
**Information technology — IT
Enabled Services-Business Process
Outsourcing (ITES-BPO) lifecycle
processes —**

Part 1:

Process reference model (PRM)

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*Technologies de l'information — Processus du cycle de vie de la
délocalisation du processus d'affaires des services activés par IT —*

Partie 1: Modèle de référence du processus (PRM)

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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. In the field of information technology, ISO and IEC have established a joint technical committee, ISO/IEC JTC 1.

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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO and IEC shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

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The committee responsible for this document is ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT Service Management and IT Governance*.

A list of parts in the ISO/IEC 30105- series can be found on the ISO website.

Introduction

ITES-BPO services encompass the delegation of one or more IT-enabled business processes to a service provider who uses appropriate technology to deliver service. Such a service provider manages, delivers, improves and administers the outsourced business processes in accordance with predefined and measurable performance metrics. This covers diverse business process areas such as finance, human resource management, administration, health care, banking and financial services, supply chain management, travel and hospitality, media, market research, analytics, telecommunication, manufacturing, etc. These services provide business solutions to customers across the globe and form part of the core service delivery chain for customers.

ISO/IEC 30105 (all parts) specifies the lifecycle processes requirements involved in the ITES-BPO industry.

- It provides an overarching standard for all aspects of ITES-BPO industry from the view of the service provider that performs the outsourced business processes. This is applicable for any ITES-BPO service provider providing services to customers through contracts and in industry verticals.
- It covers the entire outsourcing lifecycle and defines the processes that are considered to be good practices.
- It is an improvement standard that enables risk determination and improvement for service providers performing outsourced business processes. It also serves as a process reference model for service providers.
- It focuses on IT-enabled business processes which are outsourced.
- It is generic and can be applied to all IT-enabled business process outsourced services, regardless of type, size and the nature of the services delivered.
- Process improvement implemented using ISO/IEC 30105 (all parts) can lead to clear return on investment for customers and service providers.
- Alignment to ISO/IEC 30105 (all parts) can improve consistency, delivery quality and predictability in delivery of services.

[Figure 1](#) illustrates the key entities and relationships involved in ITES-BPO service. It includes the customer, the ITES-BPO service provider and various levels of suppliers. This is as per the supply chain relationship depicted in ISO/IEC 20000-1:2011, 7.2.

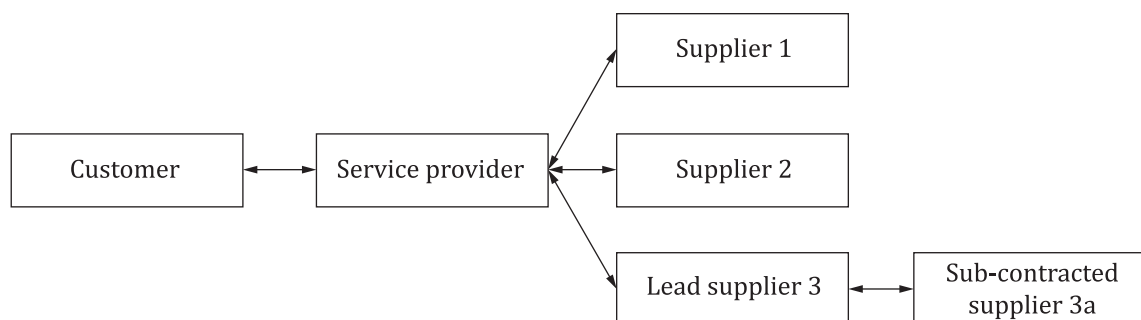


Figure 1 — ITES-BPO key entities

This document details the PRM. It contains process definitions across the lifecycle described in terms of process context, purpose and outcomes, together with a framework defining relationships between the processes.

The process purpose details the high level objective of performing the process such that implementation of the process leads to tangible benefits for stakeholders. The process outcomes are clearly defined by observable results and aligned to the business benefits derived by the customer and service provider.

