

Comparing the eSCM-SP v2 and COPC-2000® CSP Gold Standard

**A comparison between the eSourcing Capability Model
for Service Providers v2 and Customer Operations
Performance Center (COPC)-2000 CSP Gold Standard,
Release 3.4**

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Subrata Guha, *Satyam Computer Services Ltd.*

William E. Hefley, *Carnegie Mellon University*

Elaine B. Hyder, *Carnegie Mellon University*

Majid Iqbal, *Carnegie Mellon University*

Mark C. Paulk, *Carnegie Mellon University*



IT Services Qualification Center

Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213-3891
itsqc.cs.cmu.edu

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Abstract

The eSourcing Capability Model for Service Providers (eSCM-SP), a best practices model, gives providers of IT-enabled services a reference model and capability determination methods that they can employ to develop and improve their capability to consistently deliver high-quality services. The COPC-2000® CSP standards provide performance management frameworks for the providers of customer-centric service operations. The COPC-2000 CSP Gold Standard is intended for service providers with established capabilities and high levels of performance.

Both the eSCM-SP and the COPC-2000 CSP Gold Standard are developed for service providers, thus they both focus on similar issues. The primary focus of the eSCM-SP is capability improvement. It provides best practices that address the complete sourcing life-cycle. It also addresses critical issues related to IT-enabled sourcing (e.g., technology management, knowledge management, and service transfer).

The COPC-2000 CSP Gold Standard focuses on providing a performance management framework for customer-centric service operations. It provides specific guidance on setting organization direction and process management, and it recommends specific measures for different types of services. Since its primary focus is management, it does not address service design, deployment, or service transfer functions to the extent that the eSCM-SP does. On the other hand, the COPC-2000 CSP Gold Standard addresses measurement and performance management aspects in greater detail.

This report provides a brief discussion of how the two are conceptually related, and a detailed mapping between the Practices of the eSCM-SP and the COPC-2000 CSP Gold Standard requirements.

Contributors

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Information Technology Services Qualification Center (ITSqc)
Carnegie Mellon University
5000 Forbes Avenue
Pittsburgh, PA 15213-3891

itsqc.cs.cmu.edu

Table of Contents

Preface	4
1. Introduction	5
2. An Overview of the eSCM-SP	8
3. An Overview of the COPC-2000 CSP Gold Standard	10
4. Comparing the eSCM-SP and the COPC-2000 CSP Gold Standard	11
4.1. High-level Comparison	11
4.2. Coverage of eSCM-SP Requirements by the COPC-2000 CSP Gold Standard	13
4.3. Coverage of the COPC-2000 CSP Gold Standard Requirements by the eSCM-SP	16
4.4. Challenges to Mapping	17
4.4.1. Differences in Primary Focus and Scope	17
4.4.2. Difference in Structure	17
4.4.3. Specific vs. Generic	17
5. Conclusions	19
References	20
Appendix A: Description of the eSCM-SP v2	23
A.1. Rationale Behind Development of the eSCM-SP	23
A.2. Structure of the eSCM-SP v2	23
A.2.1. Sourcing Life-cycle	24
A.2.2. Capability Areas	24
A.2.3. Capability Levels	26
A.3. Capability Determination Methods	28
Appendix B: Description of the COPC-2000 CSP Gold Standard	30
B.1. COPC-2000 CSP Gold Standard Framework	30
B.1.1. Categories	31
B.1.2. Exhibits	32
B.2. COPC-2000 CSP Gold Standard Certification	32
Appendix C: Detailed Mapping of eSCM-SP Requirements in the COPC-2000 CSP Gold Standard	34
Appendix D: Detailed Mapping of COPC-2000 CSP Gold Standard Requirements in the eSCM-SP	41

Preface

This technical report is written for organizations that have already invested in establishing practices and processes in compliance with the COPC-2000® CSP standards [COPC 2004a, COPC 2004b] and are now considering adoption of the eSourcing Capability Model for Service Providers (eSCM-SP). The report also provides guidance to organizations that have adopted the eSCM-SP and are considering adoption of the COPC-2000 CSP standards.

When an organization adopts a new framework¹ for capability improvement, it must consider whether the framework requires abandoning or drastically changing practices or processes already in place. Specifically, organizations need to know the extent to which existing practices, processes, or systems count toward compliance with the new framework. While, in general, most frameworks have common ideas and principles, there are differences between them with respect to approach, focus, and emphasis.

The purpose of this report is to help organizations map their implementation of the requirements of the COPC-2000 CSP Gold Standard to those of the eSCM-SP's Practices, and vice versa. The requirements of the COPC-2000 CSP Gold Standard and the eSCM-SP are complementary and supplementary to each other. This report highlights areas where there is a significant degree of overlap between the requirements of the two frameworks, and areas where the requirements of one are out of the other's scope.

Section 1 of this report provides an overview of various frameworks for improving quality and process capabilities. Sections 2 and 3 provide brief overviews of the eSCM-SP and the COPC-2000 CSP Gold Standard, respectively. Section 4 compares the requirements of the eSCM-SP v2 [Hyder 2004b] and the COPC-2000 CSP Gold Standard [COPC 2004a]. It includes a discussion of the challenges in mapping the requirements across the two frameworks. Section 5 provides the conclusions of this report. Appendices A and B provide more details on the eSCM-SP and the COPC-2000 CSP Gold Standard, respectively. Appendix C provides a mapping of the eSCM-SP to the COPC-2000 CSP Gold Standard, organized by eSCM-SP Practice. Appendix D provides a mapping of the COPC-2000 CSP Gold Standard to the eSCM-SP, organized by COPC-2000 CSP Gold Standard item.

¹ In this report, the terms "framework" and "frameworks" collectively refer to models, standards and frameworks for quality management and capability or process improvement. In certain instances, they are used to refer to either the eSCM-SP or the COPC-2000 CSP Gold Standard, or both.

1. Introduction

Since the birth of the modern industrial economy at the beginning of the twentieth century, there have been ongoing efforts to systematically improve the productivity of organizations and the quality of the products and services they deliver. From Taylor's work on scientific management to Shewart's statistical process control and, more recently, to the work of quality experts such as Deming, Juran, and Crosby, there has been an evolution in the understanding of how people, process, and technology interact to affect quality, customer satisfaction, productivity, and efficiency in doing work [March 1996]. The appreciation and understanding of the importance of a best-practice approach to process and quality management has widened beyond the initial focus on manufacturing systems and assembly line environments to include service organizations, and systems design and development. The eSourcing Capability Model for Service Providers (eSCM-SP) [Hyder 2004a, Hyder 2004b] is one of the most recent in a long line of frameworks aimed at improving the capability of organizations in developing and delivering products and services.

Information and communication technologies (IT) have been crucial in transforming the value chains of modern industrial organizations by providing access to a larger set of customers, partners, and suppliers than was earlier possible. Several new business models, products, and services have been made viable, from conception to realization, by the facilities and functions provided by IT systems. Such benefits of IT led organizations to make large capital investments in the development and extension of their in-house IT capabilities.

However, not all organizations have enjoyed the same returns with respect to their IT assets and investments [Roach 1991], leading them to reconsider the need to develop and maintain their own extensive IT capabilities and resources. In several of these instances, organizations found it advantageous to outsource certain functions and processes, and focus and reallocate their assets on core competencies and business strategies.

This increased reliance on external service providers requires diligence on the part of organizations that outsource their IT and business processes. Service providers, in turn, are required to sufficiently demonstrate that they can be capable and dependable business partners committed to a lasting and beneficial relationship with their customers. The eSCM-SP is specifically targeted at internal and external providers of IT-enabled services, to introduce best practice into the sourcing and delivery of those services.

There are two major strategies for improving performance: framework-based and measurement-based. The eSCM-SP has features of both. A framework-based strategy uses models and standards as frameworks to identify what processes and systems should be implemented in a successful organization. Improvement based on the eSCM-SP, or BS 15000, is an example of this strategy. Certification in some framework-based strategies, including ISO 9001 [ISO 2000a] and BS 15000 [BSI 2002a], is binary; an organization is either compliant with the standard or not. Models such as the eSCM-SP measure organizations or processes using a form of ordinal scale (e.g., Maturity Levels or Capability Levels). Assessments using a framework identify what to do, but do not usually describe how

to do it. Frameworks typically do not specify performance levels for specific tasks (e.g., 5500 transactions per quarter).

The second strategy is measurement based. The service provider's processes and systems are measured and compared to objectives set by management in order to identify which ones need to be improved. Measurement trends are used to confirm and quantify improvements. Framework-based strategies naturally evolve toward measurement-based strategies tailored to the business needs of the organization as the foundational capabilities described by the framework are successfully put in place. Other frameworks, models, and standards used by the organization may impact the improvement actions based on the eSCM-SP. By focusing on its business objectives, the organization can leverage its existing work on other improvement initiatives, allowing it to develop an integrated improvement strategy. Understanding the relationships between the eSCM-SP and other related models and standards can help the organization to complement or supplement its eSCM-SP implementation strategy.

A number of models and standards exist that are focused on quality or IT-related topics. These frameworks have a variety of issuing bodies, scopes, architectures, and rating methods:

- ▶ General Total Quality Management (TQM) philosophies, such as those of Deming [Deming 1986, Deming 1994], Juran [Juran 1992], and Crosby [Crosby 1979].
- ▶ Performance excellence strategies such as Six Sigma® [Harry 2000].
- ▶ The criteria for quality awards such as the following:
 - ▶ the Deming Prize in Japan [Deming]
 - ▶ the Malcolm Baldrige National Quality Award in the United States [Baldrige]
 - ▶ the European Quality Award [EQA]
 - ▶ the Rajiv Gandhi National Quality Award in India [RGNQA]
 - ▶ the Brazilian National Quality Award [PNQ]
- ▶ Standards such as the following:
 - ▶ ISO 9001 (Quality Management Systems—Requirements) [ISO 2000a]
 - ▶ Control Objectives for Information and related Technology (COBIT®) [ITGI 2000]
 - ▶ ISO/IEC 12207 (Software Life Cycle Processes) [ISO 2002a]
 - ▶ ISO/IEC 15288 (System Life Cycle Processes) [ISO 2002b]
 - ▶ ISO/IEC 15504 (Software Process Assessment) [ISO 1998]
 - ▶ BS 7799-2 (Information Security Management Systems—Specification with guidance for use) [BSI 2002b]
 - ▶ ISO 17799 (IT Service Management) [ISO 2000b]
 - ▶ BS 15000 (IT Service Management) [BSI 2002a]
 - ▶ COPC-2000 CSP standards [COPC 2004a, COPC 2004b]

- ▶ Process improvement models such as the following:
 - ▶ the Capability Maturity Model® (CMM®) for Software [Paulk 1995]
 - ▶ the Systems Engineering CMM® [Bate 1995]
 - ▶ the Software Acquisition CMM® [Cooper 2002]
 - ▶ the People CMM® [Curtis 2001]
 - ▶ CMM IntegrationSM (CMMI®) [Chrissis 2003]

This report is part of a series that analyzes the common ground between the requirements of the eSCM-SP and those of some of these frameworks. The reports in this series are intended to help organizations make efficient use of their resources and existing investments in capability improvement. The differences or gaps between the requirements of the eSCM-SP and those of another framework are highlighted as opportunities for improvement or value-addition. This report focuses on the relationship between the eSCM-SP and the COPC-2000 CSP Gold Standard.

