
**Information technology — Service
management —**

**Part 14:
Guidance on the application of Service
Integration and Management to ISO/
IEC 20000-1**

Technologies de l'information — Gestion des services —

*Partie 14: Recommandations pour l'application de l'intégration et de
la gestion des services à l'ISO/IEC 20000-1*



Reference number
ISO/IEC TS 20000-14:2023(E)

Documents
AVA Document Sharing Hub
© ISO/IEC 2023



COPYRIGHT PROTECTED DOCUMENT

© ISO/IEC 2023

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 ISO/IEC 20000-1 and Service Integration and Management	3
4.1 Introduction to ISO/IEC 20000-1	3
4.2 Terminology comparison	5
5 Introduction to the SIAM ecosystem	6
5.1 Brief overview of SIAM	6
5.2 SIAM model	7
5.2.1 General	7
5.2.2 The customer organization	8
5.2.3 Service integrator	8
5.2.4 Service providers	8
5.2.5 SIAM structural elements	8
5.2.6 SIAM processes	9
5.2.7 SIAM practices	9
5.3 SIAM roles and responsibilities	10
6 Deploying SIAM with an SMS	10
6.1 Deploying SIAM	10
6.1.1 Overview	10
6.1.2 Implementing SIAM in an existing SMS	11
6.1.3 Establishing an SMS within an existing SIAM environment	11
6.1.4 Deploying SIAM concurrently with establishing an SMS	11
6.2 The SIAM roadmap	11
6.2.1 Introduction to the SIAM roadmap	11
6.2.2 Discovery and strategy	12
6.2.3 Plan and build	15
6.2.4 Implement	17
6.2.5 Run and improve	18
Annex A (informative) Clauses of ISO/IEC 20000-1:2018	20
Annex B (informative) Correlation of the ISO/IEC 20000 series with SIAM best practices	22
Bibliography	30

Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives or www.iec.ch/members_experts/refdocs).

ISO and IEC draw attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO and IEC take no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO and IEC had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents and <https://patents.iec.ch>. ISO and IEC shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html. In the IEC, see www.iec.ch/understanding-standards.

This document was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT service management and IT governance*.

A list of all parts in the ISO/IEC 20000 series can be found on the ISO and IEC websites.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html and www.iec.ch/national-committees.

Introduction

This document provides guidance for organizations wishing to include Service Integration and Management (SIAM™)¹⁾ in an existing service management system (SMS), or one in the process of being established, based on ISO/IEC 20000-1:2018. An SMS supports the management of the service lifecycle, including the planning, design, transition, delivery and improvement of services, which meet agreed requirements and deliver value for customers, users and the organization(s) delivering the services.

The adoption of SIAM is driven by strategic factors, including:

- increased complexity of sourcing models using multiple service providers;
- a desire to remove reliance on any particular service provider;
- the requirement for effective controls for managing a multi-provider ecosystem;
- a desire for the ability and flexibility available from specialized service providers in this field.

SIAM is an evolution of service management methodologies that includes services integrated across multiple service providers. It has developed as organizations have moved away from outsourced contracts with a single service provider to an environment with multiple service providers. SIAM has evolved out of the challenges associated with these more complex operating models. SIAM addresses the issue of "accidental multi-sourcing", where an organization engages in an ad hoc way with multiple service providers and services over time, with no consistent overall control.

SIAM incorporates the concept of a service integrator layer, which is a single, logical entity held accountable for the end-to-end delivery of services. The service integrator layer is where end-to-end service management, assurance, integration and coordination are performed. It focuses on implementing an effective cross-service provider capability and executes the requirements directed by the customer organization.

This document also provides a mapping between the requirements and guidance of ISO/IEC 20000-1 and the elements in the SIAM methodology.

1) SIAM™ is the trademark of a product supplied by EXIN. This information is given for the convenience of users of this document and does not constitute an endorsement by ISO or IEC of the product named. Equivalent products may be used if they can be shown to lead to the same results.

Information technology — Service management —

Part 14:

Guidance on the application of Service Integration and Management to ISO/IEC 20000-1

1 Scope

This document provides guidance for organizations that are establishing or improving a service management system (SMS) by incorporating a service integrator. The incorporation of a service integrator is aimed at addressing an environment that includes services sourced from multiple service providers.

