

# BCS EXIN Professional Certificate in SIAM™ Case Study Analysis

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# Purpose

The purpose of this case study analysis is to understand the context of the case study better. This document can be used both for self-study and for training sessions.

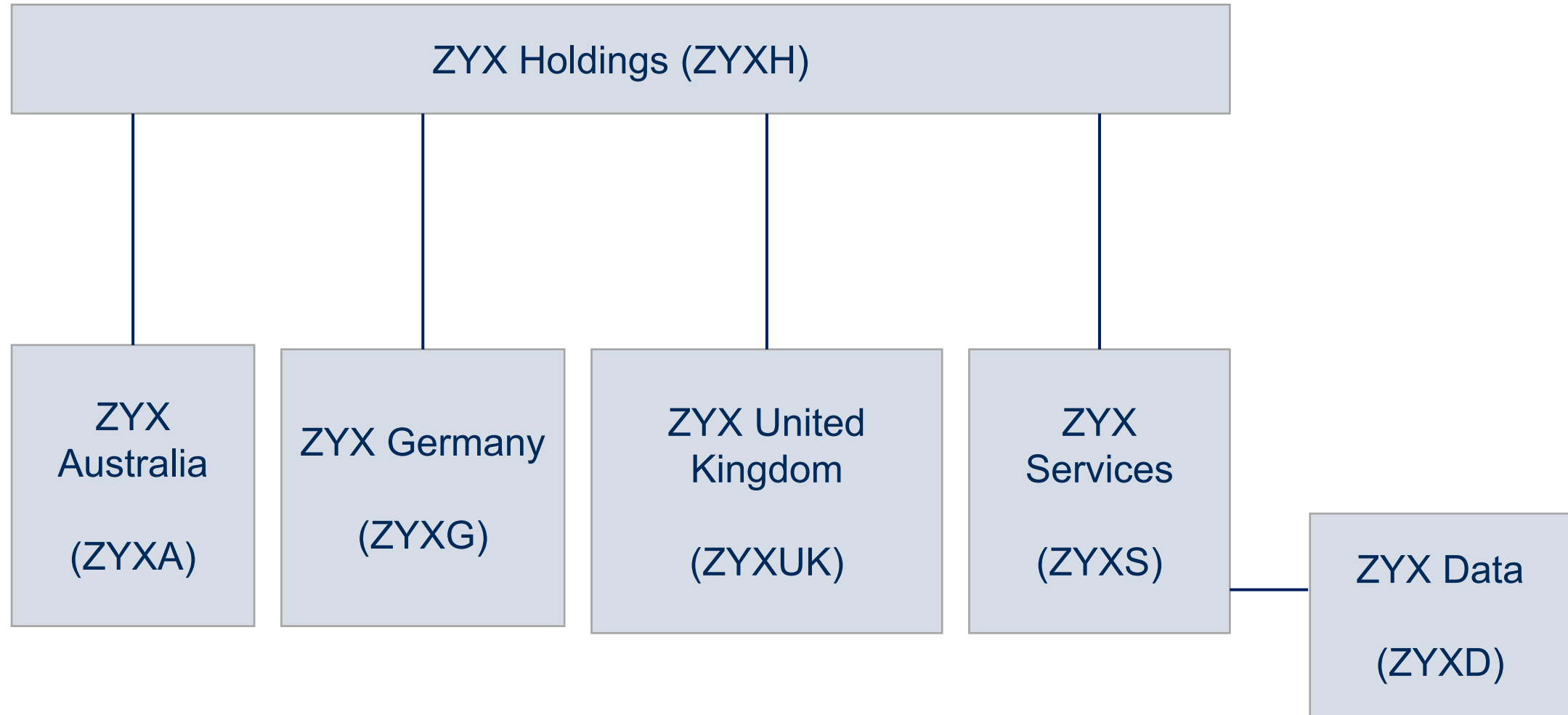
Key facts about the case study will be introduced here.

This document will not be available during exams. The Case Study itself may be consulted during the exam.

# The ZYX Company

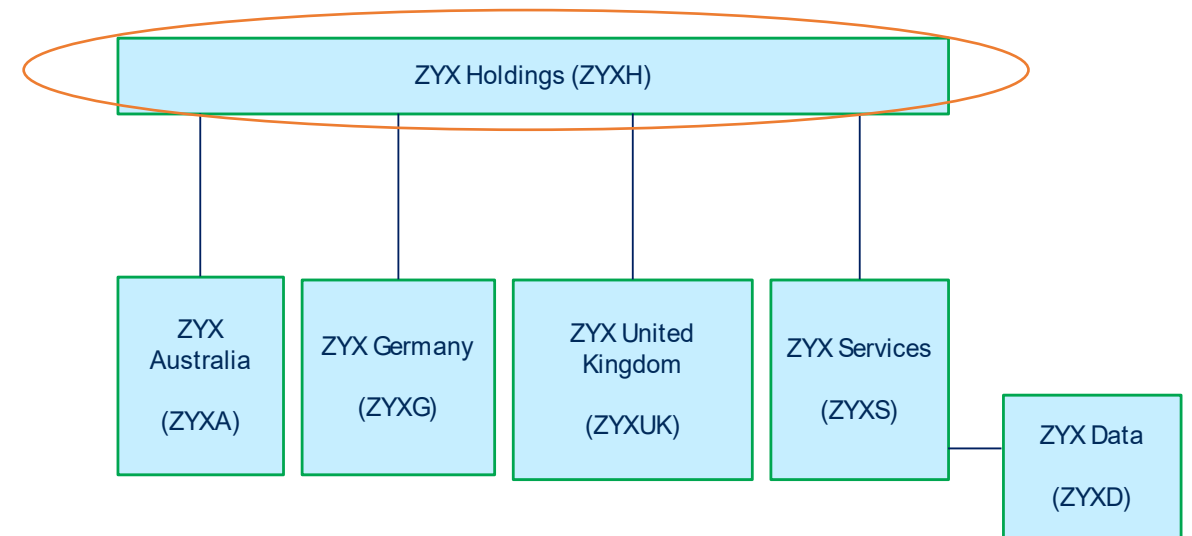
Understand how ZYX is structured, what the capabilities of each company are, and any issues they may have.

# Structure of ZYX



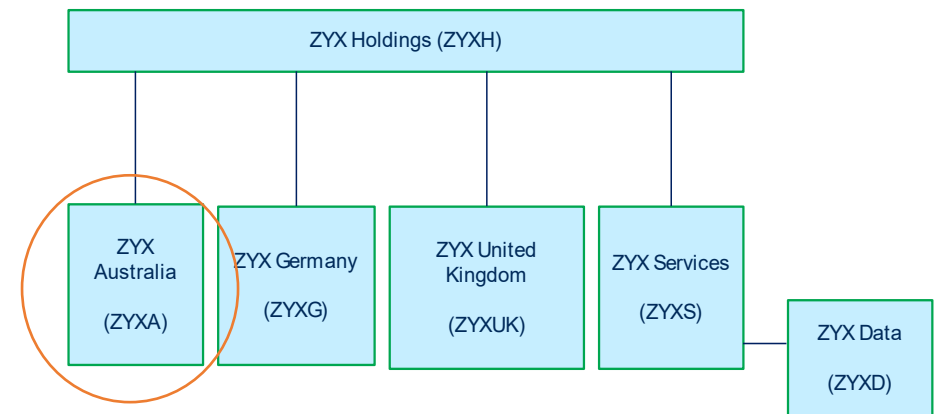
# ZYX Holdings (ZYXH)

- ZYXH is responsible for governance of all the companies in the group and overall company strategy.
- ZYXS provides IT services to ZYXH.



