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

Part 8:

**Continual performance improvement
(CPI) of ITES-BPO**

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

*Partie 8: Amélioration continue des performances de la délocalisation
du processus d'affaires des services activés par IT*



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Foreword

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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).

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A list of all parts in the ISO/IEC 30105 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

IT Enabled Services-Business Process Outsourcing (ITES-BPO) services encompass the delegation of one or more IT enabled business processes to a service provider who uses appropriate technology to deliver that 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, healthcare, 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 30105-1 defines more than 30 business processes for the ITES-BPO industry, including the TEN8 continual improvement process. The continual improvement process has been further elaborated in this document for ITES-BPO service providers who want to effectively achieve business service performance goals by implementing the continual performance improvement (CPI) methodology.

The CPI methodology consists of a CPI repository (see 5.4) and an assessment method for ITES-BPO service delivery (see 5.3), based on identified service performance criteria (see 5.2). The CPI methodology results in an assessment score for the ITES-BPO service delivery that supports the prioritization of business service performance improvement opportunities. Through the successful implementation of the CPI methodology, with additional base practices and work products or characteristics of work products from service delivery execution, service delivery reporting, solution development, change management, audit management and continual improvement, ITES-BPO service providers will be able to enjoy the following benefits:

- a) identification and actioned analyses of improvement opportunities;
- b) planning and implementation of continual improvement programmes;
- c) selection of specific objectives and goals for the programme based on priority and value added;
- d) monitoring and review of programmes against objectives;
- e) communication of progress to relevant stakeholders;
- f) involvement of the customer organization as appropriate;
- g) analysis and reporting on the impact of changes, issues, threats and improvements on continual improvement policy and measures.

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

Part 8: Continual performance improvement (CPI) of ITES-BPO

1 Scope

This document specifies a continual performance improvement (CPI) methodology and its major elements, which extend the already-defined continual improvement process (TEN8) in ISO/IEC 30105-1. This document helps ITES-BPO service providers to improve their performance by assessing service delivery.

This document does not define technologies and tools for implementing the CPI methodology.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions 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

ITES-BPO service adaptability

degree to which a service can be configured or be modified to meet new needs

Note 1 to entry: Adaptability includes the scalability of internal capacity (e.g. screen fields, tables, transaction volumes, report formats, etc.).

Note 2 to entry: Adaptations include those carried out by specialized support staff, and those carried out by business or operational staff, or end users.

Note 3 to entry: If the service is to be adapted by the end user, adaptability corresponds to suitability for individualization as defined in ISO 9241-110.

[SOURCE: ISO/IEC TS 25011:2017, 3.2.7, modified — "IT" has been replaced by "ITES-BPO" in the preferred term. "IT service" has been replaced by "service" in the definition and "can configure itself" has been replaced by "can be configured" in the definition. Notes 1 - 3 to entry have been added.]

3.2

transparency

property of a system or process to imply openness and accountability

[SOURCE: ISO/IEC 27036-3:2013, 3.3]

**3.3
stability**

degree to which a service performs to agreed levels, regardless of its context

Note 1 to entry: The resilience is the capability of a service to perform to agreed level in a disruption context.

Note 2 to entry: The accessibility is the capability of a service to perform to agreed level in a usability context.

**3.4
ITES-BPO service reliability**

degree to which an ITES-BPO service provides consistent outcomes and performance

[SOURCE: ISO/IEC TS 25011:2017, 3.2.4, modified — "IT" has been replaced by "ITES-BPO" in the preferred term. "IT service" has been replaced by "ITES-BPO service" in the definition and "consistent and stable IT service outcomes" has been replaced by "consistent outcomes and performance" in the definition.]

**3.5
business service performance**

activity that helps an organization to achieve business goals based on key performance indicators

Note 1 to entry: The activity is closely connected with the management of business service competencies.

