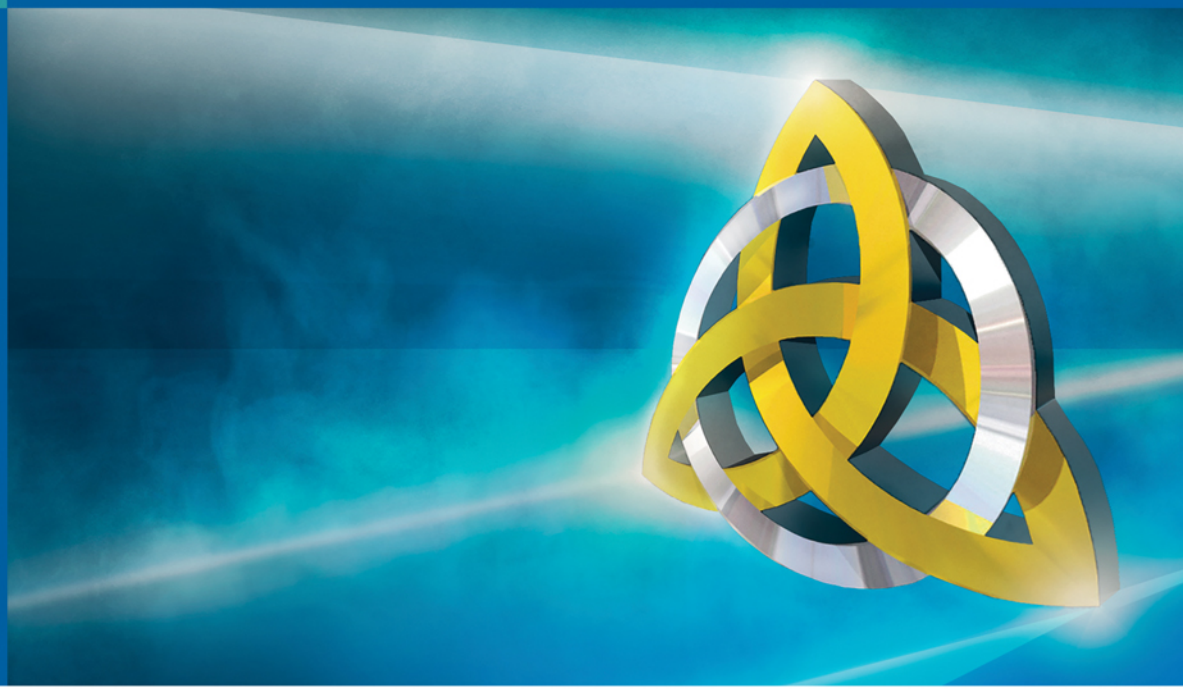
SERVICE INTEGRATION AND MANAGEMENT

(SIAM®) FOUNDATION STUDY GUIDE



Helen Morris | Liz Gallacher

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SIAM FOUNDATION

Service Integration and Management (SIAM®)
Foundation Study Guide

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Liz Gallacher

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Colophon

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1 Introduction

1.1 CHAPTER OBJECTIVES

This chapter explains the purpose and use of this publication and introduces the concept of service integration and management (SIAM®).
The content of this chapter does not form part of the examinable material required by the Foundation qualification syllabus, but sets the context for the study of the SIAM methodology.

1.2 PURPOSE

This book is intended as a self-study guide for the EXIN BCS Service Integration and Management (SIAM®) Foundation qualification. It also supports classroom and online courses for the same qualification. It is based on the requirements of the SIAM® Foundation Exam syllabus (EXIN BCS Service Integration and Management (SIAM®) Foundation Preparation Guide).

The guide is also useful for any individual who wishes to understand more about the SIAM methodology and its use in organizations. It refers to the information contained in the Service Integration and Management Foundation Body of Knowledge (SIAM Foundation BoK) - published by Van Haren Publishing.

1.3 SERVICE INTEGRATION AND MANAGEMENT

SIAM is a management methodology that can be applied in an environment where services are delivered using a number of service providers. Adopting a different level of focus to traditional supplier management with one customer and multiple suppliers, with each supplier subject to individual management, SIAM concentrates on governance, coordination and integration of the service providers, to ensure maximum benefit is achieved by the customer organization.

SIAM is an evolution of how to apply a framework for integrated service management across multiple service providers. It has developed as the service provider ecosystem in organizations has changed, from a single outsourced supplier model, to multiple outsourced suppliers. SIAM has evolved from the challenges associated with these more complex operating models.

1.4 SIAM FOUNDATION EXAM

EXIN BCS SIAM® Foundation is a foundation level certification. It validates a professional's knowledge about this approach to managing multiple service providers, integrating them seamlessly to provide a single business-facing service provision organization to support the customer organization's agreed objectives for service delivery.

This certification includes the following topics:
- Introduction to Service Integration and Management
- Service Integration and Management implementation roadmap
- Service Integration and Management roles and responsibilities
- Service Integration and Management practices
- Processes to support Service Integration and Management
- Service Integration and Management challenges and risks
- Service Integration and Management and its relation to other management practices

1.4.1 Target groups

This certification is aimed at professionals worldwide who have an interest in Service Integration and Management or want to implement this methodology in an organization, particularly those professionals who are already working with IT service management processes. Furthermore, this SIAM certification is intended for providers that want to implement and manage Service Integration and Management models. More specifically, the following roles could be interested: Chief Strategy Officers (CSOs), Chief Information Officers (CIOs), Chief Technical Officers (CTOs), Service Managers, Service Provider Portfolio Strategists/Leads, Managers (e.g. Process Managers, Project Managers, Change Managers, Service Level Managers, Business Relationship Managers, Program Managers and Supplier Managers), Service Architects, Process Architects, Business Change Practitioners and Organizational Change Practitioners.

