



## Reading Guide

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# Reading Guide for EXIN SIAM™ Foundation Bridge based on the Scopism SIAM BoK V3 (SIAMFV3B.EN)

## Preface

### How to use this reading guide

Welcome to this reading guide for learners who have completed formal EXIN SIAM Foundation training. We assume that you already know the basic SIAM terms and definitions. This guide is designed to help you refresh that knowledge and understand the latest updates in the official SIAM Foundation Body of Knowledge (BoK).

By working through this guide, you can strengthen what you already know and become familiar with new ideas that have developed over time. For the best results, we recommend that you follow the guide step by step. After each section, take some time to complete the exercises and reflection questions. This will help you check your understanding and look at the topics from different angles. When you complete the guide, it is a good idea to take the sample exam as well. This will help you prepare more fully for the final exam.

### What you will need

Alongside this guide, you will also need:

- A copy of the SIAM Foundation Body of Knowledge
- A copy of the Compendium SIAM Processes

You can access both resources free of charge on the Scopism website. This guide will point you to the most relevant sections and suggest exercises. The SIAM Foundation Body of Knowledge provides a glossary for quick reference.

### Understanding the purpose of the Bridge exam

The EXIN SIAM™ Foundation Bridge exam, based on the Scopism SIAM BoK V3 (SIAMFV3B), is designed for people who already have SIAM knowledge. It covers the same subject area as the full EXIN SIAM™ Foundation exam, but it is shorter and focuses on the updated content.

Several important changes in the SIAM Foundation BoK reflect recent developments in the industry. For example, the increasing use of AI has created more complex service environments. At the same time, the SIAM operating model and SIAM thinking have matured, which has led to further updates. There has also been a stronger need to align with standards, especially ISO/IEC 20000-14 and ISO/IEC 38500.

Another key change is the stronger focus on three operational processes. Instead of covering all processes in detail within the main BoK, these processes are now described in a separate process compendium. This gives them the attention they need without making the main BoK too broad.


We hope this guide, together with the exercises and sample exam, makes your learning experience clear, useful, and rewarding. Enjoy updating your SIAM knowledge.

# Introduction to Service Integration and Management (SIAM)

## Reading goals

As you read the first section of the SIAM BoK, focus on the following goals:

- Refreshing your knowledge of basic terminology
- Understanding the difference between collaboration and cooperation within the matured SIAM methodology
- Understanding the difference between ecosystem and environment within the matured SIAM methodology
- Refreshing knowledge of the SIAM practices, processes, roles, and structural elements
- Understanding the refreshed SIAM model and its components

|  |                                     |   |
|--|-------------------------------------|---|
|   | Collaboration, not just cooperation | Common goals<br>Creating value                            |
|   | Ecosystem, not just environment     | Importance of community<br>End-to-end view                |
|  | Operating model                     | Break down complexity<br>Be flexible, resilient, adaptive |

## Related exam specifications

As you read, keep these exam specifications in mind:

- 1.1.1 You can outline the purpose and value of a SIAM approach.
- 1.1.2 You can describe (business) drivers for SIAM.
- 1.2.1 You can explain the SIAM layers.

## Detailed reading guidance

The following visual gives a very brief overview of the main changes in the focus of the SIAM Foundation BoK. You will encounter these in reading through the first chapter.



### Section 1.1: What is SIAM?

As you read this section, pay special attention to the updated definitions of **cooperation** and **collaboration**.

The main point to take away is that collaboration is now described more clearly as working together toward a shared goal, instead of simply cooperating while keeping separate objectives.

This matters because it supports better alignment across the SIAM ecosystem and helps all parties focus on creating value for the customer organization.

### Section 1.1.1: The SIAM Ecosystem

In this section, focus on the difference between the **ecosystem** and the **environment** in SIAM.

Make sure to refresh your understanding of the following key terms:

- Customer organization
- Retained capabilities
- Service integrator

Take away from this section that the service integrator plays a central role in the integration layer. The service integrator connects the customer organization's strategy layer with the service providers' delivery layer.

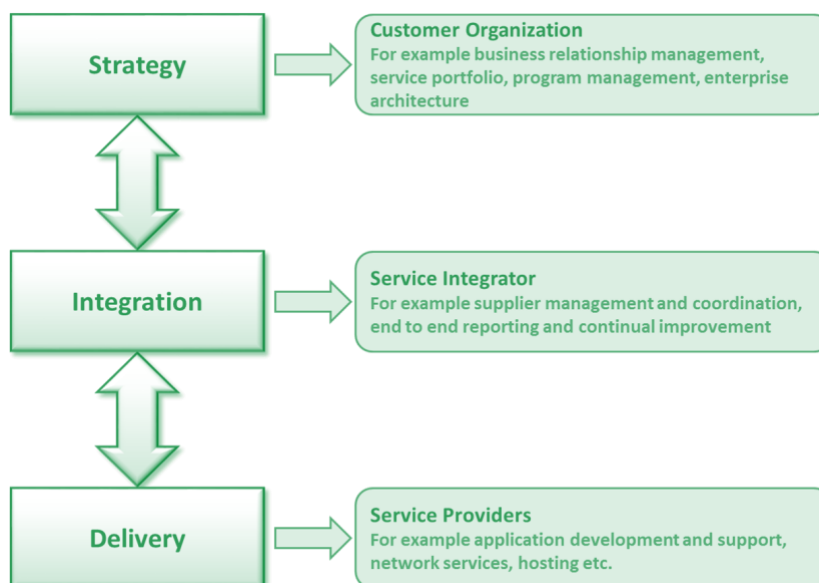


You should also review the difference between internal and external service providers, and make sure you know the three service provider types:

- Strategic
- Tactical
- Commodity

These distinctions help explain how SIAM can work in different sourcing situations.

