

Service Maturity Assessments for SIAM & Cloud Operations G-Cloud 15





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1 Service Overview

The Service Maturity Assessment allows Capgemini to support their clients who are considering implementing service integration across a hybrid cloud delivery environment. The assessment is a 6 to 9 weeks engagement, where we analyse 5 areas within 9 functions, and at the end of the project the client is provided with a set of recommendations and artifacts, including:

- Transformation journey and action plan,
- Recommended changes to SIAM and Cloud Operating Models, and
- Strategic Governance models for SIAM and CloudOps

It is not an audit but an assessment and is based on Capgemini industry knowledge and SIAM Expertise.

2 Business Need

If you do not know where you are, how do you know where you are going? If you don't know what your partners and suppliers are doing, how can you measure their performance? If you're not sure exactly what your business requirements are how will you ever meet expectations?

We see these challenges in the marketplace and we've helped many customers address them. The questions raised above are basically driven by a whole range of current issues and challenges that businesses face, they include:

- Rapidly changing technology
- Exponential increase in suppliers, cost and profitability pressures
- Market demand for greater agility
- Strategy for Multi-Vendor Sourcing, Combined Ecosystem performance
- Value for Money, Merger & Service consolidation
- Complicated Governance and collaboration across large organizations and multiple sectors

Businesses can have best of breed toolsets and processes, but find that SLA / OLA performance does not meet targets. This can be due to many elements, for example: uncertainty of roles, lack of ownership and / or the wrong people in the wrong roles.

IT services should and do add value to the business operation. However they are often overly expensive or ill structured. You need to run the IT and hybrid cloud infrastructure, organisation and supply chain as cost effectively as possible whilst also meeting the requirements of your customers, the business, legislative and regulatory organisations. To do this you need clearly defined roles and responsibilities, well configured tools, processes and governance and effective overarching management.

3 Our Approach

Our approach is based on the foundation principles of thought leadership, collaboration and iteration.

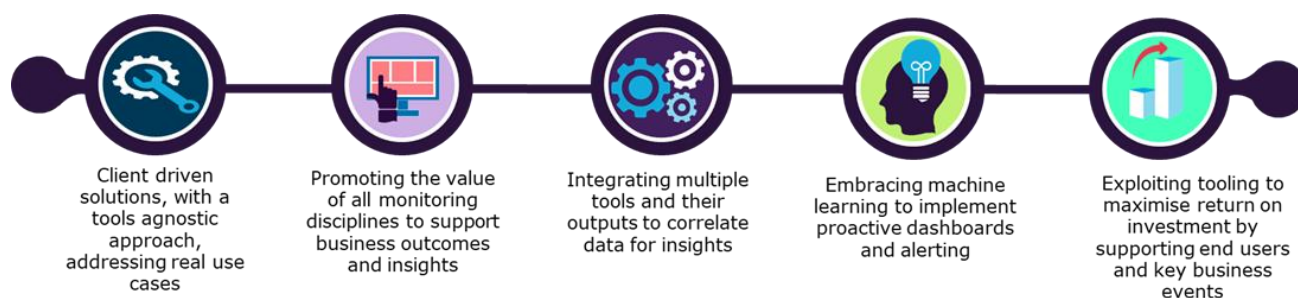
Thought leadership: As experts in our field, we provide recommendations based on real world experience of what works best across all industries.

Collaboration: We acknowledge our clients are the experts in their field, and therefore ensure we collaborate to fully comprehend their requirements and provide solutions that drive maximum business value.

Iteration: To ensure alignment along the solution journey, communication through iteration is key to success. With our clients, we will agree an iteration plan that ensures early understanding and alignment of the developing solution.



With a clear focus on;



Our collaborative approach allows our clients to benefit through utilising our wide range of industry experience, capabilities and partnerships. We consider our key differentiators include:

- Recognised by Analysts as leaders in SIAM
- Constant innovation of SIAM Services to adapt to the Market and Technology evolution including Sustainable approach
- Consistent drive of SIAM & CloudOps automation into Capgemini services to enable scale and efficiency
- Comprehensive set of SIAM services for our client's journey (Consult/Design, Transform, Run, Evolve)
- "Business value" oriented approach to IT & Cloud Service delivery
- Capgemini assets: Target Operating Models, Blueprint, Tools architecture and Governance framework

