SIAM® Foundation

SIAM – Service Integration and Management

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Source: Scopism Foundation Body of Knowledge (C) 2016

Arrangement

Times:

- Day 1: 9:00 – 16:30 , break 10:35 – 10:45, 13:45 – 14:00, 15:00 – 15:15
- Day 2: 9:00 - 16:30 , break 10:35 – 10:45, 13:45 – 14:00, 15:00 – 15:15
- Day 3: 9:00 – 17:30 , break 10:15 – 10:30, 14:00 – 14:20, 15:30 – 16:00, exam 16:00 – 17:30

Lunch: 12 – 13

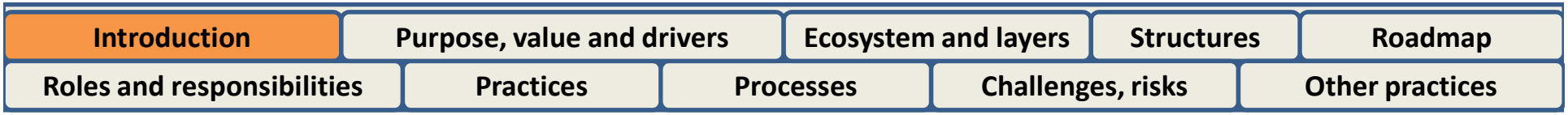
Session plan:

- Day 1: Introduction, Purpose, value and drivers, Eco system and layers, structures, Roadmap, Stage Discovery and Strategy, Plan and Build
  - Slide ---86
- Day 2: Stage Implement, Run and improve, Roles and responsibilities, practices
  - Slide --- 178
- Day 3: a.m.: Processes, considerations, challenges, risks, other practices, exam
  - Slide --- 268

Use of presentation material

The top of each slide contains a menu bar, that has 2 purposes:

1 – Highlighting which section is being presented
2 – Clickable section titles enabling to jump to a specific section



Course objectives and method

Objectives:

- Insight in the SIAM concept, model, structures and terminology
- Overview of the implementation roadmap
- Understanding of the challenges and risks
- Preparation for certification exam

Method:

- Use of presentation material
- Control questions after major items

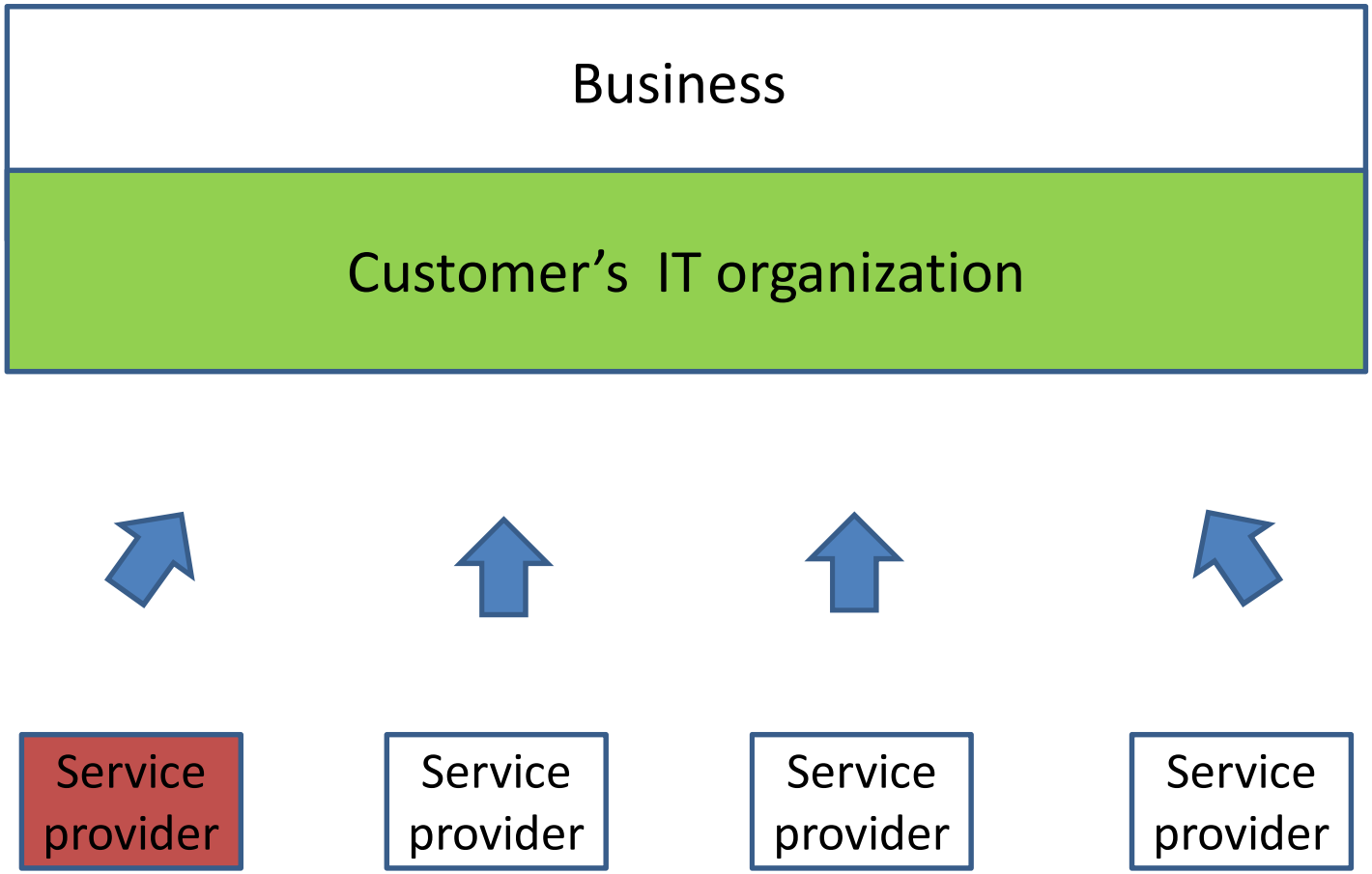
Certification exam

- 75 minutes for non-native language, 60 minutes for native language
- Multiple choice
- 40 questions
- Approved: 65%, i.e. 26 correct answers
- Paper based, in connection to the course, day 3, time: 16:00
- Closed book, clean desk
- Exam sample paper available at EXIN, see below
- Study the material 2 hours each day after the course
- Preparation guide :
  - https://www.exin.com/uploads/Landingpages/SIAM/english_preparation_guide_siamf_201701.pdf
- Sample exam:
  - https://www.exin.com/assets/exin/exams/2117/samples/english_sample_exam_siamf_201702.pdf
- Free downloads from Scopism (upon registration):
  - https://www.scopism.com/free-downloads/
    - SIAM Key Facts
    - SIAM Foundation Body of Knowledge
    - SIAM Process Guides
    - Enterprise Service Management Essentials

