BS ISO/IEC 30105-1:2024

BSI Standards Publication

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

Part 1: Process reference model (PRM)

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National foreword

This British Standard is the UK implementation of ISO/IEC 30105-1:2024. It supersedes BS ISO/IEC 30105-1:2016, which is withdrawn.

The UK participation in its preparation was entrusted to Technical Committee IST/60/3, IT-enabled Services/Business Process Outsourcing.

A list of organizations represented on this committee can be obtained on request to its committee manager.

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International Standard

ISO/IEC 30105-1

Second edition
2024-06

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

Part 1:
Process reference model (PRM)

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)

Reference number
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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.

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

This second edition cancels and replaces the first edition (ISO/IEC 30105-1:2016), which has been technically revised.

The main changes are as follows:

— terms and abbreviated terms that are used in this document and were previously defined in ISO/IEC 30105-4 have been added to this document;

— requirements for a process reference model have been clarified in 4.1;

— two new tactical enablement processes, TEN9 (Communication management) and TEN10 (Documentation management), have been added in order to align with ISO/IEC 20000-1 and ISO/IEC TS 33074;

— processes (e.g. context, purposes and outcomes) have been realigned to reflect updates in other documents, for example the impacts of change from ISO/IEC TR 20000-4 to ISO/IEC TS 33054, and updates to the ISO/IEC 33000 series, resulting in some outcomes no longer being required and new outcomes being added;

— editorial errors from the previous edition have been corrected.

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.

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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 human resource management, administration, healthcare, financial management, supply chain management, travel and hospitality, media, market research, data analytics, telecommunication, manufacturing, etc. ITES-BPO services provide business solutions to customers across the globe and form part of the core service delivery chain for customers.

The ISO/IEC 30105 series specifies the requirements for lifecycle processes performed by an ITES-BPO service provider. It defines the processes to plan, establish, implement, operate, monitor, review, maintain and improve its services. Key characteristics of the ISO/IEC 30105 series are as follows.

— It provides overarching guidance and requirements 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 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 enables process capability gap determination and improvement for service providers performing outsourced business processes. It also serves as a process reference model (PRM) 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 the ISO/IEC 30105 series can lead to clear return on investment for customers and service providers.

— Alignment to the ISO/IEC 30105 series can improve consistency, delivery quality and predictability in the delivery of services.

Figure 1 illustrates the key entities and relationships involved in an ITES-BPO service. This includes the customer, the service provider and various levels of suppliers. This is in line with the supply chain relationship depicted in ISO/IEC 20000-1:2018, 8.3.1. This document and ISO/IEC 20000-1 complement each other.

