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Part 9: Guidelines on extending process capability assessment for digital transformation

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

Partie 9: Lignes directrices relatives à l'extension de l'évaluation des capacités des processus pour la transformation numérique

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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).

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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 and IT governance.*

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, health care, 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.

Today, people are surrounded by digitalized products and services. Organizations are faced with changing expectations, sometimes driven by their competitive environment, and often driven by the opportunities arising from digital technology and customer expectations. In response to this environment, most organizations seek business transformation supported by technology.

A successful service delivery can deliver value both for the service provider and the customers. ITES-BPO customers expect the service provider to have the digital capabilities to support the customers' business transformation goals. ITES-BPO organizations are also faced with increased competition from innovative service providers who use digital technology to provide innovative solutions to customer needs. Managing the dynamic relationship between the service provider and the customers is key for ITES-BPO organizations embracing the challenge that has arisen from digital transformation. ITES-BPO organizations with a strong innovative competence are beginning to think in terms of a “proactive customer experience”: designing customer engagements aligned with personal preferences, based on a service user’s interactions. To meet the challenges of this environment, an ITES-BPO provider also requires a programme of digital transformation that ensures it has the digital tools and capabilities needed to support its customers' transformational strategies.

Digital transformation of ITES-BPO involves reviewing, renewing or substituting the processes involved in delivering outsourced business processes by an ITES-BPO provider. The overall objective is to improve the services given to the customers and, when appropriate, offer new services. In many cases, this will be achieved by using evolving technologies, such as AI (artificial intelligence), IoT (Internet of Things), and cloud computing. The ability to utilize such technology for digital transformation is enabled by higher levels of process capability and maturity. This document outlines the improvements in BPO practices required to achieve such improvements when seeking digital transformation for ITES-BPO.

The transformation of businesses has significant risk, that needs to be managed, for both the ITES-BPO service provider and customer organizations seeking to use outsourcing of business processes as part of their business transformation.

This document provides guidelines for a roadmap that an ITES-BPO organization can adopt to establish and improve their digital capabilities. It is aligned to the requirements defined in the ISO/IEC 30105 series, enabling them to deliver more added value to their service users. It outlines seven essentials (4.2) of digital transformation that ITES-BPO organizations should consider.

— Developing a digital strategy and strategic objectives.

— Establishing effective governance and management of the transformation processes.

— Involving and engaging customers during the digital transformation process.

— Establishing the organizational culture and structuring for digital transformation.

— Transforming operations in a digital way.

— Reinforcing the transforming technology infrastructure.

— Establishing an effective partnership ecosystem, in order to achieve the goal of sustainable business development in the digital era.

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In addition, this document gives guidance for ITES-BPO organizations to implement the organization's digital transformation.

— It specifies the essentials of digital transformation that ITES-BPO organizations should take into consideration during the implementation process.

— It describes the key drivers to enhance the digital transformation capabilities of ITES-BPO organizations.

— It provides guidance to support digital transformation and maturity based on the process reference model and process assessment model defined in ISO/IEC 30105-1 and ISO/IEC 30105-2, outlining the outcomes for a digitally transformed ITES-BPO organization's processes and the corresponding base practices to achieve such outcomes along with the inputs and outputs.

Annex A and Annex B provide informative use cases.

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

Part 9: Guidelines on extending process capability assessment for digital transformation

1 Scope

This document specifies the essentials of digital transformations and illustrates the key drivers for enhancing the digital transformation capabilities of the organization, while taking account of different stakeholders' interests. It describes elements that ITES-BPO organizations can include specifically for digital transformation when implementing the lifecycle processes in the ISO/IEC 30105 series, and which can assist the organization in achieving their desired process capability levels, hereafter "maturity levels", as defined by the stakeholders. It provides guidance on process capability assessment for digital transformation for ITES-BPO organizations. Additionally, this document:

— covers IT enabled business processes that are outsourced;

— is not intended to address the maturity and capability of the IT processes that support ITES-BPO, but identifies the IT capabilities needed to support the achievement of specific ITES-BPO capabilities;

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

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

— provides guidelines to supplement the ISO/IEC 30105-2 process assessment model, enabling assessment of process capability of ITES-BPO organizations undergoing digital transformation.

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
big data
extensive datasets – primarily in the data characteristics of volume, variety, velocity and variability – that require a scalable technology for efficient storage, manipulation, management, and analysis

Note 1 to entry: Big data are commonly used in many different ways, for example as the name of the scalable technology used to handle big data extensive datasets.

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