# GLOBAL SIAM SURVEY 2019
## WHITE PAPER

# CONTENTS

# 1. INTRODUCTION

This whitepaper presents the results from the world's second SIAM practitioner survey, carried out in 2019. The survey results are based on the responses from more than 250 SIAM practitioners. We would like to thank everyone who responded to the survey for their input, and for helping us to build a picture of SIAM maturity and adoption.

Scopism is also grateful to Kinetic IT for generously sponsoring this whitepaper.

The SIAM survey is repeated annually to build a complete picture of SIAM adoption and growth around the world.

The whitepaper is broken down into four sections:

**2**
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

**1**
Demographics – includes a breakdown of who the survey respondents are, where they are located in the world and related information including salary, title, and size of organization

**SIAM**

**3**
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

Some survey respondents had not implemented and had no plans to implement SIAM, these responses do not form part of the whitepaper and analysis.

**4**
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

## Additional Commentary and Reviews

Throughout the survey we have also included some commentary from SIAM industry practitioners and experts. We would like to thank them for their reviews and input.

**Michael North**
CEO Kinetic IT (Australia)

**Unal Altay**
CEO V/Line
(Public Transport, Victoria, Australia)
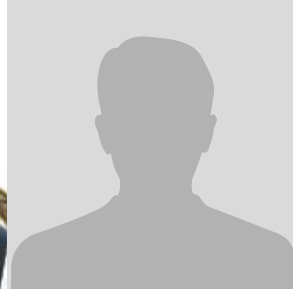
**Anonymous**
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Grange Consultants

**Claire Hutchison**
Independent

*kinetic* **IT**

The SIAM survey will be repeated annually to build a complete picture of SIAM adoption and growth globally.

## 1.1 ABOUT SCOPISM

## scopism

IT management practices are evolving fast. IT management and service management professionals need to move fast too. Scopism helps IT management professionals keep on top of new trends and maintain their capabilities. Scopism provides:

- **CONTENT**
  Articles, case studies and information to keep you informed
- **VIRTUAL CONSULTANCY**
  Our team of experts are there to support you in your IT management initiatives
- **TRAINING PROGRAMS**
  Working with our exam partners we create training at the leading edge of IT management practices
- **EVENTS**
  Online and physical events let you network with other service management professionals and share your experiences

## 1.2 ABOUT Kinetic IT

## kinetic IT

Kinetic IT is a leading Australian-owned technology services business, specializing in managed enterprise technology services, cyber and information security, and digital transformation. Since 1995, we've worked alongside some of Australia's most important organizations, helping them to deliver critical services to our communities – from education and law enforcement, to emergency, utilities, mining and transport services.

Driven by our passion to bring out the best in people and technology, our crew of over 1,200 talented individuals operate across all states and territories to provide global capabilities, within a local context. We're committed to delivering genuine success, and tailor our services to each customer's unique requirements, resulting in secure fit-for-purpose solutions, award-winning service delivery and consistent end-user satisfaction.

## 2. DEMOGRAPHICS

# 2. DEMOGRAPHICS

The survey had a total of 278 respondents from almost 40 countries. In this section, we analyze:



## 2.1 COUNTRIES

39 countries responded to the survey. The top 10 responding countries are shown opposite.

The UK, Australia and India dominate the top 5, perhaps reflecting global centers for SIAM consumption and provision. This year's survey is sponsored by an Australian organization, which might have influenced the level of response from Australian organizations.

Anecdotal evidence suggests that SIAM is mature in Europe and less well adopted in the rest of the world (particularly the USA). The responses show that SIAM is still less well known in the USA and Canada, but does have a level of maturity in Australia and India which is perhaps not well recognized. Overall, the spread of responses suggests growing global awareness of SIAM, although some countries may have more mature SIAM capabilities than others.

**TOP 10 COUNTRIES:**



3% CANADA

6% NETHERLANDS

3% GERMANY

5% JAPAN

13% INDIA

18% UNITED KINGDOM

4% USA

2% FRANCE

5% DENMARK

15% AUSTRALIA
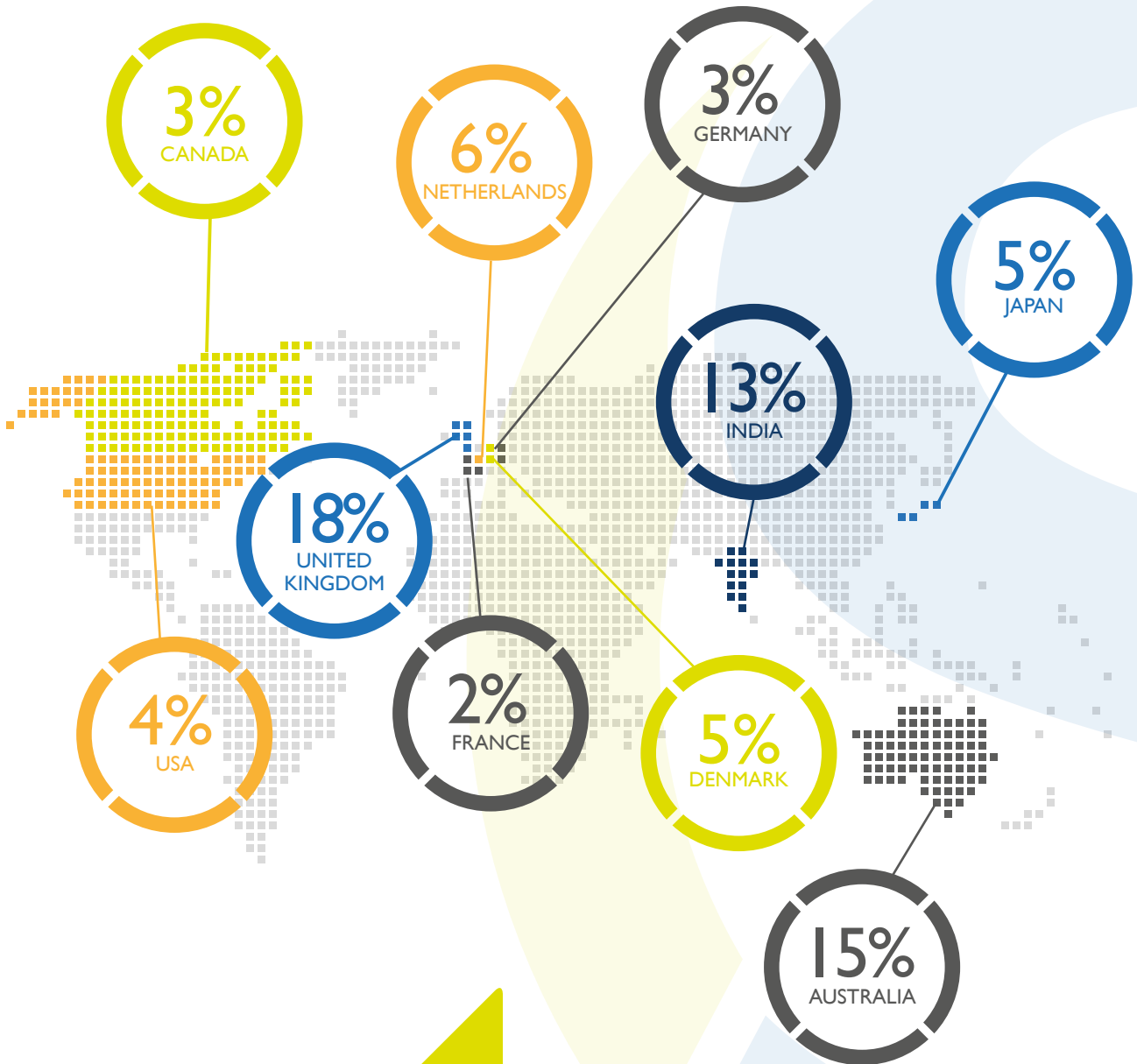
*"The UK Financial Services Sector for example has trended towards outsourcing models, (Application and Infrastructure) within the last 3 – 5 years. This has the potential to signal that the level of maturity between the UK and India is linked by commercial relationships and therefore learning and maturing at the same time rather than wholly independently."*

*Claire Hutchison, Independent*

## 2.2 GENDER BREAKDOWN

The gender breakdown responses (as in 2018) showed a much higher percentage of male practitioners in the SIAM field. Other survey questions showed that SIAM is still being applied mainly to IT services; this SIAM gender gap reflects the commonly acknowledged gender gap in the broader IT industry.



- **MALE** 82%
- **FEMALE** 15%
- **PREFER NOT TO SAY** 3%
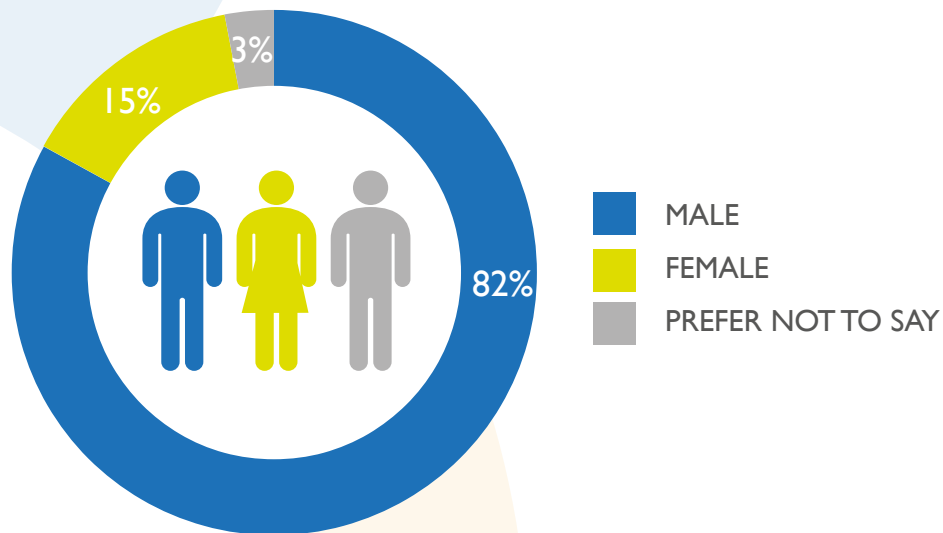
## 2.3 AGE

The 2019 survey tracked the age of respondents for the first time, with the 31-45 and 45-60 age groups dominating 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.

| 3% | 38% | 51% | 8% |
|---|---|---|---|
| **UNDER 30** | **31-45** | **45-60** | **61+** |
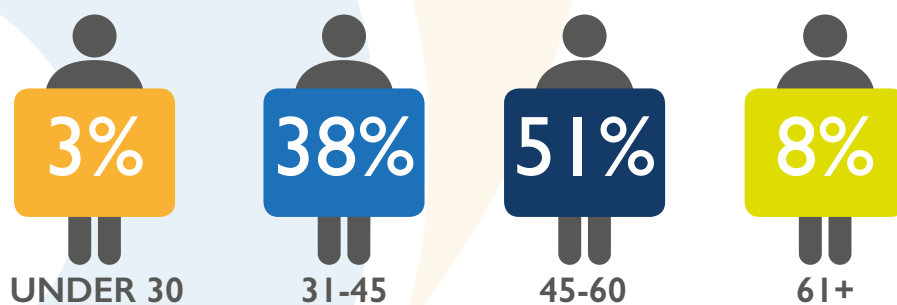
*"ITSM and SIAM professionals are in the mature to experienced percentile which is fairly understandable given the ITIL journey and implementations over the last 2 decades. However, what is worrying about this picture is that there is no evidence in the talent management, career path choice or entry points for those under 30. Does this indicate that ITSM\SIAM are at risk of under representation in the next 5 years, and those aged 45-60 move on as is into the next age bracket?"*

Claire Hutchison, Independent

## 2.4 SALARIES AND COMPENSATION

SIAM practitioners are well compensated based on the survey responses received. More than half of the respondents earn a salary of more than $80,000 USD, a slight increase since 2018. This suggests that SIAM roles are relatively senior roles in organizations using SIAM or selling SIAM solutions and consultancy; this is also reflected in the job titles supplied by respondents in section 2.7.

| 11% | 5% | 6% | 8% | 17% | 16% | 37% |
|-----|-----|-----|-----|-----|-----|-----|
| Under $20,000 | $20,001 - $30,000 | $30,001 - $40,000 | $40,001 - $60,000 | $60,001 - $80,000 | $80,001 - $100,000 | Over $100,000 |
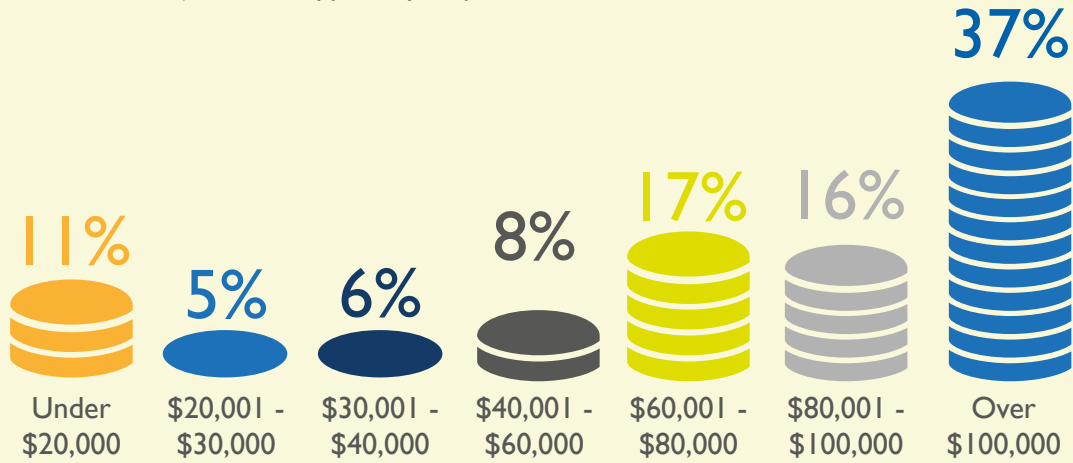
## 2.5 INDUSTRY ANALYSIS

The figure shows the top 5 industries responding. This links to responses from all three categories of SIAM organization (planning to use, using, sells SIAM solutions and consultancy) that show SIAM being mainly applied to IT services.

