

Modernising Service Management to Support London Business School

Published: August 2026

London Business School (LBS) is one of the world’s leading business schools, offering postgraduate and executive education programmes to a global community of degree students, executive education participants and alumni.

With campuses in London and Dubai, and an Executive Education Office in Saudi Arabia, LBS combines academic rigour with a strong focus on real world

impact, supported by complex technology and service environments that must scale across diverse user groups and international locations.

Key Facts

1

Global postgraduate and executive education institution

2

Operates across multiple campuses and departments with diverse service needs

3

Technology services support staff, faculty, students and participants as well as a global alumni community

The Challenge

As LBS continued to advance its long term ambitions around operational excellence and digital transformation, the enterprise service management (ESM) team recognised the opportunity to invest in a platform that could better support the organisation's evolving needs. LBS wanted a solution that could scale alongside its future vision.

Reporting and analytics are vital for the School. As LBS invested more heavily in data driven decision making, the team wanted greater flexibility to generate meaningful insights and support changing stakeholder requirements. As Philip Dainton-Smith, ESM Configuration Specialist, explained, “We were looking to develop more detailed reporting. At the time, you could pull a simple report, but our stakeholders were looking for much broader than that.”

As LBS looked to extend service management beyond IT and support a broader range of teams across the School, it sought a platform that could provide the flexibility and structure needed to scale. The team wanted an approach that aligned services more closely to business functions, making it easier to onboard new departments, create

intuitive service experiences and support future growth.

Integration and automation challenges added further friction. While some custom integrations were technically possible in the previous system, they required a high level of development effort and specific system knowledge and lacked the flexibility needed to support future plans around automation and artificial intelligence. “Automation and integration features were very lacking... and when AI started coming to the forefront, the roadmap just didn’t fit where we needed to go,” Philip said.

For Kim Merritt, ESM Lead, these technical limitations were compounded by the operational burden placed on the team. “Seeing the amount of administration time that the team were having to put into configuration, I realised that we shouldn’t have to be doing this. It shouldn’t be this difficult,” she recalled. At the same time, vendor support was increasingly difficult to access, reducing confidence that the platform could underpin LBS’s long term service management ambitions. “We realised this wasn’t going to support us going forward with what we needed to do. So, it was time for a change,” Kim explained.

Critical Success Factors

A clear understanding of operational and cultural challenges, not just tooling requirements

A structured, impartial approach to evaluating the ITSM market

Strong stakeholder engagement across technology and business teams

The Solution

Recognising that the challenge extended beyond replacing a single tool, LBS engaged Softcat to help them take a step back and reassess their service management landscape holistically.

Rather than leading with vendor recommendations, Softcat focused first on understanding LBS’s operational reality, strategic objectives and pain points.

Softcat facilitated a comprehensive IT service management workshop, bringing together representatives from across technology and security teams to capture a complete picture of how services were delivered, consumed and managed. The aim was to surface shared challenges, identify areas of friction and define what success would look like from both an operational and business perspective. As Ed Davis – ITXM Specialist at Softcat explained, the workshop was designed to “understand challenges not just with tools, but operationally as well, and demonstrate how we could help change the way things were working.”

For the LBS team, this approach immediately felt different from previous experiences. “The workshops and the reports that came back from them were exactly what we’d discussed. You’d interpreted and understood our situation comprehensively,” said Kim. That alignment helped build early trust and confidence in the process. “That really

solidified our trust in the process,” she added.

The output of the workshops was a detailed, bespoke report that clearly articulated LBS’s priorities, grouped challenges across teams and mapped them to measurable outcomes. Crucially, the report did not simply promote a single solution. Instead, Softcat presented a shortlist of potential platforms, outlining both strengths and limitations in the context of higher education and LBS’s specific needs. “It felt like a well informed selection specifically for higher education, rather than something generic,” Philip reflected.

This structured evaluation enabled LBS to engage vendors on an equal footing, with consistent information and clear criteria. After further demonstrations and internal scoring, the School confidently selected Halo as the platform that best aligned with its operational goals, usability requirements and future roadmap. “We knew that every vendor had exactly the same information and the same chance to show how they’d address our challenges,” Philip explained.

Solution Highlights

Independent ITSM workshops to capture operational and cultural requirements

Bespoke reporting to support informed, transparent decision making

Structured vendor evaluation aligned to higher education needs

The Benefits

The transition to Halo delivered immediate and tangible benefits for LBS, both for service teams and end users. Despite a relatively short implementation timeline, adoption across teams was smooth and largely self driven. “From day one, people adopted it quite happily. They were able to do their immediate job without lots of hand holding,” Philip said.

Usability proved to be a standout benefit. The modular design of the platform made it intuitive for both agents and administrators, significantly reducing configuration effort. “We took to it like a duck to water. It took us no time to understand how it all fits together,” Philip explained. The availability of a test environment also allowed the team to safely experiment and refine workflows before rolling changes into production, something they had not been able to do previously.

Operational efficiency gains were substantial. The streamlined platform significantly reduced the effort required to support and maintain it, enabling the team to work more efficiently and responsively. “Halo has been so intuitive that we’re able to manage the workload much more quickly,” Kim noted. This has freed up valuable

capacity within the wider service desk to focus on frontline support and other priorities.

Service quality and user experience also improved. Automated routing ensured tickets reached the right teams immediately removing unnecessary triage delays. “If someone logs a database issue, it goes straight to the database team. We couldn’t do that before,” Philip explained. Even without actively promoting self service, adoption naturally increased. “The last time I checked, self service adoption was about 10% higher than before, and we’ve done nothing other than tell our customers that it’s there,” Kim said.

Perhaps most importantly, the success of the platform has acted as a catalyst for wider enterprise service management at LBS. Other departments have seen the benefits and are now actively exploring how Halo can support their own services. “We have around seven or eight teams waiting to be onboarded because they’ve seen the tool and like what it can do,” Kim shared. This momentum has strengthened collaboration across the organisation and reinforced service management as an enabler of cultural change.

Benefits at a Glance

Faster adoption and reduced training overhead

Increased operational efficiency and team capacity

Growing demand for enterprise wide service management

Why Softcat

For LBS, Softcat’s value lay not just in the outcome, but in the way the journey was managed. The LBS team valued being genuinely listened to. “It was refreshing feeling to know we were being listened to and seeing how the team responded to concerns from all the different stakeholders,” Kim said.

Softcat’s understanding of service management principles and the higher education context helped build credibility and trust. “Seeing the report come back and realising you just got it, that was when we knew this was a company we could work with,” Kim added. That trust has since extended beyond the initial project, forming the foundation for a broader, ongoing partnership.