DIGITAL SIAM: ASSESSMENT, DESIGN, IMPLEMENTATION, RUN AND TRANSFORMATION

Service Definition Document

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SERVICE OVERVIEW

Harrison possesses the necessary experience, expertise, and knowledge to effectively execute SIAM Design and Implementations for private and public sector clients in the UK. We have successfully created and implemented complete SIAM Target Operating Models (TOM) in under 18 months. Our commitment extends to providing ongoing support, enhancing, innovating, and streamlining service delivery models and processes for numerous clients.

SIAM is a widely acknowledged framework that tackles the complexity of overseeing various suppliers in a unified and cohesive manner. In addition to outlining the amalgamation of services, SIAM is frequently utilised as the blueprint for enhancing and streamlining individual services. In this scenario, organisations implement a blend of ITIL suggestions along with their own expertise and established best practices.

IT TARGET OPERATING MODEL

A new IT Target Operating Model lies at the core of a thriving SIAM capability, ensuring seamless delivery throughout the entire IT ecosystem. It aims to:

Foster a robust and collaborative culture that emphasises strong partnerships	**Implement a standardised approach to working together, with clearly defined guidelines and expectations**	**Establish clear boundaries and responsibilities to ensure efficient operations**	**Hold all parties accountable for their contributions to the overall quality and performance of end-to-end services**
Implement consistent processes and performance metrics across the entire supplier ecosystem, whether it be cloud-based or traditional	**Leverage a modern Enterprise Service Management (ESM) Tooling Platform like ServiceNow to achieve this standardisation.**	**Encourage continuous service improvement and innovation throughout the supplier ecosystem**	**Gain better visibility and control over IT costs for improved financial management**

Achieving a successful SIAM capability can be a challenging endeavour that varies based on an organisation's initial position and culture. It necessitates a well-organised, multi-layered, and phased approach, as outlined in Harrison's document. This proposition provides assistance specifically for cloud-based projects and services.

BUSINESS NEED

Digital transformation provides an opportunity to unlock greater business value from IT, provided that the obstacles associated with the concept of "digital everything" are effectively tackled.

Harrison believes, the majority of organisations have a minimum of 5 service providers solely for applications, with an average of over 30 IT service providers. Managing technology-savvy and demanding business stakeholders, while utilising the capabilities and skills of multiple suppliers, poses a significant challenge for IT organisations.

The growing utilisation of cloud services brings in numerous new suppliers to the supply chain, adding more layers of complexity and time constraints to market demands.

Harrison interacts with SIAM clients in various scenarios and with diverse requirements. We collaborate with our clients throughout their SIAM transformation process by:

Commencing with the evaluation to grasp the existing service management organisation maturity and utilising the results as a crucial component in developing a transformation strategy and operational plans

Executing a SIAM TOM (comprising SIAM procedures and clients' ITSM/ESM platform)

Overseeing the SIAM ecosystem as a Service Integrator (Digital Operation services) with a series of SIAM blueprints and pre-configured Harrison SIAM ServiceNow platform for assistance

Offering staff augmentation to aid in the day-to-day SIAM operations

BUSINESS NEED CONTINUED

Our clients' needs and goals dictate the range and level of services we provide:

➡️ Is there a strategic approach in place for Multi-Vendor Sourcing?

➡️ Do we have clear visibility of the overall performance of the E2E Ecosystem?

➡️ Are we effectively maximising the value for money from our Ecosystem?

➡️ Are the services delivered consistently across the Ecosystem or do suppliers have their own separate processes?

➡️ Are the tools supporting services interconnected or do we need to manually synchronise data between systems?

➡️ Can we enhance the speed of implementing changes for the business?

➡️ Are we dedicating excessive time to firefighting instead of proactive measures?

➡️ Are we optimising the value derived from our IT Service Management (ITSM)?

➡️ Will transitioning to the Cloud impact our operating model? If so, how?

➡️ Why does the user experience suffer despite meeting our Service Key Performance Indicators (KPIs)?

➡️ Should we consider changing suppliers to foster more innovation?

➡️ Are we effectively leveraging the value of our staff?

➡️ Do we have a gap in skills and competencies within our organisation?

➡️ Is the disconnect between IT and the business causing disruption, leading to shadow IT, increased costs, and risks?

