

Understanding SIAM

A sustainable long term investment for my organisation?

There is a lot of conversation surrounding Service Integration and Management (SIAM) and it is a subject that divides opinion. Indeed, there are many differing views of how it should be delivered, what the value might be and whether or not it's actually here to stay. Let's examine these points.



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OVERVIEW – WHAT IS SIAM?

Being a concept driven originally and perhaps, mainly out of the UK Cabinet Office, the best place to start for a formal definition of SIAM, may be the Gov.uk website, <https://www.gov.uk/service-manual/technology/service-integration.html> where you will find the following narrative relating to Service Integration.

“Service integration and management lets an organisation manage the service providers in a consistent and efficient way, making sure that performance across a portfolio of multi-sourced goods and services meets user needs”.

SIAM is here because of the increasing popularity of multi-source operating models and the reasons for this are numerous. To begin with, single supplier models are being seen more and more to be inflexible and limiting to the creativity of businesses. They are perceived to hide costs and don't create competition (for the benefit of the organisation) between vertical services (sometimes called Service Towers), because they are either delivered by a single organisation or agents of such a body.

This means that many organisations prefer the multi-sourcing model, because they perceive that this reduces the dependency on a single entity for many of the services previously managed under one umbrella and also that it might enable the Customer organisation to choose the individual Service Towers, based on its own preferences.

The variety of types of Service Towers and the lack of consistency of definition has made the task of adopting a single SIAM model more difficult to achieve. A key activity for any Customer adopting SIAM is to get a robust and structured definition of what the target towers are.

Importantly, and a prime consideration of multi-sourcing, is that the Customer can drive its own strategy and business goals across the Service Towers, manage and influence delivery to its own ends, whilst also increasing commercial competitiveness, because a single supplier no longer has control of who does what and for what price.

With a multi-sourcing model however, comes a cost and not just in terms of Total Cost of Ownership (TCO), but operationally and from a governance perspective, and this is why SIAM has been created.

The first consideration when you disaggregate Service Towers, is that they might act in isolation or autonomously and their focus might become a perfunctory, vertical one, leading to fragmentation of service delivery across the business.

Additionally, some Service Towers may operate alongside direct competitors and it might not be in their perceived interests to co-operate with or make life easier for these competing organisations.

So the purpose of SIAM, if delivered in the right way, is, through a management function called SIAM, to enable organisations to retain all of the flexibility and innovation that a multi-source arrangement brings, whilst continuing to ensure that the services being delivered, are joined up and integrated into the Customer's business.

The purpose of SIAM is best illustrated in the graphic below.

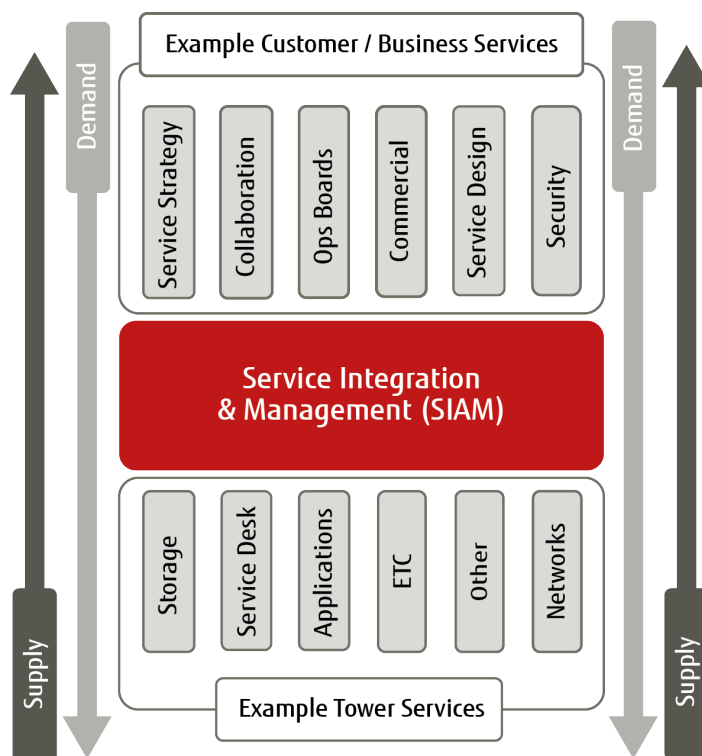


Figure.1

It is important when understanding the concept depicted above, that there are various different *Customer Business Services* and *Service Towers* that are not reflected in this graphic. Other services may form part of a SIAM model (such as Desktop Engineering, Data Centre Hosting) and various different permutations of business and suppliers services will be possible, depending on each Customer's organisation.