This document specifically focuses on Service Integration and Management (SIAM) in the context of an SMS.

The intended users of this document include:

- organizations that need to manage multiple service providers within a new or existing SMS according to SIAM; and
- consultants and advisors that support an organization during SMS implementation or improvement, where a SIAM approach is being adopted.

NOTE 1 This document is applicable for organizations implementing SIAM in conjunction with SMS. It does not limit organizations or individuals from implementing any other management and governance model for managing multivendor environments along with SMS.

This document is not applicable to organizations that have only one service provider.

NOTE 2 In SIAM, the term "supplier" is not used. Internal and external suppliers are both referred to as "service providers". See [4.2](#) for further comparison of terminology.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/IEC 20000-1, *Information technology — Service management — Part 1: Service management system requirements*

ISO/IEC 20000-10, *Information technology — Service management — Part 10: Overview and key concepts*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 20000-1, ISO/IEC 20000-10 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1

cross-functional team

group of people with different functional expertise working toward a common goal

Note 1 to entry: It may include people from finance, marketing, operations and human resources departments. Typically, it includes employees from all levels of an organization or from different organizations.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.2

function

organizational entity, typically characterized by a special area of knowledge or expertise

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.3

organizational change management

OCM

process used to manage changes to business processes, organizational structures and cultures within an organization

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.4

retained capabilities

functions within the customer organization that are responsible for strategic, architectural, business engagement and corporate governance activities

Note 1 to entry: The customer organization will include some retained capabilities that may include any accountabilities and responsibilities that remain with the customer for legislative or regulatory reasons.

Note 2 to entry: Some services may be delivered by the customer's staff. These staff are considered internal service providers and not part of the customer retained capabilities.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.5

Service Integration and Management

SIAM

management methodology that can be applied in an environment that includes services sourced from multiple service providers

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.6

service integrator

single, logical entity held accountable for the end-to-end delivery of services and the business value that the customer receives

Note 1 to entry: Service integrator accountability includes end-to-end service governance, management, integration, assurance, coordination, visibility and transparency in performance.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.7

service provider

internal or external organization that provides services

Note 1 to entry: Within a SIAM ecosystem, there are multiple service providers.

Note 2 to entry: External service providers can also be known as suppliers or vendors.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.8**SIAM ecosystem**

network or interconnected system

Note 1 to entry: The SIAM ecosystem includes three layers: customer organization (including retained capabilities), service integrator and service providers.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.9**SIAM governance**

framework of rules, policies, processes, and in some cases legislation, by which businesses are operated, regulated and controlled

Note 1 to entry: In a SIAM ecosystem, governance refers to the definition and application of policies and standards. These define and ensure the required levels of authority, decision-making and accountability performed by SIAM boards (see "structural element").

Note 2 to entry: ISO/IEC 38500 defines governance as "a system of directing, overseeing and accountability".

[SOURCE: SIAM Professional Body of Knowledge, 2021, modified — Note 2 to entry added.]^[8]

3.10**SIAM model**

customer organization-initiated structure consisting of practices, processes, functions, roles and structural elements described within the SIAM methodology and based on the layers in the SIAM ecosystem

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.11**SIAM practice**

actual application or use of an idea, belief or method, as opposed to the theories relating to it

Note 1 to entry: There are four types of practice: people, process, measurement, technology. These practice areas address governance, management, integration, assurance and co-ordination across the layers, and need to be considered when designing, operating or managing the transition to a SIAM model.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

3.12**structural element**

teams that have members from different organizations and different SIAM layers

Note 1 to entry: These include boards, process forums and working groups.

[SOURCE: SIAM Professional Body of Knowledge, 2021]^[8]

4 ISO/IEC 20000-1 and Service Integration and Management**4.1 Introduction to ISO/IEC 20000-1**

ISO/IEC 20000-1 specifies requirements for establishing, implementing, maintaining and continually improving an SMS. An SMS supports the management of the service lifecycle, including the planning, design, transition, delivery and improvement of services, which meet agreed requirements and deliver value for customers, users and the organization delivering the services. The organization in the scope of the SMS can be a whole or part of a larger organization and can also be known as the service provider.

ISO/IEC 20000-1 is intentionally independent of specific guidance. The organization can use a combination of generally accepted methodologies (e.g. SIAM) and its own experience. Appropriate tools for service management can be used to support the SMS.