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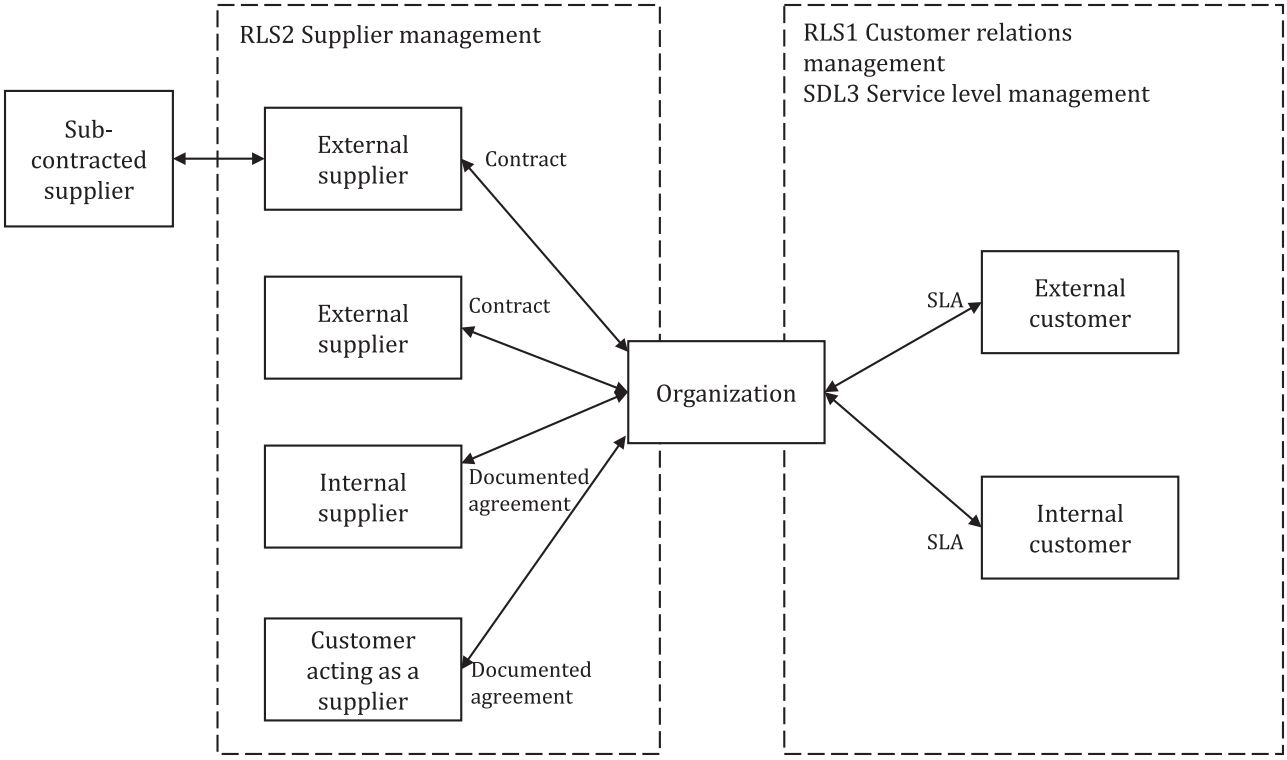

Key

RLS relationship

SDL service delivery

SLA service level agreement

Figure 1 — ITES-BPO key entities

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

Part 1: Process reference model (PRM)

1 Scope

The ISO/IEC 30105 series 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 specifies the process reference model (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.

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 PRM 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 20000-10, *Information technology — Service management — Part 10: Concepts and terminology*

ISO/IEC 33001, *Information technology — Process assessment — Concepts and terminology*

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

3 Terms, definitions and abbreviated terms

For the purposes of this document, the terms and definitions given in ISO/IEC 20000-10, ISO/IEC 33001 and the following apply.

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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 Terms and definitions

3.1.1
business continuity
capability of the *organization* (3.1.6) to continue the delivery of products and services within acceptable time frames at predefined capacity to predefined performance levels during a period of disruption

[SOURCE: ISO 22301:2019, 3.3, modified — "at predefined capacity during a disruption" has been changed to "at predefined capacity to predefined performance levels during a period of disruption" in the definition.]

3.1.2
business process
collection of related, structured activities that produce a specific service or product for a particular customer

[SOURCE: ISO/IEC 30105-4:2022, 3.1.3]

3.1.3
infrastructure
hardware, software, working environment and controls to support *business process* (3.1.2) outsourcing

[SOURCE: ISO/IEC 30105-4:2022, 3.1.6]

3.1.4
innovation
new or changed entity, realizing or redistributing value

Note 1 to entry: Value is relative to, and determined by, the perception of the *organization* (3.1.6) and relevant interested parties.

Note 2 to entry: An innovation can be a product, service, *process* (3.1.9), model, method, etc.

Note 3 to entry: Innovation is an outcome. The word “innovation” sometimes refers to activities or processes resulting in, or aiming for, innovation. When “innovation” is used in this sense, it should always be used with some form of qualifier, e.g. “innovation activities”.

Note 4 to entry: For the purpose of statistical measurement, see Reference [16].

[SOURCE: ISO 56000:2020, 3.1.1, modified — “novelty” in Note 1 to entry has been removed. Reference to Annex B of the source document has been removed in Note 4 to entry.]

