Reading Guide

Edition 202608

Content

Reading Guide for EXIN SIAM™ Professional Bridge based on the Scopism SIAM BoK V3 (SIAMPV3B.EN)

Preface

How to use this reading guide

Welcome to this reading guide for learners who have previously passed the EXIN SIAM™ Professional exam. 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 Professional Body of Knowledge (BoK).

This symbol indicates content that has been changed in a more fundamental way. Study this section thoroughly.

This symbol, combined with italics, indicates content that can be seen as a refresher. Although the exam does not include direct questions on this section, it is still useful to have a general awareness of the main ideas, because these are referenced throughout the exam. If the concepts are already familiar, a brief review may be enough.

What you will need

Alongside this guide, you will also need:

- A copy of the SIAM Professional Body of Knowledge
- A copy of the EXIN SIAM™ Professional Case Study

You can access both these additional resources free of charge on the Scopism and EXIN website.

Understanding the purpose of the Bridge exam

The EXIN SIAM™ Professional Bridge exam, based on the Scopism SIAM BoK V3 (SIAMPV3B), is designed for people who already have SIAM knowledge. It covers the same subject area as the full EXIN SIAM™ Professional exam, but it is shorter and focuses on the updated content.

Several important changes in the SIAM Professional BoK reflect recent developments in the industry. 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.

By working through this guide, you can strengthen what you already know. For the best results, we recommend that you follow the guide step by step. 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. We hope this guide, together with the sample exam, makes your learning experience clear, useful, and rewarding. Enjoy updating your SIAM knowledge!

1. Introduction

Reading goals

Read this section as a refresher. Although the exam does not include direct questions on this section, it is still useful to have a general awareness of the main ideas, because these are referenced throughout the exam. If the concepts are already familiar, a brief review may be enough.

Use this section to refresh your understanding of the following goals:

- *Understanding who the SIAM Professional publication is intended for*
- *Refreshing your knowledge of the background, scope, and key concepts of SIAM*
- *Confirming your understanding of the three SIAM layers*
- *Reviewing updated guidance on SIAM structures and terminology*
- *Understanding how functions and structural elements support organization and accountability in SIAM*
- *Recognizing SIAM as an operating model as well as a framework*
- *Refreshing your understanding of the SIAM roadmap and roadmap flow*

Related exam specifications

There are no exam specifications directly linked to this section.

Detailed reading guidance

Section 1.1: Intended audience

This section explains who the SIAM Professional publication is designed for. It helps you identify which professionals are most likely to benefit from having this publication available as a practical reference in their day-to-day work.

Although this is a short section, it is useful because it clearly positions the publication from the outset and sets expectations for the rest of the content.

Section 1.2: The background of SIAM

This section briefly revisits the background and scope of SIAM. If these ideas are already familiar, you should be able to move through this part fairly quickly.

Even so, it is worth reading, as it helps bring the broader SIAM context back into focus before you continue with the later sections.

Section 1.3: SIAM key concepts

This section outlines the key concepts of SIAM. It is helpful to read through it as a quick check that you are still comfortable with all of these concepts and can recognize how they connect to one another.

If you feel unsure about any topic in this list, the SIAM Foundation publication is the recommended source for refreshing your understanding before moving on.

Section 1.4: SIAM layers

This section repeats that SIAM consists of three layers:

- *Strategy layer – relates to the customer organization, providing direction based on the organization's strategy*
- *Integration layer – relates to the service integrator, responsible for managing all service providers*
- *Delivery layer – relates to the service providers, both internal and external, that provide the services in the SIAM ecosystem*

As you read, make sure these layers are still clear in your mind. A solid understanding of the three layers will support many of the topics covered later in the publication.

Section 1.5: SIAM structures

This section is mostly linked to SIAM Foundation-level topics, but it is still worth reviewing because it includes updated content.

While reading, pay attention to the practical guidance on how different SIAM structures can be designed for success. In particular, notice where the service integrator sits within the model and how hybrid integrator models can operate effectively in practice. A hybrid integrator model means integration responsibilities are shared across more than one party, rather than being owned by a single provider.

Section 1.6: SIAM terminology

This section is also mainly related to SIAM Foundation-level topics, but it is useful to review because it includes updated guidance.

Read through these sections fairly quickly to confirm that you understand the relevant SIAM terminology correctly and consistently.

1.6.3 SIAM structural elements

While reading, pay attention to how functions help organize expertise and capability across the SIAM model. Clearer functional thinking can strengthen the overall structure and improve accountability, meaning it becomes easier to understand who is responsible for what.

1.6.4 SIAM model

Pay attention to how SIAM is presented not only as a framework, but also as an operating model. In other words, SIAM is not just a set of ideas; it is also a practical way of working that helps break complexity into manageable parts. This can increase flexibility, resilience, and adaptability across the organization.

Section 1.7: SIAM roadmap

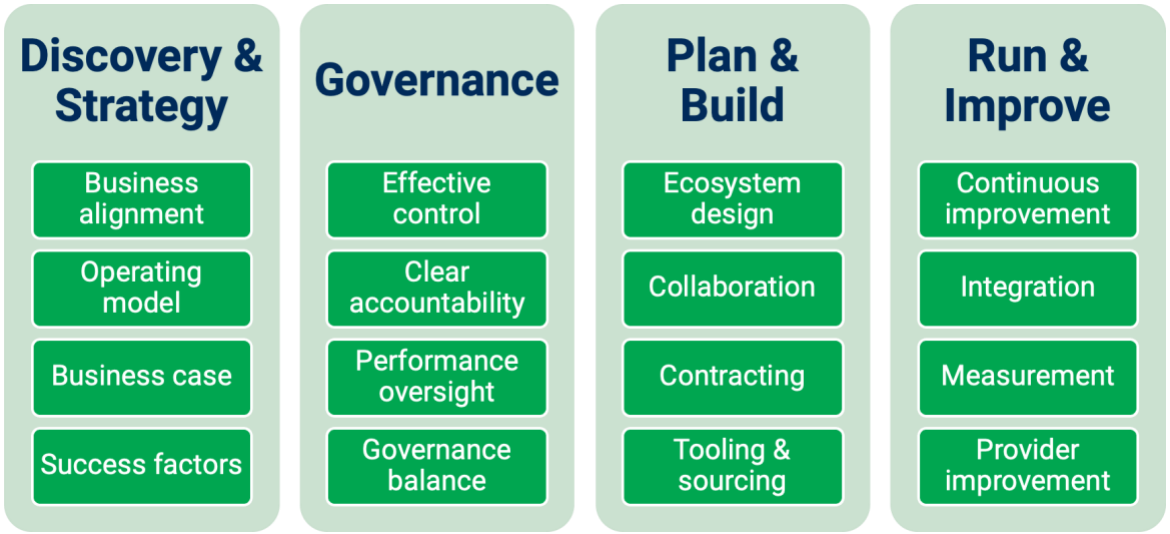
This section gives a brief review of the main stages of the SIAM roadmap:

1. ***Discovery & Strategy:** Initiating the SIAM transformation project*
2. ***Plan & Build:** Completing the design and creating a transformation plan*
3. ***Implement:** Managing the transition itself*
4. ***Run & Improve:** Managing SIAM day to day, both as business as usual and improvements*

Section 1.8: Roadmap flow

This section is mostly related to SIAM Foundation-level topics, but it is still useful to review because it contains updated content.

While reading, pay attention to the different routes to SIAM adoption and how the chosen approach should align with the organization's strategy, pace of change, and wider business context. This is important because there is no single path to adoption that fits every organization.



2. SIAM roadmap stage 1: Discovery & Strategy

Reading goals

Read this section carefully, as it introduces several core ideas that are important both for the exam and for practical SIAM adoption. This stage focuses on understanding why SIAM is needed, how it should support business strategy, and how to build the foundations for successful transition and governance.

Use this section to strengthen your understanding of the following goals:

- Understanding why an organization adopts SIAM
- Linking SIAM to business strategy and change
- Recognizing how to build support across stakeholders
- Understanding the starting point for a SIAM transition
- Reviewing how governance supports control and performance
- Understanding how roles, responsibilities, and skills are defined
- Recognizing what makes a SIAM initiative successful
- Understanding how to develop a clear initial business case

Related exam specifications

- You can interpret strategic drivers for SIAM.
- You can select an appropriate SIAM strategy.
- You can illustrate how to gain and maintain buy-in to a SIAM strategy.
- You can describe the content of the business case and the transition project for SIAM.
- You can interpret the principles and policies for roles and responsibilities.
- You can differentiate critical success factors for SIAM.
- You can interpret the characteristics of governance in a SIAM ecosystem.
- You can differentiate SIAM governance roles.
- You can choose governance approaches for monitoring and measuring service performance.

Detailed reading guidance

Section 2.1: Formulate the strategy

The main point to take from this section is that the organization determines the strategy. SIAM should not exist separately from business direction; it should support the overall organizational strategy.

While reading, pay particular attention to the stronger emphasis on strategic alignment. This includes understanding how to create a sense of urgency, plan effectively, and communicate the SIAM direction in a way that clearly supports broader business goals.

Strategic drivers are, in general, the factors that create a need for change. Examples include:

- New competitors on the market
- Emerging opportunities
- Need for cost reduction
- Need for higher quality services
- Need for better governance of services

Strategic drivers for SIAM are also rooted in a need for change, often because they originate from existing problems. These include:

- No end-to-end service and disruptions of service
- Too much management overhead and costs
- Challenges caused by different ways of working
- Lack of accountability and collaboration

Summarized, the main SIAM drivers are:

- Service satisfaction
- Service landscape
- Operational efficiencies
- External drivers
- Commercial drivers

Another important message in this section is that communicating the strategy is critical to success. Face-to-face communication plays a particularly important role, as it often builds trust, clarity, and engagement more effectively than written communication alone. However, strategy documentation and a strong business case are also essential and should not be overlooked.

It is also advisable to review the section on stakeholders carefully, as you may be expected to identify them in different case-study scenarios. If this is an area you find difficult, it is worth spending some preparation time with section 2.1.5 Stakeholders and the EXIN SIAM™ Professional Case study to identify the stakeholders in advance and understand their likely interests and concerns.

Stronger strategic alignment

SIAM positioned as an **operating model**, not just an integration model

More guidance on linking SIAM to business strategy

Expanded approaches for building a business case

More flexible adoption

Multiple roadmap routes to SIAM

SIAM-as-a-Service introduced as a sourcing option

Continuous Delivery considered as part of the SIAM strategy

Greater focus on sustaining success

Clearer critical success factors

Continual discovery and readiness validation

More emphasis on gaining and maintaining executive buy-in

Section 2.2: Analyze the current state

Read this section thoroughly, especially where updated content has been introduced. Although the exam does not contain direct questions on this section, it should still be reviewed carefully because its concepts are referenced throughout the exam.

The updated areas are highlighted below. The remaining parts should be reviewed more briefly to confirm familiarity.

2.2.1 Mapping the landscape

Pay special attention to the role of the data room as a practical enabler for commercial and sourcing activity. A data room is a controlled place, physical or digital, where key documents and information can be reviewed. In this context, it supports analysis, legal review, and procurement decision-making.

2.2.2 Analyze the marketplace

Pay special attention to how benchmarking can be used to compare service models, technology options, and tooling choices. Benchmarking helps organizations understand what is working successfully in the market and where their own current position compares with others.

2.2.4 Current organizational capabilities and constraints

Pay close attention to the practical assessment techniques introduced here, such as RACI, heat maps, and iterative change.

- **RACI** is a model used to clarify responsibility: who is responsible, accountable, consulted, and informed.
- **Heat maps** are visual tools used to show strengths, weaknesses, or areas of risk.
- **Iterative change** means making improvements in stages, learning and adjusting as you go.

These are useful tools for assessing current capability and planning realistic improvement.

2.2.5 Existing services and service groupings

Notice the distinction between customer-facing services and supporting services. This helps define service scope more clearly and shapes the SIAM model in a more practical and structured way.

2.2.9 Collaboration

It is worth noting the difference between collaboration and cooperation. The text emphasizes that true collaboration means working jointly toward shared outcomes and customer value, rather than simply aligning separate interests or activities.

