

Outsourcing Professional Body of Knowledge – OPBOK Version 10 The Standards



Outsourcing Professional Body of Knowledge – OPBOK Version 10
The Standards

Outsourcing Professional Body of Knowledge – OPBOK Version 10

The Standards



Colophon

Title:	Outsourcing Professional Body of Knowledge – OPBOK Version 10: The Standards
Author:	Compiled by International Association of Outsourcing Professionals®
Copy Editor:	Jane Chittenden
Publisher:	Van Haren Publishing, Zaltbommel, www.vanharen.net
ISBN eBook:	978 94 018 0000 A
Version:	First edition, first impression, June 2014
Layout, design and typesetting:	CO2 Premedia bv, Amersfoort, The Netherlands
Copyright:	© 2014 International Association of Outsourcing Professionals® (IAOP®)

For any further enquiries about Van Haren Publishing, please send an e-mail to:
info@vanharen.net

Although this publication has been composed with most care, neither Author nor Editor nor Publisher can accept any liability for damage caused by possible errors and/or incompleteness in this publication.

No part of this publication may be reproduced in any form by print, photo print, microfilm or any other means without written permission by the Publisher. Outsourcing Professional Body of Knowledge (OPBOK) is a Trademark of the International Association of Outsourcing Professionals® (IAOP®)

Copyright and use statement

The *Outsourcing Professional Body of Knowledge (OPBOK)* describes the generally accepted set of knowledge and practices applicable to the successful design, implementation, and management of outsourcing contracts. It provides:

- a framework for understanding what outsourcing is and how it fits within contemporary business operations
- the knowledge and practice areas generally accepted as critical to outsourcing success
- a glossary of terms commonly used within the field.

This publication is an extract of the OPBOK showing The Standards. It is provided with the understanding that the publisher is not engaged in rendering legal or accounting service. If legal or accounting assistance is required, the services of a competent professional in those fields should be sought.

Copyright © 2014 International Association of Outsourcing Professionals® (IAOP®)

All Rights Reserved.

The International Association of Outsourcing Professionals (IAOP) is a global membership-based organization shaping the future of outsourcing as a management practice, as a profession, and as an industry. Its members are line and staff, executives and managers, with the vision and expertise it takes to design, implement, and manage tomorrow's global corporate ecosystem.

This new breed of outsourcing professional enhances the success of the companies they work with and advances their own careers by taking advantage of a wide array of association services including knowledge transfer, networking, research, training, and certification.

1.1. Standards

1.0	Defining and Communicating Outsourcing as a Management Practice
1.1	Ability to define outsourcing in terms that are easily understood by individuals at all levels of the organization and by outside stakeholders, including shareholders and the public at-large. This includes:
1.1.1	Identifying business models and change agendas that will end up driving a decision for a change in the business model (e.g., focusing resources on specific functions)
1.1.2	A working definition of outsourcing that is consistent with generally accepted concepts and meanings as commonly used by professionals within the field
1.1.3	Establishing definitions of common outsourcing terms such as BPO, ITO, Rural, Offshore, Near Shore, 1st generation, 2nd generation, 3rd generation deals (transactional, transitional and transformational) and provide differentiation between outsourcing, offshoring, shared services, and out-tasking via private services, XaaS, and Cloud Computing
1.1.4	A framework for comparing and contrasting outsourcing vs. other forms of sourcing outside business relationships, such as, suppliers, contractors, temporary, staff augmentation, strategic alliances, and joint ventures. Characteristics to be considered include: costs, benefits, risks, and advantages
1.1.5	Identifying and understanding recent developments that may/will impact outsourcing and define terms such as Cloud Computing, Bundled Sourcing, Rural Sourcing, Consortium Sourcing
1.1.6	Define and understand the concepts of "outsourcing portfolio management" and its impact on sourcing strategies
1.1.7	A working knowledge of all commonly used professional terms as defined in the Outsourcing Professional Body of Knowledge (OPBOK)
1.2	Ability to identify market potential, and availability of services including utilizing market knowledge:
1.2.1	Identify market size and economic impact of outsourcing on business
1.2.2	Ability to identify viability and applicability of alternatives solutions such as those listed in 1.1.3
1.3	Ability to define the business drivers, timeframes, and commonly anticipated benefits of outsourcing in terms that are easily understood at all levels of the organization and by outside stakeholders, including the public at-large. This includes:
1.3.1	External business drivers, such as, competition, globalization, technology, regulation and deregulation, economic, political and others
1.3.2	Internal business drivers such as process improvement, competition for resources, competition for capital, core versus non-core considerations, and mission criticality
1.3.3	Common benefits, including: cost savings (direct, indirect, cost avoidance), improved focus, more variable cost structure, access to skills not available to the organization internally, reduced capital requirements, improved management focus, innovation, and speed to market
1.3.4	Timeframes for realizing these benefits based on market conditions and the organization's business plans and capabilities
1.4	Ability to identify and develop organizational solutions to address the business drivers and provide clear differentiation between outsourcing and creating an inter/intra organizational solution (such as shared services):
1.4.1	Clearly identify similarities and differences between shared services, outsourcing and hybrid (between shared and outsourced) services, and a Build Operate Transfer model
1.4.2	Provide management guidance on the benefits / shortcomings and risks of outsourcing and/or shared services
1.5	Ability to identify the common challenges that impede organizational success with outsourcing, including:
1.5.1	Setting realistic expectations; choosing the opportunities for outsourcing; choosing the most qualified providers; crafting a balanced relationship; properly managing outsourcing's organizational impacts; managing the ongoing relationship - including disengagement