3.1.5
knowledge transfer
structured approach for imparting pre-existing or acquired learning, to a team or a person, to help them attain defined levels of knowledge or skill

3.1.6
organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

Note 1 to entry: The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

[SOURCE: ISO/IEC 20000-1:2018, 3.1.14, modified — Note 2 to entry, Note 3 to entry and Note 4 to entry have been removed.]

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3.1.7
outsourcing
business model for the delivery of a product or services to a customer by a provider

Note 1 to entry: Outsourcing is an alternative to the provision of those products or services within the customer *organization* (3.1.6), where:

— the outsourcing *process* (3.1.9) is based on a sourcing decision (make or buy);

— resources can be transferred to the provider;

— the provider is responsible for the product or service for an agreed period of time;

— the accountability for delivery outcomes is owned by the customer and the provider is responsible for performing the services.

[SOURCE: ISO 37500:2014, 3.10, modified — "client" has been changed to "customer" in the definition, and Note 1 to entry has been added.]

3.1.8
preventive action
action to eliminate the cause of a potential nonconformity or other potential undesirable situation

Note 1 to entry: There can be more than one cause for a potential nonconformity.

Note 2 to entry: Preventive action is taken to prevent occurrence whereas corrective action is taken to prevent recurrence.

[SOURCE: ISO 9000:2015, 3.12.1]

3.1.9
process
set of interrelated or interacting activities that use inputs to deliver an intended result

Note 1 to entry: Whether the “intended result” of a process is called output, product or service depends on the context of the reference.

Note 2 to entry: Inputs to a process are generally the outputs of other processes and outputs of a process are generally the inputs to other processes.

Note 3 to entry: Two or more interrelated and interacting processes in series can also be referred to as a process.

Note 4 to entry: Processes in an *organization* (3.1.6) are generally planned and carried out under controlled conditions to add value.

Note 5 to entry: A process where the conformity of the resulting output cannot be readily or economically validated is frequently referred to as a “special process”.

Note 6 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1. The original definition has been modified to prevent circularity between process and output, and Notes 1 to 5 to entry have been added.

[SOURCE: ISO 9000:2015, 3.4.1]

3.1.10
process outcome
observable result of the successful achievement of the *process* (3.1.9) purpose

Note 1 to entry: An outcome statement describes one of the following: production of an artefact; a significant change in state; meeting of specified constraints, e.g. requirements, goals, etc.

[SOURCE: ISO/IEC 33001:2015, 3.3.11]

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3.1.11
process reference model
model comprising definitions of *processes* (3.1.9) in a domain of application, described in terms of process purpose and outcomes, together with an architecture describing the relationships between the processes

[SOURCE: ISO/IEC 33001:2015, 3.3.16]

3.1.12
transition in
activities for migrating agreed upon knowledge, assets, liabilities, systems, *processes* (3.1.9) and people from the customer to the provider or back in-house, in order to create desired delivery capability

[SOURCE: ISO 37500:2014, 3.24]

3.1.13
transition out
activities for migrating agreed upon knowledge, assets, liabilities, systems, *processes* (3.1.9) and people from one service provider to another, or back in-house, enabling the customer to change service provider or service solution

[SOURCE: ISO/IEC 30105-4:2022, 3.1.26]

3.1.14
value chain
entire sequence of activities or parties that create or receive value through the provision of a product or service

[SOURCE: ISO 14050:2020, 3.5.28, modified — "or service" has been added to the definition.]

3.1.15
work environment
set of conditions under which work is performed

Note 1 to entry: Conditions can include physical, social, psychological and environmental factors (such as temperature, lighting, recognition schemes, occupational stress, ergonomics and atmospheric composition).

[SOURCE: ISO 9000:2015, 3.5.5]

3.2 Abbreviated terms

ITES-BPO	IT Enabled Services-Business Process Outsourcing
MF	measurement framework
OEN	operational enablement
OMM	organization maturity model
PA	process attribute
PAM	process assessment model
PRM	process reference model
RLS	relationship
SDL	service delivery
SEN	strategic enablement
SLA	service level agreement

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