

SERVICE INTEGRATION AND MANAGEMENT PROFESSIONAL BODY OF KNOWLEDGE (SIAM™ PROFESSIONAL BOK)



Simon Dorst, Michelle Major-Goldsmith a.o.

Service Integration and Management (SIAM™) Professional Body of Knowledge

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Service Integration and Management (SIAM™) Professional Body of Knowledge

Simon Dorst, Michelle Major-Goldsmith a.o.



Colophon

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Foreword

To compete in the modern world of disruption and disruptors, organizations are focusing on their customers and their experiences, all of which are delivered using technology. Every company today must be or transition to a software company or it risks becoming digital dust left in the path of those that have! The quest for speed, quality and differentiation, which leverages technology, means organizations must focus on delivering innovation. In these ecosystems, they are becoming increasingly dependent on suppliers and partners. Management of the supplier ecosystem is critical to success - with little to no tolerance for downtime let alone failure.

This transition is not an overnight revelation, it has been evolving for years. Organizations globally commenced the shift from monolithic outsourcing engagements to multi-sourcing models during the 2000s, when they needed a process to integrate and manage these services and their suppliers. In response, SIAM models developed, primarily driven by public sector bodies like the UK's Department for Work and Pensions as well as innovative outsourcing users, such as General Motors (GM). The SIAM models were viewed primarily as the purview of the outsourcing community, delivering control in environments that were starting to seem unmanageable.

Unfortunately, practitioners have had little guidance or training available, which led to SIAM having a poor reputation. Today, some 10 years after the initial creation of SIAM, the management of outsourcers and suppliers is only becoming more complex with the adoption of cloud computing, the growth of the Internet of Things and the emergence of robotics.

Industrywide SIAM guidance started in 2016 with the development of the SIAM Foundation Body of Knowledge. Now, the SIAM Professional Body of Knowledge delivers further comprehensive and consistent guidance, which the industry has sought since the inception of SIAM. Leveraging the experiences of many successful SIAM organizations and industry experts, the guidance incorporates principles which support organizations as they navigate the complexity of their growing list of suppliers, or work as suppliers within a SIAM model.

Going beyond theory, the guidance addresses the practicalities of how to establish the SIAM roadmap to effectively manage all supplier artifacts including legacy contracts, commercial issues, security, cultural fit and behaviors, control and ownership and of course, service level agreements.

For organizations who are facing the challenges of integration of multiple suppliers and outsourcers, this publication is highly recommended, and especially to organizations considering or already working within a SIAM model. Additionally, the publication comes highly recommended for practitioners who are looking to implement SIAM and of course for anyone taking the SIAM® Professional course and exam.

I am sure that you will find the SIAM Professional Body of Knowledge great guidance for your SIAM journey and I encourage you as you develop in to give back to the community, just like those who have contributed to this publication.

Robert E Stroud CGEIT CRISC

Principal Analyst Forrester Research

About Robert Stroud

Robert Stroud focuses on helping clients navigate the dynamic business transformation and the IT transformation required to deliver agility at high velocity with exceptional quality.

A recognized industry thought leader, speaker, author and contributor to multiple best practices and standards, Robert drives thought leadership in the rapidly growing DevOps and continuous deployment domains. He assists clients with their DevOps and continuous deployment transformations, as they adopt technologies and practices such as continuous delivery, release automation, organization transformation, leveraging emerging technologies such as open source and cloud.

Robert is a past member of the itSMF International and itSMF USA Boards, is the past ISACA International Chairman and continues to serve on the ISACA International Board.

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Document Purpose

The SIAM Professional Body of Knowledge (BoK) expands the description of service integration and management (SIAM) from the previously released SIAM Foundation BoK¹. The Foundation BoK is recommended reading before using this publication.

The contents of the SIAM Professional BoK are the source material for the EXIN/BCS Service Integration and Management Professional (SIAM®P) certification.

¹ Available as a free download from www.scopism.com

1. Introduction

1.1. Intended audience

This publication is designed for audience groups including:

- Individuals wishing to build on their foundation level knowledge of SIAM and achieve the SIAM Professional certification
- Customer organizations and their staff looking for guidance when managing a multi-service provider environment
- Service integrators and their staff wishing to work in a SIAM ecosystem effectively
- Internal and external service providers and their staff wishing to understand their role in a SIAM ecosystem
- Consultants in service management and other frameworks who wish to expand their knowledge in this area.

1.2. The background of SIAM

Service integration and management developed in response to the challenges organizations face when using multiple service providers as part of their supply network, sometimes called multi-sourcing. Although multi-sourcing offers organizations the ability to choose the best service provider for each element of an end to end service, it may also incur significant management overhead and costs. Some organizations may not have the capabilities to manage service providers and their services.