Which approach?

There is no *one size fits all* SIAM model, this has become clear to Fujitsu through our real life interactions with our customers. In fact, there are many ways in which the SIAM principles can be shaped and delivered, depending on the Industry Sector, structure of your business, your current IT service landscape and of course, your organisational goals. A number of other criteria might exist.

In Fujitsu, we've seen and delivered a number of different flavours of SIAM. We've acted ourselves, in various roles within SIAM models, as a Service Integrator, one of the Service Tower Suppliers and also in a Consultancy capacity, using our expertise to advise our Customers on the best approach for their business.

An important consideration for an organisation when deciding on its SIAM approach is, "Do I want to undertake all that being a SIAM lead entails, or will I need the help of an external body, in the form perhaps, of an external Service Provider?"

There are many criteria that should influence this decision and we will touch on the most important of these later in this paper. For now, we've emphasised what we believe are the most common set of options, together with a very high level explanation of what each entails.

Customer in the lead SIAM role

The Customer performs the full Integrator role as an internal governance function to contract, monitor/report and manage the Supplier Services effectively.

Outsourced SIAM role

The customer engages an external supplier to act in a SIAM capacity. This role will be limited to monitoring/reporting on the Service Towers performance and it relies on a tight partnership relationship between the outsourced supplier and the retained Customer management. Although the outsourced supplier has no authority over the Service Towers, success is dependent on how the Integrator and Customer work as a joined up, cohesive SIAM team.

The Customer will be responsible for the selection, contracting and management of Service Towers providers.

Outsourced SIAM Role – Monitoring and Managing.

The customer engages an external supplier to act in a SIAM capacity. Here the supplier will essentially be acting as a Managing Agent for the Customer with explicit responsibilities and authority for Service Towers monitoring and performance management.

The Customer will be responsible for selecting the Service Towers, often in consultation with the SIAM provider.

Outsourced Full SIAM role

The Customer engages an external supplier to act in a SIAM capacity. In this approach, the SIAM function should/could be involved in the selection of and be responsible for, the contracting monitoring and management of the Service Towers providers.

In this situation the SIAM provider takes far greater accountability for the cost and quality of end to end services and therefore their level of risk increases significantly.

As we will explore later in this document, some Customers may express preferences for technology, toolsets, methods or partners to the outsourced SIAM function.

Historically, this was the preferred model of larger Government Departments, but the trend is for the SIAM function to be taken in-house in the future, once their commercial/supplier management capabilities have been built up.

Service Desk as part of SIAM

Service Desk is always a key element of any IT enterprise and this doesn't really change when described in a SIAM context. However, we see a lot of confusion as to how this service should be scoped, described and delivered in that context.

In Fujitsu's view, Service Desk is not a mandated element of a SIAM solution, but is a very complementary SIAM enabling Service Tower, because it is a natural point of control and co-ordination across the enterprise, being a front of house, first point of call service. We believe you can't efficiently resolve issues if the Service Desk is not optimally positioned to support the customer while enabling all suppliers

In Fujitsu's opinion, Service Desk service should be included to enhance the models of SIAM as shown and it can also be delivered as an independent Service Tower with no SIAM responsibilities.

Business Drivers

Organisations will have many different reasons for considering whether or not to adopt a SIAM model. We see however, some common themes emanating from our engagements.

UK Government organisations were originally being driven, to a large extent, by Central Government guidance, which advocated consideration of a SIAM based approach as the first option.

In recent times however, we've seen a change in the guidance and this article from the UK Government Technology Blog recently questioned whether or not the Tower approach was still relevant for all business at all.

