



MAIDE

FOR

SIAMTM

AN EXAMPLE OPERATIONAL MODEL

Simon Dorst & Michelle Major-Goldsmith

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1 FOREWORD

In today's increasingly complex IT environment, customers are calling for more defined and cohesive operating models that enable the consistent and efficient management of service providers. In response to this demand, the recent codification of Service Integration and Management ('SIAM') best practice through the SIAM Bodies of Knowledge has provided a common-sense approach for managing multiple service providers with the introduction of the 'service integrator' role.

As with most best practice frameworks, the Bodies of Knowledge aim to serve as a starting point, providing valuable guidance when establishing organisational structures, roles and procedures. However, it is also somewhat generic and lacks detail for specific, tailored and practical applications. Many organisations are still struggling with the concept and structure of SIAM and seek support from service integrators, such as Kinetic IT, to develop their SIAM model.

The SIAM MAIDE model is based on Kinetic IT's extensive experience with both SIAM theory and practice, including the design, implementation and operation of SIAM models in various organisations. The model recognises common deployment challenges and provides advice on specific functional grouping we believe is necessary for SIAM success. It provides a pragmatic structure for the customer and service integrator and includes essential elements as a tried-and-tested role when our customers have selected Kinetic IT as an external service integrator.

There is no doubt that the MAIDE model has proven its value within several of our existing customers, spanning some of the largest and most complex organisations in Australia. It has also provided Kinetic IT with a defined and demonstrable capability for applying SIAM theory into practice, which has been instrumental in our ability to make a material difference to customers in a relatively rapid manner. The structure of the MAIDE model provides clarity on the roles to be filled, the responsibilities to be assigned and the most valuable relationships to be established.

Through this white paper, we are happy to share the fundamentals of the MAIDE model with other organisations, allowing them to build a model and drive out benefits from the successful adoption of SIAM.

Michael North,
CEO, Kinetic IT Pty Ltd

2 INTRODUCTION

Service Integration and Management, or SIAM, has been around for some time now, and the publication of the SIAM Bodies of Knowledge has helped codify best practice and common sense in managing multiple service providers, mainly through the introduction of the service integrator role. SIAM, when done well, can provide significant business benefits. Yet in our experience, many organisations still struggle with the concept and structure of the service integrator layer as they seek a balance between retaining and releasing the right level of control.

Kinetic IT developed the MAIDE model to allow customers to take control of their SIAM ecosystem, allowing them to divide the service integrator functions in a managed way, retaining control in areas they deem appropriate for their organisation and giving clear guidance and expectations on the areas they want to outsource. The MAIDE model presented in this white paper is an operational model developed and used by Kinetic IT for the service integrator role, in different guises, with a number of our customers. It is designed to address the challenges of the practical implementation of SIAM within complex organisations. The model is by no means the only way to structure your SIAM service integrator, however it has been developed with insight from practical application and is presented as a tried-and-tested approach.

3 SIAM OVERVIEW



This section will provide a brief overview of the SIAM theory. More detail can be found in the freely available [SIAM Foundation and Professional Bodies of Knowledge](#).

When we wrote the [Who is the King of SIAM?](#) AXELOS white paper in 2015, we coined a phrase which we have used ever since:

SIAM is an evolution of how to apply a framework for integrated service management across multiple service providers. It has developed as organisations have moved away from outsourced contracts with a single supplier to an environment with multiple service providers. SIAM has evolved from the challenges associated with these more complex operating models.

[Dorst, Major-Goldsmith & Robinson, 2015]

SIAM supports cross-functional, cross-process, and cross-provider integration. It creates an environment where all parties:

- Know their role, responsibilities and context in the ecosystem
- Are empowered to deliver; and
- Are held accountable for the outcomes they are required to deliver.

In today's digital environment, there is an expectation of agility and advancements from contracted partners. SIAM supports these business requirements by providing a flexible operating model to support smooth interactions between an often complex web of service providers. Collaboration and end-to-end focus are at the core of the SIAM model, as well as the culture and working practices of the SIAM ecosystem. It adds functional elements and governance structures which support these behaviours. In providing this structural capability, SIAM creates an environment that is able to control the inputs and outputs of cross-functional activities and allows cohesion across value networks - a must in an environment where processes are being undertaken by a number of service providers.

One process does not rule them all

The SIAM approach does not mandate that all providers must follow specific, restrictive processes. This would make no sense as a small applications developer or a multinational cloud provider are unlikely to be able or willing to do so. Instead, it's important to establish the required roles and responsibilities for SIAM processes, and the interactions and activities which support them. This provides guardrails, boundaries and expectations (rather than rules) for process outputs and cross-provider interfaces.

SIAM can be applied to different sizes and types of organisations and to different industry sectors. Kinetic IT works with large and complex enterprise-level organisations, such as Qantas and Australia's Department of Defence, where the structure of the SIAM model encompasses multiple teams, often from different organisations, and across supplier communities ranging from 10 to 250 providers.

While simple in structure, the sophistication of the MAIDE model provides for a wide SIAM applicability across varying organisational maturity, scale and complexity to meet the needs of most multi-provider organisations. This scale-up or scale-down characteristic has been a key success factor in its repeated use and application across our customer base.

THE SIAM ECOSYSTEM

There are three layers in a SIAM ecosystem.