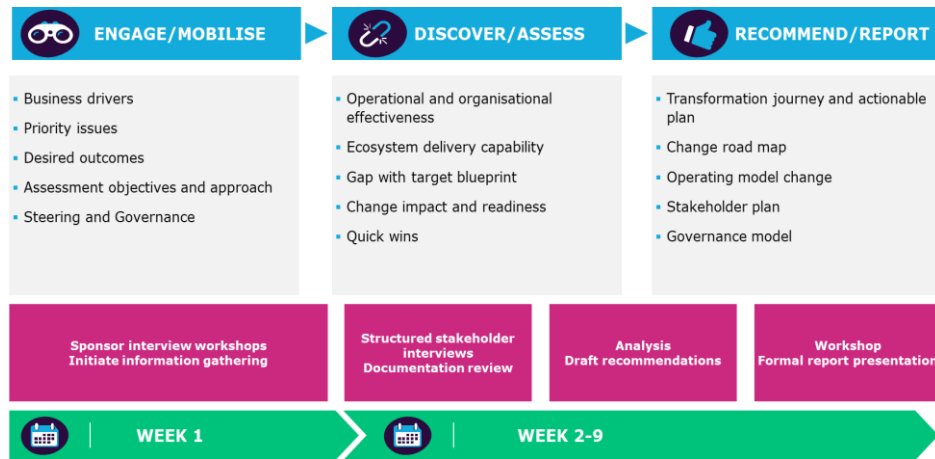
4 Service Description

Capgemini's Service Maturity Assessment (SMA) for SIAM and Cloud Operations Environments is a 6-9 week project engagement with a client considering implementing service integration across a hybrid cloud delivery organisation. The SMA is run by a team of service management professionals backed up by appropriate SME's for the business issues being reviewed like provider eco-systems, commercial constructs, transformation project and programme management and cloud native operating models like CloudOps & DevSecOps etc.

The project will end with a joint workshop presenting the proposed recommendations covering the below deliverables, as well as identified quick wins initiatives:

- SIAM and Cloud Transformation journey and actionable plan (Strategic Level Plan)
- Change road map (Tactical Level Plan)
- Operating model change (Operational level Plan)
- Stakeholder plan
- Governance model
- Next steps

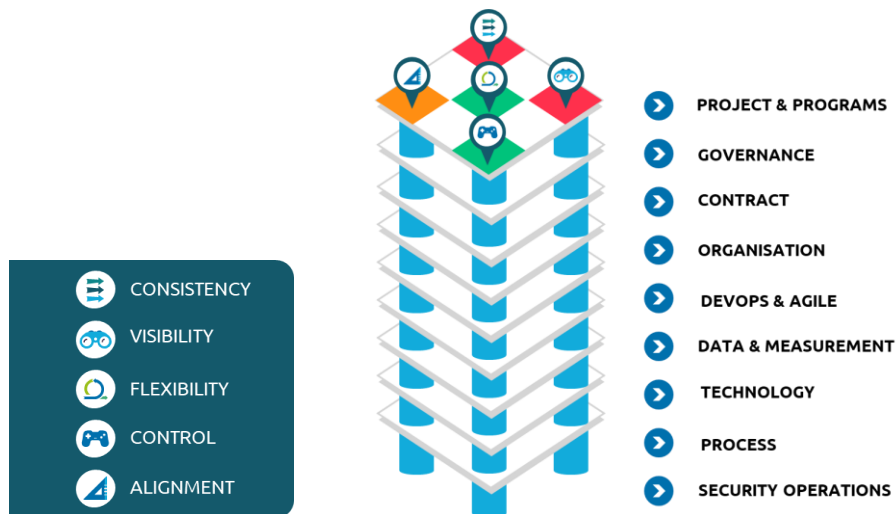
Our approach to the SMA for SIAM & CloudOps engagement is outlined below :



Capgemini Service Maturity Assessment for SIAM & CloudOps

Structured Approach To Assessments & Reporting On Outcomes

Successful service & cloud management needs to be built on the foundation of core capabilities that support every layer the IT operating model. Our structured approach to workshops and interviews help organisations identify needs for change, find gaps, and understand capabilities in each layer of the assessment structure (see below).



Capgemini Structured Approach to Service Maturity Assessment for SIAM & CloudOps

We summarise results and display these in a macro view which allows a broad identification of hotspots across an organisation with further areas for focus findings, conclusions and recommendations in a more micro view "heat-map" that underpins everything. See below for an example.