<https://governmenttechnology.blog.gov.uk/2015/02/18/knocking-down-the-towers-of-siam/>

Whoever is offering advice and whatever that advice is, we have seen instances where organisations have taken the decision to adopt a SIAM model before understanding why it should, what the business drivers are and what the challenges are likely to be.

SIAM isn't being considered just by Public Sector organisations however, so if you discount the Cabinet Office position, the key business driver for adopting SIAM that arises most often, is the Cost of IT, with the perception that adopting SIAM will help reduce this.

We also see an expectation that SIAM will deliver to the customer if the entire IT enterprise, which by inference, should lead to greater control and alignment of the Service Towers' outputs to business goals/strategy.

The final key driver we see is that organisations are looking to SIAM to enable the fast and seamless transition of new Service Towers into the enterprise and old ones out, i.e from one supplier to another with the perceived benefit of increasing competition to further drive down cost.

Other criteria exist of course; those listed above indicate Fujitsu's view of some of the key drivers at today's date.

The SIAM Role

Once an organisation has a good view and understanding of the business drivers that are encouraging it down the SIAM path, it can begin to understand what particular approach is best suited to help achieve those goals.

Assuming the business drivers are understood, the next thing to consider is defining the role of the SIAM supplier. Once this has been done, the question of which organisation or combination of organisations is best placed to carry this out, can be answered more rationally.

Typically, the SIAM role will operate to a framework, or a set of conditions, practices and processes and which covers the entire lifecycle of all of the services that are being delivered within that enterprise. The ownership of this framework sits with the Customer business but typically, the maintenance and management of this content sits within the auspices of the SIAM.

This framework is often referred to as the **SIAM Framework**.

Once this framework is in place, the business can start to think about detailing the roles and responsibilities of the SIAM provider, be that internally or externally sourced.

As stated earlier, there are various aspects of the SIAM supplier role that can be either delivered via a single, internal or external entity, or all of the functions together via one single body.

For ease of explanation, we will cover the Full SIAM supplier role, where a single entity will perform all of the responsibilities associated with this. It doesn't matter at this stage, if this role is internally or externally sourced.

The SIAM supplier is accountable for effective delivery of service management defined by ISO 20000, for end to end services delivered by a range of internal and external suppliers. The SIAM provider has particular responsibility for:

- Governance of compliance re agreed regulatory and IT standards.
- End to end measurement and reporting of services and any consequential improvement initiatives.
- Defining and managing the model of all services provided to the business associated technologies, roles and responsibilities
- Capturing and managing business risks associated with the service model.

As such, the SIAM supplier will provide visibility of and reporting on the end to end lifecycle of events such as requests, incidents, changes, releases, etc.

Understanding supply and demand on behalf of the business is a key SIAM supplier function, as is ensuring that the capability and capacity always meets current demand and can scale up and down when variations in that demand occur.

Of course, most (though not all) of the capabilities sit within the Service Towers and so the SIAM supplier has to ensure that each and every supplier is aware of the immediate, mid-term and longer term demand pertinent to its service line and that each is able to fulfil these.

Some IT functions may also be retained by the Customer and not form part of the typical Service Tower view, but their delivery is as important to the enterprise as those of the outsourced Service Towers.

Agreeing where responsibility for these "internal" service providers sits is a key consideration, but in our experience, the SIAM supplier, internally or externally sourced, normally picks up this task because they can see right across the enterprise.

Figure 1 (Page 2) gives a good indication on how the SIAM supplier role is key to ensuring that supply and demand are closely attuned. It is the pulse of the enterprise, constantly connecting delivery to the Customer's business to ensure optimum performance.

Ensuring that the independent Service Towers work together towards the aims of the business, making sure they all follow the appropriate business processes and adhere to the SIAM Framework, whilst working together as a cohesive virtual team, also falls within the scope of the SIAM. This can be a particular challenge for reasons mentioned earlier, where competitors have to work alongside each other or the performance of one supplier is (in the view of one or a number of the other suppliers) adversely compromised by another.