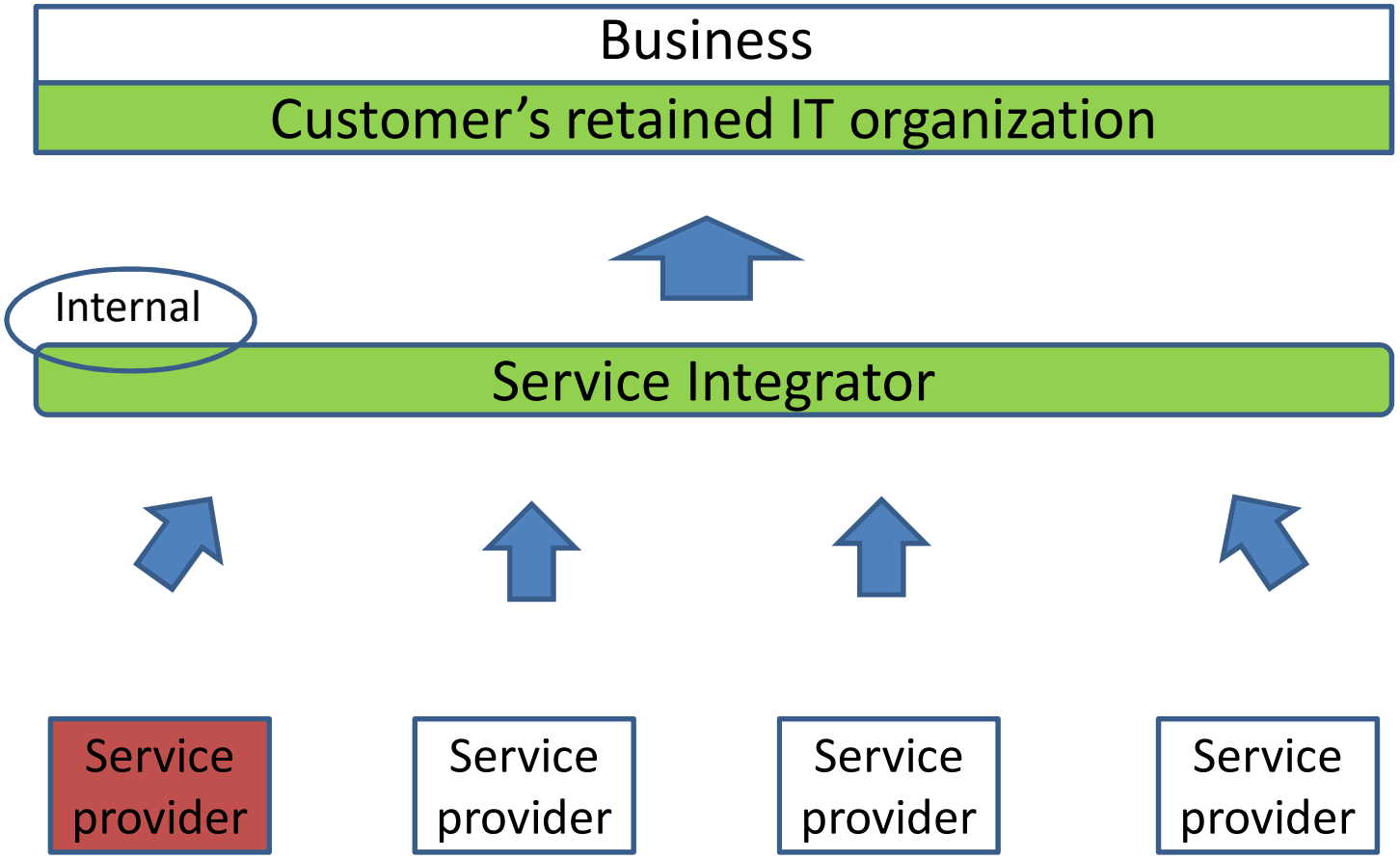
Content

- Introduction
- Purpose, value and drivers
- Ecosystem and layers
- Structures
- Roadmap
- Roles and responsibilities
- Practices
- Processes
- Challenges and risks
- Other practices

