scopism

(SIAM)

SIAM: The Evolution of
Service Integration and Management
A 5-YEAR GLOBAL SURVEY REVIEW

2021

2020

2022

2019

2018

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1. INTRODUCTION

In 2018, Scopism held the first global SIAM conference. As part of the conference preparations, a global SIAM survey was carried out and the results were analyzed and presented in a whitepaper. The whitepaper was given to all the conference attendees and made available online via the Scopism website. Since then, the global SIAM survey has taken place every year, typically with respondents from more than 40 different countries. Now that we have five years of data, we can start to see trends and understand how the adoption of SIAM around the world is evolving.

This whitepaper presents a summary of the five years since we launched the SIAM survey. We would like to thank everyone who has responded to the survey over the years for their input, and for helping us to build a picture of SIAM maturity and adoption.

Scopism is grateful to Kinetic IT for generously sponsoring this summary whitepaper and providing valuable information to SIAM practitioners.

Each year, the SIAM survey includes four sections:

- **Demographics – a breakdown of who the survey respondents are, where they are located, and related information including salary, title, and size of organization**

- **Responses from organizations who are not using SIAM, but plan to use it – including the benefits they expect to achieve, how long they expect the SIAM transition to take, and the challenges they believe they will face**

- **Responses from organizations who are using SIAM – including how long it took them to adopt SIAM, the type of service integrator structure they adopted, and the benefits they have realized**

- **Responses from organizations who sell SIAM consultancy or solutions – including what their clients expect from a SIAM adoption, the challenges they typically face and the skills they need**

The question set is broadly the same each year, although some questions are added to look at specific areas of interest such as SIAM and DevOps and SIAM and value realization.

Any survey respondents who have not implemented and have no plans to implement SIAM are not included in the whitepaper analysis.

1.1   ADDITIONAL COMMENTARY AND REVIEWS

Throughout this whitepaper we have included some commentary from SIAM industry practitioners and experts. We are very grateful for their input.

Michelle Major-Goldsmith

Principal Consultant,
Kinetic IT

Adam Martin

Regional Engagement Director,
Kinetic IT

Martijn Adams

Chief Customer Officer
4me, Inc.

Gail D'Souza

Service Manager,
Kinetic IT,

Simon Dorst

Manager, Service Management
Services, Kinetic IT

Mohan Kewalramani

Vice President and Practice
Head, Service Integration
& Management (SIAM),
HCLSoftware

kinetic **IT**

1.2   ABOUT SCOPISM

scopism

Scopism was founded in 2016 to help IT management professionals keep on top of new trends and maintain their capabilities. IT management practices are evolving fast, so IT management and service management professionals need to move fast too.

Scopism supports SIAM practitioners through:

- **The Scopism SIAM community** – providing an online platform for SIAM practitioners around the world to network, share experiences and reflect on new SIAM practices.
- **Content** – articles, case studies and information, including the SIAM Foundation and Professional Body of Knowledge, available as free downloads.
- **Consultancy** – our team of experts and our broader network are there to support you in your IT management, digital transformation and SIAM initiatives.
- **Events** – online and physical events let you network with other professionals and share your experiences.
- **Training programs** – working with our exclusive exam partner EXIN we create training at the leading edge of IT management practices.

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FOR MORE

1.3   ABOUT KINETIC IT

kinetic IT

Kinetic IT is a leading Australian technology services business, specializing in managed ICT services, digital transformation, cyber security and service integration and management (SIAM). We partner with our customers, playing a vital role in solving complex everyday problems and, in the SIAM space, we support customers to demystify their IT environments across multiple service providers.

Our SIAM specialists are committed to delivering genuine success, integrating systems, processes and people within each customers' unique ecosystem. Delivering fit-for-purpose solutions, award-winning services and consistently high end-user satisfaction, Kinetic IT is well-regarded as a trusted provider across Australia.

We're proud to have been involved in the Global SIAM Survey over the past five years, including sponsoring the delivery of this 5-year whitepaper summary and the 2023 Global SIAM Survey later this year. Thank you Scopism for driving continued learning and exploration of SIAM practices worldwide.

For more information visit **kineticit.com.au**

2.   DEMOGRAPHICS

In this section of the survey we analyze information about the people and organizations who responded. This section provides information about SIAM as a career and a methodology, and how it is maturing around the world. Our questions examine areas including location, salary, type and size of organization and job titles.
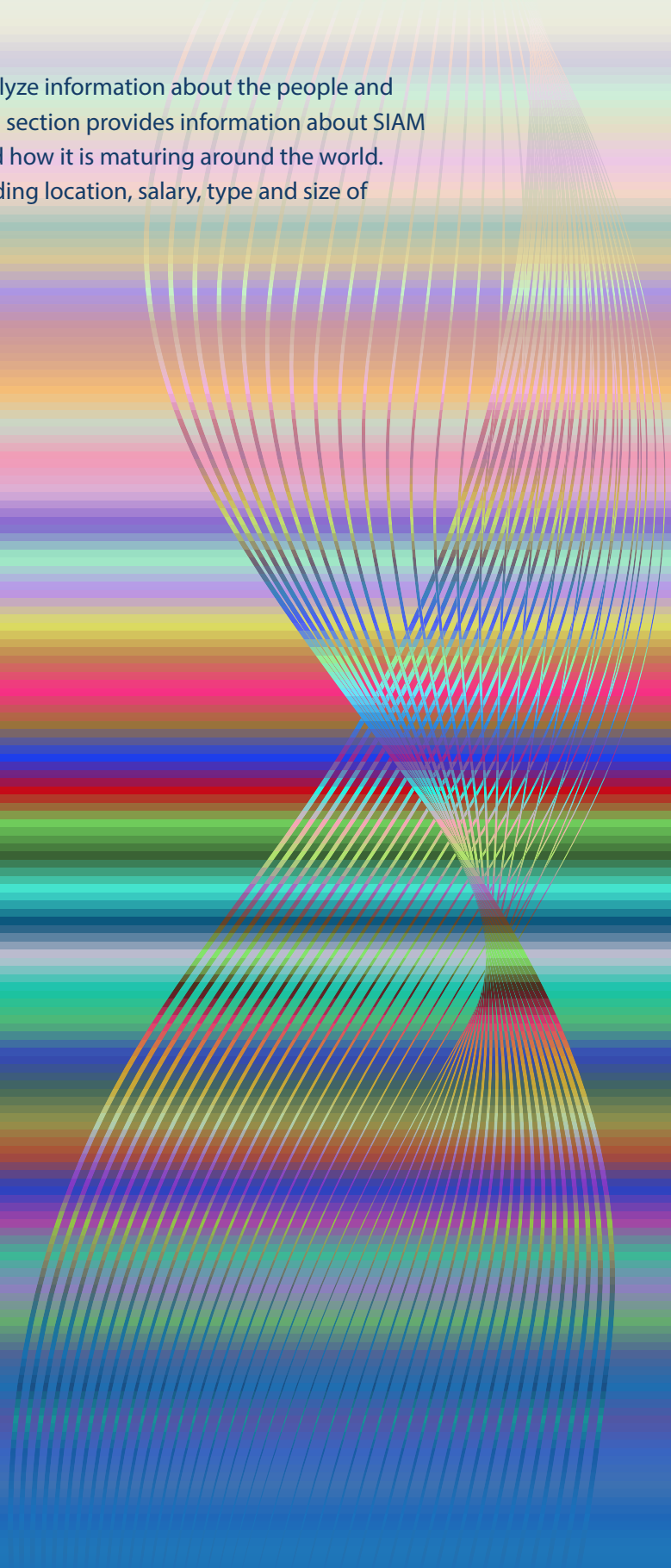
2.   DEMOGRAPHICS

Over the last 5 years, the survey had almost 1500 respondents from over 60 countries.

NUMBER OF COUNTRIES

2018	2019	2020	2021	2022
42	40	42	32	31
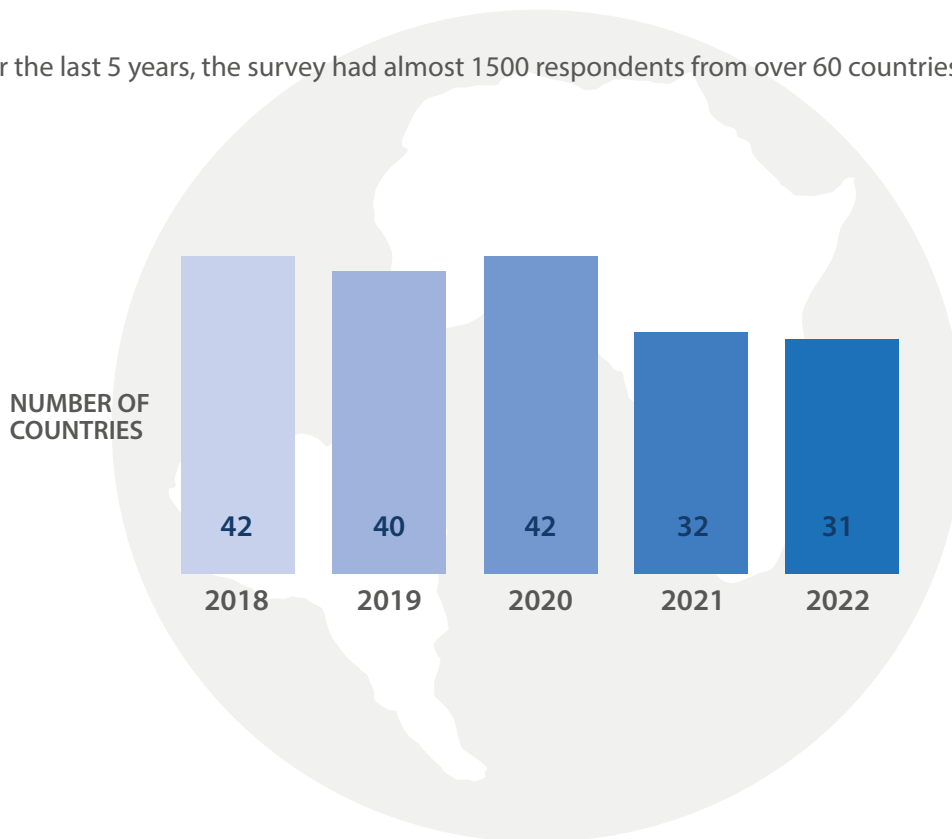
In this section, we show the data for:

COUNTRY
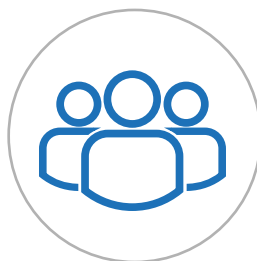
GENDER

SALARY

INDUSTRY

SIZE OF ORGANIZATION

DIRECTOR MANAGER CONSULTANT
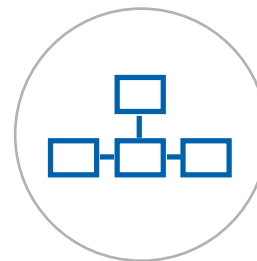
JOB TITLE

2.1   COUNTRIES

The top 10 responding countries across the five years are shown below.

The UK, Australia and India have consistently shown strong dominance in the results, perhaps reflecting global centers for SIAM consumption and provision. **Notably, participation from India has more than doubled since the survey was first distributed and the highest level year on year since 2019.**

TOP 10 COUNTRIES OVER FIVE YEARS:
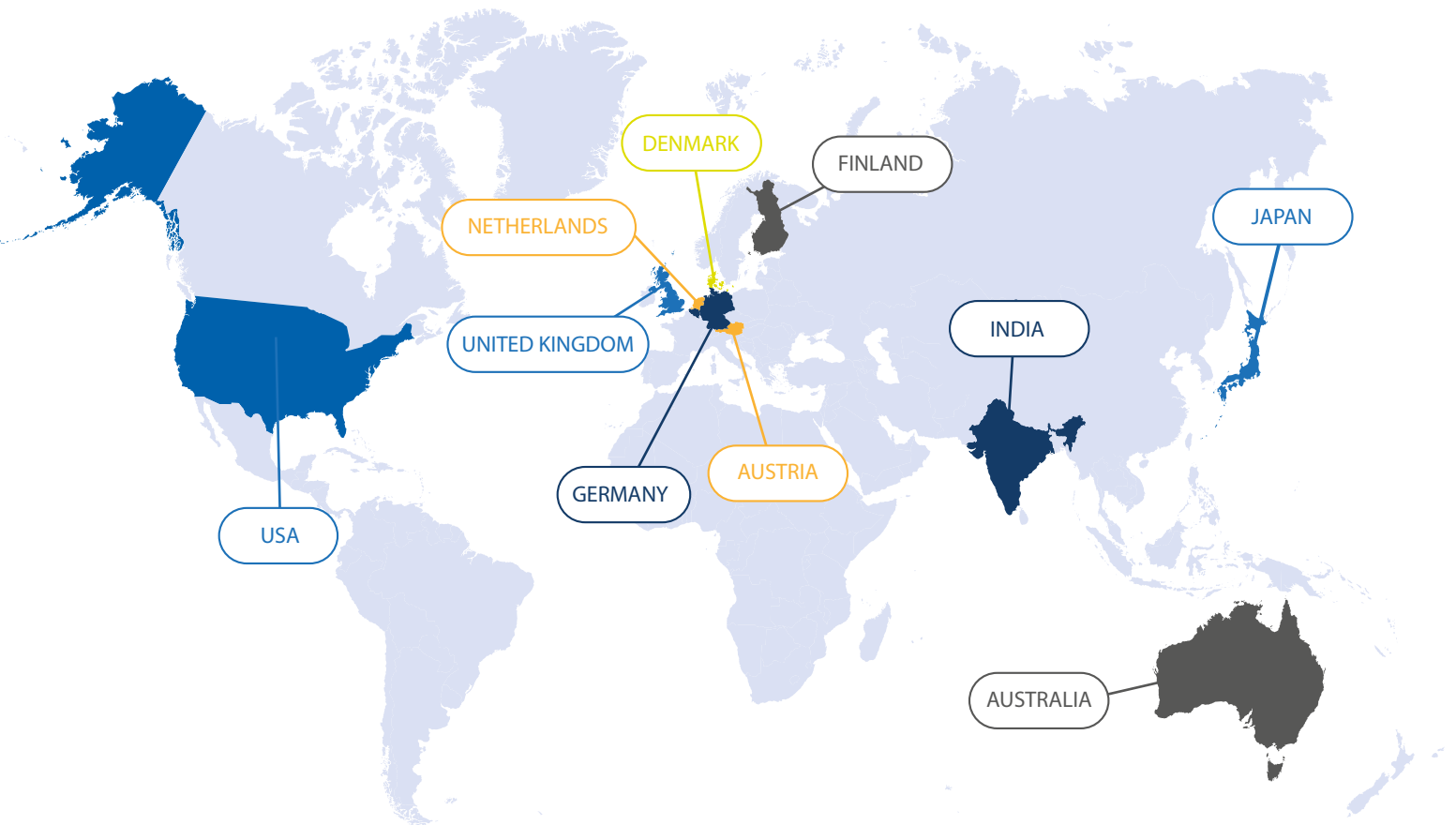
COUNTRY	2018	2019	2020	2021	2022
India	11%	18%	21%	28%	24%
Australia	7%	15%	16%	10%	19%
United Kingdom	19%	13%	11%	12%	16%
Netherlands	10%	6%	5%	10%	7%
Germany	3%	5%	5%	3%	6%
Finland	1%	5%	3%	3%	4%
United States	3%	4%	3%	6%	3%
Denmark	5%	3%	3%	3%	3%
Austria	1%	3%	3%	5%	2%
Japan	7%	2%	3%	4%	2%

CLICK HERE FOR FULL 5 YEAR
DATA TABLE OF 68 COUNTRIES

2.2 GENDER BREAKDOWN

The gender breakdown responses consistently show a much higher percentage of male practitioners in the SIAM field. However, there is a notable 10% increase in female representation over the last five years with the biggest changes shown from 2021 to 2022. Other responses show that SIAM is mainly being applied to IT services; giving the possibility that the SIAM gender gap could reflect a gender gap in the broader IT industry.

2018 ……… 10% ……▶ 2022

3%
15%
82%

3% 2%
25%
70%

PREDOMINANTLY MALE PARTICIPATION IN SIAM FIELD

■ MALE
■ FEMALE
■ PREFER NOT TO SAY
■ *PREFER TO SELF-DESCRIBE
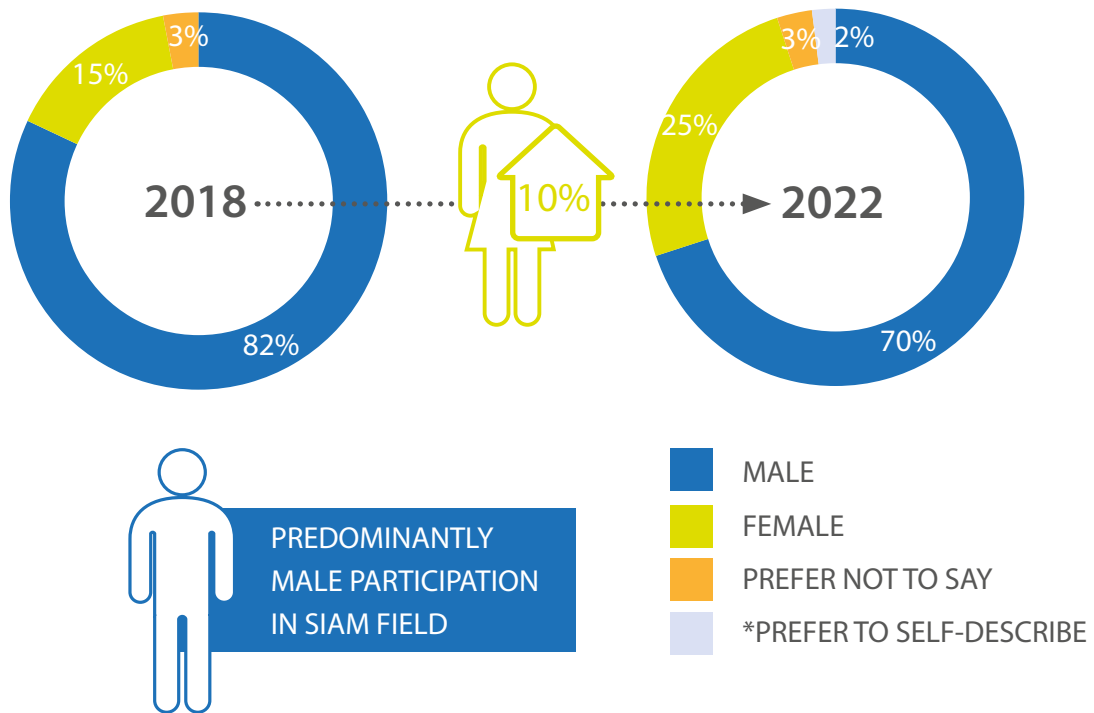
* Option added in 2021

2.3   AGE

During the last five years, the 31-45 and 46-60 age groups have dominated the responses. The age of SIAM practitioners may be linked to the relative seniority of these roles based on the job titles listed in section 2.7. In 2022, the 46-60 age group has the highest number of respondents. In 2021, the 31-45 age group was higher.

	UNDER 30	31-45	45-60	61+	
2018	5%	45%	43%	5%	2% PREFER NOT TO SAY
2019	3%	37%	50%	7%	3% PREFER NOT TO SAY
2020	3%	34%	51%	8%	4% PREFER NOT TO SAY
2021	3%	46%	41%	7%	3% PREFER NOT TO SAY
2022	5%	39%	43%	9%	4% PREFER NOT TO SAY
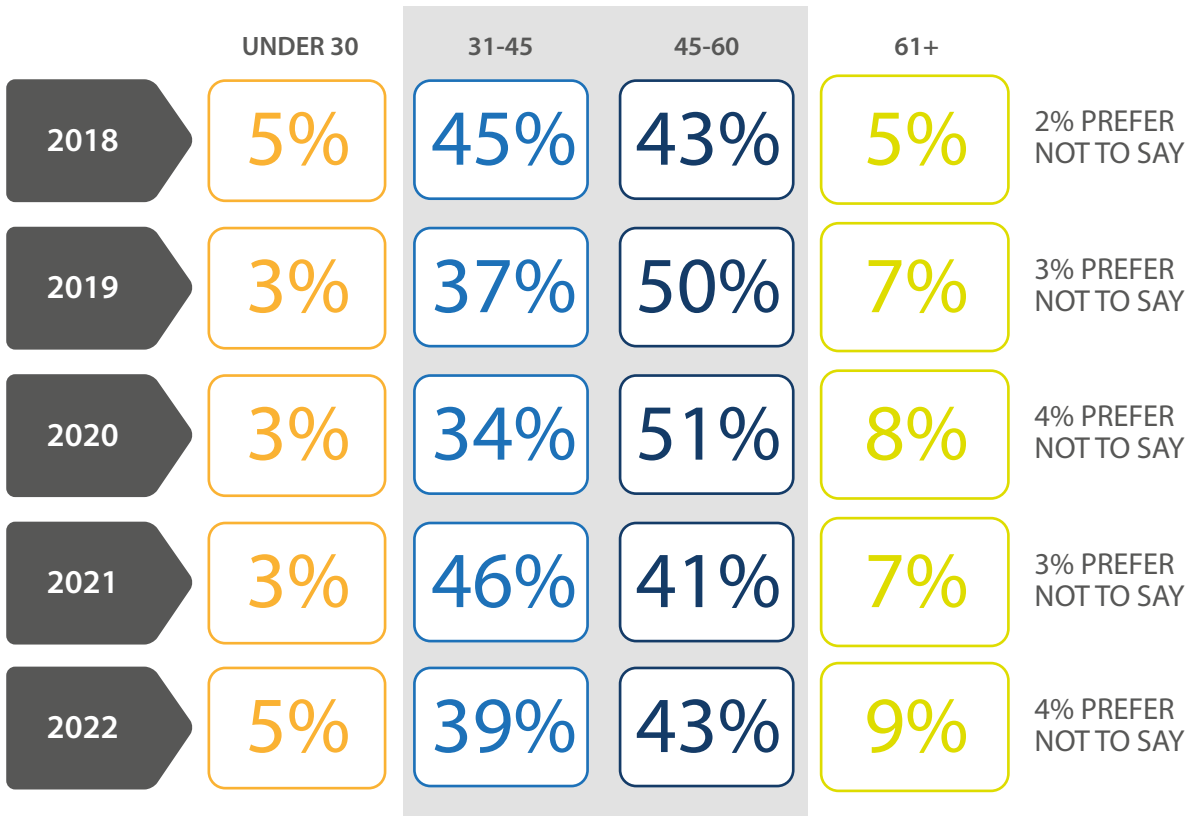
"Over the 5 years there continues to be prevalence of more tenured personnel operating in the SIAM space. In parallel though it is good to see even more individuals from the under 30 age group (from 3-5%) entering the profession. It is encouraging to see this uplift which provides the benefits having a diverse workforce enables."

Michelle Major-Goldsmith

"I feel it is more incumbent on SIAM leaders to promote, coach and sponsor our younger workers into roles that open up their curiosity away from the traditional technology domains as being the only pathway into an IT career."

Adam Martin

On average over the last five years, 43% of respondents earn over $80,000 USD, 28% of which earn over $100,000 USD.

CLICK HERE FOR FULL 5 YEAR DATA TABLE OF SALARIES

£ $ € ₹

"I feel we are seeing a recognition that successful SIAM outcomes require increased skills and experience across the multitude of domains that are required in a SIAM ecosystem. This increased versatility capability is naturally recognized as more valuable."

Adam Martin

"There's a third of our respondents who have not disclosed their salary ranges and I think this could (but may not) have a significant effect on the distribution across those ranges.

I also wonder how these figures compare with a subset of the data for just one of the countries' responses. By that, I mean is it any particular country's or countries' economy that might influence these percentages overall? And which countries reflect what the overall data shows, and which don't?"

Gail D'Souza

"The salary difference between countries probably has quite an impact on these numbers."

Martijn Adams

2.5   INDUSTRY ANALYSIS

An average of 46% of respondents over the last five years described their industry as IT, with a slight increase since 2018, followed by Consulting at an average of 17% (although declining since 2018). The top ten industries are shown below.