1.5 SIAM METHODOLOGY

SIAM supports cross-functional, cross-process and cross-provider integration. Focusing on collaboration and cooperation, it creates an ecosystem within which all parties know their role, responsibilities and context. Additionally, the service providers

are empowered to deliver service and are held accountable for the outcomes they are required to deliver. By introducing the concept of a service integrator, SIAM supports the development of an ecosystem where all parties can collaborate through a central body to deliver the requirements of the customer organization.

SIAM originated in the UK public sector around 2005, and the concept of SIAM as a management methodology was originally designed to support a specific requirement. The Department of Work and Pensions had a need to obtain better value for money from services delivered by multiple service providers, and to separate service integration capabilities from systems integration and IT service provision.

This approach reduced duplication of activities in the service providers and introduced the 'service integrator' concept. This encouraged service providers to work together to drive down costs and improve overall service quality, as the service integrator capability provided governance and coordination of the service providers.

SIAM was originally viewed as a methodology, facilitating collaboration between the service providers, and management of the interfaces between them. Processes were used in the SIAM ecosystem to define activities, inputs, outputs, controls and measurements. Service providers were allowed to act autonomously and the service integrator audited and assured that the service providers was working effectively.

In Figure 1.1 you can see a simple view of a SIAM ecosystem.

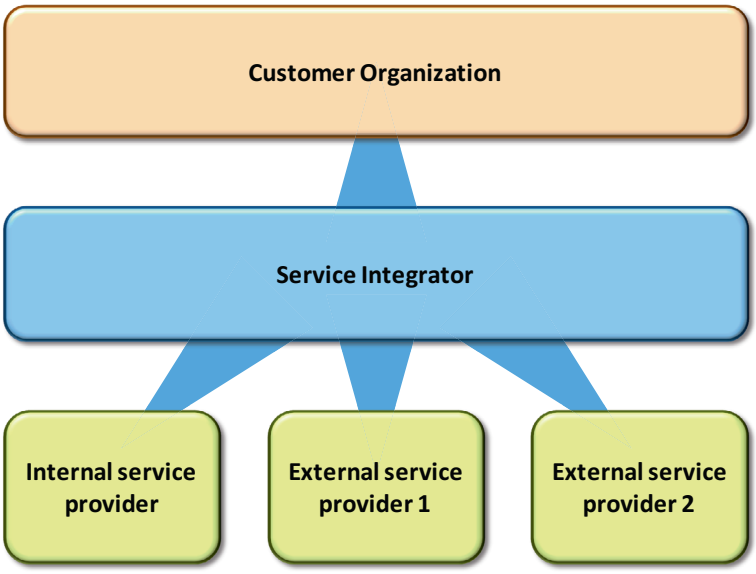


Figure 1.1 A simple view of a SIAM ecosystem

1.6 SIAM FOUNDATION STUDY GUIDE

This study guide is based on the syllabus for the EXIN BCS Service Integration and Management (SIAM®) Foundation qualification, which is based on the Service Integration and Management Body of Knowledge (SIAM Foundation BoK).

We consider these elements in the following chapters:
1. Introduction
2. Introduction to SIAM
3. The SIAM ecosystem
4. Roles and responsibilities
5. The SIAM implementation roadmap
6. SIAM practices
7. Processes to support SIAM
8. Specific processes to support SIAM
9. Challenges and risks
10. SIAM and other practices

1.7 HOW TO USE THIS STUDY GUIDE

Each chapter refers to an element in the exam specification, and provides information based on the Service Integration and Management Foundation Body of Knowledge (SIAM Foundation BoK), sufficient to prepare the reader for examination in the subjects covered. Text in italics indicates that the content has been quoted from the SIAM Foundation BoK. Each chapter has a set of quiz questions at the end, designed to measure the learning achieved during the chapter. Where appropriate, each chapter also has an assignment, to encourage further exploration of the subject areas, to enhance understanding. Answers are available in the appendices of this publication.
We also use the following case study to provide examples of how SIAM can be applied in a real situation

1.8 CASE STUDY JOY CORPORATE MANAGEMENT

Joy Corporate Management (JCM) is a medium sized organization, which has undergone a period of growth over the last 5 years. It specializes in the production of process management software, which companies use to improve governance of their activities by enabling the documentation of defined escalation paths and clear roles and responsibilities and by providing audit trails of decision making across the organization.

The company has a number of business units, these are
1. Finance
2. Sales

3. Marketing
4. Human Resources
5. Software Development and Support (SDS) – developing the process management software and providing support to external customers of the product

The current model of IT service delivery is based upon the Finance, Marketing, and Human Resources departments each having an IT function provided by different external suppliers. Software Development and Support staff provide IT service desk and desktop support to the all of the organization. For historical reasons, the SDS department is also responsible for managing the supplier of the LAN/WAN.
In addition to engaging with the various IT suppliers, some business units use suppliers to provide business processes such as payroll services, printing and a call center to generate sales leads.

As the company has grown, the current model has become unsatisfactory.