We also need to consider tooling and architecture and where the responsibilities of the SIAM lay in this regard. Disaggregating suppliers not only brings operational and relationship challenges, but it adds technical complexity with potentially, many different data sources, people and platforms having to "talk" to each other.

Add to this, the different interpretations of the truth that might be required (reconciling configuration data is a good example) and so it is the role of the SIAM supplier to ensure that everything works together, that the single point of truth is documented and enforced, that resilience is built into IT across the enterprise and that everything done within that enterprise, maintains high levels of business continuity.

So you can see, the SIAM supplier function is pivotal to any multi-sourced model and so therefore, is the scope it is given. It is the glue that keeps the enterprise compliant and together. It manages the heartbeat of the organisation, encompassing forecasting, cajoling, managing, advising, reporting and working on behalf of the business. It is the bridge between supply and demand. Does your organisation have the expertise and capacity to carry out this role?

Our experience

Fujitsu has been delivering high quality IT Services across the Globe for many years and indeed, many of these services began as multi-source, tower orientated outsource engagements, either where we were the lead or primary supplier, or where we acted as a vertical Service Tower Supplier. Some of these customers have since undertaken the SIAM journey and we have helped them along this path as Advisor, Integrator and/or Tower Supplier.

We currently have many SIAM deployments across our business in different flavours, adapted to suit the specific needs of each Customer. We act as a Service supplier and in a consultancy capacity to ensure the chosen model meets the need of each business.

As we stated earlier, our experiences have told us that there is no *one flavour* of SIAM and this is because no two businesses, or their business challenges, are identical.

SIAM Service Offerings

From a SIAM services perspective, Fujitsu operates in 3 main capacities. These are as the **Outsourced SIAM Supplier**, encompassing all or some of the roles described earlier in this document.

We also offer 2 consultancy based services to our Customers, underpinned by our **Innovation, Capability and Experience methodology (ICE)**.

These are in the form of a **SIAM Consulting** offering where Fujitsu works with our Customers to help them choose and design the best SIAM based approach for their business, or indeed helps them to choose an alternative path if this proves to be in their best interests.

Our **Consult and Implement** Offering is an extension of our **ICE SIAM Consulting** Offering, but one where we utilise our delivery and management experiences to help engineer the solution to a point where it can be handed over to the delivery organisation as a going concern.

Our consultancy services are designed for Customers to understand whether or not SIAM is right for them and if they believe it is, what *flavour* their business should adopt.

Our SIAM delivery services are the next stage, where Fujitsu will undertake the delivery of some, or all of the agreed SIAM model as Integrator.

Voice of the Industry

Our experience highlights a number of SIAM related strands emanating from the IT Industry.

Many organisations have still to form a firm view about SIAM and whether or not they should consider it for their business, with some preferring to wait for some early deployments to mature and then question if the business benefits that were expected, actually proved to be real.

Some organisations have already qualified out with an "It's not for us and it probably won't be in the near future" stance, whereas others are

still "Mulling it over".

Where SIAM is the chosen path, we see an increasing trend for organisations to take the entire SIAM supplier role "in-house" and to disaggregate the Service Towers in the way we have described earlier, i.e. delivered by independent suppliers.

In our experience, many customers underestimate the complexity of defining a SIAM model and therefore, get part way through the project/ programme before realising that they do not have the understanding, capability or resources within their organisation to drive the initiative through.

We have also seen instances where organisations have sought advice from Industry SIAM experts (Integrators, Consultancies) and where that advice (in our opinion) was not in the best interests of the Customer.

In Fujitsu's experience, many of the organisations consulted, do not have the real-World experiences, scale and capabilities to deliver the hypotheses they have presented to their Customers.

We have seen more and more organisations buy their own IT Service Management (ITSM) tools and mandate that the Tower Service suppliers use these exclusively, rather than their own. Anecdotal feedback we have received, indicates that organisations taking this path, favour Cloud orchestrated services, with out of the box APIs that are easier for the business and Tower Suppliers to interact with.

