An introduction to BiSL

A framework for business information management

In February 2005 BiSL was introduced in the Netherlands as the public domain standard for business information management. This article is an introduction to the BiSL model.

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INTRODUCTION

This article is based on a subdivision of the IT management field into three domains:

Business information management (BIM) – business information management is responsible for maintaining the functionality of an information system. It is central to its use. Based on this general definition of tasks, BIM supports the use of functions, evaluates this and responds to deficiencies and new requirements that may produce modifications.
Application management (AM) – application management is responsible for maintaining application software and databases. As soon as modifications need to be implemented for maintenance purposes, application management is responsible for realizing and testing them. This also applies to the structure of databases.
Technical infrastructure management (TIM) – technical infrastructure management is responsible for ensuring that an information system, which consists of hardware, software and data sets that constantly need to be available for use, can be operated.

Application management and technical infrastructure management are positioned in the IT department, business information management[1] is part of the business domain.

Since the nineties, ITIL (IT Infrastructure Library) has been used to improve the maturity of service management processes, particularly in the area of technical infrastructure management. As it became apparent that application management had additional needs, ASL (Application Services Library) was developed and introduced into the public domain in 2002. Similarly, once it was realised that the demand side of IT also had specific needs that were not addressed sufficiently by existing models, there was a justification for a model for this domain.

In February 2005 a public domain standard for business information management called BiSL was officially introduced and a book was published in which it is discussed in depth (Pols et al). BiSL (Business Information Services Library) is designed to act as a comprehensive process framework for business information management. It is supported by a growing number of best practices. Through the publication of this book and the establishment of a foundation to maintain it, the first steps have been taken to make BiSL part of the public domain and to produce a standard for business information management.

This article describes the concept of business information management, the structure of the BiSL framework that gives guidelines for this and the concepts that are underlying to the BiSL framework.

History

In the eighties reflection started on the advantages of having a structured method for performing the client role in the field of IT management. A group of consultants was dragged into this thinking due to

[1] Business information management is called business information systems management and / or information management in other publications; in older publications this management domain was called functional management.

the fact that the clients of the IT organization they worked for were not satisfied with the revenues of IT-investments. Although the IT organization tried their utmost to meet the clients' expectations, the clients still were not satisfied. This situation gave food for thought about the clients role in the whole field of IT management. As it turned out, many client organizations had no idea of the importance of their own role. Therefore, they had very little focus on their own role and all hopes were set solely on the IT vendors. However, it turned out that IT suppliers were not capable to sufficiently influence the effectiveness and efficiency of IT on their own. The client role is a crucial factor in achieving a situation where IT is worth it's money.

Much practical experience was brought together and a description of a concept of a formal framework describing the processes of the client role in information provisioning was set up. This concept framework was put into practice and evaluated over and over again. And much more experience from everyday business was added to enrich the framework. This led eventually to the introduction of a public domain standard for business information management in February 2005, called BiSL (Business Information Services Library). BiSL is designed to act as a comprehensive process framework for business information management. It is supported by a growing number of best practices. By publishing this book and forming a foundation to maintain it, the first steps were taken to turn BiSL into a de facto standard for business information management.

The importance of a framework
In the Netherlands growing importance has recently been given to business information management. Many organizations even regard business information management as the most important aspect of the overall information provisioning. Various organizations have started to structure or professionalize their business information management.

The reason for this increased attention and the ongoing professionalization of business information management follow from these developments:

- the continuing professionalization of IT suppliers and other developments in the field of outsourcing. IT requires mature customers (thereby ensuring professional business information management) in order to ensure that the demands of the clients can be met satisfactorily. Because outsourcing of IT happens more often, the informal nature of the relationship between a client and a supplier has also disappeared. Business arrangements and contracts have replaced it;
- the growing pressure which expenditure is exerting on the information provisioning. Organizations need to cut costs. IT expenditure and investments have been significantly reduced in recent years. However, little attention has been devoted to the effectiveness of IT. Organizations are ceasing to develop themselves and are no longer innovating, facilitated by IT. People are looking for ways of breaking out of this impasse;
- as indicated in an article by De Beer and Van der Pols [De Beer, 2005], organizations are seeking internal consistency and uniformity in their information provisioning. In particular, large, complex organizations, which consist of various business units, have endeavoured to centralise their IT operations. This has not had the expected effects, which is logical, because, if the demand is not uniform, neither the supply of IT will be so. If one wants a uniform information provisioning, one will need to define a uniform demand for it;
- a need to get a grip on one's own information provisioning. In practice, policy and its implementation sometimes appear to occur independently of each other. Policy on information provisioning is not communicated to the 'shop floor' and consequently does not stipulate parameters for implementation and relevant decision-making. At the other end of the spectrum, policy does not resolve any existing problems and difficulties, which arise from the day-to-day experience of IT on the 'shop floor'. The internal management of the information provisioning is fragmented. There is too little communication between the various layers involved in making decisions relating to the information provisioning.