### Section 1.1.2: SIAM Practices



This section revisits the four SIAM practice areas. As you read, focus on the purpose of each practice area:

- **People practices** support roles, responsibilities, skills, and collaboration.
- **Process practices** support consistent ways of working.
- **Measurement practices** support reporting and improvement.
- **Technology practices** support tools and technical enablement.

You may choose to move ahead to Section 5 for examples of these practices. Another option is to continue reading and return later when you want a quick reminder.

### Section 1.1.3: SIAM and Processes

The main message in this section is simple:

- SIAM is not a process; it is a management approach and framework.

If this idea is already clear to you, you may choose to not read this section. If it does not feel familiar enough, it is worth taking a few minutes to review it, because this distinction supports many other SIAM concepts.

### Section 1.1.4: SIAM Roles

This section introduces important terms such as:

- Layer
- Organization
- Function
- Structural element

These terms are useful because they help explain how SIAM is organized and how different parts of the model relate to each other. Make sure you are familiar with them before moving on.

### Section 1.1.5: SIAM Structural Elements

Use this section to refresh your understanding of the following structural elements:

- Boards
- Forums (including process forums)
- Working groups

If these topics are already familiar, you can move on. If not, take time to review them carefully so that you have a complete picture of how SIAM structures support coordination and governance.



### Section 1.1.6: SIAM Model

This section has been updated, so it is important to read it carefully. Focus on understanding the SIAM model **as part of the organization's wider operating model**. Pay close attention to Figure 4: A high-level SIAM model. Make sure you understand what the model shows and what it means for how an organization manages and integrates services.

### Section 1.1.7: SIAM Contractual and Sourcing Considerations

*This section is not a main exam focus, but it can still add useful context to your understanding of SIAM. It gives insight into contract and sourcing choices within a SIAM model. If this area already feels familiar, you may leave it unread. If not, a quick review could still be valuable.*

### Section 1.2: The History of SIAM

You may skip this section. It is not a major part of the exam and has limited value for practical use of the SIAM model.

### Section 1.3: The Purpose of SIAM

Although the purpose of SIAM has not changed greatly, this section is still important for the exam. You should understand why organizations choose SIAM and in which situations it is useful.

Be sure that you can explain the purpose of SIAM in a clear and practical way. When and why should organizations choose a SIAM approach?

### Section 1.4: The Scope of SIAM

Read this section to improve your understanding of how an organization decides which services should be included in the SIAM ecosystem. It also helps explain how to create a service model.

This section has not changed heavily, but the principles remain important both for the exam and for real-life application.

### Sections 1.5 and 1.6: SIAM and the Business Strategy & Value to the Organization

These two sections should be read together. They explain why SIAM is valuable, why organizations may need it, and how it supports business goals.

|   |                                     |   |
|---|-------------------------------------|---|
|  | <b>SIAM &amp; Business Strategy</b> | New: SIAM is more directly aligned with and driven by strategy                      |
|  | <b>Service Grouping</b>             | New: Grouping based on value, risk, and complexity optimization, not on convenience |
|  | <b>Service Orchestration</b>        | New: More focus on end-to-end orchestration for seamless customer experience        |

If the ideas already feel familiar, you may move through them more quickly. However, make sure you still review the main driver groups carefully, as they are important for the exam.

#### Main driver groups

- **Service satisfaction drivers**
  - Service performance
  - Service provider interactions
  - Clarity of roles and responsibilities
  - Slow pace of change
  - Demonstration of value
  - Lack of collaboration between service providers
  - Delivery silos
- **Service and sourcing landscape drivers**
  - External sourcing
  - Multi-sourcing
  - Increase in the number of service providers
  - Shadow IT
  - Inflexible contracts

- **Operational efficiencies drivers**
  - Disparate service management capabilities
  - Data and information flows
  - Data and information standards
  - Tooling
- **External drivers**
  - Corporate governance
  - External policy
- **Commercial drivers**
  - Service providers
  - Service integrators

As you study these drivers, think about how they can influence an organization's decision to adopt or improve SIAM.

### Section 1.6: Value to the Organization – the SIAM Business Case

From this section, you should be able to explain the main costs and benefits of SIAM for an organization. You should also understand what can influence those costs and benefits.

It is especially useful to review the main categories of generic benefits, because they provide a practical framework for understanding the value of SIAM:

- Improved service quality
- Optimized costs and increased value
- Improved governance and control
- Improved flexibility and pace

You should also connect this section to the exam requirement about the **business case**, including its risks and possible mitigations. In other words, it is not enough to know the benefits only. You should also understand what could make a SIAM business case weaker, and how those risks can be managed.

## Section 2. SIAM roadmap

### Reading goals

You can skip this section if you want to focus only on topics that appear directly in the SIAM Foundation Bridge exam. If you read this chapter, focus on building a basic understanding of the SIAM roadmap and its four stages.

You should aim to:

- Recognize the four roadmap stages
- Understand the purpose of each stage
- Know the main objectives, triggers, inputs, activities, and outputs
- Understand that roadmap work is often iterative, not strictly linear

### Related exam specifications

The exam does not contain direct questions about this section. Even so, the four SIAM roadmap stages may still be mentioned. Because of this, it is important to understand them at a basic level.

### Detailed reading guidance

#### Section 2. SIAM roadmap

The four stages are:

- Discovery & Strategy
- Plan & Build
- Implement
- Run & Improve

For each stage, you should be familiar with its:

- Objectives
- Triggers
- Inputs
- Activities
- Outputs

This knowledge helps you understand how SIAM is introduced, developed, and improved over time.