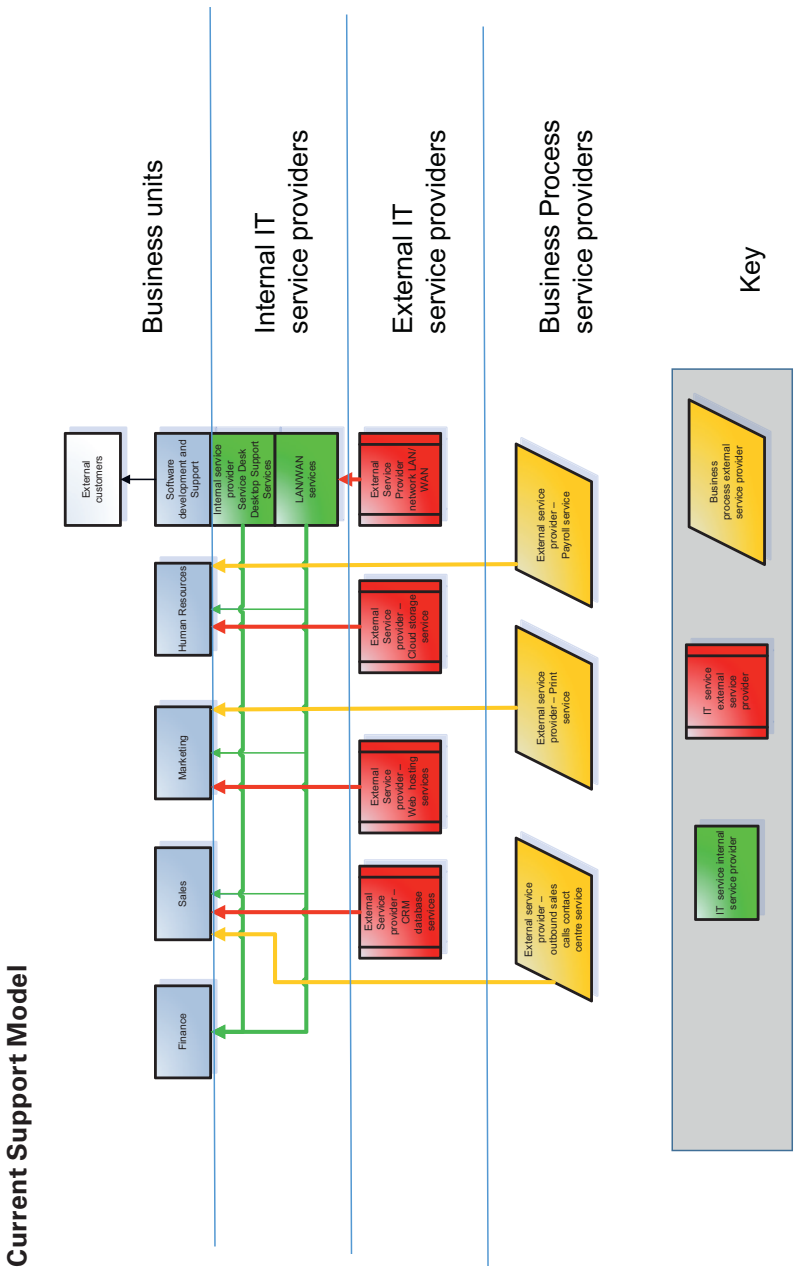
- The Service Desk has to deal with incidents concerning the IT services provided by external suppliers to the other business units. They have limited knowledge of these services, and of the support contracts in place.
- There have been a number of recent occurrences when IT issues have spanned more than one department, with each IT supplier involved blaming the others.
- The business units do not have the time or expertise to manage the suppliers that they have contracts with.
- The SDS department's focus is split between development of the application software, and the provision of service desk and desktop support of the organization as a whole. When a new release of the software is imminent, SDS staff prioritize work to support the release, and so providing support to other business units suffers.

In order to meet the challenge of an expanding market place, and higher demand for the process software, JCM has decided to change the current support model. After consultation with service management experts, the executive have identified the following requirements for the organization:

- Consolidation of services provided to the organization into a manageable model removing the complexity of different business units managing technical services individually, and ensuring the correct focus is maintained for support even during periods of software release.
- Utilising the appropriate supplier management skills to ensure service providers are delivering value for money
- Providing an overall approach to governance, so that all service providers and customers understand the standards of service required across the whole organization, in relation to risk, cost, working practices and
- Clarification of the roles of each of the service providers within the overall organization, to prevent duplication of effort and to support accountability for delivery

- Adoption of a model that supports the expansion of the organization, as the organization continues to grow

The service management experts have suggested a SIAM model, in which the management of the service providers will rest with a service integrator, to meet their requirements.



2 Introduction to SIAM

2.1 CHAPTER OBJECTIVES

This chapter will familiarize you with the fundamentals you will need to know about SIAM.

The objectives of this chapter are as follows:

- To outline the purpose and value of the SIAM approach
- To describe the business drivers for SIAM

2.1.1 Key Points

This chapter will help you answer the following questions:

- What is the history of SIAM?
- What is the purpose of SIAM?
- What is the scope of SIAM?
- What is the business strategy supported by SIAM?
- What is the business value of SIAM?

2.2 WHAT IS SIAM?

The acronym SIAM stands for Service Integration and Management. SIAM refers to a management methodology that enables an organization to receive services from a number of different service providers.

2.2.2 Terminology

SIAM is the generally accepted acronym for service integration and management.

Other acronyms in use are:

- MSI – multi sourcing integration
- SMI – service management integration
- SI – service integration
- SMAI – service management and integration
- SI&M – service integration and management.