2018   **2019**   **2020**

2021   **2022**

- IT
- Consulting
- Managed Services
- Government
- Manufacturing
- Retail
- Banking/Finance/Accounting
- Education
- Other
- Healthcare

46%
of respondents described their industry as 'IT'.
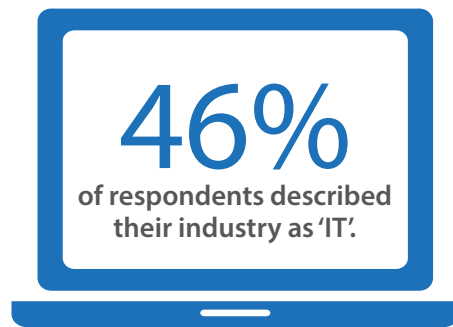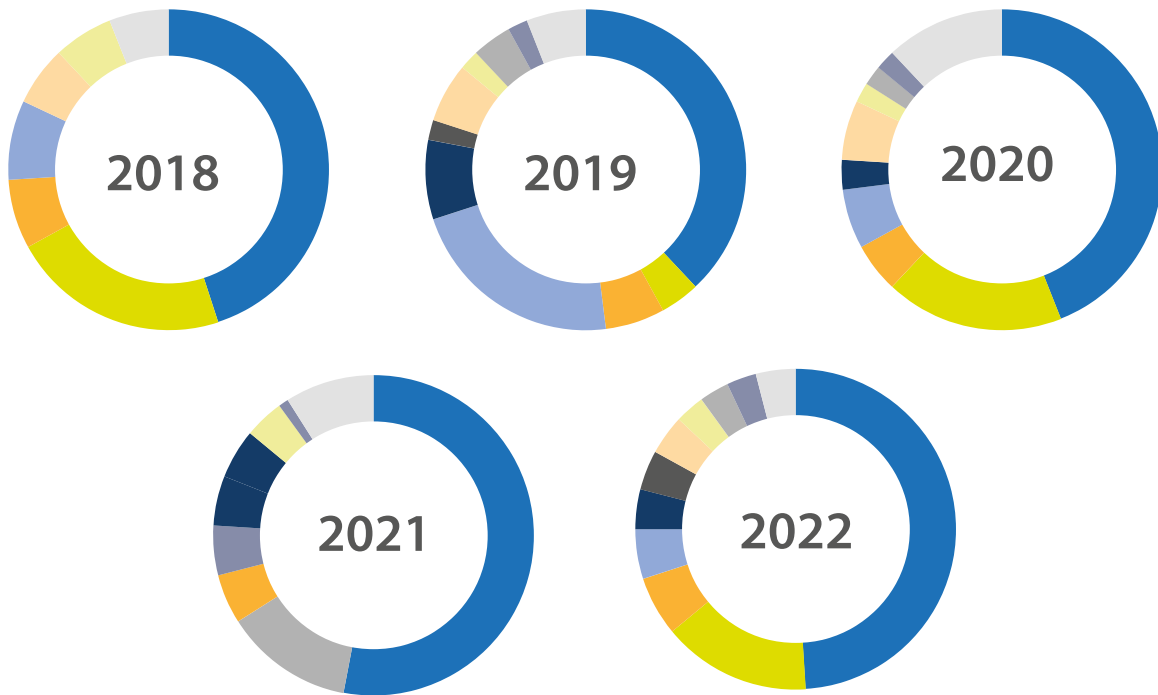
"This is not surprising as SIAM specifically is a niche domain within a traditionally insular industry of IT."

Adam Martin

2.6   ORGANIZATION SIZE

Organization size has been analyzed by looking at the number of employees. Over the last five years, organizations adopting SIAM have consistently been those with 1001+ employees, with an 11% increase since 2018 and an average of 68% overall.

SIAM is a management methodology that is well-suited to larger organizations. There are also many large organizations which sell SIAM consultancy and provide service integration and staff augmentation services.

	1-50 EMPLOYEES	51-200 EMPLOYEES	201-500 EMPLOYEES	501-1000 EMPLOYEES	1001+ EMPLOYEES
2018	22%	4%	12%	0%	62%
2019	15%	6%	6%	3%	69%
2020	19%	7%	5%	5%	63%
2021	14%	4%	5%	5%	63%
2022	13%	3%	4%	7%	73%

11% INCREASE OVER 5 YEARS
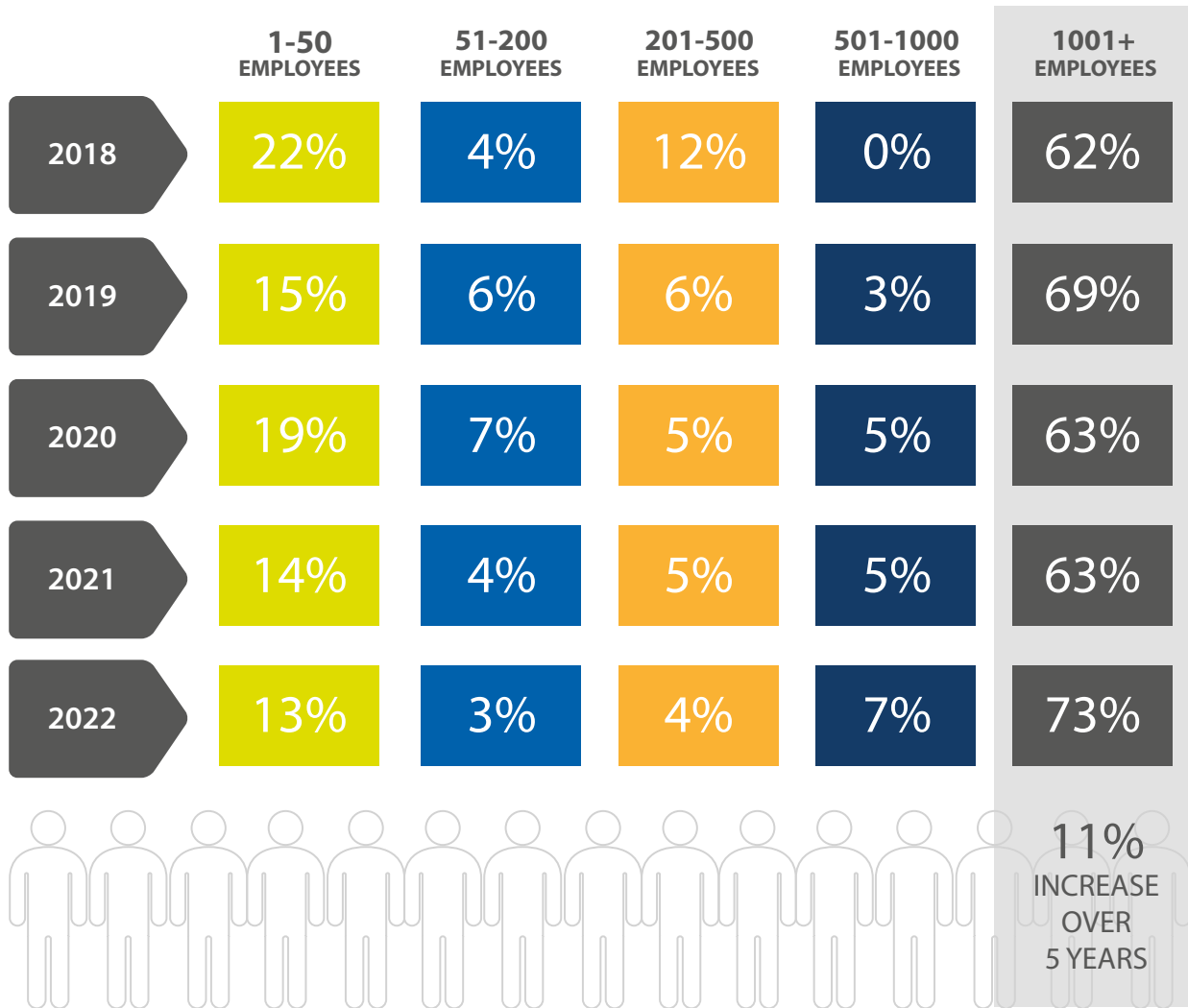
"Not surprised by the proportions in the 1001+ category. This just reinforces the assertion that this methodology is best suited to larger organizations."

Gail D'Souza

2.7   JOB TITLES

The most common job titles for respondents are shown in the supplementary table below. There is a large variety in the job title responses, suggesting there is no common career path or set of job titles for SIAM practitioners. This has not changed in the five years that we have been carrying out the SIAM survey. 'Consultant' and 'Manager' remain the most common responses.

The survey respondents who listed 'Other' had job titles including service management specialist, senior advisor, change manager, C-level, Head of SIAM, Process Manager, Senior Manager, SIAM Lead, SIAM Presales, Service Integration Manager and Marketing Executive.

OTHER	CONSULTANT	SERVICE DELIVERY MANAGER	IT MANAGER	SERVICE ARCHITECT

BUSINESS CONSULTANT	C LEVEL	PROGRAM/ PROJECT MANAGER	HEAD OF IT	BUSINESS DEVELOPMENT MANAGER

CLICK HERE FOR FULL 5 YEAR DATA TABLE OF JOB TITLES
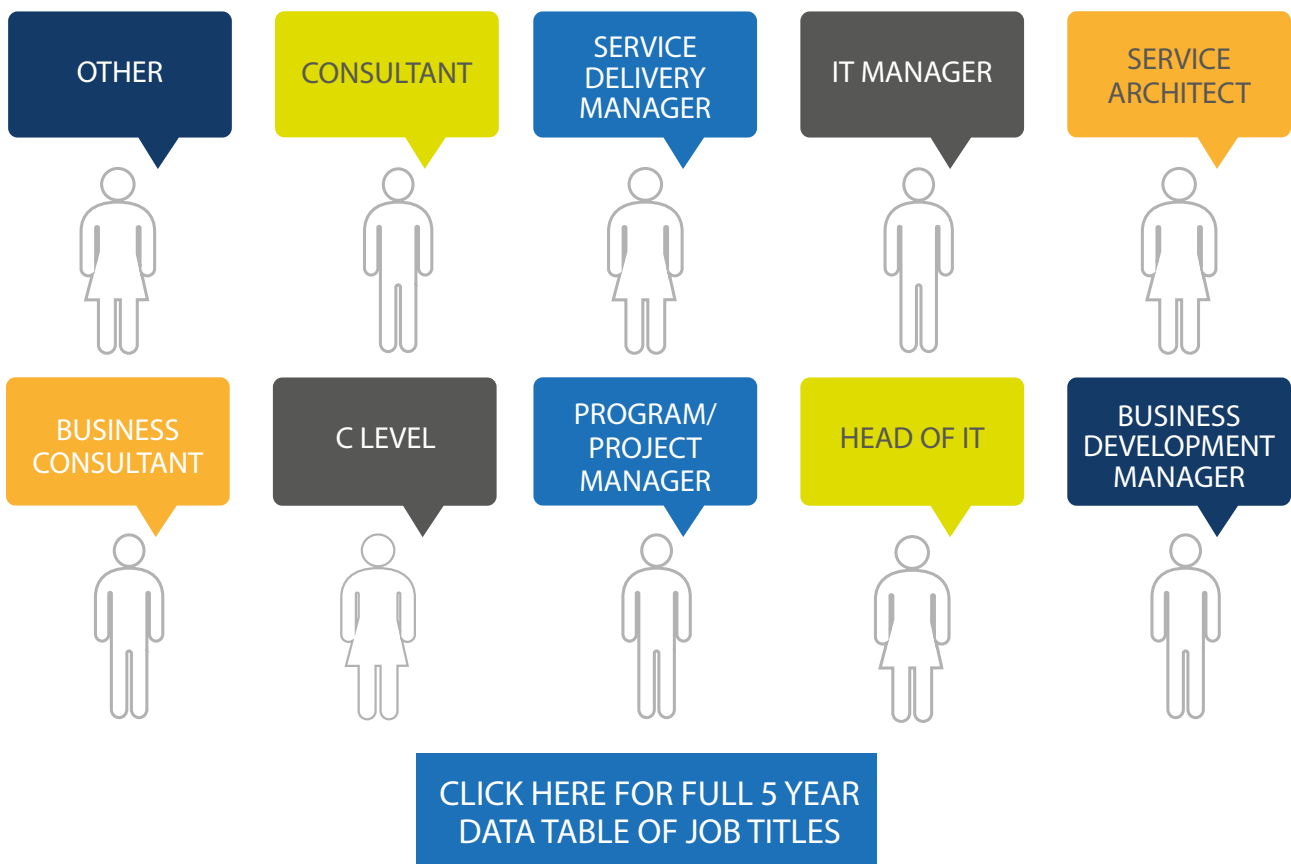
"We certainly see specifically identified 'SIAM roles' even in companies and environments that are not actually using a SIAM model!

It seems that the independent coordination roles (i.e., those of the service integrator) are being recognized."

Simon Dorst

"I have seen a lot of SIAM projects being implemented by external consultants and then embedded in an organization that has no specific SIAM roles. So, SIAM components have been introduced but are the responsibility of the IT Manager or a Service Manager rather than a specific SIAM role. Part of the responsibility also often goes to Vendor Management roles."

Martijn Adams

"We are seeing more and more, the retained organization correctly separating the accountabilities of SIAM outcomes within "their roles" and the collaboration and execution functions described with the integrator function with clear connection to participation through sourcing and supplier agreements."

Adam Martin

"There is no defined career pathway for SIAM practitioners. And in my experience, the tendency is to immediately associate those in SIAM roles as 'process' people and roles that we typically refer to in the ITSM career pathway. And that further compounds the issue we have with organizations being able to differentiate between SIAM and ITSM."

Gail D'Souza

"Over the past couple of years, we have started "clubbing" process areas and "cross skilling" resources. Where we previously used titles like SIAM Leads, SIAM Process Managers, we have evolved to "Service Excellence Manager" (Incident, Problem, Availability, Capacity), "Service Compliance Manager" (Change, Configuration, Release Management). The intention being to focus on driving value and a return on the investment in SIAM rather than just day to day operational tasks."

Mohan Kewalramani

2.8   TYPES OF RESPONDING ORGANIZATIONS

The types of organizations responding are broken down as shown in the following pie charts.

The survey results each year have been mainly from organizations who sell SIAM consultancy, technology, or implementation solutions.

Legend:
- Yes, my organization sells SIAM consultancy, technology, or implementation solutions
- Yes, my organization has implemented SIAM
- No, we don't
- No, but we plan to adopt it
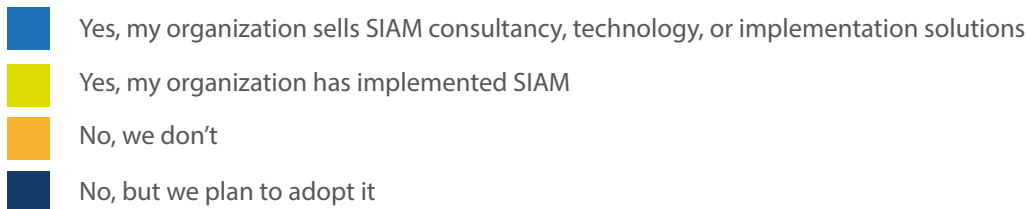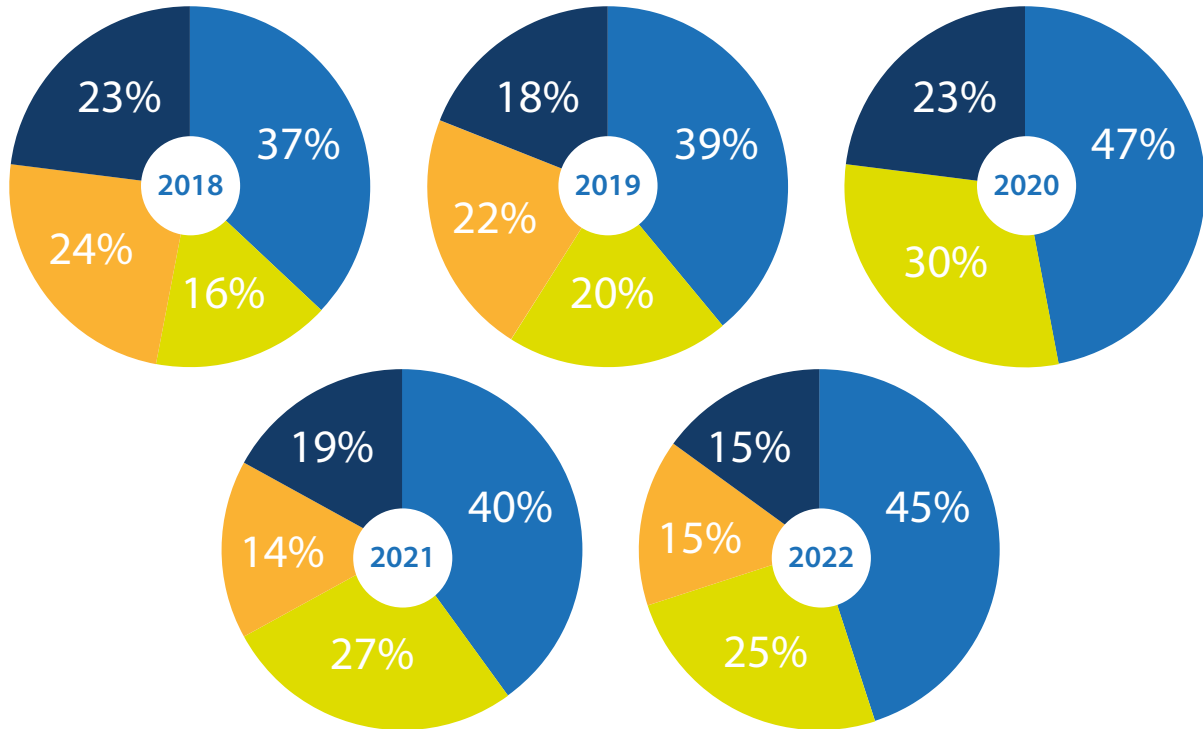
Organizations who completed the survey but do not use/plan to use SIAM were asked for any specific reasons. These included a lack of understanding of or belief in the value that SIAM would deliver, and a general lack of understanding of what SIAM is. Other organizations reported not being ready to adopt SIAM, as well as budgetary constraints.

> *"Enquiries from the market are predominantly coming from the Service Providers and much less from the organizations consuming the services. It would be good if that would change in the future as it is the customer organization who can benefit massively from better Service Integration and Management.*
>
> *Also, budgetary constraints means that many people struggle to explain the value and the business case for SIAM. The Scopism SIAM Community would be a good opportunity to explore this further."*
>
> *Martijn Adams*

3. ORGANIZATIONS PLANNING TO ADOPT SIAM

The responses in this section are from organizations that are planning to adopt SIAM. Their expectations and plans can be compared to the organizations that have adopted SIAM (section 4) and the responses from organizations that sell SIAM solutions and consultancy (section 5).

3.1 WHAT ARE THE STRATEGIC DRIVERS FOR YOUR ORGANIZATION CONSIDERING SIAM?

'Better ability to measure and attribute service quality' is the one of the most popular responses since its introduction in 2021.

Respondents were able to choose multiple options from 2021 onwards.

These are the top 4 responses:

	2018	2019	2020	2021	2022
Want to have better performance from existing vendors	53%	29%	25%	56%	82%
Better ability to measure and attribute service quality	-	-	-	66%	79%
Want to have more control of existing vendors	-	20%	31%	61%	75%
Better ability to measure and attribute service costs	-	-	-	41%	57%

CLICK HERE FOR FULL 5 YEAR
DATA TABLE OF RESPONSES

"Such a great piece of insight and 100% agree. Doing more with less, using deeply connected business context and clear priority for defined purpose, will also focus SIAM into the spotlight of accelerating value and generating benefit."

Adam Martin

"Cost reduction as a driver has increased massively year on year. This is probably not surprising as efficiencies in the operation of complex multi-provider environments is a primary benefit of SIAM.

I'm encouraged though that there is a focus on the performance and service quality measurements. Rather than management by contract and pecuniary focus this data presents as a shift to an appreciation of the service quality and performance improvement benefits possible from an effective SIAM model."

Michelle Major-Goldsmith

"What they probably mean is the ability to have more meaningful service reviews and not having to rely on reporting provided by the Service Provider. That will help them make decisions when contracts are up for renewal and will help explaining costs to senior management."

Martijn Adams

"Massive increase/highest score (and also for 'reduce costs') seems to indicate that SIAM is perhaps still seen as a necessary method to manage external service providers.

The 79% (up from 66%) regarding service quality and measurement is pleasing as it shows that SIAM is recognized not just for supplier management, but management of end-to-and service delivery and value realisation."

Simon Dorst

"I too am encouraged by the increasing focus on service quality. My experience to date feels far too focused on Supplier Management as the primary driver, and we get caught up on SLAs without understanding why they're important or if they're the right ones to drive the outcomes we're looking for.

Interesting to see the increase in Reduce Costs - some would argue that while SIAM should make things more streamlined and efficient, there's a cost to implementing SIAM which can potentially outweigh the anticipated cost reduction."

Gail D'Souza

In 2022 for the first time the responses show that organizations planning to adopt SIAM envisage a longer program of work. Prior to this, the majority of respondents selected 1-2 years.

Legend:
- Less than a year
- 1-2 years
- 2-3 years
- Other
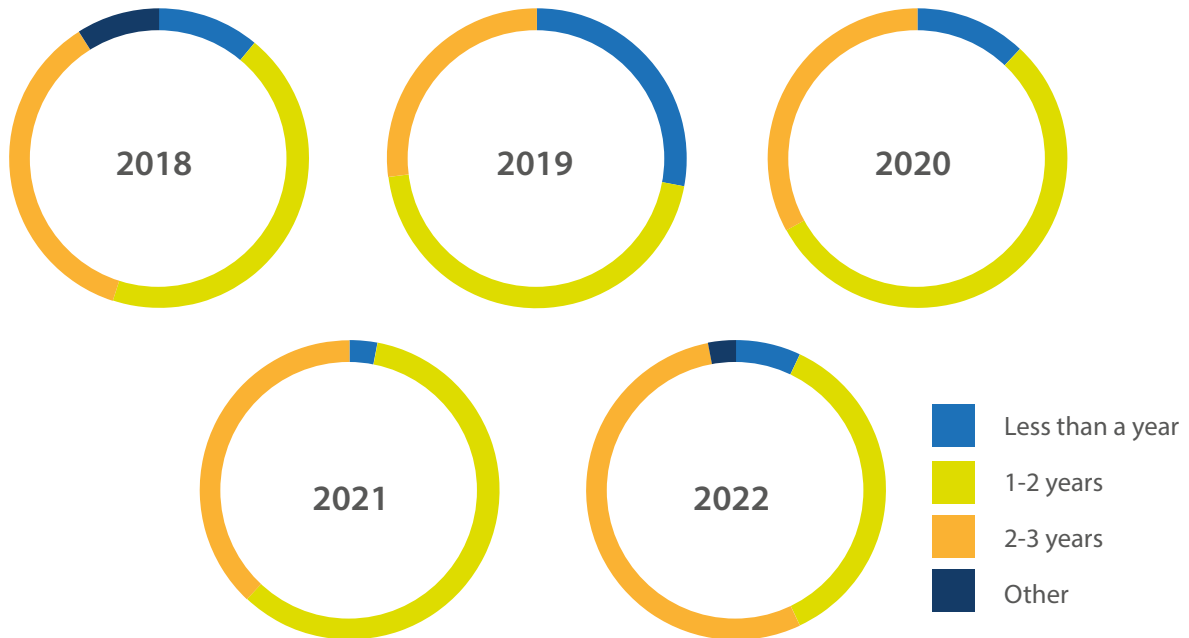
"A definite shift to longer timescales signifies the realization of the complexity of transforming the organization to a SIAM model, as well as the long-term investment required for it."

Simon Dorst

"I feel this is due also to Organizational Change Management getting the recognition it requires, coupled with the market push for digital transformation, experience is showing the journey aspect of a SIAM transformation in these numbers being seen and felt across all business change."

Adam Martin

3.3   WHAT TYPE OF SERVICES ARE IN SCOPE FOR YOUR SIAM MODEL?

Across the five years, most organizations adopt SIAM models that include mostly IT services. The responses for non-IT services have never reached more than 5%, either showing a lack of SIAM adoption across the enterprise or perhaps SIAM being adopted by another name.