Section 2.3: Initiate the SIAM transition

In this section, consider the characteristics of SIAM as a Service and Continuous Delivery, especially where each approach is most useful and how each can influence model selection and operating approach.

The updated content is highlighted below. The remaining sections should be reviewed more briefly for familiarity.

2.3.1 Project and product delivery methods

The main takeaway from this section is that delivery methods should remain flexible and should always serve the purpose and context of the organization. Whatever approach is chosen should help minimize unnecessary complexity, and therefore reduce cost and resource demands where possible.

Keep in mind the distinction between projects and programs:

- **Project**: has a defined start and end, and specific objectives.
- **Program**: has a group of objectives, less defined, and is more uncertain.

Also review the highlighted section on SIAM as a Service, as this is updated content. At its core, SIAM as a Service provides a menu or catalogue of SIAM-related services that organizations, or parts of organizations, can use as a template for their own needs, without having to design and organize everything themselves. This model can work particularly well in very large organizations or highly complex environments, where there is a need to keep governance overhead manageable while still allowing some degree of customization.

2.3.2 Agile, waterfall, or continuous delivery

From this section, understand that any delivery method can be effective, depending on the situation. No single method is always best. Also note that hybrid approaches may be suitable where one method alone does not meet the organization's needs.

2.3.6 Measurements during Discovery & Strategy

Focus here on how RAG reporting can support visibility and decision-making.

- **RAG** stands for **r**ed, **a**mber, **g**reen reporting.
- It is a simple way of showing status, risks, or progress at a glance.

At the same time, be aware of its limitations. If used too simplistically, RAG reporting can hide complexity or give an incomplete picture of actual performance.

The main takeaway here is that any measurements used during this stage should support and reflect the broader organizational strategy.

Section 2.4: Establish a SIAM governance framework

Keep in mind the message that governance must be balanced. It should be strong enough to control risk and promote consistency, but not so heavy that it creates unnecessary sprawl, slows down delivery, or introduces conflicts of interest.

The updated content is highlighted below. The remaining parts should be reviewed briefly for familiarity.

2.4.1 Governance in a SIAM ecosystem

The key takeaway from this section is that governance in the SIAM ecosystem helps ensure control across the SIAM layers. Weak governance can lead to loss of control, inefficiency, poor accountability, and other forms of organizational risk.

Also consider the need to balance too little governance against too much governance, and the governance considerations that are especially relevant in a SIAM environment.

2.4.4 Ownership of controls

This section supports 2.4.1 Governance in a SIAM ecosystem by helping to define what "just enough" governance should look like in practice. It refines the idea that controls must exist but should be proportionate and purposeful.

2.4.6.3 Process owner roles

Give extra attention to the clarification of the process owner role, especially how it differs from the process manager role and why that distinction matters when responsibilities are assigned. This is updated content and is important for role clarity.

Section 2.5: Define principles and policies for roles and responsibilities

The main takeaway from this section is that understanding roles and responsibilities also means understanding the competences required for those roles. You should feel comfortable explaining what a competence is and how to determine which competences are necessary within the SIAM ecosystem.

You should also understand the options available when there is a skills gap, meaning a gap between the skills currently available and the skills required. These options include:

- Buying skills from external service providers
- Developing skills internally
- Borrowing skills from service providers

This section is important because role design in SIAM is not only about assigning tasks, but also about ensuring people and teams are capable of performing them effectively.

Section 2.6: Create an outline business case

The updated content is highlighted below. The other sections should be reviewed more briefly for familiarity.

After reviewing this section, you should feel confident creating an outline business case. This should include the following elements:

- Principles and policies
- Governance framework
- Outline roles and responsibilities
- Outline of process models, practices, and structural elements
- Outline of services and service model
- Service providers to be retired

In addition, you should feel confident identifying and understanding possible critical success factors (CSFs) within the SIAM ecosystem you are working in. CSFs are the conditions or areas that must go well if the SIAM initiative is to succeed.

2.6.1 Business case approaches

Focus especially on the guidance for building a stronger business case for SIAM, as this is essential for gaining executive support and establishing a credible starting point for the transition. This section has been updated and deserves careful review.

3. SIAM roadmap stage 2: Plan & Build

Reading goals

Read this section to understand how SIAM moves from direction into design. This stage focuses on turning the agreed approach into a practical operating model, with clear choices about sourcing, processes, governance, measurement, collaboration, and tooling.

Use this section to refresh your understanding of the following goals:

- Choosing how the SIAM model should be structured
- Understanding how sourcing and contracts support the model
- Recognizing how services, processes, roles, and governance are designed in detail
- Understanding how performance should be measured and reported
- Reviewing how collaboration can be built into the operating model
- Understanding how tooling and integration choices support the SIAM ecosystem
- Recognizing how transition planning supports successful implementation

Related exam specifications

- You can select an appropriate sourcing approach and SIAM structure.
- You can analyze contract considerations for SIAM.
- You can analyze organization-specific service models and process models.
- You can describe detailed roles and responsibilities.
- You can select a performance measurement and reporting framework.
- You can select a collaboration model.
- You can analyze the most appropriate tooling strategy and integration methods for a SIAM ecosystem.

Detailed reading guidance

Section 3.1: Continual discovery and readiness validation

This section has been updated. Focus on the stronger emphasis on ongoing assessment and readiness validation, which support a more structured and adaptable response to changing needs and conditions.

You should feel comfortable explaining both the benefits of continual discovery and the risks of leaving it out. In simple terms, continual discovery means continuing to learn about the organization, its services, its providers, and its constraints as the SIAM model develops, rather than treating discovery as a one-off activity at the start. Readiness validation means checking whether the organization is actually prepared to move forward, rather than only assuming that it is.

Section 3.2: Design the detailed SIAM model

The key takeaway from this section is how the SIAM model is refined after the outline business case. You should feel confident shaping a SIAM model in more detail and explaining the benefits and drawbacks of the choices made in areas such as:

- Service model and sourcing approach
- Proposed SIAM structure
- Process models
- Governance model
- Detailed roles and responsibilities
- Performance management and reporting framework
- Collaboration model
- Tooling strategy
- Ongoing improvement framework

You should also feel confident explaining the model from the four main architectural viewpoints:

- The organization structure
- The process model
- The service map
- The technology model

This section also includes guidance on SIAM transition planning. You should be able to recommend a suitable transition approach and explain why it fits the organization's needs.

