

Digital Sustainable SIAM

Assessment, Design, Implementation, Run
and Transformation

G-Cloud 15





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1 Service Overview

This document describes Capgemini's full Digital Sustainable Service Integration and Management (SIAM) Design and Implementation Service.

Capgemini has developed the experience, knowledge and expertise required to successfully deliver sustainable SIAM Design and Implementations with UK public sector clients. We have designed and implemented full SIAM Target Operating Models (TOM) in less than 18 months. For many of our clients, we continue to support and continuously improve, innovate, and optimise service delivery models and processes.

SIAM is an industry-recognised framework which addresses the challenge of managing multiple suppliers in a coherent, sustainable and integrated fashion. As well as describing the integration of Services, SIAM is often used also as the framework for developing and optimising individual services. In the latter case, companies apply a combination of ITIL recommendations and the company's own experience and acquired best practices.

At the heart of a successful SIAM capability is a new **IT Target Operating Model** (see figure in the Design section) which delivers, across the entire IT ecosystem:

- A new and strong collaboration culture
- "One way" of working with clearly defined "rules of the club"
- Clear lines of demarcation
- Strong accountability and a shared supplier contribution to the quality, performance and sustainability of the end-to-end (E2E) Services
- Consistent processes, performance and sustainability measurement across the supplier ecosystem (Cloud or traditional). This can be achieved using a modern Enterprise Service Management (ESM) Tooling Platform such as ServiceNow (described later)
- Improved Continuous Service Improvement and Innovation across the supplier ecosystem
- Better visibility and control over IT costs

Depending on an organisation's starting point and the organisation's culture, achieving a successful SIAM capability can be a complex undertaking requiring a structured, multi-layered and phased approach, which Capgemini describes in this document.

This offer supports cloud-based projects and services.

Granularity of Service Offer

This document describes Capgemini's full Digital Service Integration and Management (SIAM) end-to-end service. However, many of the activities and outputs described throughout can be ordered separately as smaller "standalone" engagements/work packages. In some cases, activities/outputs may need to be combined to offer the value and effectiveness required for the Buyer. SIAM-related Services will need to meet each Buyer's requirements and will need to be discussed with the Buyer in order to design the appropriate work package for the specific Buyer requirements.

2 Business Need

Digital transformation opens the door to higher business value from IT if the challenges of "digital everything" can be addressed.

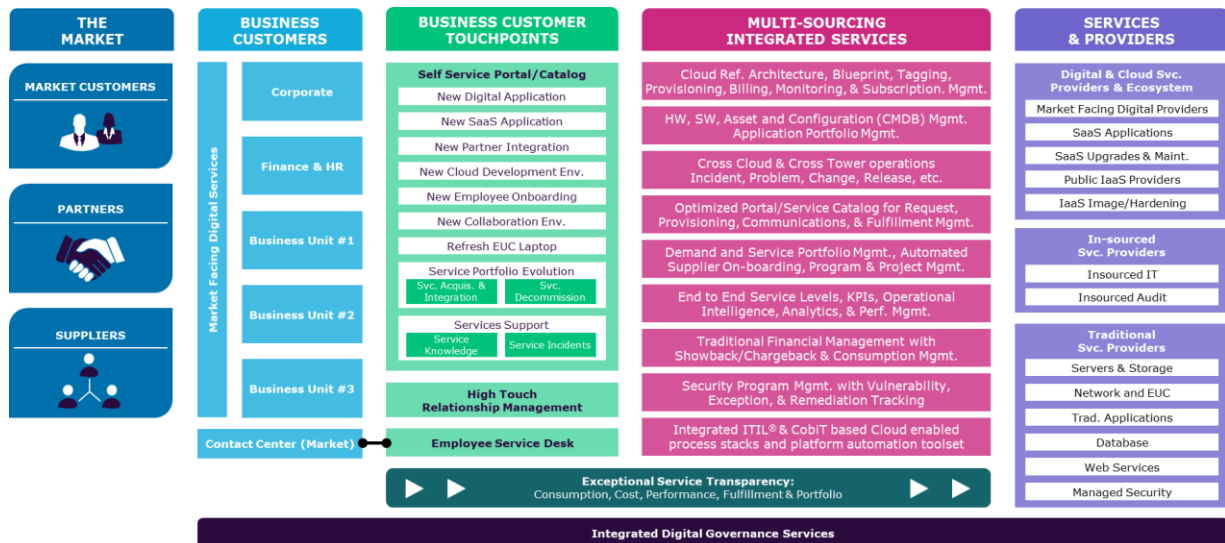
In Capgemini's experience 60% of organisations have at least 5 service providers for Applications alone, with the average number of IT service providers often exceeding 30. One of the biggest challenges for an IT organisation is to manage technology savvy and demanding business stakeholders, while delivering quality services by leveraging multiple suppliers' capabilities and skills.

The increasing adoption of cloud solutions introduces a host of new providers into the supply chain, further increasing complexity and time to market pressures.



For many enterprises and agencies, IT is now expected to be the engine room for defining, measuring and reporting on Sustainability and must also include its Supply Chain as part of the end-to-end Sustainability picture – this is why an effective SIAM function is ideally placed to deliver this.

The diagram below is an example which illustrates the complexity of the current IT landscape and highlights the need for a robust SIAM organisation.



This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

Capgemini encounters SIAM clients in different situations and with different needs. We partner with our clients on their SIAM transformation journey by:

- Starting with the assessment to understand the current service management organisation maturity and future objectives and taking findings as a key input into a transformation strategy and tactical plans
- Implementing a SIAM TOM (including SIAM processes and clients' ITSM/ESM platform) aligned with the organisation's goals.
- Managing the SIAM ecosystem as a Service Integrator (Digital Operation services) with a set of SIAM blueprints and pre-configured Capgemini SIAM ServiceNow platform to support it
- Providing staff augmentation to facilitate daily SIAM operations.

The scope and extent of services we deliver to our clients is determined by the client's requirements and objectives:

- Do we have a strategy for Multi-Vendor Sourcing?
- How do IT and its supply chain contribute to the Sustainability goals of the organisation, and deliver the required disclosures?
- Do we have visibility of the E2E Ecosystem performance?
- Are we getting value for money from our Ecosystem?
- Are the same services being delivered in the same way across the Ecosystem or are suppliers following their own separate processes?
- Are the tools supporting services talking to each other or are we 'swivel-chairing'/re-keying data to "synchronise" systems?
- Can we improve the speed of change for the business?
- Are we spending too much time firefighting?
- Are we getting the best value out of our ITSM?
- Will moving to Cloud change my operating model? If so, how?



- Why is the User Experience bad when we are meeting our Service KPIs? (The 'watermelon effect'.)
- Do I need to change suppliers to get more innovation?
- Are we getting the best value out of our staff?
- Do we have a skills and competency gap?
- Is the divide between IT and the business disruptive and resulting in shadow IT and increased costs and risk?

As part of the Digital SIAM model transformation, Capgemini will look to embed Digital SIAM good practices into the client organisation operating environment. These include:

- Standardised and integrated operational processes
- Standardised operational toolset(s)
- Metrics and Analytics to manage Service Quality
- Sustainable IT by default
- Standardised business interface
- Standardised provider interface
- Supplier contract alignment for SIAM
- Integration between processes
- Automation to reduce operational complexity and cost
- Governance structures to manage and align with the Business, IT, and suppliers.