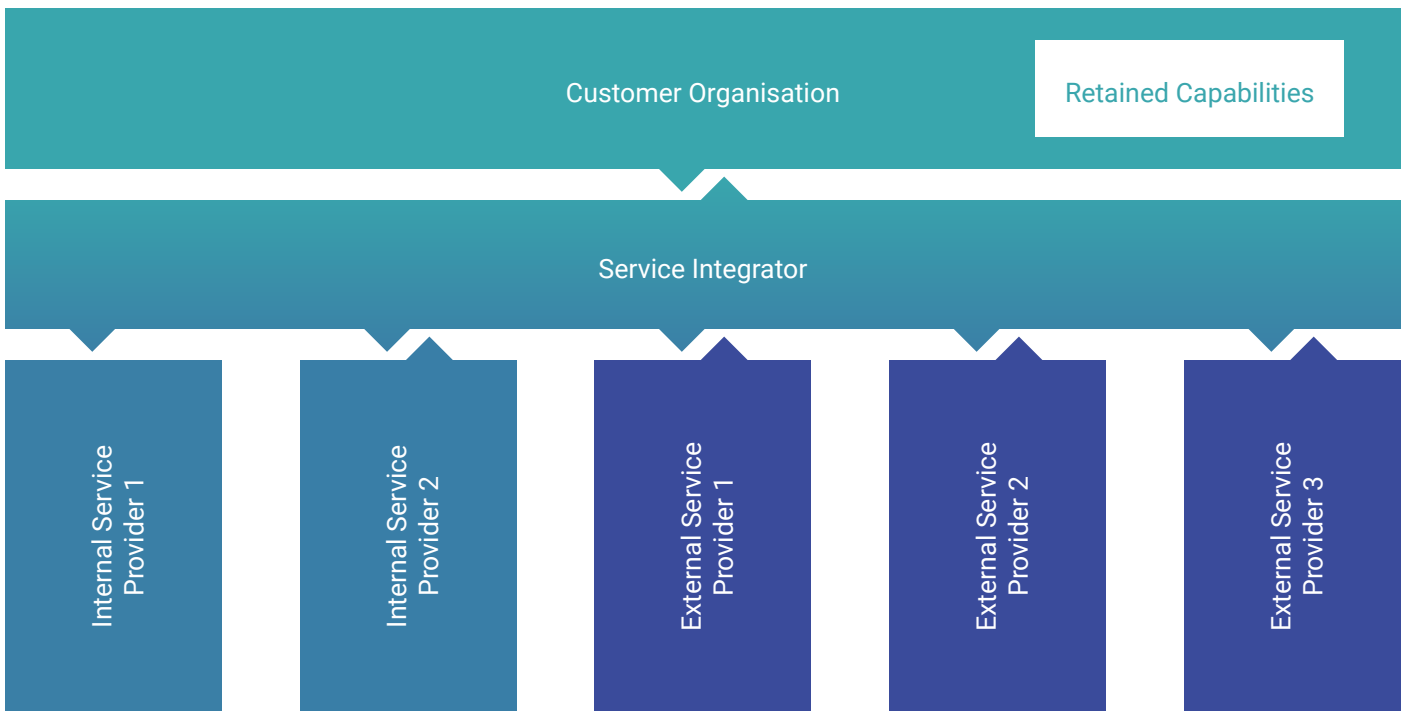


FIGURE 1: SIAM layers

Service Providers

Within a SIAM ecosystem there are multiple service providers. Each service provider is responsible for the delivery of one or more services or service elements to the customer. They are also responsible for managing the products and technology used to deliver their contracted or agreed services, and for operating their own processes. Service providers can be part of, or external to, the customer organisation.

Customer Organisation

The customer organisation is the end client which owns the contractual relationships with external service providers and, if external, the service integrator. Customer organisations typically contain business units such as human resources, finance, sales and their own internal IT function. They also have their own customers who use their products and services.

Retained Capabilities

The customer organisation will include some retained capabilities. These capabilities are usually functions responsible for strategic, architectural, business engagement and corporate governance activities. These business-differentiating functions typically remain under the ownership and direct control of the customer organisation.

Service Integrator

SIAM introduces the concept of a service integrator, which is a single, logical entity held accountable for the end-to-end delivery of services and the business value that the customer receives. The service integrator layer focuses on implementing an effective cross-service provider organisation, making sure that all service providers are contributing to the end-to-end service. It provides operational governance over the service providers and has a direct relationship with both the customer organisation and the various service providers.

The service integrator layer can be provided by one or more organisations, including the customer organisation. The service integrator is independent from the retained capabilities, even if it is internally sourced. If the service integrator layer is provided by more than one organisation, it should still be considered as a single logical service integrator.

STRUCTURAL ELEMENTS

Structural elements – as the word implies – are elements in the SIAM structure which can be defined, seen and measured. Within the SIAM Bodies of Knowledge, we define three types of these structural elements:

Boards

Boards perform a governance function in the SIAM ecosystem. They are formal decision-making bodies, and are accountable for the decisions they make. In SIAM, governance activities are carried out by boards operating at strategic, tactical and operational levels. These activities include defining strategy and policies, approving funding, negotiating contractual and commercial agreements, and endorsing changes to services and processes.

Process Forums

Process forums are aligned to specific processes or practices. It's important not to have too many forums as their value will diminish when their function overlaps, or if they are perceived to be an overhead. It is therefore not advisable to have a different forum for each process. Process forum members should convene regularly. Their responsibilities include developing and sharing common working practices, and driving continual improvement and innovation.

Example: A **problem management process forum** can be established with problem management peers from each service provider and the service integrator. They can jointly develop a set of key performance indicators for the problem management process.

Working Groups

Working groups are convened to address specific issues or projects. They are typically formed on a reactive, ad-hoc or fixed-term basis and can include staff from different organisations and different specialist areas.

Example: An ad-hoc working group could be established with members from several service providers to investigate an intermittent issue with the performance of an integrated service. This could include specialists from capacity management, IT operations, development, problem management and availability management.

SIAM MODELS

The SIAM model combines many of the SIAM concepts into one model for the SIAM ecosystem. There is no single perfect model, and each organisation should develop its own based on its unique requirements, services in scope and the desired outcomes.

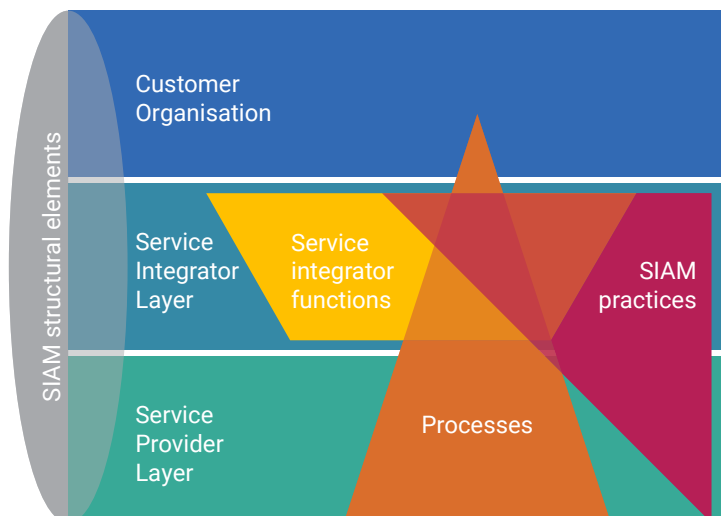


FIGURE 2: A SIAM model

CRITICAL SUCCESS FACTORS

A successful SIAM environment is not merely based on defined structures, contracts, reporting and auditing. True success is achieved when people work together, understand their common objective and respect each other's role in accomplishing real value. While most organisations have adequate processes, structures and documentation, it is the working practices, behaviours, collaboration and accountability of people in a SIAM environment that act as critical success factors.

Within SIAM, there needs to be a culture of respect, collaboration and cooperation across all service providers to deliver value and the desired outcome to the customer. This is commonly referred to as a 'one-team' culture, which is often easier said than done. Culture needs to come from the top-down as well as from the ground-up; the **Customer Retained Capability** needs to 'set the tone' by providing the policies and guidelines, but it's the service integrator that has to live-and-breathe this every day, and set the example to all service providers, both internal and external.

The MAIDE model has proven effective in supporting and fostering this culture by providing an intentful structure within the service integrator's function. This in turn helps to clarify the roles and responsibilities, and therefore the focus, of those working within the remit of SIAM.

4 THE MAIDE MODEL

The SIAM Bodies of Knowledge state that organisations may draw on proprietary models provided by an externally-sourced service integrator or external consultants engaged in the SIAM transformation. The Kinetic IT MAIDE model is one such proprietary SIAM model which can be used when creating a SIAM environment – in particular, the structure of the service integrator layer.

When Kinetic IT delivers a SIAM model to our customers, we must walk the line between providing something that is descriptive, high-level and generic (which is of little practical use) and a detailed, prescriptive solution which can only be applied in one specific circumstance. It has always been our position to avoid a 'default', solitary approach or anything that resembles a one-size-fits-all solution. Instead, we understand that each customer organisation is different and requires a solution that is optimised for them.