The structure and approach of IT service delivery for organizations has changed over the years. As service provision has become more complex, across the whole organization, not just IT, organizations have introduced new ways of sourcing to ensure they achieve their outcomes effectively. Specialized industries have developed over the years, focusing on specific business processes, taking the need for expertize in these areas away from the main organization. It is important to understand how these developments lead to the creation of the SIAM methodology, so that we can see how it addresses the challenges of organizations in a modern environment.

2.3 THE HISTORY OF SIAM

In order to understand SIAM, we need to understand how organizations have developed over time. Many years ago, an organization would have all of its services provided 'in-house', including finance, human resources and whatever IT was provided or used. In the 1970s and 1980s organizations began to take a different approach and look at how they could utilize specialist resources provided by other organizations, so that they could focus on their core business. This was the beginning of outsourcing, or external sourcing, which became recognised as a business strategy in 1989.

There are many good reasons for outsourcing services. Some organizations outsource simple processes, some more complex activities, dependent on the benefits that are required. This has led to the growth of 'business process outsourcing', and this brings new challenges and requirements.
For example, your organization may have a simple procurement process for new user equipment, which is fulfilled by a third party. A request will be raised in-house, then actioned by the third party, without having any delays or additional steps in the work flow, speeding up the procurement. Another example is outsourcing a particular business process or activity, such as payroll. The specific skillsets, software and management can be provided through the third party, without having to retain those skills in-house. This can be particularly advantageous if the organization is small, as the external provider will have economies of scale, offering the same service to multiple customers at an economic rate.

When we consider these challenges for modern organizations in either public or private sectors, we need to understand how organizations can manage multiple vendors and service providers, and bring them together to deliver a consistent overall approach.

This is the purpose of the SIAM approach. It allows organizations to maintain control over the delivery of services, through governance, management, integration, assurance, and coordination to ensure that the customer organization gets maximum value from its service providers. It is a new way of working that allows organizations to maximize the benefit of working with several different service providers.

Adopting SIAM allows an organization to establish an environment where each of the parties involved understand:

- Their role, responsibilities and the context in which they operate
- What they are empowered to deliver, and what is outside their scope
- What outcomes they are accountable for in the overall service provider model.

This environment encourages the need for a management approach which can coordinate multiple service providers. In the SIAM model, this is referred to as a service integrator.

> The service integrator is defined as *'a single logical entity held accountable for the end-to-end delivery of services and the business value that the customer receives'*.

This is different to traditional outsourcing as we explain below.

Figure 2.1 shows the way that many organizations operate today. In the diagram, you can see that the customer organization is using services provided by a number of different internal and external service providers, to deliver the desired outcomes for the business units and service consumers.

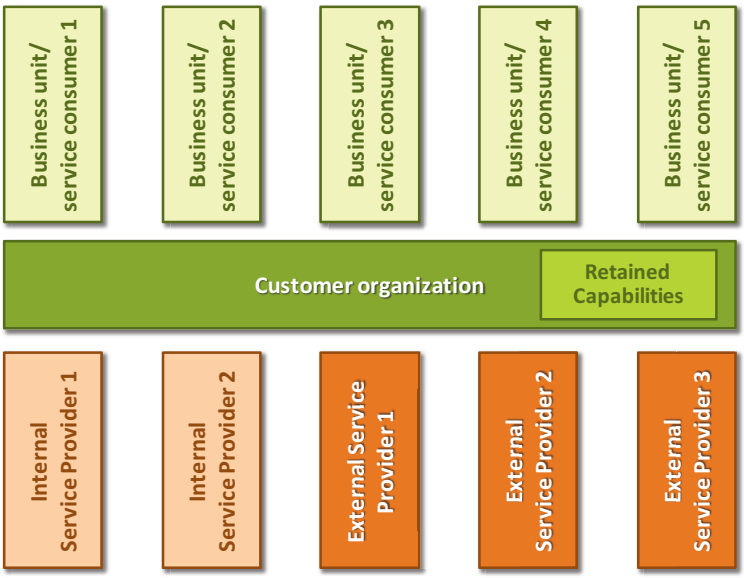


Figure 2.1 Example of Organizational Structure

Figure 2.2 shows the difference by using a SIAM model. By adding the integrator layer, you can see that it is possible to manage the overall service provision to the business units in a more consistent manner, by providing a governance layer between the customer and the service providers.

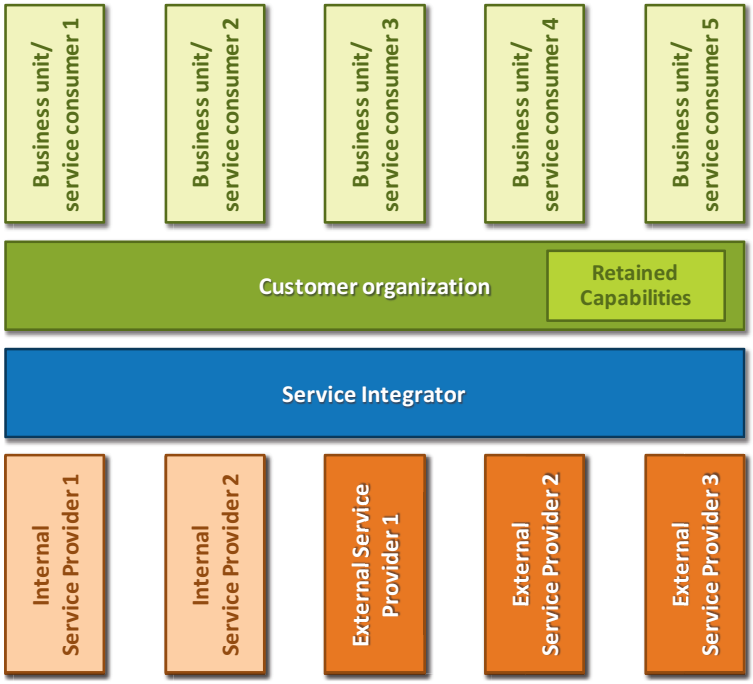


Figure 2.2 The SIAM Layers

SIAM is applicable to any size of organization, public or private sector. The only requirement is that the services are being provided by multiple providers. A SIAM approach is not applicable to organizations with only one service provider, as there is nothing to integrate.