BUSINESS NEED CONTINUED

As a part of the Digital SIAM model transformation, Harrison aims to integrate Digital SIAM best practices into the operational environment of the client organisation. These practices encompass:

➡ Consistent and unified operational procedures

➡ Consistent operational resources

➡ Data and Analysis for overseeing Service Excellence

➡ Consistent corporate interaction

➡ Consistent vendor interaction

➡ Supplier agreement harmonisation for SIAM

➡ Linkage among procedures

➡ Streamlining through automation to cut down on operational intricacies and expenses

➡ Regulatory frameworks for overseeing and coordinating with the Business, IT, and vendors

OUR APPROACH

The requirement for Digital Transformation has given rise to an intricate network to manage:
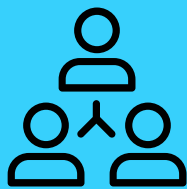
Supplier numbers are growing exponentially
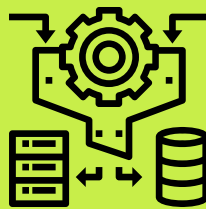
Digital evolution demands agility

Businesses face cost and profitability pressures

Technology is evolving rapidly

Regulatory pressures are on the rise
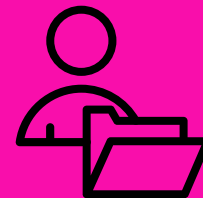
User expectation levels are increasing

Harrison's comprehensive Digital SIAM offer encompasses all aspects of Digital Transformation. Our integrated approach to SIAM services allows for the optimisation of our digital ecosystem as a catalyst for value generation. With our extensive experience in facilitating organisations' operating model transformation journeys for more than ten years, Harrison is well-positioned to provide Digital SIAM Service solutions and deliver results that are in line with clients' overarching strategy, business priorities, and evolving operating model needs.

The Harrison Digital SIAM model offers a combination of the best features from two different worlds; the multi-supplier ecosystem offers flexibility, innovation, and efficiency, while the single source provider model ensures accountability and simplicity.

OUR APPROACHED CONTINUED

Harrison aims to optimize and expedite your organisation's transformation journey by leveraging our exclusive Digital SIAM Accelerators. The diagram provided below provides a concise overview of the accelerators we employ as a fundamental component of our SIAM engagements.

Harrison's Unique Digital SIAM Tools:
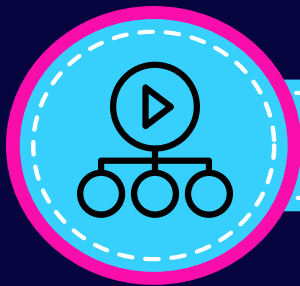
Harrison's Assessment Methodology

Initiates your SIAM journey.
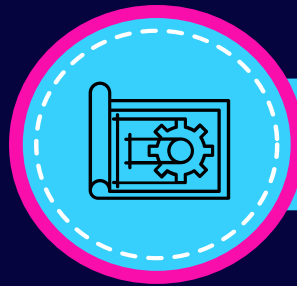
Harrison's Design Blueprint

Constructs a digital service fabric and simplifies the deployment process.
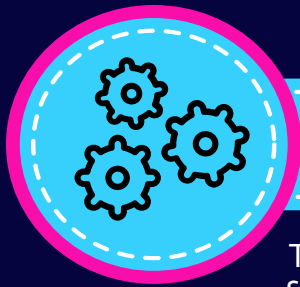
Harrison's Automation Platform

The inclusion of pre-configured automation tools from ServiceNow, along with advanced integration technologies (iPaaS), allows for seamless integration. Additionally, it supports the integration of custom software modules from both ServiceNow and Harrison's.
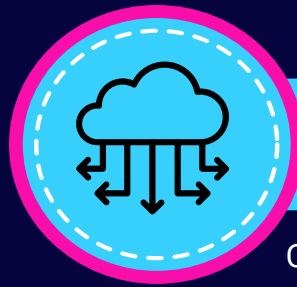
Harrison's enhanced ITIL-based process stacks

Capable of integration with cloud services, facilitating the implementation of cloud-centric policies, workflows, protocols, and training.

OUR APPROACH CONTINUED

Harrison's Digital Service Integration and Management (SIAM) solution enables the optimisation of your diverse supplier networks and internal teams, facilitating a faster evolution of customer experience during your journey towards transformation, whether digital or otherwise. The diagram below illustrates the comprehensive benefits of Harrison's SIAM offering.