We have observed that many customers select tools that don't have sufficient capabilities and functionality to support the SIAM role. These include data extraction and aggregation across multiple suppliers, required to provide comprehensive reporting and management in a multi-source environment.

Still relevant?

Our market research also tells us that there are a lot of potential SIAM opportunities still to be realised.

Opinion differs between The analysts as to actually what proportion SIAM would constitute of an End User Outsource contract, with figures ranging from 9% of the End User Spend, up to 23%.

The analysts forecast that SIAM related spend will be relatively stable (proportionately) between now and 2018 and additionally, that the overall IT End User spend itself will only rise in line with the cost of living.

Public Sector forecasts are very similar, although The analysts differ more in terms of what proportion of the End User spend can be accounted for via the adoption of SIAM.

Across UK Government, we have seen several SIAM based contracts recently awarded at DVSA, MoJ, DECC, FCO, SFA, HWA and TfL.

Additionally, over the course of the next 3 years, we expect to see new SIAM based contracts awarded at HMRC, DWP, DEFRA and MoD.

In the private sector, some of our partners have been giving us their views on SIAM, in terms of if they have adopted it in any form, if they felt/feel any pressure to do so and if they have any other anecdotal feedback on the concept. Here is what some of them have told us:

"I haven't felt any pressure to adopt SIAM. It is a legacy arrangement from a time when there was considerable pressure to outsource and continues to serve a useful place in our talent mix. If anything the pressure has swung the other way to insource – particularly software engineering."

"SIAM has been adopted in a fairly rudimentary form, since outsourcing our primary Infrastructure & Operations function in 2010. Under this arrangement, the primary I&O partner is responsible for providing service integration across other first and second tier partners involved in service delivery – the first tier vendors concerned are our network and telephony provider and our application maintenance partner. Second tier vendors managed in this way are primarily more discrete organisations responsible for delivery of a specific business service or application. In essence we operate a hybrid model, with aspects of SIAM undertaken by the primary I&O partner and aspects undertaken by the retained service management and commercial teams.

When re-tendering the I&O arrangement earlier in the year, we did consider moving to a more varied mix of suppliers to deliver I&O services, with a stronger SIAM arrangement to underpin this. However, we concluded that the additional complexity this would bring, coupled with a lack of SIAM maturity, would negate any potential cost savings or service improvements."

"Our adoption of SIAM, albeit in a relatively rudimentary form has enabled us to adopt a mix of vendors in the delivery of outsourced service and take on additional "point" vendors in response to business needs without compromising end to end delivery. As we embark on various cloud-centric initiatives, this will become increasingly important and whilst we intend to continue to operate to a defined set of cloud partners in the IaaS space, SIAM will nonetheless be essential in ensuring this is managed effectively and end to end integrity maintained."

- Contributions made by members of the CIO Community have been anonymised.

Observations

Whilst forecast IT spend seems to be relatively stable over the next 3-4 years, our research is unable to help us understand if SIAM is either here to stay, will be superseded by something else, or if it will disappear completely.

We have seen a recent and rapid growth in Cloud computing, with analysts predicting that Cloud will account for 80% of technology outsourcing by 2025. Fujitsu predicts that this will have a significant impact on the future direction of SIAM, with technological integration, coupling with service integration, to create a cohesive orchestration point for the enterprise technology service provision.

There isn't just *One Cloud* either. Add the terms Public, Private and Hybrid Clouds to this discussion and SIAM becomes even more interesting.

Thanks to the emergence of Cloud Computing, we also have the World of *Hybrid IT*. Hybrid IT is the next generation model for delivering IT services from both Cloud and non-Cloud environments. Very few Customers have a completely 100% Cloud provisioned environment and so a Hybrid environment is a balance of both, whichever side of the centre that balance sits.

A Hybrid IT environment should enable a business to be more agile and select best of class services best suited to integrate across the enterprise, so the impact on SIAM in this regard alone, is quite significant.

Key Questions being asked

In this section, we have asked and answered what we believe are the key questions emanating from organisations we speak with, surrounding the topic of SIAM.

The answers are Fujitsu's view and based upon our own conversations and anecdotal feedback we have received directly.