It is also important to remember that these stages are not always completed in a simple step-by-step order. In real organizations, the work is often iterative. This means teams may return to an earlier stage when needed. In some cases, stages or activities may also happen at the same time.

## Section 3. SIAM structures

### Reading goals

As you read this section, focus on building a practical understanding of the different SIAM structure options and when each one may be suitable.

Your goals are:

- Refreshing your knowledge of the different SIAM structures
- Understanding the benefits of each SIAM structure
- Understanding the disadvantages of each SIAM structure
- Refreshing how to choose an appropriate SIAM structure

### Related exam specifications

As you read, keep this exam specification in mind:

- 1.2.2 You can describe the SIAM structures, advantages and disadvantages for
  - a hybrid service integrator,
  - an internally and an externally sourced service integrator and
  - a lead supplier as service integrator.

This means you are expected not only to recognize the names of these structures, but also to explain how they differ and why one approach may be more suitable than another.

### Detailed reading guidance

As you read through this section, it may help to create a simple comparison table. For each SIAM structure, note:

- What the structure is
- Its main strengths
- Its main weaknesses
- When it may be the best choice

This approach can make it easier to remember the differences between the structures and to apply your knowledge in scenario-based questions. You should be able to use the advantages and disadvantages of each option to support a recommendation for a particular business context.

The SIAM structures covered are:

- 3.1. Internally sourced service integrator
- 3.2. Externally sourced service integrator
- 3.3. Lead supplier as service integrator
- 3.4. Hybrid service integrator

Make sure you are comfortable with each of these models and can compare them clearly.

## Section 4. SIAM roles

### Reading goals

This chapter is not directly tested in the SIAM Foundation Bridge exam, but the roles and concepts described here are used throughout the exam.

As you read, focus on:

- Understanding the main SIAM roles
- Recognizing how these roles work together
- Refreshing your knowledge of the governance framework
- Understanding the main supporting elements in the operating model

If these concepts are already familiar, a brief review may be enough. If not, it is worth reading this chapter carefully.

### Related exam specifications

The exam does not contain direct questions about this section. However, the roles and concepts described here are used throughout the exam. For that reason, you should still be comfortable working with them.

You are expected to understand the role descriptions of the main SIAM roles. Their names are used regularly in exam questions, so it is important that they feel familiar. If you are unsure about any of them, it is worth reviewing this section again.

### Detailed reading guidance

#### Section 4. SIAM roles

##### SIAM roles

The main SIAM roles are:

- Customer organization
- Service integrator
- Service provider

You should understand the purpose of each role and how they work together in a SIAM environment.

## Governance

In addition to the main roles, you are also expected to understand the governance roles and the governance framework related to SIAM. This framework includes six key elements, some of which are based on ISO/IEC 38500:

- Direction
- Capability
- Policy
- Delegation
- Performance
- Accountability

These elements support effective control, coordination, and decision-making across the service ecosystem. Even if this section is not directly tested, this knowledge is useful because it supports many other SIAM topics.

## Other SIAM elements

You should also know, or refresh your knowledge of, the following SIAM elements:

- Executive boards
- Tactical boards
- Operational boards
- Operational roles
- Service desk

These elements are part of the wider SIAM operating model and help define how decisions are made, how services are managed, and how communication happens across different levels of the organization.

Overall, this section is useful for strengthening your understanding of SIAM terminology and how the main roles and governance elements fit together in practice.

## Section 5. SIAM practices

### Reading goals

As you read this section of the SIAM BoK, focus on the following goals:

- Refresh your understanding of the four main SIAM practice areas
- Understand how people, processes, measurement, and technology support a SIAM ecosystem
- Recognize the main challenges connected to each practice area
- Understand how these practices help organizations work together more effectively
- See how other supporting practices and standards can strengthen SIAM across all roadmap stages

### Related exam specifications

After reading this section, make sure you can do the following:

- 4.1.1 You can explain people practices in a SIAM ecosystem.
- 4.1.2 You can explain process practices in a SIAM ecosystem.
- 4.1.3 You can explain measurement practices in a SIAM ecosystem.
- 4.1.4 You can explain technology practices in a SIAM ecosystem.
- 4.2.1 You can describe how other practices work in a SIAM ecosystem.

### Detailed reading guidance

#### Section 5.1. People practices

In this section, review the role of people practices within SIAM. These practices focus on the human side of service integration. They help build cooperation, trust, clarity, and shared responsibility across the ecosystem.

| Challenges (examples)   | Recommendations   |
|---|---|
| <ul style="list-style-type: none"> <li>• Conflicting objectives, strategies and working practices</li> <li>• Reluctance to share knowledge</li> <li>• Lack of automation</li> </ul> | <ul style="list-style-type: none"> <li>• Roles and responsibilities (RACI)</li> <li>• Clear goals and objectives</li> <li>• Shared knowledge, data and information</li> <li>• Communication</li> <li>• Toolset integration</li> </ul> |

In a SIAM environment, services are often delivered by different teams and different providers. Because of this, people practices are essential. Without them, even strong processes and good tools may not be enough.

After reading this section, the following topics should feel familiar:

- Managing cross-functional teams, including its challenges
- The RACI-matrix terms (Responsible, Accountable, Consulted, Informed)

### Managing cross-functional teams

You should understand how SIAM often depends on cross-functional teams. These teams bring together people from different areas, organizations, and service providers to work toward common goals.