1.5.2	Identifying internal barriers to outsourcing: fear of loss of control; activities and processes being seen as too critical to be outsourced; perceived loss of flexibility; negative customer, employee, community reactions; dependence on vendor due to loss of skilled resources
1.5.3	Identifying behavioral and organizational issues that may occur during the transition to an outsourced operation. Identify risks in transferring employees as well as the impact on retained employees
1.5.4	Identifying regulatory restrictions on outsourcing
1.6	Understand the unique challenges and opportunities associated with the strategic sourcing of business processes including innovation, multi-generation deals, technology changes, mobile and virtual workforce, data mining, retained organization development, and governance
1.7	Ability to define the role that a professional of the Certified Outsourcing Professional Family plays in achieving intended organizational outcomes through outsourcing. This includes:
1.7.1	Strategic, management and/or outsourcing topical and Subject Matter Expert skills
1.7.2	Ability to interpret and apply The Code of Ethics and Business Practices for Outsourcing Professionals (Appendix E)
1.7.3	Ability to benefit from and contribute to the industry-wide body of knowledge through participation in the work of applicable professional associations
1.8	Ability to map the structure and operational components of an organization to a common business process framework using a standard model such as that defined in the Outsourcing Professional Body of Knowledge (OPBOK), including:
1.8.1	Providing an organizational process map and developing a custom model for a specific organization with process and activity interdependences
1.8.2	Mapping an organization's value-chain and support services
1.8.3	Classifying current and emerging forms of outsourcing, including activity, functional, process levels as well as bundled services
1.8.4	Comparing and contrasting the measurable benefits that organizations are realizing through each form of outsourcing within each structural area of the business
1.9	Ability to understand and create a framework for strategic sourcing outside an organization's home country and relevant considerations:
1.9.1	Offshore destination selection criteria and application
1.9.2	Appropriateness of location for various forms of offshoring (BPO, ITO, LPO, KPO, etc)
1.9.3	Models for offshoring (captive centers, build-operate-transfer, full-time, part-time, home-based, etc.)

2.1 Standards

2.0	Developing and Managing an Organization's End-to-End Process for Outsourcing
2.1	Ability to develop an organization's sourcing model, considering processes, geography, and company structure for single sourcing versus multi-sourcing
2.1.1	Define all options and describe benefits and shortcomings (competitively selected or sole-source awarded) including high level financial assumptions and projections
2.2	Ability to develop an organization's end-to-end process for evaluating, implementing, and managing outsourcing relationships
2.2.1	Select and define the most appropriate process stages for the organization's approach to outsourcing: 'idea' stage, 'assessment and planning' stage, 'implementation' stage, 'transition' stage, and 'management' stage
2.2.2	Define and document questions, decision makers, and go/no go (gate) criteria for each stage of outsourcing as well as time schedule for each stage
2.2.3	Evaluate an organization's specific processes against generally accepted process criteria, such as the Lifecycle Stages and Key Components Checklist in the Outsourcing Professional Body of Knowledge (OPBOK) Appendix C
2.3	Ability to manage an organization's end-to-end outsourcing planning, design, implementation, and management process
2.3.1	Initiate creation of an Outsourcing Business Plan that addresses Strategy, Risks, Operations, Human Resources – affected and retained, and Communications
2.3.2	Create a 'forward-leaning' management approach that helps ensure that outsourcing opportunities move through the process in an effective and efficient manner, including ensuring appropriate levels of executive support
2.3.3	Manage to realistic project plans and timeframes for each stage of the process
2.3.4	Integrate outsourcing processes and outcomes into the day-to-day business operations and environment
2.3.5	Transition the retained organization to develop and implement an effective governance process
2.4	Ability to create a communication framework and identify stakeholders
2.5	Ability to assess and enhance over time, an organization's outsourcing process maturity, including moving from one generation to the next
2.6	Ability to identify and assess the applicability of various operational standards and certifications such as CMM, eSCM, Six-Sigma, COBIT, ITIL, TPA, NASD, ABA compliance requirements to the organization's strategic sourcing direction