2018
34%
66%

2019
41%
59%

2020
40%
58%

■ IT SERVICES ONLY

■ A MIXTURE OF IT
& NON-IT SERVICES

■ NON-IT
SERVICES ONLY

2021
22%
73%

2022
29%
71%
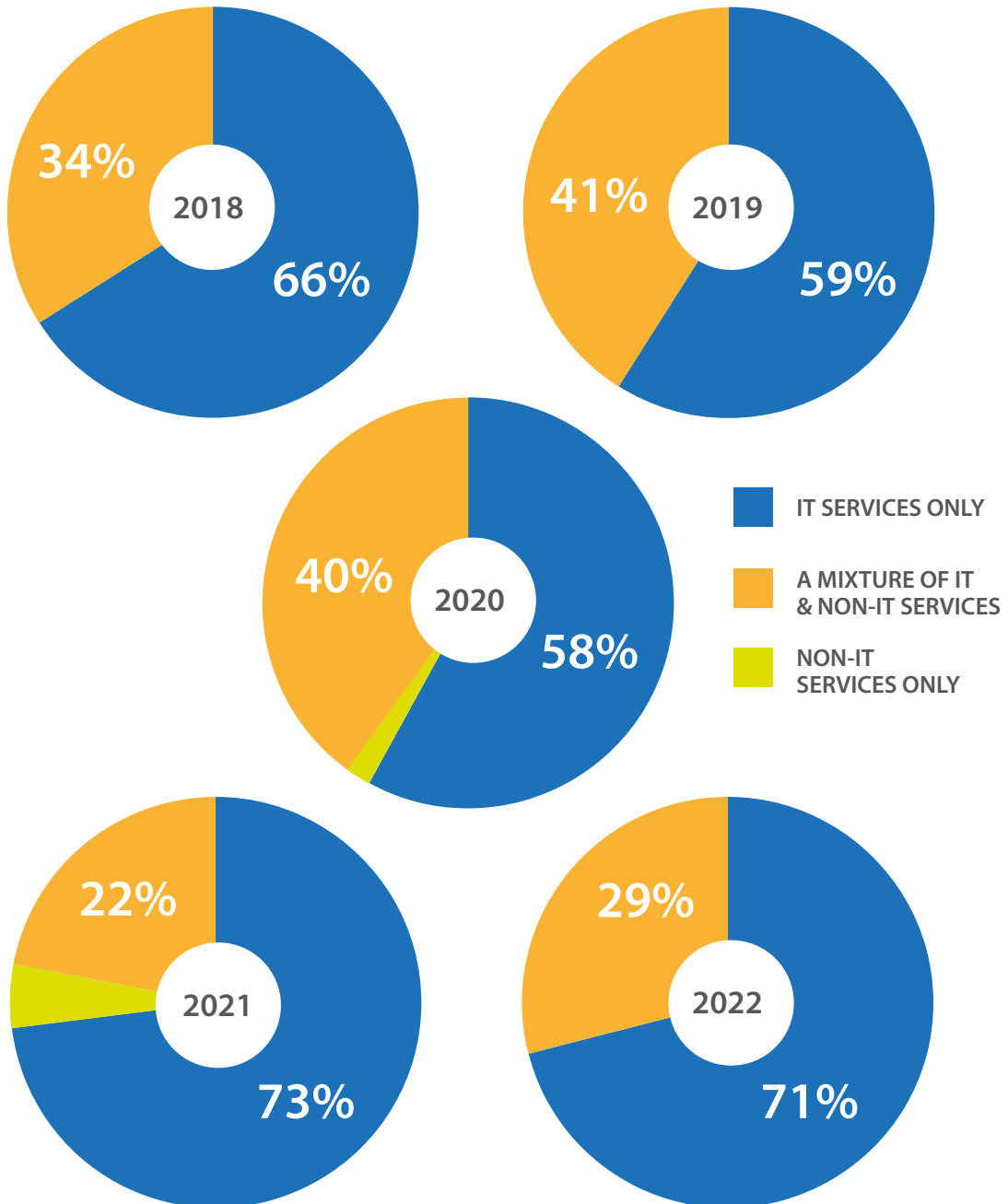
"It is a bit like ITIL® I am afraid. Very popular with IT but more difficult to explain to other departments or the customers."

Martijn Adams

"The Technology Industry has a habit of naming something, measuring it and providing a black and white measure to it based on this single lens, wondering why others don't use the same name. Looking at the outcomes of a SIAM ecosystem working being; service efficiency, service improvement, performance consistency, transparency of trusted data, informed decisions at speed and controlling business risk with confidence etc. We see this manifest in all areas of business, culture transformations, supply chain modernisations, digital transformations, and strategic sourcing events. Call it what you wish, the centre of these are improved outcomes for customers, increased operational stability, a controlled risk and efficient cost to serve."

Simon Dorst

"In my experience, I think this results from SIAM being implemented from within the IT area of an organization, and by practitioners who come from an ITSM background who have grown into a SIAM role as their IT organizations have evolved.

Coming from an MSP background myself, I see us 'selling SIAM' in bids which are targeting delivery of ICT services. We're not often talking to non-IT organizations so I guess non-IT organizations don't hear about or understand SIAM and how/why it might be important for them. Perhaps it's who's initiating the conversation that influences which services are in scope for the SIAM model?"

Gail D'Souza

"The principle of SIAM can be adopted to manage any multi-supplier ecosystem, this doesn't have to be limited to IT services. This requires champions and change evangelists in the organization to drive this in non-IT areas. In our experience, most SIAM professional have a core IT background, with not as much experience or permeate into core business processes like HR, Finance, etc. this probably leads to the framework and best practices not being adopted outside of IT. There is huge potential in this space."

Mohan Kewalramani

3.4   DO YOU PLAN TO EXPAND YOUR SIAM MODEL TO INCLUDE
         OTHER BUSINESS SERVICES IN THE FUTURE?

Respondents were able to choose multiple options.

✗
NO

2021 51%	2022 57%

✓
YES

2021 27%	2022 32%

HUMAN RESOURCES

2021 15%	2022 18%

FINANCE

2021 12%	2022 14%

LOGISTICS
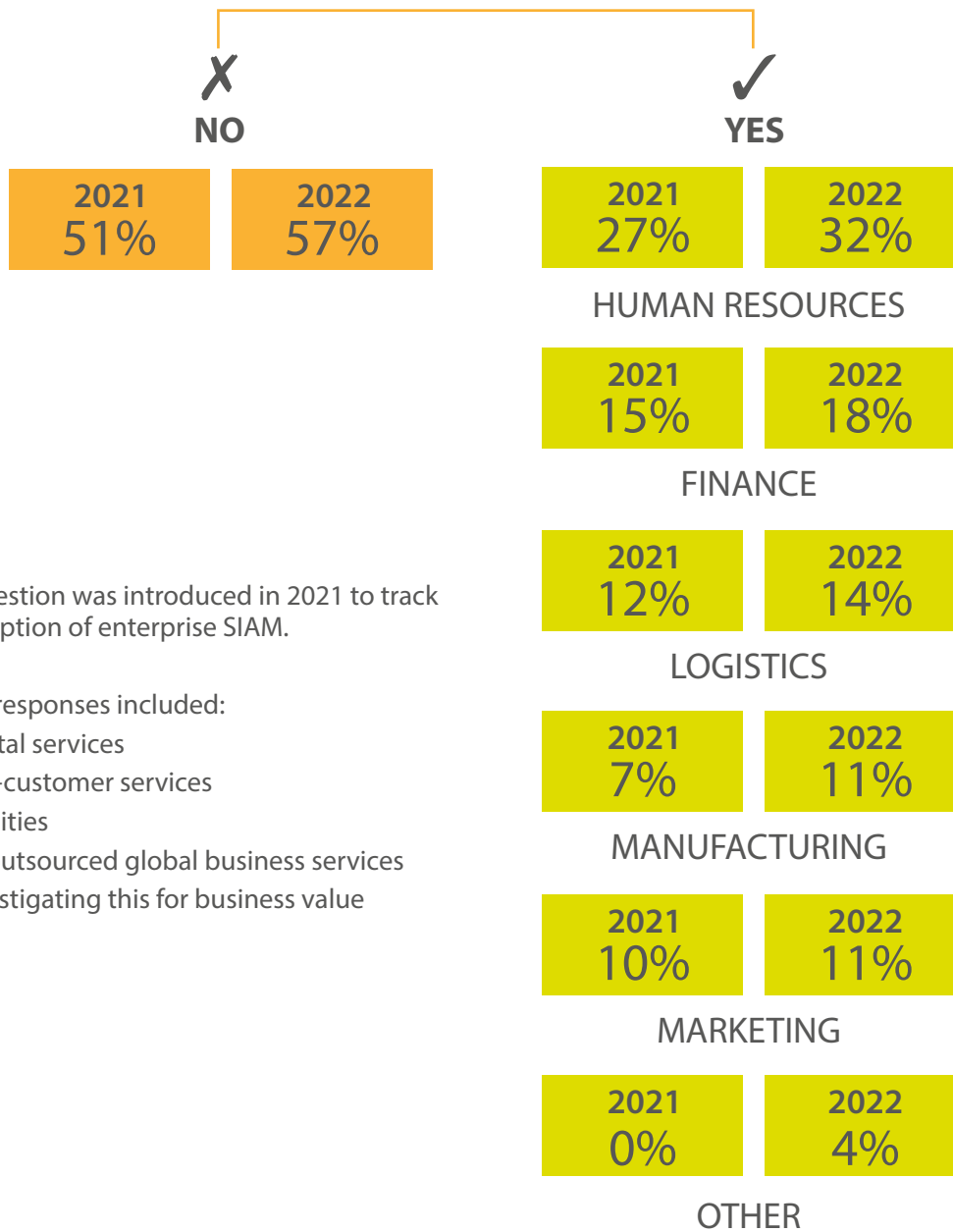
This question was introduced in 2021 to track the adoption of enterprise SIAM.

'Other' responses included:
- Digital services
- End-customer services
- Facilities
- All outsourced global business services
- Investigating this for business value

2021 7%	2022 11%

MANUFACTURING

2021 10%	2022 11%

MARKETING

2021 0%	2022 4%

OTHER

"There is a clear benefit for extending SIAM outside of IT and into other multi-provider domains. The concepts make sense in any context. I wonder if the pandemic period stunted plans that had been previously conceived by organizations and slowed this aspiration to extend SIAM into other business areas."

Michelle Major-Goldsmith

"I feel that there is also the trust barrier that IT creates and has created through the traditional styles and experiences of other business units with Technology executing business change."

Adam Martin

3.5   WILL ALL OF YOUR VENDORS/SERVICE PROVIDERS BE INCLUDED IN THE SIAM MODEL?

This question was first asked in the 2020 survey.

The number of organizations planning to include all vendors/service providers in their SIAM model initially decreased from 43% but increased from 37% in 2021 back to 43% in 2022.

✓ **YES**

✗ **NO**
**A MINORITY ARE
NOT INCLUDED**

✗ **NO**
**A MAJORITY ARE
NOT INCLUDED**
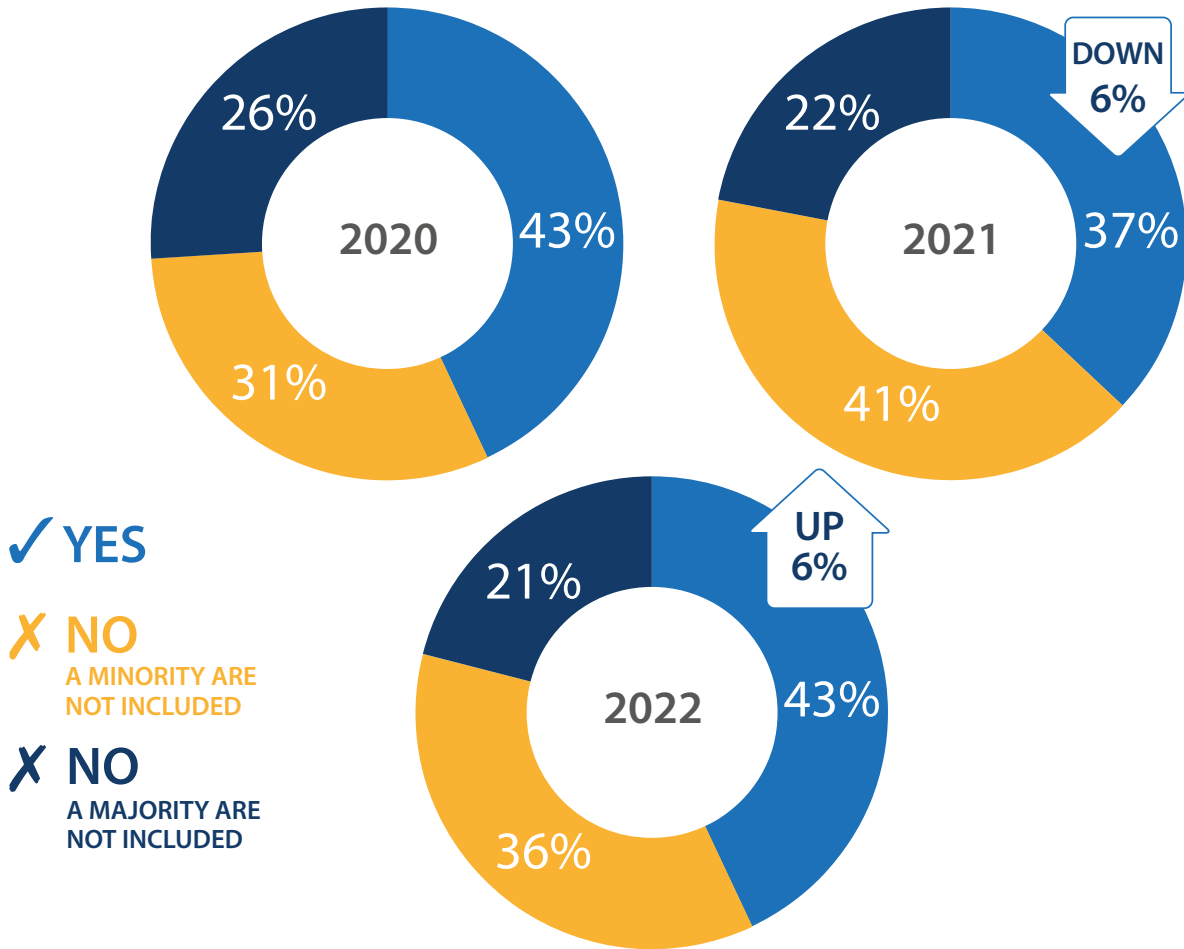
"I am surprised so many organizations suggest they can implement a SIAM model without including most of the service providers. Without effective management this is likely to dilute the expected SIAM benefits. It is not always possible to have providers fall neatly into the model. However, effort in designing creative solutions to establish necessary interfaces and touchpoints is worthwhile. This is where maturity in understanding the variations in approaches to SIAM becomes useful and supports a more pragmatic application."

Michelle Major-Goldsmith

"It seems counter-intuitive / counter-productive to adopt SIAM but not include all suppliers in the model. Admittedly 'it's a journey' and perhaps the question is being answered as a point-in-time scenario rather than the organization's intent?

Very high proportion in the last category which I find difficult to understand...."

Gail D'Souza

"Surprising or even baffling that 1-in-5 organizations will not include the majority of service providers in their (end-to-end) SIAM model.

Without knowing more of the background of these, the implication is that these are potentially point-solutions (i.e., specific service providers for a specific service) and possibly very much focussed on tight supplier management and control."

Simon Dorst

"It is interesting, could be based on the suppliers being pure transaction type services."

Adam Martin

USING INTERNAL RESOURCES ONLY

2018 **13%**
2019 **12%**
2020 **31%**
2021 **15%**
2022 **11%**

DOWN **2%**

USING A NICHE OR SIAM FOCUSED CONSULTANCY OR VENDOR TO SUPPORT US

2018 **9%**
2019 **24%**
2020 **22%**
2021 **27%**
2022 **22%**

UP **13%**

SIAM

USING INTERNAL RESOURCES WITH SOME EXTERNAL SUPPORT

2018 **67%**
2019 **69%**
2020 **45%**
2021 **51%**
2022 **55%**

DOWN **12%**

USING A LARGE CONSULTANCY OR VENDOR TO SUPPORT US

2018 **7%**
2019 **19%**
2020 **11%**
2021 **20%**
2022 **12%**

UP **5%**
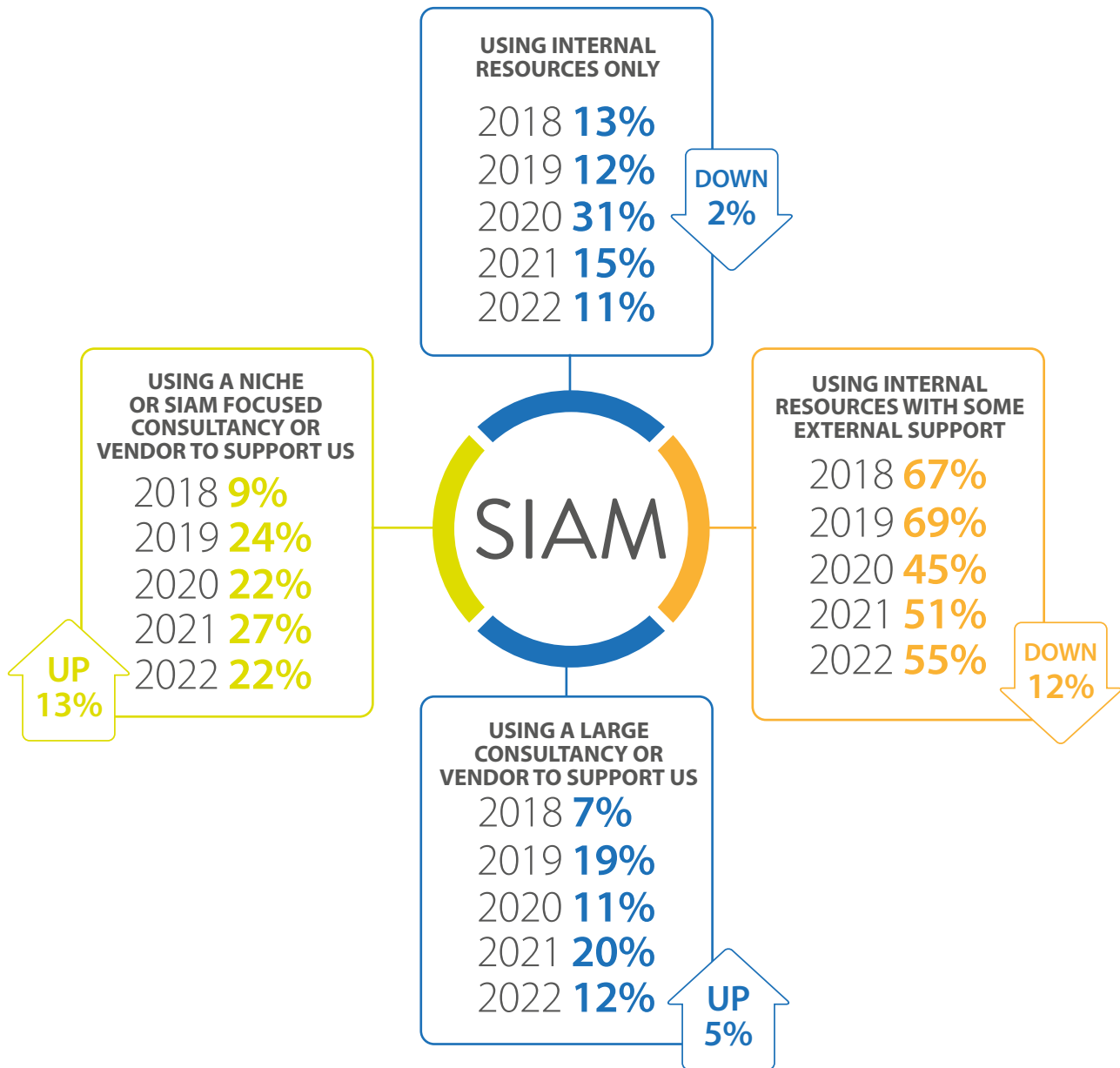
"It has been interesting to observe the trends around SIAM sourcing reflected here in the survey but also within my experience. I've seen more and more organizations using a learning approach and working with external providers to grown their own skills. There is no doubt that being able to leverage the support of a specialist SIAM provider can pay dividends in terms of speed, access to knowledge and experience gathered from practical implementation."

Michelle Major-Goldsmith

"This data certainly seems to suggest that SIAM capability is not readily available in organizations and there's a level of expert support required to implement, albeit at varying levels.

Most organizations in my experience continue to leverage external expertise in some way, regardless of where they are in their journey. I've only come across one customer organization we've dealt with who made the decision to 'go it alone' once they considered their model established enough to do so."

Gail D'Souza

"Considering the high percentage of internal/hybrid service integrators, it is pleasing to see that most organizations are still using external support in one form or another.

Whilst SIAM is perhaps no longer brand new, it is still quite a different model from 'traditional service management' and the expertise and experience an external consultant can bring, can mean substantially gains in both speed and quality."

Simon Dorst

"Agreed, my success rate of converting service management people into SIAM people is not high, 1 in 5. It is a completely different attitude. Focused on outcome, guided by process."

Adam Martin

Internal/hybrid structures were the most popular in 2022, as was also the case in 2021 and 2020. The external service integrator structure overtook the lead supplier structure in 2022.

2018
- 8%
- 32%
- 16%
- 44%

2019
- 7%
- 35%
- 17%
- 41%

2020
- 6%
- 41%
- 9%
- 44%

2021
- 12%
- 39%
- 7%
- 41%

2022
- 7%
- 39%
- 11%
- 43%

- 🟦 INTERNAL SERVICE INTEGRATOR
- 🟨 EXTERNAL SERVICE INTEGRATOR
- 🟧 HYBRID
- 🟦 LEAD SUPPLIER
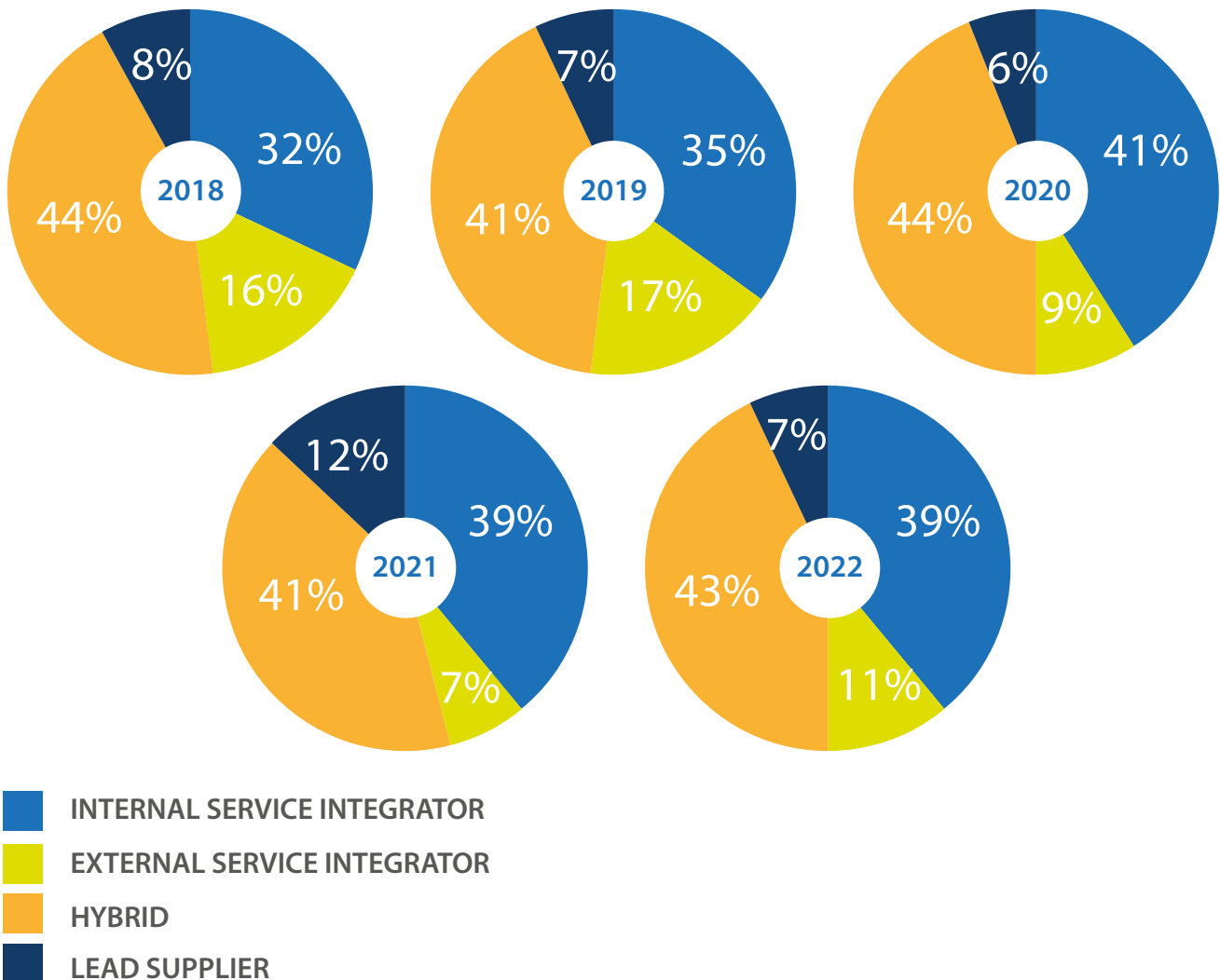
"I think the trends demonstrate that most organizations are keen to retain a level of control over their SIAM environment by embedding themselves fully within it. This can be a good approach as long as the customer organization has the requisite SIAM skills and capabilities to achieve this."