However, it is inefficient to continuously start with a clean slate. While every customer organisation is unique, there are certain considerations most organisations have in common, including challenges that have already been overcome elsewhere. It is therefore recommended that when building a customised SIAM approach, to begin with a base model and tailor to the specific requirements of the customer organisation.

The MAIDE model represents a base model that can be used to tailor, accessorise and otherwise adopt and adapt within a specific organisation. It is not a one-size-fits-all, off-the-rack solution. It is a proven, strong starting point and is based on many years of Kinetic IT's experience with both SIAM theory and design, as well as implementation and operation of SIAM models in various sized organisations.



FIGURE 3: MAIDE functions

MAIDE is an acronym representing five functions, each with a distinct objective and focus, that exist within the service integrator layer of a SIAM model. These functions provide structure to the role of the service integrator, which in turn enables better definition of the roles and responsibilities within an organisation, especially in terms of governance and reporting lines, and process and activity ownership.

The MAIDE model provides a template for the structural and functional organisation of the service integrator in a SIAM ecosystem. Underneath is a visual depiction of the MAIDE model in practice across the SIAM layers:



FIGURE 4: The MAIDE model in a SIAM environment

Within the MAIDE model, the **Manage** function is positioned at the operational layer, supported by the **Assure**, **Improve** and **Design** functions, which form the tactical layer. Each of these functions are supported by the **Enable** tooling function. The whole MAIDE model service integrator function sits between the service providers and the customer. The service integrator works for, and with, the **Customer Retained Capabilities**, which form the strategic layer of the SIAM model. At the operational layer, the various service providers will be managed by the service integrator with expectations they will participate in the **Improve** and **Design** functions while maintaining a relationship with the **Customer Retained Capabilities** through contract management practices

On the operational side we find the various service providers that will be **Managed** by the service integrator. Although they will be expected to participate in the **Improve** and **Design** functions as well, and they will have a relationship with the **Customer Retained Capabilities** in the contract management practice.

History of the MAIDE model

The MAIDE model evolved from a Kinetic IT SIAM operating model affectionately known as 'AMPT'. AMPT was presented as a governance model and refers to four functional SIAM areas: *Assure*, *Manage*, *Perform* and *Technology*. APMT was an evolutionary step forward in SIAM delivery models, created in response to a need to evolve a rapidly maturing SIAM ecosystem. AMPT was designed as an 'end-point model', i.e. it was a future mode of operation within an already-deployed SIAM function.

In mapping the journey from the initial SIAM deployment into AMPT and by taking into consideration learning from other SIAM deployments, Kinetic IT SIAM specialists, Mark Thompson, Ian Christie, Steve Robinson, Adele Olds and Karim Adra identified a series of common deployment challenges, typical SIAM starting points and a common evolutionary pathway. The MAIDE model was formed in response to this activity.

Creating MAIDE established a new SIAM operating model that can be introduced into low, medium or high maturity environments with each of the MAIDE functions being adjusted as appropriate. The size, scope and capability of each of the MAIDE functions can also be tuned to allow SIAM to be introduced and integrated into both brownfield and greenfield environments.



MANAGE

Manage is at the heart of the SIAM service integrator role. This function is responsible for the management and delivery of standard business services through and across multiple service providers. This includes responding to requests and managing issues, changes and releases into the environment (particularly if they are relatively minor, standard or automated).

People and Processes

Ultimately, the MAIDE functions provide an organisational structure in which people can operate with clarity. Across each MAIDE function, we can identify a number of processes, practices and sub-functions. This does not mean they are restricted to the core function in which they're identified, but are logically positioned where the coordination, management and ownership of these processes can be allocated to specific functional roles and resources. In **Manage**, this could include standard operational processes, although not service desk, incident management or request fulfilment.

Service desk would not be included within **Manage**, as this capability should be seen as a service provider. The level and type of interactions with the consumers of service desk services do make it an important, almost special provider for SIAM. Within the SIAM model and sourcing approach, consideration needs to be given to who will deliver service desk and its relation to the service integrator, as this is often a vitally important success factor.

Incident management and request fulfilment are also not specifically identified in the **Manage** function, as they are performed within each service provider, using mostly pre-defined and repeatable processes (possibly specific to that provider). Thus, this only needs to be addressed within the service integrator when it is outside the norm, outside the remit of a single provider or otherwise important enough to involve escalation to the service integrator. The **Manage** function is best served by concentrating on major incident management and a role in 'request catalogue management' across all providers.

The maturity of the SIAM ecosystem will affect how incident management and request fulfilment are controlled. In less mature environments, it's beneficial to maintain centralised control with a process manager in **Manage**, but in more devolved and mature environments control of these processes can be contained with **Assure** (see next section). [Practitioner comment]

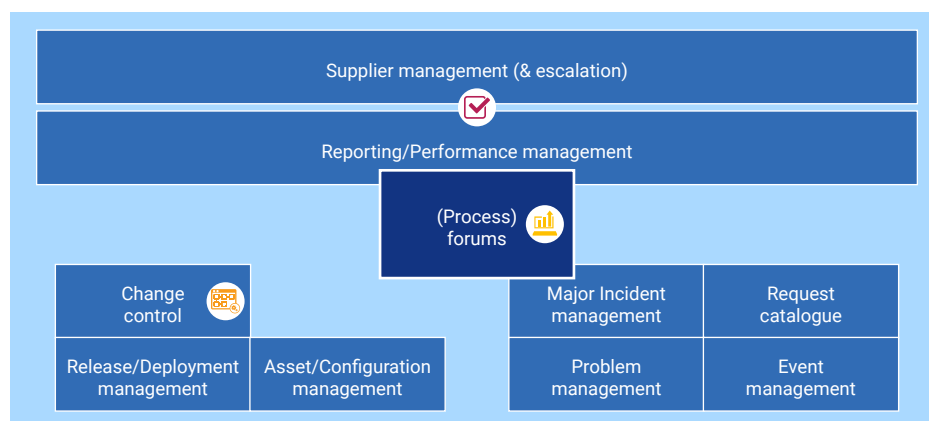


FIGURE 5:
Manage activities
and links

In **Manage** we include change and release processes, configuration information management, supplier management, as well as generic reporting. The activities are largely performed by service providers, but will need coordination and control at the service integrator layer. These practices will need a defined link with those identified in the **Design** function of the MAIDE model (which is discussed later).

In general, we like to separate performance management from supplier management, with the former predominantly focussing on tick-box measurements and the latter focussing on the relationship between the service providers and the service integrator. Within **Manage**, performance can be discussed and issues analysed (based on the 'fix first, debate later' principle applied in business-as-usual processes). Depending on the service integrator's delegated authority, these issues should ideally be resolved without having to be escalated to the customer-retained layer of the model. Thus, there also needs to be a link to the **Assure** function.

Structural Elements and Forums

Forums are formed when people from different parts of the SIAM model (i.e. different service providers and different layers) come together to collaborate and focus on continual improvement. The establishment and responsibility for these forums needs to be carefully defined, and the majority (but not all) of these forums should be managed and facilitated within the **Manage** function.