Based on the causes outlined above, business information management was discovered to be the most important organizational function, since it is at the beginning of the information provisioning chain. Organizations are looking for a means to strengthen the client's role, and the strategic and operational business information management in order to bolster this function. Unlike for the other IT management domains, technical infrastructure management and application management, little theory was developed until now for that of business information management. Training and practicable models were only available to a limited extent. People were looking for a generally practicable and accessible framework.

The importance of a framework adopted in the public domain
The advantage of having a widely recognised public domain standard is clear. On the one hand, the public domain offers cost-savings. One no longer has to reinvent the wheel. Instead of developing things oneself, one can procure them directly 'off the peg'. At the other hand, one can utilise the experience and best practices of any other organization that is also active in this field. In addition, it is becoming possible to obtain consultancy or, for example, training in a number of places, with all the benefits which such competition offers. Perhaps the most important benefit is that one has a common language and frame of reference available.

Evolution of ideas relating to business information management
Recent years have seen the inevitable evolution of ideas concerning business information management and the management of organizations. This section considers four developments, which have also had an effect on the nature of BiSL. In addition, there have also been other reasons, which have had an impact on the previous versions of BiSL.

These four important developments are:
1. business information management as a key between business processes and the information provisioning function;
2. thinking in terms of business processes and not in terms of information systems;
3. business information management as a portfolio holder;
4. the essence of the interrelationship of domains.

1. Business information management as a key between business processes and the information provisioning
When implementing business information management, one has to contend with limitations and forces emanating from four directions.

In the first place one has to contend with a business process in which the information provisioning plays an important role. In many organizations the information provisioning is actually a business process or part of it, for example, in the case of banks, insurance companies, government and so forth. In this case a role is played by deficiencies in support, inevitable changes, an existing process with existing customs and users who are used to them.

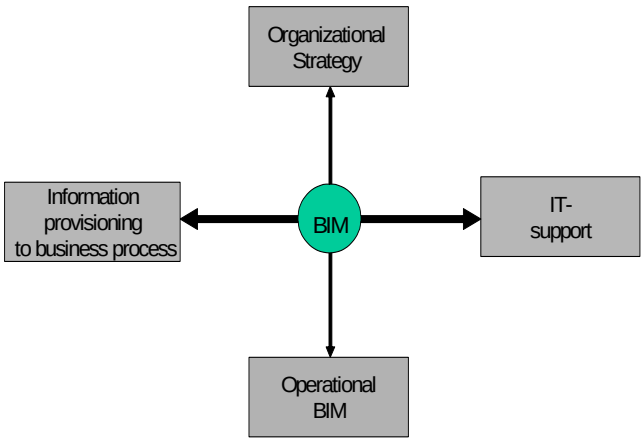

Figure 1 – The field of tension of business information management

In the second place, there is the domain of IT support. Information provisioning costs money and is structured in a specific manner. Technological developments also play an important role in this respect. The need for the information provisioning in business processes is partly translated into IT solutions. This entails expenditure, what is possible and what is impossible.
In the third place, there is an organization, which pursues a specific policy. The latter has an impact on its information provisioning and this in turn has an effect on policy.
Finally, there is a business information management structure (or multiple ones), which needs to be able to effect changes in the information provisioning.

When implementing business information management, one needs to achieve the best possible outcome in the midst of these influences.

Understanding this has led to changes in how people think about business information management and also to a specific manner in which the framework is implemented. In the past business information management was largely positioned and implemented as the driving force behind IT and its organizational structure. There has been a clear shift in attention towards requirements: familiarity with the relevant business processes, the determination of requirements and the translation of this into the information provisioning within an acceptable scope (for example, in the field of finance).