Q: Is now the right time for my business to consider a SIAM approach?

A: In our experience, some organisations ask for a SIAM service without first understanding the full ramifications of that decision.

SIAM has been a fashionable badge (in our opinion) for some CIOs to enforce a new organisational structure upon the IT department, but in our view, it is imperative that you ensure that SIAM will support your business priorities, before embarking on a transformation journey.

Ask yourself too, if your organisation is mature enough to *make the jump*. If you are embarking on a first time outsource, jumping to a "Full SIAM" model may be a step too far, too soon. Our advice is that you need to understand your business drivers, the SLAs which will support the business and the best in class suppliers who will provide the required services.

Consider the required outcomes in the short and medium term and perhaps plan your journey in stages to reach the desired state. Challenge your business to answer if it is stable. If your business is unstable and perhaps acquisitions and mergers are planned, SIAM may actually provide a good framework to add structure and control.

Fujitsu has recently worked closely with an organisation who have set up a *mini-SIAM* model which has the capability to grow and scale to suit the business position.

Ask yourselves, is your supply base complex enough to warrant the effort and disruption? If you only have 2 or 3 Tower Suppliers, it is likely that SIAM is an overly complex model which will unnecessarily inflate your total cost of ownership.

Q: Why am I doing this - do I understand my business drivers for adopting SIAM?

A: As we have seen, all of our customers have different business drivers for adopting SIAM. These can include cost reduction, improved visibility of service performance, less reliance on specific suppliers, ability to deploy more agile, Cloud based solutions and many others.

However, experience teaches us that achieving these benefits can be dependent on a number of factors; including the size of your organisation, complexity of IT services, number of suppliers, regulatory standards and numerous other dependencies.

For some Customers, SIAM has actually increased costs due to additional levels of governance, made service measurement more difficult (in our experience) due to a proliferation of different toolsets. It can also make new systems more difficult to deploy due to specific suppliers wanting to apply their own governance to solutions, to protect their interests.

Fujitsu has defined approaches to benefits realisation which captures target outcomes and required activities and dependencies to realise these benefits. We have used these with a range of customers, to ensure their programmes successfully deliver the required outcomes.

Q: What do we already know - do I have sufficient knowledge of my existing estate/services and how will it affect my services outside of IT?

A: Before a business can adopt a SIAM model, you need to have a clear definition of the key services used by that business, the key supporting technical services and the roles and responsibilities of each of the current service towers and functions.

The required level of detail will include all business, technical and application services, current processes in use and all functional groups operating, supporting and maintaining services and components.

For most customers, this is a difficult task. However, this information is vital as it provides a clear baseline for any definition of Tower or SIAM responsibilities and any associated contract re-baselining. Fujitsu has many years' experience of transferring hundreds of existing IT systems and services into their management control and has developed standard methods and checklists for undertaking this level of discovery in a structured and controlled manner. We can assist you by using these methods in generating an accurate view of your current estate.

Q: Can I do this myself - do I have the resources/capabilities to deliver SIAM from within my organisation?

A: In Fujitsu's view, you must ensure that the resulting service model is deliverable in real life and this may have an impact on the decision to retain or outsource certain components. The delivery of a service model is hugely reliant on the quality of the people who deliver it, meaning that your organisation is at the mercy of your ability to recruit/transfer the right people.

When there is a paucity of skills, especially in the local area, you may find better quality and subsequently, better value from an outsourced partner. However, this should not outweigh the retention of strategic control.

Coordinating multiple suppliers requires a specific *type* of individual who can command the respect of their peers in order to deliver the right results. Our customers often use the word "gravitas" when describing some of the key SIAM roles. Fujitsu has seen examples where an organisation retained control of many SIAM functions and subsequently struggled to recruit or develop the required skills. The outcome was a mix of contractors and other staff who were "borrowed" from some of the Tower Service organizations, which did not provide the required result.

Q: Do I understand the risks associated with adopting SIAM?

A: As with any major IT programme, there are inherent risks and dependencies that will impact the success of the required activities. Within a SIAM project, these can range from a lack of clarity around roles and responsibilities, to being able to get an accurate end to end view of service performance.