The updated content is highlighted below. The other sections should be briefly reviewed for familiarity.

3.2.2 Sourcing approach and the selected SIAM structure

There is no updated content here as such, but this is one of the core sections of the SIAM Professional publication. Make sure you are familiar with its contents and can apply the thinking behind it to the EXIN SIAM™ Professional.

You should be able to choose appropriate sourcing strategies for different organizational needs. In this context, sourcing means deciding who will provide key services or capabilities, and from where. This includes choices about whether responsibilities should sit inside the customer organization or with an external provider.

Major considerations include:

- Where to source the service integrator internal or external)
- Defining the service desk provision (either internal or external) and listing their different advantages and disadvantages
    - Service desk provision by external service integrator
    - Service desk provision by the customer organization
    - Service desk provision by an external service provider
    - Multiple service providers providing separate service desks

Remember that these are not just structural decisions. They affect accountability, user experience, cost, governance effort, and how easily services can be coordinated across the ecosystem.

3.2.3 The importance of contracts in SIAM

Give this section careful attention because it places greater emphasis on contracting, procurement, and sourcing. Well-designed contracts create the foundation for clear expectations and effective SIAM operation.

Note in particular the idea of SIAM-aware contracting. This means contracts should support ecosystem integration, cross-provider working, and alignment to organizational objectives, rather than only managing isolated supplier relationships.

You should be familiar with both contractual and non-contractual arrangements that support the SIAM ecosystem. You should also understand the differences between the following terms:

- **SLA**: service level agreement, an agreement on expected service performance, usually between the customer and provider
- **OLA**: operational level agreement, an internal agreement that supports delivery of the SLA
- **OLM**: operating level manual, documented operational guidance used to support consistent delivery
- **OLF**: operating level flow, a defined flow of work or operational interaction across parties

You should also understand service credits, which are financial adjustments or penalties linked to service performance. These can be useful, but only when designed carefully. If they are poorly designed, they can encourage the wrong behaviors or lead providers to focus narrowly on avoiding penalties instead of improving outcomes.

3.2.4 Process models

Focus here on how end-to-end process design works across the full provider ecosystem. The main message is that processes should support integration, shared outcomes, and consistent ways of working, rather than allowing each provider to operate in isolation.

End-to-end means looking at the entire service journey across all involved parties, not just one team or one supplier. This is especially important in SIAM, where fragmented processes can easily create delays, confusion, or gaps in accountability.

3.2.7.4 Choosing the right measurements

This section gives useful practical guidance on designing meaningful measurement and reporting. Concentrate on topics such as end-to-end metrics, visual management, unintended behaviors, measuring the service integrator, and rewarding the right performance. A few of these terms are worth making clear:

- **End-to-end metrics** measure performance across the entire service chain, not just within one provider
- **Visual management** means presenting performance information in a way that is easy to understand quickly, often through dashboards, charts, or status views
- **Unintended behaviors** are behaviors encouraged by poor measurement design, such as people focusing only on what is measured rather than what creates value

Make sure you do not confuse quantitative and qualitative indicators:

- **Quantitative indicators** are numerical and measurable, such as response times or resolution rates
- **Qualitative indicators** are descriptive and experience-based, such as user feedback or relationship quality

You should understand when each type is useful and feel confident proposing suitable indicators in a scenario. A good way to practice is to revisit the case study and identify where different indicators would support different SIAM model choices.

3.2.9 Tooling strategy

This section is about choosing an appropriate tooling strategy in a changing environment. In this context, tooling means the systems and platforms used to manage, monitor, support, and report on services, such as service management tools, monitoring tools, workflow tools, or integration platforms.

You should feel comfortable with the four main tooling approaches and their advantages and disadvantages:

- A single toolset is used by all parties
- Service providers use their own toolsets and integrate them with the service integrator's toolset
- The service providers use their own toolsets, and the service integrator integrates them with its own toolset
- An integration service is used to integrate the toolsets of the service providers and the service integrator

You should also understand the main integration methods, meaning the ways different tools exchange data and work together. The key point is not just knowing the options, but being able to judge which approach best fits the organization's complexity, cost constraints, governance needs, and level of control.

Section 3.3: Organizational change management approach

Read this section as a refresher. Although the exam does not include direct questions on this section, it is still useful to have a general awareness of the main ideas, because these are referenced throughout the exam. If the concepts are already familiar, a brief review may be enough.

While reading through this section, pay attention to understanding

Section 3.4: Planning the approaches for onboarding services

Read this section thoroughly for changes. Although the exam does not include direct questions on this section, the section should be reviewed, because the concepts are referenced throughout the exam.

As you read, think about the implications of different integration levels, as these affect provider roles, the service integrator's responsibilities, and the overall effectiveness of the SIAM ecosystem.

In simple terms, onboarding services means bringing services and providers into the SIAM model in a planned and controlled way. Integration levels describe how closely those services, providers, processes, and tools are connected. Higher levels of integration can improve coordination and visibility, but they may also require more effort, stronger governance, and more mature provider relationships.

Section 3.5: Integration recommendations

While reading through this section, focus on the recommendations for the most appropriate tooling strategy and integration methods. Refer to 3.2.9 Tooling strategy where necessary. After reading this section, you should understand how to make different service providers work together more effectively and how to keep track of their performance.

The main point here is that integration is not only technical. It also includes how providers share information, align processes, support reporting, and contribute to end-to-end service outcomes. Strong integration choices make it easier to manage performance, improve collaboration, and maintain control across the SIAM ecosystem.

Section 3.6: Formal approval to implement

Read this section as a refresher. Although the exam does not include direct questions on this section, it is still useful to have a general awareness of the main ideas, because these are referenced throughout the exam. If the concepts are already familiar, a brief review may be enough.

4. SIAM roadmap stage 3: Implement

Reading goals

Read this section as a refresher. Although the exam does not include direct questions on this section, it is still useful to have a general awareness of the main ideas, because these are referenced throughout the exam. If the concepts are already familiar, a brief review may be enough.

Related exam specifications

There are no exam specifications directly related to this section.