It is important to understand both the value and the challenges of this way of working. Common challenges may include:

- Different priorities between teams
- Unclear responsibilities
- Communication barriers
- Cultural differences between organizations
- Difficulty building trust across provider boundaries

Good people practices help reduce these problems. They support better cooperation and help teams focus on shared service outcomes instead of isolated tasks.

### RACI matrix terms

You should also be familiar with the RACI matrix and the meaning of the four terms:

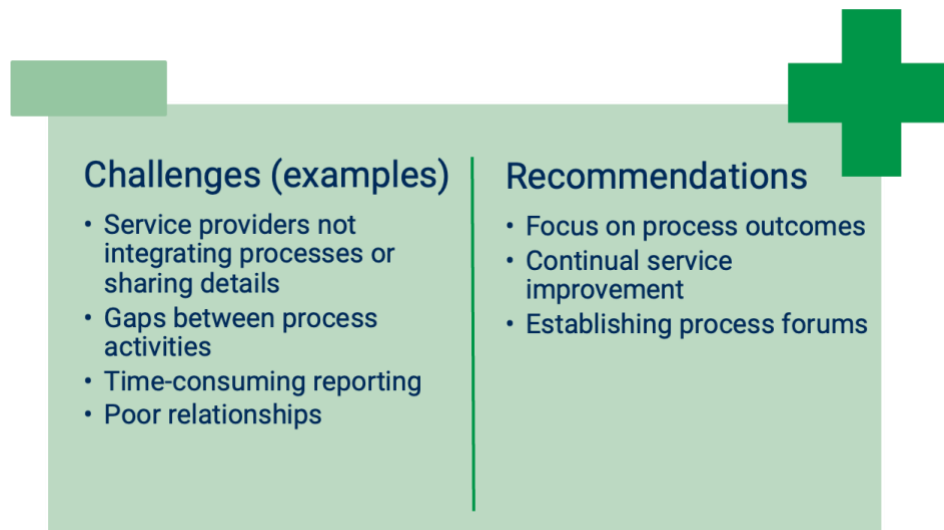
- **R**esponsible
- **A**ccountable
- **C**onsulted
- **I**nformed

In SIAM, the RACI model is useful because it helps clarify who does the work, who owns the outcome, who should give input, and who should be kept updated. This is especially important in an ecosystem where many parties work together.

When responsibilities are not clear, delays, confusion, and gaps in service can appear. A clear RACI matrix helps prevent this and supports better coordination.

## Section 5.2. Process practices

This section focuses on process practices in a SIAM ecosystem. Here, the main idea is that processes should support the desired service outcomes and help organizations work together in a consistent way.



When reading this section, pay close attention to the following points:

### Focus on process outcomes

In SIAM, the goal is not simply to follow a process because it exists. The real goal is to achieve a useful outcome. This means you should look beyond process steps and think about the value the process creates for the organization and the user.

This is an important SIAM principle. A process is only useful if it supports effective service delivery, collaboration, and improvement.

### Continual process improvement

You should also review the idea of continual process improvement. SIAM environments are complex and often change over time. Because of this, processes should not stay fixed forever. They should be reviewed and improved regularly so they remain effective and relevant.

Continual improvement helps organizations:

- Respond to change
- Remove inefficiencies
- Improve cooperation
- Support better service outcomes
- Learn from experience across the ecosystem

### Establishing process forums

This section also explains the role of process forums. These forums provide a way for different stakeholders to discuss process performance, challenges, responsibilities, and improvement opportunities.

Process forums are important in SIAM because they support joint decision-making and shared ownership. They create a structured space where service providers, the service integrator, and the customer organization can work together.

### RACI in process practices

The RACI matrix is also relevant here. It helps identify the roles and responsibilities of each stakeholder for each process activity. In a SIAM ecosystem, this clarity is necessary because multiple parties may contribute to one end-to-end process.

When you review this section, think about how process ownership, accountability, and communication are managed across organizational boundaries.

### Section 5.3. Measurement practices

This section is especially important because measurement practices help organizations understand whether the SIAM ecosystem is working well. Good measurement supports visibility, control, improvement, and better decision-making.

| Challenges (examples)   | Recommendations   |
|---|---|
| <ul style="list-style-type: none"> <li>• Lack of strategic information</li> <li>• Reluctance to share information</li> <li>• Inability to map service architecture or workflow</li> <li>• Not measuring the correct amount of data and information</li> </ul> | <ul style="list-style-type: none"> <li>• Create a performance management and reporting framework</li> <li>• Make reports visual</li> <li>• Use qualitative and quantitative measures</li> <li>• Apply agile thinking</li> </ul> |

### Reporting on end-to-end services

A key point in this section is the importance of reporting on end-to-end services. This fits strongly with the updated SIAM language and thinking.

SIAM is now described more clearly as an ecosystem, not just a collection of separate suppliers or activities. Because of this, measurement should also look at the whole service experience, not only at isolated parts.

End-to-end service measurement helps organizations understand the real user experience. This is important because the end user does not see separate internal teams or providers. The user experiences one complete service.

### Challenges in measurement practices

You should be familiar with the main challenges mentioned in this section. These can limit the value of reporting and make service performance harder to understand.

The key challenges are:

- Lack of strategic requirements
- Reluctance to share information between service providers
- Inability to map service architecture or end-to-end workflow
- Not measuring the correct amount of data and information

These challenges are important because they show that good measurement is not only about collecting data. It is also about choosing the right data, building trust, and understanding the service model.