Ensures the delivery of impactful results across the entire organisation:

Outstanding Service Quality	Strong Oversight and Governance	Enhanced cost-effectiveness & operational productivity	Cutting Edge Customer Experience	Fast-paced and Dynamic Innovation
Seamlessly incorporates vendors	Promotes collaboration among business functional leaders	Minimises replication among functions and vendors	Harrison's SIAM automation platform in the digital realm	Digital service fabric
Establishes a clear line of vision	Merges suppliers, technologies, and skills	Utilises streamlined ITIL-aligned process stacks	Delivers easy-to-use digital marketplace	ServiceNow automation tools that are pre-configured
Offers a singular source of truth	Promotes synchronisation, collaboration & responsibility			Cutting-edge integration solutions (iPaaS)
				Service governance and operating model

The convergence of these elements can assist you in achieving the goals of your company's digital strategy and simultaneously enhance the efficiency of your conventional operations.

DESIGN AND IMPLEMENTATION LIFECYCLE

The Digital SIAM Design and Implementation Lifecycle is outlined in the subsequent sections, highlighting the significant deliverables from each phase.

There are a total of 5 phases involved in this process:

Phase	Typical Duration
SIAM Maturity Assessment and Mobilisation	6-8 weeks
SIAM Design and Planning	8-12 weeks
SIAM Detailed Design and Implementation	8-12 months
SIAM Operation Support (and Exit)	As per buyers request
SIAM Transformation	As per buyers request

PHASE 1: SIAM MATURITY ASSESSMENT AND MOBILISATION

Introduction:

Phase 1 involves our initial exploration stage where we assemble a specialised team of SIAM experts, an engagement director, and a business change manager. By leveraging the collective vision of the desired end state and evaluating the current maturity level through our Service Integration and Management Maturity Assessment (SMA) Tool, we kick off this phase with your CIO and key executives. Subsequently, we extend our reach to involve a wider range of enterprise stakeholders to ensure a comprehensive grasp of the expected results.

During the SIAM Assessment and Mobilisation Phase, a key focus will be on establishing a formal governance structure for the SIAM initiative, ensuring that senior leadership from your organisation, Harrison, and the broader ecosystem are actively engaged.

This methodology provides us with the necessary expertise and strong foundational elements needed to comprehend and record the complete specifications of the client, which serves as the crucial groundwork for the SIAM Design and Planning phase (phase 2).

PHASE 1: CONTINUED

Service Integration and Management Maturity Assessment (SMA):

During this sub-phase, Harrison offers a Service Integration and Management Maturity Assessment (SMA) to evaluate the client's organisational readiness for the SIAM Challenge. Our SMA is a diagnostic and advisory service that follows a proven methodology and incorporates lessons learned from previous SIAM implementations.

This enables organisations to evaluate their current maturity level and identify gaps in relation to a target SIAM reference model. Our SIAM blueprint is often used as the reference for this assessment. The SMA provides detailed heatmaps, categorised as Red/Amber/Green, which depict the maturity levels of key SIAM capability areas and cross-tower processes.

This assessment is conducted through comprehensive questionnaires, interviews, and content reviews, such as documentation analysis. At the conclusion of this thorough discovery process, we deliver a set of detailed recommendations, including "quick wins", based on the current state of maturity. These recommendations are summarised in a Maturity Heatmap at the top level.

Our produced material consists of three key components. **Firstly**, we provide a Current-State Report that offers a detailed assessment of the current service's maturity level, highlighting any gaps and focus areas. Additionally, it identifies good practices and capabilities that should be retained. **Secondly**, we offer a comprehensive recommendations document that encompasses both high-level transformation program objectives and specific recommendations and specifications for process and capability areas. This document is crucial in ensuring that each new construct meets the necessary requirements. **Lastly**, we provide an actionable transformation roadmap that outlines the steps and actions needed to achieve the desired transformation.

The results will undergo a thorough review, approval, and establishment of a baseline during a targeted workshop involving program governance and essential stakeholders, aligning with your unique business needs. These outcomes will serve as the primary inputs for the Design phase.

As stated in the overview section of this document, the SMA is available for purchase as a standalone service at a more detailed level. The extent of assessment and analysis can vary significantly depending on the context, and it is important to reach an agreement with you to ensure that a customised Statement of Work accurately represents the anticipated results.