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Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes —

Part 1: Process reference model (PRM)

1 Scope

ISO/IEC 30105 specifies the lifecycle process requirements performed by the IT-enabled business process outsourcing service provider for the outsourced business processes. It defines the processes to plan, establish, implement, operate, monitor, review, maintain and improve its services. This document:

- covers IT-enabled business processes that are outsourced;
- is not intended to address IT processes but includes references to them at key touchpoints for completeness;
- is applicable to the service provider, not to the customer;
- is applicable to all lifecycle processes of ITES-BPO;
- serves as a process reference model for organizations providing ITES-BPO services.

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 33004:2015, *Information technology — Process assessment — Requirements for process reference, process assessment and maturity models*.

3 Terms and definitions

For the purposes of this document, the terms and definition given in ISO/IEC TR 20000-10, ISO/IEC 30105-4, and ISO/IEC 33001 apply.

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

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

4 Overview of process reference model

ISO/IEC 33004 requires that processes included in a process reference model satisfy the following. [Annex A](#) provides detailed requirements as per ISO/IEC 33004.

A process description shall meet the following requirements:

- a) a process shall be described in terms of its purpose and outcomes;
- b) the set of process outcomes shall be necessary and sufficient to achieve the purpose of the process;
- c) process descriptions shall not contain or imply aspects of the process quality characteristic beyond the basic level of any relevant process measurement framework conformant with ISO/IEC 33003.

Each process in the PRM has the following descriptive elements.

- a) **Name:** the name of a process is a short noun phrase that summarizes the scope of the process, identifying the principal concern of the process, and distinguishes it from other processes within scope of the process reference model.
- b) **Context:** for each process, a brief overview describes the intended context of the application of the process.
- c) **Purpose:** the purpose of the process is a high level and overall goal for performing the process.
- d) **Outcomes:** an outcome is an observable result of the successful achievement of the process purpose. Outcomes are measurable, tangible technical or business results that are achieved by a process. They are observable and assessable.

Figure 2 lists the processes from this document that are included in the process dimension of the process assessment model for ITES-BPO. It includes all aspects of an ITES-BPO outsourced service, from developing an ITES-BPO solution through service delivery and to transitioning out. It includes the leadership, relationship management and enabling processes which support the outsourced business across its lifecycle.