All requirements specified in ISO/IEC 20000-1 are generic and are intended to be applicable to all organizations, regardless of the organization's type or size, or the nature of the services delivered. While it can be used "regardless of the organization's type or size, or the nature of the services delivered," ISO/IEC 20000-1 has its roots in information technology (IT). It is intended for service management of services using technology and digital information. The examples given in this document illustrate a variety of uses of SIAM in the context of an SMS.

Exclusion of any of the requirements in ISO/IEC 20000-1:2018, Clauses 4 to 10, is not acceptable when the organization claims conformity to ISO/IEC 20000-1, irrespective of the nature of the organization.

The organization cannot demonstrate conformity to the requirements specified in ISO/IEC 20000-1 if it does not provide or operate at least some of the services, service components or processes within the scope of the SMS.

ISO/IEC 20000-10 includes the concepts for an SMS, the vocabulary used for the ISO/IEC 20000 series, and a description of each part of the series and related standards. Guidance is available in other parts of the ISO/IEC 20000 series including:

- ISO/IEC 20000-2: Guidance on the application of service management systems;
- ISO/IEC 20000-3: Guidance on scope definition and applicability of ISO/IEC 20000-1;
- ISO/IEC TS 20000-5: Implementation guidance for ISO/IEC 20000-1;
- ISO/IEC 20000-6: Requirements for bodies providing audit and certification of service management systems;
- ISO/IEC TS 20000-11: Guidance on the relationship between ISO/IEC 20000-1 and service management frameworks: ITIL®.

[Figure 1](#) illustrates an SMS showing the clause content of ISO/IEC 20000-1. Numbers in parentheses in Figure 1 indicate ISO/IEC 20000-1 clause numbers. See [Annex A](#) for a list of the ISO/IEC 20000-1 clause numbers and titles.