The scope of SIAM is potentially much wider than IT. In the 2018 survey we hypothesized that the % of respondents from IT would decrease as more organizations adopt digital transformation strategies and the line between business and IT services become blurred. So far, the data does not support this.

**56%**
of respondents described their industry as 'IT'.

IT
**56%**

CONSULTING
**22%**

GOVERNMENT
**8%**

MANAGED SERVICES
**8%**

BUSINESS / FINANCE / ACCOUNTING
**6%**
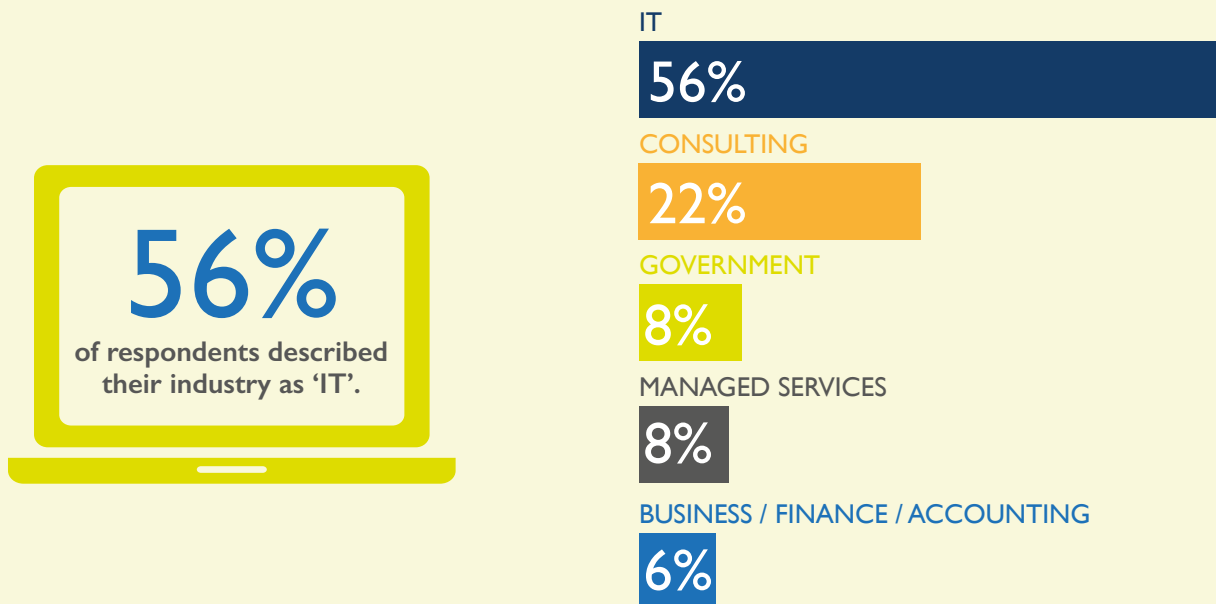
## 2.6 ORGANIZATION SIZE

Organization size was analyzed by looking at the number of employees. 67% of the responding organizations have more than 1000 employees. This fits with anecdotal evidence that SIAM is usually adopted by larger organizations (who have the number of service providers that would make SIAM worthwhile, and the budget for a service integrator).

| 1-50 | 51-200 | 201-500 | 501-1000 | 1000+ |
|------|--------|---------|----------|-------|
| 15% | 7% | 6% | 3% | 69% |
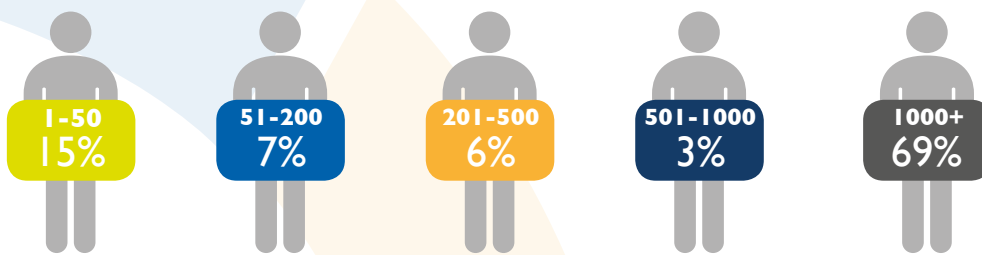
## 2.7 JOB TITLES

The 6 most common job titles for survey respondents are shown in the figure below. The level of seniority of the titles reflects the salary data in section 2.4 and may correlate with the age data in section 2.3. Many job titles are traditionally IT or service management roles (for example IT Manager, Process Manager, Service Manager, Service Delivery Manager). Other roles including Director, Business Consultant and Program Manager may have a broader scope outside of the IT department.

The job title data has been consolidated (for example Process Managers and Service Managers grouped with IT Managers). There was a large variety in the job title responses, suggesting there is no common career path or set of job titles for SIAM practitioners.

Of the 271 responses this question received, 101 contained 'manager' and 57 contained 'consultant'.

PROGRAM MANAGER OR PROJECT MANAGER

HEAD OF … (Including Group IT, Service Design, SIAM, Service Management)

DELIVERY MANAGER

CONSULTANT

IT SERVICE MANAGER/ ITSM LEAD

CEO/ DIRECTOR

# 3. ORGANIZATIONS PLANNING TO ADOPT SIAM

## 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 who have adopted SIAM (section 4) and the responses from organizations who sell SIAM solutions and consultancy (section 5).

### 3.1 WHAT IS THE STRATEGIC DRIVER FOR YOUR ORGANIZATION CONSIDERING SIAM?



- Want to have better performance from existing vendors
- Moving internally hosted services to a range of external vendors
- Moving from a single vendor to multiple vendors
- Want to have more control of existing vendors
- 'Other'
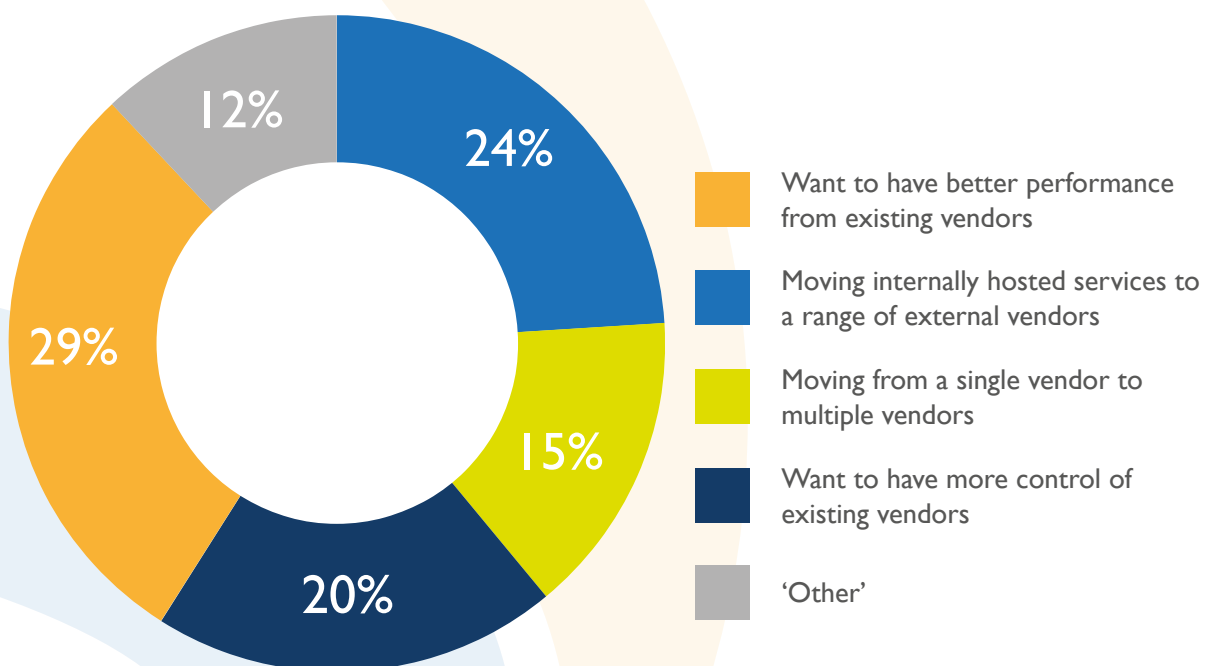
Responses in the 'Other' (12%) category showed a strong focus on customer requirements and included:

- The ability to use multiple vendors as part of service delivery
- Better service for our customers
- To drive effectiveness of IT service delivery amongst multiple vendors and demonstrate value to the customer

The desire to have more control or better performance from existing vendors also rated highly in the responses from the organizations who have already adopted SIAM (see section 4).

## 3.2 HOW LONG DO YOU EXPECT YOUR SIAM TRANSITION TO TAKE?

Respondents appear to have realistic expectations about how long a SIAM transition will take. The organizations who believe the transition will take less than a year need to be sure they have realistic expectations and a sound plan in place.

LESS THAN A YEAR
**27%**

1 - 2 YEARS
**45%**

2 - 3 YEARS
**28%**

## 3.3 WHAT TYPE OF SERVICES ARE IN SCOPE?

59% of respondents expected their SIAM model to include IT services only, the remaining 41% will have a SIAM model that includes both IT and non-IT services.

This information is very similar to the responses received from organizations who have already adopted SIAM (see section 3). There is no data yet to suggest some organizations are applying SIAM models to non-IT services.