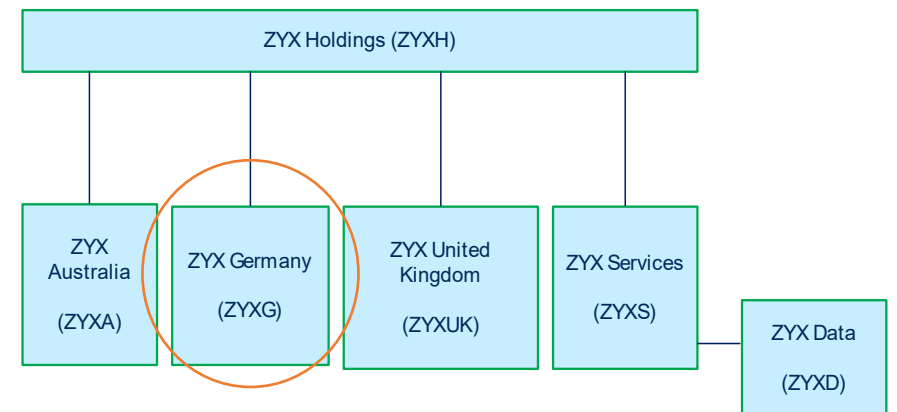
# ZYX Australia (ZYXA)

- ZYXA is a very small organisation.
- ZYXA looks after their own IT.



# ZYX Germany (ZYXG)

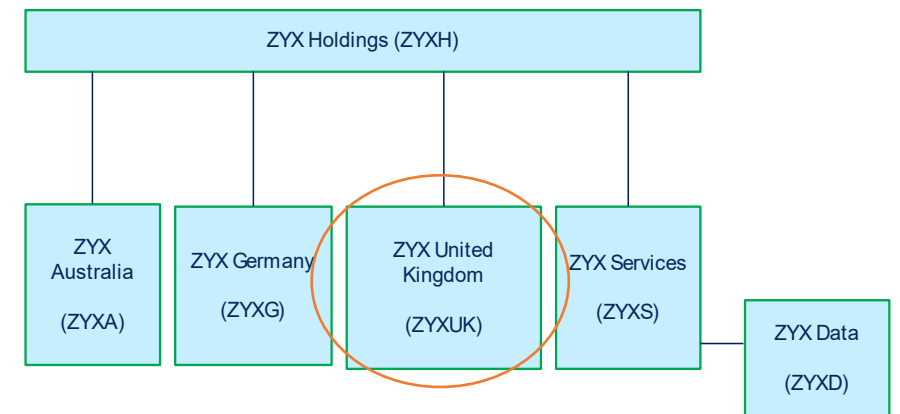
- ZYXG manages two service providers themselves.
- Their other providers are managed by ZYXS.
- ZYXS provides IT services to ZYXG.





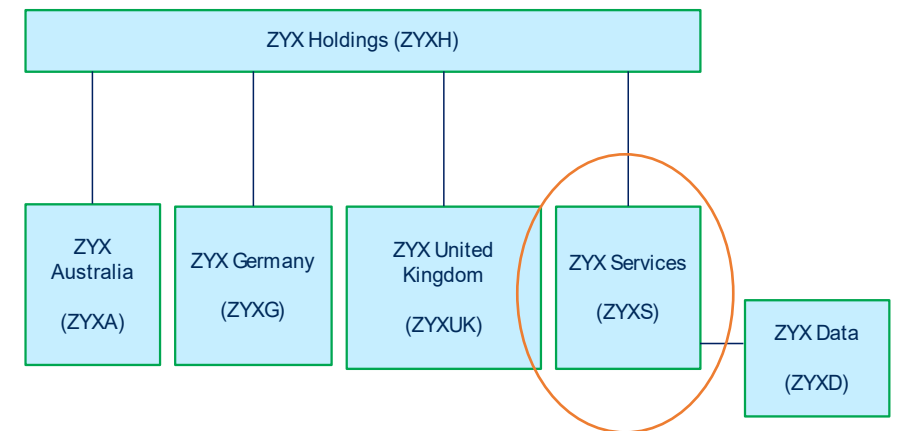
# ZYX United Kingdom (ZYXUK)

- ZYXUK seems to resent being part of the group so may resist any changes to how IT is organized in ZYX.
- ZYXUK has stopped attending the IT steering group.
- ZYXUK has a small IT development team.
- All other IT services are provided to them by OUT\$CO.



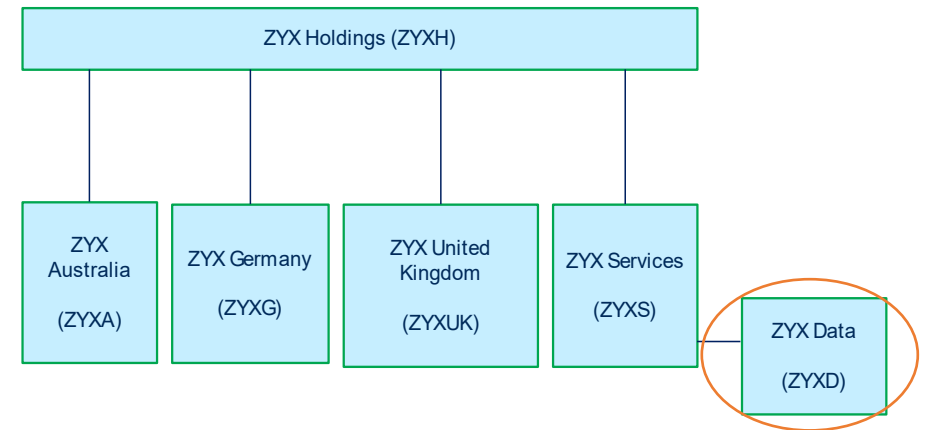
# ZYX Services (ZYXS)

- ZYXS is an internal service provider of both
  - IT services and
  - service management capabilities.
- ZYXS provides a well-respected service desk.
- ZYXS manages the delivery of important external service providers.
- ZYXS leads IT strategy for the group.
  
- The ZYXS IT director has experience with service integration.
- The ZYXS office location is nearly full.



# ZYX Data (ZYXD)

- ZYXD provides hosting
  - internally for ZYX companies
  - but also externally to BANK\$CO
- The ZYXD data centers are full