Some of the frameworks identified (e.g., Six Sigma, the Baldrige Award, and EQA) are sufficiently abstract that their relationship to the eSCM-SP can be briefly described in the introductory report for this series [Paulk, forthcoming a]. For other frameworks, a fairly detailed mapping is both possible and appropriate. While an overview is contained in the introductory report, separate reports with detailed comparisons are available or under development for ISO 9001 [Guha 2005], CMMI [Paulk, forthcoming b], the Software CMM [Paulk, forthcoming c], the People CMM [Hefley, forthcoming a], BS 15000 [Iqbal 2004], COBIT [Iqbal forthcoming], COPC-2000 CSP Gold Standard (this report), BS 7799/ISO 17799 [Hefley, forthcoming b] and SS 507:2004 [Guha forthcoming].

2. An Overview of the eSCM-SP

Competitive pressure, the need to access world-class capabilities, and a desire to share risks are among the primary drivers for organizations to delegate their IT-intensive business activities to external service providers [Hyder 2004a]. The tremendous growth in the sourcing of IT-enabled services, in particular, has been enabled by the rapid evolution and expansion of the global telecommunications infrastructure [ibid.]. The business processes being outsourced range from routine and non-critical tasks, which are resource intensive and operational, to strategic processes that directly impact revenue growth and profitability. The eSourcing Capability Model for Service Providers (eSCM-SP) v2 has been developed by a consortium led by Carnegie Mellon University's Information Technology Services Qualification Center (ITSqc) with the following purposes [ibid.]:

1. Give service providers guidance that will help them improve their capability across the sourcing life-cycle.
2. Provide clients with an objective means of evaluating the capability of service providers.
3. Offer service providers a standard to use when differentiating themselves from competitors.

Released in April 2004, the eSCM-SP v2 is composed of 84 Practices, which can be thought of as the “best practices” associated with successful sourcing relationships. Each Practice is distributed along three dimensions: Sourcing Life-cycle, Capability Area, and Capability Level.

The first dimension, Sourcing Life-cycle, is divided into Ongoing, Initiation, Delivery, and Completion. Ongoing Practices span the entire Sourcing Life-cycle, while Initiation, Delivery, and Completion occur in specific phases of that Life-cycle. During Initiation the organization negotiates with the client, agrees on requirements, designs the service that will be provided, and deploys (transitions) that service. Initiation may also include transfer of personnel, technology infrastructure, and intellectual property. During Delivery the organization delivers service according to the agreed-upon commitments. During Completion the organization transfers resources, and the responsibility for service delivery, back to the client, or to the client's designee.

The second dimension of the eSCM-SP, Capability Areas, provides logical groupings of Practices to help users better remember and intellectually manage the content of the Model. These groupings allow service providers to build or demonstrate capabilities in each critical sourcing function. The ten Capability Areas are Knowledge Management, People Management, Performance Management, Relationship Management, Technology Management, Threat Management, Service Transfer, Contracting, Service Design & Deployment, and Service Delivery.

The third dimension of the eSCM-SP is Capability Levels. The five Capability Levels of the eSCM-SP describe an improvement path that clients should expect service providers to travel. At Capability Level 1, a service provider is able to provide services but has not implemented all of the Level 2 Practices, and may be at a higher risk of failure.

At Capability Level 2, a service provider is able to consistently meet requirements, and has implemented, at a minimum, all 48 of the Level 2 Practices.

At Capability Level 3, a service provider is able to deliver services according to stated requirements, even if the required services differ significantly from the provider's experience, and has, at a minimum, implemented all 74 of the Level 2 and 3 Practices.

At Capability Level 4, a service provider is able to continuously innovate to add statistically and practically significant value to the services they provide. To achieve Level 4 the service provider has successfully implemented all 84 of the eSCM-SP Practices.

At Capability Level 5, a service provider has demonstrated measurable, sustained, and consistent performance excellence and improvement by effectively implementing all of the Level 2, 3, and 4 Practices for two or more consecutive Certification Evaluations covering a period of at least two years. There are no additional Practices to be implemented at Level 5.

Appendix A provides further detail on the rationale and structure of the eSCM-SP, as well as the Capability Determination Methods associated with it.

3. An Overview of the COPC-2000 CSP Gold Standard

The Customer Operation Performance Center Inc. developed the COPC-2000® CSP standards (the Base Standard [COPC 2004b] and the Gold Standard [COPC 2004a]) to help customer service providers (CSP) reduce the cost of delivering services, and increase customer satisfaction through improved service quality, thereby increasing revenue from their client relationships.

The COPC-2000 CSP standards focus on establishing performance management frameworks for customer-centric service operations like customer contact centers (e.g., call centers), business process outsourcing operations, transaction processing centers, fulfillment centers, remittance processing centers, field service operations, returns processing centers, and collections/recovery services. These standards are not restricted to certification, however; they can also be used for self-improvement purposes.

The COPC-2000 CSP Base Standard, first released in 1996, defines basic performance requirements. The Gold Standard, first released in December 2002, includes these requirements, but adds more stringent performance requirements (please refer to Appendix B for details). The Gold Standard was introduced to provide a new level of recognition for high-performing CSPs. The COPC-2000 Gold Standard Release 3.4 was released in February 2004.

Both COPC-2000 CSP standards follow the framework of the Malcolm Baldrige National Quality Award (MBQNA) [Baldrige]. Requirements are stated as “Items” and grouped under four major categories. Category 1.0 (Leadership and Planning) provides direction and sets performance targets. Categories 2.0 (Process) and 3.0 (People) enable the achievement of these performance targets. Category 4.0 (Performance) states the goals of a performance management system through a balanced set of performance and satisfaction measures. Exhibit 1 of the COPC-2000 CSP Gold Standard describes the Key Customer Related Processes (KCRPs) and Key Support Processes (KSPs) for the different types of service operations covered by the Gold Standard. Exhibits 1A to 1H provide sample metrics for the KCRPs and KSPs. The requirements stated in Categories 1.0 through 4.0 and Exhibit 1 are required components of the Standard (i.e., requirements for certification). Exhibits A-H provide illustrations of typical KCRPs and KSPs for the following types of contact-center service:

- A** Inbound customer contact center services
- B** Fulfillment
- C** Technical support / help-line / help desk
- D** Outbound contact management
- E** Electronic commerce
- F** Collections
- G** Healthcare insurance
- H** Business process outsourcing

Like the MBNQA, achieving targeted performance levels is of paramount importance to the COPC-2000 CSP standards. It is important to note that the MBNQA is an award of excellence, while COPC certification is earned through conformance to the COPC-2000 CSP Standard.

4. Comparing the eSCM-SP and the COPC-2000 CSP Gold Standard

The eSCM-SP contains a set of best practices for capability improvement of the providers of IT-enabled services. It provides detailed guidelines to improve service providers' capabilities throughout the sourcing lifecycle. This will eventually help service providers to have enduring sourcing relationships with clients. The Model applies to all types of IT-enabled sourcing services.

The COPC-2000 CSP Gold Standard provides a performance management framework for providers of customer-centric services. It provides specific guidance on setting organizational direction and process management, and recommends specific measures for different types of services.

We consider the COPC-2000 CSP Gold Standard in this report because it contains the superset of requirements of the COPC-2000 CSP standards. It sets higher performance targets than the Base Standard and includes additional requirements (for example, 4.10 "Cost of poor quality"). However, performance targets do not materially impact the comparison of the eSCM-SP and the COPC-2000 CSP Gold Standard.

4.1. High-level Comparison

The eSCM-SP and the COPC-2000 CSP Gold Standard address similar target audiences (i.e., service providers). Both address aspects of organizational performance improvement, process management, people management, and service delivery. The two frameworks substantially overlap, however, they have different objectives, hence there are differences in emphasis and coverage.

The main conceptual difference between these two frameworks is their primary focus. The COPC-2000 CSP Gold Standard focuses on providing a performance management framework, so its main emphasis is on performance management aspects (e.g., leadership, planning, performance measurement). It recognizes process and people as key enablers of performance improvement. Because of this primary objective, it does not address service design, deployment, and service transfer functions to the extent that the eSCM-SP does. Also, the COPC-2000 CSP Gold Standard concentrates mainly on the service delivery phase of the sourcing life-cycle. Hence, issues related to contract preparation and amendments, pricing, negotiation, service transfer, etc., are not addressed in detail.

On the other hand, the objective of the eSCM-SP is to provide a capability improvement framework for service providers. It addresses the issues involved in all the phases of a sourcing life-cycle. So besides service design, deployment, and service delivery, the eSCM-SP also provides best practices on contracting, relationship management, service transfer, and threat management. Because of its special emphasis on IT-enabled services, aspects of technology management and knowledge management are also emphasized in the eSCM-SP. A high-level comparison is shown in Table 1.

Table 1
High-level comparison between the eSCM-SP and the COPC-2000 CSP Gold Standard

	eSCM-SP	COPC-2000
Audience	Service providers of IT-enabled sourcing services.	Customer Service Providers (CSPs) of customer-centric service operations.
Purpose	Building and improving service providers' capabilities to meet customer needs throughout the sourcing life-cycle.	Establishing a performance management system for providers of customer-centric service.
Size	84 Practices in 10 Capability Areas.	34 Items in 4 Categories.
Coverage	5 Capability Levels 10 Capability Areas <ul style="list-style-type: none"> • Knowledge Management • People Management • Performance Management • Relationship Management • Technology Management • Threat Management • Contracting • Service Design & Deployment • Service Delivery • Service Transfer 4 parts of Sourcing Life-cycle <ul style="list-style-type: none"> • Ongoing • Initiation • Delivery • Completion 	5 Items in Leadership and Planning 12 Items in Processes 7 Items in People 10 Items in Performance
Measures	Requires that appropriate measures be defined and used.	Requires that specific metrics are focused on effectiveness and efficiency.
Recognition	Certification by Carnegie Mellon University at one of four Capability Levels (Levels 2, 3, 4, and 5). Certification is valid for a period of two years.	Certification by COPC at two levels: <ul style="list-style-type: none"> • Gold Standard for high-performing organizations • Base Standard for others Certificate is valid for one year.
Control	Standard is baselined for five years.	Standard is subject to revision annually.
URL	itsqc.cs.cmu.edu/escm	www.copc.com

4.2. Coverage of eSCM-SP Requirements by the COPC-2000 CSP Gold Standard

This section provides a brief overview of the extent to which the requirements of the COPC-2000 CSP Gold Standard address the requirements of each eSCM-SP Capability Area. It must be noted that the discussion in this section is strictly from the perspective of meeting eSCM-SP requirements. In other words, the discussion focuses on how organizations that have successfully implemented the requirements specified in the COPC-2000 CSP Gold Standard can leverage that investment toward adoption of the eSCM-SP, and vice versa. This is not a discussion of the relative merits of using the eSCM-SP over the COPC-2000 CSP Gold Standard. Figure 1 shows a graphical summary of the coverage of eSCM-SP Practices by the COPC-2000 CSP Gold Standard based on the detailed mappings provided in Appendix C.