Capgemini Heatmap Insights From Our Service Maturity Assessment for SIAM & CloudOps (Example)



The SIAM & Cloud Assessment Solution Areas We Focus On

Project & Programs The management of projects and programs including those in the pipeline and new requirements from the business as well as how new services are transitioned to the live environment.	Governance The policies and decision-making forums that are in place to allow the business and IT leaders to make rapid, informed decisions.	Contract The current client supply chain, contract overlaps and gaps, consistency, how they enable suppliers to work together effectively with clear lines of demarcation.	Organisation The structures, role descriptions and reporting relationships in place that enable the organisation to function on a day-to-day basis.	Data & Measurement The main flows of data and information across the different functions of the client's IT organisation including user, configuration and asset data and service knowledge. The management framework used by leaders to track the performance of the organisation. All defined SLAs and KPIs are configured in the system and can be reported.
DevOps & Agile A review for the maturity of an organisation for the control and process that is applicable within a DevOps & Agile environment.	Technology The client information systems, in terms of policies, standards, services, logical and physical components and integrations.	Process The logical and hierarchical grouping of Service Management activities that allow the organisation to function.	Security Operations The controls that are in place to hold the current way of working together and ensure compliance as well as to protect the client from new and emerging threats.	

Capgemini SIAM & Cloud Assessment Solution Areas

The Assessment Tools & Methodologies We Use To Discover & Plan Your SIAM & CloudOps Journey

These are summarised in 3 key areas:-

- Scoping and defining key areas and capabilities

	Solution Area					
	Governance	Measurement	Organisation	Process	Technology	Data
Consistency	1. Governance includes a forum to review consistency of approach across the supply chain with preventative and remedial actions undertaken 2. Evidence of consistent decision making within the governance structure 3. Evidence of consistency of governance with minimal overlap or gaps between forums	1. Ability to report on level of process compliance across all suppliers 2. Reports confirm and underpin charging basis for supplier towers 3. Reports benchmarking against industry are regularly run 4. Mechanisms exist to ensure consistent measurement taking advantage of technology, automation and minimising manual measurement, collation and reporting 5. Evidence of ongoing review of provided reports for suitability	1. Organisational interfaces defined and operated consistently across ecosystem - common and agreed RACI 2. Evidence of skills review, training and continual improvement 3. Appropriate function in place to carry out review and correction against consistent practice	1. Processes are followed (to appropriate level) throughout ecosystem by all suppliers. 2. Processes are mature enough for suppliers to easily work under without adverse impact to optimised delivery 3. Process owners are identified and have accountability for process compliance 4. Regular process benchmarking occurs against best practice 5. Process framework is based around industry standard (e.g. ITIL, eTOM) for consistent approach across suppliers 6. Processes are clearly documented, reviewed and updated regularly 7. Process roles and responsibilities are clearly defined with swimlanes/RACI or similar and reflected in PDS	1. Technology standards are defined by the MSI for a consistent approach. E.g. Common data standards such as DMTF standards applied, or uCMDB for CMDB data structure. 2. Architectural standards are defined by the MSI 3. A common knowledge management repository is provided at the MSI level to aggregate knowledge across the supply chain 4. The MSI leverages automation to provide service consistency and predictability e.g. provision of an Requestable Catalogue including automated approval and fulfillment workflow	1. Knowledge is aggregated at the MSI layer and available across the supply chain as appropriate
	1. Alignment of sourcing with objectives is monitored and adjusted as necessary 2. Risk register maintained covering operating and delivery risks around ecosystem 3. Client maintains and owns sourcing strategy and related risks	1. Reports allowing execution of detective controls around supplier performance - process compliance, demand/backlog/throughput, SL exception reporting 2. MSI able to validate supplier invoices and penalties 3. MSI initiate dispute resolution to meet both	1. MSI should have seasoned managers who are commercially aware, supplier management experienced, experienced in negotiation and dispute resolution and results-focused 2. MSI have matured processes	1. Process compliance exceptions are detected and appropriate actions and mitigations executed 2. Delivery issues are detected and appropriate interventions, actions and mitigations executed 3. Inconsistent service levels identified	1. Collaborative tools exist for control purposes, e.g. Instant messaging, voice conferencing 2. MSI utilises a comprehensive, service management workflow tool to provide workflow capability for incident, problem, change, request, knowledge, asset, service, etc.	1. Accurate points of contact data held for each supplier in the supply chain including detail on roles and responsibilities 2. The MSI has the capability to reconcile disparate data sources across the supply chain for consistency