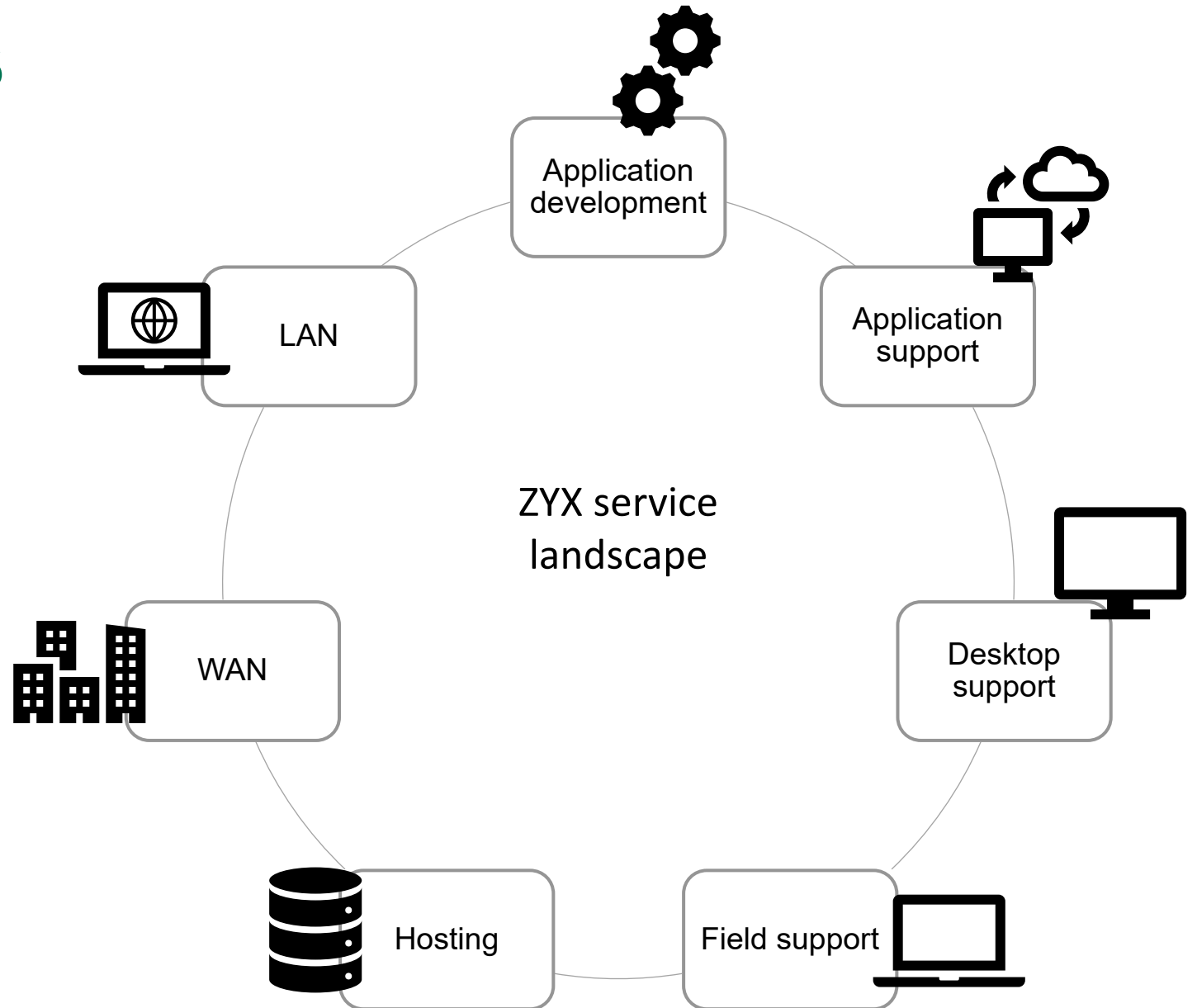


# Services

Understand the different types of service and their characteristics.

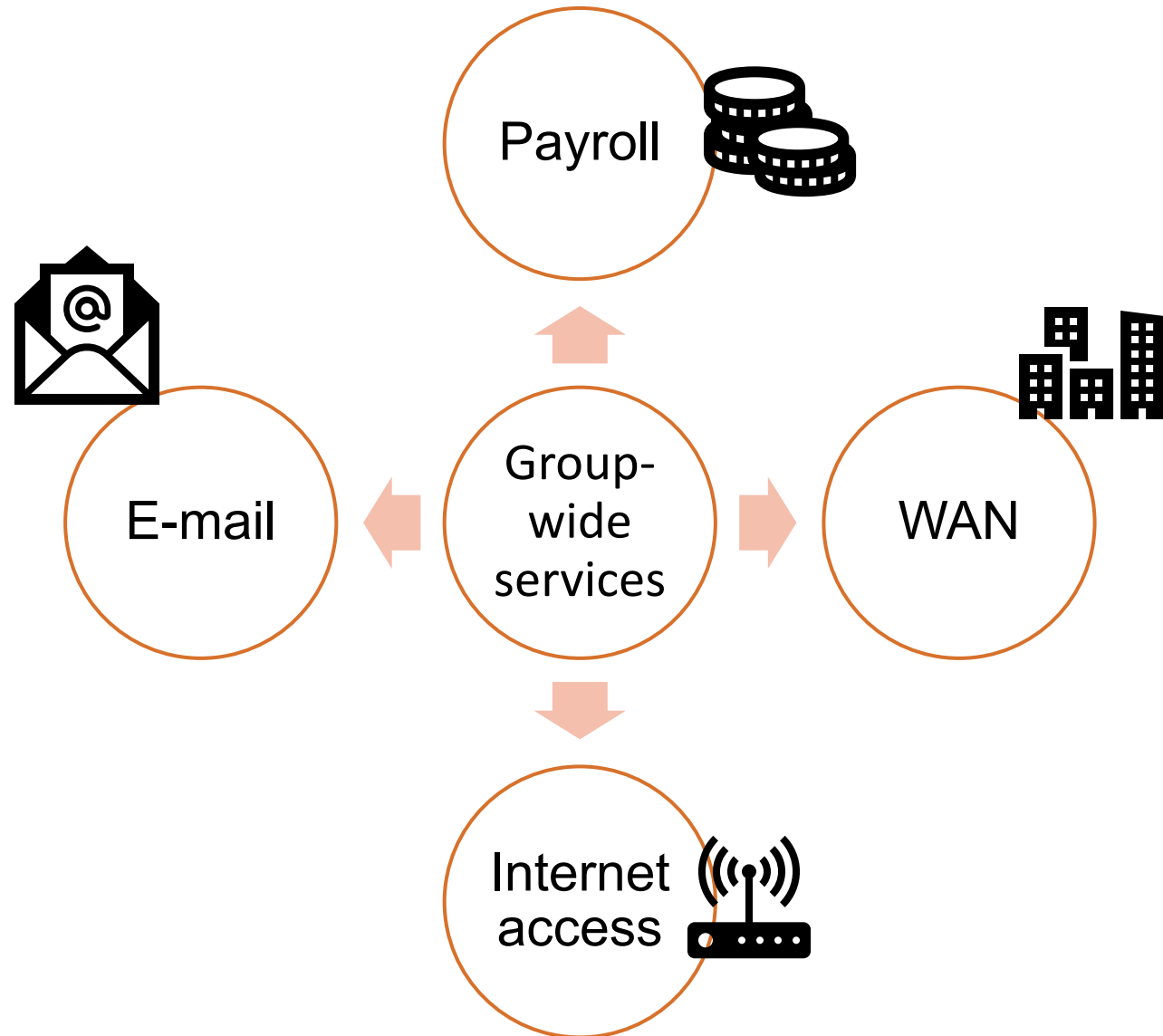
# ZYX Services

- There are a number of different types of services used within the ZYX companies