Each Practice was compared to the corresponding Items in the COPC-2000 CSP Gold Standard. This Practice-level comparison was then given a label: “addressed,” “partially addressed,” or “not addressed.” Values were assigned to each label (1, 0.67, or 0, respectively), and the average of the Practice values provide a comparison value at the Capability Area level (Figure 1) and Category level (Figure 2). These values are “completely covered,” “largely covered,” “partially covered,” and “not covered”.

“Completely covered” means that the average coverage for the Capability Area is at least 0.8. “Largely covered” means that the greater part of the Capability Area is covered from the appropriate perspective; the average coverage of all Practices in the Capability Area was greater than 0.67. “Partially covered” means that a significant portion of the Capability Area is covered, but some requirements may not be explicitly covered. This corresponds to an average coverage of less than 0.67. Subjective judgment is involved in deciding how well requirements at different levels of abstraction and with different scopes and targets correspond. In addition, specific implementations may go beyond the requirements of either framework.

Figure 1 shows that organizations using the COPC-2000 CSP Gold Standard will have some advantage in initiating an eSCM-SP-based improvement program. As one might expect, however, there are unique contributions of the eSCM-SP that will add value to an improvement or quality initiative.

The mappings in Appendix C show in detail how the requirements of a given Practice in the eSCM-SP may be satisfied, completely or partially, by the requirements of one or more Items in the COPC-2000 CSP Gold Standard. Mappings of the coverage of eSCM-SP requirements by those of the COPC-2000 CSP Gold Standard are shown in Appendix D.

The following paragraphs summarize the coverage of each eSCM-SP Capability Area by the COPC-2000 CSP Gold Standard.

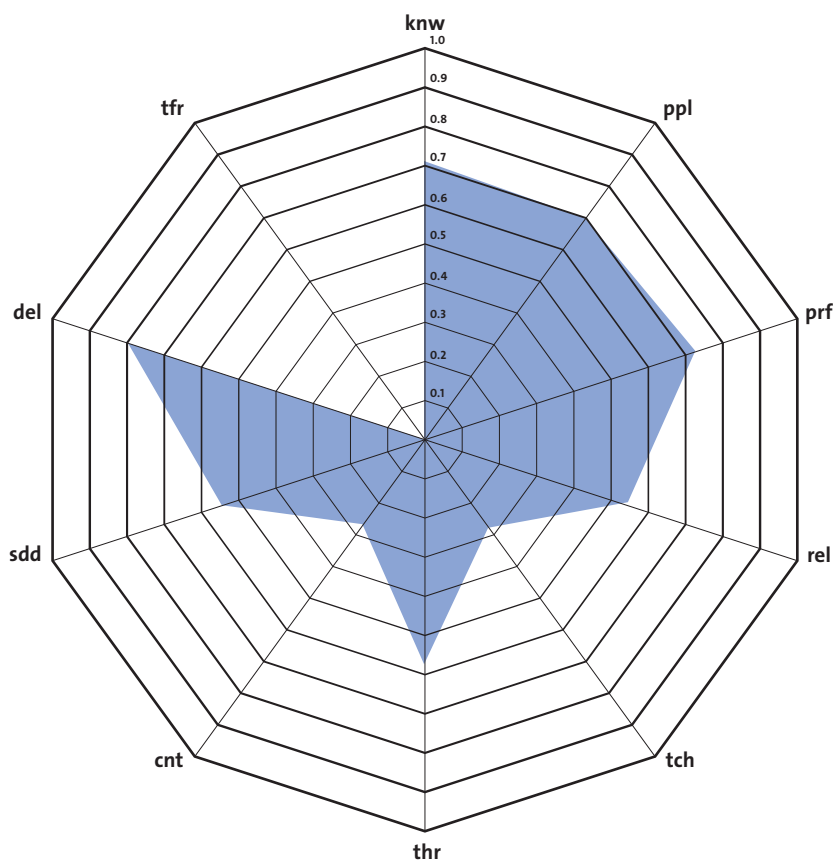


Figure 1
Coverage of the eSCM-SP requirements by the COPC-2000 CSP Gold Standard.

Capability Areas	
knw	Knowledge Management
ppl	People Management
prf	Performance Management
rel	Relationship Management
tch	Technology Management
thr	Threat Management
cnt	Contracting
sdd	Service Design & Deployment
del	Service Delivery
tfr	Service Transfer

Knowledge Management (knw)

The COPC-2000 CSP Gold Standard largely addresses the requirement of this Capability Area. The intent of Item 2.12 of the COPC-2000 CSP Gold Standard (Data and Information Availability and Update) is similar to that of the Knowledge Management Capability Area, although the eSCM-SP Practices collectively cover a broader scope. The COPC-2000 CSP Gold Standard satisfies the requirements of providing required information, using engagement knowledge, and using resource consumption data. It partially addresses the requirements of establishing a knowledge-sharing policy, establishing a knowledge system, and maintaining process assets and version control. Reusing work products is not explicitly addressed in the COPC-2000 CSP Gold Standard.

People Management (ppl)

The COPC-2000 CSP Gold Standard largely addresses the requirement of this Capability Area in its Category 3.0. The COPC-2000 CSP Gold Standard addresses the requirements for work environment, assigning responsibilities, and providing training, performance feedback, and rewards and recognitions. It partially addresses the requirements for defining responsibilities and authorities, maintaining workforce competency, and career planning. Encouraging entrepreneurship and innovation, and employee participation in decision making are not explicitly addressed in the COPC-2000 CSP Gold Standard.

Performance Management (prf)

The COPC-2000 CSP Gold Standard largely addresses the requirements of this Capability Area throughout the Standard. It satisfies the requirements for defining engagement objectives, defining organizational objectives, performing process verification, and organizational performance review, making improvements based on performance reviews, and establishing capability baselines. It partially addresses the requirements for providing adequate resources, improvement programs to achieve organizational objectives, and benchmarking. The term “resource” and “program” are used in a much broader sense in the eSCM-SP. Undertaking programs to prevent potential problems is not explicitly addressed in the COPC-2000 CSP Gold Standard.

Relationship Management (rel)

The COPC-2000 CSP Gold Standard partially addresses the requirements of this Capability Area, which addresses relationships not only with customers, but also with suppliers and partners. It partially addresses customer relationship management, supplier selection, supplier management, and value creation. Including partners in the Capability Area expands the scope of the eSCM-SP beyond the COPC-2000 CSP Gold Standard. The term “value creation” is used in a much broader sense in the eSCM-SP than in the COPC-2000 CSP Gold Standard, which uses that term to refer to developing new services. Identifying cultural fit and managing relationships with suppliers and partners are not explicitly addressed in the COPC-2000 CSP Gold Standard.

Technology Management (tch)

The COPC-2000 CSP Gold Standard partially addresses the requirements of this Capability Area. It addresses acquisition of new technology as part of developing new service capability. The requirements for proactively adopting new technology, optimizing performance of the technology infrastructure, establishing technology integration, and managing technology licenses are not explicitly addressed in the COPC-2000 CSP Gold Standard.

Threat Management (thr)

The COPC-2000 CSP Gold Standard partially addresses the requirements of this Capability Area. It satisfies the requirements for protecting intellectual property and establishing disaster recovery procedures. It partially satisfies the requirements for risk management and security. Compliance to statutory and regulatory requirements is not explicitly addressed in the COPC-2000 CSP Gold Standard.

Contracting (cnt)

The COPC-2000 CSP Gold Standard partially addresses this Capability Area. It partially satisfies the requirements for requirement gathering, requirement review, responding to customers’ requirements, and the use of market information about customers and prospective customers. Negotiation with customers, pricing, due diligence, contract creation, and contract amendments are not explicitly addressed in the COPC-2000 CSP Gold Standard.

Service Design & Deployment (sdd)

The COPC-2000 CSP Gold Standard partially addresses the requirements of this Capability Area. It addresses planning for design and deployment, service design, design verification, and service deployment. Obtaining design feedback from customers and developing service specifications are not addressed in the COPC-2000 CSP Gold Standard.

Service Delivery (del)

The COPC-2000 CSP Gold Standard largely addresses the requirements of this Capability Area. It satisfies the requirements for verification of service commitments, and problem correction and prevention. It partially addresses planning for service delivery, service modification, and financial management.

Service Transfer (tfr)

Service transfer is not explicitly addressed in the COPC-2000 CSP Gold Standard.

4.3. Coverage of the COPC-2000 CSP Gold Standard Requirements by the eSCM-SP

As seen in Figure 2, the eSCM-SP Practices satisfy most of the requirements of the COPC-2000 CSP Gold Standard. The eSCM-SP largely addresses the requirements of the People, Process, and Leadership Categories. It partially addresses the requirements of the Performance Category. Some COPC-2000 CSP Gold Standard performance measures are not explicitly addressed by the eSCM-SP, which requires the organization to define and use relevant measures. The score for each Category is the average score for the Items, as detailed in Appendix D.

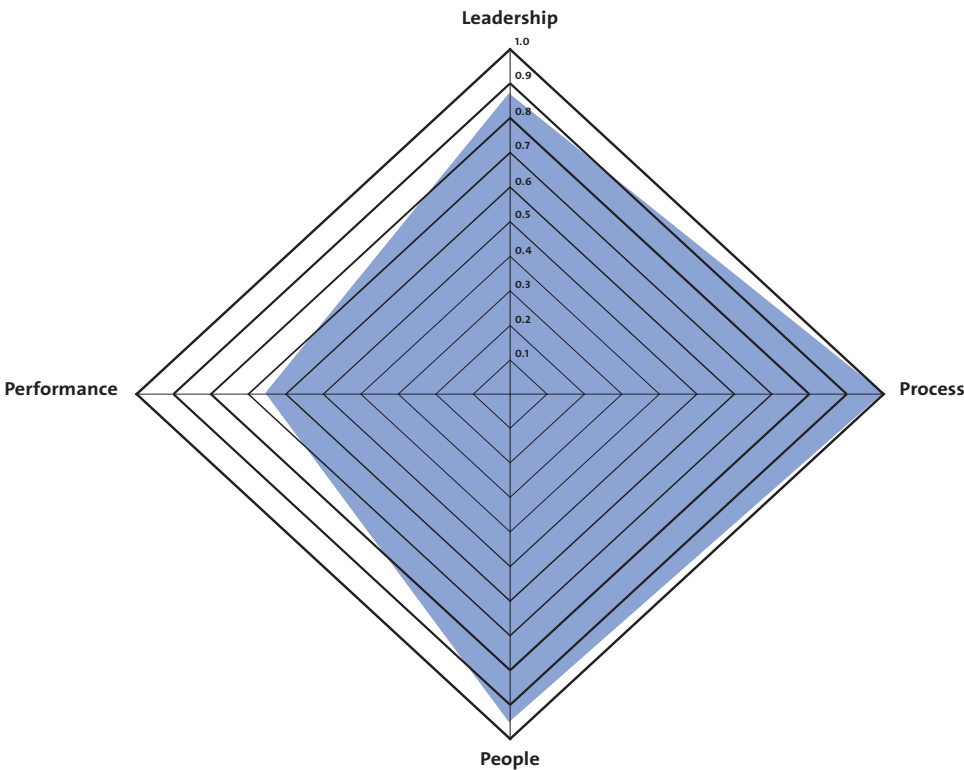


Figure 2
Coverage of COPC-2000 CSP Gold Standard requirements by the eSCM-SP v2

4.4 Challenges to Mapping

Although discussion in the previous section shows some amount of overlap between the eSCM-SP and the COPC-2000 CSP Gold Standard, several challenges arose as they were compared. These challenges do not materially impact the ability of an organization currently using the COPC-2000 CSP Gold Standard to adopt the eSCM-SP or vice versa. Choices should be based on the business priorities of the organization.