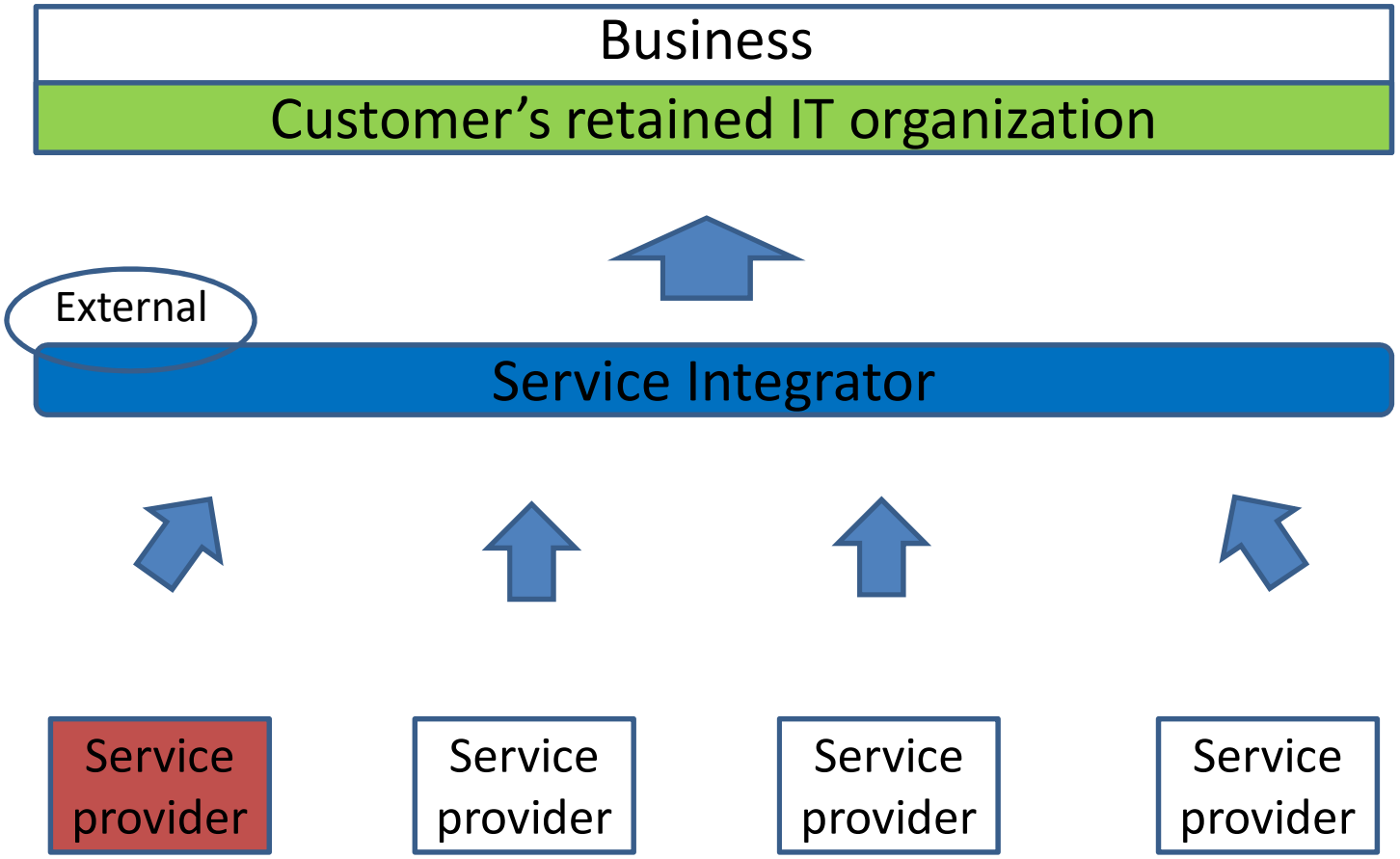
Traditional outsourcing model



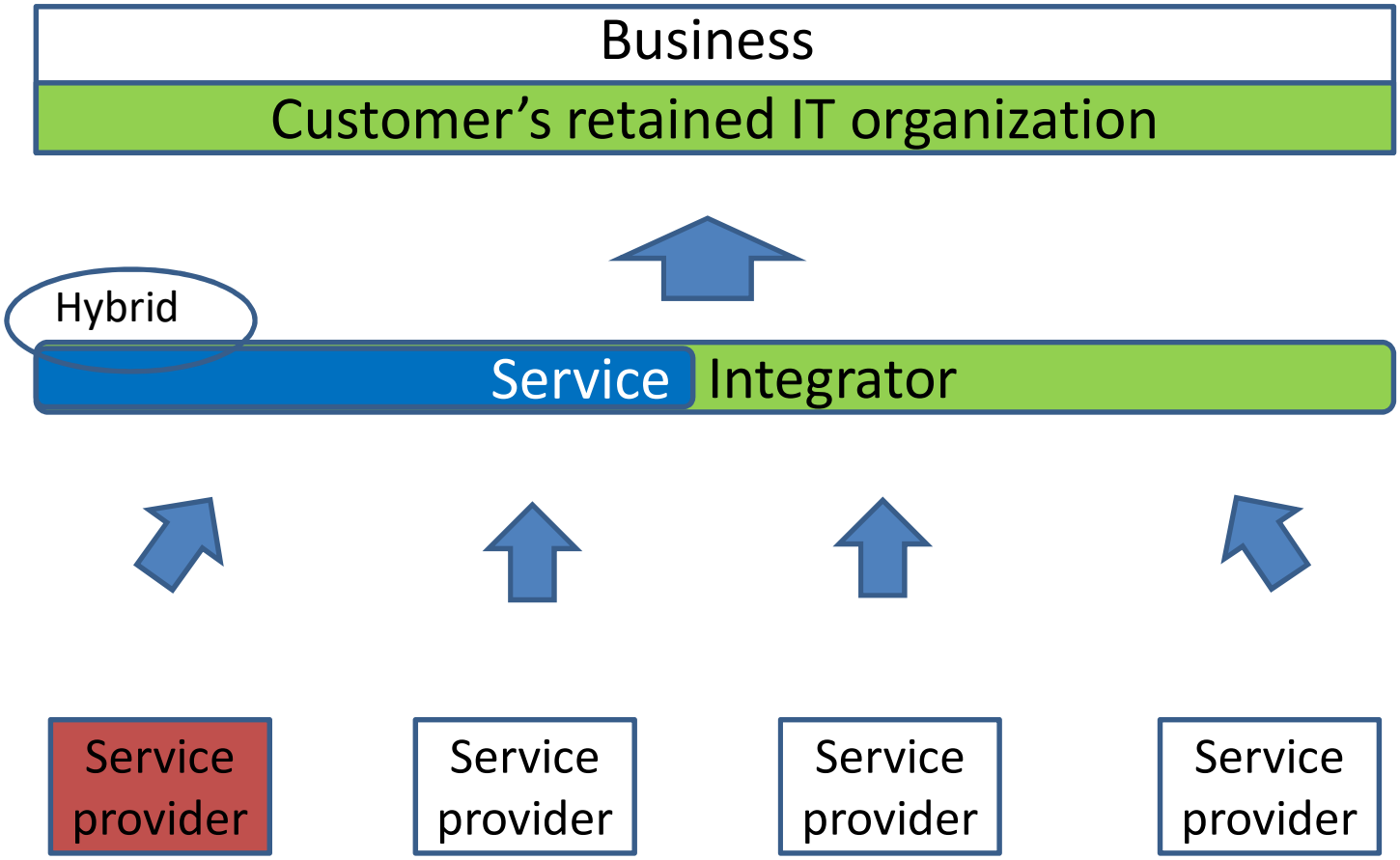
SIAM model


Business
Customer's retained IT organization
Internal
Service Integrator
Service provider
Service provider
Service provider
Service provider