Capgemini Service Maturity Assessment for SIAM & CloudOps Solution Areas Capabilities (Example)

- Detailed questionnaire and data driven analysis tool

Solution Area	Capable	Question Area	RED	GREEN	Score 1 = Red, 2 = Green	Questions
Organization Alignment	3	Roles filled in SI covering all of the roles defined as the core SI organization model (ref PDS-SI organization model for baseline)	Significant gaps in role coverage for SI organization	No to minimal gaps in role coverage for SI organization		QA3-1 - Are the roles definitions available to be reviewed? QA3-2 - Are roles filled in the SI covering the roles defined as the core in the SI Organization Model - Use PDS SI as the baseline? QA3-3 - What % of the SI Organization Model is covered? - This will determine the RAG
Organization Consistency	1	Organisational roles and responsibilities defined and operated consistently across ecosystem - common and agreed R6R	Minimal definition of R6R across ecosystem or inconsistently applied	Clearly defined and consistently applied R6R across ecosystem		OC1-1 - Are the organisational roles and responsibilities defined across the ecosystem OC1-2 - Is the evidence of the definition available? OC1-3 - Are they clear and unambiguous? OC1-4 - Is there evidence that the roles and responsibilities are consistently operated across the ecosystem?
Organization Consistency	2	Evidence of skills review, training and continual improvement	Lack of evidence of continual review, refresh and improvement of skills and training across the ecosystem	Evidence of continual review, refresh and improvement of skills and training across the ecosystem		OC2-1 - Is there a skills review, training and continual improvement plan/schedule defined? OC2-2 - Does the plan/schedule apply across the entire ecosystem? OC2-3 - What percentage of the ecosystem does the plan/schedule? - This will determine the RAG
Organization Consistency	3	Appropriate function in place to carry out review and correction against inconsistent practice	No SI function in place to review and correct inconsistent practice within ecosystem	SI function in place with remit to review and correct inconsistent practice within ecosystem	CLARIFY	
Organization Control	1	SI should have seasoned managers who are commercially aware, supplier management experienced, experienced in negotiation and dispute resolution	No SI function in place to review and correct inconsistent practice within ecosystem	SI function in place with remit to review and correct inconsistent practice within ecosystem		OC2-4 - Are the individuals experienced in negotiation and dispute resolution?
Organization Control	2	SI has individual performance/reward mechanisms aligned with successful delivery of end to end services	No individual incentives in place against the SI driving delivery of end to end IT services	SI has individual incentives in operation against delivery of end to end IT services		OC2-1 - Does the SI have a individual performance/reward mechanism OC2-2 - Is the performance/reward mechanisms aligned with successful delivery of end to end services OC2-3 - Is there a contract for all suppliers? OC2-4 - Are the commercial, service delivery and sales roles and responsibilities clearly defined?
Organization Control	3	Mapped supplier contacts, with clearly defined accountabilities for suppliers for commercial, service delivery and sales	Lack of clarity around supplier roles in terms of commercial, sales and delivery	Clear demarcation around supplier roles in terms of commercial, sales and delivery		OF1-1 - Does a client function for supplier sourcing exist? OF1-2 - Are the roles and responsibilities clearly defined and documented? OF1-3 - Is there clarity around who bears the cost for onboarding and exiting suppliers? OF1-4 - Is there clarity around who has management responsibility for onboarding and exiting suppliers? OV1-1 - Does a reporting function exist?
Organization Flexibility	1	A client function with defined roles and responsibilities for carrying out supplier sourcing exists and clarity on who has the responsibility of bearing the cost and management responsibility for on-boarding and exiting of suppliers	No client sourcing function with responsibility for IT suppliers, or lack of clarity around who bears the cost and has management responsibility for onboarding and exiting suppliers	Defined client sourcing function with responsibility for IT suppliers, and clearly defined accountabilities for both which party bears the cost and has management responsibility for onboarding and exiting suppliers		
		A function with defined roles and responsibilities for carrying out service	Service measurement function with responsibility for	Service measurement function with remit to		



Capgemini Service Maturity Assessment for SIAM & CloudOps Questionnaire (Example)

- Visual summary and drill down of findings

Business Capabilities	Strategic	High
Business Capabilities	Operational	High
Business Capabilities	Strategic	High
Business Capabilities	Operational	High