4.4.1. Differences in Primary Focus and Scope

The primary objectives of the eSCM-SP and the COPC-2000 CSP Gold Standard are different. The focus of the eSCM-SP is capability improvement. It provides best practices that address the complete sourcing life-cycle. The COPC-2000 CSP Gold Standard focuses on providing a performance framework for customer-centric service operations.

Hence these two documents emphasize the aspects that are critical to achieve the primary objectives of each framework. Other aspects are often stated as an implicit requirement or subsumed in some other requirement. Since the COPC-2000 CSP Gold Standard is a standard for establishing a performance management system, it emphasizes the aspects that are important from this perspective (e.g., Leadership & Planning, Performance). Requirements for those aspects are explicitly defined in separate categories. Other aspects of service delivery (e.g., planning for service delivery, service modifications) are subsumed in Process Control and Transaction Monitoring. On the other hand, eSCM-SP has a Capability Area on Service Delivery.

4.4.2. Difference in Structure

The eSCM-SP and the COPC-2000 CSP Gold Standard have different structures. The eSCM-SP defines five Capability Levels, ten Capability Areas and four phases of the Sourcing Life-cycle. Each eSCM-SP Practice contains a set of Activities, Sub-activities, and explanatory statements. Individual Activities by themselves do not represent a unit of implementation. Since the eSCM-SP has multiple Capability Levels, many higher-level Practices build on lower-level Practices. In a few instances, a COPC-2000 CSP Gold Standard Item addresses parts of Level 2 and Level 3 Practices of the eSCM-SP (e.g., Practices on risk management and training).

The COPC-2000 CSP Gold Standard has a flat structure of Items divided into four Categories. Organizations must implement all the Items and meet the required performance criteria for certification. This comparison document considers the COPC-2000 CSP Gold Standard Items to be equivalent to eSCM-SP Practices. But relationships are not always one to one. There are instances where requirements of a COPC-2000 CSP Gold Standard Item are addressed by an Activity or a set of Activities and/or Sub-activities of eSCM-SP Practices.

4.4.3. Specific vs. Generic

The COPC-2000 CSP Gold Standard provides specific recommendations about measures, sample size, performance expectations, Key Customer Related Processes, and Key Support Processes for some identified types of business operations. Those recommendations are provided in the form of Exhibits within the COPC-2000 CSP Gold Standard (Exhibit 1A-1H). Specific recommendations may be helpful for the providers of those services listed in the Exhibits. The generic nature of eSCM-SP Practices increases the Model's scope of application. It can be used for any type of IT-enabled sourcing engagement.

5. Conclusions

The eSCM-SP and the COPC-2000 CSP Gold Standard are similar in terms of target audience and applicability; both are developed for service providers and applicable for service provision. There is substantial overlap in the Capability Areas of Performance Management, People Management, Knowledge Management, and Service Delivery, although the two frameworks have different primary focus, objective, and scope.

An organization can benefit from using both the eSCM-SP and the COPC-2000 CSP Gold Standard. However, neither is a prerequisite for the other. This document is not a recommendation for selecting one model over the other. Each organization decides to use both or migrate from one to the other based purely on its own business needs.

The eSCM-SP and the COPC-2000 CSP Gold Standard complement and supplement each other in many ways. Some eSCM-SP Practices are supplemental to COPC-2000 CSP Gold Standard Items and vice versa. For example, eSCM-SP Practices on Knowledge Management supplement the COPC-2000 CSP Gold Standard Item 2.12 (Data and Information Availability and Update). Similarly, Category 1.0 (Leadership and Planning) of COPC-2000 CSP Gold Standard supplements the Organization Objective and Organizational Performance Review Practices of the eSCM-SP.

An organization using the COPC-2000 CSP Gold Standard will benefit from the strengths that the eSCM-SP provides in its Contracting, Service Transfer, Technology Management, Threat Management, and Relationship Management Capability Areas. Its five-level capability improvement framework provides a performance improvement road map for service providers. Like every improvement program, the eSCM-SP requires measurement activities. By linking performance with results, the COPC-2000 CSP Gold Standard facilitates such an improvement journey. Also, if a service provider is in the business of customer centric operations (as defined in section 3), the list of Key Customer Related Processes (KCRPs), Key Support Processes (KSPs), and measures recommended in the COPC-2000 CSP Gold Standard's Exhibits 1A–1H will be helpful in implementing many eSCM-SP Practices.

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Appendix A: Description of the eSCM-SP v2

This section provides a detailed description of the eSourcing Capability Model for Service Providers (eSCM-SP) v2 [Hyder 2004a, Hyder 2004b].

A.1. Rationale Behind Development of the eSCM-SP

IT-enabled sourcing, or eSourcing, uses information technology as a key component of service delivery or as an enabler for delivering services. It is often provided remotely, using telecommunication or data networks. These services currently range from routine and non-critical tasks that are resource intensive and operational in nature to strategic processes that directly impact revenues.

IT-enabled services are being sourced at a rapid rate. The evolution of the Internet and the global telecommunications infrastructure has provided client organizations with a choice of service providers located anywhere in the world. Simultaneously, competitive pressures have driven organizations to find the most cost-effective way to get the IT-enabled services they need while maintaining or improving their quality of service.

Sourcing failures are largely related to a core set of critical issues affecting sourcing relationships. Based on literature review [Kumar 2001] and interviews with eSourcing service providers and clients, issues critical for successful eSourcing have been identified. These include developing and sustaining stakeholder relationships, building and keeping a competent workforce, defining and delivering quality service, assessing and managing threats (e.g., disasters, invasion of networks), remaining competitive through innovation and improvement, and managing transitions of resources and services.

The combination of high growth and significant failures in eSourcing highlights a growing need: clients and service providers both need to be able to address the critical issues in sourcing in order to increase their probability of success. Individually and as a whole, existing frameworks do not address all of the critical issues in eSourcing. Also, many of these frameworks do not readily provide methods to assess the capabilities of IT-enabled service providers to establish, manage, and improve relationships with clients.

A.2. Structure of the eSCM-SP v2

Released in April 2004, the eSCM-SP v2 is composed of 84 Practices, which can be thought of as “best practices” associated with successful sourcing relationships. Each Practice is assigned a value along three dimensions: Sourcing Life-cycle, Capability Area, and Capability Level.

Each of the 84 Practices in the eSCM-SP contains information about a sourcing best practice. This information includes a statement summarizing the best practice, a description of the best practice, a list of activities needing to be performed, and supplemental information that helps clarify the nature of those activities. For more information on the structure of the 84 Practices, see *The eSourcing Capability Model for Service Providers (eSCM-SP) v2, Part 2: Practice Details* [Hyder 2004b].

A.2.1. Sourcing Life-cycle

Although most quality models focus only on delivery capabilities, in eSourcing there are also critical issues associated with initiation and completion of engagements. The first dimension of the eSCM-SP Practices highlights where in the Sourcing Life-cycle each Practice is most relevant. The Sourcing Life-cycle is divided into Ongoing, Initiation, Delivery, and Completion. Ongoing Practices span the entire Sourcing Life-cycle, while Initiation, Delivery, and Completion Practices occur in specific phases of that Life-cycle.

Ongoing Practices represent management functions that need to be performed during the entire Sourcing Life-cycle. In order to meet the intent of these Practices, it is important to perform them across the whole life-cycle; an organization that only performs an Ongoing Practice during Delivery is not meeting the intent of the Practice. Initiation Practices focus on the capabilities needed to effectively prepare for service delivery. These Practices are concerned with gathering requirements, negotiating, contracting, and designing and deploying the service, including transferring the necessary resources. Delivery Practices focus on service delivery capabilities, including the ongoing management of service delivery, verification that commitments are being met, and management of the finances associated with the service provision. Completion Practices focus on the capabilities needed to effectively close down an engagement at the end of the Sourcing Life-cycle. They mainly include the transition of resources to the client, or to a third party, from the service provider.

A.2.2. Capability Areas

Delivery of eSourcing occurs through a series of interdependent functions that enables service providers to effectively deliver service. The second dimension of the eSCM-SP, Capability Areas, provides logical groupings of Practices to help users better remember and intellectually manage the content of the Model. These groupings allow service providers to build or demonstrate capabilities in each critical sourcing function, addressing all of the critical sourcing issues discussed above.

All of the Ongoing Practices are contained within six of the ten Capability Areas: Knowledge Management, People Management, Performance Management, Relationship Management, Technology Management, and Threat Management. The other four Capability Areas are temporal and are typically associated with a single phase of the Sourcing Life-cycle: Initiation, Delivery, or Completion. The exception is Service Transfer, which includes both Initiation and Completion Practices. In addition to Service Transfer, these temporal Capability Areas are Contracting, Service Design & Deployment, and Service Delivery.

The Knowledge Management Practices focus on managing information and knowledge systems so that personnel have easy access to the knowledge they need to effectively perform their work. This Capability Area addresses the critical issues of capturing and using knowledge, and measuring and analyzing reasons for termination.

The People Management Practices focus on managing and motivating personnel to effectively deliver services. They address understanding the organization's needs for personnel and skills, filling those needs, and encouraging the appropriate behaviors to effectively deliver service. This Capability Area addresses the critical issues of establishing

and maintaining an effective work environment, building and maintaining competencies, and managing employee satisfaction, motivation, and retention.

The Performance Management Practices focus on managing the organization's performance to ensure that the client's requirements are being met, that the organization is continually learning from its experience, and that the organization is continually improving across engagements. These Practices address the effective capture, analysis, and use of data, including data on the organization's capabilities relative to its competitors. This Capability Area primarily addresses the critical issues of maintaining competitive advantage, innovating, building flexibility, and increasing responsiveness. It also addresses monitoring and controlling activities to consistently meet service delivery commitments.

The Relationship Management Practices focus on actively managing relationships with stakeholders, including the client, as well as suppliers and partners who are integral to the delivery of services to the client. Relationship Management primarily addresses the critical issues of managing stakeholder expectations, establishing and maintaining trust and ensuring the effectiveness of interactions with stakeholders, managing supplier and partner relationships, managing the cultural differences between stakeholders, and monitoring and managing the client's and end-users' satisfaction. This Capability Area also addresses innovating, building flexibility, increasing responsiveness, establishing well-defined contracts with stakeholders, and maintaining a competitive advantage.

The Technology Management Practices focus on managing the availability and adequacy of the technology infrastructure used to support the delivery of the services. Their focus covers controlling the existing technology, managing changes to that technology, and appropriately integrating the technology infrastructure with the client, suppliers, and partners to effectively deliver service. This Capability Area addresses the critical issue of managing rapid technological shifts and maintaining technology availability, reliability, accessibility, and security. It also addresses innovating, building flexibility, and increasing responsiveness.

The Threat Management Practices focus on identifying and actively managing threats to the organization's ability to meet its objectives and the requirements of the client. They focus on active risk management, paying particular attention to the risks associated with security, confidentiality, infrastructure, and disasters that may disrupt service or fail to meet the requirements of the client. This Capability Area addresses the critical issues of managing clients' security, and ensuring compliance with statutory and regulatory requirements. It also addresses maintaining the continuity of service delivery, managing rapid technological shifts, and maintaining the availability, reliability, accessibility, and security of the technology.