3 Our Approach

The mandate for Digital Transformation has created a complex ecosystem to manage:

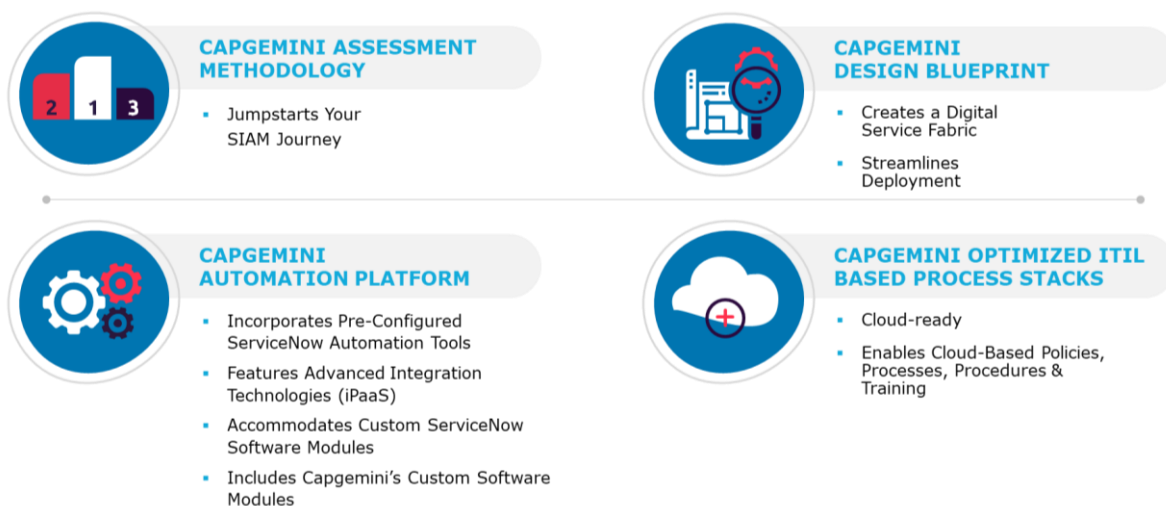
- Exponential Increase in supplier numbers
- Evolution of Digital requires agility
- Cost & profitability pressures
- Rapidly changing technology
- Increasing regulatory pressures
- Increasing user expectation levels.

Capgemini's Digital Sustainable SIAM offer covers every stage of Digital Transformation. Our holistic approach to SIAM services enables maximisation of our digital ecosystem as a driver of value creation. As a pioneer of SIAM, along with over a decade of experience helping organisations with their operating model transformation journeys, Capgemini can deliver Digital SIAM Service solutions and outcomes that align with the clients' overall strategy, business imperatives, and evolving operating model requirements.

The Capgemini Digital SIAM model delivers the best of both worlds:

- Flexibility, innovation and efficiency of a multi-supplier ecosystem
- Accountability and simplicity of a single source provider model

Capgemini will utilise proprietary Digital SIAM Accelerators to streamline and accelerate your Organisation transformation Journey. The diagram below summarises the accelerators that we use as an integral part of our SIAM engagements.



Capgemini's Proprietary Digital SIAM Accelerators

This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

Capgemini's Digital SIAM helps unlock the full potential of your multi-supplier ecosystems and internal groups and helps accelerate transformation of the customer experience on your transformation journey (digital or otherwise).

The diagram below summarises the potential value of Capgemini's SIAM end-to-end offer:



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The combination of these factors can help you to realise the objectives of your organisation's Digital Agenda and will also help optimise your traditional operation.

3.1 Design and Implementation Lifecycle

The following sections describe the Digital SIAM Design and Implementation Lifecycle and the key outputs from each phase.

The 5 phases are:

Phase	Typical Duration
SIAM Maturity Assessment and Mobilisation	6 to 8 weeks
SIAM Design and Planning	8 to 12 weeks



Phase	Typical Duration
SIAM Detailed Design and Implementation	8 to 12 months
SIAM Operation Support (and Exit)	As per Buyer's request
SIAM Transformation	As per Buyer's request

3.1.1 Phase 1: SIAM Maturity Assessment and Mobilisation

3.1.1.1 Introduction

Phase 1 is our “discovery” phase during which we deploy a small team of experienced SIAM practitioners, an engagement director, and a business change manager. Taking the shared understanding of the desired end-state, as well as the current maturity level which we can perform an assessment using our Service Integration and Management Maturity Assessment (SMA) Tool (described later in this section). We commence this process with your CIO and key reports. We then expand into the broader enterprise stakeholders, to gain a full understanding of the required outcomes.

A core element of the SIAM Assessment and Mobilisation Phase will be to formalise the overall governance of the SIAM initiative to make sure the appropriate senior leadership within your organisation, Capgemini and the wider ecosystem are closely involved.

This approach gives us the requisite knowledge and solid building blocks required to understand and document the client's full requirements, which is the critical foundation for the SIAM Design and Planning phase (phase 2).

3.1.2 Service Integration and Management Maturity Assessment (SMA)

As part of this sub-phase, Capgemini can perform a **Service Integration and Management Maturity Assessment (SMA)** that will determine the readiness of the client's organisation to take on the SIAM Challenge. Our SMA is a diagnostics and advisory service based on a proven methodology, lessons learned from previous SIAM implementations. It helps organisations to assess their current state maturity and to identify gaps against a target SIAM reference model. We often use our SIAM blueprint as the reference.

The SMA provides Red/Amber/Green detailed heatmaps of the maturity levels of key SIAM capability areas as well as cross-tower processes. This SMA is based on detailed questionnaires, interviews, and content reviews (e.g. documentation). At the end of this rigorous discovery process, we produce a set of detailed recommendations (including Quick Wins) driven by the current states which is summarised, at the top level, in a Maturity Heatmap (See simplified example below).

Example Maturity Heatmap

SIAM Governance Maturity						
Assessment	Alignment	Consistency	Control	Flexibility	Visibility	Grand Total
01. Governance	2.0	1.7	1.3	3.0	2.0	1.9
02. Data and Measurement	3.8	3.3	2.4	3.5	4.0	3.4
03. Organisation	1.0	1.7	1.7	2.0	2.0	1.6
04. Technology	3.5	3.0	3.0	3.0	3.0	3.1
Grand Total	2.7	2.4	2.3	3.0	2.8	2.6

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The material we produce includes:



- A Current-State Report with a clear view of the maturity of the current service, identified gaps and focus areas, as well as good practice and capability to retain.
- A comprehensive Recommendations document covering both the high-level transformation programme objectives and lower level recommendations and specification for process/capability areas, essential to help ensure each new construct delivers the required capability.
- An actionable transformation roadmap.

These outputs will be reviewed, agreed, and baselined in a focused workshop with programme governance and key stakeholders against your specific business requirements and will form the main inputs into the Design phase.

As mentioned in this document's overview section, the SMA can be purchased at a more granular level as a standalone service. The scope of assessment/analysis can vary greatly with the context and will need to be agreed with you so that a tailored Statement of Work accurately reflects the expected outcomes.

The assessment will define the identified gaps and reusable elements in existing operations. The assessment will be conducted against key assessment areas mentioned below. Areas that Capgemini know to require rigour and an elevated level of maturity:

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

3.1.2.1 ITIL Process Health Checks

In this sub-phase we also often perform individual ITIL process Maturity Assessments or Health Checks as a means of discovering your current processes, volumes, specific challenges, and opportunities. This is done using detailed questionnaires which result in a CMMI-like maturity level from 1 to 5. The questionnaires are usually contextualised using operational data (e.g. incident volumes/backlogs). These Health Checks will also produce a detailed gap analysis with recommendations for action (including quick wins).