### Reporting recommendations

You should also know the main recommendations for effective reporting in a SIAM environment:

- Create a performance management and reporting framework
- Make reports visual
- Use qualitative and quantitative measures
- Apply agile thinking

### The watermelon effect

You should also understand the watermelon effect. This describes a situation where performance looks good on the outside, but problems exist underneath. In simple terms, the report may appear green, while the real experience is red.

This concept matters in SIAM because a service can meet formal targets while still creating a poor user experience. Understanding the watermelon effect helps you think more critically about what service data is really showing.



### Section 5.4. Technology practices

This section should be read carefully because this area has changed. Technology practices in SIAM are not only about tools themselves. They are about how tools support integration, visibility, collaboration, and the smooth operation of the ecosystem.

| Challenges (examples)   | Recommendations   |
|---|---|
| <ul style="list-style-type: none"> <li>• Ineffective legacy tools</li> <li>• Defining the toolset scope</li> <li>• Non-integrated toolsets</li> <li>• Lack of architecture</li> </ul> | <ul style="list-style-type: none"> <li>• Technology strategy and roadmap</li> <li>• Industry standard integration methods</li> <li>• Ownership of data and toolsets</li> <li>• Ease of adding and removing service providers</li> <li>• Common data dictionary</li> </ul> |

### Tooling strategy in a SIAM ecosystem

You should understand how to create a tooling strategy within SIAM as an ecosystem. This means thinking beyond one team or one service provider. The tooling strategy should support the wider service landscape and help all parties work together effectively.

A good tooling strategy should help with:

- Integration across providers
- Access to reliable data
- End-to-end visibility
- Reporting and measurement
- Service coordination
- Future change and flexibility

### Challenges in creating a tooling strategy

You should be familiar with the main challenges linked to tooling strategy, including:

- Ineffective legacy tools
- Defining the scope of the toolset
- Non-integrated toolsets
- Lack of architecture

These challenges are common in SIAM because services are often delivered through different organizations with different technical histories and tool preferences.

### Recommendations for tooling strategy

You should also review the recommendations for building a strong tooling strategy. These include:

- Define a technology strategy and roadmap
- Use industry-standard integration methods where possible
- Be clear about ownership of data and toolsets
- Make it easier to add or remove service providers
- Adopt a common data dictionary

When studying this section, keep in mind that technology should support the SIAM operating model, not control it. The goal is to enable integration and service value, not simply to increase the number of tools.

## Section 5.5. SIAM and other practices

This section explains that SIAM does not work in isolation. Other practices can help enable, strengthen, and support SIAM across the whole roadmap.

You should understand that these supporting practices can contribute during all SIAM roadmap stages:

- Discovery & Strategy
- Plan & Build
- Implement
- Run & Improve

This is important because SIAM is not a single activity. It develops over time, and different practices may be helpful at different points.

### Supporting practices

From this section, you should understand which other practices may work well with SIAM and how they can support the ecosystem. These practices can improve structure, governance, service management, and operational effectiveness.

The goal here is not just to list related practices, but to understand how they complement SIAM and help it succeed in real organizations.



### Special attention to ISO standards

This section gives special attention to ISO standards, and this is new. Because of that, it should be read carefully.

The main reason that makes ISO standards important, is that standards can provide structure, shared language, and recognized good practice. They can also improve alignment between SIAM and wider service management expectations.

The updated SIAM BoK gives more attention to alignment with standards such as ISO/IEC 20000-14 and ISO/IEC 38500. This reflects the growing maturity of SIAM and its closer connection with formal service management approaches. When reading this part, focus on how standards can support:

- Consistency
- Governance
- Quality
- Clearer expectations
- Better alignment across the ecosystem

## Section 6. SIAM cultural considerations

### Reading goals

This section is important because SIAM is not only about structure, process, and tools. It is also about people, behaviors, and the way organizations work together. In many cases, SIAM succeeds or fails because of cultural factors. Even when the model is well designed, weak collaboration or poor alignment between organizations can still create serious problems.

As you study this section, focus on how culture affects cooperation across the SIAM ecosystem. Think about what happens when organizations with different habits, priorities, and ways of working must operate as one service system.

As you read this section, focus on the following goals:

- Why cultural fit matters in SIAM
- Which behaviors support a healthy SIAM ecosystem
- What can go wrong when culture is not aligned
- How an organization can reduce these risks and support better ways of working

This section is especially useful because it brings together many ideas from earlier parts of the BoK. It helps explain why SIAM needs more than contracts and governance. It also needs trust, shared goals, and the right behaviors.



SIAM breaks a complex multi-supplier environment into manageable, integrated components



Control & Ownership

Increased focus on fostering trust, instead of getting control over service providers to foster collaboration



Cultural Fit & Behaviors

Collaboration also requires psychological safety, especially while adopting a new SIAM structure



Key shift: from managing separate suppliers to designing and operating an integrated ecosystem, based on trust and safety

### Related exam specifications

Make sure you can do the following after reading this section:

- 6.1.5 You can describe the importance of cultural fit and behaviors, including the associated risks and mitigations.

## Detailed reading guidance

### Section 6.1. Cultural change

You can move through the earlier parts of this section quickly if the ideas already feel familiar. The key point is that moving to a SIAM ecosystem often requires cultural change, not only operational change.

A SIAM model changes how people work together. It may introduce:

- New responsibilities
- New reporting lines
- New governance methods
- New expectations around transparency
- More collaboration across organizational boundaries

For staff, this can be a major change. People may need to share control, work more openly, and depend more on teams outside their own department or company. This can feel uncomfortable at first.

#### What cultural change means in SIAM

As you read, pay attention to how cultural change affects both individuals and the wider organization.

These changes matter because SIAM depends on organizations acting as part of one ecosystem. If people continue to think and behave only in terms of their own team or provider, service integration becomes much more difficult.