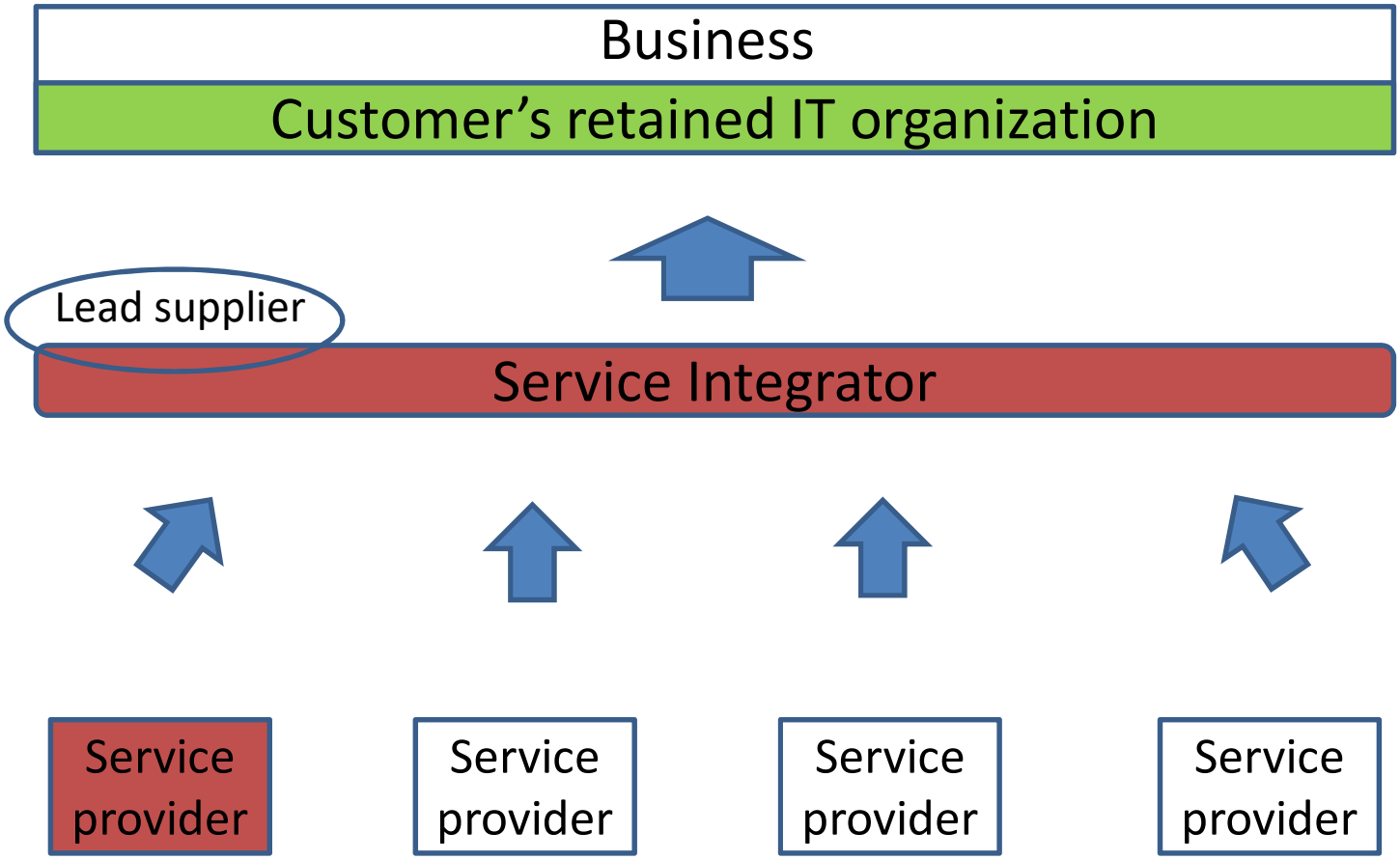
SIAM model


Business
Customer's retained IT organization
External
Service Integrator
Service provider
Service provider
Service provider
Service provider