Michelle Major-Goldsmith

"I was a little surprised at the high percentages adopting an internal service integrator model. I didn't think it would be so even between internal and hybrid."

Gail D'Souza

"There is a quite steady internal/hybrid percentage (75%+).

The role of the service integrator is a tricky one, and to completely outsource it might be scary for a lot of organizations in terms of losing control and oversight (and reverting to governance only).

But an internal service integrator may be too much an ask for an initial SIAM model and thus the hybrid (and in particular a 'learning' hybrid) can be an ideal compromise, as long the responsibilities are clearly defined within the different service integrator organizations."

Simon Dorst

See Appendix 1, page 71 for the interesting SIAM journey of Western Australia Water Corporation, the principal government supplier of water, wastewater, and drainage services in Western Australia. Their services, projects and activities span over 2.6 million square kilometres with the purpose of sustainable management of water services to make WA a great place to live and invest.

After relying on external service providers supplying the SIAM function for several years, following an assessment, in 2018 it was decided to bring the SIAM team in-house with the transition project completed in January 2019.

The objectives of the transition to the insourced SIAM model included better flexibility and responsiveness to changing demands, improving governance of a multi-provider environment, removing complexity from the IT supply chain, and driving competition.

Read more on their journey in Appendix 1, page 71, and what's next… **LINK to full article**

3.8   WHAT BENEFITS DO YOU HOPE TO ACHIEVE?

Respondents were able to choose multiple options. These are the top four options:
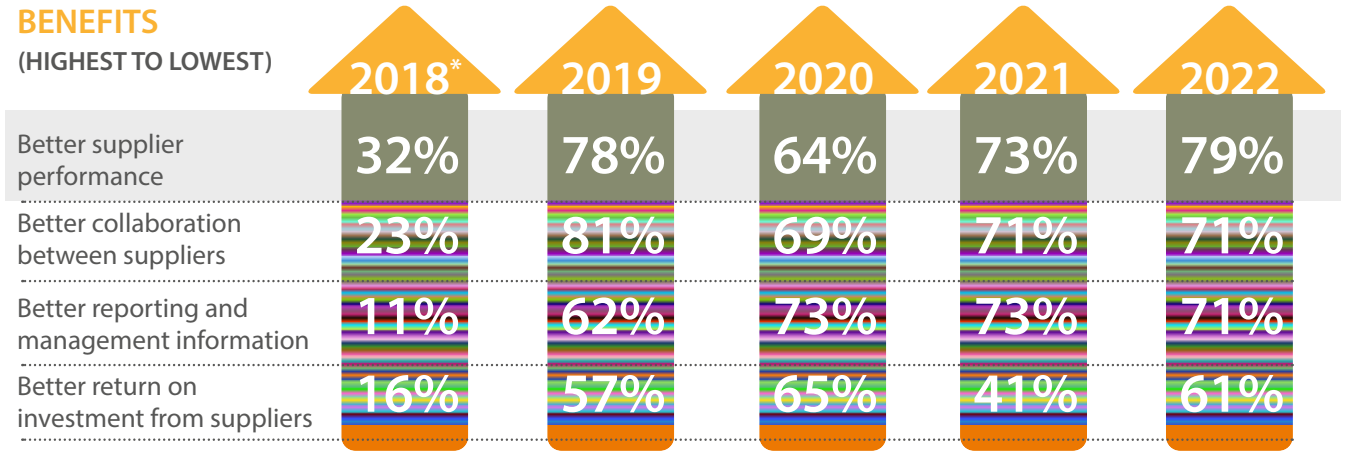
BENEFITS (HIGHEST TO LOWEST)	2018*	2019	2020	2021	2022
Better supplier performance	32%	78%	64%	73%	79%
Better collaboration between suppliers	23%	81%	69%	71%	71%
Better reporting and management information	11%	62%	73%	73%	71%
Better return on investment from suppliers	16%	57%	65%	41%	61%

*In the first SIAM survey, respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options. We can now see the spread was quite evenly distributed, with the top 4 options being fairly consistent.

Other frequent responses include:
- Easier to attribute service cost and quality to different service providers
- Spend less time on general supplier management
- Easier to add and remove suppliers

Other responses included:
- Aligning all suppliers (internal and external) to support and deliver business outcomes.
- Better integration of services for our customers
- End to end performance improvements
- Establish easy access, reliability and one stop shop for our customers.

CLICK HERE FOR FULL 5 YEAR DATA TABLE OF OPTIONS

"After the obligatory supplier performance, it is encouraging to see collaboration and management information score so high, as these are two very specific benefit of a SIAM environment."

Simon Dorst

"Yes, I think this is encouraging, as I was concerned that the previous question around primary drivers was focused on supplier performance and not much else. These results are a bit more holistic."

Gail D'Souza

Over the five years, respondents are consistently anticipating organizational change management and embedding of behaviors to be the most challenging aspect.

Respondents were able to choose multiple options. These are the top four options:

CHALLENGES
(HIGHEST TO LOWEST)

	2018*	2019	2020	2021	2022
Organizational change management and embedding new behaviors	53%	82%	78%	83%	93%
Establishing the service integrator	13%	63%	47%	48%	71%
Creating a governance structure	16%	72%	73%	65%	68%
Process coordination	7%	58%	64%	63%	61%
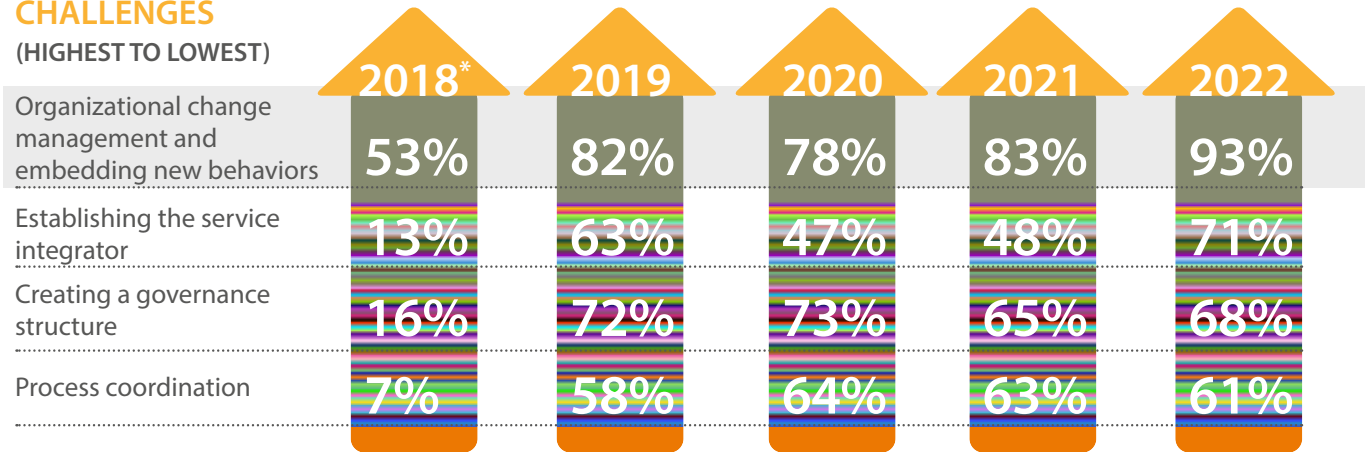
*In the first SIAM survey, respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options.

CLICK HERE FOR FULL 5 YEAR
DATA TABLE OF OPTIONS

"The acknowledgment by survey respondents that organizational change management is a key challenge pretty much year on year is notable. Our experience reflects its importance as a success factor and underestimating it within the design and transition of a SIAM model is a mistake. Investment in a programme of organizational change activities throughout the SIAM roadmap will yield benefits that will exceed the costs."

Michelle Major-Goldsmith

"OCM is by far the biggest challenge and recognizing this is step 1, but defining activities, roles and investments into it (during SIAM transition, but also during ongoing operations) is unfortunately a far less common occurrence (with all the challenges that come from it)."

Simon Dorst

3.10 WHAT SKILLS AND CAPABILITIES DO YOU BELIEVE WILL BE PARTICULARLY IMPORTANT IN A SIAM TRANSFORMATION?

IT service management and organizational change management dominate the answers to this question.

Respondents were able to choose multiple options.

SKILLS & CAPABILITIES (HIGHEST TO LOWEST)	2018*	2019	2020	2021	2022
IT service management	29%	93%	85%	85%	96%
Organizational change management	31%	81%	67%	80%	89%
Supplier management	-	72%	71%	63%	82%
Business relationship management	11%	65%	65%	51%	71%
Influencing and negotiation	6%	58%	45%	41%	57%
Procurement/contract negotiation	3%	60%	51%	51%	54%
Communication management	-	51%	55%	63%	54%
Automation	3%	49%	47%	46%	43%
Financial management	3%	42%	25%	22%	36%
Project management	-	53%	45%	39%	36%
Agile	3%	37%	42%	46%	25%
Lean	3%	26%	25%	24%	25%
DevOps	-	28%	24%	20%	11%
Other	8%	5%	-	7%	4%
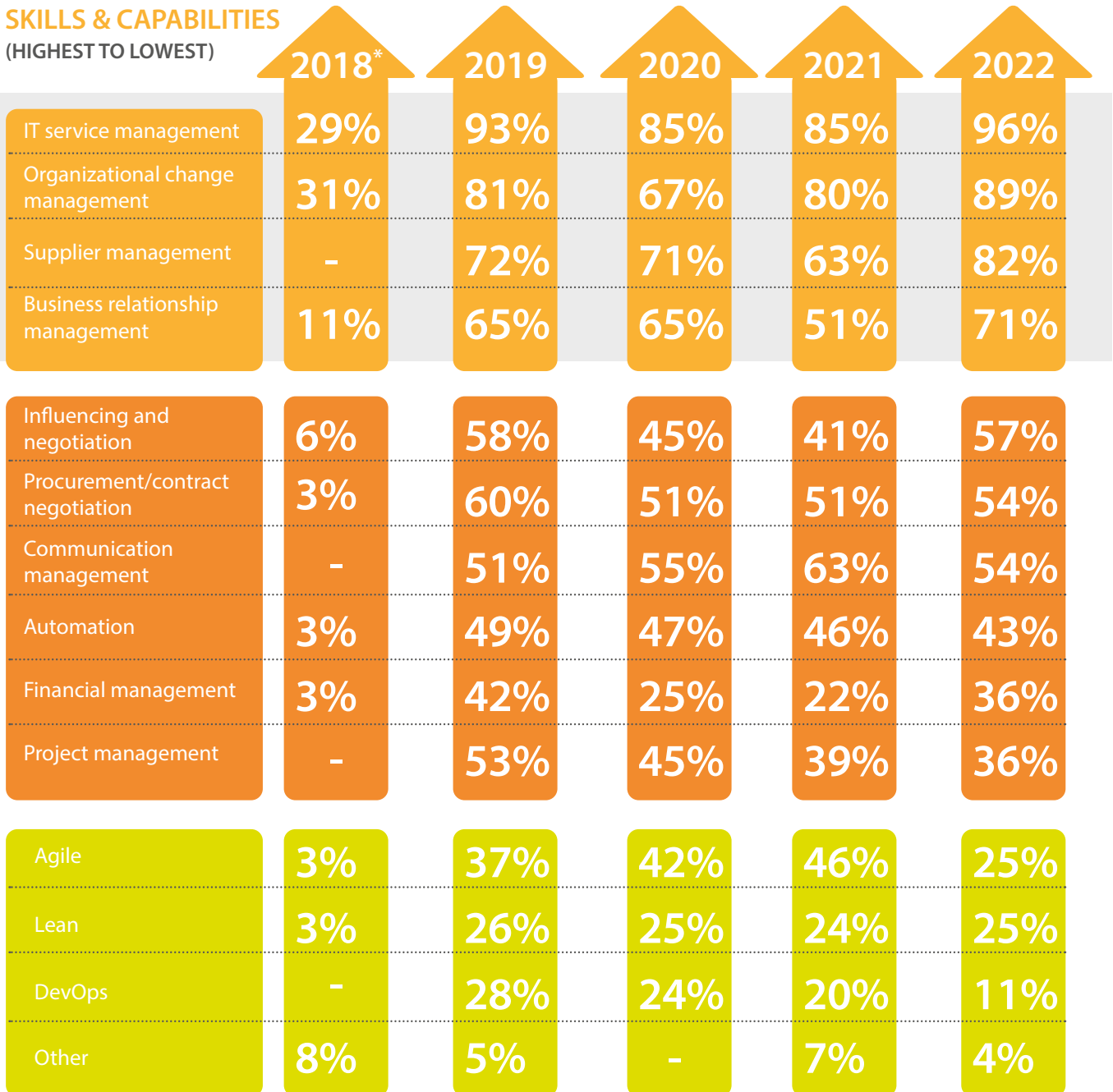
'Other' responses included relationship building, curiosity, being vulnerable, cultural change management and being a steward for service outcomes.

*In the first SIAM survey, respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options.

"It is good to see year on year that there is an acknowledgment of the importance of business relationship management and organizational change management. What is also encouraging is 'other' skills being seen as important such as relationship building, vulnerability, stewardship. These are all reflective of the service integrator as an influencer and customer council and supports the building of a trust relationship between the customer and the service integration team."

Michelle Major-Goldsmith

"In addition to OCM, I'm pleased to see business relationship management and influencing & negotiation high on the list. Absolutely critical to the success of SIAM."

Gail D'Souza

"Apart from the harder (and more predictable) skills of ITSM, supplier management and procurement, it is clear that SIAM transitions and operations require the 'softer' skills of OCM, BRM, influencing and communication."

Simon Dorst

"Agree, for skills, instead of 'softer', can we start using 'amplifier' - allows for much more curiosity and conversation."

Adam Martin

This question was first added in 2020 when the survey was sponsored by 4me.

2020
39%
15%
30%
15%

2021
UP 10%
7%
24%
49%
20%

2022
4%
18%
18%
61%
UP 12%

SIAM

✓ **YES**

✗ **NO**
NO, AND WE PLAN
TO REPLACE IT

✗ **NO**
NO, AND WE ARE LOOKING
AT TECHNOLOGY
INTEGRATION SOLUTIONS

✗ **NO**
NO, BUT WE ARE TAKING
NO ACTION

OTHER
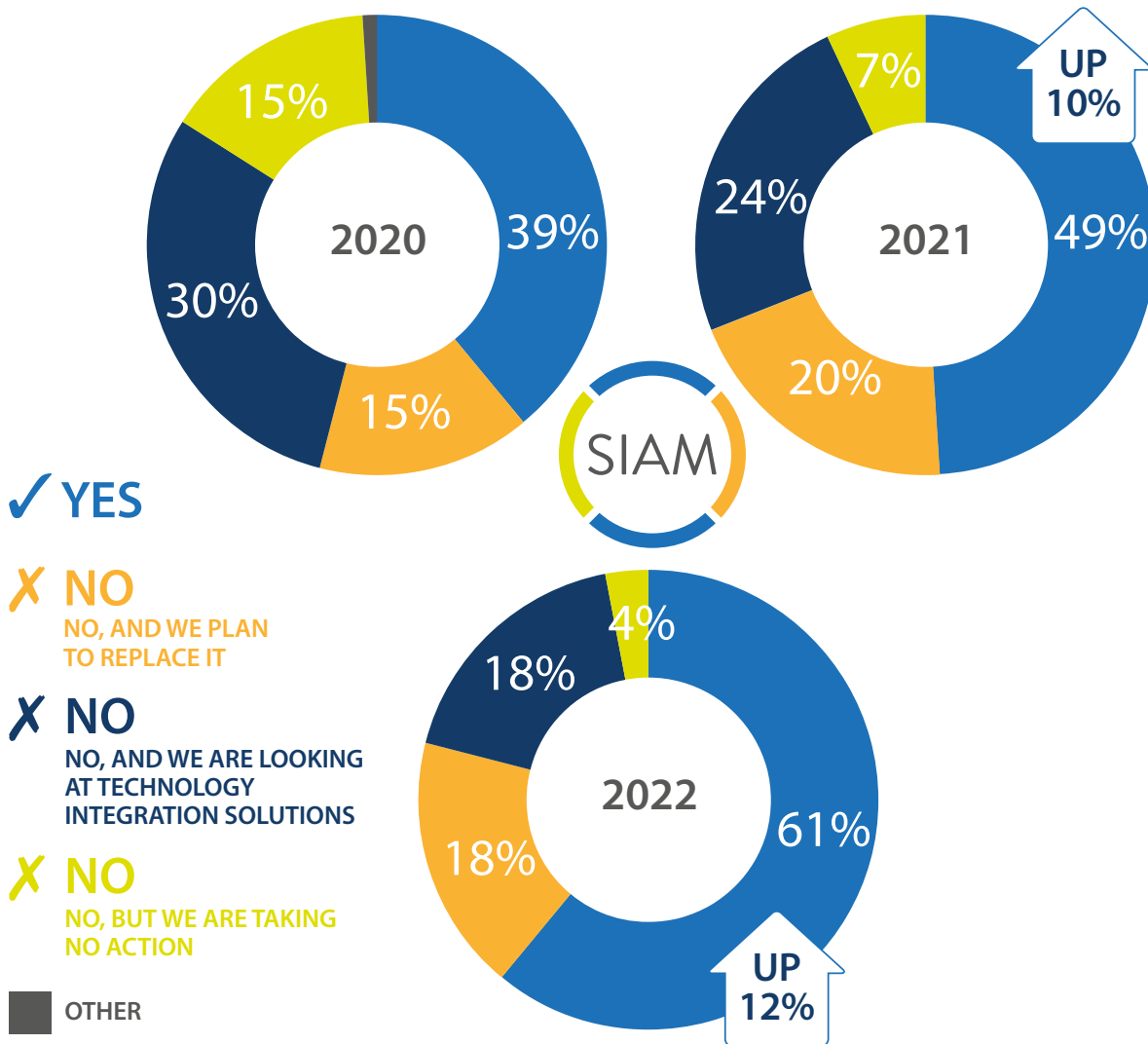
"More organizations seem comfortable with their ITSM tool within the SIAM environment, which is possible credit to the advanced functionality and integration that these tools offer.

But what this is not asking (and thus not showing) is the suitability of other toolset within a multi-provider organization, such as collaboration, sharing or even social interaction."

Simon Dorst

"We receive many requests from Managed Service Providers for SIAM related capabilities. It seems as if they have a much larger demand for tools that can support SIAM properly and they are the ones suffering the most from the lack of such capabilities in all major tools available."

Martijn Adams

Respondents were able to choose multiple options. This question was added in 2020.

	2020	2021	2022
ITIL 4	45%	59%	75%
ITIL v3	58%	63%	61%
AGILE	51%	44%	57%
Project Management	49%	49%	50%
COBIT	16%	24%	32%
Lean	28%	15%	32%
Business analysis	20%	12%	32%
ISO/IEC 20000	40%	12%	29%
DevOps	31%	22%	29%
BRM	13%	5%	18%
VeriSM	5%	5%	14%
Other	5%	7%	7%
DSDM	0%	5%	4%

'Other' responses included:

- Business Technology Standard or BT model
- All frameworks are used across different projects, depending on the client request
- Nadler Tushman Congruence Model

In 2021 those who selected 'other' had yet to define which management methodologies they would be using. In 2020, Kaizen and IT4IT were mentioned but didn't appear again during later surveys.

Respondents were able to choose multiple options.

	2019	2020	2021	2022
SIAM Foundation	42%	33%	30%	43%
SIAM Professional	11%	13%	8%	14%
None	53%	64%	60%	46%
Other	5%	5%	8%	14%

This question was added in 2019. 'Other' responses were generally from those who were in the planning phases and yet to define their strategy, answers included ITIL® and PRINCE2® training in the most recent year's survey.

"As more and more organizations move to taking a predominant role in their SIAM models one would hope the investment in training and developing the requisite skills aligns. So, it is good to see an investment in SIAM training is on the increase."

Michelle Major-Goldsmith

"Considering the percentage of organizations with an internal (or hybrid) service integrator, and those implementing SIAM themselves, we would have expected a higher number of people who are at least SIAM Foundation trained.

We often get feedback from participants that they wished they attended the course earlier in the SIAM implementation, or that some of their colleagues would attend."

Simon Dorst

3.14   ANY OTHER COMMENTS?

Respondents were given the opportunity to share any other comments they had in a free text field.

General comments from across the five years have shown that respondents understand that SIAM requires not only skills and capabilities but a cultural shift. Collaboration versus historic transactional ways of working and a solid foundation to build on is key for success, particularly when considering automation. Conflicting opinions also show some believe SIAM should be more independent and others more closely connected to ITIL and ISO20000. There is also a demand for more sharing of knowledge and experience amongst global SIAM networks.

4.   ORGANIZATIONS THAT HAVE ADOPTED SIAM

The responses in this section are from organizations who have adopted SIAM. These are typically the 'customer organizations' who appoint the service integrator and hold the contractual relationship with service providers.

Since introduced in 2021 'better ability to measure and attribute service quality' has been the main strategic driver for respondents SIAM transition.

Respondents were able to choose multiple options.

These are the top 4 responses:

	2018*	2019*	2020	2021	2022
Better ability to measure and attribute service quality	–	–	–	73%	58%
Want to have better performance from existing vendors	53%	25%	68%	71%	53%
Want to have more control of existing vendors	53%	20%	56%	63%	42%
Better ability to measure and attribute service costs	–	–	–	44%	36%

*Initially respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options.

CLICK HERE FOR FULL 5 YEAR
DATA TABLE OF RESPONSES

"It is interesting to see a more even spread across the top 4 drivers for organizations that have implemented SIAM solutions. In recent years there is a significant decrease (half) of the reduction of cost as a strategic driver which aligns to the benefits noted earlier. Cost focus has been overtaken by service quality and improved service performance, reflecting the benefits SIAM can bring to the customer and their business."

Michelle Major-Goldsmith

4.2   HOW LONG DID YOUR SIAM TRANSITION TAKE?

The number of SIAM transitions that are not complete yet has risen from 29% in 2021 to 47% in 2022.

Legend:
- Less than a year
- 1-2 years
- 2-3 years
- Not complete yet
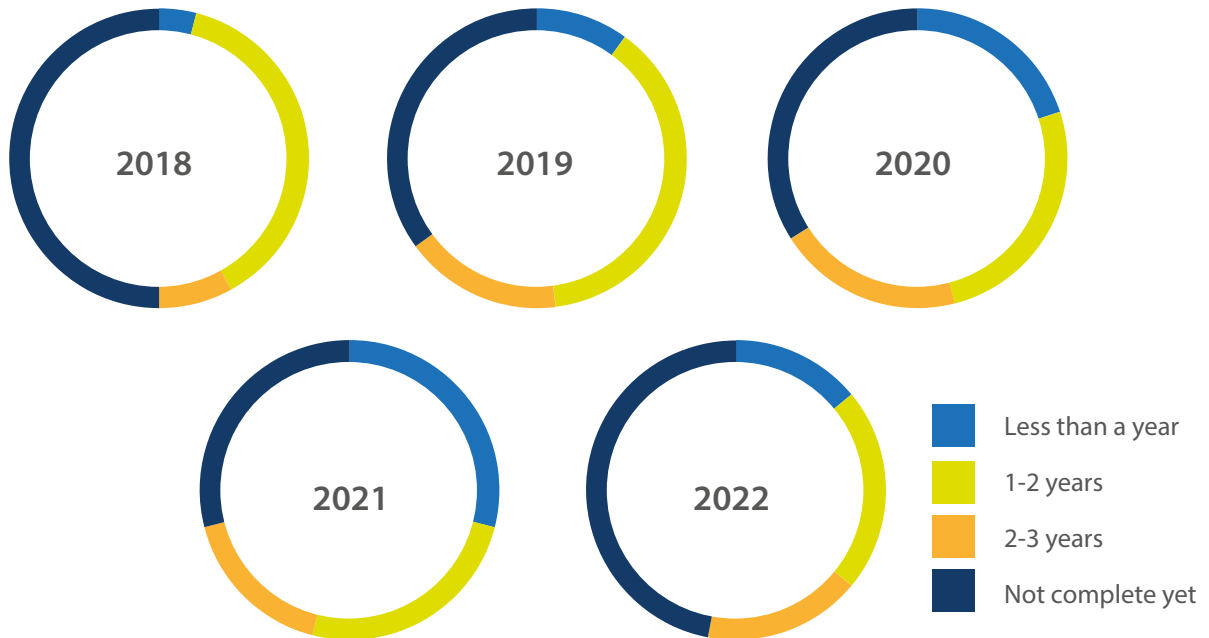
"Massive number (and it's always been the highest) of 3+ years … Yes, SIAM transitions are complex and can take a long time, but most organizations will go for a 'staged' implementation and thus need to target a shorter transition (2 years) and then move into a continuous improvement cycle."