The list of ITIL processes in scope of the Health Checks varies widely between clients and will need to be defined with you in line with the context and objectives of the SIAM engagement.

An extract of the ITIL Process assessment input sheet for Problem Management is shown below along with an example output process radar graph that shows the client's target maturity level in blue and the actual maturity for each capability area in magenta. The maturity score definition, aligned to CMMI is described in the table below.



Example of Maturity Questionnaire

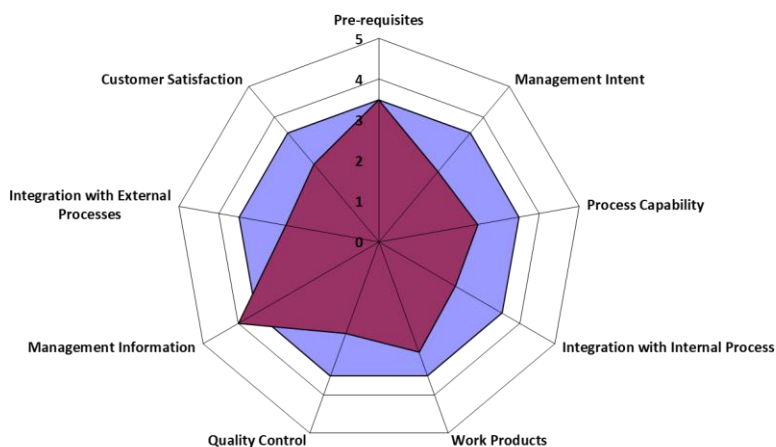
ITIL Maturity Score

ITILV3 PROBLEM MANAGEMENT PROCESS ASSESSMENT (SO5)				Weight	Score	Weighted score	Pass / Fail	0	1	2	3	4	5
Pre-requisites				Weighted Score	8	70%	28						
1	Are procedures in existence to capture and document problems from initiation through resolution?	M	2	2	4								
2	Are problem records maintained and date/time stamped for all problems?	M	2	4	8								
3	Are problems currently assessed, classified and prioritized before referring them to a specialist?	M	2	4	8								
4	Is there a Problem Manager/owner/assignee responsible for managing and escalating problems?	M	2	4	8								
Management Intent				Weighted Score	8	45%	18						
5	Is the business committed to reducing the impact of problems, by their timely resolution?	M	2	2	4								
6	Has management commitment, budget and resource been made available for all Problem Management activities?	M	2	3	6								
9	Have a process owner and process manager been assigned?	M	2	1	2								
7	Has Problem Management been made aware of the business drivers and needs which will drive the priority for dealing with problems?	1	3	3									
8	Are Service Level Agreements and Operating Level Agreements available and understood by Problem Management?	1	3	3									
Process Capability				Weighted Score	36	49%	89						
10	Does Problem Management identify potential problems and address them before they become issues/interruptions to services?	M	2	3	6								
11	Does Problem Management conduct trend analysis on incident and problem records to detect errors in the infrastructure, training issues or other such shortcomings that could cause an incident (Proactive Problem Management)?	M	2	4	8								
12	Is Problem Management tasked with reducing the total number of problems?	M	2	2	4								
13	Are regular Problem Review Forums held with the business?	M	2	4	8								
14	Is there an established process and procedure for the business to approve proposed work arounds and permanent fixes?	M	2	4	8								
15	Have you implemented a Known Error Database (KEDB)? (This may be under a different name at each specific client)	M	2	0	0								
16	Do you utilize a Known Error Database (KEDB) as part of the problem Diagnosis phase?	M	2	0	0								
17	Does the Known Error Database (KEDB) include work around information and dates for when a permanent fix can be expected?	M	2	0	0								
18	Are all problems managed in conformance with the procedures documented in SLAs and OLAs?	M	2	4	8								
19	Does a separate procedure exist for the handling of Major Problems?	M	2	4	8								
20	Are Major Problems specifically defined to include timescales and urgency?	M	2	4	8								

Level	Description
0	Nothing - Nothing in place.
1	Initial / Ad Hoc - No understanding of need for ITSM processes. Ad hoc / reactive. Few or no mechanisms to measure or review outages.
2	Repeatable but Intuitive - The need for ITSM processes understood. Roles understood but not documented. No defined goals / expectations. No formal ITSM procedures. Issue resolution hero based, not process based. Metrics do not exist.
3	Defined - The need for ITSM processes understood and supported by management. Processes, roles & responsibilities defined & documented. Formal ITSM process training programs exist. ITSM process tools in place and effectively utilized. Informal metrics are in place and utilized.
4	Managed and Measurable - Complete management buy in and support for ITSM processes. Policies / procedures well established. Processes, roles & responsibilities clearly understood by all parties & documented. Processes controlled using quantitative techniques and tools. Basic metrics in place. Process training programs in place. Little benchmarking to other organizations or leading practices
5	Optimized - ITSM processes well established & mature. Automated tools in place and effectively utilized. Advanced metrics in place. Constant drive and effective procedures to improve processes. Industry best practices & benchmarking used to influence processes. Resources dedicated to researching the application of new technologies to enable new business strategies and models

Example of process Spider Graph

Problem Management Spider Graph
Magenta: Actuals Blue: Target

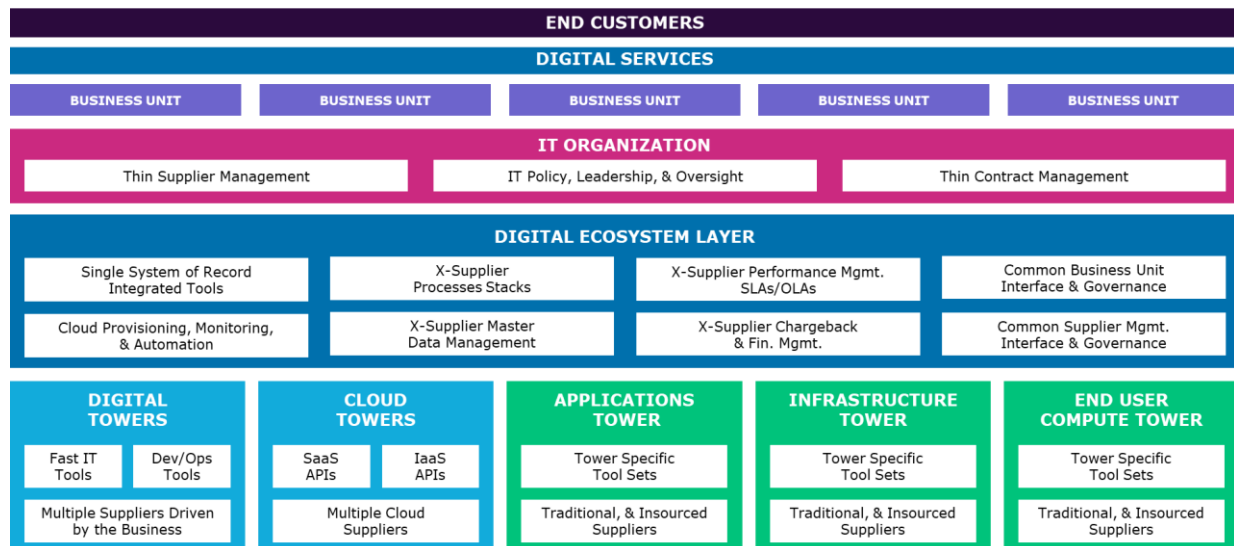


These diagrams are for illustration only and do not represent any obligation or responsibility of Capgemini.