Detailed reading guidance

Section 4.1: Comparing implementation approaches

Read this section as a refresher. Although the exam does not include direct questions on this section, it is still useful to have a general awareness of the main ideas, because these are referenced throughout the exam. If the concepts are already familiar, a brief review may be enough.

Section 4.2: How to transition to the approved SIAM model

Read this section as a refresher. Although the exam does not include direct questions on this section, it is still useful to have a general awareness of the main ideas, because these are referenced throughout the exam. If the concepts are already familiar, a brief review may be enough.

Section 4.3: Apply ongoing organizational change management

Read this section thoroughly for changes. Although the exam does not include direct questions on this section, the section should be reviewed, because the concepts are referenced throughout the exam.

As you read, keep in mind the cultural message behind the principle highlighted here: restoring service and protecting customer outcomes should come before blame, debate, or contractual positioning.

This matters because it reinforces the kind of behaviors a SIAM environment needs in practice. When something goes wrong, the priority should be service recovery and customer impact, not arguing about fault or focusing too early on contract boundaries. In a multi-provider environment, that mindset helps promote collaboration, faster resolution, and better trust across the ecosystem.

5. SIAM roadmap stage 4: Run & Improve

Reading goals

Read this section to understand how SIAM operates once the model is in place. This stage focuses on running the governance structure, improving services and processes over time, managing performance across the ecosystem, and using audit, compliance, risk, and reward mechanisms to support better outcomes.

Use this section to refresh your understanding of the following goals:

- Understanding how governance operates in day-to-day SIAM practice
- Recognizing how forums and working groups support coordination and improvement
- Understanding how technology practices affect the SIAM ecosystem
- Reviewing how performance is managed and improved over time
- Understanding how audit and compliance support control and learning
- Recognizing how risk and reward mechanisms influence provider behavior
- Maintaining awareness of the role of ongoing change management

Related exam specifications

- You can analyze structural elements at different levels.
- You can select appropriate mechanisms to address issues and improve provider and integrator performance.
- You can apply audit and compliance mechanisms.

Detailed reading guidance

Section 5.1: Operate governance structural elements

The main takeaway from this section is that SIAM is not a one-time design exercise. It is an ongoing operating model that must be supported through daily practice and continual improvement in integration, governance, and service optimization.

After reading this section, you should feel comfortable explaining the role of, and differences between, the following governance structural elements:

- Strategic governance: executive boards
- Tactical governance boards
- Operational governance boards
- Forums and working groups

You should also feel confident explaining how these elements work in both traditional and Agile environments. In this context, governance structural elements mean the formal groups and meeting structures used to make decisions, oversee performance, manage risk, and coordinate action at different levels of the organization.

Section 5.2: Forums and working groups

From this section, you should feel comfortable explaining how to set up a forum or working group to address problems, or to support relationships and communication between service providers and the service integrator.

You should also understand how a working group can support process review so that processes remain relevant and valuable. This should follow an action plan broadly based on the following steps:

- Map the process
- Analyze the process
- Redesign the process
- Acquire resources (if necessary)
- Implement and communicate change
- Review the process

The renewed content is highlighted below. The other sections should be briefly reviewed for familiarity.

5.2.1.1 Improving processes

Focus here on the practical improvement techniques discussed, including problem management and Lean thinking, as they show how process improvement can be applied in a SIAM context.

- **Problem management** is the practice of identifying and addressing the underlying causes of incidents, rather than only fixing the immediate issue.
- **Lean thinking** is an approach that aims to improve value by reducing waste, unnecessary effort, and activities that do not help the customer.

The key point is that process improvement in SIAM should be practical, collaborative, and focused on better end-to-end outcomes.

Section 5.3: Technology practices

The main message from this section is that organizations need to stay informed about evolving and emerging technologies. This is especially important in a SIAM ecosystem, where multiple parties must work together and the overall model needs to remain effective and relevant over time.

It is also worth noting the significant role of the service integrator, especially where the integrator is external. Part of that role is helping the wider ecosystem stay aware of new technologies, changing capabilities, and opportunities for improvement.

Section 5.4: Ongoing performance management and improvement

This section explains how to support ongoing performance management and improvement through the use of meaningful measures. This includes using key performance indicators (KPIs) and service level agreements (SLAs). You should feel confident working with both concepts and recommending KPIs and SLAs that create value across the full ecosystem, not just for one provider.

- **KPIs** are measures used to track performance and progress against objectives.
- **SLAs** are agreed service targets, usually describing expected levels of service performance.

You should also understand the concept of service credits, and how they can be used to encourage service providers to work together and deliver the expected outcomes. For support on this, you may want to refer back to section 3.2.7 Performance management and reporting framework.

The updated content is highlighted below. The other sections should be briefly reviewed for familiarity.

5.4.2.2 Driving improvement and innovation

Take note of the distinction between ecosystem and environment. The ecosystem view is broader and encourages you to think about the full network of interacting parties that collectively create value, rather than looking only at the immediate operating context.

This matters because improvement and innovation in SIAM usually depend on coordinated action across that wider network.

5.4.4.3 Managing under-performing service providers

This section offers practical guidance on identifying and addressing under-performance early, so that corrective action can be taken before wider harm is done to the health of the SIAM ecosystem.

The important point here is that under-performance should be managed proactively. Waiting too long can damage service quality, provider relationships, customer confidence, and overall ecosystem performance.

Section 5.5: Audit and compliance

The main takeaway from this section is that audits are necessary, but they should also be seen as opportunities to improve. Audits help identify where processes are not compliant and where controls may need strengthening.

You should feel comfortable explaining:

- When audits should be carried out, both on a planned schedule and after possible non-compliance
- How audit findings should be reported
- What follow-up activities should take place afterwards

In this context, compliance means meeting required policies, standards, contractual obligations, or regulatory expectations. The wider message is that audit should support both assurance and learning.

Section 5.6: Risk and reward mechanisms

This section is about aligning provider motivations with the outcomes the customer needs and values. You should feel comfortable explaining how rewards can be used to reduce risk and encourage collaborative behavior.

You can link this topic with service credits and other incentives. The central idea is that commercial and performance mechanisms should support the right behaviors across the ecosystem, rather than encouraging siloed or competitive behavior between providers.