The Contracting Practices focus on effectively managing the process of gathering client requirements, analyzing them, and negotiating a formal agreement that describes how the service provider will meet those requirements. A critical component of contracting is understanding the client's expectations and needs, and agreeing with the client on how the organization will meet those requirements. All Contracting Practices are in Initiation. This

Capability Area addresses the critical issues of translating implicit and explicit needs into the defined requirements, and establishing well-defined contracts with stakeholders.

The Service Design & Deployment Practices focus on translating the client's requirements and the contract language of what will be provided into a detailed design for how it will be provided, and on effectively deploying that design. This Capability Area is closely related to the Contracting Capability Area. All Service Design & Deployment Practices are in the Initiation phase. This Capability Area addresses the critical issue of reviewing service design and deployment to ensure adequate coverage of the requirements. It also addresses developing procedures for monitoring and controlling activities to consistently meet service delivery commitments.

The Service Delivery Practices focus on the continued delivery of services according to commitments made to clients and based on service designs. They include planning and tracking of the service delivery activities. The Service Delivery Practices are the only ones in Delivery. This Capability Area addresses the critical issues of monitoring and controlling activities to consistently meet service delivery commitments, and maintaining continuity of service delivery. It also addresses establishing well-defined contracts with stakeholders, and maintaining a competitive advantage.

The Service Transfer Practices focus on transferring resources between service providers and clients or other service providers. In Initiation the resources are transferred to the organization as it takes responsibility for service delivery. This transfer may include people, processes, technology, and knowledge needed to effectively perform that service delivery. In Completion the organization transfers resources to the new service provider (either the client or an external service provider) in a manner that ensures continued service to the client during the transfer period. This Capability Area addresses the critical issues of smoothly transferring services and resources, and capturing and transferring the knowledge gained during the engagement to the client during contract completion. It also addresses maintaining continuity of service delivery.

A.2.3. Capability Levels

The third dimension in the eSCM-SP is Capability Levels. The five Capability Levels of the eSCM-SP describe an improvement path that clients should expect service providers to travel. This path starts from a desire to provide eSourcing services, and continues to the highest level, demonstrating an ability to sustain excellence.

The capabilities of Level 1 service providers vary widely. Some may have almost none of the eSCM-SP Practices implemented. These providers are very likely to be a high risk to work with because they often promise more than they deliver. Other service providers may have many of the eSCM-SP Practices implemented, including some Practices at Capability Levels 3 and 4. Because these service providers have not fully implemented all of the Capability Level 2 Practices, they may meet many of the client's needs successfully, but there will still be a risk of failure in areas where they have not implemented the necessary eSCM-SP Practices.

Service providers at Capability Level 2 have formalized procedures for capturing requirements and delivering the services according to commitments made to clients and

other stakeholders. These providers are able to deliver specific services according to stated client expectations, given that the services do not significantly vary from the provider's experiences. At Capability Level 2 the service provider is able to systematically capture and understand requirements, design and deploy services to meet the requirements, and successfully deliver the services according to agreed-upon service levels.

The infrastructure (e.g., work environment, training, technology, and information) is in place to support consistent performance of work that meets the service provider's commitments. Level 2 service providers have implemented all of the Capability Level 2 Practices and can demonstrate their effective usage.

Service providers at Capability Level 3 are able to deliver services according to stated requirements, even if the required services differ significantly from the providers' experience. At Level 3 the service provider is able to manage its performance across the organization, understand targeted market services and their varying requirements (including specific cultural attributes), identify and manage risks across engagements, and design and deliver services based on established procedures. The service provider supports this capability through sharing and using knowledge gained from previous engagements, objectively measuring and rewarding personnel performance, and monitoring and controlling technology infrastructure. Having established systems for forming and managing client relationships, providers at Capability Level 3 continuously aim to improve the services delivered. Improvements are reactive and are typically generated from the defined measurement and verification activities. The Level 3 service provider demonstrates measurable improvement with respect to organizational objectives. Organizational learning improves performance across engagements. Level 3 providers have effectively implemented all of the Level 2 and 3 Practices.

Service providers at Capability Level 4 are able to continuously innovate to add statistically and practically significant value to the services they provide to their clients and other stakeholders. At Capability Level 4 the service provider is able to customize its approach and service for clients and prospective clients, understand client perceptions, and predict its performance based on previous experiences. The service provider supports this capability through systematically evaluating and incorporating technology advances and setting performance goals from a comparative analysis of its current performance as well as from internal and external benchmarks. Level 4 providers systematically plan, implement, and control their own improvement, typically generating these plans from their own performance benchmarks. They have effectively implemented all 84 of the Capability Level 2, 3, and 4 Practices.

Service providers at Capability Level 5 have demonstrated measurable, sustained, and consistent performance excellence and improvement by effectively implementing all of the Capability Level 2, 3, and 4 practices for two or more consecutive Certification Evaluations covering a period of at least two years. There are no additional Practices required to reach Capability Level 5; effective, continued, implementation of all the eSCM-SP Practices in a rapidly changing environment shows an ability to sustain excellence throughout the organization over time.

A.3. Capability Determination Methods

ITsqc provides four methods that can be used to assess the capabilities of service providers relative to the eSCM-SP Capability Levels. The four Capability Determination Methods systematically analyze evidence of the provider's implementation of the eSCM-SP v2 Practices to determine what Capability Level their organization has achieved [Hyder 2004a]. The Capability Determination may be of interest to, or required by, current or prospective clients of the service provider within a sourcing selection process. In this context, the Methods provide a consistent way for clients to evaluate their existing service providers or to compare two or more prospective providers. The knowledge from such an eSCM-SP Capability Determination may be used by clients to assess the risks and benefits of selecting a given service provider. Capability Determination may also be sponsored by service providers with the objective of evaluating their current capabilities and defining targets for self-improvement. In this context, the organization may or may not seek formal certification at an eSCM-SP Capability Level.

The four Capability Determination Methods that are available from ITsqc are (1) Full Evaluation, (2) Full Self-appraisal, (3) Mini Evaluation, and (4) Mini Self-appraisal. The five major differences among these methods are (1) their purpose and outcome, (2) who conducts them, (3) who leads them, (4) who sponsors them, and (5) the number of eSCM-SP Practices that are analyzed (i.e., the model scope). Table 2 summarizes the four Methods.

Table 2
eSCM-SP Capability Determination Methods

		Evaluation	Self-appraisal
FULL	Purpose	For certification	To prepare for a Full Evaluation or launch or validate an improvement effort. No certification.
	Team	External, trained & authorized by Carnegie Mellon University	Internal, external, or combination
	Lead evaluator	Required	Strongly Recommended
	Sponsor	Client or service provider	Service provider
	Model scope	All eSCM-SP Practices	All eSCM-SP Practices
MINI	Purpose	To prepare for a Full Evaluation or as part of a provider selection process. No certification.	To launch or validate an improvement effort. No certification.
	Team	External, trained & authorized by Carnegie Mellon University	Internal, external, or combination
	Lead evaluator	Required	Recommended
	Sponsor	Client or service provider	Service provider
	Model scope	Subset of eSCM-SP Practices	Subset of eSCM-SP Practices

Only the Full Evaluation leads to an ITsqc certification. It is a third-party external evaluation of a service provider's capability. It is based on evidence of the provider's implementation of all the Practices in the eSCM-SP, and is sponsored by the service provider or by its client(s). Members of the evaluation team must be trained by Carnegie Mellon University and must be authorized to perform external evaluations of service providers. An authorized Lead Evaluator must head the evaluation effort. The evaluation data is rigorously reviewed by a certification board at Carnegie Mellon University and, when warranted, results in certification by Carnegie Mellon of the provider's capability. Organizations can be Certified eSCM-SP-compliant at Capability Levels 2, 3, 4, or 5.

Appendix B: Description of the COPC-2000 CSP Gold Standard

This section provides a more detailed description of the COPC-2000 CSP Gold Standard, Release 3.4.

B.1. COPC-2000 CSP Gold Standard Framework

The criteria and framework of the Malcolm Baldrige National Quality Award provided the foundation of the COPC-2000 CSP Gold Standard, and were suitably modified to address specific requirements of the customer service provider (CSP) industry. The COPC-2000 CSP Gold Standard divides performance management criteria into four categories: Leadership and Planning, Process, People, and Performance. As shown in Table 3, the four categories are placed into three major building blocks known as Drivers, Enablers, and Goals.

Drivers

An organization needs to have able leadership and effective planning processes in place to facilitate effective performance management. Senior management needs to set the direction for customer-focused performance management. Category 1.0 (Leadership and Planning) of the COPC-2000 CSP Gold Standard acts as the driver of the system.

Enablers

To achieve performance targets set by the Drivers, an organization needs to have Enablers to facilitate the achievement of its goals. A skilled workforce and efficient processes enable better performance in this Standard. Requirements for establishing effective Enablers are stated in Categories 2.0 (Process) and 3.0 (People).

Goals

A CSP needs to have a performance measurement system in place to objectively verify whether it is meeting its desired performance targets. These requirements are stated in Category 4.0 (Performance) and Exhibit 1 of the Standard.

Table 3
COPC-2000 CSP Gold Standard Framework

Drivers	Enablers	Goals
1.0 Leadership and Planning	2.0 Process	4.0 Performance
1.1 Direction	2.1 Develop New Servicing Capabilities	4.1 Client Satisfaction & Dissatisfaction
1.2 Strategic Planning	2.2 Implement New Services	4.2 End-user Satisfaction & Dissatisfaction
1.3 Business Planning	2.3 Process Control	4.3 Service & Quality Performance
1.4 Performance Review	2.4 Process Improvement	4.4 Key Supplier Performance
1.5 Management System Review	2.5 Process Audit	4.5 Process Level Efficiency
	2.6 Transaction Monitoring	4.6 Asset Efficiency
	2.7 Staffing and Scheduling	4.7 Staff Attrition
	2.8 Contingency Planning	4.8 Staff Satisfaction
	2.9 CUIKA ²	4.9 Cost of Poor Quality
	2.10 Data Security	4.10 Achieving Results
	2.11 End-user Privacy	
	2.12 Data & Information Availability	
	3.0 People	
	3.1 Define Jobs	
	3.2 Recruitment	
	3.3 Training & Development	
	3.4 Verify Skill & Knowledge	
	3.5 Staff Performance Management	
	3.6 Compensation & Recognition	
	3.7 Work Environment	

B.1.1. Categories

1.0 Leadership and Planning

It is expected that senior management of a CSP organization will set long-term and short-term direction (vision and mission) to demonstrate its commitment to its clients and end users. The CSP will prepare strategic plans and business plans to achieve their objectives. The CSP should also have a system of periodic performance reviews to track progress with respect to the plans. These requirements are defined in five different Items under Category 1.0.

2.0 Processes

Category 2.0 of the COPC-2000 CSP Gold Standard focuses on the Key Customer Related Processes (KCRPs) and the Key Support Processes (KSPs) required by a CSP for developing and delivering superior service. The scope of this Category is very wide, and includes process management, development and implementation of new services, delivery planning, contingency planning, transaction monitoring, data security, and privacy and information availability. There are 12 Items in this Category stating various requirements.