**41%**

IT & NON IT SERVICES

**59%**
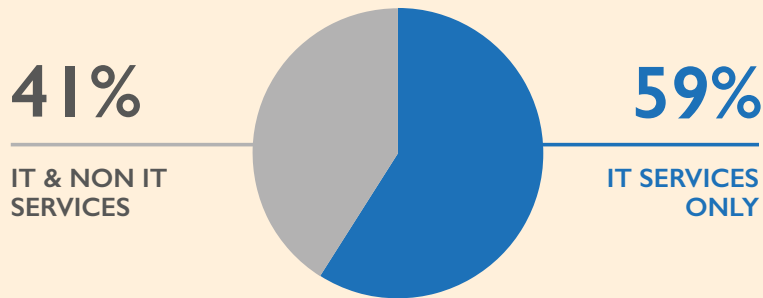
IT SERVICES ONLY

*"SIAM will impact most aspects of an organization such as human resources, finance, sales and operations, through the IT services ecosystem. Therefore, I would expect companies who take SIAM seriously to review the scope of services. This may just be a review of definitions of services and the impact."*

*Unal Altay, CIO -V/Line*

## 3.4 HOW DO YOU PLAN TO IMPLEMENT SIAM?
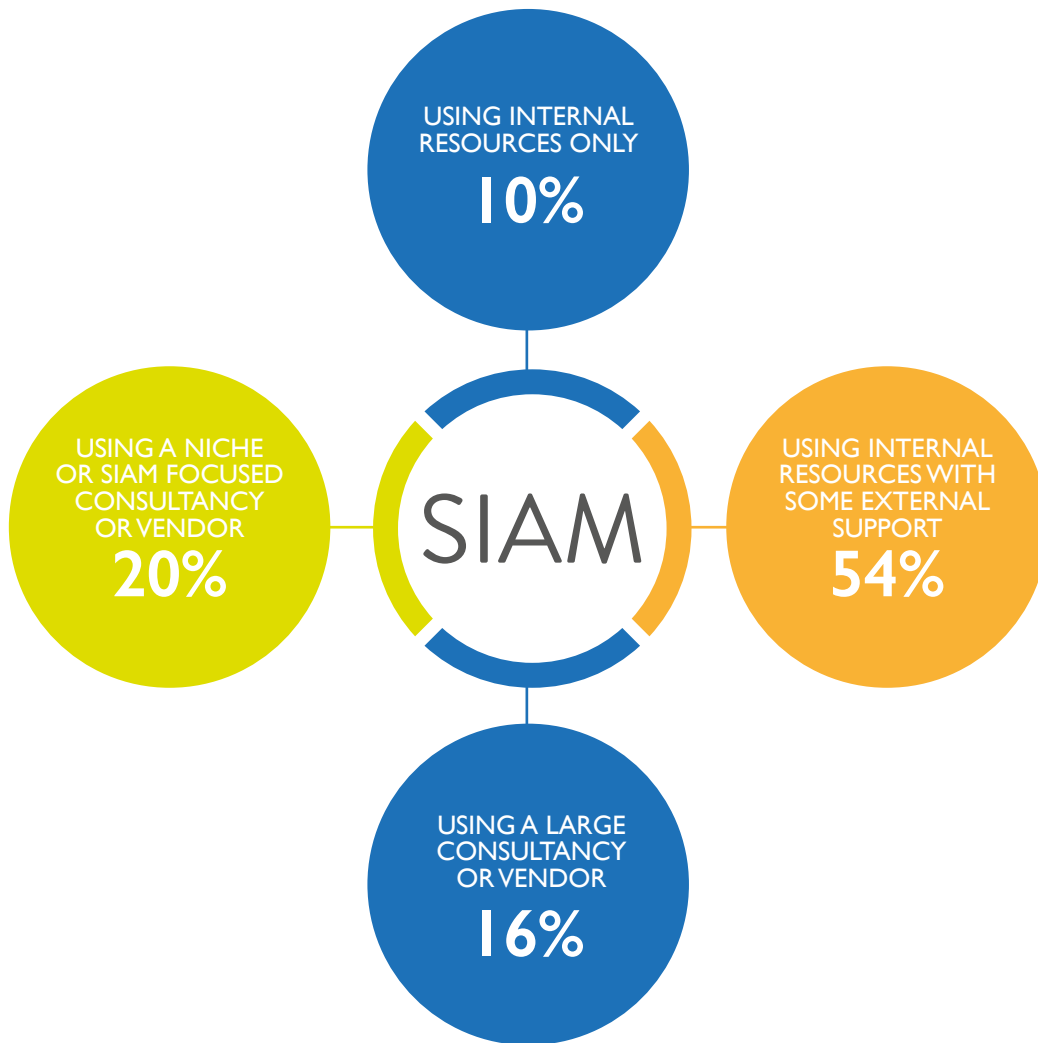


As in 2018, the majority of respondents plan to use internal resources for their SIAM adoption with some external support. This approach will provide a balance between using internal resources only or relying entirely on an external vendor.

*"For each category there is a requirement that the internal organization must have a level of knowledge and experience to achieve the SIAM strategy. However, when compared to 3.9 the level of investment in knowledge, training etc. is low and seems out of balance. Therefore, are these typical opening statements which when the surface is scratched expose deeper issues on the road to success?"*

*Claire Hutchison, Independent*

## 3.5 WHAT TYPE OF SERVICE INTEGRATOR STRUCTURE DO YOU PLAN TO ADOPT?
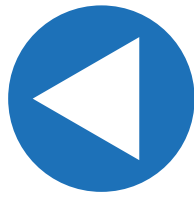
**35%**
INTERNAL SERVICE INTEGRATOR

**17%**
EXTERNAL SERVICE INTEGRATOR

**41%**
HYBRID

**7%**
LEAD SUPPLIER

These results show very little change compared to 2018, with the majority of organizations planning to adopt a hybrid approach. This perhaps reflects the complexity of SIAM models, requiring SIAM expertise as well as in-depth knowledge of the business.

> *"Service integrator structures remain roughly the same with over 75% choosing an internal or hybrid structure. Internal structures can work well if the capabilities exist within the business to be able to take on the integrator role. In our experience hybrid structures benefit from commercial integration expertise combined with internal business knowledge and established relationships with incumbent providers."*
>
> *Michelle Major-Goldsmith, Manager - Service Management Capability - Kinetic IT*

## 3.6 WHAT BENEFITS DO YOU HOPE TO ACHIEVE?

The benefits that most respondents hope to achieve are shown in the graphic below.

**BENEFITS**
**(HIGHEST TO LOWEST)**

1st ....... Better collaboration between suppliers

2nd ....... Better supplier performance

3rd ....... Better reporting and management information

4th ....... Better return on investment from suppliers

5th ....... Easier to add and remove suppliers

6th ....... Spend less time on general supplier management
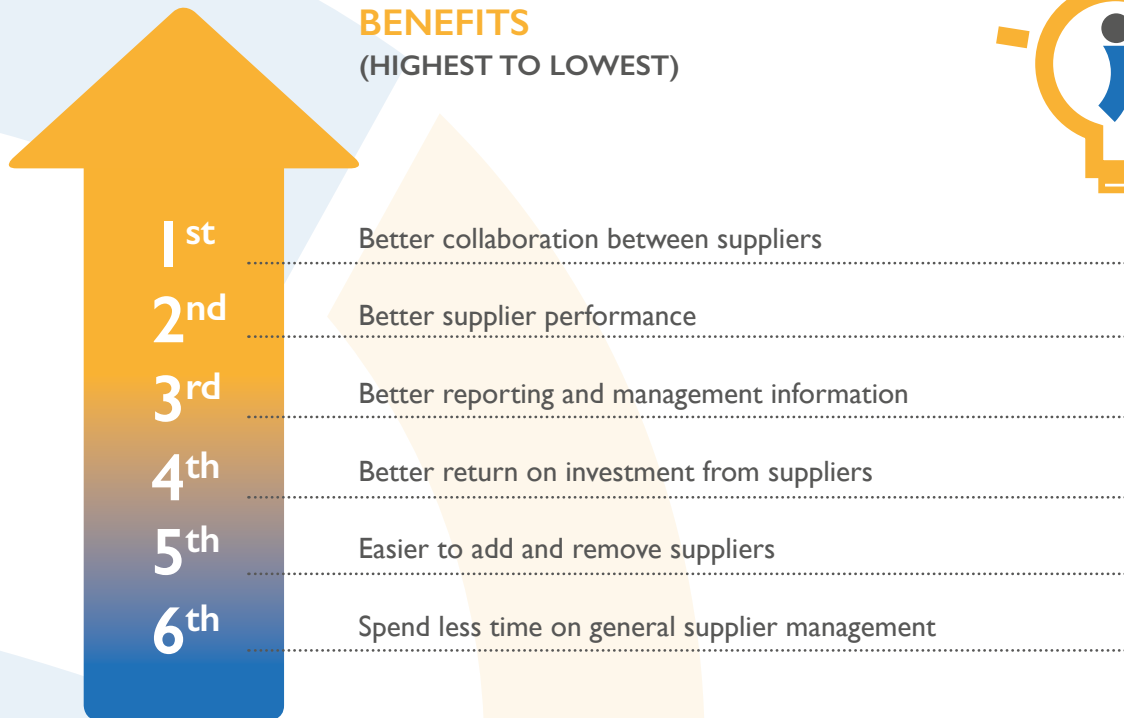
5% of respondents selected 'other' benefits, with free text replies including:

• Better integration of services for our customers

• End to end performance improvements

• Establish easy access, reliability and one stop shop for our customers

*"Considering last year's results, it is encouraging to see that 'collaboration' has become the highest benefit over a 'better supplier performance'. Certainly, collaboration is key to success since providers are required to consider relationships and interfaces, align governance structures and service levels and consider end to end delivery of customer outcomes rather than just their contractual commitments."*

Michelle Major-Goldsmith, Manager - Service Management Capability - Kinetic IT

*"It is interesting that cost efficiency has not been scored as a key critical success factor. Also, value to the business and streamlined services would be key to success. The responses also imply an easier way of life where in practice this can be more challenging and requiring robust risk, supplier, contract, and service management capability. Therefore, whilst these are desired outcomes, these may not actually be achieved."*

Claire Hutchison, Independent

## 3.7 WHAT CHALLENGES DO YOU EXPECT TO FACE?

Adopting SIAM is not an easy or simple undertaking. Respondents could choose multiple potential challenges, with organizational change management and embedding new behaviours scoring the most highly. Tooling and automation showed a large increase compared to 2018, suggesting a better understanding of the difficulties this can create in a SIAM model.

**CHALLENGES**
**(HIGHEST TO LOWEST)**

1st — Organizational change management and embedding new behaviours

2nd — Creating a governance structure

3rd — Establishing the service integrator

4th — Process coordination

5th — Tooling and automation

6th — Negotiating/renegotiating contracts

7th — Other
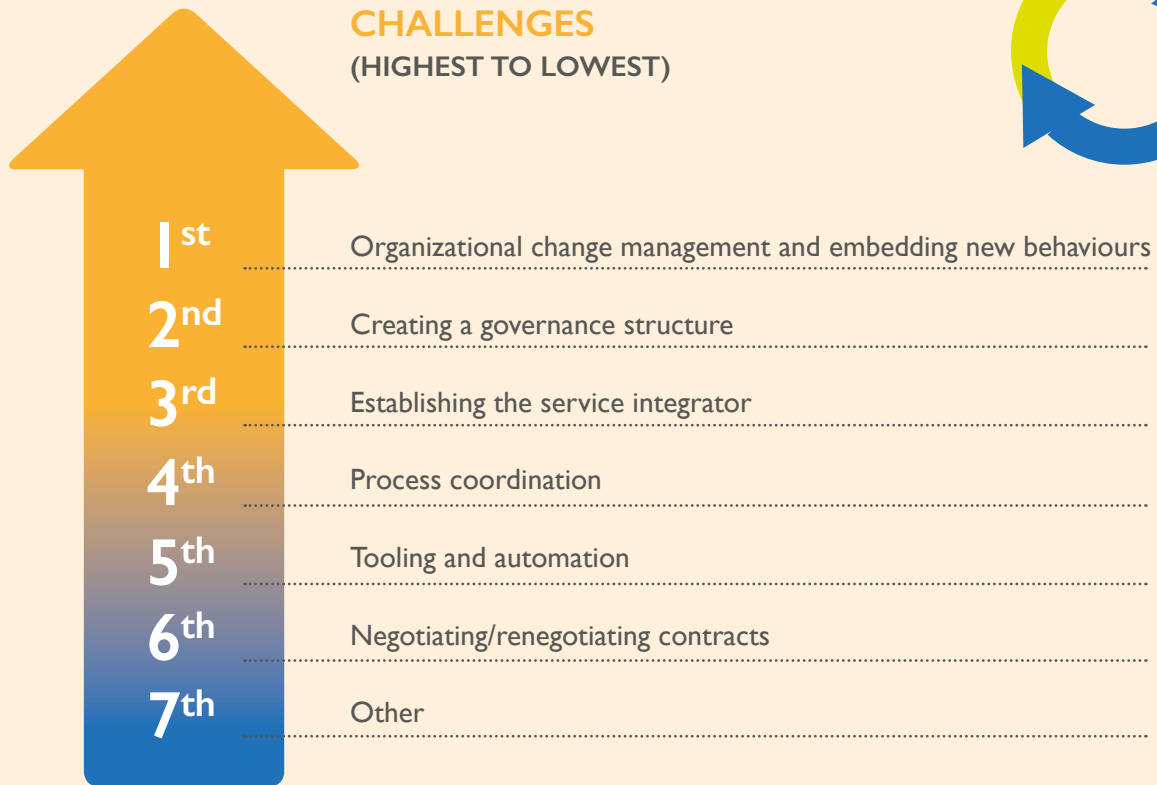
*"Governance is noted as a key challenge. Whilst external providers are often more used to working within customer defined governance models, internal teams don't work under the same controls. When all service providers operate under the same mandate, the 'one team' culture is more likely to be established."*

Michelle Major-Goldsmith, Manager - Service Management Capability - Kinetic IT

*"Industry-wide acknowledgement that SIAM represents and requires adoption of new way of working is demonstrated in the results. Challenges across organization change management, embedding behaviors and governance structures concern over two thirds of all respondents."*

Michael North, CEO - Kinetic IT

## 3.8 WHAT SKILLS AND CAPABILITIES DO YOU BELIEVE WILL BE PARTICULARLY IMPORTANT?

The skills listing shows overlap with the challenges SIAM adopters believe they will face. This information is valid for organizations creating a training needs analysis or looking for information about skills assessments prior to adopting SIAM.