Rather than concentrating on process metrics, the service integrator needs to drive a 'one-team' culture which focuses on 'how good can we get?' to achieve cross-provider, business outcomes. [Practitioner comment]

The majority of forums (but not all) should be managed and facilitated within the **Manage** function. In the SIAM Bodies of Knowledge these are referenced as process forums, which although not wrong, is a somewhat limited title. Rather than having a forum for every single process (for example, ITIL® 4 now has 34 identified practices), it is possible to have forums focussed around grouped practices, services, or even the service model structure. What is key is achieving balance between the number and frequency of forums and meetings, and the overall effectiveness of outcomes and improvement benefits. This provides a link to the **Improve** function.

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ASSURE

Assure is primarily tasked with ensuring the **Manage** function is performing to required targets and outcomes, and delivering on the intended value. It also provides a level of assurance over the **Improve** and **Design** functions. **Assure** is focussed on achieving the defined outcomes and therefore needs a good relationship with the customer organisation to ensure desired outcomes are clearly articulated, including the specific parameters, policies, and standards to apply and adhere to.

The **Assure** function has activities across the customer, service integrator and service provider functions, but within **Assure** these can be brought together, analysed 'end-to-end' and linked back to customer outcomes. [Practitioner comment]

There are distinctly different capabilities between the **Manage** and **Assure** functions, requiring the need for separate functions and often different people possessing the appropriate skills. There needs to be a level of independence between these two functions, again indicating different people and teams, under different management (as we don't want people to *mark their own homework*).

This is especially the case if there is a hybrid service integrator arrangement, where some activities are performed by the customer organisation, and others by an outsourced service provider. The **Manage** function can be more easily outsourced to the external service integrator, whereas the customer may wish to retain the **Assure** function, even if only during the early period of their SIAM journey.

People and Processes

At the heart of the **Assure** function is verification, audit and compliance, predominantly based on the reporting figures provided by the **Manage** function, as well as by **Improve** and **Design**. In order to benchmark this activity, standards, policies and processes need to be defined and maintained.

Establish 'business rules'

As stated previously, the SIAM approach should not mandate following specific, restrictive processes. However, we do recommend the service integrator establishes specific organisational rules for inclusion into service provider activities. These rules should detail how the integrator will expect to engage with service providers and can be incorporated into collaboration agreements, working charters or even service agreements and contracts.

For instance, statements such as:

- All service providers will effectively and proactively collaborate, interact and work seamlessly with each other to provide end-to-end services in a manner that assists [the customer organisation] to achieve its business and other outcomes
- There is a collective focus on incident and problem resolution with other providers and effective and proactive collaboration and interaction is embedded in all processes and procedures used by service providers.

Customer input is essential at this point, and the defined rules need to become part of the service integrator's working practices. Some rules may also be adopted into some of the service providers' delivery practices.

Example: A security policy needs to apply top-down for the integrator and those service providers working on-site or handling specific data-flows.

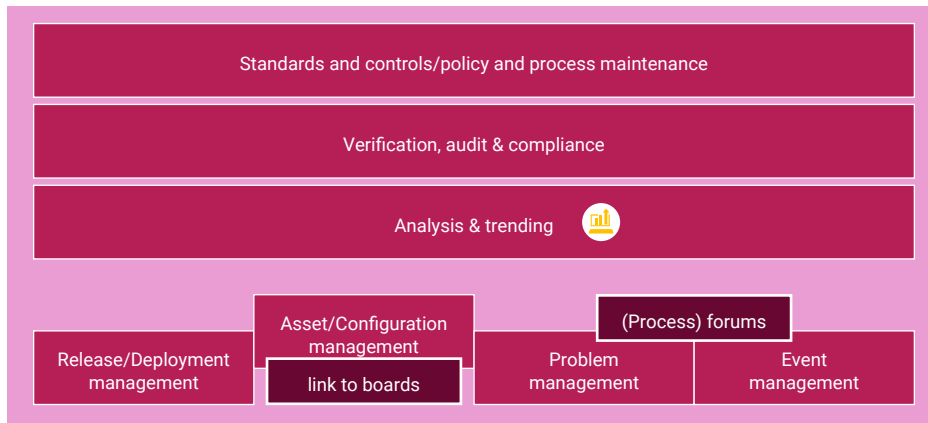


FIGURE 6:
Assure activities
and links

The **Assure** function is one of the most commonly tailored and/or co-sourced functions of the MAIDE model. Arguably, one of its key activities, analysis and trending, could be considered as part of the **Improve** function. Whilst there is an overlap, the **Assure** function is focussed on ensuring targets, goals and outcomes are achieved (or at the very least show demonstrable improvement), which is aided by the activity of analysis and trending. You could say that analysis and trending activities in the **Improve** function focus on opportunities and areas of improvement, whereas **Assure** analysis and trending is focussed on achieving pre-defined targets.

The more traditional processes within this function are also arbitrary, as many of these span the **Design, Manage** and **Improve** functions. However, an objective of these processes existence within **Assure** is the assurance of current and future service delivery against the organisational requirements. Accordingly, processes like risk, security and continuity management can find their place within **Assure** in terms of identified roles and responsibilities for ownership, end-to-end oversight and a link back to **Customer Retained Capabilities**.

Service level management is unique in that it covers most of the **MAIDE** model functions, however if we recognise **Assure** as the function providing end-to-end assurance to the customer, and certainly in terms of roles and responsibilities, this activity belongs in this function.

Structural Elements and Forums

With processes located within **Assure**, there would also be forums. These provide a conduit to inform the **Improve** function, as well as to SIAM governance boards, particularly those at tactical and strategic levels.

Ensuring the correct collaboration with other functions, in particular with **Manage**, whilst holding an independent viewpoint means that all contact points with **Assure** need to be clearly defined and delineated in the description of the exact roles and responsibilities within the service integrator.





IMPROVE

Improve is an important function. Both SIAM and ITIL 4 recognise improvement as an integral component of the service value system. It is represented in guiding principles, such as *'progress iteratively with feedback'* and *'optimise and automate'*, and is strongly represented in other practices such as Lean and Agile.

The MAIDE model shouldn't become a contract 'stick' being wielded over the various service providers. Instead, the model and the service integrator within it, should encourage, manage and facilitate collaboration and cooperation between the staff of the teams, providers and organisations involved. While the primary objective of a SIAM implementation is often to achieve the end-to-end outcomes desired by the customer (in other words, delivery of the **Manage** function), it is also commonly initiated to drive increased and continuous improvement.

In many ways, the role of **Improve** is much harder to define because the **Manage** activities are confined and defined by service provider contracts with stated targets and service levels. Whilst the agreements can include artefacts such as collaboration agreements and mandated participation in forums, an improvement is by all accounts 'over-and-above' and as such the effort, outcome and priority is rarely predefined and controlled as 'rigidly' as in **Manage** or even **Assure**.

Therefore, staff allocated a role in **Improve** need to focus on building a culture of collaboration across the environment, rather than on following detailed procedures or 'tick-box' contractual requirements. A culture needs to be built top-down, which in SIAM will require a good relationship with the customer and all service providers.