SIAM can be applied to external service providers, internal service providers, or a mixture of both. The more complex the service model, and the more service providers that are involved, the more likely it is for the customer organization to receive value from adopting SIAM.

Now that we have positioned the SIAM model as a concept developed over time to meet new business challenges, we will explore SIAM in a little more detail. First, let's start with the purpose of SIAM.

2.4 PURPOSE OF SIAM

When we consider the purpose of SIAM, we need to understand how to manage numbers of service providers in a consistent manner, to provide a seamless service to the organization.

In his white paper "An Example ITIL©-based Model for Effective Service Integration and Management Whitepaper", Kevin Holland describes the purpose of SIAM as *"Effective SIAM seeks to combine the benefits of best-of-breed based multi-sourcing of services with the simplicity of single sourcing, minimizing the risks inherent in multi-sourced approaches and masking the supply chain complexity from the consumers of the services."*

This is the role of the service integrator and the potential business value it delivers. The service integrator provides:

- A single point of accountability for the customer organization
- Governance and coordination of multiple service providers
- Encouragement for collaboration and improvement across the service providers
- Reinforcement of roles and responsibilities within the service providers
- Techniques to manage interactions between service and service providers

The customer can focus on their core business, and not on how to manage the various service providers in use. The customer benefits from the services provided by multiple providers, without incurring any additional management overhead. The customer can receive specialist capabilities from experts and be confident that these will be coordinated to meet the organizational requirements. This approach also allows the customer to benefit from the competitive tension of providers working in the same enterprise, as well as improvements from shared working practices.

The SIAM approach enables the flexibility and innovation desired by many customers, by understanding and coordinating the interactions between providers, and assuring the delivery of the end-to-end service.

2.5 SCOPE OF SIAM

As you would expect, the definition of the scope of the SIAM model will be dependent on the structure and requirements of the customer organization. It is very important to define the service(s) that are in scope for the organization to derive any benefit from the model.

The service definition will make it clear what is being governed, assured, integrated, coordinated, and managed by the service integrator.

These are the specific elements that need to be defined for each service within the scope of SIAM:

- Service outcomes, values and objectives
- The service providers
- The service consumers

- The service characteristics (this should include any service levels)
- The service boundaries
- Dependencies with other services
- Technical interactions and dependencies with other services
- Data and information interactions with other services.

This requires a clear understanding of the hierarchy of services, the direct consumption of the services by the customer, and the underpinning services and dependencies. This is often achieved by documenting a visual representation of the service model in use.

Figure 2.3 shows an example of a service model. The diagram shows the business needs of the customer being met by the service providers (lettered) and how these, in turn, are being delivered by supporting services (numbered), and the variety of service providers delivering the services to the customer.

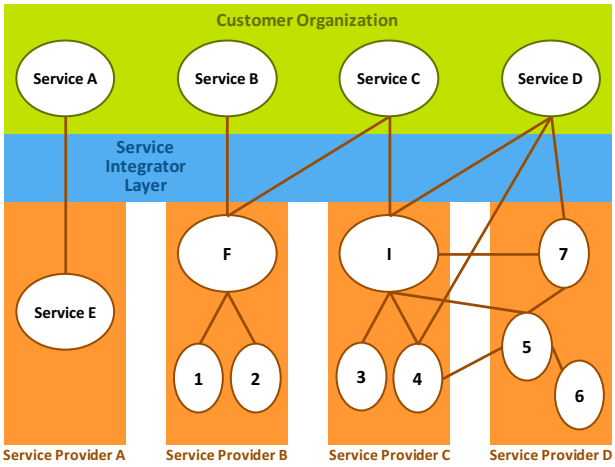


Figure 2.3 Service model showing hierarchy of services

2.6 BUSINESS VALUE OF SIAM

We will now explore the business value that can be achieved by use of a SIAM model. It is important that organizations have a clear understanding of why they want to adopt SIAM. The decision should be driven by definite benefits, and these should be expressed in a business case. It is important to remember that not all of the benefits will be tangible, in terms of return of investment, or growth. Some benefits may be intangible, such as increased positive reputation, or customer satisfaction with services. Each of these are important for the organization as a whole, and can be measured, but some may be more challenging to demonstrate.

Each organization will have a different set of specific benefits they want to achieve, but we can recognise some common benefits that will apply to most businesses. These can be categorized into five driver groups, which are:

1. Service satisfaction
2. Service and sourcing landscape
3. Operational efficiencies
4. External drivers
5. Commercial drivers.

Let's explore each of these in turn. For the foundation exam you will not need to understand detailed explanations, but you should be aware of the elements that make up each group, and how they affect the organization as a whole.

2.6.1 Service Satisfaction

There are 7 drivers related to service satisfaction, which relate to the level of satisfaction the customer has with the services that it receives, and the level of satisfaction that is expected. These are:

1. Service performance
2. Service provider interaction
3. Clarity of roles and responsibilities
4. Slow pace of change
5. Demonstration of value
6. Lack of collaboration between service providers
7. Delivery silos.