### SKILLS AND CAPABILITIES
(HIGHEST TO LOWEST)

| | |
|---|---|
| 1st | IT Service Management |
| 2nd | Organizational Change Management |
| 3rd | Supplier Management |
| 4th | Business Relationship Management |
| 5th | Procurement/Contract Negotiation |
| 6th | Influencing and Negotiation |
| 7th | Project Management |
| 8th | Communication Management |
| 9th | Automation |
| 10th | Financial Management |
| 11th | Agile |
| 12th | DevOps |
| 13th | Lean |
| 14th | Other |

*"IT service management specialism is the top requirement of skills required however this is not entirely the lead role. Contract management and supplier management skills are equally important in defining the framework for the supplier relationship. The responses imply that ITSM is the most important skill which is not necessarily the case."*

*Claire Hutchison, Independent*

## 3.9 HAVE YOUR STAFF UNDERTAKEN SIAM TRAINING?

53% of respondents report their staff have had no SIAM training at all. Of the 5% who selected 'Other', these responses included training planned, ITIL training and self-study.

**42%**
SIAM FOUNDATION

**11%**
SIAM PROFESSIONAL

**53%**
NONE

5% OTHER
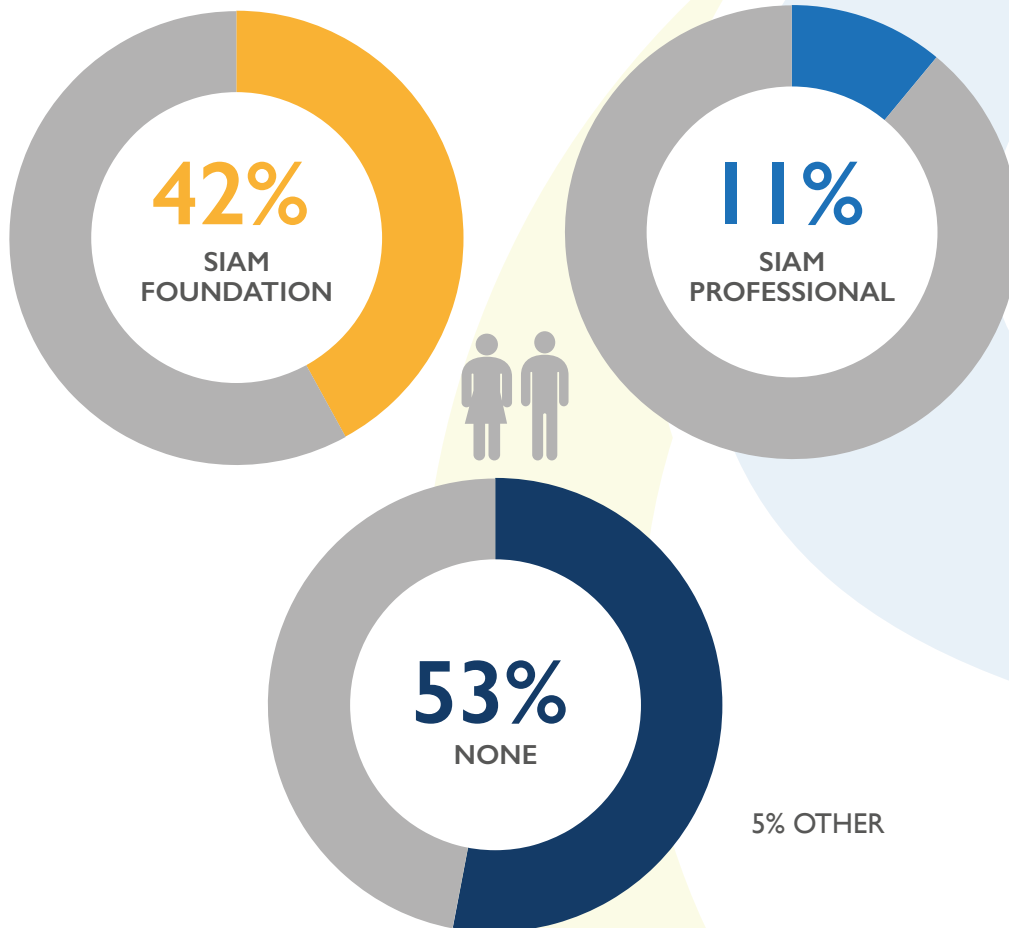
*"Just as external advice is key to setting up a SIAM, it will only succeed if the organizational change is embedded and adopted by all. Training and communication are absolutely fundamental to this and should not be underestimated in terms of the amount of time and money required."*

*Laura Lawrence, Grange Consultants*

## 3.10 WHEN MOVING TO A SIAM MODEL WILL YOU CONSIDER OBTAINING EXPERT ADVICE IN THE CONSTRUCTION OF THE BUSINESS CASE OR THE SIAM MODEL DESIGN?

77% of respondents plan to get expert advice as part of their transition to SIAM. This can include advice from one of the large SIAM service providers, but anecdotal evidence also shows a rise in the 'trusted friend' role – where organizations work with smaller consultancy firms to make sure their SIAM model has good foundations.

**77% YES**  SIAM  **21% NO**

2% OTHER
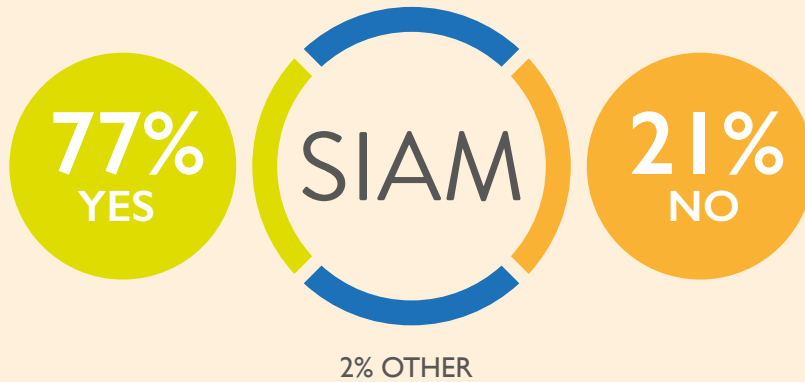
*"Using smaller consultancies can work well for organizations where they are buying expertise from consultants who have been in operational SIAM roles in the past. This often elicits the best guidance and advice through the process."*

*Laura Lawrence, Grange Consultants*

## 3.11 DOES YOUR ORGANIZATION HAVE EXPERIENCE WITH IMPLEMENTING DEVOPS?

SIAM and DevOps in conjunction is an area where Scopism is being asked to provide more content and advice.

89% of respondents have some experience implementing DevOps, but the majority of these (55% of those with experience in DevOps) have low experience, reflecting the maturity of SIAM and DevOps joint adoption.

**11%**
NONE

**47%**
LOW EXPERIENCE

**26%**
MEDIUM EXPERIENCE

**14%**
SIGNIFICANT EXPERIENCE
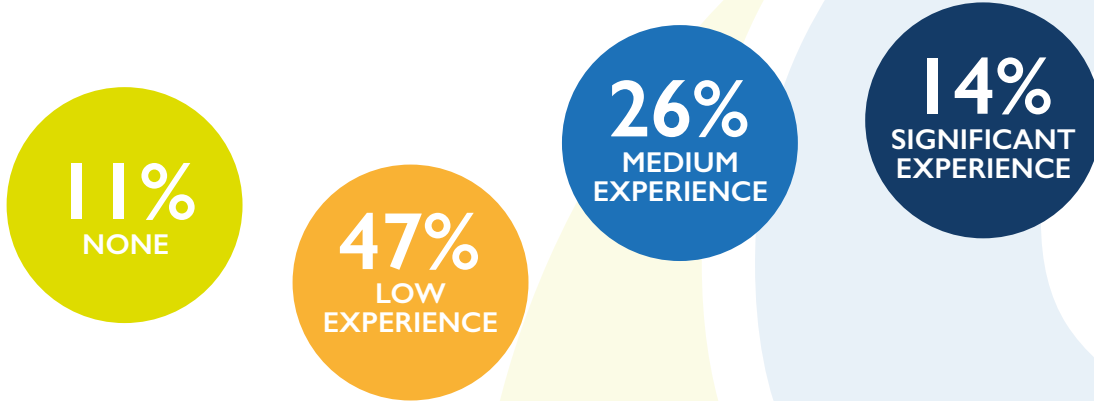
## 3.12 WHAT ARE THE KEY FACTORS THAT YOU WOULD EXPECT TO BE CONSIDERED WHEN WORKING WITH DEVOPS IN A SIAM SETTING?

Respondents could select multiple answers. Governance, processes and culture were all key factors, recognizing the challenges of adopting end to end product ownership in a multi-service provider environment.

PROCESSES

**63%**

ARCHITECTURE

**37%**

GOVERNANCE

**68%**

CULTURE

**65%**

SUPPLIER COLLABORATION

**56%**

OTHER 4%

## 3.13 WHAT ARE THE KEY BENEFITS YOU WOULD HOPE TO ACHIEVE BY WORKING WITH DEVOPS IN A SIAM SETTING?

Organizations clearly rate agility and speed as important DevOps benefits, with good SIAM practices reinforcing a culture of collaboration.

**KEY BENEFITS**
**(HIGHEST TO LOWEST)**

| | |
|---|---|
| 1st | Agility |
| 2nd | Faster time to market |
| 3rd | Culture of collaboration |
| 4th | Innovation |
| 5th | Other |
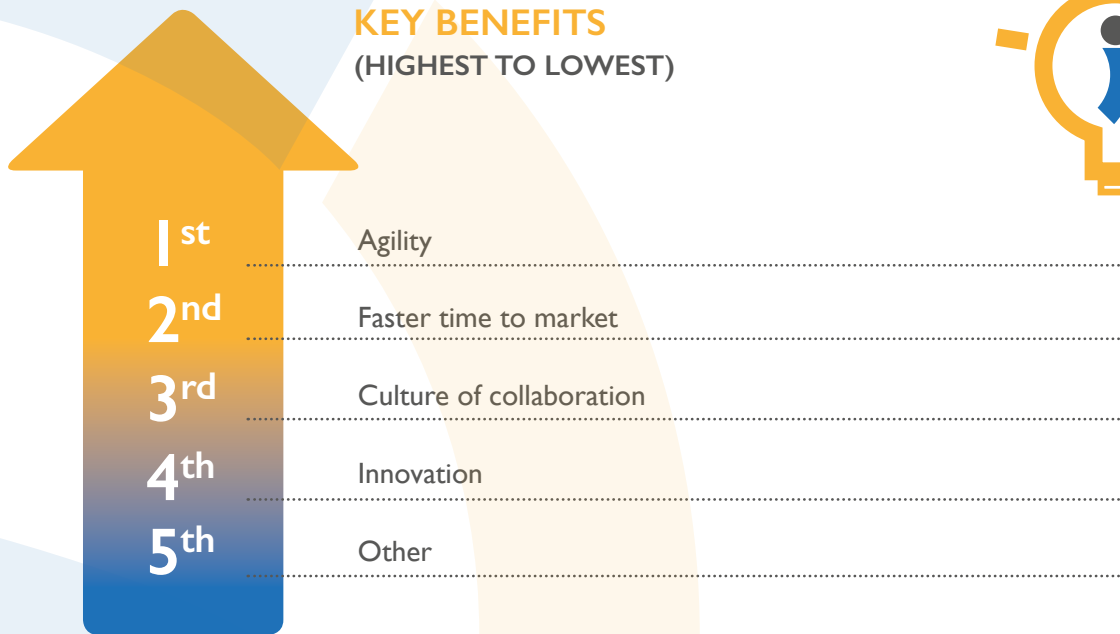
## 3.14 OTHER COMMENTS

Survey respondents also had the opportunity to complete free text comments.

The responses and included:

- The USA is lagging in SIAM adoption - would like to understand how to increase awareness and drive adoption
- Consider Industry 4.0 and all digitalization aspects. We need to free up our staff to address digitalization
- We hope more specific practices concerning SIAM will be gathered and shared.