3.0 People

A skilled and motivated workforce is required to achieve better performance. A CSP needs to identify the skills required for a job, have a process for hiring personnel with the right skills, and provide training for continual development of the workforce. To motivate a skilled

² CUIKA stands for the following data requirements described in the standard:
 “The SCP must ensure that data
 1. are Collected
 2. are Usable
 3. have Integrity
 4. are Known by the appropriate personnel
 5. leads to Action”

workforce, the CSP needs to provide a proper work environment, establish a performance management system, and provide appropriate rewards to high performers. These requirements are defined in seven Items under Category 3.o.

4.o Performance

This Category defines the measures and performance expectations for a CSP. Key measures recommended under Category 4.o are customer, end-user, and staff satisfaction; service and quality performance; supplier performance; process efficiency; and resource utilization. Category 4.o also describes the following considerations:

- ▶ what to measure (with suggested attributes)
- ▶ how to set a target
- ▶ minimum periodicity of measurements
- ▶ recommended sample size
- ▶ waiver criteria (if any)

There are ten items in Category 4.o.

B.1.2. Exhibits

Exhibit 1 lists the Key Customer Related Process (KCRPs) and Key Support Processes (KSPs) required for different types of customer service providers (e.g., fulfillment centers, inbound customer contact centers). Example measures for each process are provided in Exhibits 1A through 1H. It should be noted that the requirements defined in Categories 1.o to 4.o and Exhibit 1 are required components of the Standard.

Exhibits A-H provide illustrations of typical KCRPs and KSPs for the following types of service:

- A** Inbound customer contact center services
- B** Fulfillment
- C** Technical support / help-line / help desk
- D** Outbound contact management
- E** Electronic commerce
- F** Collections
- G** Healthcare insurance
- H** Business process outsourcing

Typical measures listed in the Exhibits include on-time, backlog, accuracy, volume, and efficiency. Service providers can add processes and measures if required by the customer or business. These Exhibits are referenced from Category 4.o.

B.2. COPC-2000 CSP Gold Standard Certification

COPC-2000 CSP Gold Standard certificates are issued by the Customer Operation Performance Center Inc. (COPC), which manages the certification process in USA. COPC-2000 CSP Gold Standard has licensed some organizations outside North America to oversee the certification process and send recommendations to COPC for certification.

To be certified under the COPC-2000 CSP Gold Standard, a CSP needs to collect data for the identified measures. It also needs to demonstrate that it is meeting or exceeding the targeted performance levels for the identified measures. A minimum of nine consecutive months' data is required for first-time certification. The COPC-2000 CSP Gold Standard certification process consists of multiple stages and takes typically nine to twelve months to complete the whole process. COPC initially conducts a baseline assessment and identifies gaps. A compliance audit is conducted after the organization has filled all the gaps.

After initial certification, an organization has to go through a recertification audit every year. COPC conducts a midyear review of the organization's performance through the performance metrics. There is no impact on the status of certification if non-compliances are observed during the midyear review, however the organization has to initiate corrective actions to correct the non-compliances.

A minimum of twelve consecutive months' data is required for re-certification. During re-certification the service providers also need to show sustained improvement. To demonstrate this, the organization must show a minimum of three consecutive data points above the previous performance level for each measure.

Appendix C: Detailed Mapping of eSCM-SP Requirements in the COPC-2000 CSP Gold Standard

In support of the high-level comparison provided in section 4.2, this section provides a detailed mapping eSCM-SP Practices with the Items of the COPC-2000 CSP Gold Standard. The objective of this comparison is to demonstrate the extent of coverage of eSCM-SP requirements by the COPC-2000 CSP Gold Standard. This is only an indicative comparison based on the requirements of the two frameworks. This comparison should be used as a guideline, rather than treating the information as if the relationships are required. A high-level summary of the relationships is shown in Figure 3.

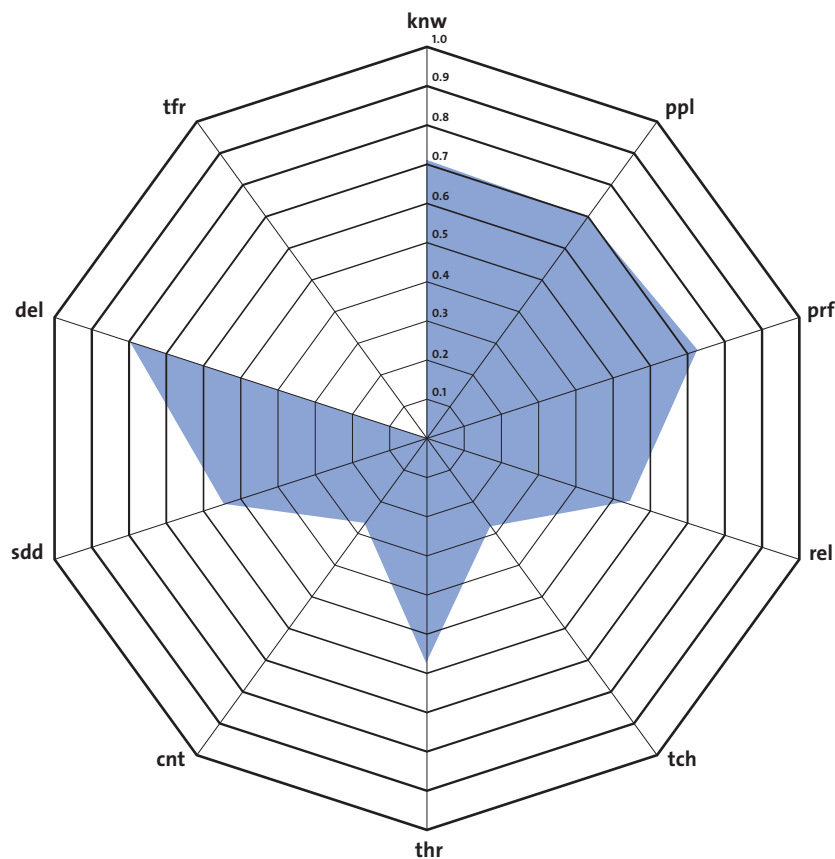


Figure 3
(For reference; identical to Figure 1)
Coverage of eSCM-SP v2 Requirements
by COPC-2000 CSP Gold Standard.

Capability Areas

knw	Knowledge Management
ppl	People Management
prf	Performance Management
rel	Relationship Management
tch	Technology Management
thr	Threat Management
cnt	Contracting
sdd	Service Design & Deployment
del	Service Delivery
tfr	Service Transfer

The mappings in this section are organized according to the Capability Areas of the eSCM-SP.

The following symbols are used to show coverage of eSCM-SP requirements by the COPC-2000 CSP Gold Standard:

Symbol	Interpretation
●	The eSCM-SP Practice is addressed in the COPC-2000 CSP Gold Standard.
○	The eSCM-SP Practice is only partially addressed in the COPC-2000 CSP Gold Standard.
∅	The eSCM-SP Practice is not explicitly addressed in the COPC-2000 CSP Gold Standard (to any significant degree).

Knowledge Management (knw)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
knw01: Share knowledge	○	2.12: Data and Information Availability and Update	The need for a documented policy is an implied requirement in the COPC-2000 CSP Gold Standard.
knw02: Provide required information	●	2.12: Data and Information Availability and Update	Both frameworks cover an identical scope.
knw03: Knowledge system	○	2.12: Data and Information Availability and Update	The establishment of a formal knowledge system is not explicitly mentioned in the COPC-2000 CSP Gold Standard. This Practice is partially addressed.
knw04: Process assets	○	2.12: Data and Information Availability and Update	The intent of this Practice is overall process management. Besides managing process assets, the Practice also addresses the establishment of a measurement repository and tailoring guidelines. The COPC-2000 CSP Gold Standard item partially addresses these requirements.
knw05: Engagement knowledge	○	2.9: CUIKA 4.1: Client Satisfaction 4.2: End-user Satisfaction	Both frameworks cover an identical scope for the data collected in the COPC-2000 CSP Gold Standard, but knw05 covers a potentially larger set of engagement knowledge than is covered by just client satisfaction.
knw06: Reuse	∅		Reuse of work products is not explicitly addressed in the COPC-2000 CSP Gold Standard.
knw07: Version & change control	○	2.0: Process	Version control and change control are not specifically mentioned in the COPC-2000 CSP Gold Standard. This is an implied requirement of process management.
knw08: Resource consumption	○	4.6: Asset Efficiency	Both frameworks have a similar approach. The eSCM-SP addresses resource consumption and utilization for the identified resources, while the COPC-2000 CSP Gold Standard addresses only the management of a single, most-relevant metric for asset efficiency.

People Management (ppl)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
pplo1: Encourage innovation	∅		Policies for encouraging innovation and entrepreneurship are not explicitly addressed in the COPC-2000 CSP Gold Standard.
pplo2: Participation in decisions	∅		The need for employee participation in decision making is not explicitly addressed in the COPC-2000 CSP Gold Standard.
pplo3: Work environment	●	3.7: Work Environment 4.8: Staff Satisfaction, Absenteeism & Safety	Both frameworks provide equivalent coverage on this aspect.
pplo4: Assign responsibilities	●	3.1: Defining Jobs 3.2: Recruiting & Hiring	Although assignment of responsibilities is not specifically mentioned in the COPC-2000 CSP Gold Standard, a similar intent is achieved through these two items.
pplo5: Define roles	○	3.1: Defining Jobs	The formal definition of roles, responsibilities, and authorities is not explicitly mentioned in the COPC-2000 CSP Gold Standard. It is implied in Item 3.1. Explicit requirements defined in the eSCM-SP Practice place greater emphasis on this aspect.
pplo6: Workforce competencies	○	3.3: Training & Development 3.2: Recruiting & Hiring	The Practice covers a broader scope by including future competency needs, a competency gap analysis, planning for competency development, etc.
pplo7: Plan & deliver training	○	3.3: Training & Development	The Practice covers a broader scope by including training on long-term career development needs, and the organization's training plan.
pplo8: Personnel competencies	●	3.3: Training & Development	Both frameworks provide equivalent coverage for this aspect.
pplo9: Performance feedback	●	3.5: Staff Performance Management 3.4: Verifying Skill & Knowledge 2.6: Transaction Monitoring	Both frameworks cover a similar scope for this aspect.
pplo10: Career development	∅	3.3: Training & Development	Career planning and development is not explicitly addressed in the COPC-2000 CSP Gold Standard.
pplo11: Rewards	●	3.6: Compensation & Recognition	Both frameworks cover a similar scope for this aspect.

