assessment reference the book shows you how to assess whether your projects are being run according to a specific capability level or support them to reach higher levels of capability **Advances in Information Systems and Technologies** Álvaro Rocha, Ana Maria Correia, Tom Wilson, Karl A. Stroetmann, 2013-03-14 This book contains a selection of articles from The 2013 World Conference on Information Systems and Technologies WorldCIST 13 a global forum for researchers and practitioners to present and discuss the most recent innovations trends results experiences and concerns in the several perspectives of Information Systems and Technologies The main topics covered are Information and Knowledge Management Organizational Models and Information Systems Intelligent and Decision Support Systems Software Systems Architectures Applications and Tools Computer Networks Mobility and Pervasive Systems Radar Technologies and Human Computer Interaction **Agile Estimation Techniques and Innovative Approaches to Software Process Improvement** Colomo-Palacios, Ricardo, Calvo-Manzano Villalón, Jose Antonio, de Amescua Seco, Antonio, San Feliu Gilabert, Tomás, 2014-02-28 Applying methodologies of Software Process Improvement SPI is an effective way for businesses to remain competitive in the software industry However many organizations find implementing software process initiatives challenging Agile Estimation Techniques and Innovative Approaches to Software Process Improvement reviews current SPI techniques and applications through discussions on current and future trends as well as the presentation of case studies on SPI implementation Ideal for use by academics students and policy makers as well as industry professionals and managers this publication provides a complete overview of current tools and methodologies regarding Software Process Improvement **Introduction to the ITIL service lifecycle** Office of Government Commerce, Great Britain. Office of Government Commerce, 2010-05-12 This official introduction is a gateway to ITIL It explains the basic concept of IT Service Management ITSM and the place of ITIL introducing the new lifecycle model which puts into context all the familiar ITIL processes from the earlier books It also serves to illuminate the background of the new ITIL structure This title introduces ITSM and ITIL explains why the service lifecycle approach is best practice in today's ITSM and makes a persuasive case for change After showing high level process models it takes the reader



through the main principles that govern the new version lifecycle stages governance and decision making then the principles behind design and deployment and operation and optimisation

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

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