Organisational change management takes time (and effort) and we kept emphasising that we (as the service integrator) were not there to compete with the service providers. The turning point was when service providers came to us with their issues and were asking for help! [Practitioner comment]

People and Processes

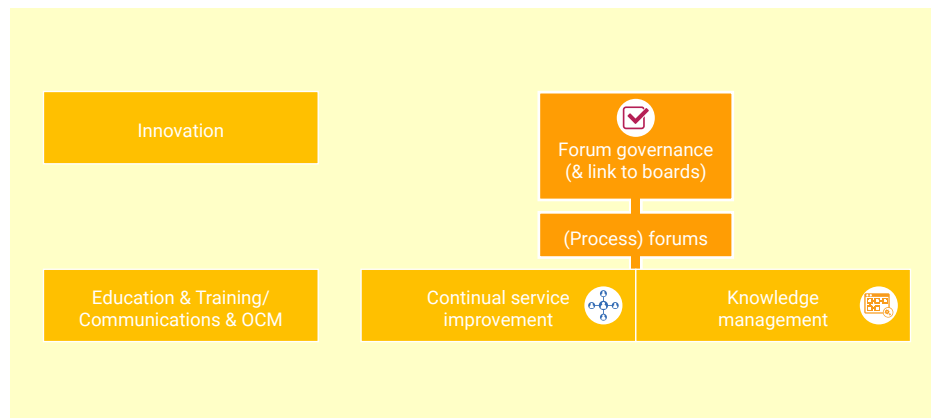


FIGURE 7: Improve activities and links

Improve spans the activities of continual service improvement (CSI) and knowledge management, as well as education and training, communication and organisational change management.

Knowledge management, in the context of the **MAIDE model**, is the collection and dissemination of knowledge predominantly focussed on improving the efficiency or effectiveness of a team or process. Therefore, it is closely affiliated to CSI. However, a case could be made for inclusion of this within **Manage**, together with the change and transition processes, or possibly with (proactive) problem management.

Education and training of staff (referenced as workforce and talent management in ITIL 4) addresses the skills and capability requirements of both the service integrator and service providers staff, as well as awareness and education of new technologies, changed services, modified business requirements and any other consideration in a continuously changing environment.

This is why we've also included communication and organisational change management capabilities to **Improve**. These activities should not be limited to the service integrator and should flow 'down' to all service providers, 'up' to the **Customer Retained** functions, and potentially across the customer organisation to encourage open, two-way communication between the business and service organisation. Communication and organisational change management roles within **Improve** can aid in achieving this.

Finally, within **Improve** is the concept of innovation. This will be different from one organisation to another, as some organisations are focussed on constant innovation, while others are happy to be a follower of anything new in the market. It's important to distinguish and separate innovation from improvement. Improvement is doing the same thing but better e.g. faster, higher, stronger, whereas innovation is about doing something new and different, and this requires a substantially different style of management.

Example of Innovation practices

Failure is an essential part of innovation. Not only is it more likely that an innovation will fail (because of the larger unknowns involved), it is encouraged as we often learn through our failures. Therefore, innovation practices factor in failures and often work on a 'funnel-principle', where 10 ideas are seeded to reach a proof-of-concept, of which only three get funded to create a pilot, of which only one is put into production.

Structural Elements and Forums

We find process forums within the **Improve** function, but because all forums are intended to focus on improvement we recommend that not only is there a specific CSI forum, but also a governance forum which maintains a coherent, holistic oversight of improvement and potential innovation across all forums, in all functions.

Within the SIAM MAIDE model additional forums are in play, these include 'Communities of Practice' and 'Tiger Team' type forums. These are commonly better placed in either Assure or Improve depending on the intended outcome. [Practitioner comment]

And the outcome, in particular when related to larger or more 'involved' improvements, would be escalated to the SIAM governance board structure. Working in tandem with **Assure**, which is more around the 'as-is' governance, our **Improve** functions provide input around and motivation towards the 'to-be' state.





DESIGN

The SIAM environment does not stand still. The only constant is change, and even change itself as a concept has undergone a transformation of sorts in recent years. The traditional, infrastructure-focus of stability and carefully planned, designed and tested changes has collided with the agile software approach of responsive, fast deployments of smaller ‘minimum viable products’, and a ‘fix-forward’ approach of continuous feedback to quickly address any issues that surface in a subsequent sprint.

Whether one approach is better than the other is arbitrary, and the truth most likely falls somewhere in the middle. The service integrators’ challenge is the need to blend the various practices to allow both waterfall and agile projects in a multi-modal environment. What’s more, within a SIAM environment we allow each service provider to apply the practices they are more familiar with, which are embedded in their individual organisation and which (hopefully) are the most effective ones for them.

Within the **Design** function, we need to retain an overarching view of all the different programs and projects that are being undertaken across all the different service providers. For this, we generally adopt relatively traditional service design and service transition elements within this function.

The service integrator can add important aspects to the service design, such as end-to-end reporting requirements, incident models/scripts, definition of **Assure** aspects etc., which will benefit the operation of a new (or changed) service across the SIAM ecosystem. [Practitioner comment]

People and Processes

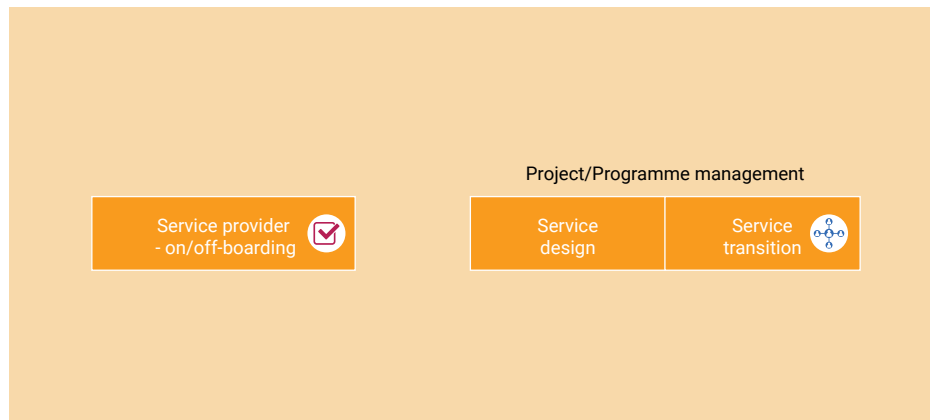


FIGURE 8:
Design activities and links

When building the governance structure to provide an overarching view, practices such as ITIL 4’s change control or PRINCE2® Project Management can be used as guides. For some organisations, PRINCE2 Agile® or the more holistic program-focussed MSP® or P3M3® practices would be more appropriate.
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SIAM recognises that each project is a discrete amount of work, assigned to a dedicated team, either within one specific provider or across a multi-functional, multi-provider team. What is vital with the **Design** function, in the service integration layer, is an overview across all of the projects and activities and in particular a level of control over the transfer from **Design** to **Transition** and then the handover from **Transition** to the **Manage** function (where we have already discussed the change, release and deployment management activities). These service integrator activities then need to consolidate up and integrate with the larger program governance structure of the **Customer Retained Capabilities**. We also add a function or set of activities here around the on- and off-boarding of service providers. In a reasonably complex SIAM environment there will be dozens of service providers, even when only considering the ‘key’ ones.