#### Risks and mitigations

When cultural change is not managed well, several risks may appear. For example:

- Resistance to change
- Lack of trust
- Poor cooperation
- Weak ownership of shared outcomes
- Slow decision-making
- Conflict between providers
- Limited information sharing

These issues can affect both service quality and the overall success of SIAM. Common mitigations may include:

- Clear communication about the purpose of SIAM
- Strong leadership support
- Role clarity
- Shared goals and measures
- Training and awareness activities
- Governance that encourages cooperation
- Time and support for teams to adapt

In other words, cultural change should not be left to happen by itself. It needs active support.

### Section 6.1.5: Cultural Change and the SIAM Structures

Cultural change does not look the same in every SIAM structure. The challenges may vary depending on who acts as the service integrator and how responsibilities are shared.

You are encouraged to create your own summary table or reference sheet. This is a very useful study method. For each SIAM structure, note:

- The likely cultural strengths
- The main cultural risks
- The typical behavior challenges
- Possible mitigations

You do not need to memorize every possible challenge in abstract form. What matters is understanding how structure and culture influence one another.

### Section 6.2: Collaboration and Cooperation

This section connects strongly with what you studied earlier in Section 1.1, especially the updated focus on collaboration and cooperation. If needed, refer back to that earlier section to refresh your understanding.

The purpose here is to explain why cultural considerations matter so much in a SIAM ecosystem. SIAM depends on many parties working together, often across different organizations, contracts, and priorities. That kind of environment only works well when collaboration and cooperation are actively supported.

#### Why collaboration and cooperation matter

In SIAM, collaboration is not just a positive extra. It is a practical need. Without it:

- Information may not be shared
- Issues may be passed between providers
- Decisions may be delayed
- Service performance may suffer
- The end user may experience poor service

The culture should support:

- Openness
- Trust
- Respect
- Shared responsibility
- Focus on customer value
- Willingness to work across boundaries

These behaviors help create a more mature and effective service environment. They also reduce the risk that providers only protect their own interests instead of supporting the wider service.

#### OLA: what it is and why it matters

You should also know what an operational level agreement (OLA) is. An OLA supports how different internal or connected parties work together to deliver a service. It helps define expectations, responsibilities, and the way support is provided between parts of the service organization.

In the context of cultural considerations, OLAs are relevant because they can:

- Support clearer cooperation
- Reduce confusion



#### Cooperation (old view)

Suppliers work alongside each other based on their own goal  
Focus on individual supplier contracts, KPIs, and outcomes  
Leads to fragmented delivery of value and accountability



#### Collaboration (new view)

All parties work towards shared customer goals  
Focus on customer value and joint outcomes  
Requires shared accountability and alignment



#### Core shift

From “managing suppliers individually”  
to “enabling value co-creation across the ecosystem, based on customer goals”

- Define working relationships
- Help align expectations between teams

However, an OLA alone is not enough. A document cannot create trust by itself. The cultural side still matters. Teams also need the right behaviors, communication style, and willingness to work together in practice.

So, when you study OLAs, do not think of them only as formal agreements. Think of them as one part of the wider collaboration model within SIAM.

### Section 6.2.5: Collaboration and Cooperation and the SIAM Structures

This section again connects the different SIAM structures with cultural needs. The focus here is on collaboration and cooperation in each structure and the challenges that may appear.

As with Section 6.1.5, it is useful to compare the structures side by side. Ask yourself:

- In which structure might collaboration come more naturally?
- In which structure might trust take longer to build?
- Where could ownership become unclear?
- Which structures may create stronger risks of provider tension?
- How can the service integrator encourage cooperation in each model?

Collaboration cannot be assumed. It must be designed, supported, and reinforced in ways that fit the chosen SIAM structure.

### Section 6.3: Cross-Service Provider Organization

This section is very important because SIAM often requires organizations to work across provider boundaries. In practice, this means people from different service providers, and sometimes from the customer organization as well, must work together in a more integrated way. This is often described as a cross-service provider organization.

#### Cultural support for cross-functional teams

The main takeaway from this section is that cultural factors play a big role in managing cross-functional teams and cross-provider working.

In these settings, people may bring:

- Different priorities
- Different internal cultures
- Different language or terminology
- Different levels of maturity
- Different ideas about ownership and accountability

Without the right cultural support, these differences can lead to friction and delay.

### Common collaboration challenges

As you read this section, pay attention to the main collaboration challenges. These may include:

- Unclear responsibilities
- Weak communication between providers
- Lack of trust
- Inconsistent ways of working
- Different goals or measures of success
- Limited willingness to share knowledge
- Escalation of issues instead of joint resolution

Effective approaches may include:

- Clear governance and role definitions
- Shared objectives
- Agreed communication routes
- Joint forums and meetings
- Common measures and reporting
- Leadership that promotes collaboration
- Active relationship management

The key message is that cross-provider teamwork needs support. It does not happen automatically simply because a SIAM model exists on paper.

### Section 6.3.5: Cross-Service Provider Organization and the SIAM Structures

This section gives a more direct summary of how the collaboration challenges in cross-service provider organizations appear across the different SIAM structures.

It is useful because it helps bring together the themes of:

- culture
- collaboration
- structure
- practical service delivery

Again, this is a good place to build your own comparison notes. Try to identify:

- which challenges are common across all structures
- which challenges are stronger in one structure than another
- what behaviors and governance actions may help in each case

This kind of comparison can help you in exam questions where you need to explain risks, behaviors, or mitigations in a practical way.