Fujitsu has undertaken some of the Globe's largest IT projects and has a well-defined, structured approach to risk management, which is particularly focused on SIAM type issues.

Q: What are the contractual and legal limitations of my current operation towards adopting SIAM?

A: Many Customers see SIAM as a way of delivering agile, responsive services, particularly in a Cloud environment.

However, the adoption of agile and multi-source Cloud services does not obviate the need to be able to deliver legally and regulatory compliant solutions and the need to be able to evidence compliance. These are key responsibilities of SIAM and the business as the Customer retains legal responsibility.

Before any SIAM function can be established, the legal and regulatory framework needs to be defined along with the corresponding governance requirements, audit responsibilities and activities. This will also need to be reflected in any SIAM or Service Tower contracts. Fujitsu manages legal and regulatory compliance for a large range of customers across different industries and geographies and has dedicated professionals to ensure we can assist you in defining and maintaining compliance across different suppliers.

Q: How will I know if I am successful – Am I able to benchmark my current operation first?

A: Changing your service model is a significant undertaking, it normally encompasses a complex and disrupting transformation period and in our view, this is normally only a consideration that should be undertaken to solve a problem and to reach a desired state. It is essential to understand what "good" looks like, i.e. how will you know when you get there?

As part of Fujitsu's Service Management Consultancy Service, we provide a Service Management Maturity assessment, which benchmarks an IT organisation against a predefined set of levels.

This benchmarking approach allows your business to baseline its current position and to plan a transformation journey which focusses on the weak spots. Once the business reaches a milestone in its transformation, Fujitsu will assist you to revisit the maturity assessment and quantify the improvements which have been made.

The result of this benchmarking will not simply provide your business with a maturity rating, it will allow you to understand the business benefit that you **currently** deliver and the **additional** benefit which can be unlocked, as you increase the maturity of your organisation.

Q: How will I do this – what are the steps/phases that I need to undertake?

A: Understanding how we have answered the previous question, it is, in our opinion, also important to understand that you need to define your target operating model, i.e. the desired state which you are aiming for.

Once the baseline and the future state are clear, Fujitsu can work with your business to establish a transformation programme plan to deliver results and realise benefits in line with your business priorities. The transformation will be planned in detail and broken into stages to realise these benefits as early as possible. At each stage, the progress will be reassessed and the future stages will be tuned to ensure that the transformation remains in line with the business drivers, as the business position and priorities may change over the transformation period.

Conclusion

SIAM is not suitable for every business, nor is it an exact science, but if considered and delivered appropriately, it can bring real business benefits.

Hopefully, having read this paper, we have given you some useful pointers towards the benefits, pitfalls and challenges that adopting a SIAM based approach can bring to your organisation.

We see and hear a lot of opinions but in our view, what counts is real life experience, coupled with a desire to keep listening and building our understanding of customers' SIAM needs.

If your organisation is considering seeking the advice of SIAM experts to help you decide on, or deliver your future path, be sure your *experts* satisfy this criteria.

About Fujitsu

Fujitsu is the leading Japanese information and communication technology (ICT) company offering a full range of technology products, solutions and services. Approximately 162,000 Fujitsu people support customers in more than 100 countries. We use our experience and the power of ICT to shape the future of society with our customers. Fujitsu Limited (TSE: 6702) reported consolidated revenues of 4.8 trillion yen (US\$46 billion) for the fiscal year ended March 31, 2014. For more information, please see: <http://www.fujitsu.com>

About Fujitsu UK & Ireland

Fujitsu UK & Ireland is a leading IT systems, services and products company employing 12,000 people with an annual revenue of £1.67 billion. Additionally, Fujitsu's other operations in the UK bring its total employee numbers to over 14,000 and its total revenues to £1.8 billion. Its business is in enabling its customers to realise their objectives by exploiting information technology through its integrated product and service portfolio. This includes consulting, applications, systems integration, managed services and product for customers in the private and public sectors including retail, financial services, telecoms, government, defence and consumer sectors. For more information, please see: <http://uk.fujitsu.com>

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