A quick calculation illustrates that if there are 36 providers, each with a 3-year contract, then (on average) **every month** a provider’s contract is either renewed or replaced.

As previously stated, change is constant and it would make sense to have a dedicated function within the service integrator layer focussing on all the activities involved in the off-boarding of an incumbent service provider, the on-boarding of new ones and the necessary transition in between. When mature, this will be linked to the **Assure** function for the establishment of the controls, policies etc. and from there with the customer’s retained part of service provider transition, mainly through contract management.



ENABLE

The last function of MAIDE is **Enable**, which addresses the technology supporting the service integrator and the management of these systems. As technology supports, and ultimately underpins, every part of the service integrator's activities, it makes sense to define a separate team for this. Often the tools require one or more dedicated resources with a different role profile and (more technical) skillset from either of the other MAIDE functions. This requirement is amplified even more so if the toolsets are integrated with those of several service providers, or with the customer's management systems, communication platforms, asset repositories or other tools.

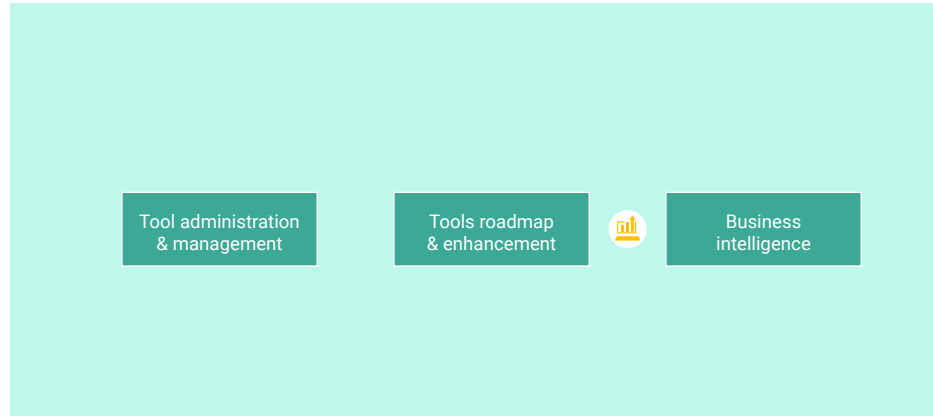


FIGURE 9:
Enable activities
and links

Enable has relatively simple structure with some elements focussing on different aspects of the toolset. One of the more interesting aspects is the business intelligence function. This is where concepts like IoT (Internet-of-Things), AI (artificial intelligence) and big data are placed with all the advances and advantages they can offer. There has been some phenomenal development in capabilities such as 'sentiment analysis' and other AI-related machine learning or analysis capabilities which can provide a significant benefit in the complex and large environments of most SIAM ecosystems. Hence the link here with the **Improve** function.

Enable literally enables 'decisions at speed'. In some cases, prior to our SIAM implementation our customers used to take almost a month to create a report which, when presented, was based on three-month old data! Shifting to online, near-real-time dashboards has provided the clarity and transparency necessary to make proactive decisions and redirect internal and supplier resources to areas of highest demand. [Practitioner comment]

CUSTOMER RETAINED CAPABILITIES

Whilst technically not a part of the service integrator layer, we do need to highlight the importance of clarity across the **Customer Retained Capabilities** in any SIAM model. After all, the service integrator may be the customer's agent, but the **Customer Retained Capabilities** are part of the customer and therefore ultimately accountable for the working of the SIAM environment. This puts them in a position of setting direction, providing oversight, and enabling escalation and decision-making.

The customer needs to let go of the process (management) and focus on managing outcomes for the business. This means not interfering and 'jumping in' with the service integrator, but also making timely decision to enable the service integrator to do their job. [Practitioner comment]

People and Processes

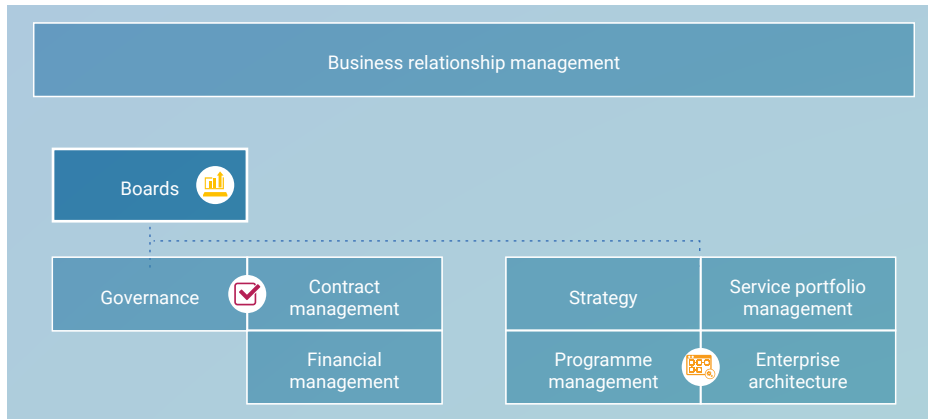


FIGURE 10: Customer Retained activities and links

Our recommended starting point is the traditional governance position, but just because it is common sense and traditional, it doesn't mean it is always considered (or tuned) to the degree that is required. Particularly when the service integrator is internal and the boundaries between the integrator and the **Customer Retained Capabilities** somewhat 'blend'. As an external service integrator, Kinetic IT has the benefit of clarifying a lot of the contacts and interactions of the MAIDE functions with the customer's existing or retained organisation - something an internal or hybrid integrator may find difficult as it is more or less 'implied'.

With governance as the key function for the **Customer Retained Capability**, contract management and financial management play an important role in the formal management of service providers, especially external providers (remembering the customer owns all contracts). While the service integrator manages the day-to-day delivery, collaboration and even the improvement of providers' services, the **Customer Retained Capability** sits in the background for dispute resolution and the commercial and legal management of the providers' contracts. This is closely linked to the **Assure** function.

A SIAM model doesn't operate in a vacuum. It is part of the larger organisation and in part responsible for delivering the value and outcomes the business requires. The customer's business strategy will define its IT or information systems strategy, and subsequently the strategic objectives for the SIAM environment. This strategic view requires overarching program management, particularly for the portfolio and future pipeline. Enterprise architecture roles (architecture management in ITIL 4) also need to be retained, all of which has a strong link to the **Design** function.

Business relationship management also features in the **Customer Retained Capability** for the SIAM model to continue to be a partner, or even better - a part, of the business, receiving input into and feedback on the strategy, portfolio, improvements, demand patterns and all other information that truly indicate the success of the SIAM environment.

Structural Elements and Forums

Customer representatives, particularly those operating at a strategic and tactical level, are key attendees and decision makers of the various boards within the organisation, IT department and/or the SIAM model. Whilst these boards set direction and retain oversight, their focus should be on the future and thus the strongest link is with the **Improve** function of the MAIDE model.