3.1.3 Phase 2: SIAM Design and Planning

Our **Capgemini SIAM blueprint** provides a substantial set of processes and procedures available on “day one”. This helps accelerate delivery of the new TOM requiring only alignment and tailoring to your organisational structure, the wider ecosystem utilising *an Organisation and Relationship chart*, created in the Maturity Assessment and Mobilisation phase. A key element is the required segmentation of operational responsibilities in the TOM. For example, we will need to determine if the Service Desk is responsible for the entire end to end incident and major incident process with managerial oversight and control from your organisation, or if the SIAM organisation will own major and high priority incidents.

This phase will develop the high-level building blocks of the full TOM, the interfaces to other Service Providers and your teams seen not only through process and tooling integration, but also through the way the new SIAM function will integrate with the wider IT capability.



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As an example, **Product Operating Model (POM)** is one possible target operating model (TOM) which is described in SIAM Transformation phase 5 of this document. POM is a Product-centric and DevOps model with new ways of working that allows complexity to be managed and Digital to thrive in complex organisations.

Many other important decisions will need to be made during this phase 2: One of these is which part of the TOM should be outsourced and which part should be **retained in-house**.

Another important decision is the speed at which the organisation wishes to achieve a full SIAM capability and a specific SIAM Maturity level. Some organisations choose to take the SIAM *"journey"* in stages, with *"batches"* of processes being deployed and well embedded in normal operations before a new batch of processes is deployed. Other organisations choose a *"big-bang"* approach.

Other SIAM Accelerators

Due to the complexity of the design phase 2 and the important decisions that need to be made, we often recommend the use of Capgemini's **Accelerated Solution Environment (ASE)** to accelerate the collaborative production of the TOM building blocks and the high-level plans using the Capgemini SIAM blueprint as a starting point.

The ASE is a fully facilitated collaborative session, usually a day in duration, where all of the stakeholders relevant to a complex strategic issue or delivery problem are brought together with the aim of producing and agreeing a high-level solution, based upon the principles of acceleration – make decisions swiftly, alignment and ownership - solutions are agreed and owned in-situ and group intelligence/genius: better decisions are made when the right people collaborate.

The ASE is an effective alternative to the more linear process of consulting individually and then synthesising feedback. The ASE is resource intensive and is therefore used to solve complex issues - it has an excellent track record. We anticipate using the ASE to define solutions for the Buyers in the areas of high-level operational responsibilities and process segmentation, ICF/IMS Governance Design and Transition approach both from incumbent to tower suppliers and to the IMS.

Using the ASE environment (with both internal and external stakeholders present) and our pre-existing SIAM collateral will jointly determine the wider interfaces to the TOM and key principles of undertaking detailed design activity to support a successful complete and integrated TOM.

Some of the outputs of this phase 2 are:

- A logical operating model for the TOM or Functional Service Description
- a high-level architectural diagram showing likely tooling integration and dataflows
- a process interface map showing links to business processes such as Security and HR and a high-level Roles and Responsibilities Matrix (RACI) of the new TOM across the ecosystem



- A Transformation Map (T-MAP) describing the key initiatives and milestones required to achieve the SIAM target state. The transformation map must include organisational change initiatives which are crucial to the successful delivery of the target SIAM State
- A business case supporting the Target Operating Model.

Capgemini's Digital Sustainable SIAM Design services help clients develop IT and sourcing strategies to meet business requirements as well as policies aligned with these strategies. The strategies and policies are translated into KPIs and objectives for individuals, including the establishment of a performance reporting mechanism based on a balanced scorecard. It includes the creation of a Digital SIAM operations and delivery model in coordination with client teams.

We combine our knowledge of ITIL processes with extensive and diverse experiences of implementing Digital SIAM Design to the required level of maturity, ensuring key client stakeholders are involved in the design, thus boosting the likelihood of acceptance.

Wherever an organisation is along the journey to implementing a SIAM model, Capgemini can provide the practical experience and skills to support the client IT organisation in deciding their design. This can be light touch, such as some targeted services, or can encompass a comprehensive design service to support the development of the sourcing strategy, and all the associated planning activities.

Capgemini re-uses its experience from multiple accounts to provide SIAM design services to support the client's organisation.

The client organisation may take two distinct approaches to implementing a SIAM model:

- Using each supplier's own standard services and tools; or
- Working to develop and adapt the way of operating all services, which all suppliers must adopt.

The two approaches have different benefits and Capgemini's experience is that most clients benefit from a mixture of the two models particularly when looking at different aspects of the IT operation.

3.1.4 Phase 3: SIAM Detailed Design and Implementation

3.1.4.1 Approach

On completion of Phase 2, we perform a series of process design workshops to design, at the lowest level, the processes agreed in the Design and Planning phase, and to ensure close integration with the existing Supplier's processes and ITSM Tools.

In some cases, the detailed process design and implementation runs in parallel with the design and implementation of the ITSM/ESM tooling which underpins Service Operations. The workshops also cover any required interfacing or integration with the existing Supplier's processes and ITSM/ESM tools (e.g. ServiceNow).

In this detailed design phase, we allocate an experienced SIAM consultant to lead each process/SIAM Capability area to develop a detailed specification for the new service in collaboration with your staff. For some key process areas this may require another ASE session or multiday workshop where the new service is tested (scenario-based walkthroughs) to confirm that it meets your requirements.

At the end of detailed design, before implementation is started, the full process/service specification is formally agreed and baselined. That specification will comprise different types of documents summarised below:

Policy	STATEMENTS that express commitment to Quality and describes the objective of this process
Process	ACTIVITIES that describe WHAT happens within the organization in order to achieve the aims of a Policy
Procedure	TASKS that describe HOW a given process will be executed and WHO performs the role



Work Instructions

Step-by-Step ACTIONS explaining how to execute a Procedure.

Other documents produced may include Terms of Reference (ToR) for governance structures, high-level RACIs, and *"Rules of the Club"*.

3.1.4.2 ITSM/ESM Tooling Design and Configuration

The detailed design and configuration of your ITSM/ESM Tool (e.g. ServiceNow) will be done at the same time as the process design so that User Acceptance Testing (UAT) can be performed using the actual tools that will support the processes in a live environment. As an input into the design, we will use our tooling architecture blueprint which has evolved to support an optimal operating model and has ServiceNow at the core.

As a part of the SMA mentioned previously, Capgemini will conduct interactive workshops and discussions to understand the current usage of tools and tooling requirements. The analysis will enable us to understand:

- Process and tool alignment issues
- Current tooling capabilities
- Additional tooling requirements
- Degree to which the current ITSM/ESM tool meets the new process needs.

Following the analysis, we will design a tooling architecture specific to your needs and implement/configure the tools in accordance with what has been agreed. During design and implementation, we will use the Agile Methodology, combined with any vendor specific recommendations, to design for optimal outcomes.

Capgemini has been a Certified ServiceNow Global Alliance Partner since 2009, and currently a ServiceNow Elite Partner. For more information, please refer to our separate ServiceNow G-Cloud offer entitled: ServiceNow: Readiness Assessment, New Platform Implementation, Platform Maintenance and Upgrades (see the section *"Additional Associated Services"*).