	Process	Contract	Governance	Data and Measurement	Projects and Programmes	Organisation	Technology	Security Operations	DevOps & Agile
Alignment	1.0	0.8	1.0	1.5	2.0	0.3	1.0	2.0	1.0
Consistency	1.6	2.0	1.0	1.2	2.0	1.0	1.5	2.0	1.0
Control	1.5	0.0	1.0	0.8	2.0	1.7	2.2	1.5	1.0
Flexibility	1.0	2.2	2.0	1.5	2.0	1.5	1.0	2.0	3.0
Visibility	2.0	1.0	1.8	1.7	1.5	1.5	1.0	1.3	1.0

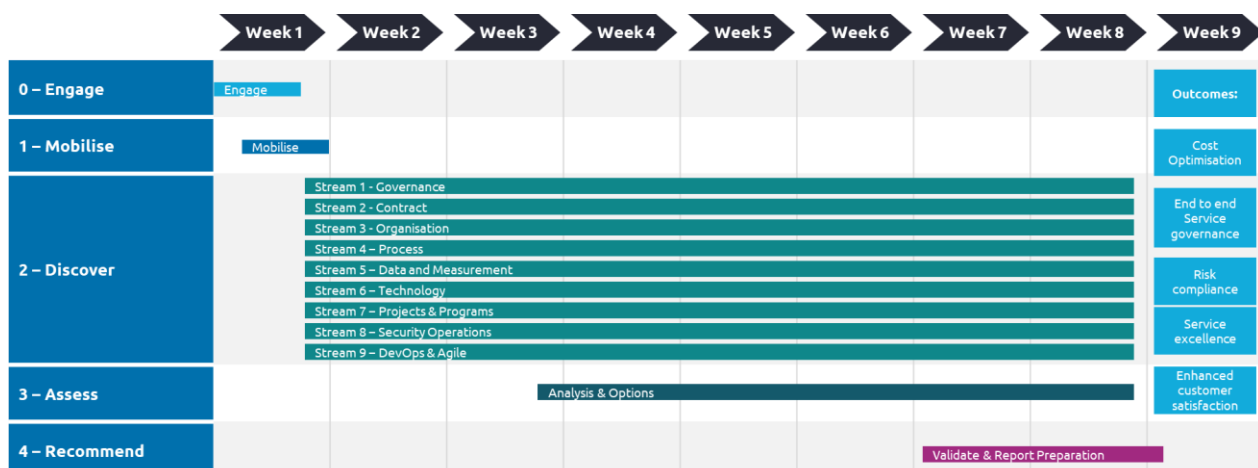


Capgemini Service Maturity Assessment for SIAM & CloudOps Visual Summaries & Findings (Example)

Our Plan and Timelines to Delivery your Service Maturity Assessment & Outcomes

Our 5 key sprints:-

0. **ENGAGE** - Pre-workshop with key stakeholders understanding the current programme and clarify proposed scope and approach.
1. **MOBILISE** - Connect with key contacts and finalise preparation. Project kick off.
2. **DISCOVER** - Deployment of multiple parallel streams. Each stream will focus on the completion of discovery interviews and analysis. Identify and review key documentation. Identify quick wins, provide guidance and advice.
3. **ASSESS** - A series of options to migrate to a service integration framework and illustrate the implications and journey from the current state to the proposed target operating model.
4. **RECOMMEND** - Present findings and high-level suggestions to key stakeholder communities.



Capgemini Typical SMA for SIAM & CloudOps Plan



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.

The key Buyer responsibilities as part of this service include the following:

- Access to Buyer stakeholders and SMEs
- Availability to review and approve iterations
- Points of contact to provide access to people, rooms, office facilities (such as printing)
- Sponsor/champion/escalation point

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 recognises that even the best solutions for our customers require underpinning with good process that help facilitate the tools are used and in a consistent and measurable way.

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. Additional requirements this may be subject to additional Charges in accordance with the SFIA Rate Card.

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 provide 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 individual, to provide consistency and effectiveness. The approach, 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.



11 Sub-contractors

Where appropriate, and in agreement with each buyer, Capgemini UK may use the following sub-contractors 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

Additional associated services are available. They are:

- Service Management Maturity Assessment
- Digital Service Management - service management method for managing products in the cloud
- ServiceNow: Readiness Assessment, Planning, Platform Implementation, Upgrade Extension, Expansion and Maintenance
- Service Configuration Management
- ISO20000 - Implementation/Readiness for certification/maturity

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 for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service 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: 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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