SERVICE PROVIDERS

In an operational SIAM model, service providers will be **Managed** by the service integrator and would be expected to participate in the **Improve** and **Design** functions. They will also have a relationship with the **Customer Retained Capabilities** through contract management.

From a SIAM perspective, service desk is seen as service provider, the services of which may be delivered by the customer organisation, an external provider or the service integrator. However, service desk is more than a provider. It is unique in its function as the key point of contact for service consumers or end-users and is in an optimal position to gather service performance data, feedback and trends. The service desk also plays a key role in coordinating incidents and requests with, and across, the various providers – almost performing service integrator-like activities. Therefore, service desk should be tightly integrated with the **Manage, Enable** and **Improve** functions of the service integrator.

Internal Service Providers

In a SIAM model, from the service integrator’s perspective, there is little or no difference whether a service provider is internal or external. However, the principle of impartiality across various providers is easier said than done as there is often a different type of relationship between an internal provider and the service integrator, especially if the integrator itself is external. This divergence extends to the **Customer Retained Capabilities** as, compared to an external service provider, there is no contract to manage and govern their remit.

For internal customer teams, there are potentially fewer controls for a service integrator to use in terms of motivation or authority to direct, which will need to be addressed in the governance and performance frameworks within the model. The customer (through the **retained capabilities**) needs to ensure that all service providers, whether they are external or internal, embrace the service integrator as the customer’s agent (or as it is sometimes expressed: ‘the service integrator is the customer’s voice’) and when necessary the customer may need to act to gain or remind providers of any commitments made to the agreed SIAM model and approach.

5 MAIDE VARIATIONS

As previously outlined, the MAIDE model is not meant to be a one-size-fits-all standard template for SIAM implementations. Instead it is a starting point, from which customised and organisation-specific SIAM models can be designed. This section provides examples of some of the variations that we have seen or can envision to be practicable.

SMALLER ORGANISATIONS

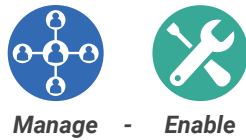
Kinetic IT tends to work with large and complex organisations, where the service integrator layer contains a relatively large number of resources. In these environments, it makes sense to segregate resources, and to create functions (i.e. the MAIDE) which combine specific capabilities and focus on specific objectives. However, in smaller organisations this may be a luxury that cannot be afforded as there simply aren’t enough resources to cater for this.

In this case, the different MAIDE functions can be combined, although this will always be a compromise as it will dilute the explicit focus of each function on its own. When combining the functions, it is important to consider the primary benefit and purpose of shifting to a SIAM approach for the organisation, and select the appropriate combination which will further progress the proposed goals. Some of the more logical combinations are:



Manage and **Assure** both involve (mostly) routine, repeatable activities, whereas **Improve** and **Design** focus on time-limited, one-off implementations (see elsewhere on the combination of these two functions). It therefore makes sense to combine the **Manage** and **Assure** functions. Keep in mind this may be to the detriment of the independence or impartiality of the **Assure** function.

There is also a subtle difference in the capabilities required for assuring (oversight) versus the more hands-on, operational **Manage** activities. This can be resolved by staff within this combined function having different roles, whereby senior staff will perform more of the **Assure** activities (effectively establishing a separation in what is a hierarchical, single function).



Similar to above, the **Enable** activities are largely repeatable, routine and mostly at an operational level. A combination with the **Manage** function is therefore apparent but may be at the cost of a focus on the other functions (specifically **Improve** and **Design**). It may relegate the tool capabilities to only supporting the operational **Manage** activities and therefore lose its proactive focus, not only on tool improvements but also sophisticated (big) data analysis and the benefits that can bring.

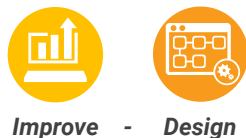
NOTE: It would also be possible to combine **Manage**, **Enable** and **Assure** which would constitute an accumulation of compromised specialisms and focus.



The combination of the **Manage** and **Improve** functions provides a closer relation of the improvement focus with the day-to-day management of the service delivery. It's important to maintain awareness of the core function of **Improve**, which is to focus on improvements across the whole lifecycle of a service, including **Design** and **Assure**, as well as activities supporting innovation and organisational change management which may be critical to the success of the SIAM model, but which are not usually aligned with the operational **Manage** activities.



This combination is quite logical as it combines the current 'as-is' **Assure** with the future 'to-be' **Improve**. Whilst this is a logical sequence (or process) there are different capabilities required for either function. Again the **Improve** distinctive activities of innovation and organisational change management are so fundamentally different from other processes and activities that they almost demand separation in roles and capabilities (or you risk underestimating this, with potential dire consequences for the SIAM model as a whole).



Improve and **Design** activities are well-aligned as they both address time-limited cycles of projects, sprints, and improvements etc. The management structure of these two functions can also be aligned. However, there remains specific and different capability requirements, particularly with the distinct **Improve** activities of innovation and organisational change management as primary examples.

HYBRID SI

This is not so much a variation of the MAIDE model, as an indication of how it can be applied across a hybrid service integrator, whereby part is provided by the internal organisation and part by an external provider. There are two kinds of hybrid service integrator structures.

The first one is a 'learning' one where the internal service integrator is learning from the external one, with the objective to eventually take over and establish an internal service integrator structure. In this case, the internal integrator staff needs to 'shadow' the external staff and thus there will be no specific distinction within the MAIDE model functions (unless the internal service integrator can perform any of the MAIDE functions independently).

The second structure is where the customer outsources part of the service integrator function, because it either hasn't got the capabilities to perform these functions (and no appetite to recruit, train and create them), or because they want a certain level of flexibility from the external service integrator (i.e. a scalable number of resources, or perhaps temporary resources). The most logical split for this hybrid model is to leave the internal service integrator performing the more tactical **Assure** activities, with the external service integrator providing the **Manage** function (and possibly **Enable**, especially if this requires specific technical- capabilities). In this structure, the internal function is also overseeing the external one, providing additional assurances within the model.

The MAIDE model and its sub-functions provide each party in the service integrator layer to 'have their own lane to play in!' [Practitioner comment]

We consider the **Improve** and **Design** functions as somewhat 'arbitrary' as whether to they are provided by the internal or external service integrator. This will largely depend on the available (internal) resources as well as the priorities and objectives (e.g. governance) of the organisation.

PROCESSES

The structure of the MAIDE functions as presented in this publication references predominantly the ITIL (v3) processes. As indicated previously, there is no one way to achieve the best outcome and the allocation of processes to the various MAIDE functions is similarly indeterminate. Based on specific resources and their capabilities, or the lack thereof, a process, or rather the ownership of it, can be easily moved from one function to another. In particular, processes that have activities across the lifecycle of the service (for instance most of ITIL v3's service design processes, such as capacity management) can have their coordination focussed in either **Assure, Design, Manage** or even **Improve**.

A current state assessment, in particular one involving the position, capability and effectiveness of process ownership and end-to-end coordination, can play an important part in determining where (in which function) each process is best allocated.