3.1 Standards

3.0	Integrating Outsourcing into an Organization's Business Strategy and Operations
3.1	Ability to work within the framework of commonly-accepted strategic and operational planning and assessment, tools and techniques to identify opportunities for leveraging outsourcing to enhance business outcomes, including such considerations as:
3.1.1	Mapping an organization's desired competitive advantages, through internal operations, outsourced operations, or blended operations
3.1.2	Collaborating with outsourcing service providers to identify potential new opportunities for competitive advantage
3.1.3	Defining the organizational model for post-outsourcing and its impact on the business (including the need to transition the retained staff and internal organization through the application of appropriate change management techniques)
3.2	Ability to develop and gain organizational agreement to a sourcing decision matrix that includes addressing critical make versus buy considerations, such as:
3.2.1	Identification of specific criteria and weighting factors to be used by the organization for sourcing decisions, such as operational performance relative to the marketplace (benchmarking) and relative importance as a competitive differentiator
3.2.2	A consistent and repeatable process for applying the methodology across the organization's operations
3.3	Ability to develop and communicate the strategy for organizational change as a result of outsourcing, including:
3.3.1	Understanding the impact of organizational change as a result of outsourcing
3.3.2	Understanding the impact of change on people, process and technology
3.4	Ability to define the scope of activities to be included in, and not included in, an outsourcing opportunity, including:
3.4.1	Describing the operation in terms of the discrete activities including inputs, outputs and resources
3.4.2	Grouping of activities into logical work breakdown structures suitable for an outsourcing project that can be integrated as part of steady state business operations
3.4.3	Analysis of service portfolio from a standpoint of outsource-ability, maturity (process and technological), bundling/unbundling, cross-functional end-to-end provisioning vs. discrete componentization
3.5	Ability to define a process for prioritizing outsourcing opportunities, including assessing key factors for the evaluation and prioritization processes, such as:
3.5.1	Financial benefits per option, readiness and stability of current and potential suppliers, and to other benefits such as freed resources, increased flexibility, quality improvements, capital cost avoidance, and reduced time to market
3.5.2	Ease of execution and migration to new environment from stakeholder perspectives
3.5.3	Constraints and obstacles (resistance to change and "not invented here" syndrome)
3.6	Ability to identify distinctions between measurable operational outcomes (via SLAs) and strategic outcomes (via KPIs that have a direct input into organization's functional or Line-of-Business goals)
3.7	Ability to assess the impact of various business models on offer (a) hands-off outsourcing model, (b) virtual captives, (c) asset-heavy models, (d) collaborative multi-vendor models, (e) joint ventures/ equity-linked provisioning
3.8	Ability to develop a comprehensive risk analysis matrix that includes:
3.8.1	Strategic risks, operational risks, result risks, transactional risks, and financial risks
3.8.2	Unique risks, such as those associated with offshoring
3.8.3	Identification of the probability, impact, and mitigation of these risks

3.9	Ability to identify and assess the implications of applicable business regulations and statutes, such as, the Sarbanes-Oxley Act, HIPAA, Privacy Act and other country-specific laws:
3.9.1	Identify the requirements and understand the implication of applicable laws (country, industry and profession specific)
3.10	Ability to gain consensus and agreement to, and lead scope and prioritization evaluations effectively across the organization

