

ServiceNow ITSM Optimization Program

How ThoughtFocus transformed a global alternative investment firm's basic ServiceNow ticketing instance into a structured information technology service management (ITSM) platform.



About The Client

The client is a rapidly growing global alternative investment firm focused on infrastructure and real assets, investing on behalf of pension funds, sovereign wealth funds, endowments, insurance companies, and institutional investors worldwide. Its portfolio spans digital infrastructure, energy and energy transition, transport and logistics, real estate, and credit.

\$76-88B ASSETS UNDER MANAGEMENT

60+ COUNTRIES

5 INVESTMENT SECTORS

Business Challenge

The firm used ServiceNow only as a basic ticketing tool, and the platform lacked structured ITSM capabilities. This created friction across the service organization:

- Inconsistent incident categorization, weak service level agreement (SLA) visibility, and manual routing slowed resolution
- Service requests had no dedicated fulfillment lifecycle and stayed bundled with incidents
- Email-heavy intake produced duplicate tickets and fragmented tracking
- Minimal self-service kept users dependent on the Service Desk, with no standardized approvals
- Limited dashboards and weak key performance indicator (KPI) and SLA reporting left leadership without decision-ready data



Solution Overview

ThoughtFocus operated as an end-to-end delivery partner, combining Information Technology Infrastructure Library (ITIL) best practices with deep alternative asset management domain expertise to stabilize core ITSM and build the foundation for scale. The team followed a structured six-phase delivery path:

01

Discover: The team ran stakeholder workshops and a current-state assessment of the ServiceNow instance to map existing processes, pain points, and gaps against ITIL best practices

02

Design: Detailed requirements were gathered and translated into a functional requirements specification (FRS) and a high-level design covering process flows, categorization structures, and platform configuration

03

Build: The team configured the core ITSM modules, including incident and request workflows, intake logic, routing rules, the service catalog, and dashboards

04

Validate: Every configuration passed through quality assurance (QA) and user acceptance testing (UAT), supported by structured knowledge transfer to the internal team

05

Deploy: The team trained Service Desk staff and end users, managed go-live readiness, and provided hypercare support to stabilize operations after launch

06

Experience: Adoption of the self-service portal and standardized approval and fulfillment workflows was reinforced through coaching, so the new ways of working held after handover

Delivery ran across five workstreams:

WORKSTREAM	THE CHALLENGE	WHAT WE DELIVERED
Incident Management	Inconsistent categorization, weak SLA visibility, manual routing	Categorization standards, prioritization framework, SLA monitoring, auto-routing, dashboards
Service Request Management	No dedicated fulfillment lifecycle; requests bundled with incidents	Dedicated lifecycle, service catalog, approvals, clear ownership, tracking and reporting
Email-to-Ticket Optimization	Email-heavy intake, duplicate tickets, fragmented tracking	Structured intake logic, duplicate prevention, automated routing
Service Portal Enablement	Minimal self-service, high Service Desk dependency, no approval process	Self-service submission, catalog requests, improved user experience, standardized approval and fulfillment workflows
Service Desk Enablement	Limited dashboards and weak KPI and SLA reporting for leadership decisions	Training, UAT, knowledge transfer and coaching, go-live readiness, hypercare



Ready to evolve ServiceNow into a true strategic ITSM platform? Let us talk.

Strategic ITSM Consulting | Process Design | ServiceNow Implementation | Governance | Adoption

Email info@thoughtfocus.com

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Business Outcomes



INCIDENT MANAGEMENT

Consistent categorization, SLA visibility, stronger governance



SERVICE REQUESTS

Dedicated fulfillment, live catalog, clear ownership



OPERATIONAL EFFICIENCY

Less manual triage, increased automation, higher Service Desk productivity



USER EXPERIENCE

Self-service portal, increased automation, lower desk dependency



SERVICE VISIBILITY

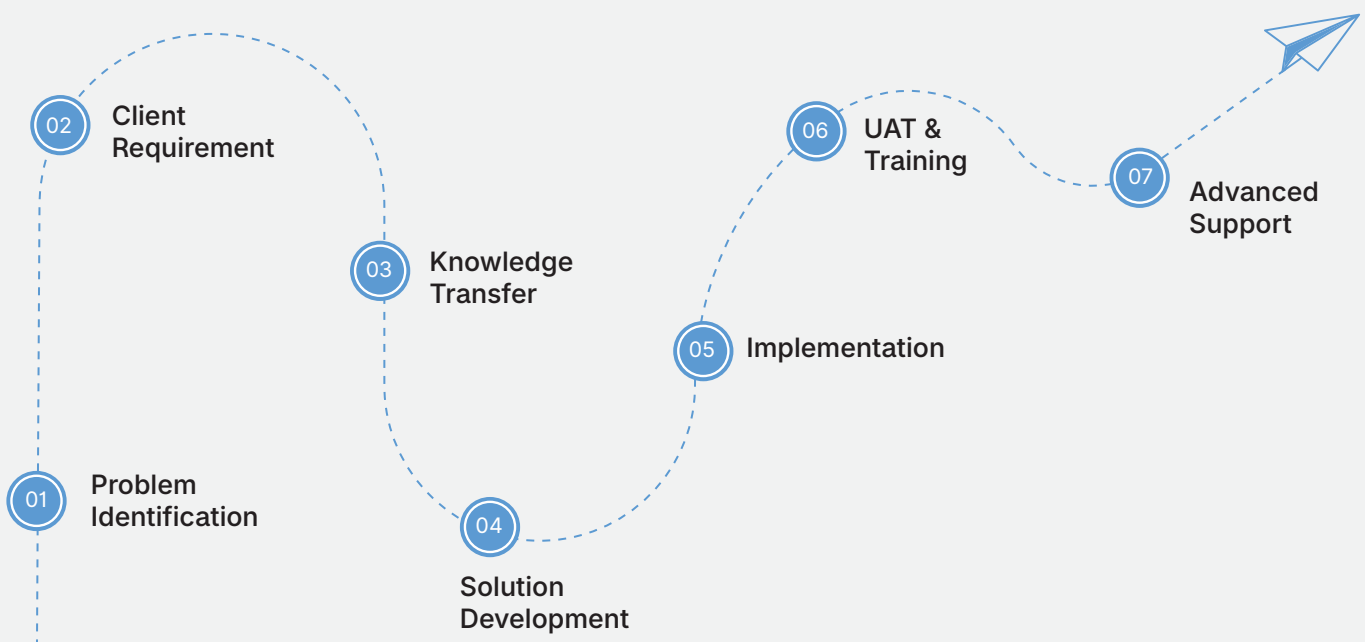
Live dashboards, data-driven decisions, leadership reporting



Success indicators: Fewer duplicates | Clearer incident and request split | Reduced email dependency | Stronger SLA governance | Successful post go-live adoption

Strategic Path Forward

With the foundation complete, the firm is positioned for the next phase of ITSM maturity. The roadmap below shows the recommended sequence of capabilities to build next, from problem and change management through a configuration management database (CMDB), intelligent automation, artificial intelligence (AI) enabled operations, and advanced analytics:



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