**3.6
continual performance improvement**

CPI
methodology providing means to align business service performance and ITES-BPO service delivery

**3.7
service performance criteria**

set of pre-determined conditions used to assess the service delivery for improvement

4 CPI interrelationship with the ISO/IEC 30105-1 process reference model (PRM) and the ISO/IEC 30105-2 process assessment model (PAM)

4.1 General

ISO/IEC 30105-1 specifies the lifecycle process requirements involved in the ITES-BPO industry. Alignment to ISO/IEC 30105-1 can improve consistency, delivery quality and predictability in delivery of services. For the ITES-BPO organization, continual performance improvement is essential to successful operation and provides great value to the customer. Using CPI, performance-based economic risks and errors related to performance issues can be identified, then an action plan can be implemented to solve these issues. This methodology can elevate an ITES-BPO service provider's performance improvements and facilitate the completion of work products (WPs) that affect processes across the entire ITES-BPO lifecycle.

Implementation of this document is not mandatory when a maturity assessment is conducted for an ITES-BPO service organization. However, implementing this document is recommended when seeking to improve business service performance, from the ITES-BPO service delivery perspective.

4.2 CPI, PRM and PAM

The ISO/IEC 30105-1 PRM defines the process categories that are included in the process dimension of the PAM for ITES-BPO. It includes all aspects of an ITES-BPO service, from developing an ITES-BPO solution, through service delivery, to transitioning out. It includes the leadership, relationship management and enabling processes that support the outsourced business across its lifecycle.

The continual improvement process (TEN8), as shown in [Figure 1](#), is an important part of tactical enablement, which drives improvement of the ITES-BPO service delivery processes.