Section 5.7: Ongoing change management

Read this section as a refresher. Although the exam does not include direct questions on this section, it is still useful to have a general awareness of the main ideas, because these are referenced throughout the exam. If the concepts are already familiar, a brief review may be enough.

Reading guide for the FINS case study

Use this guide as you read through the case study so you can focus on the points that matter most for the EXIN SIAM Professional exam. The aim is not just to understand the story, but to spot the issues, risks, and decision points that could lead to exam questions.

Even if you have done the exam in the past, it is good to go through the case study and re-familiarize yourself with it. This prevents you from running out of time during the exam.

How to use this case for exam preparation

A helpful way to revise is to move through the case section by section and always turn the facts into practical advice.

For example:

- Introduction → Why is SIAM relevant here?
- Corporate strategy → What should SIAM enable?
- Structure → Who owns what?
- Governance → What governance improvements are needed?
- FINS_IS / FINS_HOST / FINS_EUROPE / FINS_UK → What are the organizational strengths, weaknesses, and political challenges?
- Service management / service desk / development → What operating model would work best?
- Mandate for change / service integration → What SIAM strategy should be recommended?
- Services, contracts, and providers → What sourcing, contract, tooling, and governance choices make the most sense?

Exam preparation tip

As you read each section, keep asking yourself these four questions:

- What problem or opportunity does this section reveal?
- What does it imply for the SIAM design?
- What risks does it create?
- What advice would I give?

1. Introduction

Start by getting clear on the basic business context. Key points:

- FINS is a banking organization operating across Europe, including the UK.
- It offers services through both physical branches and online banking.
- These services depend on the bespoke core banking application BNK.
- BANK_CO created and supports BNK.

What to pay attention to

This section gives you the foundation of the case:

- IT is clearly business-critical.
- FINS operates across multiple countries.
- There is a strong dependency on an external provider.
- There is a mix of legacy and more modern digital services.

Why this matters for the exam

As soon as you read this, you should already be thinking about:

- Service criticality
- Supplier dependency
- End-to-end service integration
- Risks related to legacy applications

2. Corporate strategy

This is one of the most important sections in the whole case, because it explains the business reasons behind change.

- Current business
  - Ensure delivery against contracts
  - Stop losing business to competitors
  - Invest in and train staff
- Risk reduction
  - Control staff costs
  - Reduce operating costs
  - Remove reliance on legacy IT systems and providers
- Future proofing
  - Be ready to adapt to change
  - Expand into the Asia Pacific region
  - Expand into other countries

What to pay attention to

Try to connect these objectives directly to SIAM:

- SIAM can help with cost control
- SIAM can improve supplier governance
- SIAM can reduce dependency on individual providers
- SIAM can support agility, flexibility, and growth
- SIAM can help create a model that works across multiple countries

Why this matters for the exam

You should be comfortable explaining:

- How the IT strategy needs to support the corporate strategy
- Which strategic drivers most strongly support a move to SIAM
- How SIAM could help FINS become more flexible, scalable, and cost-effective

3. Structure

This section helps you understand how the organization is set up and where authority sits.

FINS_HOLDING

FINS_HOLDING is responsible for:

- Corporate strategy
- Procurement
- Contract governance
- Financial reporting
- Specialist support and governance functions

What to pay attention to

This tells you that FINS_HOLDING is likely to play a central role in:

- Approving SIAM strategy
- Setting governance rules
- Making sourcing decisions
- Changing contracts

Management team

Key leaders are:

- CEO
- CIO
- CFO
- Executive Sales Director
- Executive Product Director

These people matter because they are likely to influence:

- Sponsorship
- Funding
- Decision making
- Business priorities
- Specialist functions

Also note the support functions:

- Procurement
- Contract governance
- Corporate governance
- Legal
- HR

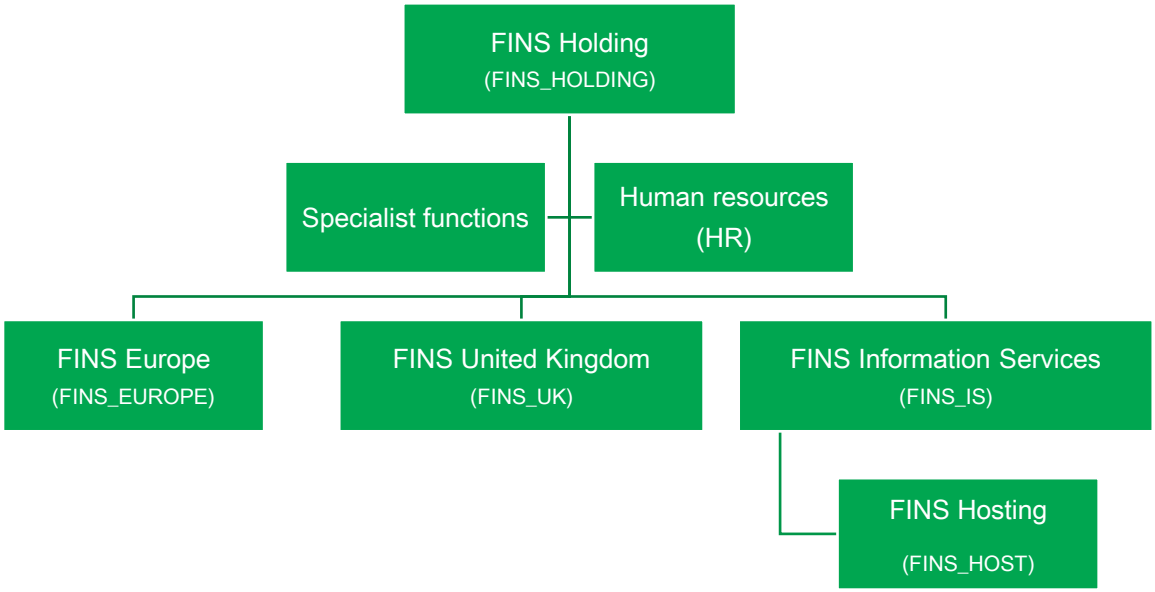
These are all relevant in SIAM because successful SIAM depends on:

- Good sourcing
- Well-designed contracts
- Clear governance
- Clear roles and responsibilities
- Suitable organization design

Why this matters for the exam

Think about:

- Who should approve the SIAM strategy
- Who should own governance
- Who should support contract and sourcing changes
- Who should help define roles and responsibilities



4. Governance

This section gives a good picture of how governance currently works, as well as where it does not work so well.