Simon Dorst

4.3   WHAT TYPES OF SERVICES ARE IN SCOPE FOR YOUR SIAM MODEL?

As with the organizations planning to adopt SIAM in section 3.3, IT services dominate SIAM models and planning.

2018 — 33% / 67%

2019 — 36% / 64%

2020 — 28% / 71%

2021 — 10% / 90%

2022 — 11% / 89%

Legend:
- IT SERVICES ONLY
- NON-IT SERVICES ONLY
- A MIXTURE OF IT & NON-IT SERVICES
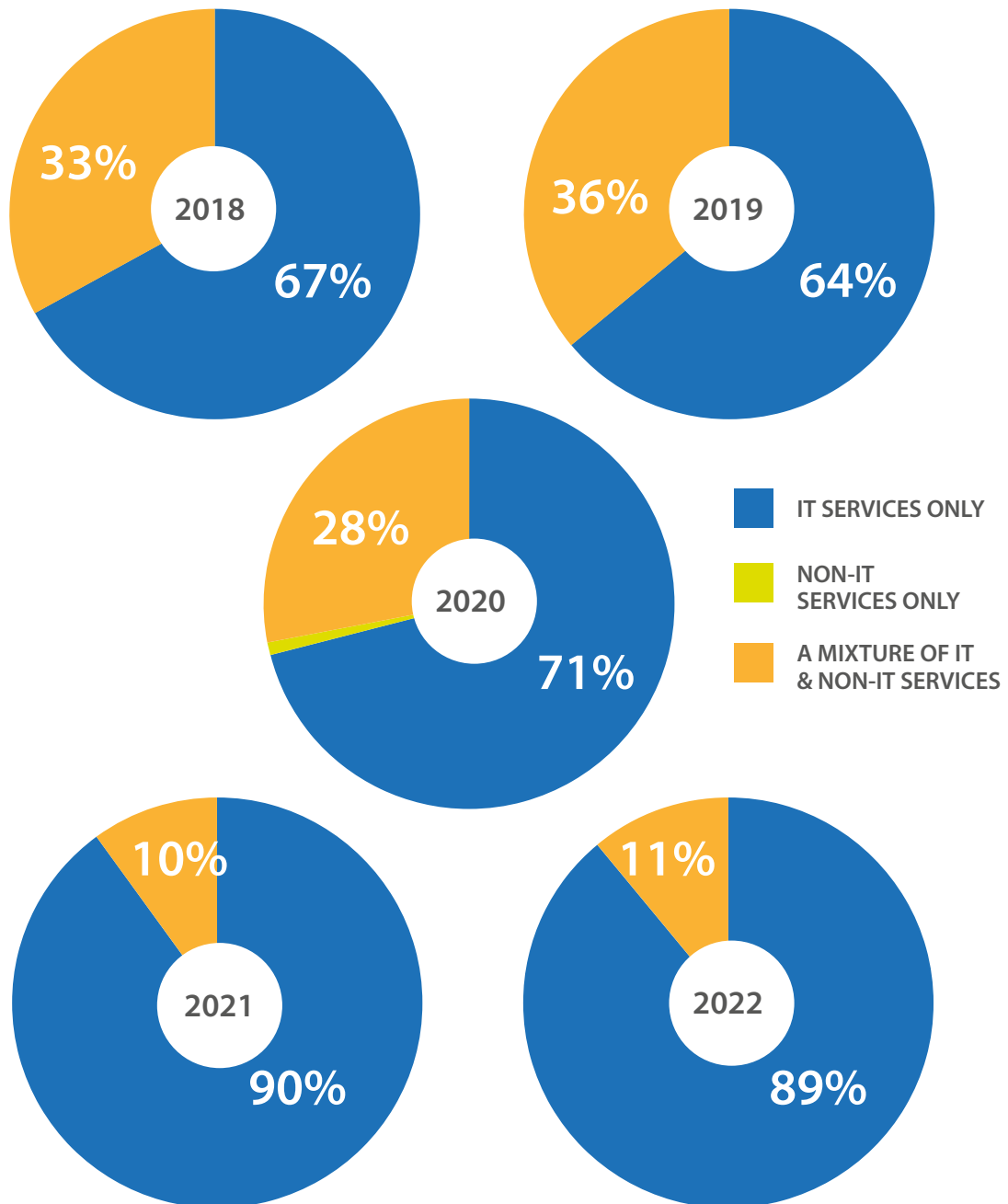
4.4   ARE ALL OF YOUR VENDORS/SERVICE PROVIDERS INCLUDED IN THE SIAM MODEL?

For all three years that this question has been asked, more than 50% of organizations have not included all of their vendors/service providers in their SIAM model. This could link to the data in section 4.2 showing that almost a third of SIAM transitions are not yet complete.

2020
26% · 43% · 31%

2021
20% · 42% · 44%

2022
27% · 31% · 42%

✓ **YES**

✗ **NO**
A MINORITY ARE
NOT INCLUDED

✗ **NO**
A MAJORITY ARE
NOT INCLUDED
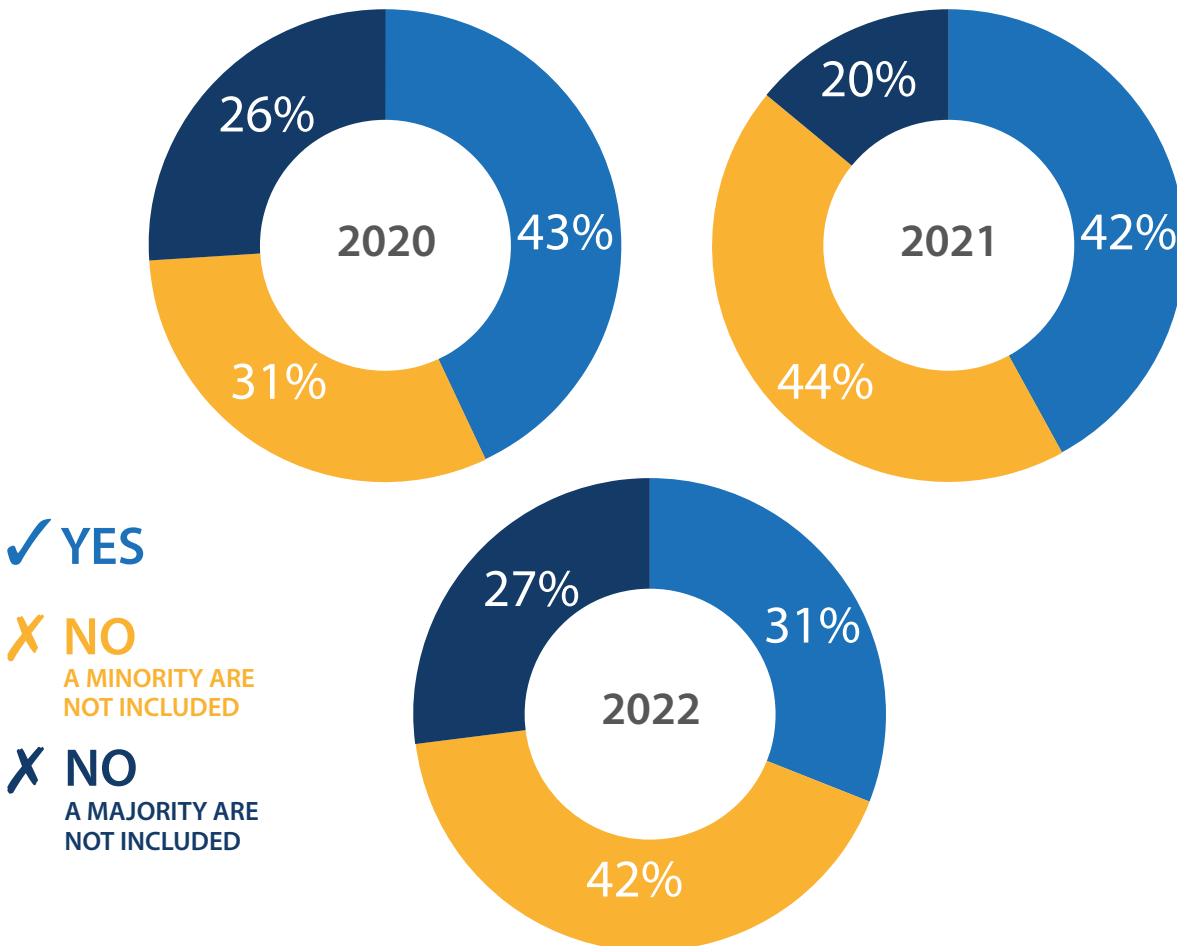
"The above responses align with our experience helping clients adopt the SIAM framework. Although SIAM should ideally be "end to end", the exclusion of providers is usually due to internal organizational structures (contracts managed by other business units that don't play ball), restrictive contracts, multiple regions with local vendors, long SIAM transitions, and lack of organizational change efforts to create awareness across the ecosystem. Usually, we have seen that organizations begin with key suppliers in the first 6 to 12 months, and over next 2-3 years they onboard a few other vendors/service providers in SIAM model. This is also due to the fact that there are many XaaS providers and there is a lack of awareness on how to manage XaaS providers through SIAM."

Mohan Kewalramani

4.5 DO YOU PLAN TO EXPAND YOUR SIAM MODEL TO INCLUDE OTHER BUSINESS SERVICES IN THE FUTURE?

Respondents were able to choose multiple options.

✗ NO

2021 63%	**2022** 72%

✓ YES

2021 17%	**2022** 11%

HUMAN RESOURCES

2021 15%	**2022** 11%

FINANCE

2021 7%	**2022** 11%

LOGISTICS

2021 7%	**2022** 8%

MANUFACTURING

2021 7%	**2022** 3%

MARKETING

2021 11%	**2022** 8%

OTHER
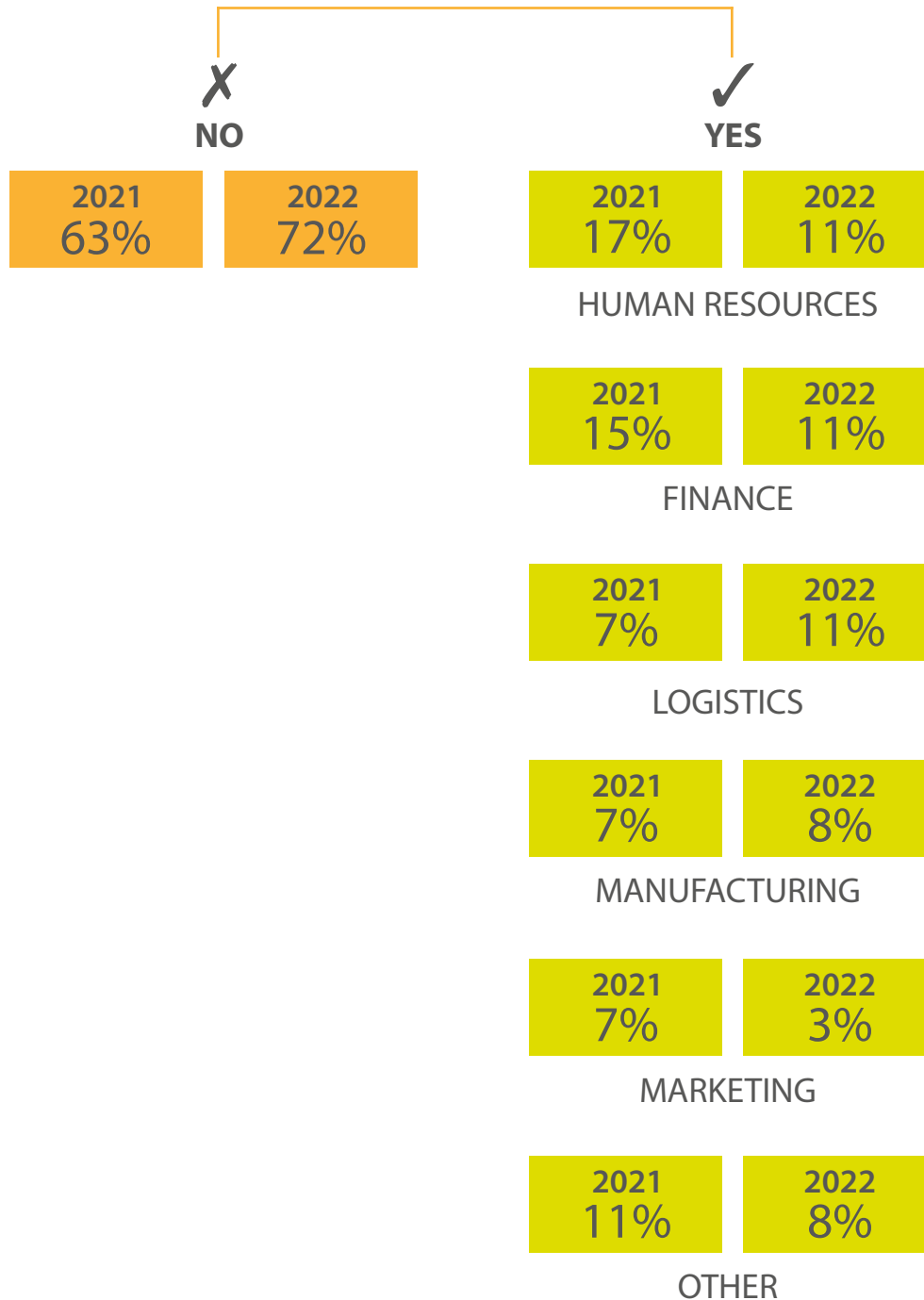
4.6   WHAT TYPE OF SERVICE INTEGRATOR STRUCTURE DID YOU ADOPT?

This question shows an increase in the use of external service integrators over the five year period, with a corresponding fall in internal service integrators.

- **INTERNAL SERVICE INTEGRATOR**
- **EXTERNAL SERVICE INTEGRATOR**
- **HYBRID**
- **LEAD SUPPLIER**
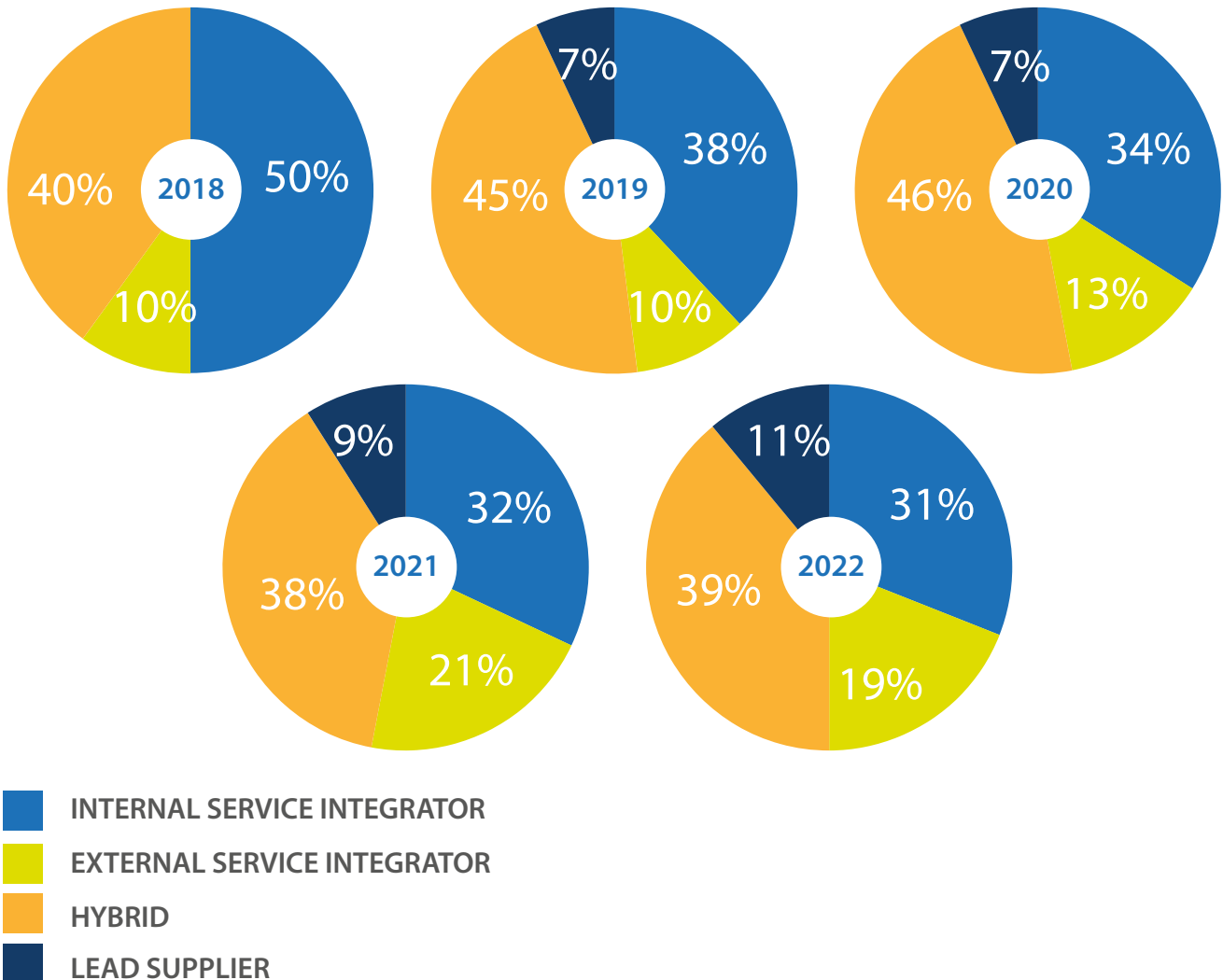
"Interesting to note the decline of a purely internal integrator since 2018. Seems to correlate with increases in either an external or lead supplier model."

Gail D'Souza

Over the five years, these have consistently been the top four options.

Respondents were able to choose multiple options.

BENEFITS
(HIGHEST TO LOWEST)
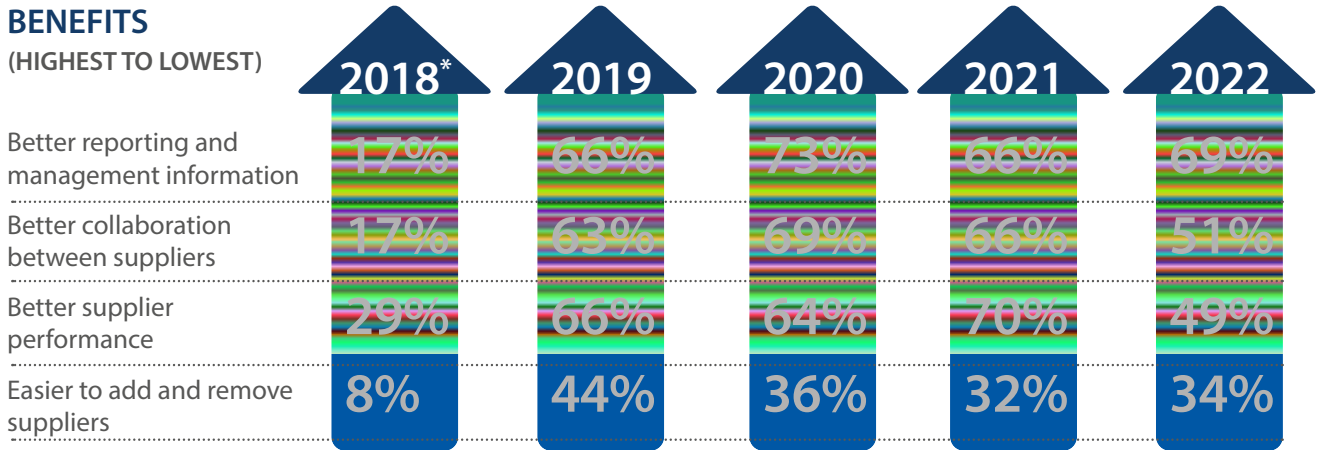
	2018*	2019	2020	2021	2022
Better reporting and management information	17%	66%	73%	66%	69%
Better collaboration between suppliers	17%	63%	69%	66%	51%
Better supplier performance	29%	66%	64%	70%	49%
Easier to add and remove suppliers	8%	44%	36%	32%	34%

*In the first SIAM survey, respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options.

Other frequent responses include:

- Spend less time on general supplier management
- Easier to attribute service cost and quality to different service providers
- Other
- Better return on investment from suppliers

Other responses included:

- End to end management of issues and outcomes across multiple suppliers
- Less time in operation mainly incident management

CLICK HERE FOR FULL 5 YEAR
DATA TABLE OF OPTIONS

"It's always interesting to observe the change in focus on benefits across the five years. There has been a shift in achieved benefits. In 2022 a significant drop for supplier performance (from 70% to 49% and from ranking 1 to ranking 3), in favor of collaboration and reporting. It is encouraging to see improved collaboration at number 2 as this is one of the explicit benefits of building a SIAM model with multiple service providers working together towards end-to-end service achievements."

Michelle Major-Goldsmith

4.8   WHAT CHALLENGES DID YOU FACE?

Over the five years, respondents consistently consider organizational change management and embedding of behaviors to be the most challenging aspect. Establishing the service integrator has become less of a challenge in recent years.

Respondents were able to choose multiple options. These are the top four options:

CHALLENGES
(HIGHEST TO LOWEST)

	2018*	2019	2020	2021	2022
Organizational change management and embedding new behaviors	32%	76%	78%	72%	63%
Creating a governance structure	16%	65%	73%	63%	57%
Tooling and automation	16%	55%	49%	72%	57%
Process coordination	0%	65%	64%	61%	49%
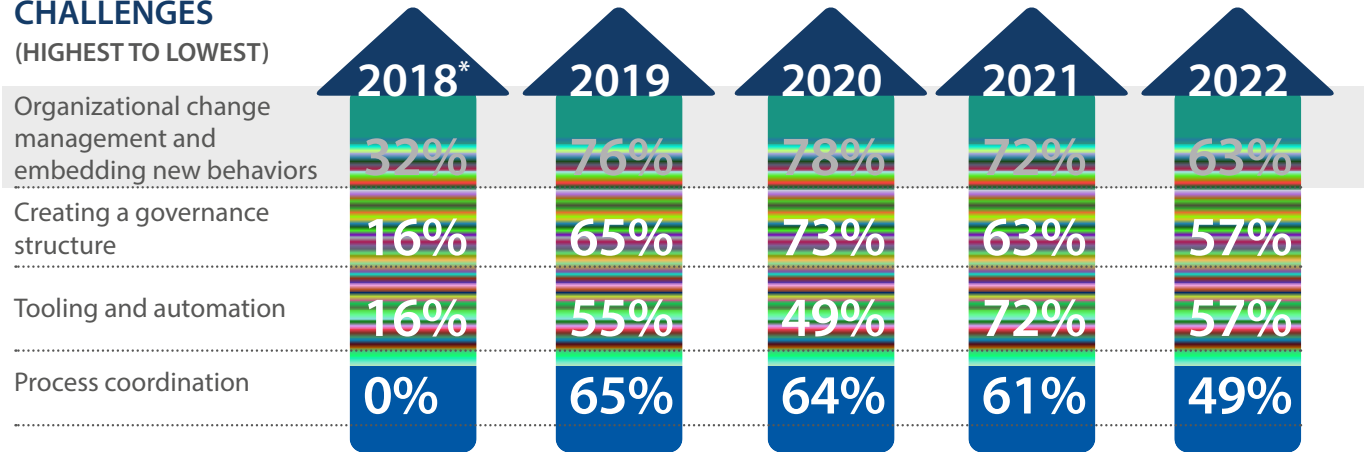
*In the first SIAM survey, respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options.

Other frequent responses include:

- Negotiating/renegotiating contracts
- Establishing the service integrator
- Other

CLICK HERE FOR FULL 5 YEAR DATA TABLE OF OPTIONS

"Organizational change management remains a significant challenge. Interestingly, establishing the service integrator has been less of an issue over the last few years. Perhaps it is the increased understanding of SIAM and greater preparedness for the efforts required."