We should recognize these as common challenges for any type of service management. For example, we are all aware of customers' perception of value when dealing with incidents. If the performance of the service is interrupted, and the incident is not resolved quickly and efficiently, no matter who is involved in the repair, the customer will not feel they have received value. This is particularly evident when dealing with multiple service providers.

Example: Service performance and Service provider interaction

When we order an item from an online retail company, we recognise that the item we buy may not be provided directly from the online retailer, but from a supplier to them, using their portal as a sales mechanism. We also understand that the delivery of that item will be carried out by a courier service, rather than the online organization themselves. However, if the item does not appear, or is faulty, we complain to the retailer, not to the individual courier or supplier. If the retailer's response is to blame their courier or supplier, this will be unsatisfactory, and we may take our customer elsewhere.

An organization such as Amazon, that prides itself on its customer service, will try to resolve complaints without blame.

If there is no effective governance, coordination and collaboration between the providers, there will be service performance issues. This will be evident in the lack of transparency of how the end-to-end service is supported and managed, which in turn means there will be little or no end-to-end service reporting, management of end-to-end service levels, and the service will probably not be aligned to the actual business requirements.

Example: Delivery silos

Consider the example organization in the case study (Section 1.8), JCM. In the current structure, which is based on delivery silos, if there is a failure in the payroll service with data transfer, there is an opportunity for the SDS department and the payroll service provider to argue about who is responsible. Is it a network issue where data and traffic are not getting through, or is it a failure of the application itself?

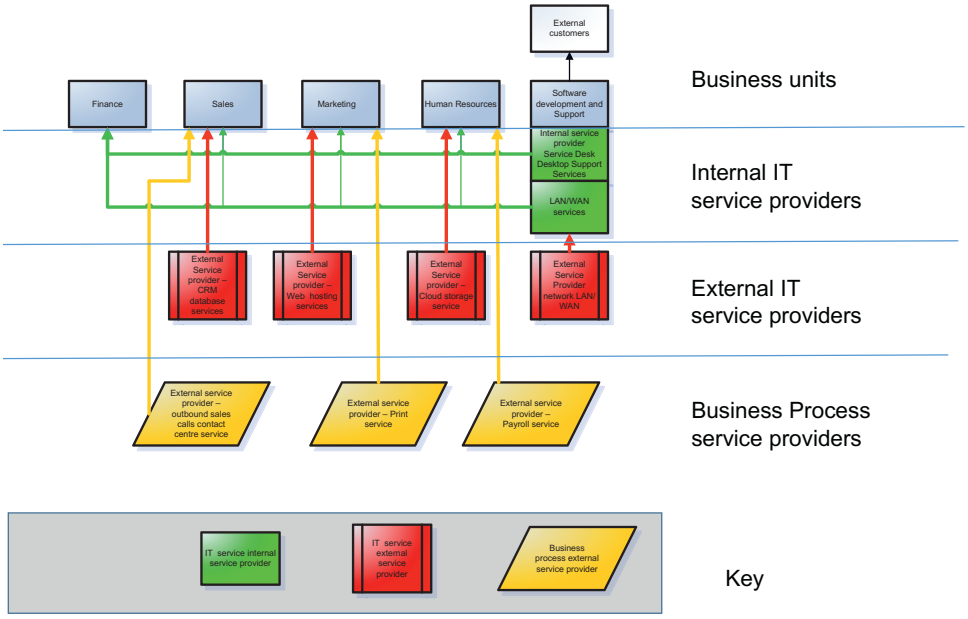


Figure 2.4 Case study JCM

Under the proposed SIAM model, JCM will have control over the overall delivery of the payroll system, despite the multiple service providers engaged in the delivery.

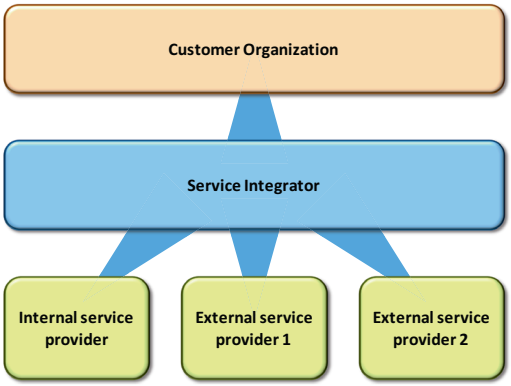


Figure 2.5 Simple view of a SIAM ecosystem

2.6.1.1 Service Provider Interaction

This is understood by identifying the service provider interactions, which are the drivers relating to the nature, number and types of services and service providers, and the complexity of the interactions between them. There are five of these drivers:

1. External sourcing
2. Shadow IT
3. Multi-sourcing
4. Increase in the number of service providers
5. Inflexible contracts

Let's consider each of these in turn in the service and sourcing landscape.

2.6.2 Service and Sourcing Landscape

When we consider *'service and sourcing landscape drivers'*, we need to explore the current set up of the organization.

2.6.2.1 External Sourcing

Historically, the provision of IT within an organization was managed in an internal environment, and this has shaped the frameworks and practices in common use today. This has now changed and many organizations have made the decision to source service and applications externally.

There are a number of benefits for this approach, for example, it may provide cost reductions, or access to expertise. These services may include specialized or cloud-based commodity services such as software as a service (SaaS), Infrastructure as a Service

(IaaS) and Platform as a Service (PaaS). This provides an attractive proposition as long as the service provider works seamlessly with other providers to the customer.

2.6.2.2 Shadow IT

This term describes IT services and systems commissioned directly by business units, by-passing the IT department. These services are required to meet a business need, but can cause issues when interactions are required with other services or service providers used by the customer. This is sometimes referred to as "stealth IT".