# 4. ORGANIZATIONS WHO HAVE ADOPTED SIAM

The responses in this section are from organizations who have adopted SIAM ('customer organizations'). Many of the responses are similar to those in section 3 from the organizations planning to adopt SIAM, which suggests that the organizations in section 3 have realistic expectations.
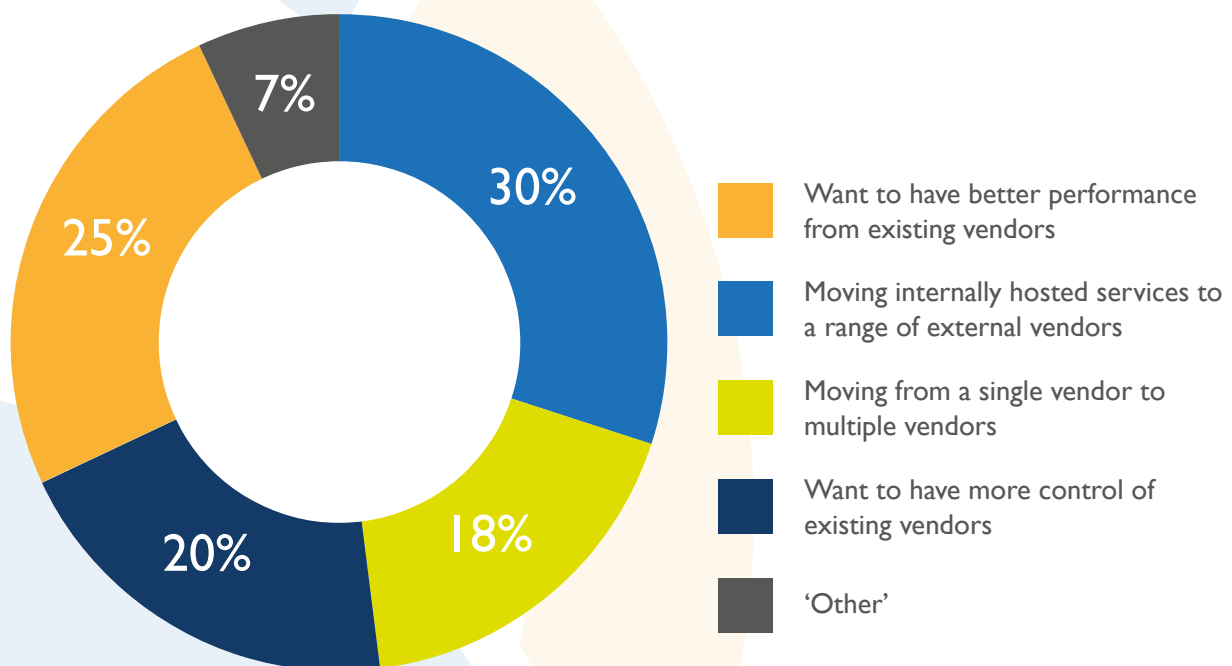
## 4.1 WHAT WAS THE STRATEGIC DRIVER FOR YOUR SIAM TRANSITION?



- Want to have better performance from existing vendors
- Moving internally hosted services to a range of external vendors
- Moving from a single vendor to multiple vendors
- Want to have more control of existing vendors
- 'Other'

Respondents who selected 'other' (7%) replied:

- Working with vendors to enable transformation of standard services
- To adapt to a complex vendor ecosystem and cloud services
- To enable seamless working between suppliers and vendors to achieve E2E Service Accountability and improve UX

*"Cost reduction is not mentioned as a key factor. This is typically the driver for out-sourcing services or developing key strategic partners. For a smaller ecosystem the same principles of cost control would apply and are missing as a benefit."*

Claire Hutchison, Independent

## 4.2 WHAT TYPE OF SERVICE INTEGRATOR STRUCTURE DID YOU ADOPT?

The popularity of the internal service integrator reflects anecdotal evidence that many organizations are bringing this role back in-house, as was also seen in the 2018 survey. The hybrid model is often adopted as a transitional approach, moving ultimately to an internal service integrator.
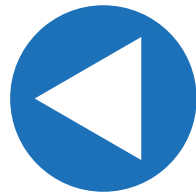
**38%**
INTERNAL SERVICE INTEGRATOR

**10%**
EXTERNAL SERVICE INTEGRATOR
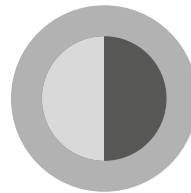
**45%**
HYBRID

**7%**
LEAD SUPPLIER

## 4.3 DO YOU PLAN TO RETAIN YOUR SERVICE INTEGRATOR STRUCTURE? IF YOU ARE CONSIDERING AN ALTERNATIVE, PLEASE EXPLAIN WHY.

10% of respondents are considering alternatives, as detailed below:

- We are considering a mix of internal and lead suppliers where the internal (we) sits on top of what we call Area Service Integrators. Our business is so huge that we have to take help from strategic vendors to manage specific areas and we will serve as integrator of the integrators

- Strategy and architecture to be retained, operations to be outsourced

- Moving from internal to external and combination

- Only keeping a governance role internally

**10%**
CONSIDERING ALTERNATIVES

## 4.4 WHAT SERVICES ARE IN SCOPE?

As in 2018, the majority of SIAM models are applied to IT services, and there are no SIAM models that apply to non-IT services alone.

**36%**
IT & NON IT
SERVICES

**64%**
IT SERVICES
ONLY
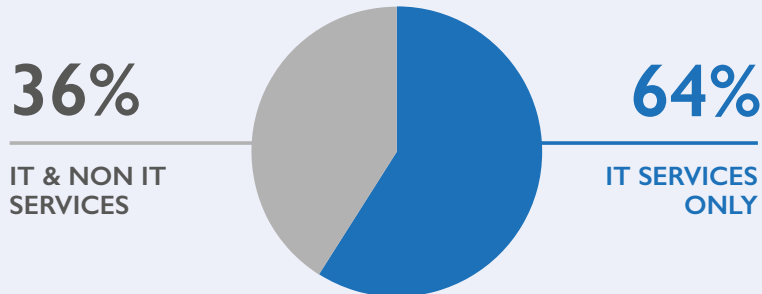
## 4.5 WHAT BENEFITS DID YOU ACHIEVE?

The benefits that most respondents have achieved are shown in the graphic below.

**BENEFITS**
(HIGHEST TO LOWEST)

1st ....... Better supplier performance

2nd ....... Better reporting and management information

3rd ....... Better collaboration between suppliers

4th ....... Easier to add and remove suppliers

5th ....... Spend less time on general supplier management

6th ....... Better return on investment from suppliers
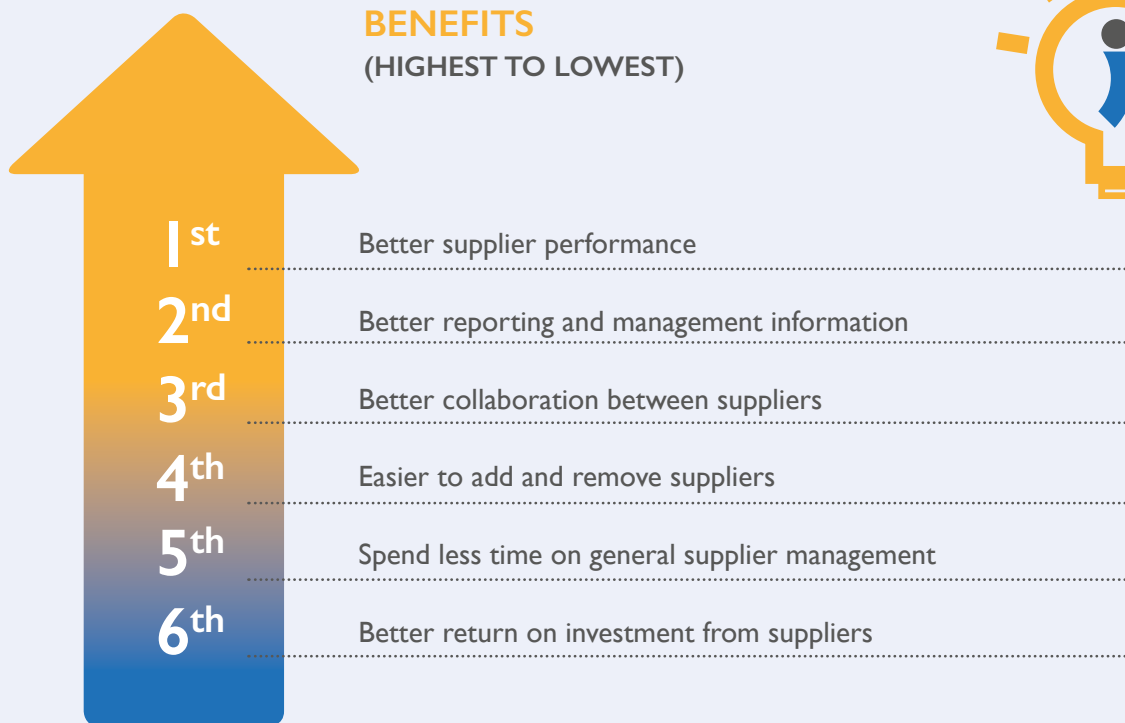
'Other' responses (17%) to this question included:

- Move internal roles and responsibilities to external or combined gives more savings
- Better quality of IT services and enhanced cooperation with and between suppliers
- E2E service accountability
- First generation outsource of infrastructure and operations including some service management elements, early signs are not encouraging
- Better transparency (external service providers have to use our service management platform or integrate to it)
- Too early to comment
- Lower operational costs going forward, anticipate a higher level of expertise in several areas

*"Benefits to companies are broad with most companies showing both improved performance of suppliers and better collaboration between suppliers. Increased collaboration indicates great promise for further performance as SIAM practices in these organizations mature."*

*Michael North, CEO – Kinetic IT*

*"I can confirm that all of the expected benefits described in the results of this year's survey were achieved with our implementation of SIAM. We have delivered a 180 degree turn around in customer satisfaction, we have removed service complexity and have our support teams collaborating to add value to our business at speed."*
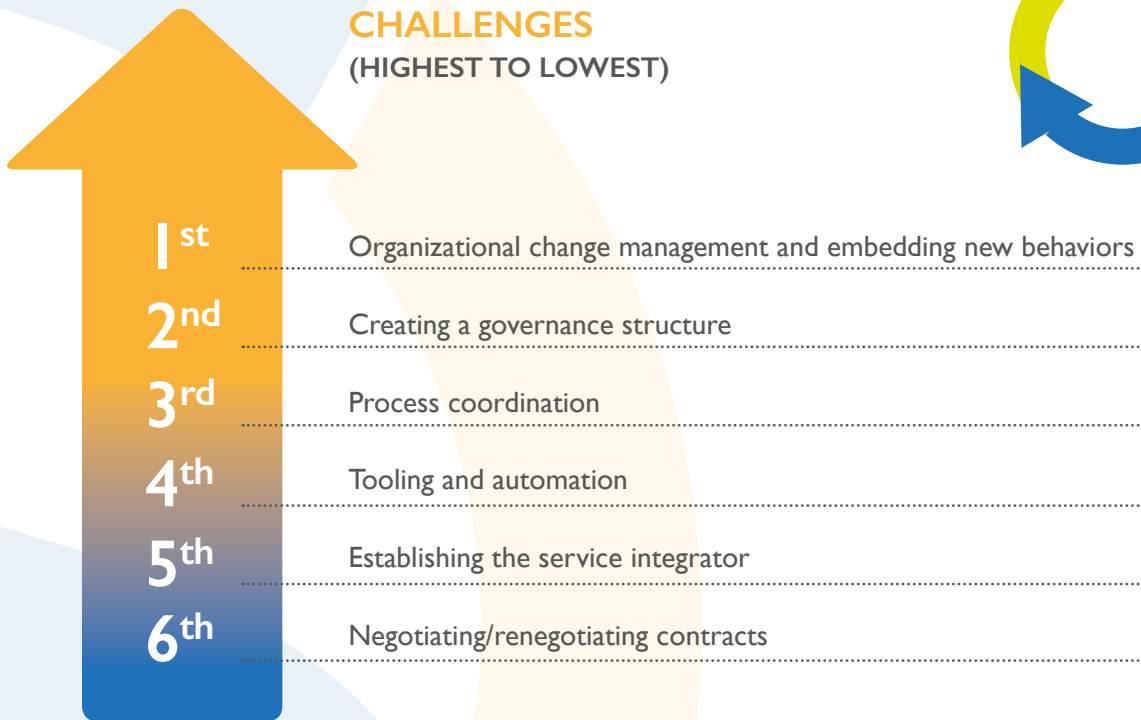
*Anonymous, Kinetic IT Global Private Sector Client*

## 4.6 WHAT CHALLENGES DID YOU FACE?

Adopting SIAM is not an easy or simple undertaking. Respondents could choose multiple potential challenges, with organizational change management and embedding new behaviours scoring the most highly. Tooling and automation showed a large increase compared to 2018, suggesting a better understanding of the difficulties this can create in a SIAM model.