Board of Directors

- Owns corporate governance and corporate strategy
- Includes FINS_HOLDING leaders plus the Managing Directors of FINS_EUROPE and FINS_UK
- Meets monthly

This is likely to be the top decision-making body for SIAM direction.

Company management teams

Each FINS company has its own management team and reports to FINS_HOLDING. This suggests a mix of:

- Central oversight
- Local autonomy

IS steering group

The steering group includes:

- IT representatives from FINS_IS, FINS_EUROPE, and FINS_UK
- An auditor
- A user representative from FINS_EUROPE

Important warning signs:

- It is chaired by the FINS_IS Director
- The FINS_UK representative has missed the last two meetings

What to pay attention to

This section shows that governance structures already exist, but they are not fully effective. In particular, notice:

- Uneven engagement
- Weak participation from FINS_UK
- Possible dominance by FINS_IS
- Limited business/user involvement

Why this matters for the exam

Be ready to discuss:

- Whether the current governance structure is strong enough for SIAM
- What should be improved
- How to increase stakeholder participation
- How to make cross-company governance more effective

5. FINS Information Services (FINS_IS)

This is a very important section because FINS_IS could potentially become the service integrator.

Responsibilities

FINS_IS provides:

- Local IT support
- Service management
- Service desk
- Application development and support
- Supplier management for several corporate providers
- Guidance on IT strategy and architecture

What to pay attention to

FINS_IS is already doing several things that look like service integration activities, such as:

- Managing services across multiple providers
- Coordinating suppliers
- Operating a central service desk
- Providing architectural direction

That makes FINS_IS a serious candidate for an internal SIAM model.

Management team

The FINS_IS Director used to be a senior service manager in a small service integration company.

That is an important clue: there is at least some service integration experience already available inside FINS.

Why this matters for the exam

You should be thinking about:

- Whether FINS_IS could act as the service integrator
- Whether other parts of FINS would trust it in that role
- Whether it has enough capability, authority, and neutrality

6. Service management

This section helps you assess process maturity and operating model maturity.

Processes in place

FINS_IS uses:

- Incident management
- Change management
- Configuration management
- Problem management
- Release & deployment management
- Capacity management

All are documented.

Incident management

Notice that:

- FINS_IS has its own toolset.
- The tool includes a basic CMDB.
- There is an interface with OUT_CO's service desk for some services.

This is useful for questions about tooling and integration.

Change management

Important points:

- There is a Change Approval Forum (CAF)
- Users rarely attend
- The change process scored highly in a maturity assessment
- All approved changes in the last 18 months have been deployed successfully

What to pay attention to

This is a good example of something that looks strong on paper but may still have weaknesses. The process itself seems mature, but business engagement is poor.

Why this matters for the exam

You may need to discuss:

- Process maturity versus business value
- Standardization versus flexibility
- Whether FINS_IS processes could be used as a foundation for the SIAM model
- How business involvement in governance and change should improve

7. Service desk

This is a short section, but it matters more than it may first appear.

Key facts

- FINS_IS runs a 24 x 5 service desk
- It supports all FINS companies except FINS_UK
- It also handles incidents for some corporate services for all companies

What to pay attention to

There is an obvious limitation here:

- No 24x7 support
- No weekend support

That may not fit the needs of a banking organization. This links directly to the complaint later in the case about users working on Saturday mornings.

Why this matters for the exam

Be ready to consider:

- Whether service desk hours meet business needs
- The difference between technical service provision and customer experience
- Whether a future SIAM model should have broader support coverage

8. Application development

This section is strategically very important because of NEWBNK.

Key facts

- FINS_IS uses Lean and Agile development.
- NEWBNK has been in development for 12 months.
- It uses cloud technology and AI.
- It will be hosted by CLOUD_CO.
- It is expected to reduce costs and improve functionality.
- Testing is nearly complete.
- Rollout will take 18 months.
- BNK can only be retired once NEWBNK is fully deployed.

What to pay attention to

This creates a major transition challenge:

- Old and new solutions will need to coexist for a period.
- More providers will be involved.
- Cloud becomes strategically important.
- Onboarding and offboarding providers will need to be managed carefully.

Why this matters for the exam

This is highly relevant for questions about:

- Transition planning
- Risk management
- Governance during change
- Provider onboarding and offboarding
- SIAM support for Agile and rapid change

9. FINS Hosting (FINS_HOST)

This section is useful for thinking about internal providers, capability, and service maturity.

Key facts

- FINS_HOST runs two data centers.
- It hosts BNK and the payroll application.
- It will not host NEWBNK.
- BANK_CO pays FINS_HOST to host BNK.
- Some job descriptions are outdated.
- None of the staff are qualified in service management.
- Some operating procedures are undocumented.

What to pay attention to

FINS_HOST is clearly important operationally, but it has weaknesses:

- Lower service management maturity
- A strong technical focus
- Incomplete documentation
- Unclear role maturity

Why this matters for the exam

You may need to discuss:

- Capability gaps
- Improvement priorities
- Internal provider governance
- Customer-focused service management
- Whether all providers need the same level of maturity in a SIAM ecosystem

10. FINS Europe (FINS_EUROPE)

This section gives you a good example of local variation and weak supplier management.

Key facts

- Most IT services come from FINS_IS.
- Some local German sites use local suppliers.
- The Financial Director is responsible for managing those local providers.
- In practice, that has mostly meant checking invoices.

What to pay attention to

This is a clear governance weakness. Supplier management exists formally, but not really in practice.

Why this matters for the exam

This is useful when discussing:

- Governance
- Supplier management
- Local versus central control
- Accountability
- Contract management maturity

11. FINS United Kingdom (FINS_UK)

This is one of the most important sections in the case, so it is worth reading very carefully.