4.1 Standards

4.0	Creating, Leading and Sustaining High-Performance Outsourcing Project Teams
4.1	Ability to identify specific skills required to support project teams and their roles and responsibilities at each phase of the outsourcing initiative, including:
4.1.1	Establish and define responsibilities for Policy, Idea, Assessment, Implementation, Transition and Management teams
4.2	Ability to assemble, train and lead effective teams for each stage of each outsourcing project
4.3	Ability to identify and design cultural and operational assimilation requirements and drive change management process
4.4	Ability to effectively direct project teams at each stage of the outsourcing process, including winning and maintaining the support of team members given the numerous demands on their time
4.5	Ability to identify involvement of Certified Outsourcing Family of Professionals in leading and managing outsourcing stage activities

5.1 Standards

5.0	Developing and Communicating Outsourcing Business Requirements
5.1	Ability to develop a clear statement of the organizational goals and required outcomes
5.2	Ability to develop an accurate and complete baseline of current costs, environment, processes, and performance levels (current state) as well as a gap analysis between these and the required (desired state) performance levels
5.3	Ability to establish multi-year goals and objectives as a framework for the contract and establish operating guidelines for the duration
5.4	Ability to undertake a comprehensive market analysis of available opportunities:
5.4.1	Analysis of marketplace solutions on offer
5.4.2	Landscape of service providers and locations (regional hubs, hub-n-spoke models)
5.4.3	Analysis of traditional vs. disruptive service delivery channels
5.5	Ensure a framework that enables an effective process for assessing sourcing options including negotiating an initial agreement, renegotiating an existing agreement, re-competing an existing agreement, and insourcing what is currently being outsourced
5.6	Ability to develop critical success factors that define business measures of success associated with the area under consideration for outsourcing, aligned with the organization's overall business objectives and key performance indicators (e.g. process improvement, financial, service levels, changed business model, customer satisfaction etc.):
5.6.1	Describe various approaches and industry experience when existing measures do not provide a baseline for future agreement and are needed for a good contract
5.6.2	Describe approach and desired outcome regarding the broader opportunities of innovation, governance, organizational change, multi-generational deals
5.7	Ability to translate the organization's goals into one or more documents that effectively communicate current and future requirements and the selection criteria that organization plans to use when evaluating the marketplace. The types of documents required include, but are not limited to:
5.7.1	Prequalification letters, Request for Information (RFIs), and Request for Quotation (RFQs)
5.7.2	A Business Case Document that explains what the organization believes is likely to occur in its industry and business, the challenges and opportunities these changes create and anticipated types of approaches for addressing and leveraging those changes
5.7.3	Requests for Proposals (RFPs) that provide a detailed description on the part of the customer of its business requirements, scope, service performance, and expectations regarding the bidding and evaluation process service performance
5.8	Ability to utilize alternative collaborative approaches for defining and developing outsourcing solutions, such as, the business case approach, an independent qualification process for providers that can then be adopted by project teams to design and prototype solutions
5.9	Ability to ensure that a well-defined and agreed process and checklist are in place for the development and dissemination of the outsourcing business requirements to potential service providers

6.1 Standards

6.0	Selecting Outsourcing Service Provider
6.1	Ability to take the organizational model for sourcing and develop a list of criteria for the identification and selection of outsourcing service providers
6.1.1	Ability to define the process and use of tools such as RFI, RFP, RFQ and develop an understanding of the most appropriate use the tools and sourcing methods – within the context of organizational sourcing model
6.2	Ability to utilize a wide-range of techniques for identifying potential outsourcing service providers, such as:
6.2.1	Identifying opportunities to expand current relationships with already successful providers
6.2.2	Utilizing the organization's professional network in conducting benchmarks, conducting direct and online research including IAOPs Global Outsourcing 100, tradeshow, and conferences
6.3	Ability to establish and gain organizational agreement on an objective and consistent process for reviewing, assessing, weighting, and scoring potential outsourcing services providers
6.4	Ability to establish a due diligence model for validating the selection of the service provider, including a framework for due diligence and process for conducting due diligence – including customer and business references
6.5	Ability to identify and evaluate offshore locations and their appropriateness to the sourcing requirement and risk management