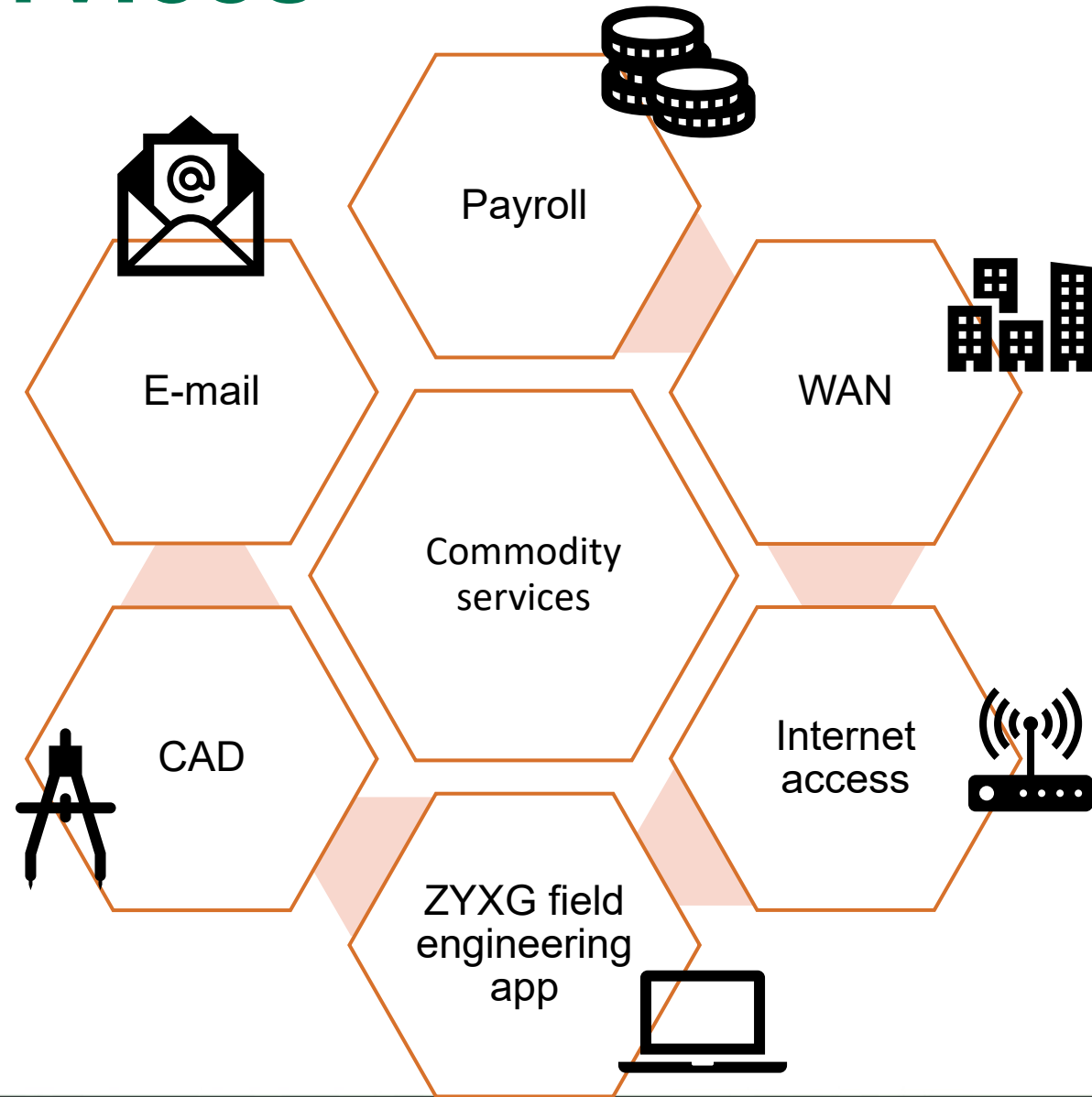
# Corporate Services

- There are a small number of corporate services used group-wide



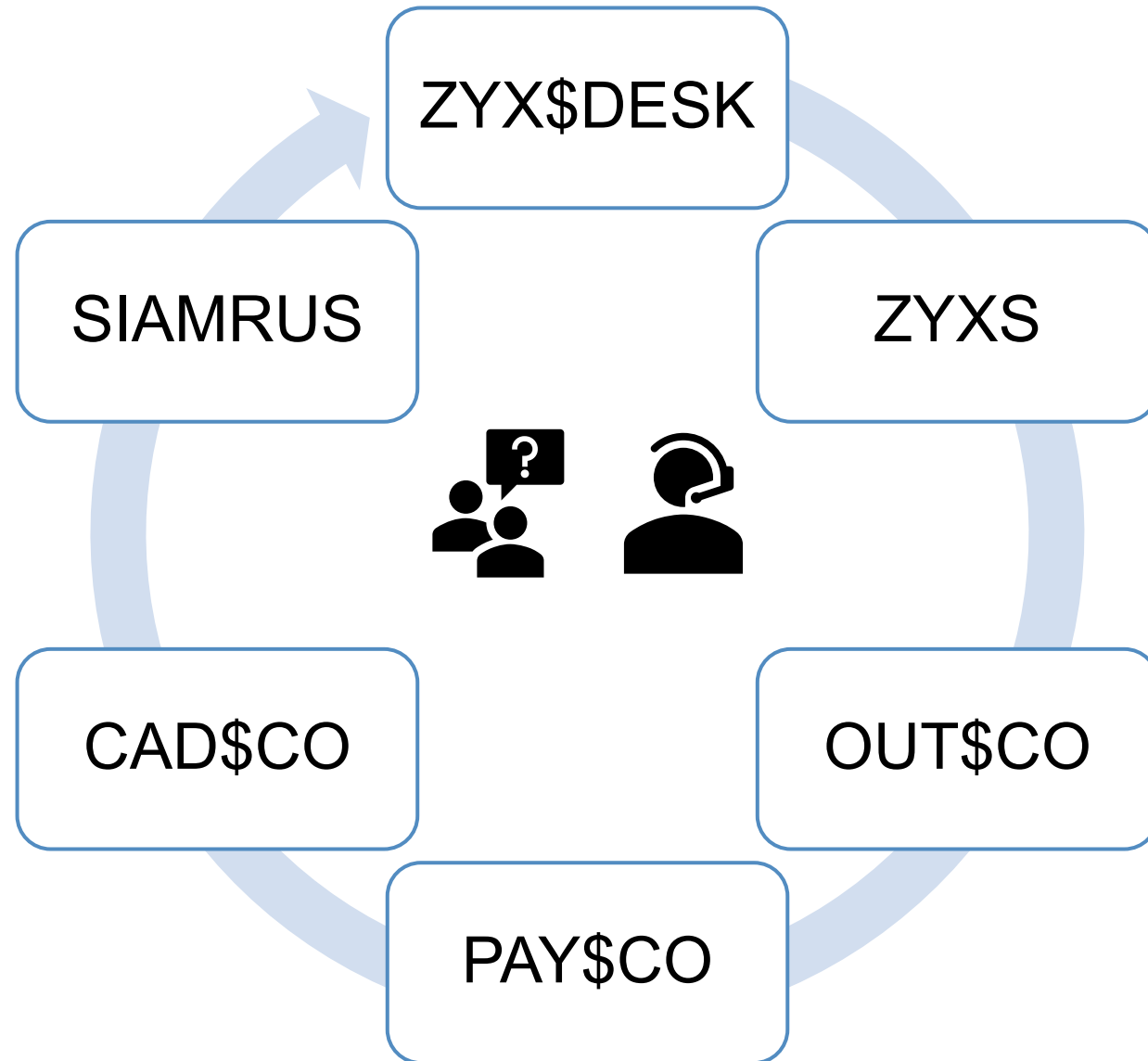
# Commodity Services

- Some of the services are commodity services



# Service Desk Overview

- Several providers provide a service desk





# Contracts

Understand the different contracting arrangements, including notice periods and contract end dates.

# Contract Arrangements

- There is a wide variety of contract arrangements, including internal operating agreements.
- There is variation in who holds the contracts and who manages the contracts
- Some contracts can be terminated with relatively short notice.
- Some contracts end within the next year, others have longer to run.