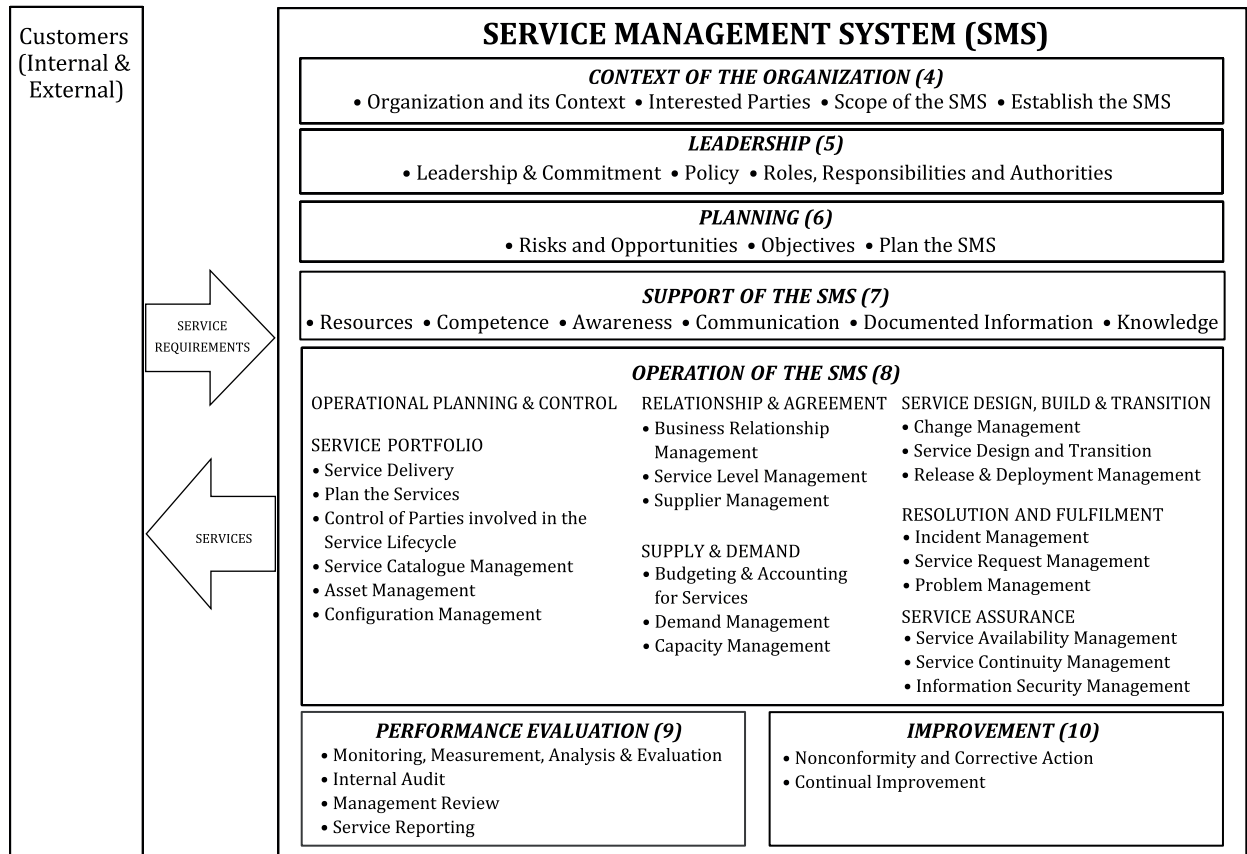


Figure 1 — Service management system

4.2 Terminology comparison

Table 1 compares terms that are found in either the ISO/IEC 20000 series or the SIAM Bodies of Knowledge (BoKs) to show their different uses. This document uses these terms from a SIAM perspective.

Table 1 — Comparison of key terminology between the ISO/IEC 20000 series and the SIAM BoKs

Term	ISO/IEC 20000 series definition	SIAM relationship (BoKs)
customer	organization or part of an organization that receives a service or services.	SIAM uses customer organization as the end client to denote the organization that commissions the SIAM ecosystem. They also contribute to and receive the integrated SIAM services.
external supplier	another party that is external to the organization that enters into a contract to contribute to the planning, design, transition, delivery or improvement of a service, service component or process.	The term "supplier" is not used in the SIAM BoKs. Internal and external suppliers are both referred to as "service providers".
internal supplier	part of a larger organization that is outside the scope of the SMS that enters into a documented agreement to contribute to the planning, design, transition, delivery or improvement of a service, service component or process.	

Table 1 (continued)

Term	ISO/IEC 20000 series definition	SIAM relationship (BoKs)
governance	group or body that has the ultimate responsibility and authority for an organization's activities, governance and policies and to which top management reports and by which top management is held accountable.	Governance refers to the rules, policies, processes (and in some cases, legislation) by which businesses are operated, regulated and controlled. There may be many layers of governance within a business such as enterprise, corporate and IT. In a SIAM ecosystem, governance refers to the definition and application of policies and standards. These define and ensure the required levels of authority, decision-making and accountability.
interested party	person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity related to the SMS or the services.	The term "interested party" is not used in the SIAM Boks. "Stakeholder" is used instead to convey a person or group of people that have a particular interest in, or are impacted by, something.
service integrator	entity that manages the integration of services and service components delivered by multiple suppliers Note 1 to entry: The role of the service integrator supports the promotion of end- to-end service management, particularly in complex supply chains, by ensuring all parties are aware of, enabled to perform and are held accountable for, their role in the supply chain.	The service integrator is a single, logical entity held accountable for the end-to-end delivery of services. The definition does not focus on suppliers or supply chain but rather the multiple service provider environment (see above: internal and external supplier).
service provider	organization that manages and delivers a service or services to customers.	Service provider refers to both internal and external service providers ("suppliers" in ISO/IEC 20000).
top management	person or group of people who directs and controls an organization at the highest level.	The term "top management" is not used in the SIAMS BoKs. Top management in an SMS within a SIAM ecosystem would be subject to the leadership and management review requirements in ISO/IEC 20000-1.

5 Introduction to the SIAM ecosystem

5.1 Brief overview of SIAM

SIAM is a well-known, globally adopted management methodology that can be applied in an environment that includes services sourced from multiple service providers. It describes the SIAM practices, structures, elements and principles associated with the discipline. It can be used with other methods, approaches and frameworks.

The SIAM Foundation and Professional Bodies of Knowledge (F-Bok, P-BoK respectively) are used as the source material for SIAM guidance. The BoKs are non-prescriptive and intended to provide principles to inform the workings of a multi-provider SIAM ecosystem.