7.1 Standards

7.0	Developing the Outsourcing Financial Case and Pricing
7.1	Ability to develop a financial business model for establishing an outsourcing business case which ensures that:
7.1.1	All relevant financial implications are considered
7.1.2	The business case integrates with the organization's overall business case and financial analysis methodologies
7.1.3	A clear frame of reference is provided for bid comparison
7.2	Ability to fully capture current costs via:
7.2.1	Activity-based costing or some other methodology to capture current costs for an activity, set of activities, or end-to-end business process under consideration for outsourcing
7.3	Ability to forecast future requirements and costs over the outsourcing decision timeframe, considering:
7.3.1	Probable changes in the business's operations, volume projections for ramp up, performance requirements, and potential changes in technology and/or other factors that impact process execution
7.4	Ability to project costs directly attributable to assessment, planning, execution, and management of the outsourcing relationships, including:
7.4.1	Planning costs, such as, staff time, travel, expenses for documenting the process, establishing the internal baseline, engaging the marketplace, and negotiating and contracting with the provider, as well as the use of consultants, lawyers, and outside experts
7.4.2	Transition and Re-transition costs: internal and external expenses for switching to the provider's process - including decommissioning costs, one-time investments in new systems and technologies, and costs overlapping the old and the new operations during an initial period of time
7.4.3	Additional potential transition costs, for termination, transfer of licenses, relocation, tax liabilities, and one time stay bonuses, incentives, or severance packages
7.4.4	Oversight costs including all upfront and ongoing costs associated with managing the outsourcing contract, both internal and external costs associated with training, outside services, or tools
7.5	Ability to project financial benefits of outsourcing over the decision-making timeframe, including:
7.5.1	A direct comparison of these projected total costs before and after outsourcing
7.5.2	Application of cash flow, net present value, return on investment, or internal rate of return techniques to account for the time value of money
7.5.3	Translation of less tangible (non-financial or indirect cost savings) benefits, such as increased flexibility, innovation, speed to market, risk sharing and others into tangible elements of an overall business case
7.5.4	Application of modeling expected benefit and cost outcomes through techniques such as sensitivity analysis
7.6	Ability to evaluate and select the optimum pricing model (contract type) for an outsourcing business agreement that addresses desired outcomes and customer/supplier behaviors regarding performance and risk
7.7	Ability to define specific price-levels within the chosen pricing models that are reasonable and consistent with current and probable future market conditions
7.7.1	Ability to identify the framework for provider margin management with reference to price-levels
7.8	Ability to communicate value of outsourcing effectively and measure its impact on overall business conditions, i.e., outsourcing's global value

8.1 Standards

8.0	Negotiating, and Contracting for Outsourcing
8.1	Ability to define the most appropriate structure for an outsourcing contract(s), that best meets the strategic outsourcing objectives including the use of separate term, scope of services, and pricing including:
8.1.1	Initial contract for a service
8.1.2	Renewal for an existing outsourced service
8.1.3	Rebidding of an outsourced service
8.1.4	Delivery model such as Build, Transfer, Operate, Design, Build Operate Single, multi- or best-of-breed approach
8.1.5	Single or multi-process scope
8.2	Ability to ensure that each section of the contract addresses the critical management considerations inherent in the outsourcing business relationship, such as:
8.2.1	A terms section that defines the intent of the relationship and how it will be managed, contract terms that govern the overall agreement, initial transition from the customer's operation to the provider's and ongoing governance
8.2.2	One or more scope of services sections that describe the type, scope, and nature of all the services to be provided, where and when those services will be made available, and the standards of performance, as defined by the critical success factors and service-level measures
8.2.3	One or more pricing sections that reflect the pricing model, price points, and payment terms
8.2.4	One or more sections that reflect employee treatment (selection, retention, pay equalization) by the service provider
8.3	Ability to ensure that all applicable legal considerations for all jurisdictions involved, are reflected in the contract, such as those documented in the OPBOK Appendix I
8.4	Ability to negotiate an outsourcing agreement that takes into consideration the interests of all parties
8.4.1	Ability to apply generally accepted negotiating principles to the development of an outsourcing relationship that are consistent with contemporary practices and learning
8.4.2	Ability to develop an effective process and checklist for guiding an organization's approach to negotiating an outsourcing business relationship
8.5	Ability to model termination events, options and alternatives and how contract terms impact the model selected
8.5.1	Contract provision for transition back to the organization or transition to another third party
8.5.2	Managing the process of "renegotiation" as a pre-requisite to normal termination