3.1.4.3 Service Management Role Definitions

In this sub-phase, a detailed overall cross-process RACI is produced, and detailed roles descriptions are developed for functions within the TOM. An example of a Process Manager for Service Asset and Configuration (SACM) has been provided below:

Roles	(example) Service Asset and Configuration Process Manager
Profile	▪ Service Management Professional with 10+ years of Service Integration and Service Management and an excellent understanding of Asset and Configuration Management. ▪ Main Activities: ▪ Define SACM process policy and standards ▪ Ensure that appropriate process documentation is available and up to date ▪ Actively participate in defining process to meet business needs and Service levels Agreements ▪ Manage and coordinate with multiple vendors for data integration ▪ Make sure that monthly analytical reports CMDB data or gaps are produced ▪ Follow defined escalation paths when needed, as defined in the escalation policy ▪ Periodically audit the process to ensure compliance to policy and standards



Roles	(example) Service Asset and Configuration Process Manager
	▪ Periodically review the process strategy to ensure that it is still appropriate and changed as required ▪ Communicate process information or changes as appropriate to ensure awareness ▪ Provision of process resources to support activities required throughout the Service Management life-cycle ▪ Ensure process manager and analysts have the required knowledge and the technical and business understanding to deliver the process, and to understand their role in the process ▪ Review opportunities for process enhancements and for improving the efficiency and effectiveness of the process ▪ Addressing issues with the BAU running of the process ▪ Provide input to the on-going Service Improvement Program ▪ Notify the participants in the process when standards and procedures are not being followed (non-compliance) ▪ Ensure completeness and integrity of information collected to conduct daily operations ▪ Establish measurements and targets to improve process effectiveness and efficiency ▪ Ensure Incident and Change records are correctly linked to the CIs. ▪ Reduce level of unidentified / unauthorised CIs in the CMDB ▪ Drive the Reconciliation & Discovery (manual or automated) for Configuration & implement milestones on timely basis. ▪ Conduct scheduled Audit of RFC's & Incidents having CI Relationship & provide report to Support Leads & Management ▪ Educate Skill Groups & key stakeholders by providing configuration management process training if required time to time. ▪ Educate Skill Groups on the significance of CI Relationship for RFC & setup expectations with stakeholders to increase the CI Relationship for RFC's. ▪ Ensure efficient & timely follow-up with stakeholders for timely deliveries on configured management activities ▪ Ensure the required management reports go out on time and are of the required quality ▪ Work towards implementation of at least one process improvement per quarter in Configuration Management Area ▪ Work with SACM SME/Manager/Lead and help to close points in Continuous Improvement List

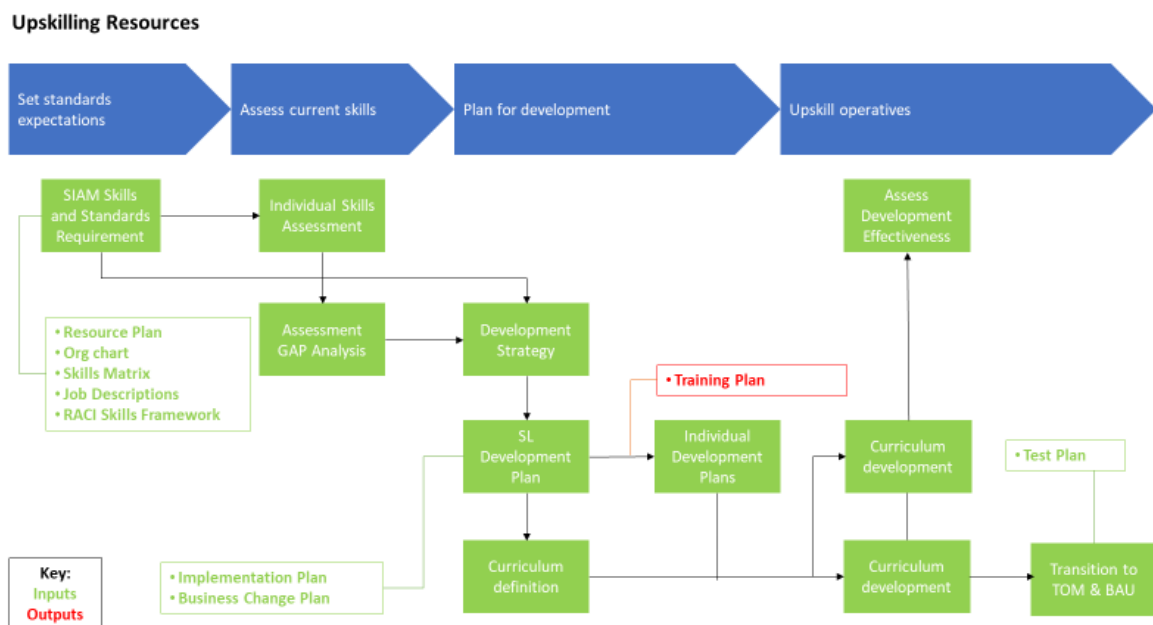


Roles	(example) Service Asset and Configuration Process Manager
Skills & Competencies	▪ Excellent understanding of Asset and Configuration Management ▪ Has actively participated in redefining processes to meet business needs and Service levels Agreements. ▪ Extensive experience in Inventory/Asset Management, Incident lifecycle Management, Problem Identification and RCA and Change coordination. ▪ Ability to building good relationships with stakeholders to drive customer satisfaction ▪ Good analytical and reporting skills ▪ Ability to successfully handle multiple projects within the client environment. ▪ Good vendor management skills
Certifications	▪ ITIL Foundation/ Practitioner ▪ SIAM Foundation

3.1.4.4 Training Needs Analysis and Training Deployment

In this sub-phase, a Training Needs Analysis (TNA) is performed to assess the gaps and training actions/initiatives needed to upskill teams in line with their agreed and documented accountabilities and responsibilities. The analysis results will be used to produce a detailed training plan which includes activities for assessing the effectiveness of the training.

Our overall approach is summarised in the example below.



This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

Training of your teams will need to start during the detailed design phase. In line with changes in tooling and frameworks, evolution of the operating model and regulatory changes, it must continue during the operations/run support phase. A comprehensive training plan for new joiners must also be implemented. Capgemini have used different methods and approaches (including gamification) for training and upskilling SIAM and Service Management staff. These include, but are not limited to shadowing and reverse shadowing, Lunch and Learn sessions, instructor-led training (virtual or physical classroom), computer-based training (CBT), train the trainer sessions, mentoring, scenario workshops/role play workshops, and trade-show events.