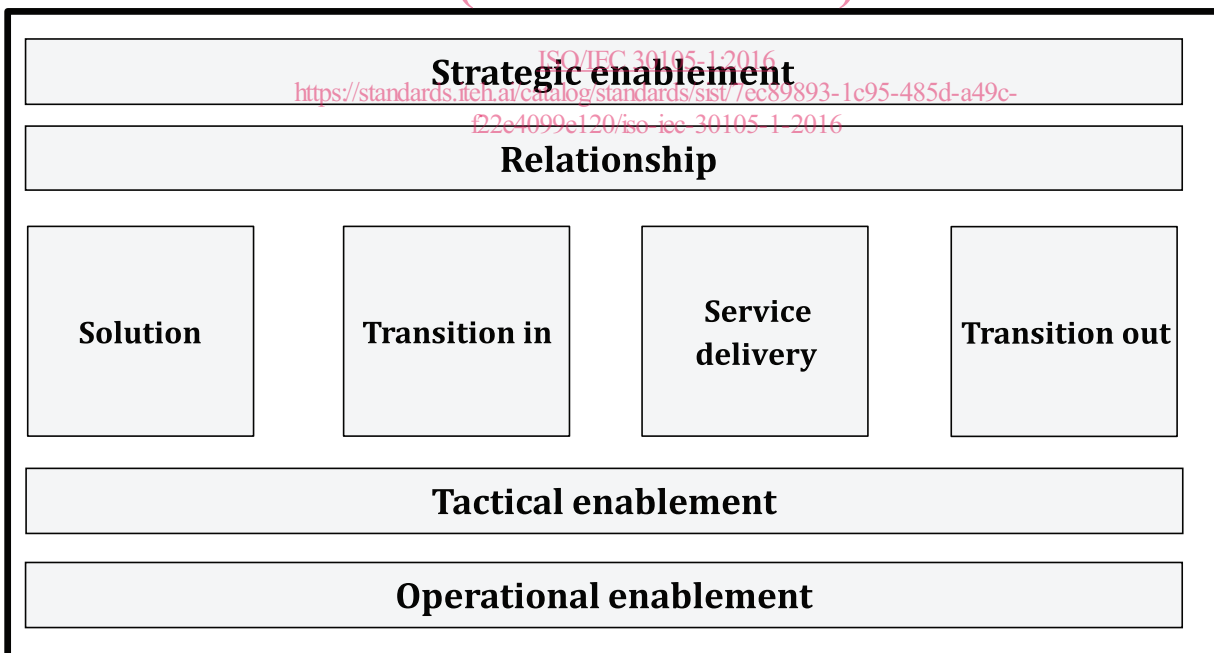


Figure 2 — ITES-BPO lifecycle process categories

The ITES-BPO process categories are as follows.

- **Strategic enablement processes:** include strategic direction and review of the business performance against plan for the service provider organization and Innovation process to bring in breakthrough changes.

- **Relationship processes:** cover the relationship of the service provider with the customer and the suppliers.
- **Solution processes:** include details on how the ITES-BPO solution is envisaged and the contract developed and managed.
- **Transition in processes:** cover the movement of business process delivery from the customer to the service provider, establishing the required management, people and infrastructure capability, and concluding with piloting the transitioned service.
- **Service delivery processes:** include all the processes that are required for the day-to-day management and delivery of ITES-BPO services.
- **Transition out process:** covers the movement of the business process delivery back to the customer or to a different service provider.
- **Tactical enablement processes:** involve a set of processes that enables achievement of the objective of the core service delivery processes. These are tactical in nature.
- **Operational enablement processes:** involve a set of processes that ensures day-to-day operations of service delivery are supported and are performed alongside the service delivery processes.

Figure 3 shows process categories and processes in the ITES-BPO lifecycle.