The scope of SIAM

Although SIAM originated in the IT services arena, it is now used by an increasing number of organizations to manage business services.

This introduction provides a review of content from the SIAM Foundation BoK, to aid understanding of the rest of the publication. It includes:

- SIAM Foundation BoK history
- SIAM terminology
- SIAM roadmap.

Historically, organizations received IT services internally, using a simple structure of infrastructure and applications managed by an IT department. As technology use has become more complex, and business users have become more demanding, some organizations choose to outsource work between multiple service providers. This enables segregation of service elements, unlocks flexibility and reduces the risk of dependency on one service provider. Multi-sourcing also supports a 'best of breed' approach where the organization can select services from specialized service providers.

Commissioning organizations must consider how and from where services are provided, to maximize performance of their value network within their budget. The management of multiple service providers by a single organization presents significant administration challenges.

SIAM provides a standardized methodology for integrating and managing multiple service providers and their services. It enhances the management of the end to end supply chain, and provides governance, management, integration, assurance and coordination to maximize the value received.

SIAM supports cross-functional, cross-process and cross-provider integration in a complex sourcing environment or ecosystem. It ensures all parties understand and are empowered to fulfil their role and responsibilities and are held accountable for the outcomes they support.

SIAM recommends the appointment of a single logical entity with accountability for end to end service delivery: the service integrator. The customer organization has a management relationship with the service integrator, and the service integrator manages the relationships with service providers.

1.3. History of the SIAM Foundation Body of Knowledge

SIAM evolved from many different organizations and countries. As organizations developed proprietary materials, there was little objective guidance available for practitioners.

In 2016, in response to the requirement for SIAM guidance, Scopism Limited worked with contributors from a wide range of organizations and individuals to create the SIAM Foundation Body of Knowledge. This publication provides the basis for the subsequent SIAM Foundation certification scheme launched by EXIN, BCS and Scopism.

1.4. SIAM key concepts

The following sections describe SIAM key concepts. More detail is available in the *SIAM Foundation BoK*:

- SIAM layers
- SIAM structures
- Drivers for SIAM
- SIAM terminology:
 - SIAM practice
 - SIAM function
 - SIAM roles
 - SIAM structural elements
 - SIAM models
- SIAM roadmap.

1.5. SIAM layers

The SIAM ecosystem consists of three basic layers; the customer organization, the service integrator and service providers.

The focus, activities and responsibilities for each layer are different, as shown in Figure 1.

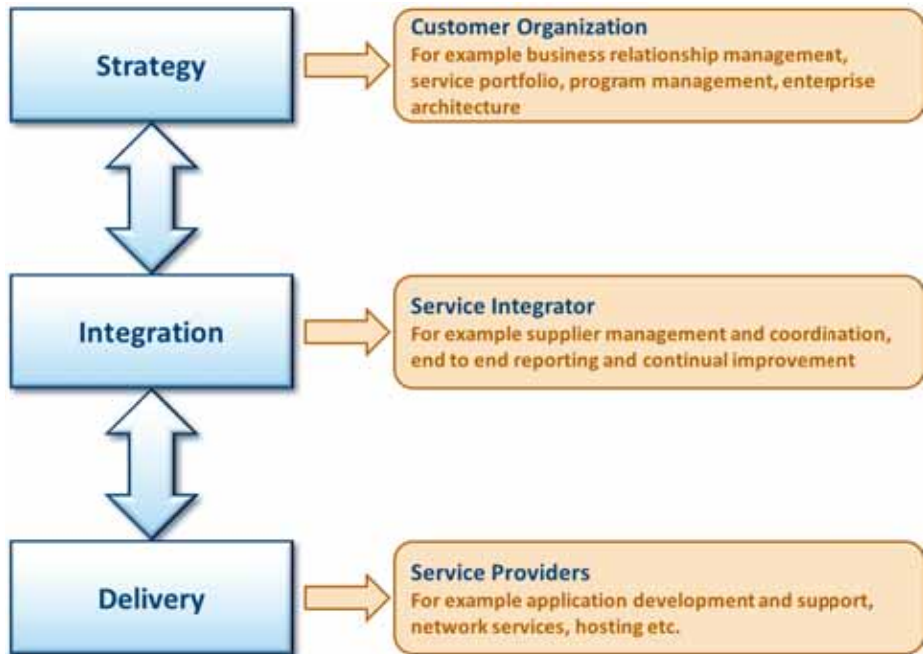


Figure 1: SIAM layers

An overview of each layer is provided here, and detailed information is contained in the *SIAM Foundation BoK*.

1.5.1. Customer organization

The role of the customer organization is to commission services and provide direction. In a traditional multi-service provider model, the customer organization has a direct relationship with each service provider. In a SIAM model, the customer organization has a relationship with the service integrator. It retains ownership of the commercial relationship with each service provider, but the service integrator carries out management, governance, integration, coordination and assurance activities.