Key facts

- FINS_UK is large and mature.
- It was acquired 2 years ago.
- Its IT services were outsourced to OUT_CO under a 10-year contract.
- Only 2 service delivery managers and 3 project managers were retained.
- Service quality is now declining.
- Service levels are regularly breached.
- Availability targets have been missed for 6 months.
- FINS_UK strongly resists interference from FINS_HOLDING and FINS_IS.

What to pay attention to

This section contains several major SIAM-related issues:

- A large, outsourced environment
- Poor provider performance
- Low retained capability
- A contract that is nearing its end
- Strong cultural resistance to centralization

SIAMRUS proposal

Also read the SIAMRUS recommendation carefully:

- Split services across multiple providers
- Use an external service integrator
- Use a standardized process model
- Use a shared SIAMRUS-owned toolset
- Transition quickly and reduce risk

What to think about critically

Do not accept this proposal automatically just because it sounds professional.
Ask yourself:

- Is the model too rigid?
- Would it fit the culture of FINS?
- Would it fit banking?
- Would FINS_UK accept it?
- Would a UK-only SIAM model create inconsistency across the wider group?

Why this matters for the exam

You should be ready to compare:

- Internal versus external service integration
- Local SIAM versus enterprise SIAM
- Standard process models versus federated approaches
- How to gain buy-in in a resistant part of the business

12. Mandate for change

This section explains why change is now more realistic than before.

Key facts

- FINS is in a highly competitive market.
- IT and services are essential to business success.
- Competitors use cheaper, more modern cloud-based technology.
- FINS costs are too high.
- FINS has historically been risk-averse.
- The new CEO has a different, more change-friendly mindset.
- The CEO accepts risk if benefits are clear and risks are managed.
- The CEO supports Lean and Agile thinking.
- The CEO wants NEWBNK deployed as soon as possible.

What to pay attention to

This is the real transformation trigger:

- There is now strong executive sponsorship
- The organization has more appetite for managed change
- Modernization is now a strategic priority

Why this matters for the exam

This section is very helpful for questions about:

- Strategic drivers
- Business case justification
- Leadership support
- Critical success factors
- Readiness for transition

13. Service integration

This is the heart of the case from a SIAM perspective.

Key facts

- The CIO presented a new IT strategy.
- The CEO endorsed it.
- The proposal is for all FINS companies to move to a SIAM-based model.
- All companies should move to a consistent IT delivery model.
- One service integrator should act across all services and companies.
- Providers should see FINS as a single customer.
- Expected benefits include economies of scale and lower costs.

Key requirements

- The service integrator must be as low-cost as possible
- Service quality and service levels must stay high
- IT strategy must support the business strategy
- The SIAM model must support expansion into new countries
- The model must support fast onboarding of new services and providers

What to pay attention to

This section gives you the criteria you need to use when judging SIAM options.
As you read the rest of the case, keep asking:

- Which SIAM model fits these requirements best?
- Should the service integrator be internal, external, or hybrid?
- How much standardization is helpful, and how much flexibility is needed?
- What sort of governance model would support this best?

Why this matters for the exam

This section is central for questions on:

- SIAM strategy
- SIAM structure
- Sourcing approach
- Governance design
- Critical success factors
- Transition priorities

14. Services and providers (including contract arrangements)

This table is especially important, so it is worth taking your time with it.

What to look for

For each service, notice:

- Who provides it
- Who uses it
- Who manages the contract
- Whether there is a real contract or only an operating agreement
- How long the arrangement lasts
- When renewals or termination points are coming up

Particularly important points

- FINS_IS and FINS_HOST often work without formal contracts
- NEWBNK has no agreement yet
- BANK_CO has a rolling contract with 3 months' notice
- CLOUD_CO also has 3 months' notice
- MAIL_CO has only 1 week notice
- OUT_CO has 1 year left
- DLAN_CO is up for renewal in 6 months
- FINS_HOST has an annual review due in 1 month

What to pay attention to

These details show you where the main opportunities and risks are. Some contracts are weak and need formalization. Others are close to renewal, which could support transition. Some services are clearly strategic and need careful handling.

Why this matters for the exam

Be ready to discuss:

- Contract redesign for SIAM
- Cross-provider collaboration clauses
- Service reporting requirements
- Governance obligations
- Exit planning
- Timing of contract changes during transition

15. Current service providers

This final section is where you assess provider maturity, behavior, and fit within a SIAM ecosystem.

BANK_CO

- Legacy provider
- Weak service management
- Rigid contract behavior
- Siloed internal divisions
- Very basic service levels

This looks like a provider that may be difficult to integrate well into SIAM.

CLOUD_CO

- Standard cloud provider
- Strategically important because of NEWBNK

DLAN_CO

- Local German provider
- Relatively small
- Useful when thinking about local versus global sourcing

FINS_HOST

- Meets technical SLAs
- Weak service attitude
- Infrastructure-focused measures only

This is a good reminder that technical performance is not the same as customer value.

FINS_IS

- Mixed picture
- Trusted by FINS_HOLDING
- Criticized by FINS_EUROPE and FINS_UK
- Reluctant to go beyond explicit agreements
- Limited number of service desk hours
- Seen by others as too dominant

This matters a lot if you are considering FINS_IS as the service integrator.

MAIL_CO

- Commodity cloud provider

NET_CO

- Standardized global provider
- Reliable
- Expensive
- Already involved as a subcontractor in the UK

OUT_CO

- Mature provider
- Broad service scope
- 24x7 service desk
- Good service desk satisfaction
- Uses subcontractors
- ISO/IEC 20000 certified
- Strong process maturity
- Flexible SIAM capability
- But currently underperforming for FINS_UK
- Also provides SIAM services to a competitor

This makes OUT_CO a strong but sensitive option.

PAY_CO

- Simple service
- Users are very satisfied
- SIAMRUS
- SIAM specialist
- Strong standard model
- Limited flexibility
- Own toolset
- 24x7 service desk

Overall

What to pay attention to

For each provider, ask yourself:

- How mature are they?
- How collaborative are they likely to be?
- How easily could they fit into a SIAM model?
- What risks do they bring?
- What governance would they need?

Why this matters for the exam

This section supports questions about:

- Sourcing choices
- Provider onboarding
- Governance intensity
- Collaboration models
- Contract design
- Performance management

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