2.6.2.3 Multi-sourcing

In our complex IT environments, many organizations have made the strategic decision to work with a number of suppliers for the services they require. This moves away from the historical single source provision, to a multi-source and multiple delivery channel provision.

The transition from the single source to multi-source environment will often result in a mixture of both internal and external sourcing. Multi-sourcing can have a positive impact on many of the risks normally associated with a single source environment. Examples of these include:

- Low levels of innovation and slow pace of change
- High costs when compared to competitors
- Reliance on specific technology
- Restrictions of long term contracts
- A risk of single point of failure in the single service provider

2.6.2.4 Increase in the Number of Service Providers

The market place of potential service providers is increasing, providing greater choice and wider options for organizations considering and evaluating different sourcing approaches.

2.6.2.5 Inflexible Contracts

As the pace of technology change is so rapid, long term, inflexible contracts with IT service providers can lead to difficulties in adopting new developments and innovations.

Example: Inflexible Contracts

Historically in the UK public sector, it was common to find that IT service provision was managed in the same way as other service contracts. A service contract concerned with the maintenance of public utilities, such as park landscaping, does not need to respond to rapid changes in the market place or technology. In ten years, there is unlikely to be a significant change in the requirements of tree surgery or grass cutting. Consider the change in technology in the last ten years for IT. What

are the changes in the nature of service provision, as well as the technology itself? We have moved from local server based application provision to cloud based, from pcs in the office to laptops, and an increase in the use of mobile technologies. Tying the organization into a ten year agreement with a service provider may restrict the adoption of new technologies and innovations.
Contracts should always have appropriate renewal and termination clauses which support the customers' needs as well as providing sufficient future provision, without negative impacts on all parties in the contract.

A SIAM model typically negotiates shorter, more flexible contracts, allowing for the adoption and removal of providers to meet the changing technology needs.

2.6.3 Operational Efficiencies

When we consider the delivery of an end-to-end service, it is often difficult to understand how to make improvements that will be consistently adopted across the service. There are 4 drivers that support improvements and the potential to create operational efficiencies through standardization and consolidation. These drivers are:

1. Disparate service management capabilities
2. Data and information flows
3. Data and information standards
4. Tooling.

2.6.3.1 Disparate Service Management Capabilities

There are a number of potential issues if multiple service providers each have their own service management capabilities. It is important to remember that the customer will also need to retain service management control and as a result the likelihood of duplication of effort is very high. Other challenges include inconsistency in the levels of utilization, capability and maturity across the providers, as well as a lack of knowledge sharing. This can result in a blame culture between teams, and inconsistent processes and procedures. There is a likelihood of increased costs and potentially degraded service performance for the customer organization.

Example: Disparate Service Management Capabilities
A good example of this exists in the current set up for the case study organization JMC (Section 1.8). One of the issues driving the organization to consider a SIAM model is caused by the *'recent occurrences when IT issues have spanned more than one department, with each IT supplier involved blaming the others'*. It is easy to see from the current JCM structure that there is a lack of clarity in roles and responsibilities for the management of the services in use.

2.6.3.2 Data and Information Flows

The more complex the model of support is for an organization, the more likely it is that there will be a heavy reliance on data sharing and information flow. This is necessary to ensure the end-to-end service is delivered effectively by multiple providers.

If data and information flows are not clearly understood and mapped, the flow can be interrupted, with a resultant negative impact on service performance and operational effectiveness.

Using SIAM means that the service will be managed from 'end-to-end'. This includes management of the data and information flows. It will be important to understand the boundaries and interactions between the various service providers. Once the flows have been mapped, SIAM can then coordinate and manage the end-to-end service with the appropriate data and information flows to ensure the required service delivery.

2.6.3.3 Data and Information Standards

It is important to ensure that the same standards for data and information are applied across the end-to-end service. Inconsistency will mean that additional effort will be required when exchanging data and information.

SIAM suggests the adoption of a common data dictionary, which would include:

- Incident severity, categorization and recording
- Service levels and service reporting
- Requests for change
- Capacity and availability recording
- Management report formats
- Knowledge artefacts

2.6.3.4 Tooling

The exchange of data between service providers will require interaction between data sets and tools. Service providers are most likely to have their own toolsets, datasets and transfer mechanisms. Lack of integration is likely to cause problems such as:

- Re-entry of data and information by the receiver. This is sometimes known as the 'swivel chair effect' – a term used to imply the re-entry of duplicate data by turning from one machine to another on a swivel chair.
- A requirement to translate data and information from one system to another
- Unintended alteration of data and information
- Loss of data and information
- Delays in the exchange of data and information, resulting in poor service for the customer.

Example: Data and Information Flows, Data and Information Standards and Tooling
In a large UK media organization, the service provision is split between internal and external providers. The team supporting live broadcast media output are internal, and the rest of the organization (production, pre-production and administration) are supported by an external provider.
These two elements of the organization need to work together, as production and pre-production issues may have an impact on live broadcast. They have had to adopt consistent data standards and have ensured that the tool set in use allows for the easy transfer of data and information between the two support organizations.
Both organizations have made a strategic decision to use the same service management tool. This has enabled the same approach to categorization, prioritization, data and information exchange. The data dictionary has been documented and is referred to in the service level agreements, contracts and operational level agreements that are used. This means there is a single source of data standards used by both parties in the support arrangement.