The SMA can be acquired independently as a service with a higher level of detail, as mentioned in the overview section of this document. The depth of evaluation and analysis may differ greatly based on the situation, so it is crucial to come to a mutual understanding with you to guarantee that a tailored Statement of Work precisely reflects the expected outcomes.

PHASE 1: CONTINUED

The evaluation will determine the gaps and reusable components found in current operations. It will cover the key assessment areas listed below, which Harrison recognises as needing a high level of rigor and maturity.

Assessment Areas	Assessment Lenses
Governance	Alignment
Data and Measurement	Consistency
Organisation	Control
Processes	Flexibility
Contracts	Visibility
Technology	
Projects and Programmes	
Security	

PHASE 2: SIAM DESIGN AND PLANNING

Our SIAM blueprint offers a comprehensive range of processes and procedures that are readily available from the start. This expedites the implementation of the new TOM, as it only requires alignment and customisation to fit your organisational framework and the broader ecosystem. An Organisation and Relationship chart, developed during the Maturity Assessment and Mobilisation phase, plays a crucial role in this process. A key aspect involves the necessary division of operational responsibilities within the TOM. For instance, a decision must be made on whether the Service Desk will handle the entire end-to-end incident and major incident process with oversight and control from your organisation, or if these responsibilities will be managed by the SIAM organisation for major and high-priority incidents.

This stage focuses on creating the foundational components of the complete TOM, establishing connections with external Service Providers and your internal teams. This integration involves not only processes and tools but also how the new SIAM function will align with the broader IT capabilities.

PHASE 3: SIAM DETAILED DESIGN AND IMPLEMENTATION

Approach:

Following the conclusion of Phase 2, a series of process design workshops are carried out to meticulously design the processes agreed upon during the Design and Planning phase. This is essential to ensure a tight integration with the Supplier's existing processes and ITSM Tools.

Sometimes, the intricate process design and implementation occur simultaneously with the design and implementation of the ITSM/ESM tooling that supports Service Operations. The workshops also address any necessary interfacing or integration with the Supplier's current processes and ITSM/ESM tools (such as ServiceNow).