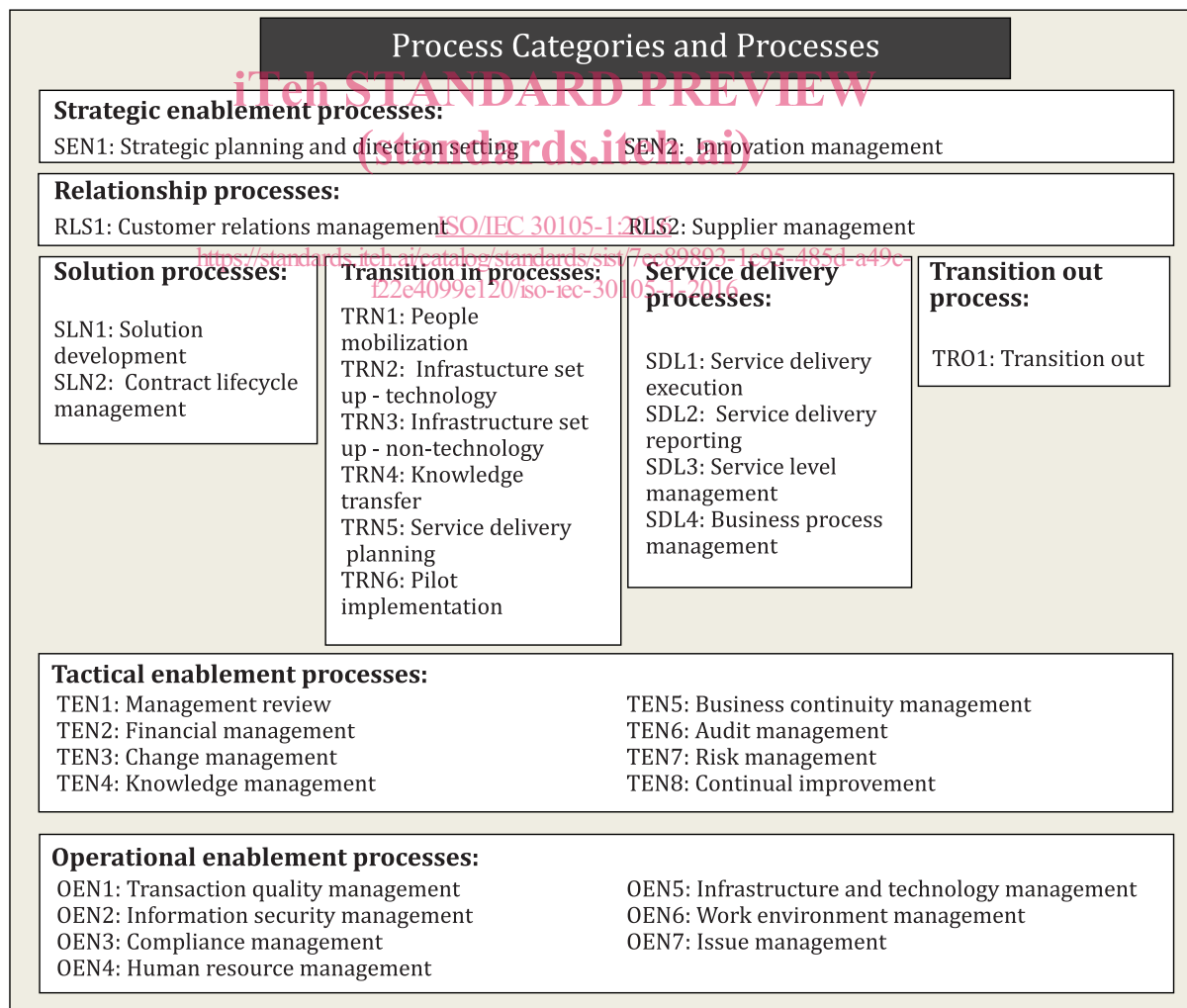


Figure 3 — ITES-BPO lifecycle process categories and processes

The ITES-BPO processes and the categories described in [Figure 3](#) are not based on any particular service provider and it is not mandated to implement them.

The purpose of a process reference model is to define a set of processes that collectively can support the primary aims of a community of interest. A process reference model can provide the basis for one or more process assessment models. Process assessment models use the same process descriptions provided in the process reference model. [Figure 4](#) shows the relationship with the assessment process, measurement framework, and organization maturity model that enable process capability assessment and organization maturity determination.

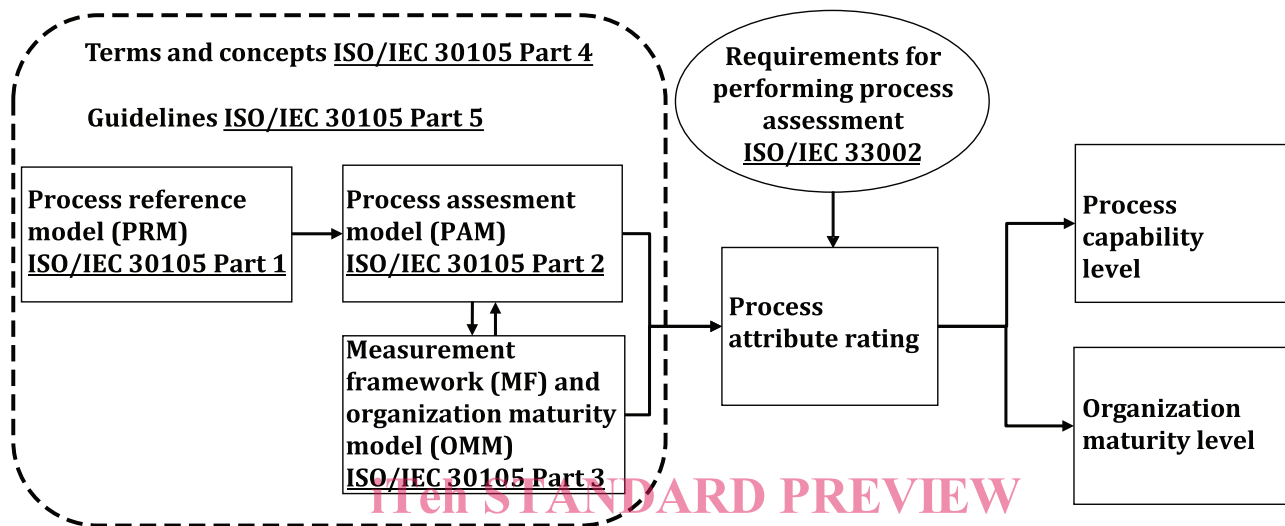


Figure 4 — Interrelationship across the parts of ISO/IEC 30105

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5 Process reference model

5.1 Strategic enablement processes

There are two processes under this category:

- a) SEN1: Strategic planning and direction setting;
- b) SEN2: Innovation management.