# Section 7. Challenges and risks

## Reading goals

As you read this chapter, focus on being able to:

- Explain the main challenges associated with SIAM
- Identify the risks linked to these challenges
- Describe the mitigations presented in the literature
- Pay particular attention to the business case, security, and cultural fit and behaviors

## Related exam specifications

Focus on being able to do the following when you read through this section:

- 6.1.1 You can describe the importance of building the business case, the associated risks and mitigations.
- 6.1.4 You can outline the importance of security, the associated risks and mitigations.
- 6.1.5. You can describe the importance of cultural fit and behaviors, the associated risks and mitigations.

## Detailed reading guide

### Section 7.1. Challenge: Building the business case

As you read Section 7.1, take away that a central challenge is building a strong enough business case for SIAM. The literature emphasizes that this means being able to explain both the costs and the benefits of the model in a credible way.

When reading, note that the book links the value of SIAM to better collaboration across the ecosystem and to improved value delivery to the organization. It also points to areas such as updating inefficient contracts and using industry benchmarks as possible sources of benefit.

A weak business case creates a serious risk. If the business case is not convincing, senior decision-makers may either:

- Refuse to approve the transition, or
- Approve it without assigning enough resources to make it successful.

The literature also points to practical mitigations. As you read, notice that the business case should not be treated as a one-time document. Instead, it should be reviewed, refined, and strengthened throughout the transformation journey and across the roadmap.

Take the following points away from this reading section:

- The business case needs enough detail
- It should continue to improve during the transformation
- Comparing the pros and cons of different SIAM structures is helpful
- The proposed SIAM model should be clearly justified
- Resource needs should not be underestimated

In short, the literature uses this section to show that the business case is not only a financial exercise. It is also a way to secure commitment, resources, and realistic expectations.

### **Section 7.2. Challenge: Level of control and ownership**

*This section may be skipped if you are studying selectively.*

*If you do read Section 7.2, take away that SIAM requires an organization to find the right balance between outsourcing activities and retaining control and ownership. The book highlights that organizations need to be prepared to let some processes and activities be handled within the SIAM ecosystem. However, this should not lead to a complete loss of oversight or accountability.*

*The main lesson from reading this section is that effective SIAM does not mean holding on to everything internally, but it also does not mean giving everything away.*

### **Section 7.3. Challenge: Commercial challenges**

*You may leave this section unread if it still sounds familiar.*

*If you read Section 7.3, focus on the way the literature connects commercial challenges to the chosen SIAM structure. The main point to take away is that commercial arrangements can either support or weaken the SIAM model.*

*The SIAM BoK points to risks such as:*

- *Unrealistic targets*
- *Unrealistic service levels*
- *Unclear expectations in contracts*

*When reading this section, notice that the literature presents contracts as important mitigation tools, but not the only ones. Contracts should be clear enough to define:*

- *Service boundaries*
- *Ownership*
- *Consequences*

*At the same time, the reading also suggests that contracts need enough flexibility to support agility.*

*Take this away from reading Section 7.3: commercial design should create clarity and accountability, but it should also support practical cooperation. The section also makes the point that, in some situations, replacing a provider may be a valid mitigation if the relationship no longer supports the intended SIAM outcomes.*

### **Section 7.4. Challenge: Security**

Section 7.4 is one of the most important parts of this chapter and should be read carefully.

As you read it, take away that the main security challenge in SIAM is coordinating security across multiple service providers. The literature shows that security in a SIAM environment is broader than protecting systems alone. It also includes:

- Applying security policies consistently
- Protecting data
- Ensuring compliance with laws and regulations
- Maintaining clear accountability across providers

The key takeaway from reading Section 7.4 is that security becomes more complex when multiple providers are involved. For this reason, the literature stresses the need for a clear and coordinated approach.

Pay attention to the mitigations highlighted in the book:

- A clear security strategy
- Supporting security policies
- Clear reporting lines
- Defined escalation paths
- Proper education for the service integrator and providers
- Use of supporting practices, frameworks, or standards
- Audits and testing

Take away from this section that security should be understood as a shared responsibility across the SIAM ecosystem. The literature makes clear that coordination, education, and governance are essential to reducing security risk.

### **Section 7.5. Challenge: Cultural fit and behaviors**

As you read Section 7.5, you will notice that it strongly connects back to Section 6. Much of the content should therefore sound familiar.

The most important point to take away from this reading section is that SIAM depends not only on process and structure, but also on how organizations behave toward one another. The literature highlights the risk that service providers may fail to collaborate properly or may not follow the expected ways of working.

When reading, focus on the risks described in the text, especially:

- Providers not playing by the rules
- Providers not working together effectively

The mitigations presented in the literature include both formal and practical measures. These include:

- Contractual mechanisms such as collaboration agreements
- Considering cultural fit during provider selection

Take away from reading Section 7.5 that technical capability alone is not enough in a SIAM model. The book emphasizes that cultural fit and collaborative behavior are necessary to make the ecosystem work as intended.

### **Section 7.6. Challenge: Measuring success**

*This section may be skipped if needed.*

*If you do read Section 7.6, the main lesson to take away is that SIAM needs a clear method for assessing whether it is delivering the value it was expected to deliver. The literature frames this challenge around two questions:*

- *Is SIAM creating the intended value?*
- *Are service providers delivering the agreed value?*

*As you read, notice that the section focuses on clarity at the beginning. The book suggests that many later problems can be reduced if value and success are clearly defined upfront.*

# Compendium SIAM Processes

## Section 1. Introduction

*This section is not a main part of your exam preparation.*

*You may read it for background if you want a fuller picture, but it is not a priority for exam study.*

## Section 2. SIAM processes

### Reading goals

As you read this section, focus on refreshing your understanding of the following terms:

- Process
- Practice
- Process roles

If these terms already feel familiar, a brief review may be enough.