During the thorough design phase, a skilled SIAM consultant is assigned to oversee each process/SIAM Capability area to create a comprehensive specification for the new service in partnership with your team. Certain critical process areas may necessitate an additional ASE session, or a workshop spanning multiple days to test the new service (scenario-based walkthroughs) and ensure it aligns with your needs.
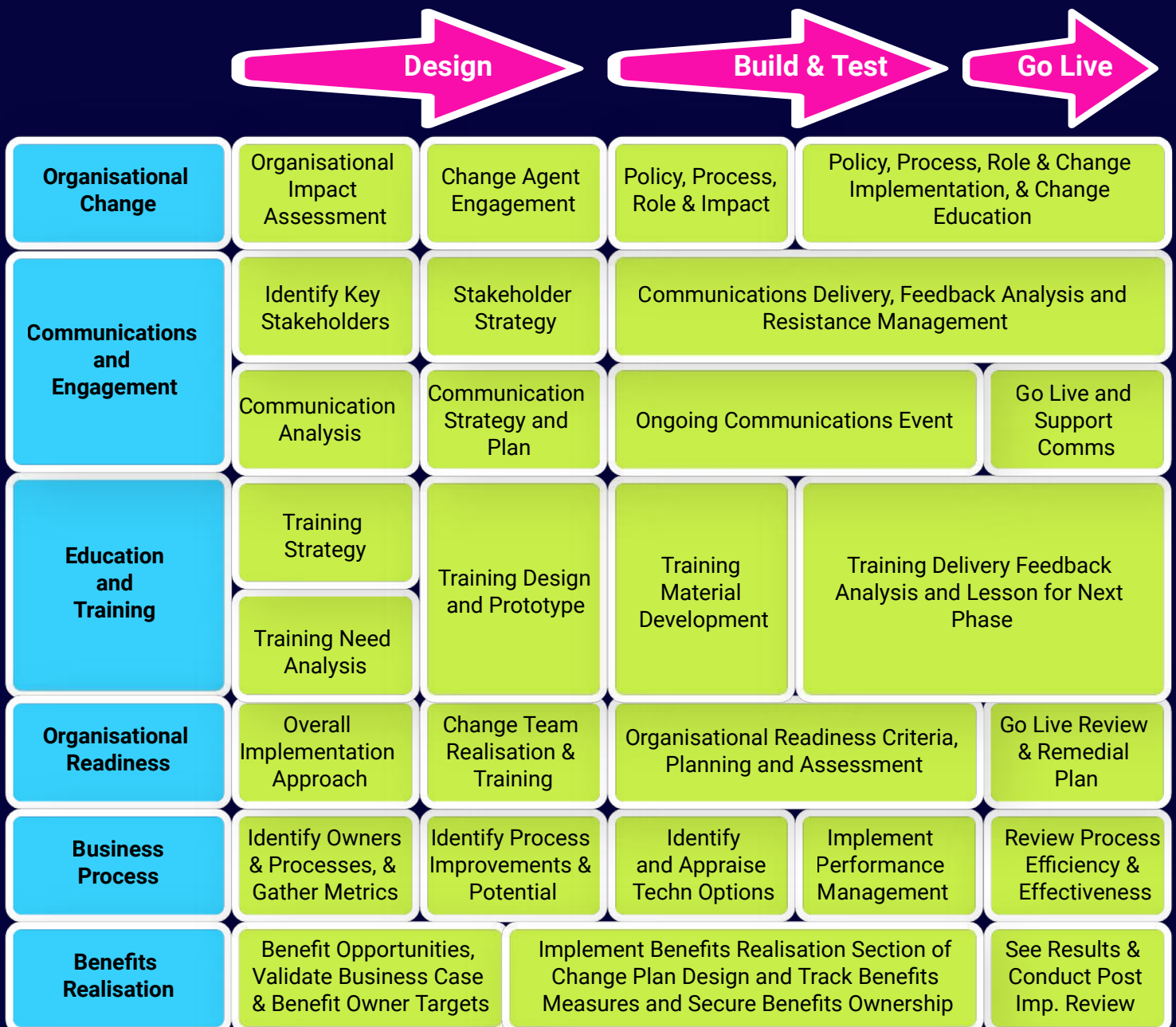
ITSM/ESM Tooling Design and Configuration:

The design and setup of your ITSM/ESM Tool (e.g. ServiceNow) will be completed simultaneously with the process design to enable User Acceptance Testing (UAT) with the actual tools that will be used in a live environment. Our tooling architecture blueprint, which has been developed to support an optimal operating model and has ServiceNow as its core, will be utilised as a guiding framework during the design process.
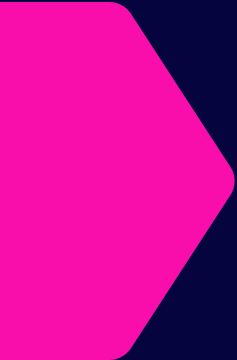
Upon completion of the analysis, a tailored tooling architecture will be developed and the tools will be set up/configured as per the agreed upon criteria. The Agile Methodology will guide the design and implementation phases, supplemented by vendor-specific advice, to achieve optimal results.

PHASE 3: CONTINUED

Our Approach

Harrison's strategy centres around delivering value and advantages to organisations during their transformation endeavours, while always keeping in mind that individuals are the most valuable assets within any organisation. This approach is supported by established OCM principles and emphasises the utilisation of tools and applications that facilitate change at the role level, where the true effects of change are felt and have the greatest influence. The following diagram showcases the standard OCM processes and streams that we implement.

	Design →		Build & Test →	Go Live →
Organisational Change	Organisational Impact Assessment	Change Agent Engagement	Policy, Process, Role & Impact	Policy, Process, Role & Change Implementation, & Change Education
Communications and Engagement	Identify Key Stakeholders	Stakeholder Strategy	Communications Delivery, Feedback Analysis and Resistance Management	
	Communication Analysis	Communication Strategy and Plan	Ongoing Communications Event	Go Live and Support Comms
Education and Training	Training Strategy	Training Design and Prototype	Training Material Development	Training Delivery Feedback Analysis and Lesson for Next Phase
	Training Need Analysis			
Organisational Readiness	Overall Implementation Approach	Change Team Realisation & Training	Organisational Readiness Criteria, Planning and Assessment	Go Live Review & Remedial Plan
Business Process	Identify Owners & Processes, & Gather Metrics	Identify Process Improvements & Potential	Identify and Appraise Techn Options	Implement Performance Management	Review Process Efficiency & Effectiveness
Benefits Realisation	Benefit Opportunities, Validate Business Case & Benefit Owner Targets	Implement Benefits Realisation Section of Change Plan Design and Track Benefits Measures and Secure Benefits Ownership		See Results & Conduct Post Imp. Review