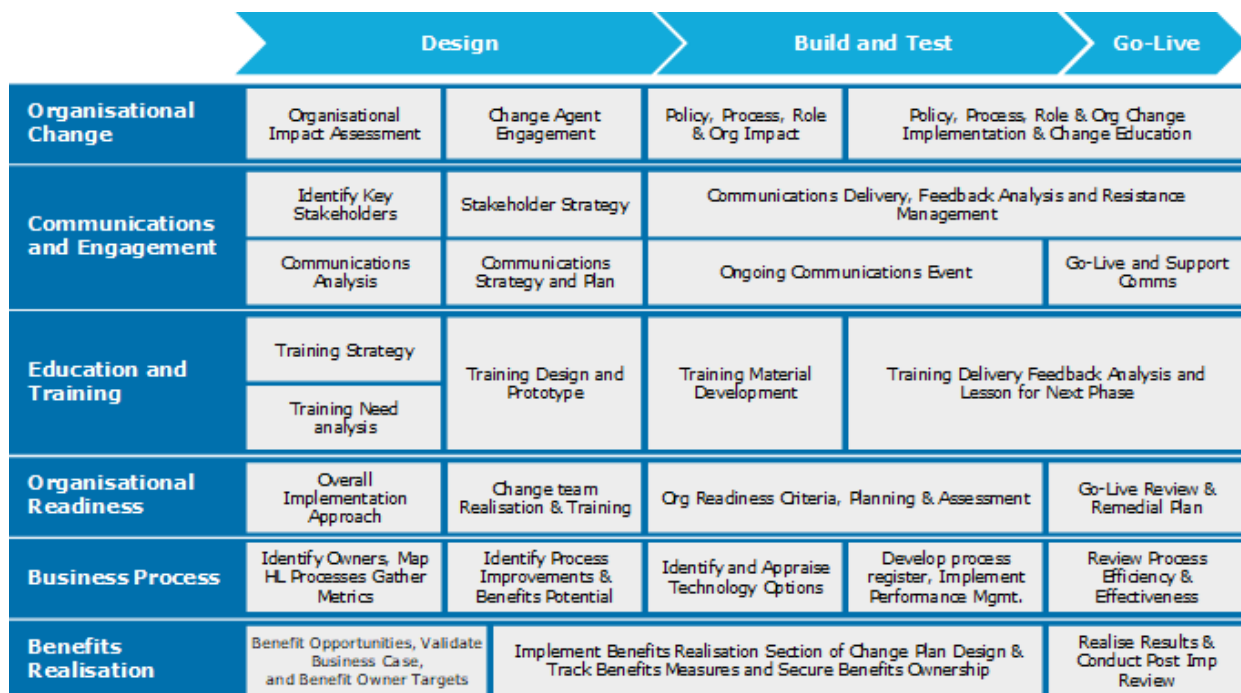


3.1.4.5 Organisational Change Management (OCM)

Organisational Change Management (OCM) is paramount to the success of any SIAM implementation. This must be factored in from Phase 1 of the SIAM Design and Implementation Lifecycle and must be an integral part of the planning and implementation. Capgemini can provide the specialist skills required to design and implement the OCM plans, including the Training Needs Analysis described in the previous section. Discovery of the OCM requirements begins during the SMA where we review the organisation structure, skills and knowledge, while also identifying overall cultural traits and behaviours that need to be retained or re-aligned.

4 Our Approach

Capgemini's approach focuses on driving value and benefits for organisations through their transformation journeys, remembering that people are the greatest assets in any organisation. It is underpinned by recognised concepts of OCM, and also focuses on tools and applications that can enable change to be driven through and considered at role level where the real impacts of change can be experienced and are most impactful. The figure below illustrates the typical OCM processes and streams we deploy.



Typical OCM Processes and Streams

This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

4.1.1 Phase 4: SIAM Operations Support (and Exit)

Your organisation may choose to operate the SIAM function with your own staff, or sub-contract it fully or in-part to a Supplier. Your organisation may also take back control of the SIAM function after a period of operation/staff augmentation by Capgemini. These decisions are usually made in Phase 2 of the SIAM Design and Implementation Lifecycle. Capgemini can support your operational and management teams during an agreed period and "exit" or hand over back to you once you are confident that you can run the SIAM function autonomously.

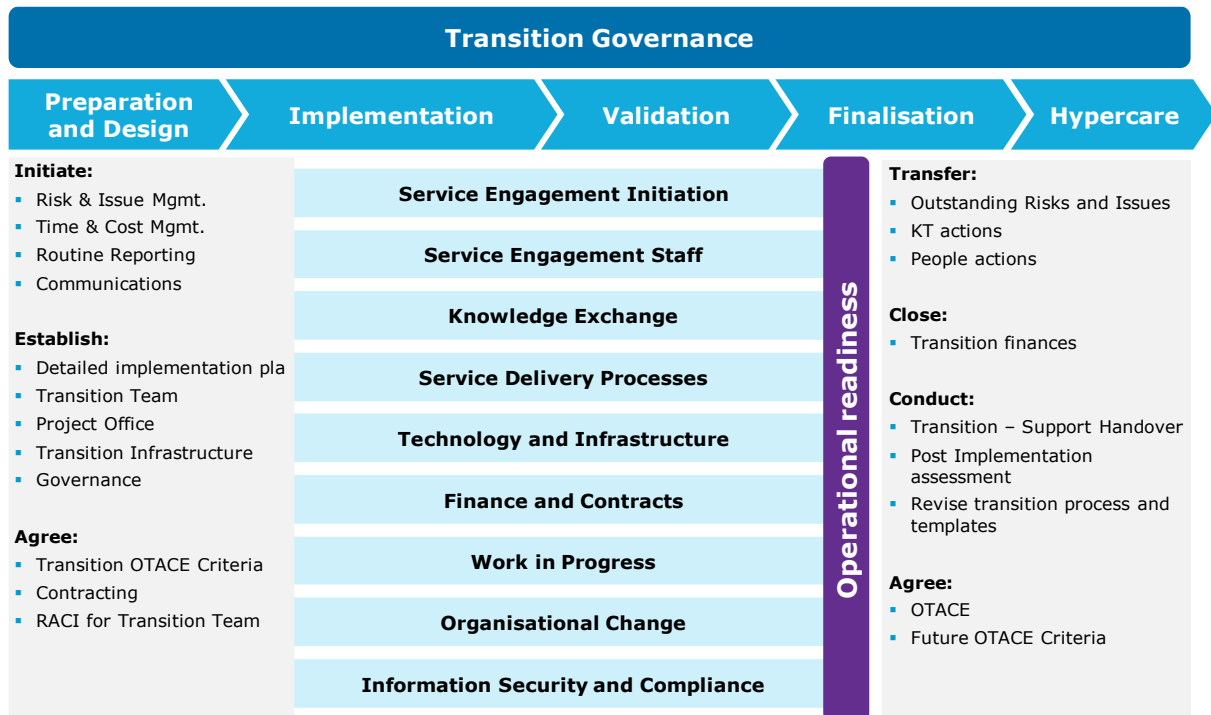
These transitions require comprehensive and robust transition plans to be defined to ensure a smooth handover of the SIAM activities between organisations.



4.1.1.1 SIAM Transition & Run

Capgemini can provide a number of services depending upon whether Capgemini is supporting you in taking on the Service Integrator role or whether Capgemini is transitioning to the Service Integrator role.

Capgemini will work with you to agree the appropriate scope of the transition services depending on your specific requirements, including any rapid transition that uses Capgemini's accelerators mentioned in the Approach section of this document.



This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

Transition Planning

Capgemini has a well-established standardised transition methodology – Global Transition Methodology (GTM). GTM provides a single, unified approach to service take-on and transfer, and enables a comprehensive and coherent management framework to provide transition of the TOM to your teams with the target of “*right first time*”. This robust approach to service transition is based on Capgemini's extensive experience in both managing service transfer in and out of Capgemini as well as SIAM transitions with clients in the public and private sectors. We will use this methodology for your transition to the new TOM, in conjunction with robust and rigorous project management.

Knowledge Transfer

Knowledge transfer to your teams in preparation for exit following any temporary operational arrangement of the SIAM function with Capgemini is essential. Our approach will include lessons learned from previous client transitions to inform how to best manage the transfer, conforming that your personnel are appropriately skilled and confident in receiving the TOM. Our robust knowledge transfer methodology and best practice is embedded within our Knowledge Transfer and Training Plan (KTP).