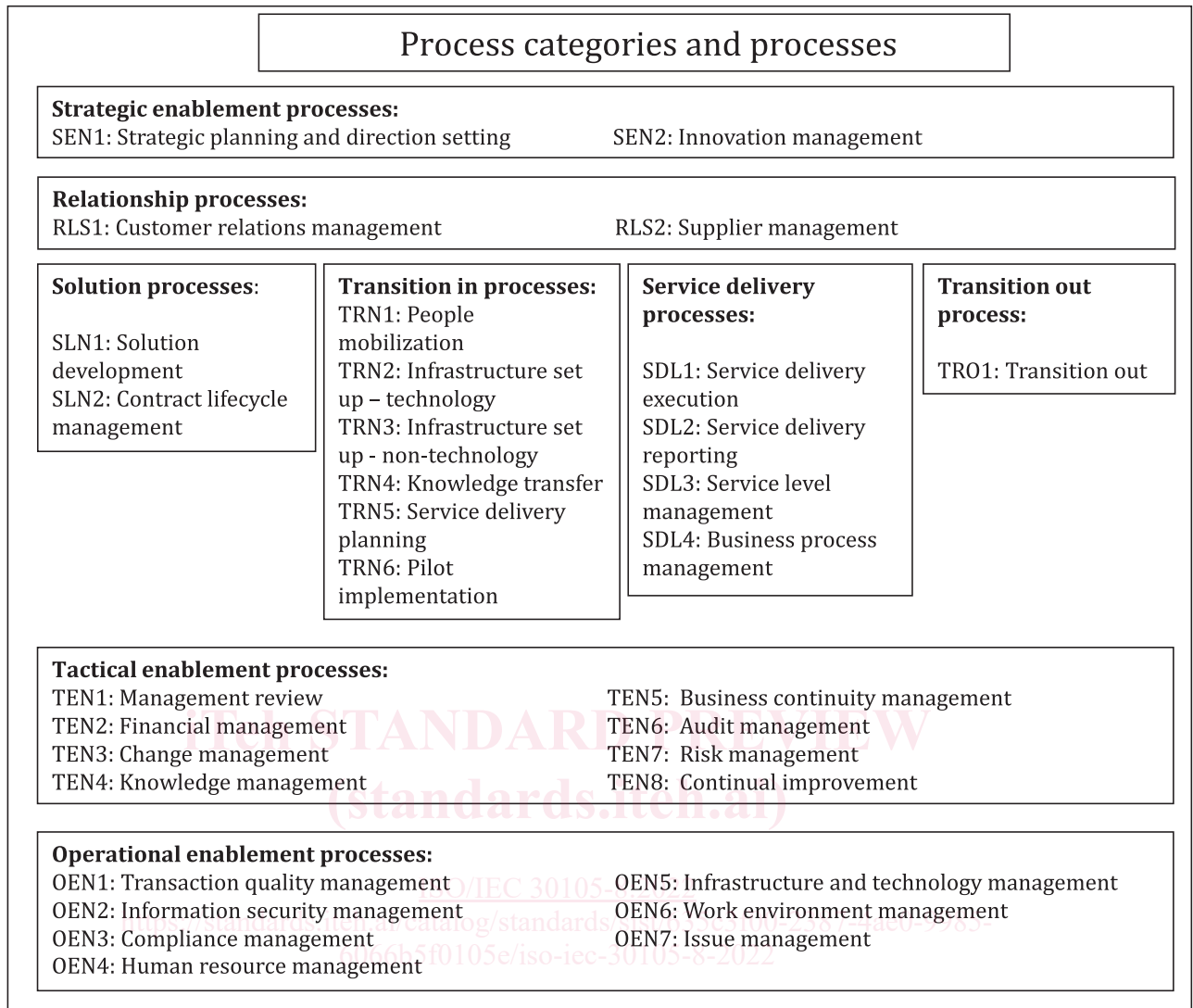


Figure 1 — ITES-BPO lifecycle processes and categories

The ISO/IEC 30105-2 PAM provides indicators to measure the ITES-BPO processes achievement and capability.

Types of process performance indicators are:

- base practice (BP);
- work product (WP).

BP performance indicates the extent of achievement of the process purpose and process outcomes. WPs are either used or produced (or both) when performing the process. BP and WP are the basis for improving the process maturity of ITES-BPO organization that forms the organization maturity level.

The CPI methodology focuses on ITES-BPO service performance improvement.

CPI is based on three elements:

- performance criteria that are related to BP and WP as defined in ISO/IEC 30105-2;
- a CPI repository;
- a CPI assessment method that evaluates ITES-BPO service delivery through their lifecycle.

The CPI methodology can be used to determine critical success criteria, linked to business service performance. By aligning to ISO/IEC 30105-1, and in particular SEN1 (see [Figure 1](#)), strategic planning and direction setting, an organization can identify business objectives and strategies. These provide the focus for determining an organization's service performance criteria, and for understanding how these criteria can be used to improve effectiveness and efficiency of services. Where an organization is not yet aligned to ISO/IEC 30105-1, past issues can potentially provide insights that facilitate discussions to determine service performance criteria. The conclusions provide data that:

- evolves into success stories;
- clarifies the benefits of achieving maturity model improvement by identifying WPs and BPs whose implementation impacts on the performance of services.

5 CPI components

5.1 General

To improve the business service performance of ITES-BPO services, service providers should analyse root causes of past and current issues and threats across all ITES-BPO service delivery.

To achieve this objective, [5.2](#) introduces new WPs that are required by the CPI methodology:

- root causes review report;
- service performance criteria review report;
- lifecycle continual performance improvement.

These WPs involve:

- inputs to ITES-BPO processes such as the continual improvement process (TEN8);
- outputs from ITES-BPO processes such as the issue management process (OEN7) or the risk management process (TEN7).

5.2 Performance criteria for ITES-BPO services

5.2.1 Criticality of root cause of issues and threats

To identify issues and threats, ITES-BPO service providers should review customer requirements and expectations, service delivery plans, issues, etc.

The types of issues and threats that can occur are varied, and include occurrences such as service disruptions, as well as more far-reaching occurrences that can have financial, commercial or contractual impacts.

A service provider should identify the root cause of these issues and threats for ITES-BPO service delivery.

For instance, an ITES-BPO service help desk can encounter productivity issues caused by a lack of procedures, or an ITES-BPO manufacturing service can encounter quality issues caused by obsolete procedures.

These examples highlight two different issues that have two causes with two different characteristics of the same WP: standard operating procedures (WP ID 5.16 as documented in ISO/IEC 30105-2).

The CPI methodology introduces the "STAR" (stability, transparency, adaptability and reliability) categories as a template to help service providers to classify their root causes. The STAR categories can be tailored.

NOTE ITES-BPO service adaptability and ITES-BPO service reliability categories will be respectively quoted as adaptability and reliability to remain consistent with the other categories (stability and transparency).

Table 1 describes the STAR categories.