Michelle Major-Goldsmith

"Establishing the service integrator is far less a 'real' challenge, compared to those foreseen (in the previous section).

Tooling and automation on the other hand are perhaps a bigger challenge than anticipated."

Simon Dorst

4.9 WHAT SKILLS AND CAPABILITIES ARE PARTICULARLY IMPORTANT FOR A SUCCESSFUL SIAM TRANSITION?

There is an increasing importance of supplier management over the 5 years (7 -> 75%).

Respondents were able to choose multiple options.
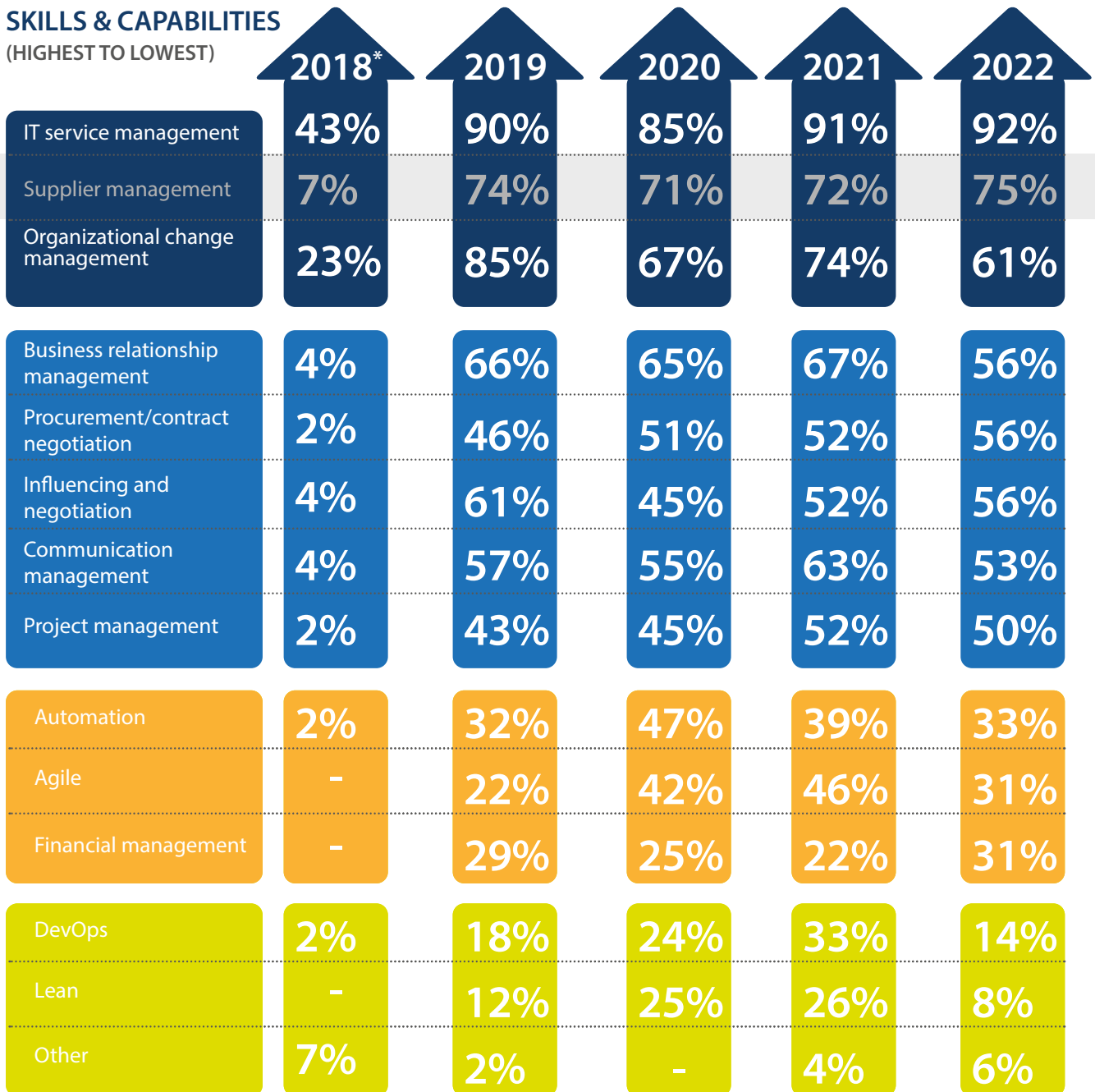
SKILLS & CAPABILITIES
(HIGHEST TO LOWEST)

	2018*	2019	2020	2021	2022
IT service management	43%	90%	85%	91%	92%
Supplier management	7%	74%	71%	72%	75%
Organizational change management	23%	85%	67%	74%	61%
Business relationship management	4%	66%	65%	67%	56%
Procurement/contract negotiation	2%	46%	51%	52%	56%
Influencing and negotiation	4%	61%	45%	52%	56%
Communication management	4%	57%	55%	63%	53%
Project management	2%	43%	45%	52%	50%
Automation	2%	32%	47%	39%	33%
Agile	-	22%	42%	46%	31%
Financial management	-	29%	25%	22%	31%
DevOps	2%	18%	24%	33%	14%
Lean	-	12%	25%	26%	8%
Other	7%	2%	-	4%	6%

*In the first SIAM survey, respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options.

2020
39%
15%
30%
15%

2021
UP
38%
77%
15%
4%
2%

SIAM

2022
11%
11%
3%
8%
67%
DOWN
10%

✓ **YES**

✗ **NO**
NO, AND WE PLAN TO REPLACE IT

✗ **NO**
NO, AND WE ARE LOOKING AT TECHNOLOGY INTEGRATION SOLUTIONS
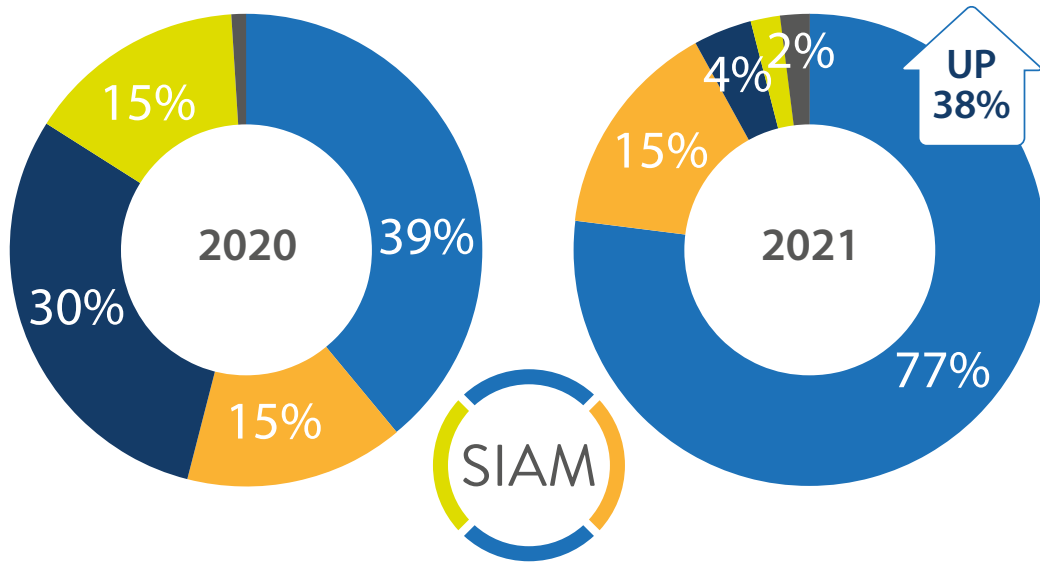
✗ **NO**
NO, BUT WE ARE TAKING NO ACTION
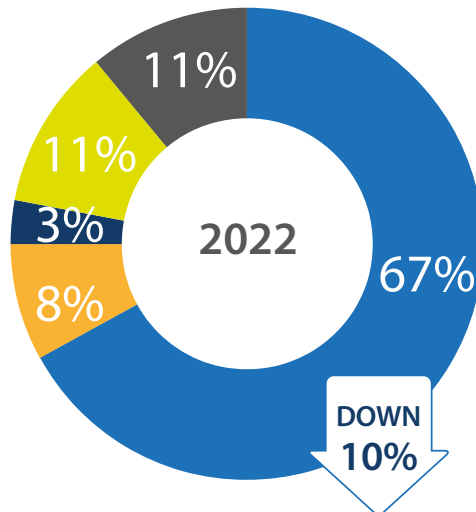
■ **OTHER**

Some respondents in the 'Other' category reported assessing whether customization or replacement was the best option.

"The data recognises the importance and challenge of getting SIAM supporting toolsets right."

Michelle Major-Goldsmith

"Most modern toolsets out of the box can be used to achieve good SIAM outcomes."

Adam Martin

Respondents were able to choose multiple options. This question was added in 2020.

	2020	2021	2022
ITIL 4	67%	70%	75%
ITIL v3	50%	65%	61%
Project management	57%	50%	47%
Agile	54%	54%	44%
DevOps	34%	35%	25%
ISO/IEC 20000	30%	24%	22%
Other	7%	4%	14%
Lean	20%	28%	11%
VeriSM	10%	11%	8%
COBIT	27%	9%	8%
BRM	11%	17%	8%
Business analysis	26%	17%	8%
DSDM	1%	4%	3%

'Other' responses included IT4IT, value stream mapping, TQM, hybrid model, SFIA, ITIL v2, commercial partnership framework, site reliability engineering and ADKAR.

Respondents were able to choose multiple options.

	2019	2020	2021	2022
SIAM Foundation	33%	54%	62%	58%
SIAM Professional	12%	15%	34%	28%
None	55%	31%	23%	31%
Other	12%	18%	11%	11%

'Other' responses included training prior to joining, training provided by the service integrator, training/planning in progress, internal training, overview/awareness of SIAM principles and learning on the job.

See Appendix 2, page 74 for how a large West Australian government agency faced their challenges with manual processes and outdated systems for managing IT service delivery. After becoming over-reliant on its managed service provider a breakdown in the relationship prompted a journey of strategic reform in 2018, including modernizing its IT environment and realigning its ICT service delivery model.

Read more in Appendix 2, page 74, to see how the agency shifted their operating model from being an owner-operator to a consumer of IT services, migrated its network infrastructure services to a new panel supplier and signed a contract to transition the support of its remaining it services to a new managed service provider. The agency is also gradually shifting the conversation towards other elements that will help improve the ecosystem, such as supplier onboarding, tooling, reporting, and governance.

LINK to full article

"Much higher percentage of training (than in the previous section). With the SIAM Professional increasing as well (perhaps indicating the need to advanced capabilities in established SIAM environments)."

Simon Dorst

"I also see there being a need for the 'amplification' or scaffolding skills. Skills that bring people together to focus on what's important now, being curious and explorative, vulnerable, and empathetic."

Adam Martin

4.13   ANY OTHER COMMENTS?

Respondents were given the opportunity to share any other comments they had in a free text field. In summary of the comments made over the last five years, there is a clear theme of positive experiences and a majority understanding of SIAM and its benefits, particularly where more service providers are involved.

When managing multi-vendor services SIAM has been beneficial for improving monitoring of performance, streamlining, and simplifying even with geographical diversity. However, some comments showed concerns about others' understanding and implementation practices. It is recognized that for success and longevity, an end-to-end understanding of internal and external customers is key, and acceptance that implementation takes time, particularly when it comes to behaviour and cultural changes as much as approval stages.

There was also a comment that SIAM can be complex in practice when all parts are moving through different transitions.

5 ORGANIZATIONS WHO SELL SIAM CONSULTANCY OR SOLUTIONS

This section includes responses from organizations who sell SIAM consultancy or solutions. These organizations might fulfil a service integrator role or provide support as a customer organization transitions to a SIAM model, and then disengage. They might provide software to support a SIAM ecosystem.
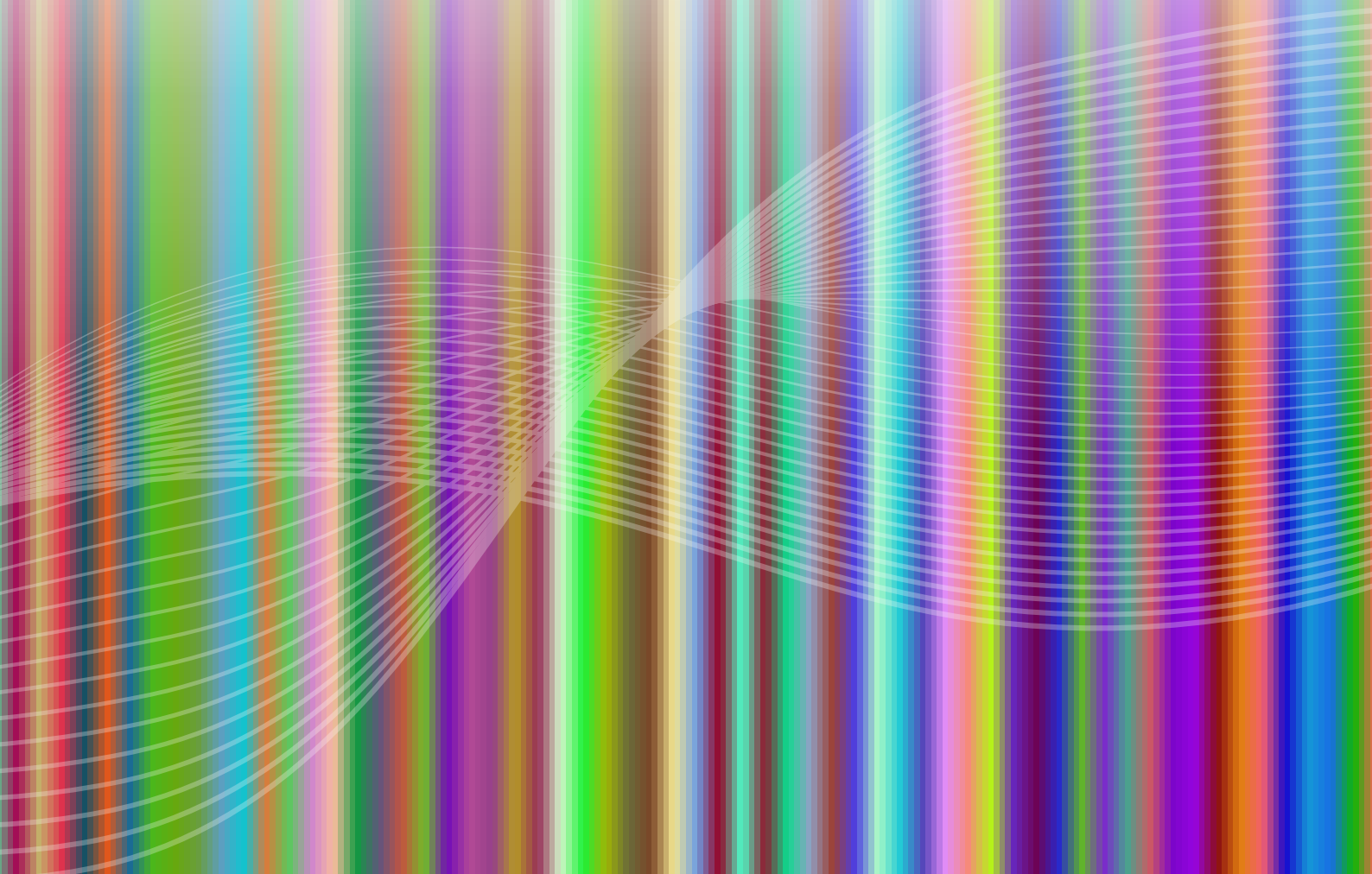
5.1   WHAT TYPE OF ORGANIZATION ARE YOU?

- **Large consultancy or vendor**
- **Niche or SIAM focused consultancy or vendor**
- **Technology provider**
- **Other**
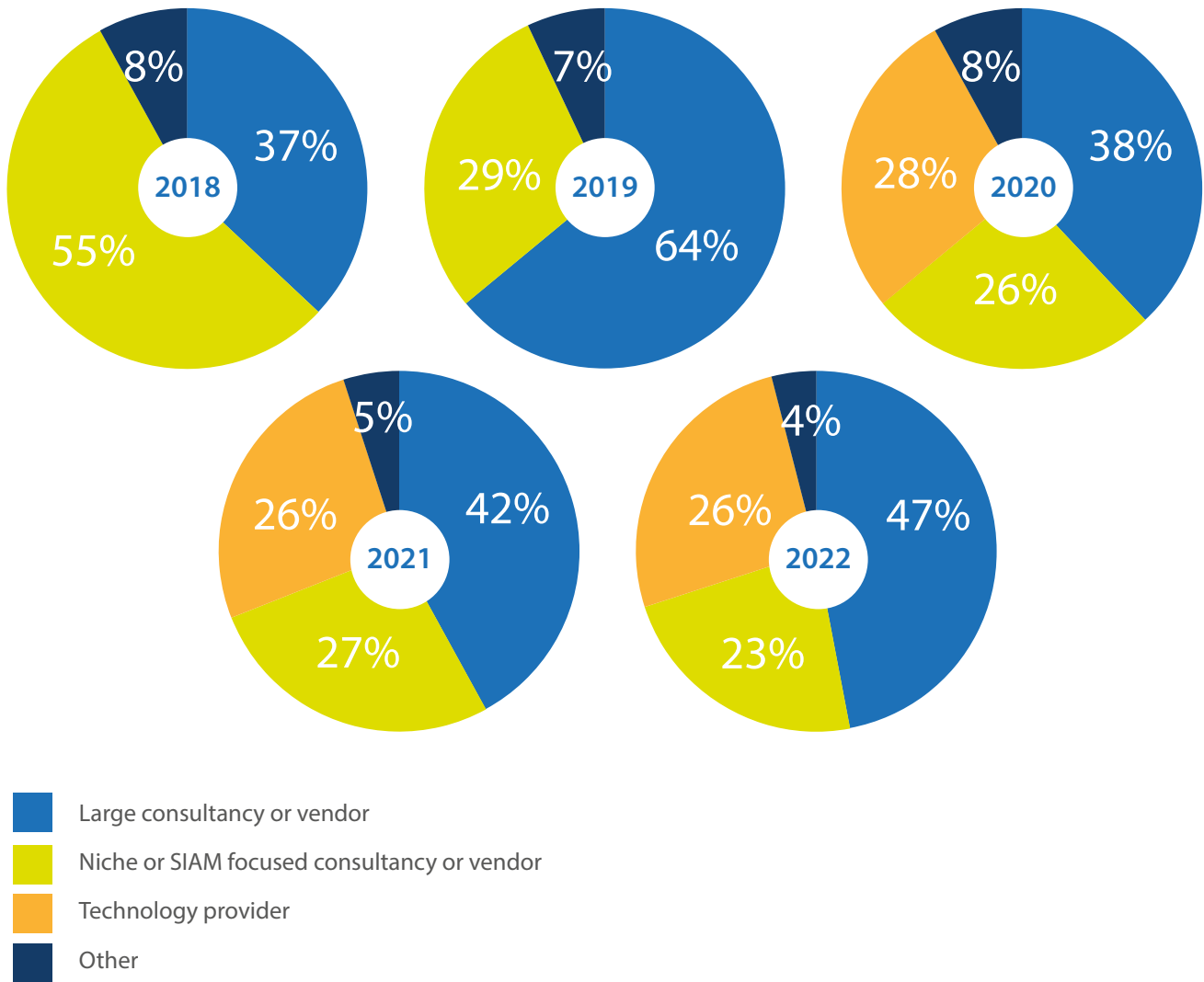
'Other' responses included managed service providers, business process automation, service delivery and various service provider and consultancy organizations such as IT, ITIL, best practice, training, research, and service architecture.

5.2 WHAT ARE THE STRATEGIC DRIVERS FOR YOUR CUSTOMERS WHEN CHOOSING SIAM?

From 2020, respondents were able to choose multiple options.

These are the top 4 responses:

	2018	2019	2020	2021	2022
Want to have better performance from existing vendors	63%	41%	77%	74%	79%
Want to have more control of existing vendors	63%	36%	67%	74%	71%
Better ability to measure and attribute service qualitys	–	–	–	76%	74%
Better ability to measure and attribute service costs	–	–	–	55%	51%

CLICK HERE FOR FULL 5 YEAR
DATA TABLE OF RESPONSES

"Performance, service quality and control always trend highly as strategic drivers for SIAM. I'm encouraged that cost is lower down the list. Whilst it is an important consideration perhaps the change in focus from cost savings to an aspiration for performance uplift and service quality is reflective of acknowledgment of the other benefits SIAM can bring."

Michelle Major-Goldsmith

"We regularly find ourselves in a position where it's a challenge to get the customer to invest in initiatives that will result in performance uplift as this is not directly measurable in terms of cost savings."

Gail D'Souza

The number of SIAM transitions that take 1-2 years has risen from 46% in 2018 to 52% in 2022.

Less than a year
1-2 years
2-3 years
No defined end date
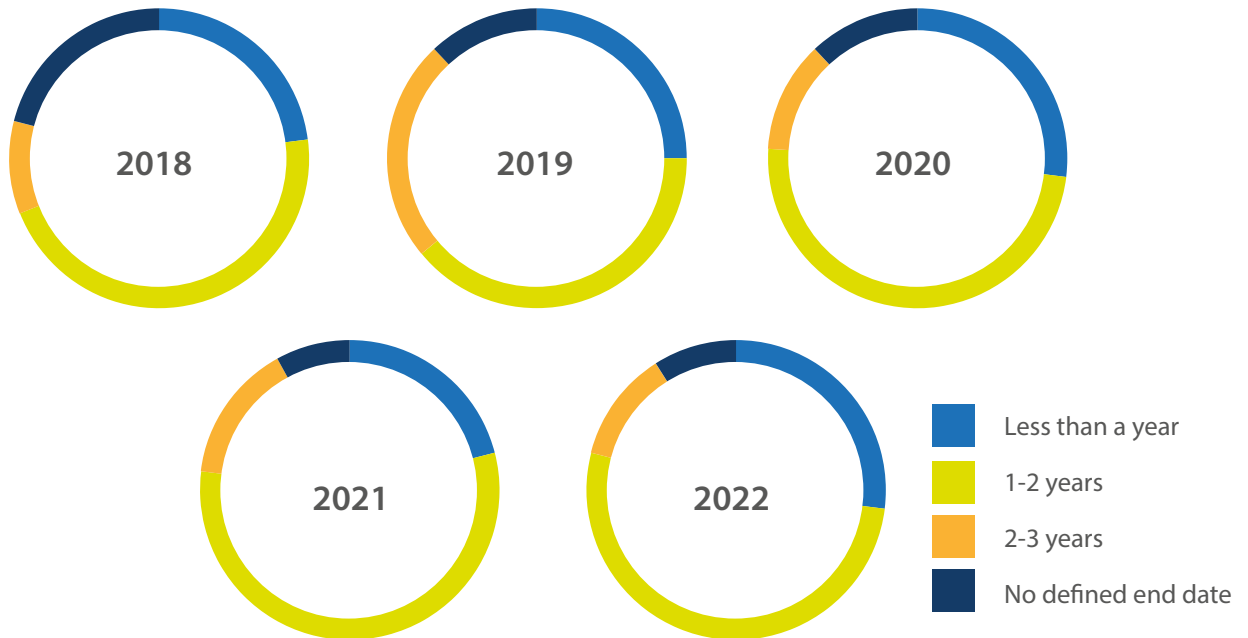
"It is interesting but not unsurprising that there are significantly shorter transition times amongst the professional (consultancy) organizations when reporting on timelines."

Michelle Major-Goldsmith

"Consultants see a much smaller timeframe for SIAM transitions than the actual adopting organizations. Perhaps because their commitment is time-limited and does not cover the whole of the transition (particularly in the area of organizational change management which is an ongoing activity).

Also … Do not underestimate the continuous improvement cycle that should be part of the SIAM model. Whilst this is not part of the initial transition, it is an important part of the program as a whole."

Simon Dorst

5.4   WHAT SERVICES ARE TYPICALLY IN SCOPE FOR A SIAM MODEL?

Here we see again that most SIAM models are focused around IT services.