Performance Management (prf)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
prf01: Engagement objectives	●	1.1: Statement of Direction	Engagement objective is included in the statement of direction in the COPC-2000 CSP Gold Standard. Both frameworks cover a similar scope.
prf02: Verify processes	●	2.5: Process Audits	Both frameworks cover a similar scope.
prf03: Adequate resources	○	2.7: Staffing & Scheduling	The term “Resource” is defined in a much broader sense in the eSCM-SP. It includes human resource, infrastructure, knowledge assets, etc. The COPC-2000 CSP Gold Standard Item 2.7 addresses only staffing.
prf04: Organizational objectives	●	1.1: Statement of Direction 1.2: Strategic & Annual Planning 1.3: Business Strategies & Plan 2.9: CUIKA	These Items of the COPC-2000 CSP Gold Standard collectively define a similar scope for leadership and planning. Explicit requirements for strategic planning and business planning process, and annual business planning are stated in the COPC-2000 CSP Gold Standard. It also specifically mentions setting quantified targets for financial and non-financial performance.
prf05: Review organizational performance	●	1.4: Reviewing Performance 1.5: Management System Review 4.3: Service & Quality Performance	Both frameworks cover a similar scope.
prf06: Make improvements	●	2.4: Process Improvement	Both frameworks address a requirement for continuous improvement based on analysis of the organization's performance.
prf07: Achieve organizational objectives	○	2.2: Implementing New Products, Service, Programs 2.4: Process Improvement	The word “Program” is used in a broader sense in the eSCM-SP. It implies undertaking specific improvement initiatives to achieve the organization's objectives and/or process improvements (other than regular process improvement initiatives).
prf08: Capability baselines	●	2.3: Process Control 2.9: CUIKA 4.3: Service & Quality Performance 4.5: Process Level Efficiency	The words “Capability baseline” are not explicitly mentioned in the COPC-2000 CSP Gold Standard, however these Items address setting targets based on internal plans and external benchmarks. Item 2.3 requires the use of statistical process control.
prf09: Benchmark	○	4.3: Service & Quality Performance	The need for benchmarking is addressed in 4.3.8 of the COPC-2000 CSP Gold Standard. However, the eSCM-SP Practice covers a much broader scope by including three different types of benchmarking and defining criteria for identifying peer groups.
prf10: Prevent potential problems	∅		The intent of this Practice is to initiate programs to proactively identify potential problems and to take appropriate preventive actions. No analogues are found in the COPC-2000 CSP Gold Standard.
prf11: Deploy innovations	○	2.1: Developing New Capabilities	The word “Innovation” is used in a larger context in the eSCM-SP. However, it is addressed to some extent in the COPC-2000 CSP Gold Standard item that addresses new service capability.

Relationship Management (rel)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
rel01: Client interactions	○	4.1: Client Satisfaction 4.2: End-user Satisfaction	These two items imply some form of interaction with clients. The eSCM-SP Practice covers a broader scope through the explicit requirement for a procedure on this subject.
rel02: Select suppliers & partners	○	2.1: Developing New Capabilities	The supplier selection process is not explicitly addressed in the COPC-2000 CSP Gold Standard, although Item 2.1.3 mentions identifying new suppliers required for delivering new capabilities. The eSCM-SP Practice defines detailed requirements for supplier evaluation and selection.
rel03: Manage suppliers & partners	○	4.4: Key Supplier Performance	Both frameworks address monitoring suppliers' performance. The eSCM-SP Practice covers a broader scope by including partners. The eSCM-SP Practice is written from a relationship management perspective.
rel04: Cultural fit	∅		The identification of cultural attributes is not explicitly addressed in the COPC-2000 CSP Gold Standard.
rel05: Stakeholder information	○	2.1: Developing New Capabilities	Item 2.1.1 of the COPC-2000 CSP Gold Standard indicates surveys as one source of input for identifying the future expectations of clients and end users. The corresponding eSCM-SP Practice defines a broader scope by including information about client business drivers and objectives, clients' use of service, client culture, etc.
rel06: Client relationships	○	4.1: Client Satisfaction 4.2: End-user Satisfaction	Customer and end-user satisfaction measurements are required by the COPC-2000 CSP Gold Standard to ensure a proper client relationship. However, the eSCM-SP Practice specifically emphasizes relationship management, and includes more detailed requirements.
rel07: Supplier & partner relationships	∅		Relationship management with suppliers and partners is not explicitly addressed in the COPC-2000 CSP Gold Standard.
rel08: Value creation	○	2.1: Developing New Capabilities	The intent of this Practice is to add business value to clients. Its scope is beyond the addition of value through regular service delivery. Item 2.1 of the COPC-2000 CSP Gold Standard is focused on developing new servicing capabilities in anticipation of short- and long-term expectation of client and end users.

Technology Management (tch)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
tch01: Acquire technology	●	2.1: Developing New Capabilities	The COPC-2000 CSP Gold Standard Item 2.1.3 mentions a requirement for acquiring new technology.
tch02: Technology licenses	∅		Technology licensing is not explicitly addressed in the COPC-2000 CSP Gold Standard.
tch03: Control technology	∅		Infrastructure changes are not explicitly addressed in the COPC-2000 CSP Gold Standard.
tch04: Technology integration	∅		Integration of the technology infrastructure with the client is not explicitly addressed in the COPC-2000 CSP Gold Standard.
tch05: Optimize technology	∅		Optimization of infrastructure performance is not explicitly addressed in the COPC-2000 CSP Gold Standard.
tch06: Proactively introduce technology	○	2.1: Developing New Capabilities	The intent of this eSCM-SP Practice focuses on proactively adopting innovative technology. It covers a much broader scope than Item 2.1.

Threat Management (thr)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
thro1: Risk management	Ø		Policies for risk management are not explicitly addressed in the COPC-2000 CSP Gold Standard.
thro2: Engagement risk	○	2.8: Contingency Planning	Risk management is not separately addressed in the COPC-2000 CSP Gold Standard. It is implied that contingency planning is done based on some form of risk identification of minor interruptions and serious disasters. The eSCM-SP Practice addresses risk assessment to determine risk exposure, prioritization, etc.
thro3: Risk across engagements	○	2.8: Contingency Planning	Risk management is not separately addressed in the COPC-2000 CSP Gold Standard. The eSCM-SP Practice addresses effective risk management across multiple engagements.
thro4: Security	○	2.10: Data Security 2.11: End-user Privacy	The eSCM-SP Practice covers a much broader scope by addressing information security, physical security, and the need to identify security solutions.
thro5: Intellectual property	●	2.10: Data Security	Both frameworks cover a similar scope.
thro6: Statutory & regulatory compliance	Ø		Compliance with statutory and regulatory requirements is not explicitly addressed in the COPC-2000 CSP Gold Standard.
thro7: Disaster recovery	●	2.8: Contingency Planning	This eSCM-SP Practice has equivalent coverage in Category 2.0, Item 2.8 of the COPC-2000 CSP Gold Standard.

Contracting (cnt)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
cnto1: Negotiations	Ø		Negotiation with customers to finalize a contract is not explicitly addressed in the COPC-2000 CSP Gold Standard.
cnto2: Pricing	Ø		Defining a pricing guideline is not explicitly addressed in the COPC-2000 CSP Gold Standard.
cnto3: Confirming existing conditions	Ø		The intent of this Practice is to conduct due diligence. There is no analogous item found in the COPC-2000 CSP Gold Standard.
cnto4: Market information	○	2.1: Developing New Capabilities	Item 2.1.1 of the COPC-2000 CSP Gold Standard indicates the use of market information for identifying future expectations of the client and end users. This eSCM-SP Practice defines more detailed requirement for this activity.
cnto5: Plan negotiations	Ø		Identification of negotiation topics is not explicitly addressed in the COPC-2000 CSP Gold Standard.
cnto6: Gather requirements	○	2.1: Developing New Capabilities	The eSCM-SP Practice provides more details about gathering client requirements by addressing implied needs, obtaining clarification from clients about ambiguous requirements, and client sign off of requirements.
cnto7: Review requirements	○	2.1: Developing New Capabilities	Item 2.1.2 implies a requirements review, however the eSCM-SP Practice defines more detailed requirements like conducting a feasibility analysis, identifying inabilities and corrective actions, and communicating the results of the analysis to stakeholders.
cnto8: Respond to the requirements	○	2.1: Developing New Capabilities	Item 2.1.1 implies a response to prospective clients. The eSCM-SP Practice states more detailed requirements.
cnto9: Contract roles	Ø		This aspect is not explicitly addressed in the COPC-2000 CSP Gold Standard.
cnto10: Create contracts	Ø		The contract creation process is not explicitly addressed in the COPC-2000 CSP Gold Standard.
cnto11: Amend contracts	Ø		Contract amendment is not explicitly addressed in the COPC-2000 CSP Gold Standard.

Service Design & Deployment (sdd)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
sdd01: Communicate requirements	○	2.1: Developing New Capabilities	Although the COPC-2000 CSP Gold Standard does not specifically address the communication of requirements between the functional groups involved in requirement gathering and service design, this is an implied requirement of this Item. The eSCM-SP Practice calls for an explicit procedure and places greater emphasis on the matter.
sdd02: Design & deploy services	●	2.1: Developing New Capabilities 2.2: Implement New Products, Services	Both frameworks provide equivalent coverage on this aspect.
sdd03: Plan design & deployment	●	2.2: Implement New Products, Services	Both frameworks provide equivalent coverage on this aspect.
sdd04: Service specification	∅		Developing a service specification is not explicitly mentioned in the COPC-2000 CSP Gold Standard. It is an implied requirement of Item 2.1. The eSCM-SP Practice covers a much broader scope.
sdd05: Service design	○	2.1: Developing New Capabilities 2.2: Implement New Products, Services	The eSCM-SP Practice provides more detailed guidance on service design activities.
sdd06: Design feedback	∅		Obtaining service design feedback from the client is not explicitly addressed in the COPC-2000 CSP Gold Standard.
sdd07: Verify design	●	2.2: Implement New Products, Services	Both frameworks address verification of the service design. The eSCM-SP Practice provides more detailed guidance on service design verification activities.
sdd08: Deploy service	●	2.2: Implement New Products, Services	Both frameworks provide equivalent coverage on this aspect. The eSCM-SP Practice provides more detailed guidance on service deployment.

Service Delivery (del)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
del01: Plan service delivery	○	2.7: Staffing & Scheduling	The eSCM-SP Practice covers a broader scope by addressing the physical and technological infrastructure.
del02: Train clients	○	2.1: Developing New Capabilities	The need for training for new services is mentioned in this Item of the COPC-2000 CSP Gold Standard. The eSCM-SP Practice provides more detailed guidance on this matter.
del03: Deliver service	○	2.2: Implement New Products, Services 2.6: Transaction Monitoring	There is no direct analog to this Practice found in the COPC-2000 CSP Gold Standard. Aspects of service delivery are touched upon in these two Items.
del04: Verify service commitments	●	2.3: Process Control 2.6: Transaction Monitoring 2.9: CUIKA 4.9: Achieving Results	Both frameworks provide equivalent coverage on verifying service commitments.
del05: Correct problems	●	2.8: Contingency Planning	Item 2.8.1 of the COPC-2000 CSP Gold Standard defines the requirements for contingency planning for recovering from minor service interruptions. Both frameworks cover equivalent scope.
del06: Prevent known problems	●	2.3: Process Control	The intent of this eSCM-SP Practice is to take preventive actions as a part of controlling and improving performance. The intent of the COPC-2000 CSP Gold Standard Item is process control and process improvement.
del07: Service modifications	○	2.1: Developing New Capabilities	Item 2.1 of the COPC-2000 CSP Gold Standard addresses service modification. However, the eSCM-SP Practice defines more detailed requirements.
del08: Financial management	○	2.9: CUIKA	Cost is addressed as part of CUIKA in the COPC-2000 CSP Gold Standard. The eSCM-SP Practice provides more detailed guidance.

