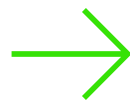# Harrison James

SIAM Discovery

World leading data, insights & consulting company

→

CLIENT OVERVIEW

Our client is a global data and evidence-based agency providing insights and actionable recommendations to their clients, worldwide.
They operate in over 200 countries, in 90 markets and and have over 25,000 staff.

BUSINESS CHALLENGE

Our clients requirement was to in-source their Service Integration and Management (SIAM) capabilities as part of review of the Service and Operating Model Blueprint aimed at improving support to the business and underpin a transformation programme of works.
The challenges were:

- A 6-week timeline to deliver the required model to meet a business planning timeline/decision point
- Existing services provided by its ex-parent company via a service agreement
- Service levels did not meet need or expectation
- Significant variances in Service quality, standards, and cost globally with those variances driven by geography, supplier, and business stream.
- The client wanted to adopt a SIAM model and needed to validate this.
- The sourcing decision was unclear with the client opting for an insourced model.
- The client did not have the required capabilities to design and implement a SIAM model or have the required ITSM capabilities to implement an alternative

HARRISON JAMES SOLUTION

Harrison James has significant experience in SIAM/ ITSM and deployed three Senior consultants all of whom have 20 plus years experience of making major IT operating model change.

Step 1 - Initial Engagement & Pre Work

Understanding Business Drivers - Overall strategy, vision, objectives and market challenges

Understanding Service Drivers - Performance, cost, quality and stakeholders

High Level Current & Target Operating Model - Capabilities, services, organisation, suppliers and technology

Step 2 - Workshops & Discovery

Target Operating Model - Production of "strawman" model to review with the client. Agile design sprints with the client to refine the design

Frameworks - Review of the use of Best Practice frameworks that supported the TOM

Capability - Design of all the capabilities aligned to the Best Practice frameworks from Level 0 to Level 2 complexity

Organisation - Design of organisational structure and job roles

Sourcing - Review of sourcing options aligned to the TOM

Step 3 - Analysis & Proposal

The Harrison James team working with the clients IT Senior Leadership Team produced a suite of artefacts that provided the required information to inform a business case / decision

ACHIEVEMENTS

High Level SIAM Design
Current to Target Model Capability diagrams and supporting detail to be able to visualise the IT Service Enterprise

Organisation Design
Current to Target Model organisation map to set out the "people" change required to achieve the target state, supported by Role definitions. An enterprise RACI was also developed to demonstrate the Accountabilities across the IT Enterprise

Governance Framework Model
Current to Target Model Governance owners, forums, schedules and reporting defined
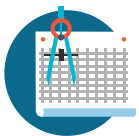
Service Alignment to Service Providers
Model to show Service Grouping with Supplier Types

ITSM Tooling Architecture
A best of breed ITSM architecture with the clients primary ITSM tool (ServiceNow) at the heart of the design

High Level Road Map
The client selected and we supported an incremental and purposeful change to target state developing maturity as they new model was implemented
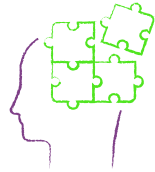
KEY DECISIONS

Adoption of a Hybrid SIAM Model would be the most effective with an external supplier providing the "commodity" SIAM integrator role. The client providing the internal SIAM "High Value Direction/Assurance" role.

The change should not be a big bang and that an iterative change over a 3-4 years to achieve target state and the desired maturity level would be the most effective.

Adoption of a Hybrid SIAM Model would be the most effective with an external supplier providing the "commodity" SIAM integrator role. The client providing the internal SIAM "High Value Direction/Assurance" role.

OUTCOMES

Delivered a high-level IT Operating Model in 6 weeks with a roadmap enabling strategic decisions to be made

Developed a Target Operating Model that significantly reduced IT Operating spend in line with the strategic goals

Developed the understanding with the IT Leadership Team of SIAM and other IT Frameworks to establish a best fit for the client

Improvement in IT resource productivity with the introduction of ITIL aligned workflows and processes to ensure that the right people are working on the right thing, at the right time
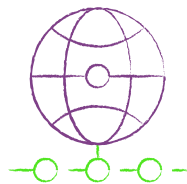
Introduced Best Practice Models that were "best fit" for the organisational goals of the client

Introduced elements of Agile aligning to the desired business way of working

WHAT OUR CLIENT SAID

"I recently worked with the Harrison James team to scope and define a new bespoke SIAM capability within my new organisation.
The team helped me build a broader understanding of my environment and developed a strategic multi-year approach to deploying SIAM practices / capabilities in very short time frame. Throughout the engagement I was impressed by the knowledge and expertise the team showed and how engaging it was to work with them."

SIAM SERVICES

SIAM Stabilisation

Not all implementations go right first time

SIAM Transition

Sometimes SIAM is still the right way for an organisation but the selected partner is not the right choice

SIAM Assurance

Who makes sure the retained organisation is assuring the SIAM supply chain correctly and to their best interest?

SIAM Implementation

Does exactly what it says on the tin

SIAM Rewind

At some point, like standard outsourcing, companies move away from SIAM to either go back to In-house or back to a monolith approach. Who helps them do that?