INTERNATIONAL STANDARD

ISO/IEC 30105-4

Second edition
2022-11

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

Part 4: Key concepts

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

Partie 4: Concepts clés

Reference number
ISO/IEC 30105-4:2022(E)

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Published in Switzerland

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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).

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) or the IEC list of patent declarations received (see https://patents.iec.ch).

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 IT Governance*.

This second edition cancels and replaces the first edition (ISO/IEC 30105-4:2016), which has been technically revised.

The main changes are as follows:

— This edition addresses editorial issues in the 1st edition of ISO/IEC 30105-4:2016.

— This edition modifies terms to use the same definition as the source, except for the ones agreed for modification.

— This edition is revised to contain only those terms that are relevant to ISO/IEC 30105-4.

— The title has been modified from “Terms and concepts” to “Key concepts.”

— “Work product” has been changed to “Information item” by reflecting the term used in ISO/IEC/IEEE 24774:2021.

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

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

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 services. 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.

The ISO/IEC 30105 series specifies the lifecycle process 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 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 improvements implemented using the ISO/IEC 30105 series can lead to a clear return on investment for customers and service providers.

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

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

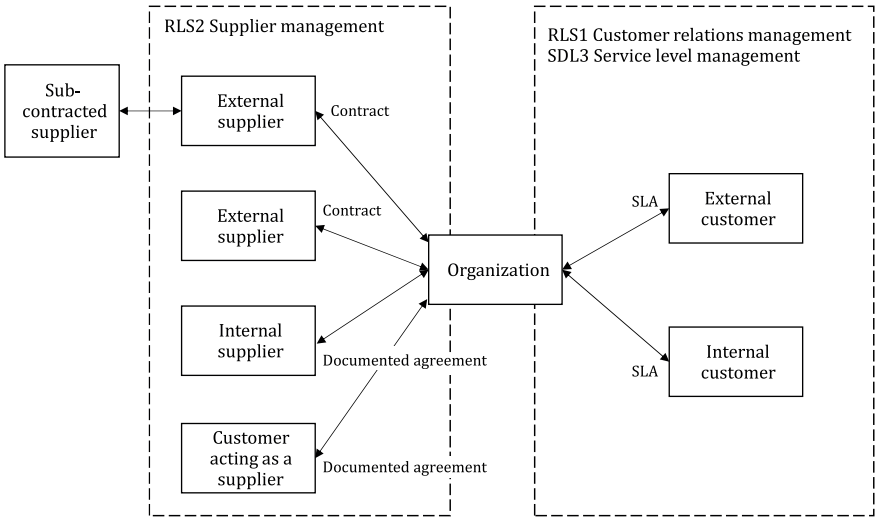


Figure 1 — ITES-BPO key entities

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NOTE The ITES-BPO process IDs RLS1, RLS2, SDL3 are shown in Figure 3 — ITES-BPO lifecycle process categories and processes.

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

Part 4: Key concepts

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:

— covers IT enabled business processes that are outsourced;

— is not intended to cover IT services but includes similar, relevant process for completeness;

— is applicable to the service provider, not to the customer;

— is applicable to all lifecycle processes of ITES-BPO;

— details the lifecycle of ITES-BPO and the relationship between ISO/IEC 30105-1, ISO/IEC 30105-2, ISO/IEC 30105-3, ISO/IEC 30105-5 and other relevant International Standards.

2 Normative references

There are no normative references in this document.

3 Terms, definitions and abbreviated terms

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 Terms and definitions

3.1.1
assessment indicator
sources of objective evidence used to support the assessor's judgement in rating process attributes

Note 1 to entry: Examples include practice, information item, or resource.

[SOURCE: ISO/IEC 33001:2015, 3.3.1]

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3.1.2
business continuity
capability of an organization to continue the delivery of products and services within acceptable time frames at predefined capacity to pre-defined 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 pre-defined performance levels during a period of disruption".]

3.1.3
business process
collection of related, structured activities that produce a specific service or product for a particular customer

3.1.4
capability dimension
set of elements in a process assessment model explicitly related to the measurement framework for process capability

3.1.5
defined process
implemented process that is managed and tailored from the organization's set of standard processes according to the organization's tailoring guidelines

Note 1 to entry: A defined process has a process description, inputs/outputs, measures, and other process improvement information to the organization's process assets. A project's defined process provides a basis for planning, performing, and improving the project's tasks and activities of the project.