Service Transfer (tfr)

eSCM-SP Practice	Relation	COPC-2000 Item	Comments
tfro1: Resources transferred in	Ø		Transfer of resources from the client's organization is not explicitly addressed in the COPC-2000 CSP Gold Standard.
tfro2: Personnel transferred in	Ø		The aspect of personnel and skill transferal from the client is not explicitly addressed in the COPC-2000 CSP Gold Standard.
tfro3: Service continuity	Ø		Service continuity after contract termination is not explicitly addressed in the COPC-2000 CSP Gold Standard.
tfro4: Resources transferred out	Ø		Reverse transition of resources is not explicitly addressed in the COPC-2000 CSP Gold Standard.
tfro5: Personnel transferred out	Ø		The aspect of personnel and skill transferal back to the client is not explicitly addressed in the COPC-2000 CSP Gold Standard.
tfro6: Knowledge transferred out	Ø		Knowledge transfer to the client is not explicitly addressed in the COPC-2000 CSP Gold Standard.

Appendix D: Detailed Mapping of COPC-2000 CSP Gold Standard Requirements in the eSCM-SP

This section provides a detailed mapping of COPC-2000 CSP Gold Standard Items with respect to the Practices of the eSCM-SP. The objective of this comparison is to determine the extent to which the COPC-2000 CSP Gold Standard requirements are covered by the eSCM-SP. This is only an indication, not an exact assessment. It should not be used to assess compliance. A high-level summary of the relationships is shown in Figure 4.

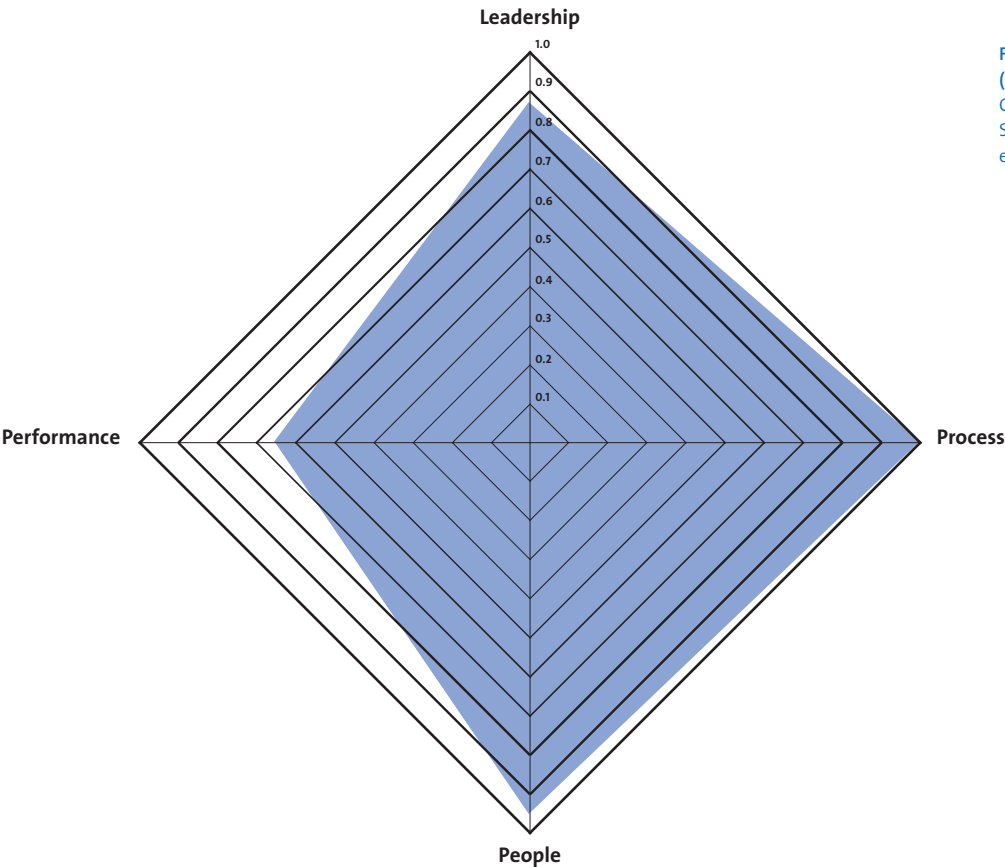


Figure 4
(For reference; identical to Figure 2)
Coverage of COPC-2000 CSP Gold Standard requirements by the eSCM-SP v2

The mappings in this section are organized according to the Categories of the COPC-2000 CSP Gold Standard.

The following symbols are used to show coverage of the COPC-2000 CSP Gold Standard Items by the eSCM-SP.

Symbol	Interpretation
●	The COPC-2000 CSP Gold Standard Item is addressed by the eSCM-SP.
○	The COPC-2000 CSP Gold Standard Item is only partially addressed by the eSCM-SP.
∅	The COPC-2000 CSP Gold Standard Item is not explicitly addressed by the eSCM-SP (to any significant degree).

1.0 Leadership and Planning

COPC-2000 Item	Relation	eSCM-SP Practices	Comments
1.1: Statement of Direction	●	prfo4: Organizational objectives	Both frameworks cover similar intent on this aspect.
1.2: Strategic & Annual Planning	○	prfo4: Organizational objectives	Strategic planning and business planning process are not explicitly addressed in eSCM-SP. They are implied requirements of setting organizational objectives. The COPC-2000 CSP Gold Standard Item covers a broader scope in this aspect.
1.3: Business Strategies & Plan	○	prfo4: Organizational objectives	Business strategies and plans are not explicitly addressed in eSCM-SP. They are implied requirements of setting organizational objectives. The COPC-2000 CSP Gold Standard item covers a broader scope in this aspect.
1.4: Reviewing Performance	●	prfo5: Review organizational performance	The eSCM-SP defines a requirement for a periodic performance review against the expected performance. The COPC-2000 CSP Gold Standard Practice explicitly mentions a review against the business plan. It also stipulates minimum periodicity.
1.5: Management System Review	●	prfo5: Review organizational performance	A senior management review to ensure process compliance is embedded in the organizational performance review in the eSCM-SP.

2.0 Process

COPC-2000 Item	Relation	eSCM-SP Practices	Comments
2.1: Developing New Capabilities	●	sdd: Service Design & Deployment	Service design and developing new service-delivery capabilities are addressed in the "Service Design & Deployment" Capability Area. The "Technology Management" Capability Area addresses enhancing technological capabilities. The eSCM-SP Practices collectively cover a much broader scope and provide more detailed guidance.
2.2: Implement New Products, Services	●	sddo3: Plan design & deployment sddo8: Deploy service	Both frameworks provide equivalent coverage on this aspect.
2.3: Process Control	●	delo4: Verify service commitments delo6: Prevent known problems prfo8: Capability baselines	The intent of this eSCM-SP Practice is to take preventive actions as a part of controlling and improving performance. The intent of the COPC-2000 CSP Gold Standard Item is process control and process improvement. Both models refer to statistical process control techniques for controlling variations.
2.4: Process Improvement	●	prfo6: Make improvements	Both frameworks address the requirement of continuous improvement based on an analysis of the organization's performance.
2.5: Process Audits	●	prfo2: Verify processes	Both frameworks cover a similar scope.
2.6: Transaction Monitoring	●	delo4: Verify service commitments	Both frameworks cover a similar scope.
2.7: Staffing & Scheduling	●	delo1: Plan service delivery	The eSCM-SP Practice covers a broader scope by addressing physical and technological infrastructure.
2.8: Contingency Planning	●	thro7: Disaster recovery delo5: Correct problems	Both frameworks cover a similar scope.
2.9: CUIKA	●	knwo5: Engagement knowledge delo4: Verify service commitments prfo4: Organizational objectives delo8: Financial management	Collectively these eSCM-SP Practices cover a scope that is similar to the COPC-2000 CSP Gold Standard Item.
2.10: Data security	●	thro4: Security thro5: Intellectual property	Both frameworks cover a similar scope.
2.11: End-user privacy	●	thro4: Security	Both frameworks cover a similar scope.
2.12: Data and information availability and update	●	knwo2: Provide required information	Both frameworks cover a similar scope.

3.0 People

COPC-2000 Item	Relation	eSCM-SP Practices	Comments
3.1: Defining jobs	●	pplo4: Assign responsibilities pplo5: Define roles	The eSCM-SP Practices collectively cover a broader scope by addressing the need for identifying competencies based on organization objectives, and identifying future competency needs.
3.2: Recruiting & hiring	○	pplo4: Assign responsibilities pplo6: Workforce competencies	Recruitment and hiring is not separately addressed in the eSCM-SP, although it is identified as a means of filling skill gaps. The COPC-2000 CSP Gold Standard Item places greater emphasis by requiring a separate process for this function.
3.3: Training & development	●	pplo8: Personnel competencies	Both frameworks cover the same scope.
3.4: Verifying skills	●	pplo9: Performance feedback	Both frameworks cover the same scope.
3.5: Staff Performance Management	●	pplo9: Performance feedback	Both frameworks cover the same scope.
3.6: Compensation & Recognition	●	ppli1: Rewards	Both frameworks cover the same scope.
3.7: Work Environment	●	pplo3: Work environment	Both frameworks cover the same scope.

4.0 Performance

COPC-2000 Item	Relation	eSCM-SP Practices	Comments
4.1: Client Satisfaction	○	knwo5: Engagement knowledge relo6: Client relationships	Clients' and other stakeholders' satisfaction data is an input to these eSCM-SP Practices. The COPC-2000 CSP Gold Standard defines detailed requirements for client satisfaction and dissatisfaction measurement, and places greater emphasis on achieving client satisfaction.
4.2: End-user Satisfaction	○	knwo5: Engagement knowledge relo6: Client relationships	Stakeholders' satisfaction data is an input to these eSCM-SP Practices. The COPC-2000 CSP Gold Standard defines detailed requirements for client satisfaction and dissatisfaction measurement, and places greater emphasis on achievement.
4.3: Service & Quality Performance	●	prfo5: Review organizational performance prfo8: Capability baselines prfo9: Benchmark	These eSCM-SP Practices collectively address all of the requirements of the COPC-2000 CSP Gold Standard Item.
4.4: Key Supplier Performance	●	relo3: Manage suppliers & partners	The eSCM-SP Practice addresses all the requirements of the COPC-2000 CSP Gold Standard Item.
4.5: Process Level Efficiency	●	prfo8: Capability baselines	The eSCM-SP Practice, with supplementary guidance in the Measurement Technical Report [Paulk 2004], covers a similar scope.
4.6: Asset Efficiency	●	knwo8: Resource consumption	Both frameworks cover a similar intent. The COPC-2000 CSP Gold Standard focuses on a single measurement, while the eSCM-SP covers a broader scope of resources.
4.7: Staff Attrition	∅		Measurement of staff attrition is not specifically mentioned in the eSCM-SP.
4.8: Staff Satisfaction	○	pplo3: Work environment	The intent of this eSCM-SP Practice is to achieve staff satisfaction and increase employee retention. The COPC-2000 CSP Gold Standard covers a broader scope.
4.9: Cost of Poor Quality	∅		This Item is not explicitly addressed in the eSCM-SP, although improving quality is an overarching intent of the eSCM-SP.
4.10: Achieving Results	○	delo4: Verify service commitments	Achievement of results is tied to the certification process in the COPC-2000 CSP Gold Standard.