# Key Notice Periods and Contract End Dates

Contract BNK with ZYXD to host BNK mainframe

Ends in 3 months

Contract with BANK\$CO for BCT field support

12 months notice period

Contract ZYXUK with OUT\$CO

Ends in 12 months

Contract ZYXH with NET\$CO

Ends in 4 years

# Service Providers

Understand the different types of service providers, their capabilities, and issues.

# Service Provider Sizes

- There is a mix of sizes of providers:
  - small local providers to large global providers.

# Service Provider Categories

- There are different categories of service provider: strategic, tactical, and commodity.

| Category           | Providers                              |                            |
|--------------------|--|----------------------------|
| Strategic provider | BANK\$CO<br>OUT\$CO<br>SIAMRUS<br>ZYXS | NET\$CO<br>PAY\$CO<br>ZYXD |
| Tactical provider  | DESK\$CO<br>MOB\$CO                    | DLAN\$CO<br>ZYX\$DESK      |
| Commodity provider | CAD\$CO<br>FIELD\$CO                   | CLOUD\$HOST<br>MAIL\$CO    |

# BANK\$CO

- BANK\$CO will not be required once NEWBNK has been fully deployed.
- BANK\$CO pays ZYXD to host BNK.

## Issue:

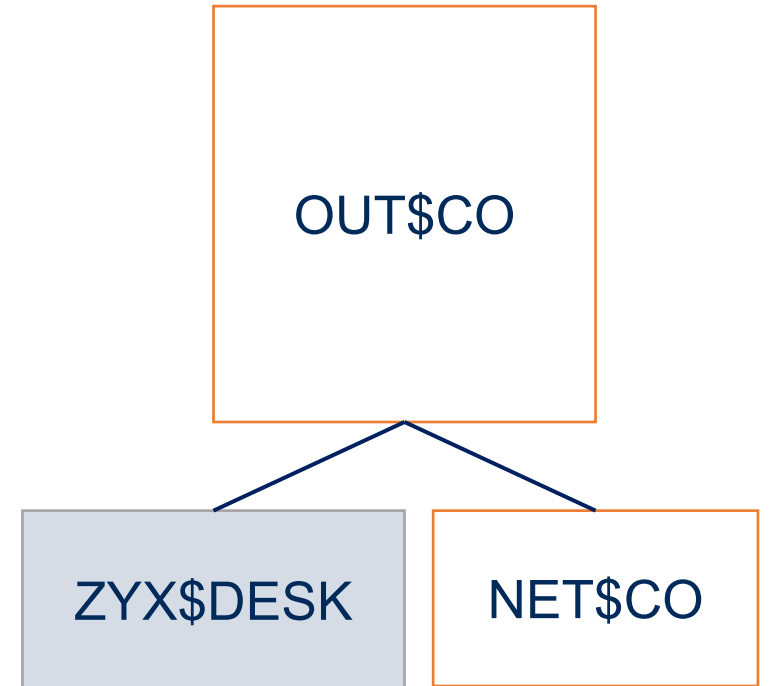
- BANK\$CO operates with four internal divisions that do not seem to work well together.

# OUT\$CO

- OUT\$CO is a global service provider
  - using a mix of internal and subcontracted service providers to provide a range of IT services.
- OUT\$CO can provide service integration services using a flexible SIAM™ model.

## Issue:

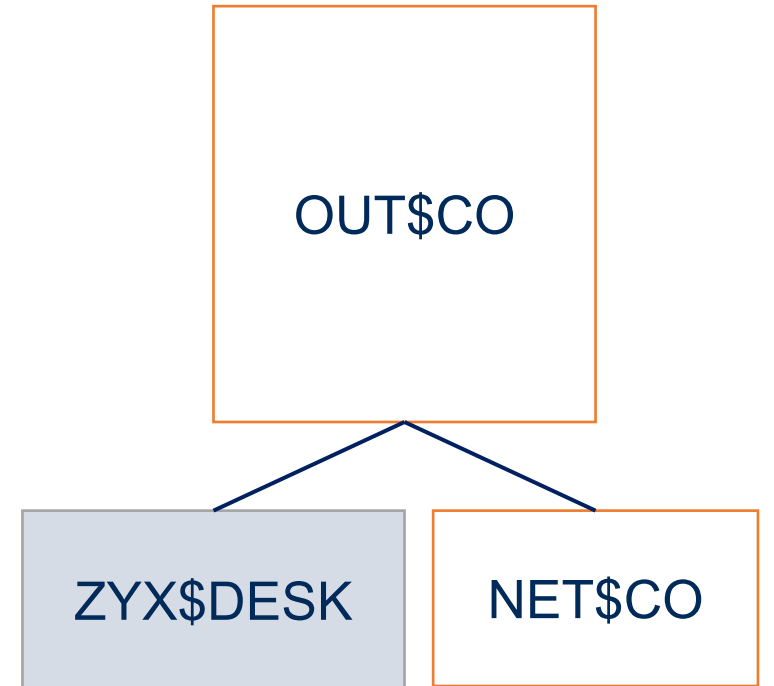
- There are issues with the performance of OUT\$CO delivering to ZYXUK.