We will hold launch events and drop-in information sessions, confirm assignments, and publish updated organisation charts and process flows to help successful KT of all aspects of the SIAM operations and the new Digital SIAM TOM. We recommend a service integration community, practice, or a centre of excellence, be created so that all parties involved in the transition to, and operation of the TOM can meet, share experiences and collaborate in the delivery of the TOM. We will establish weekly conference calls, social evenings and a repository to help build and support a one team approach that will support the Knowledge Transfer agenda.

Additionally, for an agreed period, which will be defined with you and your teams, your operational staff work alongside the Capgemini team to operate the new Operating Model by way of “*reverse shadowing*”, providing



them with the necessary practical experience required. We believe that this is a critical success factor in any SIAM project and that our long-standing experience of SIAM engagements and service management operations puts us in a strong position to upskill your staff in a practical fashion. We have done this with several clients introducing a capability program, involving training and recruiting new staff, to help the clients build broader commercial skills, focusing on better business requirements and introducing new skills appropriate to the commoditised IT marketplace. We have experience of re-shaping Service Management functions and ensuring that all staff understand the new roles and new ways of working. On occasion we have undertaken a further end to end maturity assessment following an agreed period of operational stabilisation.

4.1.2 Phase 5: SIAM Transformation

4.1.2.1 Service Enhancement and Innovation

Once a stable SIAM Operation is reached, your organisation may want to improve further on governance, processes, technology and skills. The map below summarises Capgemini's approach to SIAM maturity and potential areas of service improvement and optimisation on the journey to operational excellence.

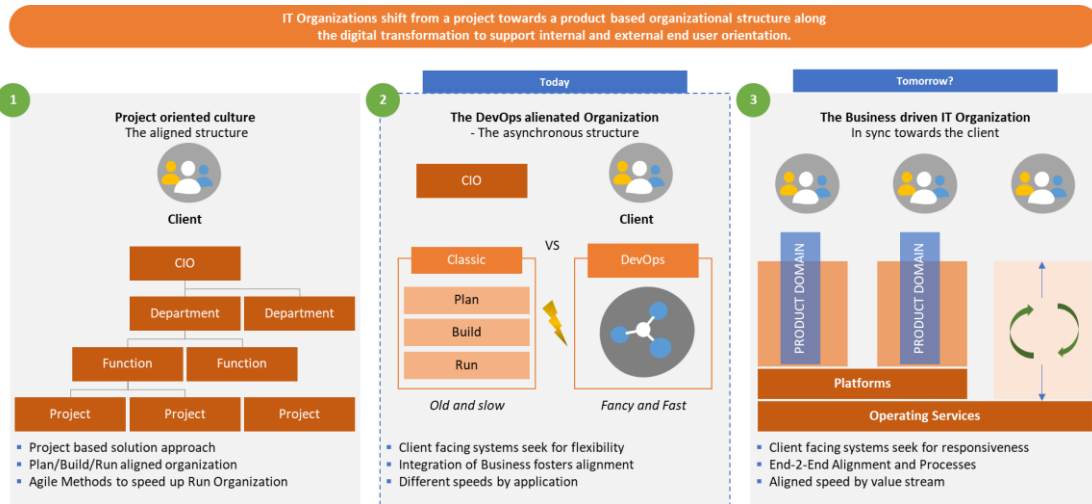


Capgemini approach to SIAM Maturity

This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

4.1.2.2 A SIAM Transformation Example through the POM (Product Operating Model)

The following section describes a **Product-centric, DevOps-enabled** target operating model which is currently being adopted by many organisations (often in a hybrid or bi-modal context with legacy towers still operating along more traditional lines).



This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

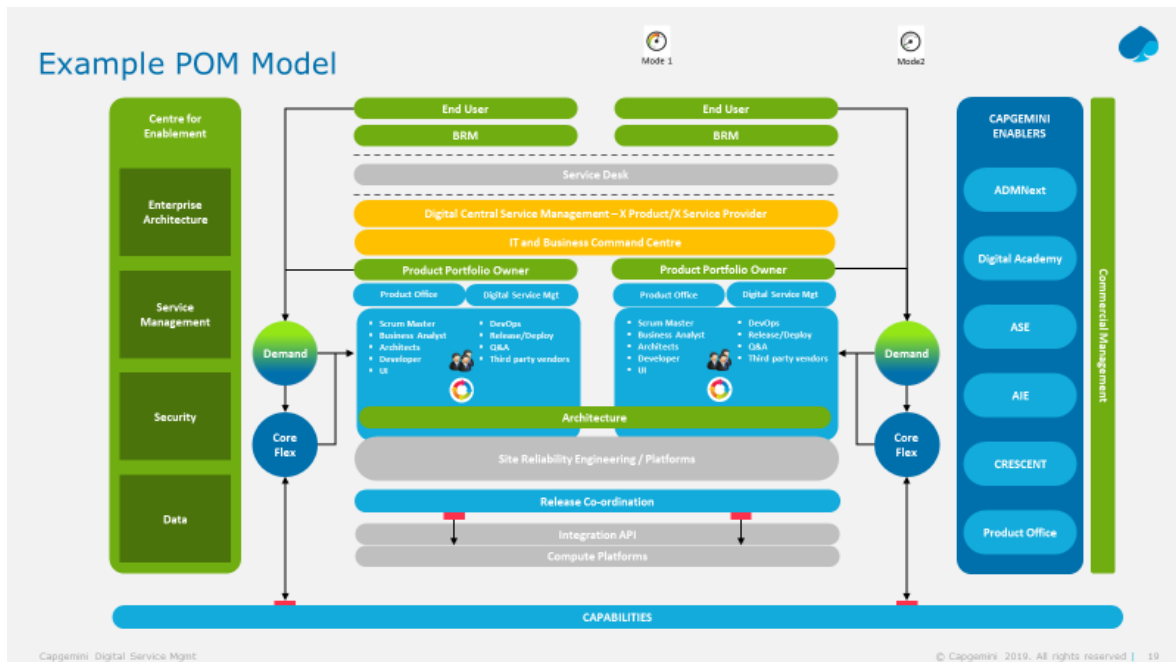
Moving to become a cloud and product based digital organisation often requires significant changes to client ways of working, the technologies you use and your existing organisation structure. In response to these challenges Capgemini's POM provides a model and framework to transition to an efficient and effective way of managing your cloud and digital business whilst sustaining your business services day to day. POM Design and Implementation also includes DevOps advisory and resource augmentation services.

Based on our experience of both SIAM and DevOps, Capgemini has created a model that can be used as the starting point to define and support the transition of organisations to this new product-centric, DevOps-based target operating model, carefully balancing the achievement of business and service objectives with rapid value realisation.

The model has several key components:

- A configurable approach that has proven deliverable capability and already implemented within UK Government
- Creation of an operating model which allows Agile practices to work along-side legacy ITIL practices
- A taxonomy of how each component should operate with its new ways of working
- An empowered, sustainable approach to digital/Agile change that copes with legacy across Change, Problem, Incident and Release Management
- A model approach to service tools such as ServiceNow (sometimes integrated with Agile/DevOps tools)
- An advanced way of monitoring end user experience and business performance of IT systems to track overall performance
- A cost-effective approach to DevOps that can scale and contract along with business change.