9.1 Standards

9.0	Managing the Transition to an Outsourced Environment
9.1	Ability to develop a comprehensive transition plan including:
9.1.1	Transfer of assets, employees, processes and technology
9.1.2	Establishment of major mileposts and measurement of progress
9.1.3	Establishment of the governance process for both client and provider
9.2	Using the organizational change strategy, define and develop a comprehensive change management program for affected and retained staff, and understand the various approaches and alternatives for implementing the program that addresses:
9.2.1	People, process, technology and organization changes both within the retained group as well as with the end user of the service(s) outsourced
9.2.2	Development and execution of a suitable communication plan
9.3	Ability to oversee the transition and change management plan to the outsourced environment, including considerations, such as:
9.3.1	Detailed definition of the operational interfaces between the customer and provider organization
9.3.2	Forecasting of volumes for ramp-up through production
9.3.3	Risk assessment and contingency plan development
9.3.4	Operationalizing the management structure, communications plans, and human resources plans for both organizations, including retained staff
9.3.5	Test, piloting, and conversion plans
9.4	Ability to assess the potential community and media reactions, and to develop and oversee action plans to minimize any negative aspects
9.5	Ability to develop a 'transition back' plan and model in event of termination or change of provider and include the plan as a part of the contract model:
9.5.1	Ability to design, negotiate, plan, and manage a re-transition from an incumbent service provider perspective, able to align with the transition plan of the new service provider and manage a smooth end of service, discharge and decommissioning
9.6	Define knowledge management plan and implement it as a part of transition activities

10.1 Standards

10.0	Outsourcing Governance
10.1	Ability to define governance framework and its components such that the governance process is comprehensive and continuous:
10.1.1	Define governance and "rules of engagement" as they apply to outsourcing and distinguish their similarities and differences
10.1.2	Ability to discuss examples of good governance activities and processes
10.1.3	Ability to sell an organization's executive management on the importance of governance and effective leadership
10.2	Ability to design and oversee an organization's outsourcing governance model, including such considerations as:
10.2.1	Establishing an Outsourcing Program Management Office (OPMO) assuring adequate and qualified resources, budget and defined roles and responsibilities for the OPMO as well as "rules of engagement"
10.2.2	Establishing a multi-level structure for linking the operational, management, and executive levels of all organizations involved in the outsourcing business relationship with defined roles, responsibilities, meeting frequencies, etc.
10.2.3	Identifying and promoting the use of technology to track, report, and facilitate communications
10.2.4	Ensuring a well-defined escalation process usable by all organizations
10.2.5	Implementing a performance and change management process for ensuring effective governance processes
10.2.6	Defining, budgeting and managing governance program costs and benefits
10.2.7	Addressing considerations such as third party governance management
10.3	Ability to design and implement an interdependent project management office for managing across multiple organizations that addresses:
10.3.1	Project portfolio management that ensures the right projects are initiated with the appropriate priority
10.3.2	Project execution with a level of rigor reflective of the scope and effort that went into defining and crafting the initial outsourcing relationship and directs company resources to effect changing project objectives
10.3.3	Project tracking and reporting utilizing a well-defined and agreed-to system for measuring and reporting project information to the central repository, including standardized inputs based on information exchange architectures
10.4	Ability to define and implement an interdependent planning methodology that include such elements as:
10.4.1	Regularly updated outsourcing business plan that puts in place a formal process for periodically reviewing and updating all aspects of the relationship between the companies, including strategies, operations, financial considerations and business relationship management
10.4.2	A joint risk assessment planning system that is a forward-looking tool which acts as an early warning system of potential future problems and opportunities
10.4.3	Governance cost management
10.5	Ability to measure - utilizing available tools to assess and achieve continual improvement in organizational outcomes through outsourcing relative to original goals and changing business needs
10.6	Ability to evaluate and assess current providers relative to changing capabilities, competitiveness and organizational needs, often referred to as vendor management
10.7	Ability to renegotiate or disengage and re-insource existing relationships relative to current performance, changing requirements and marketplace realities
10.8	Ability to define and manage a program of continuous improvement that integrates lessons from previous outsourcing implementations into future initiatives
10.9	Ability to govern knowledge management processes and tools defined during the strategy phase

Outsourcing Professional Body of Knowledge – OPBOK Version 10 The Standards

This booklet is an extract of the *Outsourcing Professional Body of Knowledge* from the International Association of Outsourcing Professionals® (IAOP®).
It should be read and used in conjunction with that full guidance.

For more information please see: <http://www.iaop.org>