**CHALLENGES**
**(HIGHEST TO LOWEST)**

1st .......... Organizational change management and embedding new behaviors
2nd .......... Creating a governance structure
3rd .......... Process coordination
4th .......... Tooling and automation
5th .......... Establishing the service integrator
6th .......... Negotiating/renegotiating contracts

'Other' responses included one important point to bear in mind during a SIAM transition:

• During transition of services communication between service providers was disrupted

> *"In my experience delivering technology related solutions, it's never about the technology. People and process are always the most difficult and expensive to change. Therefore, I agree with the organizational change management and governance."*
>
> *Unal Altay, CIO - V/Line*

# 4.7 HAVE YOUR STAFF UNDERTAKEN SIAM TRAINING?

**33%**
SIAM FOUNDATION

**12%**
SIAM PROFESSIONAL

**55%**
NONE

12% OTHER
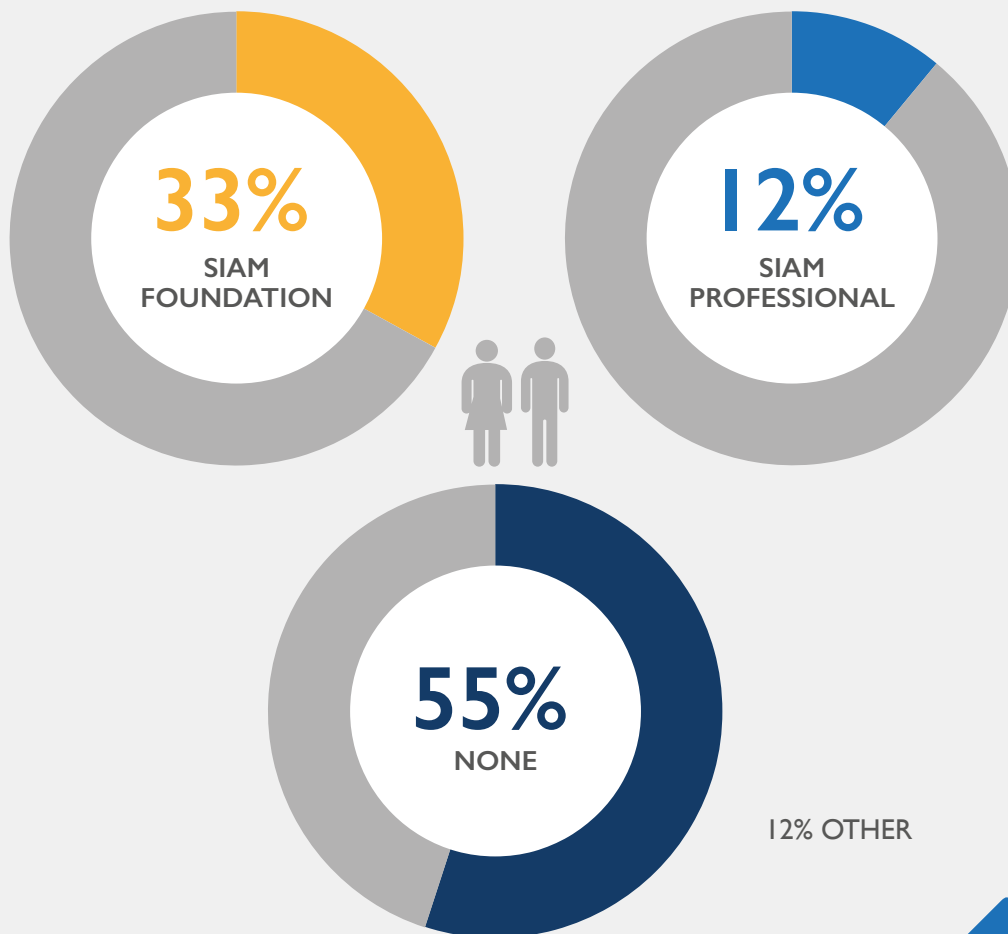
As with the organizations planning to adopt SIAM, the level of training is low. 'Other' responses included:

- Internal SIAM training for key personnel
- Recruited staff with experience and qualifications
- Partial training
- We created SIAM awareness training
- SIAM has been a real challenge for our organization with much of the organization still not really understanding what it is. We haven't as yet made an investment in training relevant staff in SIAM which would go a long way to everyone being on the same page and working to the same goal.

*"Many delegates attending SIAM training tell us that all SIAM layers, customer retained, service integrator and providers, both internal and external, would benefit from SIAM training. Many of the challenges faced during SIAM implementations are due to lack of understanding of the accountabilities and responsibilities of each layer."*

*Michelle Major-Goldsmith, Manager - Service Management Capability - Kinetic IT*

## 4.8 DOES YOUR ORGANIZATION HAVE EXPERIENCE WITH IMPLEMENTING DEVOPS?

**12%** NONE

**43%** LOW EXPERIENCE

**26%** MEDIUM EXPERIENCE

**19%** SIGNIFICANT EXPERIENCE
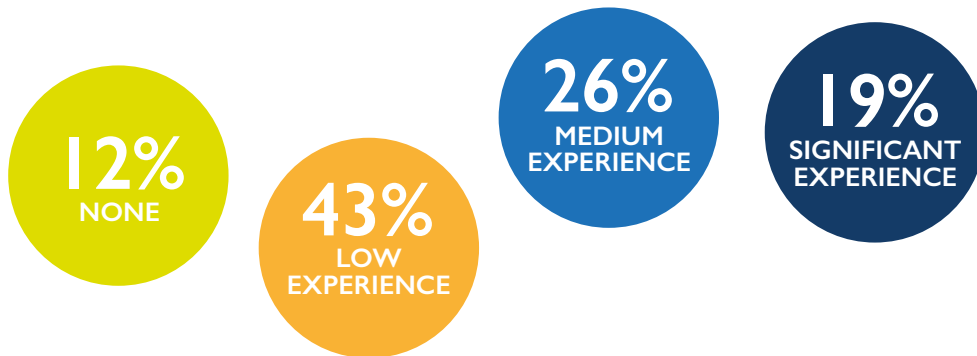
One free text response reported:

- We are only just starting to use DevOps, and there are already concerns about governance over the products being delivered by that programme. I suspect that there is a misalignment of cultures in that programme to the rest of the organization

## 4.9 WHAT ARE THE KEY FACTORS THAT YOU WOULD EXPECT TO BE CONSIDERED WHEN WORKING WITH DEVOPS IN A SIAM SETTING?

PROCESSES
**68%**

ARCHITECTURE
**56%**

GOVERNANCE
**63%**

CULTURE
**73%**

SUPPLIER COLLABORATION
**59%**

OTHER 5%

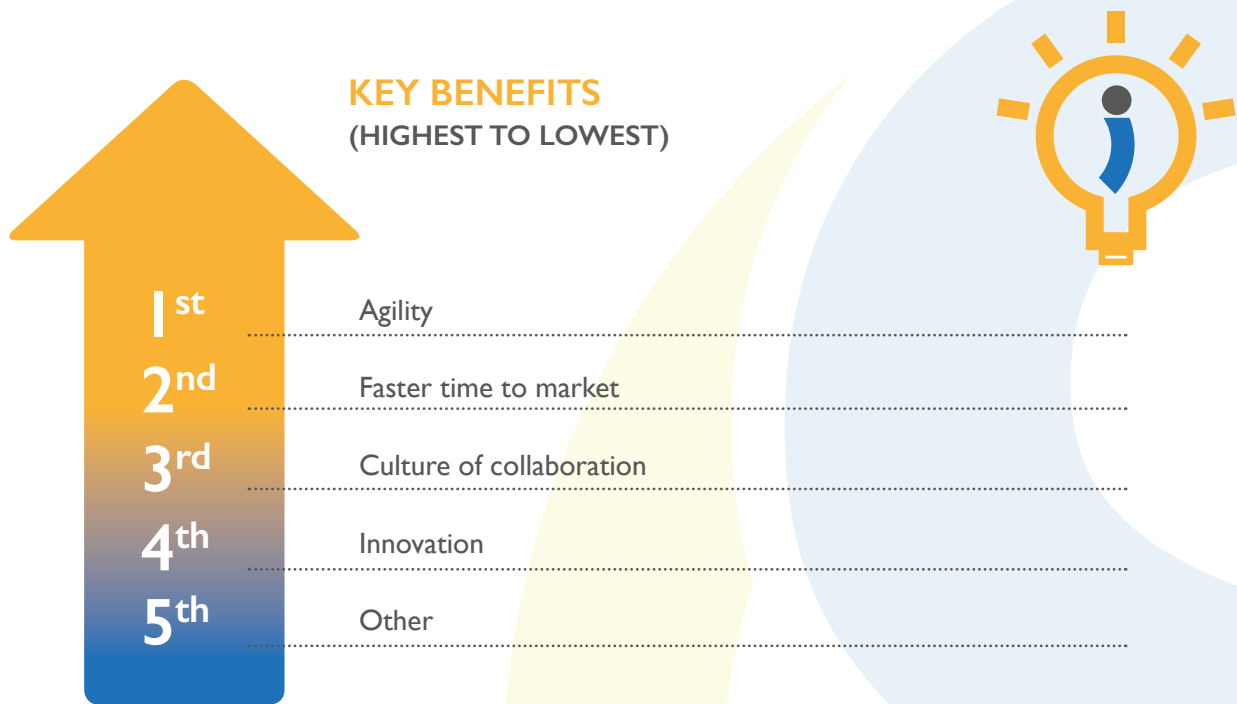*"I wholeheartedly agree with processes and culture rating highly with the respondents. Processes include who is responsible for performance and ownership of problems. This is not as clear as it seems when applied to SaaS offerings, managed services, DevOps and legacy systems."*

*Unal Altay, CIO - V/Line*

'Other' responses included:

- Contracts and other agreements
- Training and guidance

## 4.10 WHAT ARE THE KEY BENEFITS YOU HAVE EXPERIENCED OR WOULD EXPECT TO EXPERIENCE WORKING WITH DEVOPS IN A SIAM SETTING?

**KEY BENEFITS**
**(HIGHEST TO LOWEST)**

1st .......... Agility
2nd .......... Faster time to market
3rd .......... Culture of collaboration
4th .......... Innovation
5th .......... Other

As with the organizations planning to adopt SIAM, agility and speed to market are important. Perhaps this is in response to the perceived lack of agility in large SIAM models based on complex contracts?

*"It is clear from the responses that SIAM can deliver agility, innovation, speed to market and improve the culture; not to mention the financial benefits. I think it's safe to say that SIAM is here to stay, and adoption will get widespread in the coming years. This will be driven by innovation and digital strategies."*

*Unal Altay, CIO - V/Line*

## 4.11 OTHER COMMENTS

The free text responses from respondents in organizations who have implemented SIAM contain some useful experience-based advice and include:

- Contracts are getting complicated in multi-vendor scenario and in a DevOps delivery model

- Every business that has more than one supplier should give SIAM a second thought! Even large organizations with different business units benefit from implementing a SIAM-ish structure and collaboration model - it is not necessary to have external suppliers to take advantage of the concepts

- It is imperative that the service integrator structure is in place prior to signing supplier contracts, to drive compliance & collaboration/cooperation

- Transitioning to any new supplier may take time in terms of approval, negotiation and acceptance to new behavioral patterns

- SIAM is a great concept with promising benefits but implementation requires real maturity and understanding of the operating model and culture shift. It's easier said than done

- We are an organization who is 6 months into insourcing our SIAM function. The decisions around this insourcing activity included establishing better control and governance, but also future options around expanding out external service provider capability

- SIAM is here to stay

- Until and unless service definitions are well understood in their taxonomy and all of their components participating in the End to End delivery of [business] services, SIAM won't be able to deliver to expectations
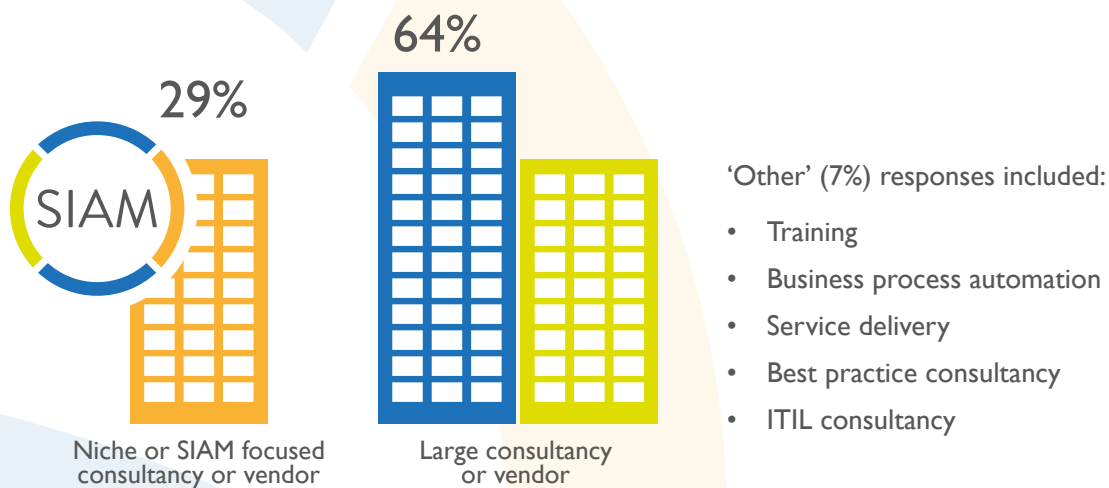
# 5. ORGANIZATIONS WHO SELL SIAM CONSULTANCY OR SOLUTIONS

## 5. ORGANIZATIONS WHO SELL SIAM CONSULTANCY OR SOLUTIONS

This section includes responses from organizations how 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.