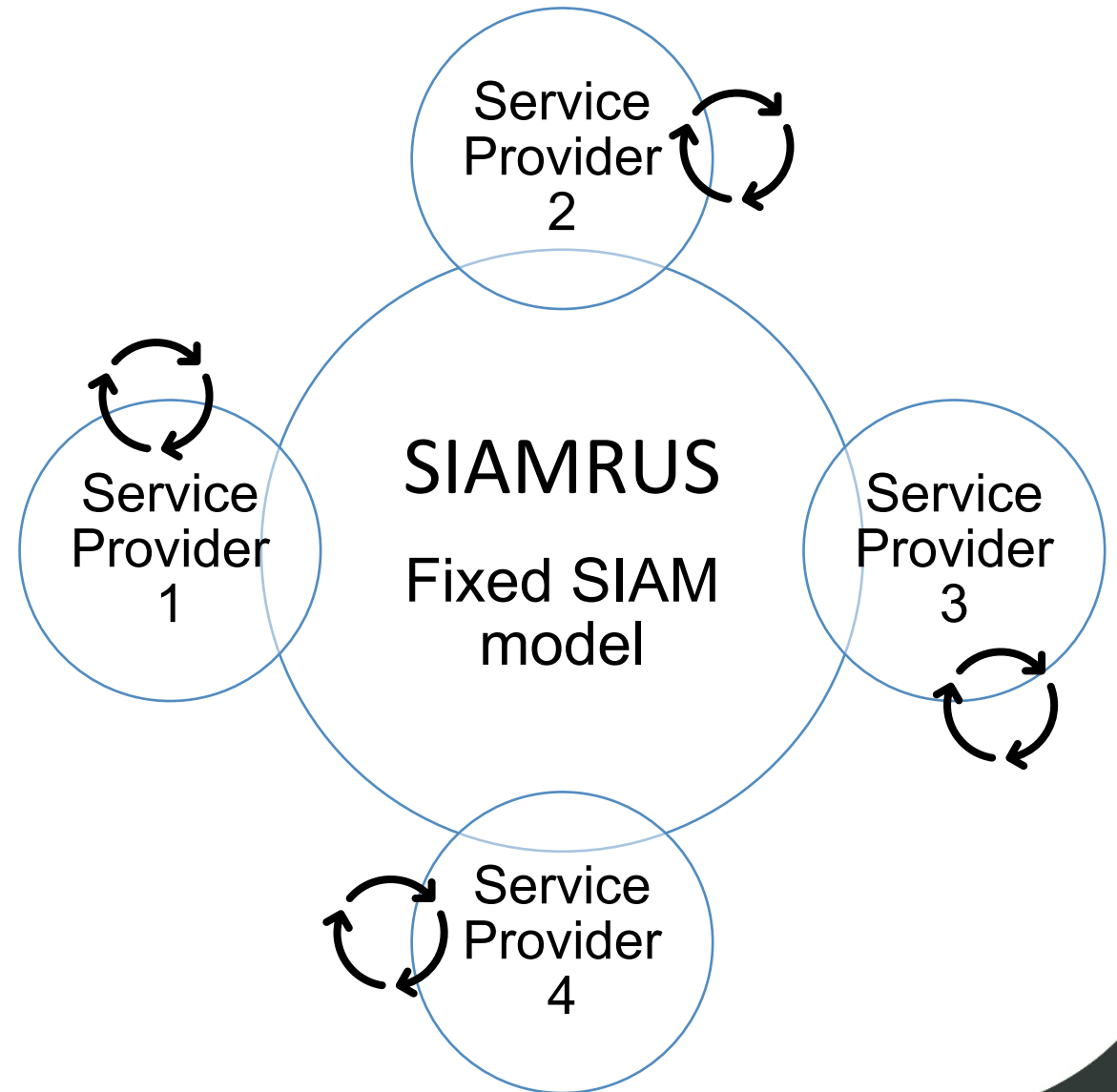
# NET\$CO

- NET\$CO is
  - a subcontractor to OUT\$CO and
  - a direct provider to all parts of ZYX.



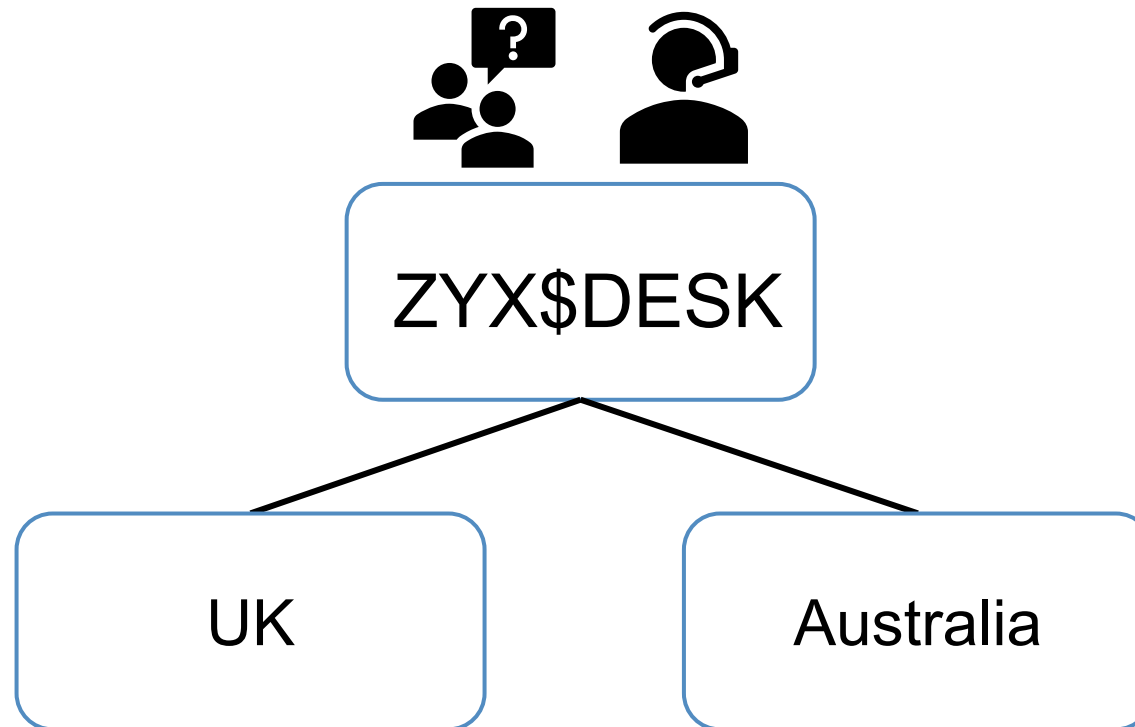
# SIAMRUS

- SIAMRUS can provide service integration services using a fixed SIAM model.
- The SIAMRUS SIAM model requires every service provider to use the same process and the same tool



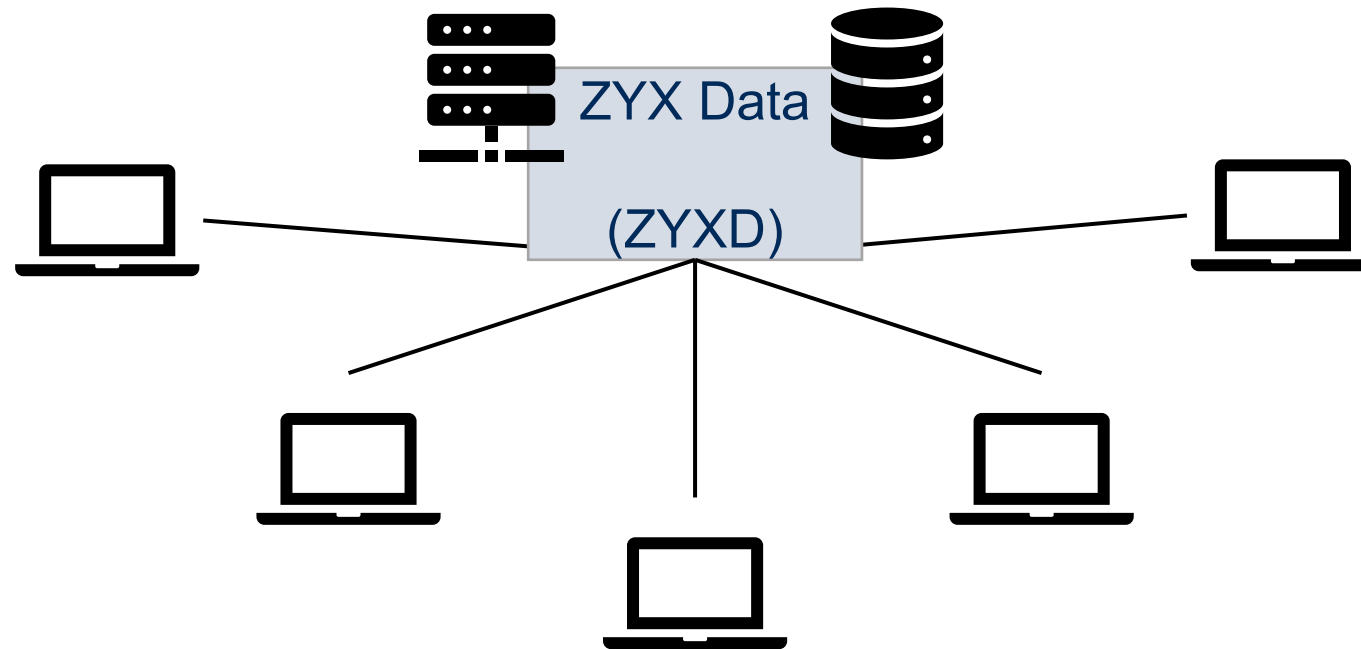
# ZYX\$DESK

- ZYX\$DESK can provide service desk services in the UK and Australia.



# ZYXD

- ZYXD is a technology focussed provider of hosting services.



# ZYXS

- ZYXS is a professional internal provider of a wide range of IT services including application development and support, a service desk, and change management.
- ZYXS provides supplier management for the corporate service providers.