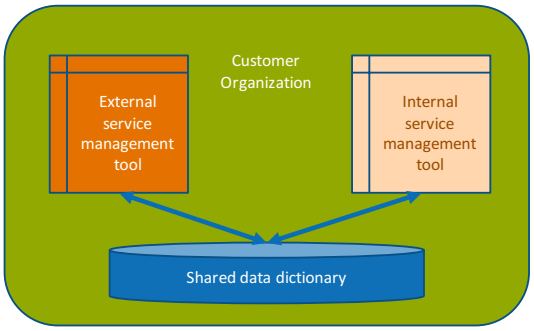


Figure 2.6 Shared data dictionary

In the future, the organization is looking at further consolidation by adopting a SIAM model for the provision of their services.

2.6.4 External Drivers

External drivers are imposed from outside the organization, and organizations must respond to these in order to stay effective and efficient.
There are two drivers related to this area:
1. Corporate governance
2. External policy

Let's consider each of these drivers, starting with corporate governance.

2.6.4.1 Corporate Governance

Dependent on the industry sector your organization works in, you may be familiar with the requirements of corporate governance.

There are many generic requirements which apply across a range of industry sectors, such as data protection legislation, or security legislation relating to data transfer. But some external legislation will be imposed specific to an industry, such as regulatory requirements for pharmaceutical organizations, or the banking sector.

An example of wide sweeping legislation is the Sarbanes Oxley Act passed in the United States of America in 2002 to protect investors from fraudulent accounting activities.

Example: Corporate Governance
In 2002, a new piece of legislation was generated from the USA. This was the Sarbanes Oxley legislation, which affected all US organizations who wished to trade on the US stock exchange, and their subsidiaries. This had a global impact. It was designed to prevent fraudulent accounting activity in organizations.
As a consequence, an international car manufacturer based in the UK (a subsidiary of an American company) had to go through a major review of their financial systems and identify any potential for misuse. This required clarification of ownership, roles and responsibilities for the systems, data and information. It had a broad impact across the organization, as the ownership was not restricted to the IT service provider, it had to include the customer, and any suppliers delivering service as well. The benefits of this were twofold – first, the organization met the requirements of the legislation, avoiding penalties. Second, it had the unintended benefit of bring the IT service provider and the customer closer together in understanding the importance of the systems' ownership, roles and responsibilities.
Corporate governance is a positive activity in an organization. Although initially the legislation was seen as an irritation and something that was simply a 'list checking exercise', it actually provided significant benefits in the organization's understanding of the roles and responsibilities between customer and service provider.

2.6.4.2 External Policy

Some organizations may have to use SIAM because it is mandated under a policy created outside the customer organization.

Policy drivers apply to:

- Public sector organizations affected by government or state policies
- Public sector providers affected by government or state policies
- Private sector organizations that are part of a larger group that has adopted SIAM as part of it strategy.

2.6.5 Commercial Drivers

Commercial drivers apply to organizations who offer commercial services related to SIAM. This includes consultancy, service providers or service specialists delivering to organizations. There are two drivers related to commercial factors:

1. Service providers
2. Service integrators

2.6.5.1 Service Providers

Any customer organization that has adopted SIAM will need its service providers to align to its SIAM model.

Many traditional service providers do not have the integration approach that is required for SIAM to be successful. In order to be successful in the SIAM market space, service providers must change their working practices to match the requirements for working with other service providers and service integrators in the customer organization.

The changes will affect:

- Tooling
- Processes and procedures
- Process interfaces
- Data dictionaries and standards
- Service reporting
- Governance approaches
- Data and information standards
- Commercial and contractual standards

2.6.5.2 Service Integrators

Some organizations may wish to offer service integration capabilities to customer organizations. They may take on the role of an externally sourced service integrator, or they may provide specialist support with respect to specific stages in the SIAM roadmap.

2.7 SUMMARY

This chapter covered the objectives:

- To outline the purpose and value of the SIAM approach
- To describe the business drivers for SIAM

We considered the purpose, objectives and scope relating to SIAM and how SIAM developed in the industry.

We also explored the business drivers for adopting SIAM:

1. Service satisfaction
   I. Service performance
   II. Service provider interaction
   III. Clarity of roles and responsibilities
   IV. Slow pace of change
   V. Demonstration of value
   VI. Lack of collaboration between service providers
   VII. Delivery silos.
2. Service and sourcing landscape
   I. External sourcing
   II. Shadow IT
   III. Multi-sourcing
   IV. Increase in the number of service providers
   V. Inflexible contracts
3. Operational efficiencies
   I. Disparate service management capabilities
   II. Data and information flows
   III. Data and information standards
   IV. Tooling.
4. External drivers
   I. Corporate governance
   II. External policy
5. Commercial drivers.
   I. Service providers
   II. Service integrators

2.8 QUIZ QUESTIONS

Question

1 SIAM can be applied to services sourced from which type of organization?
   a. External service providers
   b. Internal service providers
   c. Internal and external service providers
   d. Business process outsourcers

2 What is defined as "a single logical entity, held accountable for the end-to-end delivery of services and the business value that the customer receives"?
   a. Service integration and management
   b. Service integrator
   c. Customer
   d. Service provider

3 Which of these options is NOT part of the service integrator role?
   a. Provides the customer with a single point of accountability
   b. Drives collaboration and improvement across service providers
   c. Delivers and operationally manages services to the customer
   d. Reinforces roles and responsibilities for all service providers

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

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

2.9 ASSIGNMENT

Identify five different services that can be outsourced, using your own experience to help you. For example, a credit card company might outsource printing invoices.
Then make a note of at least five reasons why an organization would outsource services.