### 5.1 WHAT TYPE OF ORGANIZATION ARE YOU?

Large organizations were the majority of the respondents in this section.

**29%**

SIAM

Niche or SIAM focused
consultancy or vendor

**64%**

Large consultancy
or vendor

'Other' (7%) responses included:

- Training
- Business process automation
- Service delivery
- Best practice consultancy
- ITIL consultancy

### 5.2 WHAT TYPE OF SERVICE INTEGRATOR DO THE MAJORITY OF YOUR CUSTOMERS ADOPT?

These figures are very similar to those reported in the survey results in 2018.

**19%**
INTERNAL SERVICE
INTEGRATOR

**20%**
EXTERNAL SERVICE
INTEGRATOR

**46%**
HYBRID

**15%**
LEAD
SUPPLIER
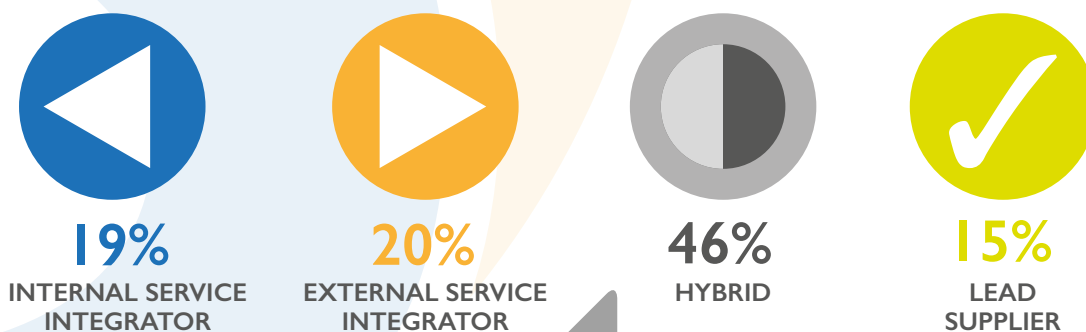
*"Is this choice a true preference or perhaps considered simpler to set up since it doesn't create a staff displacement issue, which can create legal, moral and human resource challenges organizations might wish to avoid?"*

*Michelle Major-Goldsmith, Manager - Service Management Capability - Kinetic IT*

## 5.3 WHAT IS THE MAIN STRATEGIC DRIVER FOR YOUR CUSTOMERS' SIAM TRANSITION?



**9%** **14%** **41%** **36%**

- ■ Moving internally hosted services to a range of external vendors
- ■ Moving from a single vendor to multiple vendors
- ■ Want to have more control of existing vendors
- ■ Want to have better performance from existing vendors
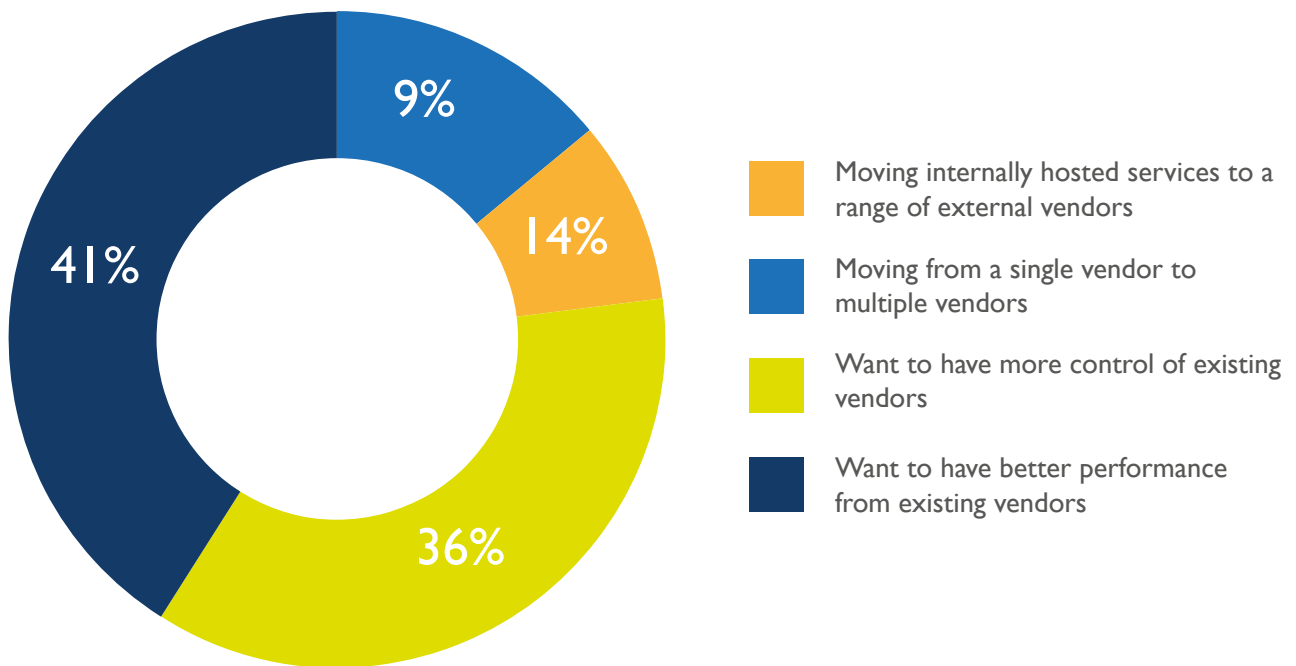
'Other' responses included:

- Good governance leads to a better bottom line and is auditable
- Shift to cloud initiatives and end to end service orchestration
- Better control of business outcomes
- Cost drivers and more complex/scattered ecosystems
- move service management outside the customer's IT responsibilities

The move to cloud services and complex ecosystems is a concern for many organizations adopting SIAM.

*"It is interesting that there is no mention of better collaboration to support the customer's transformation."*

*Laura Lawrence, Grange Consultants*

## 5.4 WHAT TYPE OF SERVICES ARE IN SCOPE FOR YOUR CLIENTS?

As in previous sections, there are no SIAM models applied to non-IT services only.

**28%**
IT & NON IT
SERVICES

**72%**
IT SERVICES
ONLY
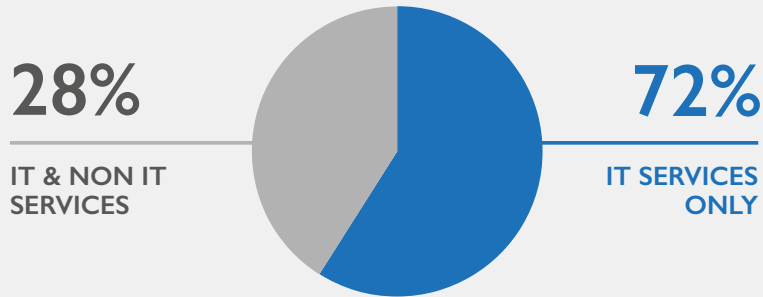
## 5.5 HOW LONG DO YOUR CUSTOMERS' SIAM TRANSITIONS TYPICALLY TAKE?

The response range reflects a realistic time period for SIAM adoption; having no defined end date may not be an appropriate project approach however.

LESS THAN
A YEAR
**25%**

1 - 2
YEARS
**39%**

2 - 3
YEARS
**24%**

NO
DEFINED
END DATE
**12%**
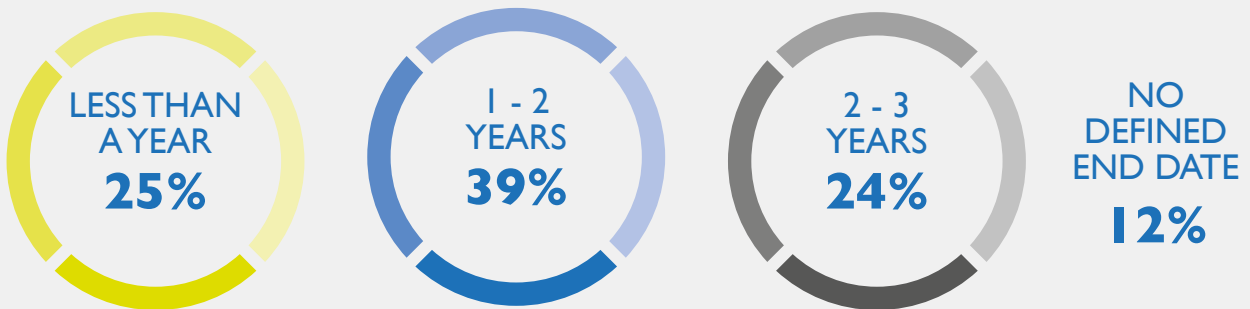
## 5.6 WHAT BENEFITS DO YOUR CUSTOMERS EXPECT TO ACHIEVE?

**BENEFITS**
**(HIGHEST TO LOWEST)**

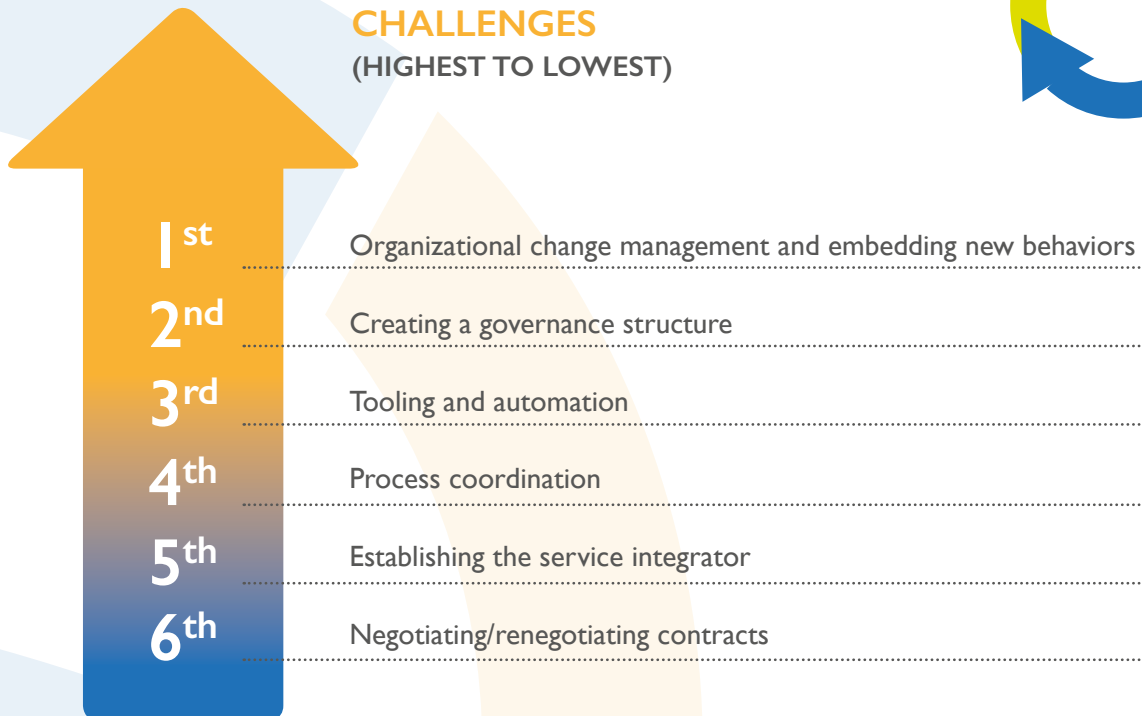| | |
|---|---|
| 1st | Better supplier performance |
| 2nd | Better collaboration between suppliers |
| 3rd | Better reporting and management information |
| 4th | Better return on investment from suppliers |
| 5th | Easier to add and remove suppliers |
| 6th | Spend less time on general supplier management |