## Issue:

- ZYXS often fails to meet the service levels with ZYXG.

# Tooling

Understand the tooling in place, the capabilities of each provider related to tooling, and the policies for using standards tools

# ZYX Services Tooling


- ZYXS has configured a widely available toolset that is hosted by ZYXD, supporting

 configuration management

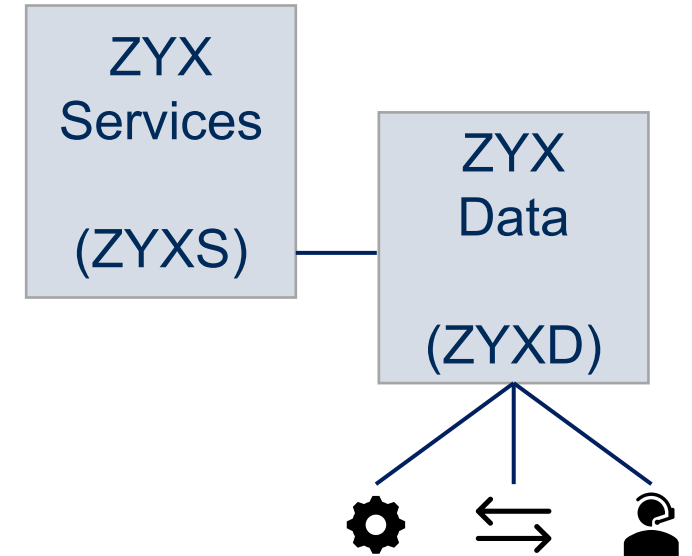
 change management

 and the ZYXS service desk

- ZYXS has integrated this toolset with the tool used by OUT\$CO to enable

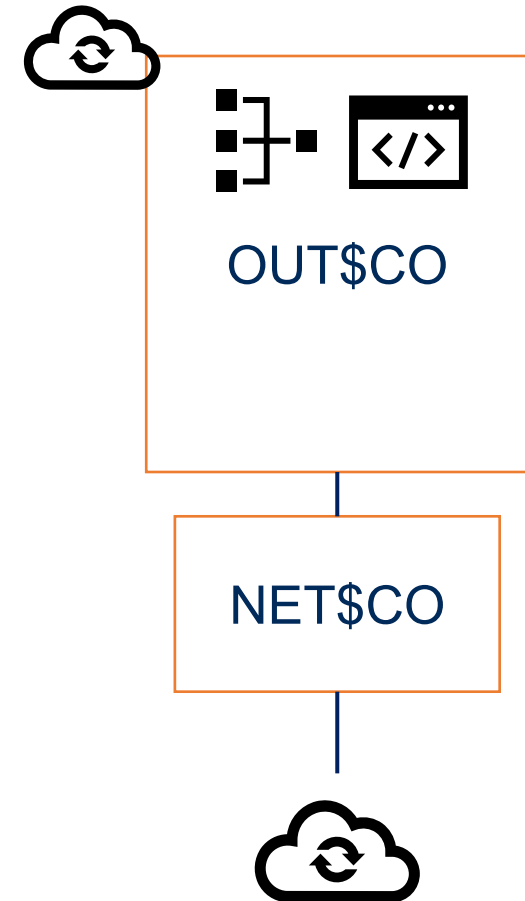
 the transfer of information between the ZYXS service desk and the OUT\$CO service desk

 OUT\$CO service desk is operated by ZYX\$DESK



# OUT\$CO

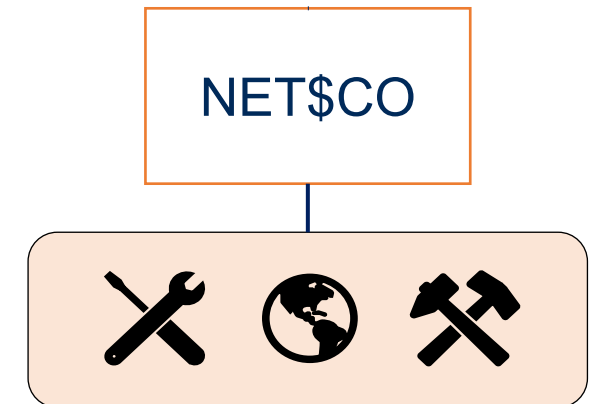
- The toolset used by OUT\$CO is a commodity cloud-based service that includes
  - infrastructure and
  - network monitoring





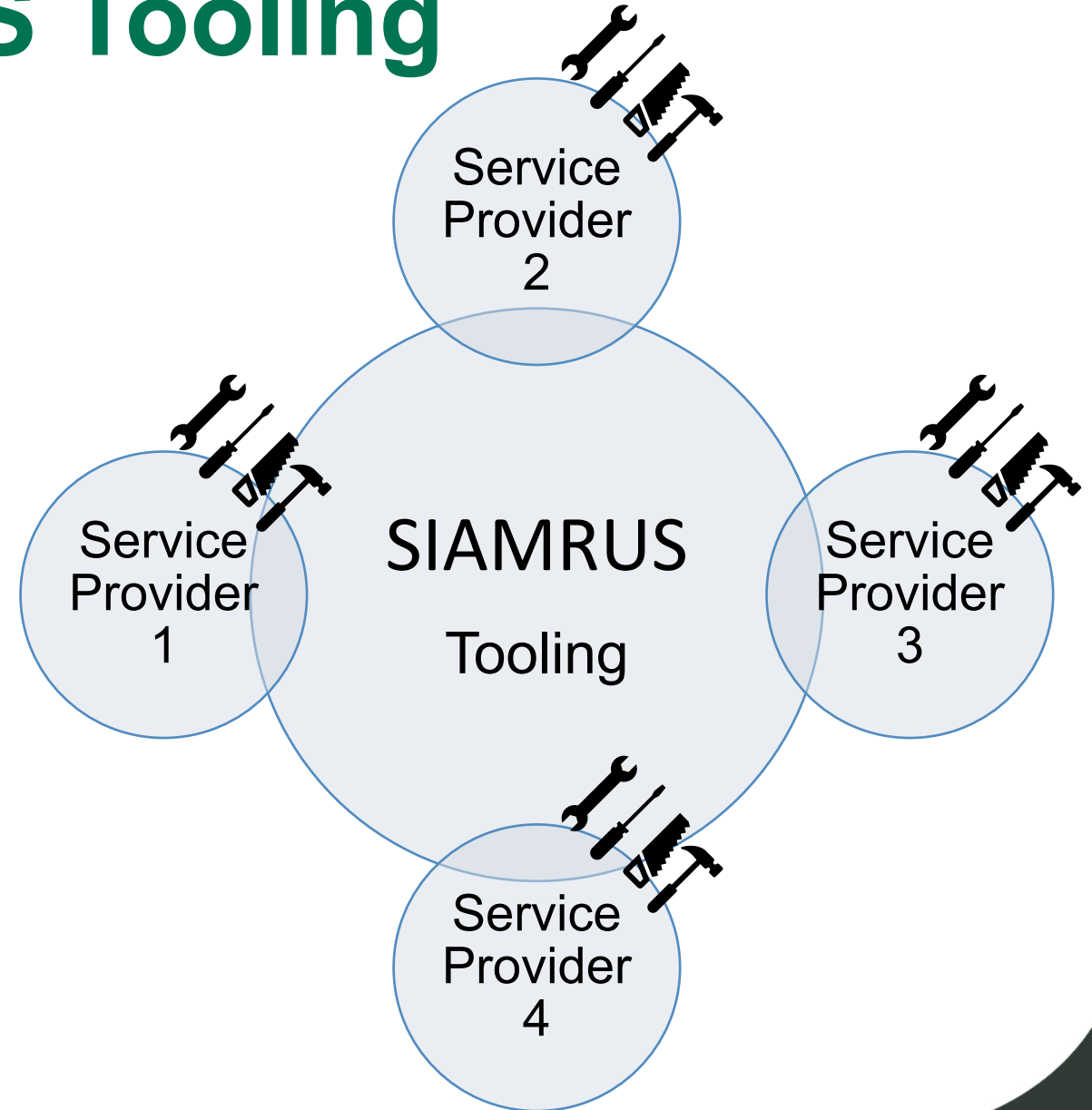
# NET\$CO Tooling

- NET\$CO uses the same toolset for all their global operations.