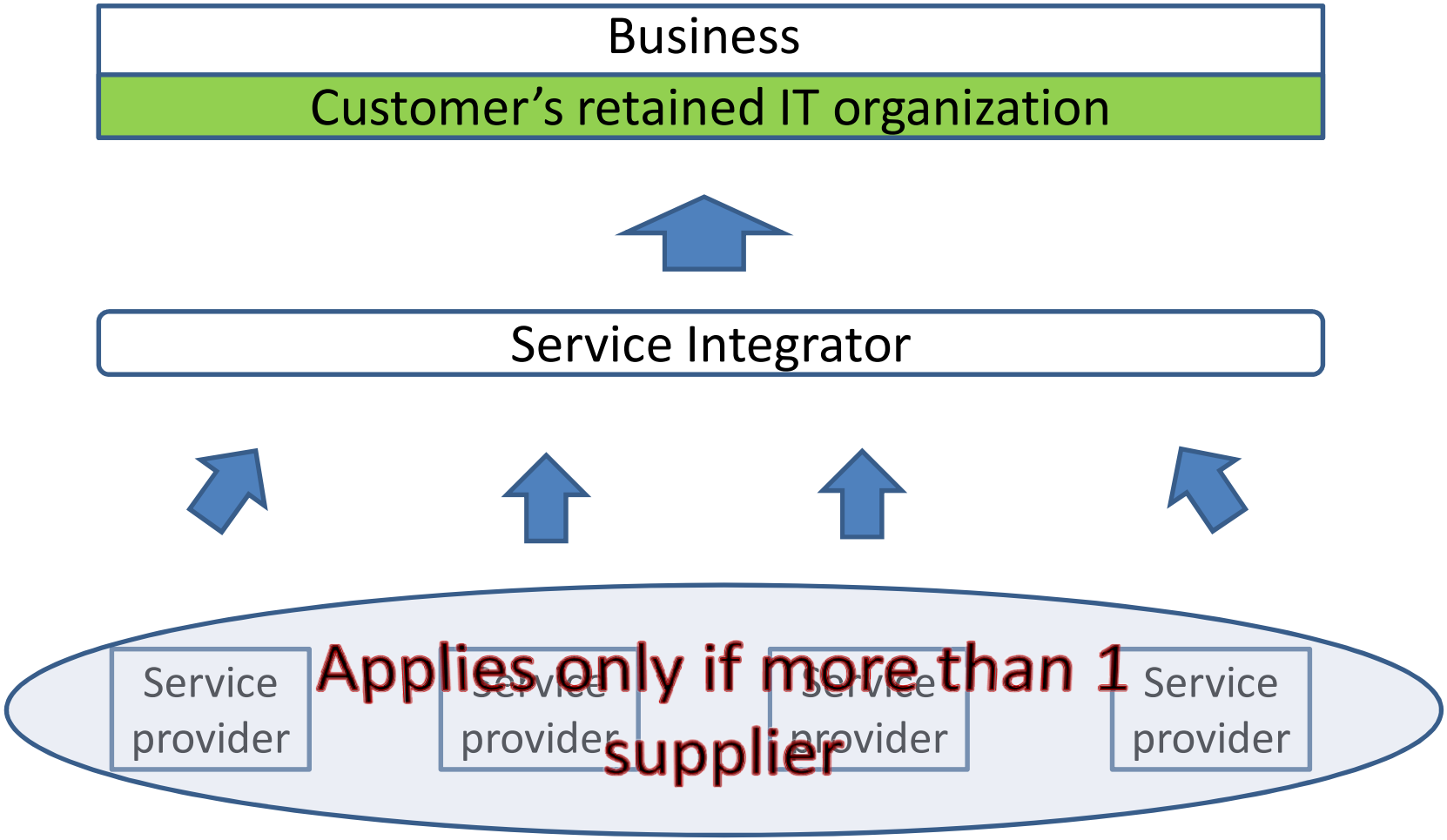
SIAM model


Business
Customer's retained IT organization
Hybrid
Service Integrator
Service provider
Service provider
Service provider
Service provider

SIAM model


Business
Customer's retained IT organization
Lead supplier
Service Integrator
Service provider
Service provider
Service provider
Service provider

SIAM model


Business
Customer's retained IT organization
Service Integrator
Service provider
Service provider
Service provider
Service provider
Applies only if more than 1 supplier

What is leading to SIAM ?

Outsourcing

- Customer needs procurement and supplier management capabilities – *needs increasing use of resources*
- **Managing interfaces between service providers, including even managing arguments – *leads focus away from service control and delivery***
- Customers might be locked into long contracts – *inflexibility may cause commercial damage*

Considerations towards SIAM

Towards SIAM

- Freedom to focus on their core business/the outsourced service isn't a strategic advantage
- Free up internal resources for other work
- Reduce permanent headcount
- Ability to scale more easily
- Access to higher levels of skill/experience
- Perceived lower costs

SIAM definition

”Service Integration and Management (SIAM) is a management methodology that can be applied in an environment that includes services sourced from a number of service providers.”

SIAM has a different level of focus to traditional multisourced ecosystem with one customer and multiple suppliers.

It provides

- governance,
- management,
- integration,
- assurance and
- coordination

to ensure that the customer organization gets maximum value from its service providers.

Source: Scopism Foundation Body of Knowledge (C) 2016

SIAM environment

Adopting SIAM creates an environment where everyone understands their



Role



Responsibility

Scope



Outcome



Yes, You Can!

Empowerment

SIAM methodology

- *to do or perform often, customarily, or habitually*

Practices

- *a series of actions or operations leading to an end*

Processes

- organizational entity, typically characterized by a special area of knowledge or experience

Functions

- Roles and responsibilities define the scope of work for each element of a SIAM model

Roles

- an organizational entity that has specific responsibilities and works across multiple organizations and layers

Structural elements

Practice definition

Practice

- A practice is the actual application or use of an idea, belief, or method – as opposed to the theories relating to it.
  - *to do or perform often, customarily, or habitually*