IT SERVICES ONLY

NON-IT SERVICES ONLY

A MIXTURE OF IT AND NON-IT SERVICES
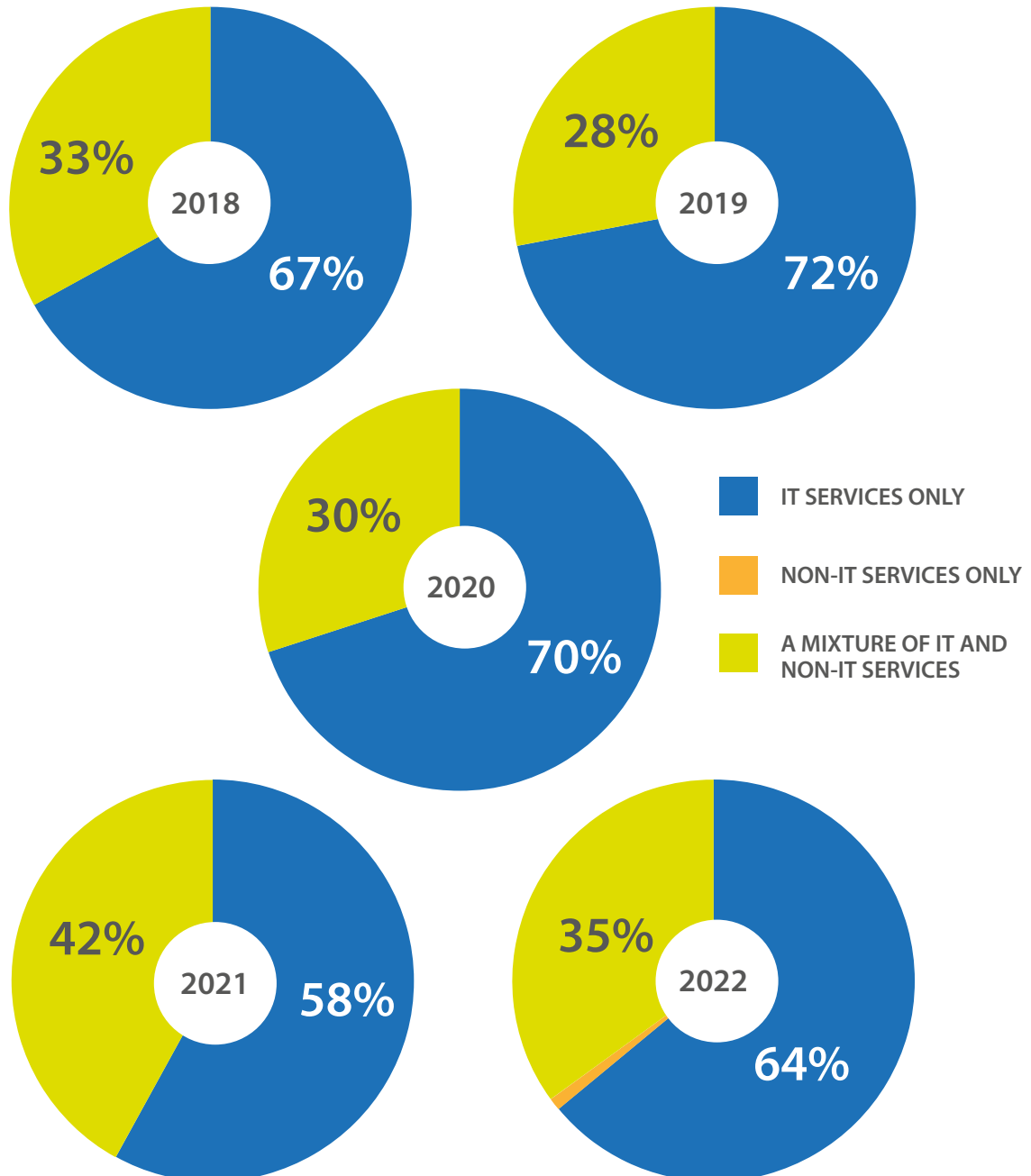
5.5   DO YOUR CUSTOMERS PLAN TO EXPAND THEIR SIAM MODEL TO INCLUDE OTHER BUSINESS SERVICES IN THE FUTURE?

✗
NO

2021 52%	**2022** 47%

✓
YES

2021 29%	**2022** 32%

HUMAN RESOURCES

2021 23%	**2022** 17%

FINANCE

2021 18%	**2022** 22%

LOGISTICS

2021 23%	**2022** 22%

MANUFACTURING

2021 7%	**2022** 8%

MARKETING

2021 7%	**2022** 10%
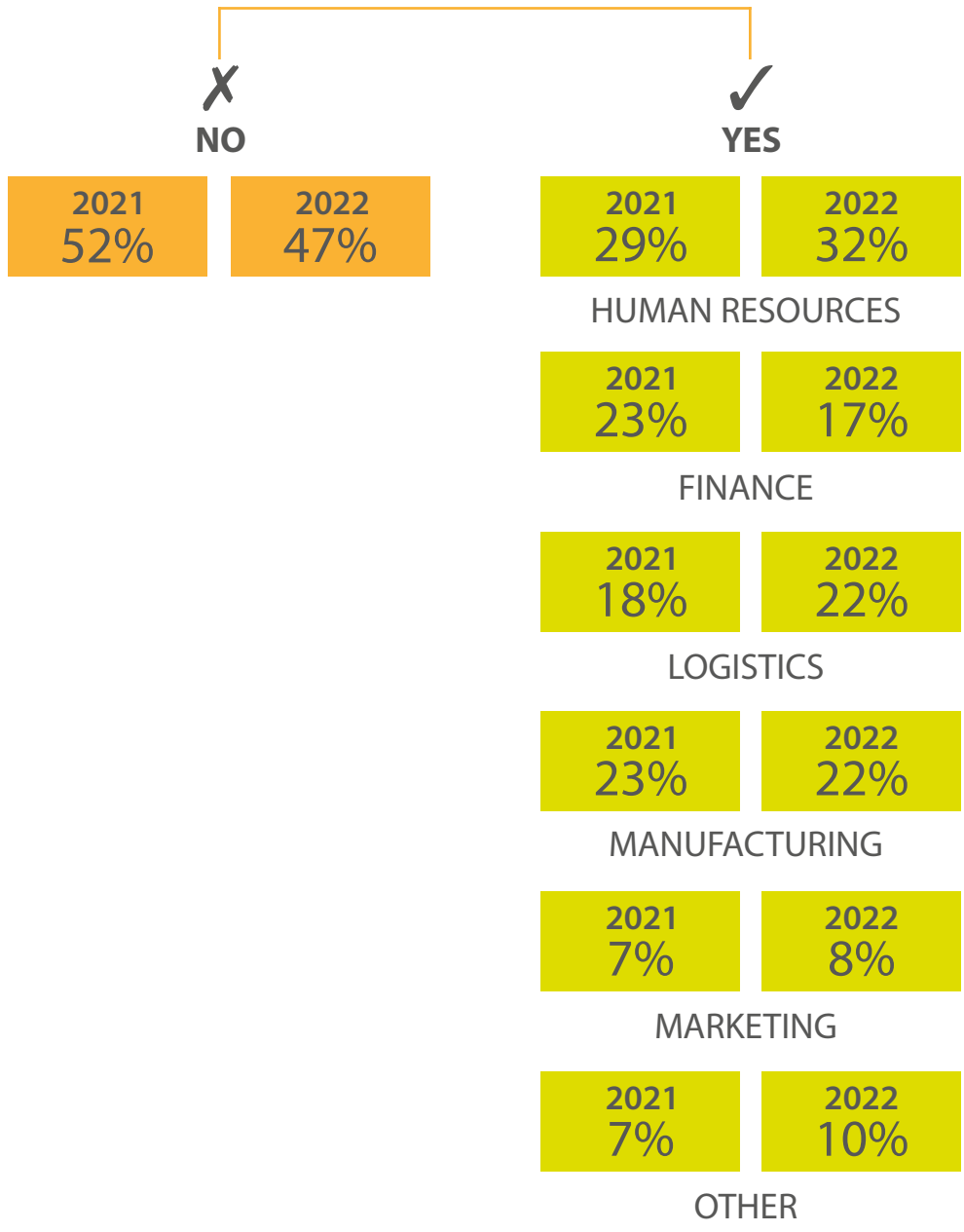
OTHER

'Other' responses included real estate/facilities, legal and corporate administration, and internal service desks (non-IT).

The hybrid structure is consistently the most popular.

2018
- 16% (Internal Service Integrator)
- 16% (External Service Integrator)
- 49% (Hybrid)
- 14% (Lead Supplier)
- 5% (Other)

2019
- 19% (Internal Service Integrator)
- 20% (External Service Integrator)
- 46% (Hybrid)
- 15% (Lead Supplier)

2020
- 17% (Internal Service Integrator)
- 17% (External Service Integrator)
- 52% (Hybrid)
- 14% (Lead Supplier)

2021
- 19% (Internal Service Integrator)
- 23% (External Service Integrator)
- 38% (Hybrid)
- 20% (Lead Supplier)

2022
- 13% (Internal Service Integrator)
- 23% (External Service Integrator)
- 51% (Hybrid)
- 13% (Lead Supplier)

Legend:
- ■ INTERNAL SERVICE INTEGRATOR
- ■ EXTERNAL SERVICE INTEGRATOR
- ■ HYBRID
- ■ LEAD SUPPLIER
- ■ OTHER

"The data supports the shift in desire for many customers to retain internal control of their SIAM model.

Hybrid approaches have always been prevalent across the 5 years of research with many combining external expertise and internal business experience to get the best of both worlds. Not surprisingly we see more external service integrator structures amongst the SIAM professional organizations, but we also see a significant growth in the hybrid structures."

Michelle Major-Goldsmith

5.7 WHAT BENEFITS DO THE MAJORITY OF YOUR CUSTOMERS HOPE TO ACHIEVE?

These are the top four options:
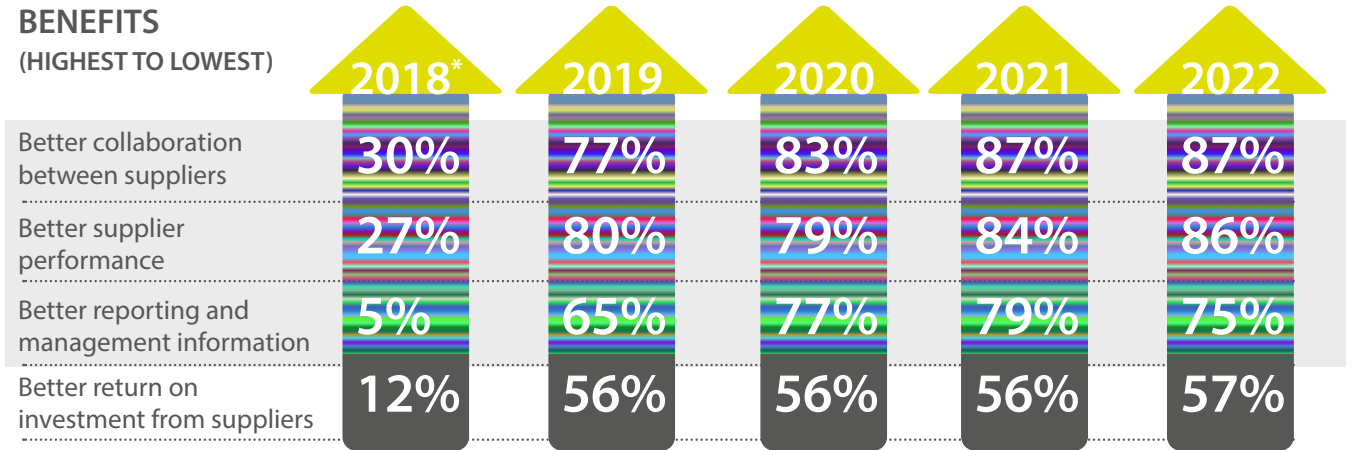
BENEFITS
(HIGHEST TO LOWEST)

	2018*	2019	2020	2021	2022
Better collaboration between suppliers	30%	77%	83%	87%	87%
Better supplier performance	27%	80%	79%	84%	86%
Better reporting and management information	5%	65%	77%	79%	75%
Better return on investment from suppliers	12%	56%	56%	56%	57%

*In the first SIAM survey, respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options.

Other frequent responses include:

- Spend less time on general supplier management
- Easier to add and remove suppliers
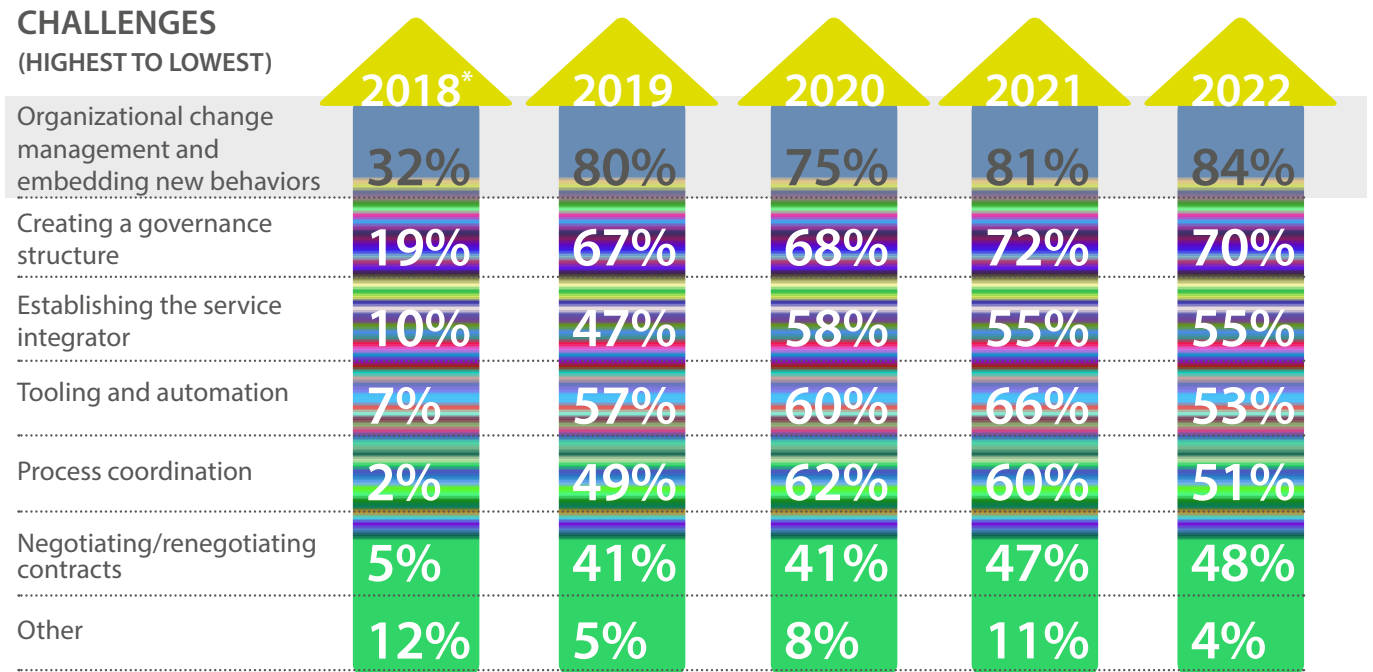- Easier to attribute service cost and quality to different service providers
- Other

CLICK HERE FOR FULL 5 YEAR DATA TABLE OF OPTIONS

Other responses included:

- Single pane of glass view
- Better employee, customer, and end user experiences
- More focused, agile and value adding end-to-end service experience
- Better compliance with governance policies
- Improved IT service to the business
- Better service integrity
- Better alignment between business and IT
- Better end to end visibility, ownership, performance, traceability, and measurement of service quality
- Build an ecosystem that proactively supports existing functionality and continuously enhance availability
- Take back integration control from a previously outsourced model
- Develop new strategy for digital experience
- Less effort in managing suppliers
- Develop new business lines and speed to market
- Outsourced SIAM function to manage a hybrid cloud/legacy/as a service IT estate

Over the five years, respondents consistently consider organizational change management and embedding of behaviors to be the most challenging aspect. Negotiating/renegotiating contracts has also increased from 5% to 48%.

CHALLENGES
(HIGHEST TO LOWEST)

	2018*	2019	2020	2021	2022
Organizational change management and embedding new behaviors	32%	80%	75%	81%	84%
Creating a governance structure	19%	67%	68%	72%	70%
Establishing the service integrator	10%	47%	58%	55%	55%
Tooling and automation	7%	57%	60%	66%	53%
Process coordination	2%	49%	62%	60%	51%
Negotiating/renegotiating contracts	5%	41%	41%	47%	48%
Other	12%	5%	8%	11%	4%

*In the first SIAM survey, respondents were only able to choose one option. This was altered in later years to allow them to choose multiple options.
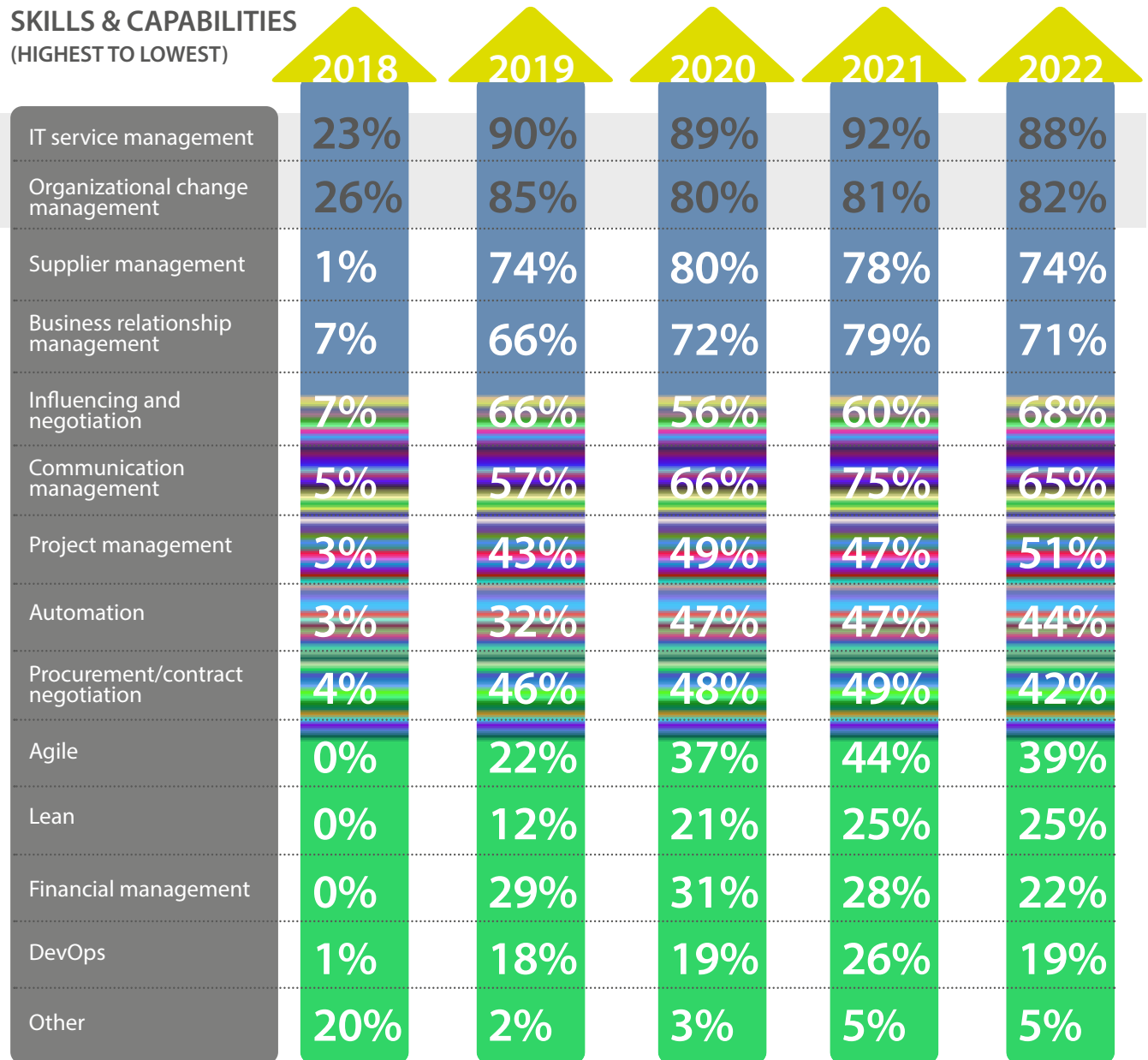
'Other' responses included:

- Obtaining the right skills and capabilities
- Acceptance
- No enterprise or data architect available
- Low process and organizational maturity
- Smart collaboration between suppliers with little interaction from the customer side
- Establishing a service model
- Establishing integrated performance management
- Change in working culture from direct approach to customer to via service integrator has been really challenging
- Suppliers not so willing to report certain things to service integrator as per SI structure and they end up pitting certain contractual agreement to avoid such collaboration/reporting to potential competitor
- Internal service providers reluctant to be seen as a service provider

- Aligning with new processes and frameworks like Agile, Scrum and DevOps
- Letting go of control/responsibility for daily management of suppliers, so many customers cannot do this, they know it's part of the model they choose but in practice they struggle
- Impatience and poor prioritization
- Challenges breaking down existing contracts
- Challenges creating a data dictionary
- Immature processes
- Poor customer understanding of SIAM
- Culture and people challenges
- Building the capability and aligning the structure
- Discovery and strategy development towards digital experience using multi-sourcing
- Lacking required skills and expertise

5.9 WHAT SKILLS AND CAPABILITIES ARE PARTICULARLY IMPORTANT FOR A SIAM TRANSITION?

IT service management and organizational change management dominate the responses for this question.

Respondents were able to choose multiple options.

SKILLS & CAPABILITIES (HIGHEST TO LOWEST)	2018	2019	2020	2021	2022
IT service management	23%	90%	89%	92%	88%
Organizational change management	26%	85%	80%	81%	82%
Supplier management	1%	74%	80%	78%	74%
Business relationship management	7%	66%	72%	79%	71%
Influencing and negotiation	7%	66%	56%	60%	68%
Communication management	5%	57%	66%	75%	65%
Project management	3%	43%	49%	47%	51%
Automation	3%	32%	47%	47%	44%
Procurement/contract negotiation	4%	46%	48%	49%	42%
Agile	0%	22%	37%	44%	39%
Lean	0%	12%	21%	25%	25%
Financial management	0%	29%	31%	28%	22%
DevOps	1%	18%	19%	26%	19%
Other	20%	2%	3%	5%	5%

'Other' responses included implementing end to end management, service portfolio management, financial management, business relationship management, process design and management, risk management, enterprise service management, giving new perspectives to existing job owners, technology integration (both technology delivering and managing services), organizational governance across departments, service architecture and monitoring.

"In recent years there have been similar trends and shifts across all three responder groups. Interestingly 'influencing and negotiation' features heavily for professional SIAM consulting organizations. This certainly supports the role of the integrator as influencer and trusted guide for the customer organization."

Michelle Major-Goldsmith

5.10 WHAT MANAGEMENT METHODOLOGIES/FRAMEWORKS ARE IN USE IN YOUR CUSTOMERS' SIAM MODELS?

Respondents were able to choose multiple options. This question was added in 2020.

	2020	2021	2022
ITIL v3	86%	80%	79%
ITIL 4	61%	76%	74%
Agile	61%	65%	66%
Project management	70%	76%	62%
DevOps	45%	48%	47%
ISO/IEC 20000	33%	32%	32%
Business analysis	17%	25%	29%
Lean	29%	34%	21%
COBIT	27%	31%	18%
BRM	14%	18%	10%
Other	6%	9%	9%
VeriSM	6%	13%	5%
DSDM	3%	6%	1%

'Other' responses included SAFe, SFIA, IT4IT, DevSecOps, proprietary SIAM framework and a comment that none of the above are relevant for SIAM.

5.11   HAVE YOUR STAFF UNDERTAKEN SIAM TRAINING?

Respondents were able to choose multiple options.

	2019	2020	2021	2022
SIAM Foundation	65%	66%	70%	71%
SIAM Professional	31%	38%	43%	55%
None	28%	27%	20%	13%
Other	10%	3%	-	6%

'Other' responses included multi-vendor management, ITIL, and training being planned for later in the year.

Read more on how SIAM contributed to changing the reputation of IT for a Global International Airline and its employees, in Appendix 3, Page 76.

A Global International Airline, with approximately 30,000 employees, and a strong reputation for excellence in safety, operational reliability, engineering & customer service. Establishing their new SIAM ecosystem in September 2015, the service integration team provided governance duties across several ITIL practices. However, as the Global pandemic hit in April 2020, SIAM services were reduced to key operational processes only, being incident and change management.

In 2021 as the aviation industry slowly started to recover, the Service Integration team increased its SIAM scope, taking on Major Incident Management and Change Management, however still in a reduced 'lite' touch.