SEN1: Strategic planning and direction setting

Name	Strategic planning and direction setting
Context	This process covers establishing business objectives and strategies for the service provider. This involves analysing the external environment and finalizing the strategic goals. It includes defining the market, developing the offerings, building the strategic assets and preparing the organization for service delivery in line with the business objectives of the service provider.
Purpose	The purpose of the SEN1 process is to define and share business objectives, strategies and the organizational road map to achieve these business objectives.
Outcomes	As a result of the successful implementation of this process: a) business objectives, direction and strategies are defined and shared to the organization and relevant stakeholders; b) business objectives, direction and strategies are defined for service offerings of the service provider; c) implementation plans are defined to achieve business objectives, direction and strategies; d) strategic roadmaps are developed within the constraints of the service provider resources.

SEN2: Innovation management

Name	Innovation management
Context	This process covers the new or different ways of delivering improved and enhanced services for the benefit of the customer and service provider. Innovation differs from improvement in that innovation refers to an organization performing differently rather than doing the same thing better.
Purpose	The purpose of the SEN2 process is to plan and implement programmes to make major changes to business processes leading to significant benefits by deploying innovation.
Outcomes	As a result of the successful implementation of this process: a) an innovation framework is created at an organization level; b) a measurement framework is established; c) a deployment strategy is defined at an organization and process level; d) the major change (innovation) is executed and progress is monitored and reviewed against expected outcomes; e) the customer organization is involved as appropriate; f) progress is communicated to stakeholders; g) the impact of changes, issues and improvements on innovation management policy and measures is analysed and reported.

5.2 Relationship processes

There are two processes under this category:

- a) RLS1: Customer relations management;
- b) RLS2: Supplier management.

RLS1: Customer relations management

Name	Customer relations management
Context	<p>This process covers the management of customer relations and it includes the definition, understanding, and management of agreed customer requirements, measurement of customer satisfaction, management of customer complaints and/or escalations and overall management of the well-being of the relationship.</p> <p>NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.</p>
Purpose	<p>The purpose of the RLS1 process is to identify and manage customer relations, including the management of customer requirements and customer expectations, to improve the level of customer satisfaction.</p>
Outcomes	<p>As a result of successful implementation of this process:</p> <ul style="list-style-type: none"> a) all customers, users and stakeholders are identified and defined; b) customer requirements and expectations are identified, reviewed and agreed; c) customer satisfaction is measured, analysed and communicated to relevant stakeholders; d) customer escalations and complaints are recorded, tracked and resolved; e) updates, escalations, complaints, and actions taken are communicated to relevant stakeholders; f) actions to improve customer satisfaction are identified, recorded and tracked until closure.

RLS2: Supplier management

Name	Supplier management
Context	<p>This process covers the engagement between the service provider and their suppliers. It ensures that commitments are in line with customer requirements. It enables the service provider to manage suppliers to meet their contractual obligations and commitments.</p> <p>NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.</p>
Purpose	<p>The purpose of the RLS2 process is to select and manage suppliers to provide the required service as per the requirements.</p>
Outcomes	<p>As a result of the successful implementation of this process:</p> <ul style="list-style-type: none"> a) suppliers are selected for specific products or services; b) relationships between the service provider and suppliers are managed; c) services to be provided are negotiated with each supplier; d) roles and relationships between suppliers are determined; e) supplier obligations to meet service requirements, including security and privacy standards, are monitored and managed; f) supplier performance against agreed criteria is monitored and managed; g) corrective and preventive actions are identified and tracked to closure for performance deviations; h) service level requirements remain in line with overall committed customer needs or are actively managed where not.

5.3 Solution processes

There are two processes under this category:

- a) SLN1: Solution development;
- b) SLN2: Contract lifecycle management.