Table 1 — STAR categories

STAR categories	Description
Stability category	Root cause should be classified in the stability category if events or changes in the ITES-BPO service environment impact the ITES-BPO service delivery.
Transparency category	Root cause should be classified in the transparency category if it is related to performance monitoring and reporting in the ITES-BPO service delivery.
Adaptability category	Root cause should be classified in the adaptability category if new service performance objectives or new customer needs and expectations are not achieved through service execution and environment performance, as planned, and if service reconfiguration is required.
Reliability category	Root cause should be classified in the reliability category if it is related to the ITES-BPO service not performing as planned under specified conditions for a specified period of time.

Service providers can use subcategories to simplify the interpretation and use of the root cause classification. These subcategories can be related to the context of the organization (for example, reliability root cause per business-units, per business segment or per service line).

The criticality of a root cause depends on the impact on the service and frequency of the issues and threats.

It is possible for a root cause to be identified in more than one category. In this case, its criticality can be added to its categories.

The criticality of the STAR categories and subcategories are the aggregated result of the associated root causes criticalities. Service providers should use category and subcategory criticalities to identify root cause patterns and prioritize the resolution of issues and threats. Service providers should include these criticalities in the root cause review report.

The adequacy and suitability of root cause criticalities should be continually reviewed. The root cause review report is a new WP for the continual improvement process (TEN8).

5.2.2 Defining service performance criteria

Service providers should use the root causes review report to select the associated WPs defined in the ISO/IEC 30105-2.

The criticality of root causes helps the service providers to identify the WPs whose improvement can resolve their main issues and threats.

To identify improvement opportunities, service providers should perform a gap analysis between critical root causes and selected WP characteristics.

The efficiency of the issues and threats resolutions should be evaluated to validate the gap analysis output.

Service providers should use the gap analysis output to define a set of requirements to assess their ITES-BPO service delivery. These requirements are the service performance criteria.

Service performance criteria can be qualitative (e.g. acceptance criteria) or quantitative (e.g. thresholds).

The adequacy and suitability of service performance criteria should be continually reviewed. The service performance criteria review report is a new WP for the continual improvement process (TEN8).

Figure 2 illustrates the steps for defining service performance criteria.

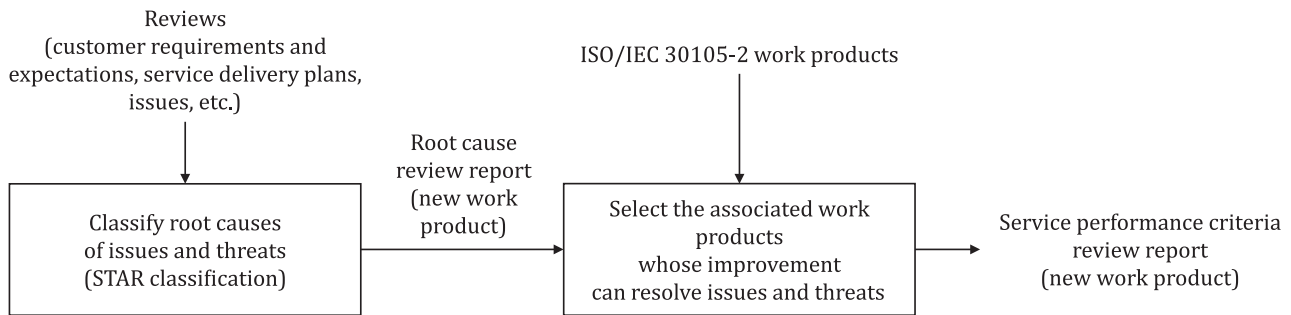


Figure 2 — Steps to define service performance criteria

5.2.3 Informative case study: service performance criteria determination

5.2.3.1 General

This subclause provides an informative case study of service performance criteria determination (see 5.2.2), its structure is:

- context;
- root causes' criticality;
- root causes and WPs mapping;
- service performance criteria determination.

Root cause and weight of importance of issues and threats are indicative and depend on the service provider data and situation.

5.2.3.2 Context

To define its service performance criteria, a service provider classifies the root causes of its issues and threats using the STAR categories. Figure 3 illustrates the fishbone diagram of these root causes and provides the weight of importance of issues and threats per root cause.