The Airline ramped up services further in July 2022, re-establishing 24/7 major Incident Management, Problem & Knowledge Management along with SIAM Process Health.

Read more in Appendix 3, Page 76, to see what is next with further maturing of SIAM processes on the 2023 roadmap including uplift activities to assist the airline's growth.

LINK to full article

"This section shows even higher levels of training, which it to be expected of external consultants/experts."

Simon Dorst

5.12   ANY OTHER COMMENTS?

Respondents were given the opportunity to share any other comments they had in a free text field. Their responses included:

2019

- SIAM is really important to transform the traditional 'governance' model and business culture to real enterprise service management aligned with actual and future digital transformation challenges. SIAM framework and terms should be part of foundation knowledge that any CIO or CDO requires.

- Organizations still face issues quantifying the value of SIAM.

- SIAM in its current form is not a standard. We see and implement various forms of SIAM with customers. Standardization (e.g., by tying SIAM closer to a real standard for IT management like IT4IT), would be a step forward.

- The cross provider collaboration and integration of tools and processes is still a challenge. The infra partners vs app partners SLA/Underpinning contracts aligning is also a challenge.

- How much one should be equipped and be knowledgeable with the latest technology trends for the future of SIAM?

- Traditional customers see little benefit from implementing SIAM because they cannot touch and see it on a desk. Until they open their eyes and feel SIAM in action giving financial returns and hours on a day to service their real customer.

- SIAM is a state of mind and practice makes it better.

- One of the biggest reasons why multi-sourcing isn't giving the return it potentially can is that it is way too painful to switch, remove and add vendors. Contracts have no quick exit clause, software licenses are bought for 3 years or more, integrating a vendor into the tool-ecosystem is very expensive and time-consuming. All these things together make us stick with vendors that are not offering the best possible service to us. Even worse, because of this we often do not engage with small, innovative companies and thus do not make use of the full possibilities of today's digital age. If switching providers was made easier and much less expensive, we would be much more likely to do this and reap the benefits!

- Integrations are a major part of many projects today. It's important to ensure your integration strategy is not overshadowed or ignored until it's too late. Discuss and design your integrations early on, with your processes, to make transition and support much easier.

- There is a need to have a framework to have SIAM solemnized with all vendors when SIAM transition is started and agree on joint ways of effective working.

- There is some concern amongst my colleagues that SIAM doesn't quite have the staying power of other frameworks such as ITIL etc. I think SIAM is a lot more flexible and allows for today's faster paced business world and that we'll see frameworks that allow for that succeeding more than not. ITIL's come to the party a little bit late with things like SIAM and VeriSM coming into play.

"Year on year I reflect that there is often a disconnect in understanding the roles of governance and management in SIAM. Addressing this and separating these distinct aspects of SIAM and their relative responsibilities remains crucial."

Michelle Major-Goldsmith

2020

- The SIAM partner must be on-boarded during the right contract phase, organizations are moving to SIAM without understanding what is needed and including the right information in service provider contracts.

- Organizations that I look at are often either totally engaged with the end result or totally engaged with the process to the detriment of both.

- SIAM needs more business relationship management.

- Each organization must understand its role in the SIAM model; accountability cannot be outsourced.

- It is vital to design the SIAM governance framework well in advance of implementation.

- Good planning, clear strategies and early stakeholder engagement are essential for success.

- SIAM doesn't have to be a big deal; supplier management can provide rigor and governance in a multi-supplier environment and RACIs can be used for all suppliers to clarify roles and responsibilities and hand-offs.

"I have this argument on a regular basis with customers I'm dealing with. There's a misunderstanding that outsourcing a function relieves an organization of its accountability and in my experience, this leads to the vendor not being effectively managed (if at all!)."

Gail D'Souza

2021

- Customers especially larger banking, financial services and insurance corporates lack awareness regarding the benefits of SIAM adoption. There needs to be active emphasis on the value generated from SIAM principles.

- There are differences between our clients in terms of size, large clients tend to adopt SIAM more easily than middle-sized companies.

- We need SIAM to have more visibility in non-IT services models.

- Challenges of hybrid model. There are more issues and challenges among same supplier who acts as an integrator as well as service provider.

- SIAM is a new buzz word in industry however there is a great level of variance in the understanding of SIAM across providers and customers. Also, there is a need to build certain standard templates which can help SIAM professionals across industry. Also, it would be great to establish global SIAM forum consisting of expert consultants who can work towards establishing strong community like PMI.

- SIAM should be mandated with ITIL now they are equally important.

- According to me, SIAM is not just ITIL / process management; it includes tools and technology and hence we need to define the architecture view of overall SIAM in the modernised delivery model.

- SIAM is trust business and a concept whose time has come. As now everything-as-a-service is the trend, which makes niche vendors, and huge number of options for any service is available. That makes ecosystem complex. SIAM comes into the picture to solve that challenge.

- The SIAM implementation process is often underestimated, organizations expect the whole shebang within weeks or months, where a phased approach gives better benefits and results.

- Too many SIAM implementations focus on 'managing the suppliers' rather than focusing on delivering integrated service outcomes to the business customers of IT. Driving outcomes at this 'business facing services' level is the whole reason for going through the effort of establishing SIAM... not standardizing suppliers' unique value add or setting up for a 'single throat to choke'.

- You have to understand who plays what role in the delivery of a service and you have to have the visibility to understand where you need to spend your money in order to improve service quality and manage costs.

- The relevance and how standards and frameworks like Agile, Scrum and DevOps fit in SIAM. Also, how the Cloud is fundamentally changing traditional ITSM processes.

- The success of a SIAM ecosystem depends on people rather than processes and technology.

- OCM and client adoption across all layers of an organization is key to the successful adoption of SIAM.

- SIAM is a powerful tool. If implemented correctly it can create a big value-add in quick time but if implemented incorrectly it can become a white elephant.

- Leadership strategy and alignment across internal departments, establishing a robust governance model has become the greatest challenge.

"I agree that organizations with a low understanding of SIAM tend to restrict themselves to supplier management and anything that supports that process."

Gail D'Souza

2022

- In the local market we see that multiple mid-size IT service providers are investing in SIAM capabilities (Netherlands).

- Today many customers are looking for SIAM adoption, but I feel there aren't enough case studies globally available with benchmarking KPIs and indicators to dictate the benefits of SIAM.

- SIAM must extend beyond IT Services. Currently the adoption is low beyond IT.

- Based on my experience I saw SIAM is working for companies having 10 to 20 Suppliers. I'd like to know how it works for big organizations (for example in the manufacturing industry) with more than 50 or 100+ suppliers (global and local)?

- SIAM works better for multi-supplier eco-systems, and it benefits both client and service providers. It empowers the SIAM functions to perform better and measure the supplier scale of performance.

- The major challenge revolves around having customer support. They still want the complete control. Instead of overarching, they tend to get into daily operations and are therefore not able to focus on their core business. For SIAM to be successful, it's important to give a free hand and have full trust in the integrator to drive it forward.

- Would like to see SIAM certifications to become more common.

- The I in SIAM, needs to start changing from Integration to Influence. SIAM is the builder of bridges from where the organization is to where leadership want to get to. This is done by focusing on "what's important now" - using strategy as the guiding light, and priority for the missions.

- The biggest hurdle to a successful adoption of a SIAM ecosystem in all customers that I have observed has been due to a poor attempt or lip service to OCM activities. This puts the Service Integrator on the back foot from day one and negatively impacts the organization's ability to gain value from implementing SIAM. The organizations that gain best value from SIAM are those that have a mature service management model that clearly defines business and user services and enables SIAM to directly engage business stakeholders with service insights and service provider performance issues as there is a clear owner of the impact of the underperformance. Those organizations who don't have this sufficiently mature and/or pay lip service to the OCM requirements of a SIAM implementation will struggle to recognise value from SIAM.

- SIAM engagements need to be a focus at the executive level with senior leaders leading the OCM component. A phased and maturity- lead approach is needed with investment recognized to enable the business transformation.

- Needs to be time taken to ensure buy-in, executive level to support right through operations in customer world. Understand what staff used to do is now potentially what the service integrator will do. Don't give up, communicate, help customers to understand their new role, how governance should/can work.

"I love the comment about the 'I' in SIAM. 'Integration' is the start but as SIAM matures the I relates to 'Influence'. The importance of on-going and open communication between the integrator and the retained capabilities are key. I am encouraged that this is also acknowledged within the skills and capabilities required for SIAM."

Michelle Major-Goldsmith

6.   CLOSING COMMENTARY

"Great progress and change can only be truly appreciated when pausing and looking back from where you have come from. I recall commenting a number of years ago that leading a SIAM journey is like climbing a very large mountain, a lot of hard work and energy, with an amazing view when finished. I will amend this by adding 'when shared with the amazing team around you'.

Spanning the last 5 years, we have seen tremendous challenge and great opportunity surface through many different events, locally and globally.

Reflecting on the data and the commentary of the many participating professionals. I too am confident that we will continue to see the acceleration of SIAM outcome success stories in the market and the conversations related to SIAM investment matured over the next 5 years. As we emerge needing more context, clarity and alignment to the service supply and technology demand issues of the future.

Now in what context does this impact SIAM? At its heart SIAM is fundamentally a people and relationship capability.

Competitive business continues to expect 'more-with-less' and will focus on further productivity and efficiency gains across process, people, and technology. Key aspects of a SIAM ecosystem deliver just this outcome. Being highly connected to business context and deeply influential in-service efficiency and productivity gains through process design across internal and external supply technology teams.

Modern businesses seeking to attain and retain great people recognise creating a culture and experience that engages employees, respects their effort and time, and recognises their contributing value generation as being mandatory. As our personal and professional technology lives continue to merge, I feel the continued service demand expectations merging with commercial experience becoming a mark of success for ICT teams. Consuming and participating with the technology environment must be simple, effortless, and as effective as possible with workforces evolving to the 'work from anywhere' norm. SIAM delivers this through understanding the employee's needs, contribution and expectations and harmonising the complications for a seamless end to end service experience, one that is focused on the person, and not the technology or process alone. SIAM delivers teams of people focused on outcomes and guided by process.

Safe and secure information practices are the minimal price of entry. More and more we see that this level of data safety is being expected across our multi-vendor supply chains. I feel the amplification of SIAM investment will be felt over the next period through increased benefits to business. With the increased maturation of modern service management tooling, a greater focus on the employee experience, intrinsic controls for data access and information protection, and the pace of and discipline of automation and AI, I feel these help to meet the business challenges ahead. The pace of business change leads to increase flexibility, response to dynamic customer demand and the desire to adapt and adopt to change quickly, grow, and stay ahead being the continued driver to amplify the need for a healthy SIAM ecosystem.

SIAM will continue to deliver confidence and trust in the connected insights being surfaced, making decisions at speed, and allowing clear choice and providing transparency to the markers for success. I clearly see these teams of SIAM people influencing great strategically aligned outcomes for organizations. Either as the SIAM retained, setting strategy, aligning priority, setting the pace of progress or as the Service Integrator, lifting the heavy rocks of transformation and clearing the path for supply teams to focus on great service delivery. Consistent across this all will be the opportunity to celebrate together and enjoy the view from the top."

Adam Martin
Regional Engagement Director
Kinetic IT

6.   CLOSING COMMENTARY

"When we founded Scopism in 2016, it was partly in reaction to the changes in the IT landscape and the proliferation of new ways of working, best practices, and methodologies. We wanted to help IT professionals and saw SIAM as a way to make sense of the complicated delivery environments that many people were operating in.

SIAM was dismissed by some as a short-term trend, but we felt that it had true value to offer. SIAM allows organizations to create maximum value for their customers by engaging with best of breed suppliers across their supply chain in a collaborative, innovative way. The resilient operating models of organizations who use SIAM have helped them to respond to the turbulent times we have all experienced since 2020.

The data that we share through the global SIAM survey is a good reflection of the adoption of SIAM, and I look forward to our ten-year whitepaper review."

Claire Agutter
Director, Scopism

"A review of the data and commentary shared shows the evolution of SIAM has demonstrated ongoing popularity and increasing importance as an essential way of working for many organizations. Together, I believe they highlight common themes that emphasize the significance of people, relationships, and communication in the successful implementation of SIAM.

As SIAM continues to evolve, there is a growing need for a global community of practitioners, experts, and stakeholders to share knowledge, best practices, and experiences. The Scopism SIAM community offers a platform for knowledge sharing, networking, and collaboration, providing free and trustworthy advice and support for personal and professional development. By embracing community input, SIAM practitioners can navigate challenges more effectively, foster collaboration, and contribute towards the growth and innovation ahead.

The Scopism SIAM community is committed to further advancing the field of SIAM and ensuring it continues to meet the needs of organizations and customers. If you're not already a member, we welcome you to be part of our community and mission in achieving this."

Steph Ward
Community Manager, Scopism

![WATER CORPORATION logo]

Business Background

Water Corporation is the principal supplier of water, wastewater, and drainage services in Western Australia to hundreds of thousands of homes, businesses, and farms, as well as providing bulk water to farms for irrigation.

Our services, projects and activities span over 2.6 million square kilometres. We deliver these services directly and through alliances, managing an asset base of over $15 billion.

As well as our head office in Perth, we have regional offices in Bunbury, Albany, Karratha, Geraldton, Kalgoorlie and Northam and we employ more than 3,000 people.

We are owned by the Western Australian Government and accountable to our sole shareholder, Minister for Water, for delivery of our services in a commercial manner. Most of our surplus is returned to the government as a dividend to contribute to the development of the state, with the remainder reinvested in capital works.

Our Purpose: Sustainable management of water services to make WA a great place to live and invest.

The Journey

Water Corporation IT relied on external service providers to supply a SIAM function for several years. It was first known as the Service Coordination team, created in 2013, which then evolved to be the SIAM team in 2017.

An assessment found that the outsourced Service Integration team lacked authority and support to adequately implement a SIAM model and were mostly tasked with operational delivery activities.

There was a desire to create a Service Integration team that would focus on governance to address shortcomings in performance and governance of service providers. There were other drivers for this change as well, such as improvement to customer satisfaction, operational efficiency, and improving the service and sourcing landscape.

As a result, in 2018 it was decided to bring the SIAM team in-house, with the transition project completed in January 2019.

Some of the objectives of the transition to an insourced SIAM model included:

- **Enabling Water Corporation to be flexible and responsive to changing demands**
- **Improving Water Corporation governance of a multi-provider environment, and ensuring that governance supports the service management processes**
- **Removing complexity from the IT supply chain**
- **Supporting a closer more collaborative relationship with all service providers in line with the Corporation's value - 'One team'**
- **Driving competition in line with the Corporation's value - 'Value every dollar'**
- **Better transparency of costs**
- **Allowing to scope in continuous innovation and improvement without having to retender**

The new Technology Operations section was structured with two main groups, Service Integration and Service Delivery.

Service Integration were to focus on process governance and improvement, service provider management, performance reporting, and driving service improvement.

Service Delivery were to focus on driving operational process activities, projects, minor works, IT asset management and providing high level guidance and coordination on key technology areas.

Establishment of the in-house SIAM team had immediate advantages for the Corporation, such as:

- **The Corporation's business knowledge captured and maintained in a centralised location**
- **Relationships with third party suppliers improved through direct contacts with Service Delivery**
- **Having the authority of the Water Corporation improved the ability to communicate obligations that suppliers needed to meet**
- **Breaches or violations can then be dealt with via contract management**
- **Simplified governance – customer and Supplier (internal and external)**
- **A well-defined and agreed RACI model**
- **Decision making authority – removing unnecessary escalations to management layer**
- **A reporting and performance framework**

In addition to above, the SIAM team has been working closely with the IT Commercial team to manage Service Providers' deliveries on an ongoing basis. Prior to insourcing SIAM, different technical teams were involved in contract negotiations with service providers. As a result, we could see significant differences in deliverables, service levels and other expectation in various contracts.

The SIAM team have been involved in designing services and negotiating contracts with service providers. All service providers' contracts have similar schedules and attachments, as well as consistent service levels and governance model. A good example of such contributions was during a major service provider swap-over. The Service Integration team was engaged early enough to review and update the scope of work and relevant contractual documents. They played a key role during the selection and negotiation stages, and lastly during the actual transition. This engagement ensured that operational knowledge was used to design service requirements and helped with the successful transition between the incumbent and new service provider.

Service Integration and Management also continued to report on monthly service providers performance and has been the source of truth for reviewing variation requests, service credit penalties and other aspects of contract management.

These activities have significantly improved Water Corporation's governance of outsourced managed services and customer experience.

Another area that the Service Integration has made significant improvements is process management and governance. The SIAM team have always been responsible for maintaining service management processes and as part of that they ensured the processes were reviewed and updated regularly and provided reports to Water Corporation. However, since insourcing SIAM there have been material improvements to the way processes are managed. Those improvements include introduction of new processes, better communication of the processes to the organization, enhancing processes to support organizational goals and objectives, better compliance by service providers, etc.

What's Next?

Water Corporation announced its new strategy Thrive 35 in 2022, and as part of that several new goals and objectives have been communicated. Service Integration and Management will play a part to cascade down and translate those objectives to IT service providers and adopt relevant processes and service levels accordingly. This will remain an important activity for the SIAM team for few years.

There are other areas that the SIAM team is planning to improve on as well. In the last few years, IT has expanded to include areas of the business that traditionally were not considered part of IT, such Operational Technology and Data and Analytics. Service Integration and Management will work with those teams to converge service management of those areas to IT service management, and by doing so deliver a consistent outcome for all IT customers.

It has also been observed that there is an imbalance of service delivery between internal and external service providers. So, Service Integration team has initiated a service performance review, to find gaps and work with all team to improve on those. This can include improving service level agreements to prevent or minimise the 'Watermelon effect' across the service delivery landscape.

Gail D'Souza
Service Manager,
Kinetic IT, Western Australia

Over many years, a large West Australian government agency has found itself increasingly hamstrung by manual processes and antiquated systems for managing its IT service delivery. This has resulted in an overreliance on its long-term managed service provider (MSP) and ultimately a breakdown in that relationship. Most of the Department's available IT spend targeted whichever end-of-life technology was the next biggest risk to critical services leaving little left to invest in preparing the environment for future business needs.

In 2018, the Department decided to embark on a journey of strategic reform on the back of its amalgamation with several smaller government agencies. Part of this reform included the modernisation of its IT environment and the realignment of its ICT service delivery model to the digital age.

The first stage involved a revision of the IT service delivery operating model with the view of aligning its multiple disparate ICT functions; and to address several internal challenges including entrenched cultures, ways of working, legacy roles and change-averse perspectives.

In that same year, the West Australian Government established a panel of vendors from which agencies were mandated to purchase consumption-based infrastructure services that were designed to offer economies of scale and reduce the total cost of ownership for delivery of IT services for government agencies. The Department embraced the opportunity to commence shifting its operating model from being an owner-operator to a consumer of IT services. This shift helped to modernise its aged environment and reduce its risk profile.

In 2019, the Department migrated its network infrastructure services from its existing supplier to one of the new panel suppliers.

In early 2020, the Department signed a contract to transition the support of its remaining IT services to a new managed service provider that had a track record for excellence in continual service improvement and proven capability in the integration of multiple service providers.

With a global pandemic (Coronavirus) unfolding and Western Australia being forced into lockdown, the newly contracted supplier became critical to the department's ability to maintain its operation and deliver continuation of service. The new incumbent provider had to navigate several challenges including the hiring of staff, knowledge transfer, service delivery and service take-up in an almost completely virtual environment. Even with the transition only partially completed and having recently started building its relationship with the Department, the vendor's teams were essential in assisting the planning and rollout of the Department's emergency response plan, which included establishing remote working capability for its workforce.

The newly inducted SIAM team launched in 2020 with the intent to transform operations through its industry recognized MAIDE operating model knowledge; but struggled to win support for this new way of working. Limited organizational change activities had been undertaken to embed the proposed IT operating model and integrate with its new suppliers, resulting in significant gaps in the end-to-end service value chain; The resistance to change was driven by fear and a lack of common understanding. Trust and collaboration between suppliers were largely absent and the internal IT teams frequently referenced how easy life was 'in the old days'.

Today, four years on, we have been able to make some significant shifts towards a more integrated way of operating. The use of SIAM common language and processes is helping to improve the quality and consistency of services delivered to the Department's customers. The establishment of working groups and regular forums with supplier teams has helped to drive collaboration and focus on improving service delivery. There is also a genuine appetite to modernise service delivery with enterprise-class tools and business intelligence systems.

It's clear that a pivotal moment in this SIAM journey has been the shift in the relationship between the Service Integrator and the Customer. As an external provider taking on the role of the Service Integrator, we initially struggled to make meaningful inroads into breaking down siloes and driving change. Only after taking the time to understand how the Department currently worked and fully comprehend why there was resistance to change, were we able to successfully map a transformation journey that they were comfortable with; rather than proposing an independently developed map that the Department didn't understand. The key to success with this process is working collaboratively to ensure the Customer feels ownership and that you're taking the journey together, rather than being taken on a journey – a subtle but important difference!

Whilst the first part of our SIAM journey has been very ITSM focused, we are gradually shifting the conversation towards other elements that will help us improve the ecosystem. Supplier onboarding, tooling, reporting and governance are now in focus. Although we still fight the daily battle of 'SIAM, the team' and 'SIAM, the operating model', the understanding and awareness is gradually increasing.

Without doubt the Department is not alone in gaining a full understanding of the importance of their role as the Customer in a SIAM ecosystem. Kinetic IT is also continually improving its approach; and assets such as the 'SIAM blueprint' will continue to provide workable solutions for customer organizations and service integrators to support a collaborative focus, process visualisation and help in creating practical 'service integration' teams and solutions.

kinetic **IT**

Global International Airline - SIAM Journey 2023

Organization Profile

A Global International Airline with approx. 30,000 employees, with a strong reputation for excellence in safety, operational reliability, engineering & customer service. The Airline flies domestically & internationally through its mainline airline and has a low-cost model airline also servicing those markets.

The SIAM Journey

New SIAM ecosystem established in Sept 2015. The new Service Integration team provided governance duties across the following ITIL practices:

- **Major Incident Management**
- **Change Management**
- **Problem Management**
- **Knowledge Management**
- **Request Fulfillment**
- **SACM**
- **Continual Service Improvement.**

These SIAM services continued to be further developed and reviewed over the subsequent years.

As the Global pandemic hit in April 2020, the Airline was required to reduce its flying schedules and operations. Suppliers were asked to support the business in their efforts to concentrate on cost reduction (cash preservation). Because of this, SIAM services were reduced to key operational processes only, being Incident and Change Management.

In 2021 as the aviation industry slowly started to recover, the Airline continued to review its operations and the costs associated with having duplicate supplier services. As a result, the Service Integration team increased its SIAM scope for the low-cost airline, taking on Major Incident Management and Change Management (in line with the mainline Airline), however still in a reduced 'lite' touch.

The Airline ramped up services (quicker than originally thought) SIAM services further in July 2022, re-establishing 24/7 major Incident Management, Problem & Knowledge Management along with SIAM Process Health.

What's next

Further maturing (fit for purpose) of SIAM processes (aligned to the changing airline needs). Process uplifts on the 2023 roadmap are:

- **Major Incident Management**
- **Problem Management**
- **Change Management**

These uplift activities will concentrate on assisting the Airline's growth and ensuring stability across its IT services.

Conclusion

The role of SIAM both pre and post pandemic has focused on contributing to changing the reputation of IT for the Airline and its employees, whilst establishing a culture of integrity, respect, collaboration and good will. As a methodology and concept, SIAM has completely changed the IT service management environment, enabling the Airline's IT department to have better conversations with its service providers, and vice versa.

10.   SCOPISM COMMUNITY AND CONTACTS

Thank you for your interest in "The Evolution of Service Integration and Management, a 5-year Global Survey Review." At Scopism, our mission is to provide you with unparalleled access to information, events, and consultants that will keep your skills fresh and up to date in the ever-evolving world of SIAM.

We believe in the power of community and collaboration. That's why we invite you to join the Scopism SIAM community, a vibrant platform where you can connect with like-minded professionals, share insights, and learn from industry experts. Becoming part of our FREE community gains you access to regular, dynamic, data-informed, and quality-driven experiences that will propel your career to new heights.

Visit our website, **www.scopism.com** to discover the Scopism SIAM community and explore our global network of experts and practitioners. Here, you'll find a wealth of information and resources, engaging events, and opportunities to expand your expertise and stay ahead in the ever-changing SIAM landscape.

Together, we can drive the journey of continuous learning, growth, and professional excellence. Join Scopism today and experience the power of a thriving community dedicated to advancing SIAM worldwide.

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