### Related exam specification

As you read, keep this exam specification in mind:

- 5.1.1 You can outline the function of processes in a SIAM ecosystem.

### Detailed reading guidance

While reading this section, focus on being able to explain what a process is and why processes are so important in SIAM. You should also understand the main process roles:

- Process owner
- Process manager
- Process coordinator
- Process practitioner

If these roles do not feel familiar yet, it is worth reading the relevant parts carefully. After reading, make sure you understand this key point:

- SIAM itself is not a process, but it depends heavily on processes.

These processes may be carried out:

- Across different organizations in the same SIAM layer
- Across organizations in different SIAM layers

This is important because SIAM depends on coordinated ways of working across the whole ecosystem.

## Section 3. Common SIAM process considerations

*This section is not a priority for exam preparation. You may read it for additional context, but it is not essential for your main exam focus.*

## Section 4. Strategic processes

*This section is not a priority for exam preparation. You may read it for additional context, but it is not essential for your main exam focus.*

## Section 5. Tactical processes

### Reading goals

As you read this chapter, focus on the three tactical processes that are part of the exam focus:

- Continual service improvement
- Supplier management
- Change and release management

Your goal is to understand each process in a SIAM ecosystem, including its purpose, scope, activities, and SIAM-specific considerations. After reading each section, you should be familiar with:

- The purpose and objective of the process
- The scope of the process
- The main activities in the process

### Related exam specifications

As you read through this section, please make sure you can do the following for the three processes mentioned:

- 5.2 Continual service improvement, supplier management, and change and release management
  - 5.2.1 You can explain these three processes in a SIAM ecosystem.
  - 5.2.2 You can outline the SIAM considerations of these three processes.

### Detailed reading guidance

You do not need to read everything in this chapter. Focus on the sections named below. The other parts are lower priority for your exam preparation.

## Section 5.2. Continual service improvement

The main point to take away is that continual service improvement provides a structured way to:

- Identify improvements
- Prioritize improvements
- Implement improvements
- Measure improvement results across the ecosystem

A SIAM-specific point in this section is the need to avoid siloed optimization. This means improvements should not be assessed only from the view of one supplier or one team. Instead, the service integrator is expected to help ensure that improvements are reviewed end-to-end, across the wider service.

Typical activities include:

- Identifying improvement opportunities
- Establishing baselines and target benefits
- Prioritizing improvement initiatives
- Planning and implementing improvements
- Measuring outcomes
- Documenting lessons learned

This section also highlights the importance of:

- Shared responsibility
- Governance involvement
- Common CSI definitions
- Centralized improvement tracking
- Cross-provider collaboration
- Knowledge sharing across the SIAM ecosystem

Take away from this section that continual service improvement in SIAM must support the whole service, not only separate parts of it.

## Section 5.4. Supplier management

The main takeaway is that supplier management defines:

- Policies
- Governance frameworks
- Supplier categorization models
- Performance expectations across the SIAM ecosystem

Suppliers are often grouped into three types:

- Strategic
- Tactical
- Commodity

This categorization helps determine the right level of governance and integration for each supplier.

Typical activities include:

- Supplier onboarding
- Supplier categorization
- Applying supplier management policies
- Monitoring supplier performance
- Applying remedies for service failures
- Escalating contractual issues when needed

In a SIAM ecosystem, supplier management is often coordinated by the service integrator on behalf of the customer organization.

Important SIAM-specific considerations include:

- Maintaining fairness between suppliers
- Separating supplier management from contract management and service level management
- Handling accountability when more than one provider is involved in a failure
- Using both financial and non-financial incentives to support collaboration and performance

This process also depends strongly on integration with other areas, especially:

- Contract management
- Service level management
- Audit and control activities

Take away from this section that supplier management in SIAM is not only about monitoring supplier performance. It is also about creating fairness, clarity, and effective coordination across multiple providers.

## Section 5.8. Change & release management

This section explains how SIAM ecosystems coordinate changes and releases while aiming to reduce disruption to services. A useful starting point is to understand the difference between the two:

- Change management focuses on assessment, authorization, and scheduling
- Release management focuses on build, testing, and deployment

The scope of this process includes:

- Planning
- Approval
- Scheduling
- Testing
- Deployment
- Post-implementation review of changes

A key point to take away is that SIAM adds extra complexity because multiple providers, technologies, and dependencies must be coordinated in a consistent way. Because of this, SIAM needs common standards for:

- Change categories
- Approval levels
- Communication
- Testing responsibilities

In many cases, the service integrator is responsible for the overall coordination. This helps avoid scheduling conflicts and supports end-to-end governance. Service providers often carry out the more technical deployment activities.

This section also highlights the growing importance of:

- Automated CI/CD pipelines
- Ecosystem-wide testing

These matter because a change in one area may cause incidents in another part of an interconnected service.

Roles that may appear in this process include:

- Change managers
- Release managers
- Test managers
- Change owners
- Change requestors

You should also understand that this process is closely connected to other processes, including:

- Incident management
- Problem management
- Configuration management
- Monitoring
- Project management

Key measures in this area include:

- Change success rates
- Failed changes
- Emergency changes
- Incidents caused by releases

Take away from this section that change and release management in SIAM depends on strong coordination, shared standards, and clear governance across the ecosystem.

## ***Section 6. Operational processes***

*This section is not a priority for exam preparation. You may read it for additional context, but it is not essential for your main exam focus.*





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