  - *to be professionally engaged in to perform or work repeatedly so as to become proficient*

Practices within

SIAM practices within

- Governance
- Management
- Integration
- Assurance
- Coordination

Process definition

Process

- A process is a documented, repeatable approach to carrying out a series of tasks or activities
  - *a series of actions or operations leading to an end*
- **SIAM is not a process, but it uses several common processes, e.g. Incident, change management.**
- The Service Integrator will adapt and augment processes

Augment: to make greater, more numerous, larger, or more intense

Function definition

Function

- A function is an organizational entity, typically characterized by a special area of knowledge or experience
  - *the special purpose or activity for which a thing exists or is used*
- **The service integrator layer is organized into functions**
- Each organization has its own structure
- **There is no ideal structure for a service integrator**

Roles and responsibilities definition

Roles and responsibilities define the scope of work for each element of a SIAM model

Roles and responsibilities

- Defined
- Established
- Monitored
- Improved

Structural elements definition

Structural element

- A structural element is an organizational entity that has specific responsibilities and works across multiple organizations and layers in the SIAM ecosystem
- **They can include staff from all SIAM layers**
- Types:
  - Boards
  - Process forums
  - Working groups

Structural element - board

Board

- A board provides governance
- **A board is a formal decison making body and is accountable for its decisions**
- E.g.
  - Strategic board: approves funding, sets strategy
  - Tactical board: approves policies
  - Operational board: identifies and implements service improvements (within the scope of its authority)

Structural element process forum

Process forum

- Aligned with a process or practice area
- **Carry out proactive work, innovation and improvement**
- Develop, share and improve common working practices
- **E.g.**
  - Service integrator Problem management process owner – Service provider Problem management process owner
  - Service integrator Change management process owner – Service provider change management process owner
  - Service integrator Release management process owner – Service provider Release management process owner

Structural elements – working groups

Working group

- A working group is reactive and is set up when required
- **It includes staff from different organizations and specialist areas**
- E.g. A major incident working group includes incident management staff, technical staff, managers, etc....