PHASE 4: SIAM OPERATIONS SUPPORT (AND EXIT)

Your organisation has the option to manage the SIAM function internally, outsource it partially or entirely to a supplier, or even regain control after a period of operation/staff augmentation by Harrison. These choices are typically made during Phase 2 of the SIAM Design and Implementation Lifecycle. Harrison can assist your teams during a specified timeframe and transition the responsibilities back to you once you feel ready to independently run the SIAM function. It is crucial to establish detailed and strong transition plans to guarantee a seamless transfer of SIAM activities between entities.

Transition Planning:
Harrison utilises a proven standardised transition methodology known as Global Transition Methodology (GTM). GTM offers a unified approach to service take-on and transfer, establishing a comprehensive management framework for a seamless transition of the TOM to your teams with a focus on accuracy from the start. Drawing from Harrison's vast experience in managing service transfers within and outside the organisation, as well as SIAM transitions with clients across various sectors, we will implement this methodology for your TOM transition, supported by strong project management practices.

PHASE 5: SIAM TRANSFORMATION

After achieving a solid SIAM Operation, your company might consider enhancing governance, processes, technology, and skills. The diagram provided outlines Harrison's strategy for advancing SIAM maturity and identifying opportunities for service enhancement and optimisation as you strive for operational excellence.

A SIAM Transformation Example through the POM (Product Operating Model):
Transitioning to a cloud and product-based digital organisation often necessitates substantial alterations to client work processes, the technologies employed, and the existing organisational structure. To address these challenges, Harrison's POM offers a model and framework that facilitates a smooth and successful shift towards efficient management of your cloud and digital business, all while ensuring the uninterrupted provision of your business services. Additionally, POM Design and Implementation encompasses DevOps advisory and resource augmentation services.

Harrison has developed a model that serves as a foundation for organisations looking to transition to a product-centric, DevOps-based target operating model. Drawing from our expertise in both SIAM and DevOps, we have carefully crafted this model to ensure a balanced approach towards achieving business and service objectives while also enabling rapid value realisation.

PHASE 5: SIAM TRANSFORMATION

The target operating model comprises various essential elements:

➤ An adaptable strategy with proven delivery capabilities, already implemented within multiple UK organisations.

➤ Development of an operational model that enables Agile practices to coexist with traditional ITIL practices.

➤ A classification system outlining the operation of each component in alignment with new work methodologies.

➤ An empowered, sustainable approach to digital/Agile transformation that addresses legacy issues in Change, Problem, Incident, and Release Management.

➤ A structured approach to service tools like ServiceNow (potentially integrated with Agile/DevOps tools).

➤ An advanced method for monitoring end user experience and business performance of IT systems to ensure overall efficiency.

➤ A cost-efficient DevOps approach that can adapt to business changes in scale.

WHY HARRSION?

IT consulting that isn't scripted, templated or "one we made earlier."

We've regularly experienced a hit and run culture of IT service providers that create an amazing sales experience. Yet still, the delivery has fallen short, leaving the customer to pick up the pieces, often at a considerable cost.

At Harrison, our IT consulting is all tailored to the individual customer needs and desired outcomes. We utilise all of the best practice frameworks (ITIL, COBIT, SIAM, Prince2, Agile, etc.) across the full enterprise combining the best elements to ensure your goals and objectives are met.

Our interactions with clients embody a friendly and pragmatic ethos, centred around people. We take a holistic 360-degree approach to our work, deliberately avoiding silo thinking.

Choose Harrison for IT consulting with bespoke solutions, meticulously crafted to align with your unique business objectives.

HARRISON

CONTACT US

Please send your requirements to **info@harrisonjamesit.com**. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

1. Your organisation name
2. The name of this service
3. Your name and contact details
4. A brief description of your business situation
5. Your preferred timescales for starting the work

www.harrisonjamesit.com

+44 203 667 3666

info@harrisonjamesit.com

Guildford, United Kingdom