'Other' responses (8%) included:

- Develop new strategy for digital experience
- Less effort in managing suppliers
- Better user interface/user experience
- Developing new business lines and speed to market
- Improved service quality through greater efficiency and clarity in processes
- Enhanced business outcomes
- Central visibility over service management, one way of working, continual service improvement
- Outsourced SIAM function to manage a hybrid cloud/legacy/as a Service IT estate

# 5.7 WHAT CHALLENGES DO YOUR CUSTOMERS TYPICALLY FACE?

## CHALLENGES
### (HIGHEST TO LOWEST)

1st    Organizational change management and embedding new behaviors

2nd    Creating a governance structure

3rd    Tooling and automation

4th    Process coordination

5th    Establishing the service integrator

6th    Negotiating/renegotiating contracts

'Other' responses (5%) included:

- Building the capability and aligning the structure
- Discovery and strategy development towards digital experience using multi-sourcing
- People challenges
- Lacking required skills and expertise

*"Reflective of our experience, tooling and automation challenges have moved into the top 3 customer challenges when implementing SIAM. Tooling and automation are critical in supporting workflows across providers, measurement of capability and identification of collaboration opportunities."*

*Michelle Major-Goldsmith, Manager - Service Management Capability - Kinetic IT*

# 5.8 WHAT SKILLS AND CAPABILITIES ARE PARTICULARLY IMPORTANT?

## SKILLS AND CAPABILITIES
### (HIGHEST TO LOWEST)

| | |
|---|---|
| 1st | IT Service Management |
| 2nd | Organizational Change Management |
| 3rd | Supplier Management |
| 4th | Business Relationship Management |
| 5th | Influencing and Negotiation |
| 6th | Communication Management |
| 7th | Procurement/Contract Negotiation |
| 8th | Project Management |
| 9th | Automation |
| 10th | Financial Management |
| 11th | Agile |
| 12th | DevOps |
| 13th | Lean |
| 14th | Other |

'Other' responses (2%) included:

- Process design and management
- Risk management

## 5.9 HAVE YOUR STAFF UNDERTAKEN SIAM TRAINING?

**65%** SIAM FOUNDATION

**31%** SIAM PROFESSIONAL

**28%** NONE

10% OTHER
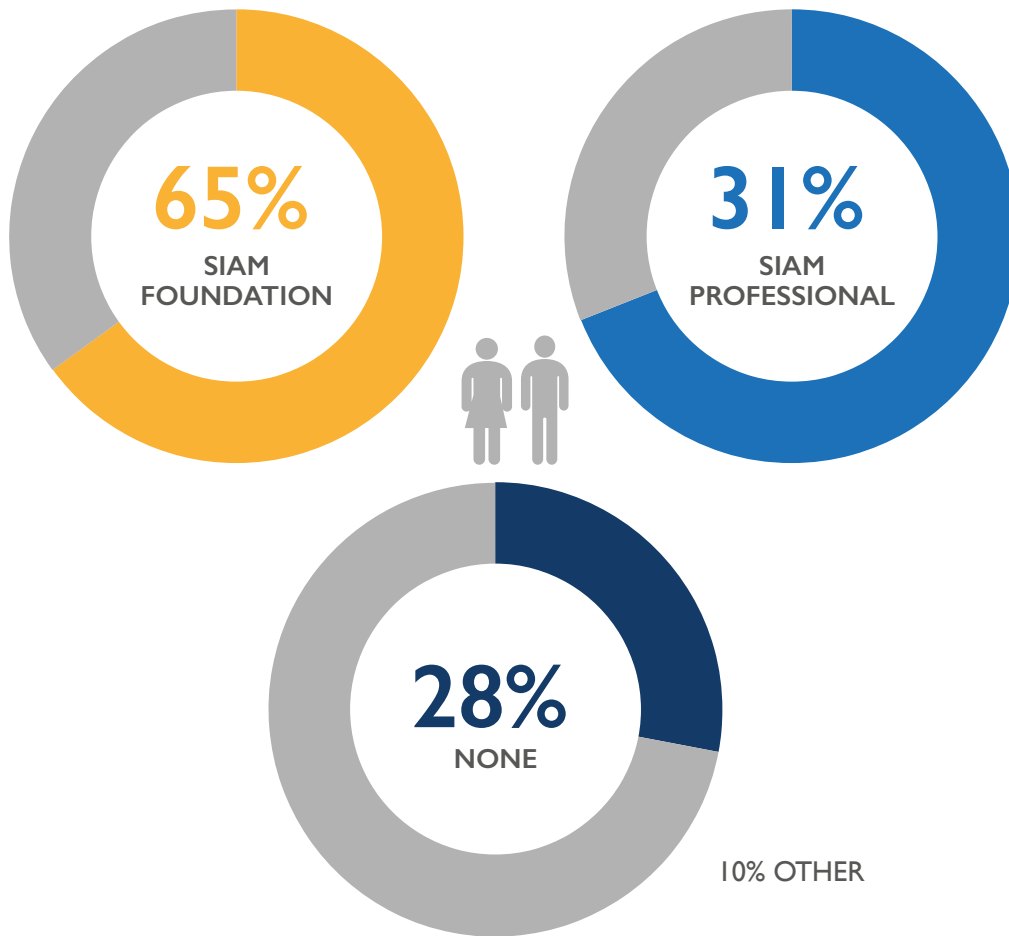
The SIAM service providers reported higher levels of staff training than the organizations planning to adopt or adopting SIAM.
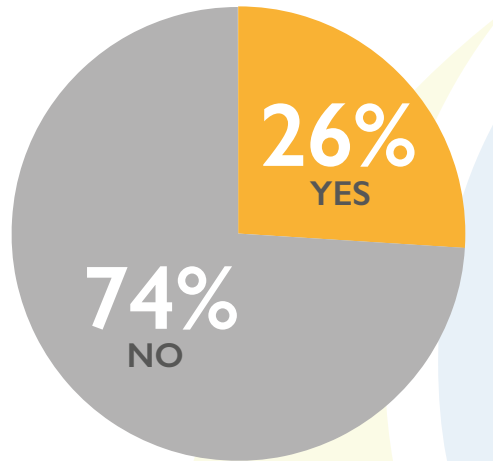
'Other' responses (10%) included:

- Self study
- Developing our own models
- SIAM BoK reading
- SIAM professional planned
- ITIL, ISO20000, COBIT, PROSCI
- Practical experience

*"It is interesting to note that whilst commercial SIAM providers report an increase in training being undertaken, organizations planning to implement or those that have transitioned to SIAM have not undertaken training to the same extent. In our experience many organizations still don't have a good understanding of the SIAM concepts and roadmap, and subsequently underestimate the challenges of a SIAM implementation.*
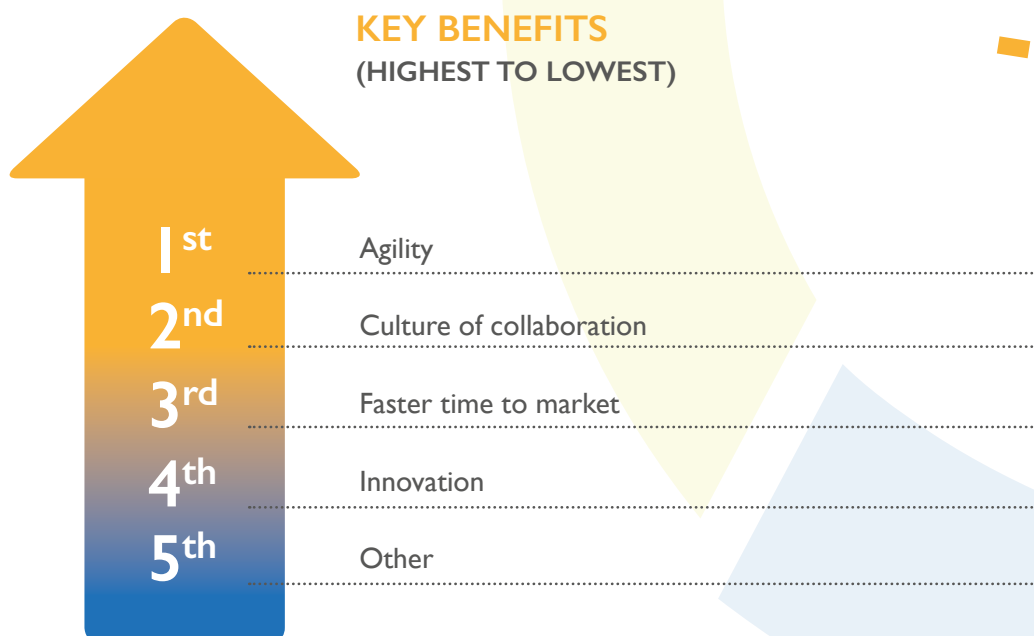
*Michelle Major-Goldsmith, Manager - Service Management Capability - Kinetic IT*

## 5.10 DO YOUR CLIENTS IMPLEMENT DEVOPS TOGETHER WITH SIAM?

The SIAM service providers reported lower requirements to integrate DevOps with SIAM, compared to the organizations in sections 3.11 and 4.8.

**26%**
YES

**74%**
NO

## 5.11 WHAT BENEFITS DO THEY EXPECT TO RECEIVE WHEN IMPLEMENTING DEVOPS WITH SIAM?

**KEY BENEFITS**
(HIGHEST TO LOWEST)

1st     Agility

2nd     Culture of collaboration

3rd     Faster time to market

4th     Innovation

5th     Other

Agility and speed to market are again highlighted as important factors.

## 5.12 WHAT CHALLENGES DO THEY TYPICALLY FACE WHEN IMPLEMENTING DEVOPS WITH SIAM?

**PROCESSES**

**77%**

**ARCHITECTURE**

**42%**

**GOVERNANCE**

**81%**

**CULTURE**

**77%**

**SUPPLIER COLLABORATION**

**65%**

**OTHER 4%**

'Other' responses (4%) included:

• Convincing suppliers and partners of the benefits of their inclusion

## 5.13 OTHER COMMENTS

Free text comments from organizations who offer SIAM services included:

- 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.

# 6. CLOSING COMMENTARY

"The outcomes of the 2019 Global Survey have reinforced the integral role SIAM plays in the digital transformation of organizations, with an increasing focus on consumer value, and further blending of IT and non-IT service delivery across complex multi-provider ecosystems.

In today's technology-enabled business environment, customers are calling for integrated experiences across the services they consume, and cohesion across the service delivery that underpins them. As business enablers and technology providers, the SIAM community recognizes the need to embrace and adopt new ways of working, which both streamlines our modern IT landscape, and delivers increasingly efficient operating models across our suppliers to drive business value.

The data indicates that many organizations still struggle with the concept and structure of the service integrator layer. Whether they seek guidance from external subject-matter-experts, such as Kinetic IT, or continue to engage in developing their own capabilities and maturity within their organization, it is clear we are collectively taking massive leaps forward in our progress towards applying SIAM theory into practice each year. We will all continue to succeed when we focus on achieving tangible, demonstrable benefit for the customers, companies and communities for which we serve."

*Michael North, CEO, Kinetic IT Pty Ltd*

Claire Agutter
Director, Scopism

Michael North
CEO Kinetic IT (Australia)

"This is our second global SIAM survey and I'm very happy to see the number of responses increase. SIAM is at different stages of maturity all around the world and working with the SIAM community can help us to share lessons and experiences. The increased focus on digital transformation and the move to more Agile ways of working create new challenges and opportunities for SIAM to add value. The data in the survey about SIAM and DevOps shows there is still work to do in this area. As more organizations move towards cloud services, the challenges of managing multiple suppliers will only increase.

I was interested to see the data about the low investment in SIAM training. It's widely acknowledged that SIAM cannot be effective without buy-in from people in all layers of the ecosystem (customer, service integration and supplier organizations). Training (whether formal or informal) can help to support organizational change by ensuring everyone involved speaks the same language and understands the rationale behind any changes. Perhaps this is something we will see change in the 2020 whitepaper."

*Claire Agutter, Director, Scopism*

# scopism

**VISIT THE SCOPISM WEBSITE TO ACCESS OUR FREE SIAM RESOURCES**
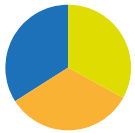
Scopism 4me Global SIAM Survey 2018

Scopism Kinetic IT Global SIAM Survey 2019

SIAM Foundation Body of Knowledge
(plus German and Japanese translations)

SIAM Professional Body of Knowledge

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