The customer organization may have 'retained capabilities' that are skills and capabilities important for the delivery of service. Retained capabilities may sometimes be referred to as the 'intelligent client function'.

1.5.2. Service integrator

The service integrator is responsible for managing service providers. It provides governance, management, integration, assurance and coordination across the SIAM ecosystem. It focuses on the end to end provision of service, ensuring that all service providers are properly engaged in service delivery and providing value. The service integrator encourages collaboration between service providers.

The service integrator layer may be fulfilled by one or more organizations, including the customer organization. Having more than one organization in the service integrator role provides an additional challenge, so this approach must be managed carefully to ensure roles and responsibilities are clearly defined. (See section 1.6.3 Hybrid service integrator).

1.5.3. Service provider

A SIAM ecosystem has multiple service providers delivering one or more services or service elements, to the customer organization. Each service provider takes responsibility for managing its part of the contracted service, including the technology and processes which support end to end service delivery.

Service providers can be part of the customer organization or external to it.

- An **external** service provider is an organization that is not part of the customer organization. Its performance is typically managed using service level agreements and a contract with the customer organization
- An **internal** service provider is a team or department that is part of the customer organization. Its performance is typically managed using internal agreements and targets.

It can be helpful to categorize service providers according to their importance and potential impact to the customer organization, which will also indicate the level of governance required for each of them. The commonly used categories are strategic, tactical and commodity. SIAM applies to all three categories, but the nature of the relationship and the amount of management required will be different.

1.6. SIAM structures

There are four common SIAM structures, differentiated by the sourcing and configuration of the service integrator layer. These are:

1. Externally sourced service integrator
2. Internally sourced service integrator
3. Hybrid service integrator
4. Lead supplier as service integrator.

The decision to select a structure will depend on factors including, but not limited to:

- Business requirements
- Internal capabilities
- Complexity of the customer's services
- Customer organization type and size
- Legislative and regulatory requirements
- Customer budget
- Existing service management capability in the customer organization
- Timescales
- Types and numbers of service providers in the ecosystem
- Customer organization maturity and appetite for risk.

1.6.1. Externally sourced service integrator

Figure 2 illustrates the externally sourced service integrator structure. An external organization is commissioned by the customer organization to act as the service integrator. The external service integrator is solely responsible for managing service providers and does not have any service provider responsibilities.

This structure is suitable for customers who do not have sufficient skills or capabilities to be a service integrator, do not want to develop them, and are prepared to trust an external organization to fulfill the role.

There are distinct advantages and disadvantages to this structure, as discussed in the *SIAM Foundation BoK*.

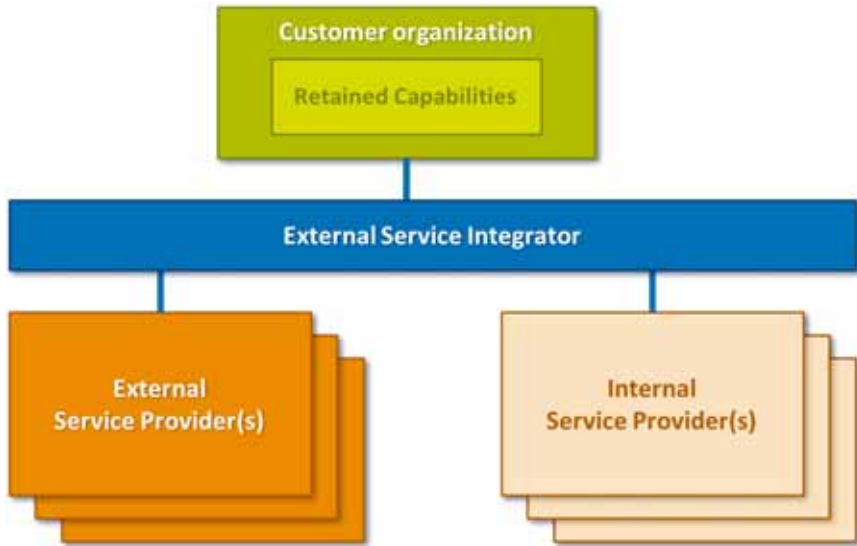


Figure 2: Externally sourced service integrator

1.6.2. Internally sourced service integrator

In this structure, the customer organization takes the role of service integrator. The service integrator must still be viewed as a separate, logical entity. If the roles of customer and service integrator are not separated, then the model is simply that of a traditional organization with multiple service providers, losing the benefits of SIAM.

As shown in Figure 3, the service providers can be either internal or external.

This structure is applicable to customers who have, or wish to develop, capabilities in service integration. The advantages and disadvantages of this structure are detailed in the *SIAM Foundation BoK*.