# SIAMRUS Tooling

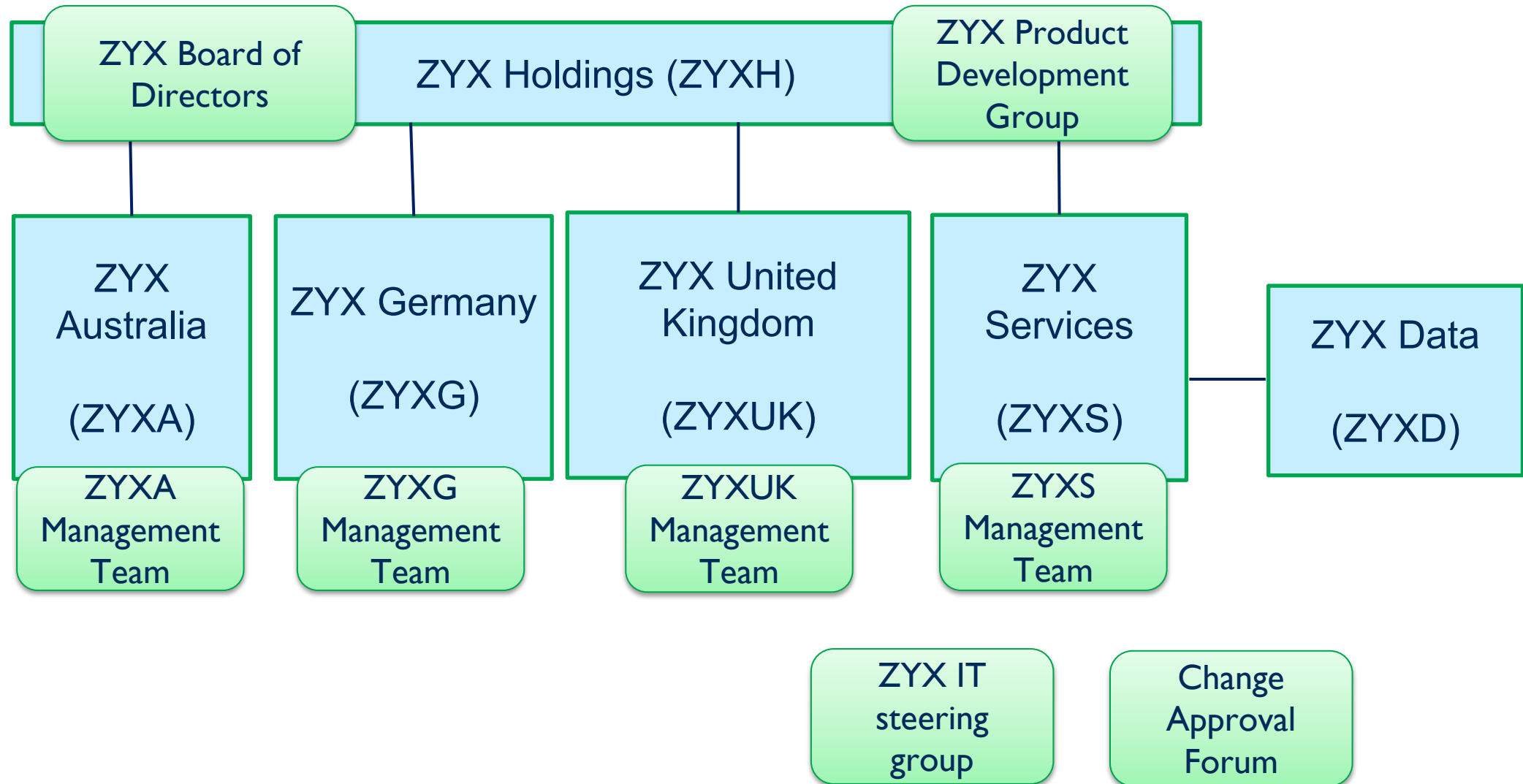
- SIAMRUS proposes to use the toolset that they own.
- SIAMRUS proposes that every service provider should use the SIAMRUS toolset.



# Governance

Understand the current governance arrangements.

# ZYX Governing Bodies



# Strategy, Mandate and Risk, Culture

Understand the strategy, mandate, and attitude to risk.

# Strategy

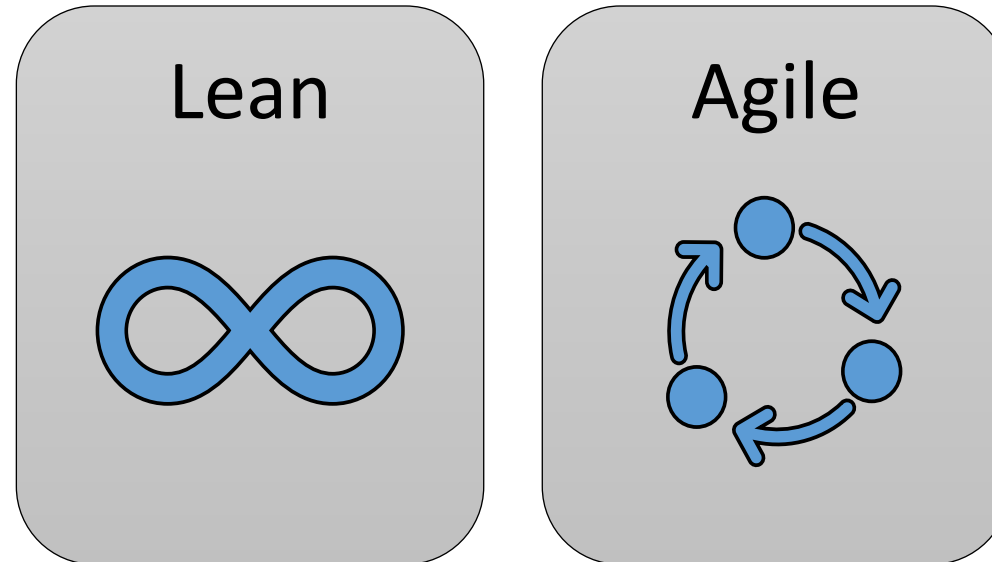
- ZYX wants to
  - grow
  - control costs
  - invest in their own staff
  - remove reliance on legacy providers and systems
- The costs of the service integrator should be **as low as possible**, whilst **achieving service levels and high-quality services** at all times

# Risk Attitude and Mandate

- ZYX will take risks provided that there are clear benefits aligned to the corporate strategy, and the risks are clear, managed, and mitigated
- ZYX wants to move to a SIAM based operating model with a consistent IT delivery model for all group companies

# Culture

- The CIO wants to use Lean and Agile approaches across ZYX





Thank you – BCS EXIN SIAM™ Professional

**QUESTIONS?**