The delivery approach is straightforward and delivered in sprints that focus on delivering outcomes. The diagram below is an illustration of a possible POM example.



This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

What Issues are Trying to Solve with POM

- Organisations want to progress quickly through the delivery lifecycle, but need to retain quality
- How can traditional service management transform from looking solely at the operation to the overall enterprise, i. e, The Business View and the User Journey.
- How do we increase our delivery velocity, and how do we underpin this approach
- The need to recover quickly in the event of failure
- How do we continue to adhere to Audit Standards whilst the delivery landscape changes at pace?
- Aligning to new Frameworks (e. g. ITIL4, DevOps, Agile, etc.)
- Operating models that don't support business demands or product-centric working
- Proactively Looking forwards, moving away from traditional 'keeping the lights on'
- Avoiding bureaucratic blockers and heavyweight governance
- Breaks down technical silos
- IT remaining relevant to the Organisation and building business intimacy

4.2 Digital Sustainable SIAM Consulting Services and Resource Augmentation

Capgemini's Staff Augmentation Service provides the expertise and skills required to support or lead clients through any stage of adoption of the Digital SIAM operating model for their cloud ecosystem. Utilising Capgemini's specialist SIAM augmentation capabilities you can create and implement a clear strategy for continual improvements and business value delivery. This service helps in accelerated transformation towards achieving sustained business value.



Capgemini's Digital SIAM Consulting services provide strategy, training, mentoring, advisory, guidance and on-demand staff resources to improve the client's IT service delivery.

This service element provides the practical experience and skills required to support clients in defining their SIAM approach. It can be targeted advisory or a comprehensive service to support development of a SIAM strategy, the business case, and all the associated initial assessment activities in alignment with organisational cloud strategy.

Wherever an organisation is on their journey to transformation to a matured SIAM model, Capgemini can provide staff with practical experience and appropriate skills to support the client IT organisation.

The scope of this service consists of the following activities and features:

- Supports initiatives to improve the operational efficiency of a SIAM model
- Project / Programme managers to plan and / or lead the transformation journey
- SIAM Process SMEs to provide temporary delivery capability
- Tooling Architects to design and / or deliver your tooling architecture
- Process Architects to lead the process transformation and continual improvement
- Business Change managers to supporting the people and culture change
- Agile / DevOps Consulting
- Experienced consultants to devise continual improvement strategy, objectives, and approach.

Some examples of how our consulting services and resource augmentation can bring value to your organisation:

1. **Development of Client Team:** Mentoring services, and the access to “*top-class*” consultants that such services involve, enable client teams to learn from experienced exponents and then share newly obtained skills within the team, thereby accelerating its development.
2. **Rapid access to the right talent:** Clients can receive a rapid injection of expertise and specialist knowledge without having to hire new staff or re-train existing team members.
3. **Improved short-term flexibility:** Provides “*back-fill*” resources to support productivity and mitigate the risk of staff shortages, absences, or sudden hikes in business activity.

5 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

If these responsibilities do not match your expectations, then please contact us in order that we can explore options to vary our approach.

6 Service Management

Capgemini Service Management provides a set of specialised organisational capabilities for providing value to clients in the form of services. It includes a full lifecycle approach to service management from service take-on, through strategy to operation and continual improvement. It can be offered either as a standalone service or in conjunction with other sourcing arrangements.



7 Protection of Data

This service is based on a security classification of 'Official', however should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

8 On-boarding and Off-boarding

Prior to the execution of the Order, the Supplier and the Buyer will agree the scope of the exit plan for the Services and a timescale for delivering an exit plan to ensure continuity of service.

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form and an exit plan in line with the Call-Off Contract terms which will be charged for in accordance with the Pricing section for this service.

9 Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of G-Cloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individuals, to ensure consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

10 Vendor Accreditations/Awards



For the 13th year in a row, Capgemini has been recognised as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgement of our ethical culture that makes us an employer of choice and responsible player in the eyes of our clients, shareholders, and the wider community.

Capgemini is considered one of the market leaders in SIAM and Service Management.

Capgemini have the expertise, experience, and knowledge to successfully build and deliver important engagements for you. With 630 specialist SIAM consultants and nearly 4,000 ITIL and ServiceNow consultants, combined with our industry-leading, proven methodologies and tools, we are widely regarded as the market leader for SIAM and service management. We have multiple accreditations and awards, including 'Digital SIAM Partner of Choice for Fortune 1000 enterprises (2018)' and awarded 'Leader in SI' by Everest.

Our levels of SIAM/DEP practitioners and ITIL/ITSM consultants are growing rapidly and we provide them with knowledge and experience that underpins our SIAM credibility. With every SIAM implementation undertaken we advance our capability.



This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.

Our SIAM capability has been recognised by Gartner, Forrester and ISG in numerous reports for example:

- Gartner Inc.: "Market Guide for Multisourcing Service Integration," Jim Longwood, Gilbert van der Heiden, Ian Puddy, 21 March 2016,
- Forrester Research, Inc: Case Study: Georgia Technology Authority Transforms Into An Agile Service Provider by Eveline Oehrlich, February 7, 2018.
- ISG.: "ISG Provider Lens™ Service Integration and Management report", Lutz Peichert, Jan Erik Aase 20 April 2020

Our industry-leading approach, robust methodologies, clear processes, and cutting-edge accelerators are all informed by our many years' experience designing and implementing SIAM for our clients embodied in our SIAM blueprint. We continually learn, hone, and improve our offering, to ensure we continue to pioneer the industry and offer our clients a market-leading service and solution.

Capgemini has also been independently audited and certified to be in conformance with below mentioned industry standards:

ISO 27001: 2005, ISO 9001: 2008, ISO 20000-1:2005, ISO 9001: 2000, AS9100, TL9000

CMMI-DEV Level 5.

11 Sub-contractors

Where appropriate, and in agreement with each buyer, Capgemini UK may use the following subcontractors to deliver this service:

- Capgemini Technology Services India Limited
- Capgemini Polska SP z O.O.

Where offshore resources cannot be used, Capgemini will deliver using UK-based resources.

12 Additional Associated Services

A number of additional associated services can be offered as shown below. Additional Associated G-Cloud Services shall be priced based on the price defined in the offer.

- ServiceNow: Readiness Assessment, New Platform Implementation, Platform Maintenance and Upgrades
- Intelligent Service Monitoring (ISM): Assessment, Design, Implementation, Run and Optimisation
- Service Asset and Configuration Management (SACM).
- Business Change Management Service



Additional Associated Services shall be priced based on the price defined in the offer.

13 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

14 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

15 Ordering and Invoicing

Please refer to the Supplier Terms listed with this service on the Digital Marketplace.

Capgemini provides consulting and operational support for the full ITILv3 suite of processes from Service Strategy to Service Operations and Service Desk. Capgemini also provides consulting and training in ITILv3 to ITIL4 transition.

Although this document describes a full Digital SIAM Design and Implementation service, many of the activities and outputs described throughout the document can be purchased separately as smaller and less complex “standalone” engagements/work packages.

For example: The SIAM Maturity Assessment (SMA) and the ITIL Process Health checks described in Phase 1 can be purchased as separate standalone services. The implementation of a Service Catalogue function or a Problem Management Function (as defined in ITILv3) or a Training Needs Assessments and training delivery can all be purchased as separate standalone services.

We would be pleased to arrange a call or meeting to discuss your requirements of our service(s) in more detail.

16 Termination Terms

Please refer to the Supplier Terms for this service.

17 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

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

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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