[SOURCE: ISO/IEC 33001:2015, 3.1.2]

3.1.6
infrastructure
hardware, software, working environment and controls to support business process outsourcing

3.1.7
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* (3.1.10) and relevant interested parties.

Note 2 to entry: An innovation can be a product, service, *process* (3.1.13), 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, refer to the Oslo Manual 2018, 4th edition, by OECD/Eurostat. See Annex B.2 for a comparison between the definitions of innovation by ISO and the OECD/Eurostat.

[SOURCE: ISO 56000:2020, 3.1.1]

3.1.8
maturity model
model derived from one or more specified process assessment model(s) that identifies the process sets associated with the levels in a specified scale of organizational process maturity

[SOURCE: ISO/IEC 33001:2015, 3.3.7]

3.1.9
objective evidence
data supporting the existence or veracity of something

Note 1 to entry: Objective evidence can be obtained through observation, measurement, test or other means.

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Note 2 to entry: Objective evidence for the purpose of audit generally consists of records, statements of fact or other information which are relevant to the audit criteria and verifiable.

[SOURCE: ISO 9000:2015, 3.8.3]

3.1.10
organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

[SOURCE: ISO 9000:2015, 3.2.1, modified — Notes 1 and 2 to entry have not been included.]

3.1.11
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, where:

— the outsourcing process 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, and Note 1 entry has been added.]

3.1.12
preventive action
action to eliminate the cause of a potential non-compliance 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]

3.1.13
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 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.

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[SOURCE: ISO 9000:2015, 3.4.1]

3.1.14
process assessment
disciplined evaluation of an organization unit's processes against a process assessment model

[SOURCE: ISO/IEC 33001:2015, 3.2.15]

3.1.15
process assessment model
model suitable for the purpose of assessing a specified process quality characteristic, based on one or more *process reference models* (3.1.24)

Note 1 to entry: Process assessment models addressing a specific process quality characteristic can include the identification of the characteristic in the title; for example, a process assessment model addressing process capability can be termed a "process capability assessment model".

[SOURCE: ISO/IEC 33001:2015, 3.3.9]

3.1.16
process attribute
PA
measurable property of a process quality characteristic

[SOURCE: ISO/IEC 33001:2015, 3.4.3]

3.1.17
process capability
characterization of the ability of a process to meet current or projected business goals

[SOURCE: ISO/IEC 33020:2019, 3.4]

3.1.18
process capability level
characterisation of a process on an ordinal measurement scale of process capability

[SOURCE: ISO/IEC 33020:2019, 3.5]

3.1.19
process dimension
set of process elements in a process assessment model explicitly related to the processes defined in the relevant process reference model(s)

Note 1 to entry: For example, in ISO/IEC 33061, the elements of the process dimension include processes, process purpose statements, process outcomes, and process performance indicators.

[SOURCE: ISO/IEC TS 33001:2015, 3.3.10]

3.1.20
process outcome
observable result of the successful achievement of the process 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]

3.1.21
process performance
extent to which the execution of a process achieves its purpose

[SOURCE: ISO/IEC 33001:2015, 3.4.7]

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3.1.22
process quality
ability of a process to satisfy stated and implied stakeholder needs when used in a specified context

[SOURCE: ISO/IEC 33001:2015, 3.4.8]

3.1.23
process quality characteristics
measurable aspect of process quality; *category of process attributes* (3.1.16) that are significant to process quality

[SOURCE: ISO/IEC 33001:2015, 3.4.9]

3.1.24
process reference model
model comprising definitions of processes 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]

3.1.25
transition in
activities for migrating agreed upon knowledge, assets, liabilities, systems, processes 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, modified– "client" has been changed to "customer".]

3.1.26
transition out
activities for migrating agreed upon knowledge, assets, liabilities, systems, processes and people from one service provider to another, or back in-house, enabling the customer to change service provider or service solution

3.1.27
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

BP	base practice
GP	generic practice
GR	generic resource
ITES-BPO	IT Enabled Services-Business Process Outsourcing
MF	measurement framework
OMM	organization maturity model
PA	process attributes
PAM	process assessment model

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