Structural elements – working groups

Working groups

- Staff from the service integrator and service providers are involved with process forums and working groups.
- These forums and groups maybe combined – but remember that working groups are **reactive** and forums are **proactive**.

SIAM purpose

Introduce the Service Integrator role

- Provides customer with a single point of accountability
- **Provides governance and coordination of service providers**
- Drives collaboration and improvement across service provides
- **Reinforces roles and responsibilities for service providers**
- Applies techniques to manage interactions between services and service providers

Benefits and drivers

SIAM drivers are triggers for an organization to move towards a SIAM model. Drivers and benefits contribute to **Business Case**

Benefits

- Improved service quality
- Optimized costs and increased value
- Improved governance and control
- Improved flexibility and pace

Drivers

- Satisfaction drivers
- Service and sourcing drivers
- Operational efficiencies
- External drivers
- Commercial drivers

Improved service quality

Service quality

- The customer can concentrate on delivering its business outcomes, and have confidence in its supporting services
- Improved quality in the delivery of changes, integrated across service providers
- Improvements in customer satisfaction with the services

Optimized costs and improved value

Improved value

- Consistent performance from all service providers, leading to improved efficiency
- Improved use/management of resources and capacity

Improved governance and control

Governance and control

- Consistent and visible definition and application of a governance framework
- Consistent assurance of services and service providers
- A single point of ownership, visibility, and control of services

Improved flexibility

Flexibility

- Effective and timely introduction of new and changed services and service providers
- **The flexibility to replace poorly performing or uneconomic service providers**
- The ability to rapidly accommodate changes to services, technologies, and business requirements

Drivers – service satisfaction

Service satisfaction drivers

- Service performance
- **Service provider interactions**
- Clarity of roles and responsibilities
- **Slow pace of change**
- Demonstration of value
- **Lack of collaboration between service providers**
- Delivery silos
  - Each service provider works in its own silo, focused on its own outcomes and goals

Drivers – service sourcing and landscape

Service sourcing drivers

- External sourcing
- **Shadow IT**
- Multi-sourcing
- **Increase in the number service providers**
- Inflexible contracts
  - Long term, expensive to change, poor relationship – *'lock-in'*
  - SIAM contracts are shorter, more flexible and require collaborative working

Drivers – operational efficiencies

Operational efficiencies drivers

- Disparate service management capabilities
- **Data and information flow**
- Data and information standards
- **Tooling**

See next slide

Drivers – Data dictionary

Data dictionary

- Incident severity
- **Service levels and service reporting**
- Request for change
- **Capacity and availability recording**
- Management report formats
- **Knowledge artifacts**

Drivers – external

External drivers

- **Corporate governance**
- SOX – *protect investors by improving the accuracy and reliability of corporate disclosures made pursuant to the securities laws* → customer organizations need to be sure they can govern the entire supply chain
- **Controls need to be in place**
- Audit information needed
- **External policy**

Drivers – commercial

Commercial drivers

- Service providers need to offer services that the customer want and be able to innovate and collaborate
- Organizations that offer service integrator capabilities have a commercial driver for SIAM

Control questions

1 - SIAM driver groups

- Which of the SIAM driver groups includes delivery silos?
  a) Service satisfaction drivers
  b) Operational efficiencies
  c) Commercial drivers
  d) External drivers

A

2 - Terminology

- What term is used to refer to IT services commissioned by business departments, without the knowledge of the IT department?
  a) Multi-sourcing
  b) Operational efficiencies
  c) Business case
  d) Shadow IT

D

3 - Data dictionary

- Which of these options would be part of an organisation's data dictionary?
  a) Management report formats
  b) Contracts
  c) Job descriptions
  d) Organisation chart

A

SIAM ecosystem

Ecosystem

- An ecosystem is a system or network of interconnecting and interacting parts
- E.g.
  - *A savanna ecosystem includes lions, the zebras on which they feed and the grasses that feed the zebras.*