OTHER PRACTICES

In the previous sections, when describing the MAIDE model functions, we have predominantly followed ITIL v3 process guidance. This is largely due to ITIL v3 still being recognised as the most used 'de facto' practice for service management, and certainly for Kinetic IT, it is known and used within most of our customers. ITIL v3 has the largest number of certified individuals, provides the most widely-understood terminology, and has been integrated into most known service management tools. It is the basis for an international standard (ISO/IEC 20000) and there is a myriad of documented ITIL v3 processes within organisations.

That said, before anything else, it is important to establish that 'ITIL processes' are not directly portable to a SIAM environment. After all, in a SIAM environment processes are performed across different service providers who can potentially use different processes, practices and tools. Thus, within a SIAM model, and in particular within the MAIDE model, the process ownership and coordination (of the service integrator) is more focussed on process inputs and outputs, escalations, inter-provider coordination and measurable outcomes, rather than specific process activities such as procedures and work instructions.

Of course, organisations aren't required to use ITIL, and with the fourth industrial 'digital' revolution there is an emergence of service management practices which could equally be utilised, for instance VeriSM™ or IT4IT™.

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IT4IT™ is a trade mark of The Open Group in the United States and other countries.

Since best practice, or the more colloquial definition of 'common sense, written down', isn't restricted to one practice over another, and in fact is the same across different practices, organisations should be able to either allocate key concepts from their chosen practice to the MAIDE functions, or conversely adopt and adapt the MAIDE functions to suit the practice's structure.



6 KEY TAKEAWAYS

While the MAIDE model is an important part of establishing a SIAM ecosystem, there are other aspects which are critical for success. Firstly is the realisation that a SIAM model is more than just “keeping the lights on” day-to-day operations. It is a shift in a customers’ operating model for all participants in the technology landscape. It should encompass the entire lifecycle of a service, from demand and requirements gathering, **Design** and transition and the operational stages of **Manage** and **Improve**.

The role of the service integrator needs to be defined, agreed, promoted and enforced across this lifecycle. In our experience, there have been cases where the service integrator’s role was rendered merely operational. While there were elements of **Assure** and **Improve** in those particular situations, SIAM as a whole is less than optimal when integration is not embedded into the end-to-end value chain or lifecycle of a service.

Also, the service integrator should be recognised by all parties as an empowered agent acting on behalf, and in the best interests, of the customer. This is especially the case if the service integrator is an external party, and regardless of whether the service providers are external or internal. Both **Customer Retained Capabilities** and service providers should clearly understand and support the role of the service integrator, and neither party should seek to bypass the service integrator. Reciprocally, the service integrator must act as a connector and a conduit to facilitate progress towards business goals.

Finally, and perhaps most importantly, SIAM is all about people. The majority of the essential SIAM concepts, such as collaboration, cooperation and improvement, are predominantly people-driven. Whether or not you have strong structures, defined metrics and contractual levers, it is the behaviours and performance of people that delivers outcomes. The functional clarity of the MAIDE model ensures people with specific skills and talents can be empowered and organised into teams where they will be the most effective and provide the most value.

MAIDE is a mountain where everyone (customer, integrator and providers) needs to go on the journey to climb it. It may be a long and arduous journey but boy, is the view from the top worth it! [Practitioner comment]

A focus on the MAIDE model allows organisations to target the right people for each functional area. Promoting people from non-SIAM roles into SIAM functions should be done with great care and consideration. The subject matter expertise for any specific service provider process, e.g. solving technical problems through problem management, is not necessarily matched to the activities of fostering collaboration and cross-supplier coordination activities involved in **Manage**, or the audit, review and report activities in **Assure**. We often talk about contemporary SIAM roles requiring staff who have ‘T’ shaped capabilities, i.e. jack-of-all-trades (a broad top view), master-of-one (a specialism). In SIAM this is certainly true as whatever the role is and wherever the role is positioned within the MAIDE model, staff will need an understanding of the end-to-end objectives, outcomes and value to be achieved for the customer, as well as the supplier chain, including commercial interests.

SIAM puts people first, bringing them together to enable them to achieve real business outcomes. [Practitioner comment]



ABOUT THE AUTHORS



Simon Dorst is Kinetic IT's Manager for Service Management Services.

ITIL trained in 1992, he has spent most of his career educating and advising people and organisations in the Netherlands, Singapore and Australia of its benefits and application.

Known as the 'ITIL Zealot', he was the Lead Architect for the Scopism Service Integration and Management Professional Body of Knowledge (BoK) and was a founder member of the SIAM Foundation BoK architect team. He was also a contributor to the VeriSM publication, and co-authored the VeriSM pocket guide.

A pragmatic thinker, who is always looking for the most effective and efficient way of conducting business. Combining a technical background, service orientation, industry best practices, analytical mind and his knowledge of and experience in IT Service Management, he is exceptionally qualified to advice organisations on improving their (IT Service) management processes.

In 2018 Simon was named one of HDI's Top 25 Thought Leaders in Technical Support and Service Management; and awarded the itSMF Australia Service Management Champion of the Year, as well as the Thought Leader of the Year (together with Michelle Major-Goldsmith).



Michelle Major-Goldsmith is the Service Management Capability Manager with Kinetic IT.

Her role is to educate rather than 'just train', mentor and advise Kinetic IT staff and its customers in the principles of service management and the practical application of these principles in various environments.

Michelle has been in the industry for over twenty years across virtually all continents; formerly Training Director at UK service management company Sysop and Head of Service Desks at RAC Motoring Services. She is extensively published within the Service Management arena.

With Simon she was the Lead Architect for the Scopism Service Integration and Management Professional Body of Knowledge (BoK) and was also a founder member of the SIAM Foundation BoK architect team, a contributor to the VeriSM publication, and co-authored the VeriSM pocket guide. Michelle was awarded the itSMF Australia Service Management Champion of the Year in 2017, and Thought Leader of the Year (together with Simon Dorst) in 2018. The same year Michelle was named as one of the top 25 service management pros and experts to follow on Twitter.

Acknowledgements

Many other Kinetic IT staff assisted in the creation of this white paper, but in particular Mark Thompson, Ian Christie and Steve Robinson, who were at the genesis of the MAIDE model.

ABOUT KINETIC IT

Kinetic IT is one of Australia's leading ICT managed services providers, with a team of over 1,400 amazing people and offices around Australia. We're focused on delivering quality services to large and complex IT environments across Australia's corporate, resources, utilities, government and transport sectors.

Kinetic IT has continued to deliver managed and sustained growth with exceptional customer satisfaction ratings. We believe our success comes from our adaptable and outcome-driven services, and through the authentic and enduring relationships we build with our staff, customers, partners, vendors, suppliers and the local communities where we work and live.

A key component of Kinetic IT's success has been its dedication to proven processes and frameworks. As one of Australia's first adopters of ITIL service management methodologies, Kinetic IT continues to deliver training programs to the rest of the ICT industry as an Accredited Training Organisation.

Together with a number of its customers, Kinetic IT has applied and evolved our SIAM model within a range of environments spanning federal, state and territory governments, multi-national and enterprise-scale corporations and not-for-profit organisations, delivering improved experiences for over 400,000 end users covering more than 3,000 locations across 12 countries.

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