2. Thinking in terms of business processes and not in terms of systems
Lately the management of the information provisioning in organizations has also shifted up a level.

There are three levels at which one can manage the information provisioning:
- the level of the information system or the infrastructure – one manages it while checking matters at the level of the information system. Frequently, a breakdown is possible whose nature is technical and focussed on solutions. Management at this level is the most common in practice. This is naturally also due to the fact that an IT supplier is managed at this level;
- the level of business processes – in this respect one considers the information provisioning for the purpose of supporting a business process. Often a number of information systems (including ones that have not been automated) are used to support a business process. In practice management rarely occurs at this level;
- the level of the corporate information provisioning – this refers to an organization's entire information provisioning. Although a great deal of talk and thought occurs at this level, it rarely has any effective impact on lower levels. This is largely due to the fact that operational management is not located at the corporate level but at that of the business units.

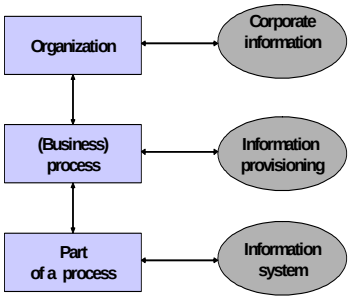

Figure 2 – The three levels of the information provisioning

One can see a clearly discernible tendency towards management at the middle level, that of business processes. This tendency is also closely related to the above-mentioned development.

3. Business information management as a portfolio holder
A third development is that business information management will be acting as an 'portfolio owner of the information provisioning". When structuring their business information management, many organizations have done so by establishing it as a service enterprise, which can be managed and billed, analogous in part to concepts such as ASL and ITIL. As such, these business information management service organizations do not act as confidants to the business but as a service providing operational unit. As a result, the line manager is solely responsible for its management. One needs to realise that the business information management domain occupies a separate position in relation to other IT management domains. It represents the demand function. One frequently sees this in practice in that a department which is responsible for the business information management function assigns decision-making powers completely to the relevant business management.

4. The essence of the interrelationship of the domains
It has already been stated that management is often fragmented within organizations. There are information system owners, there is an information management function, which formulates policy, and there is a staff for operational business information management activities. They need to cooperate together.

Without proper cooperation, it is impossible to ensure the proper management of the information provisioning to and from the three levels (operations, management and strategy). The importance of the interrelationship and interplay between the various levels of BiSL has become clear in practice. Precisely those relationships and flow of information between the operational, managerial and strategic processes are important to ensure the proper management of the information provisioning and ultimately effective support for it as a result.

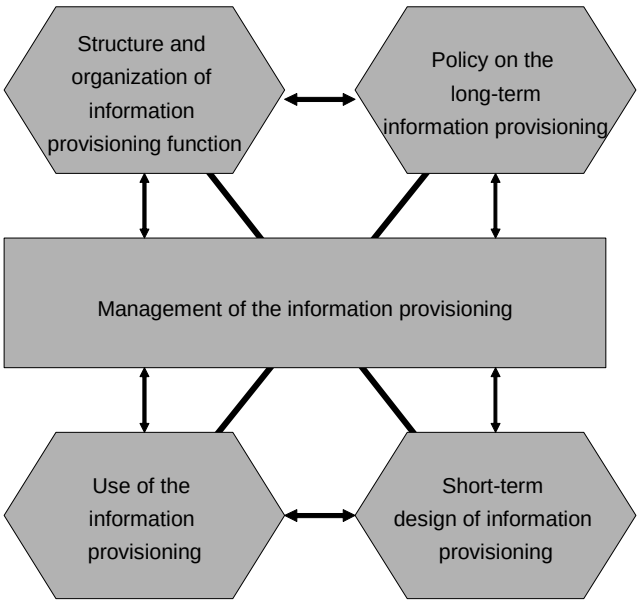

Figure 3 – The interrelationship between the components of business information management

THE STRUCTURE OF BISL

BiSL identifies processes at the following three levels:

- **operations** – the implementation or operational processes involve the day-to-day use of the information provisioning, and determining and effecting changes to the latter;
- **management** – the management processes involve income, expenditure, planning, the quality of the information provisioning and making arrangements with IT suppliers;
- **strategy** – as part of the processes at the strategic level one determines the nature of the information provisioning in the long-term and how its management should be structured.

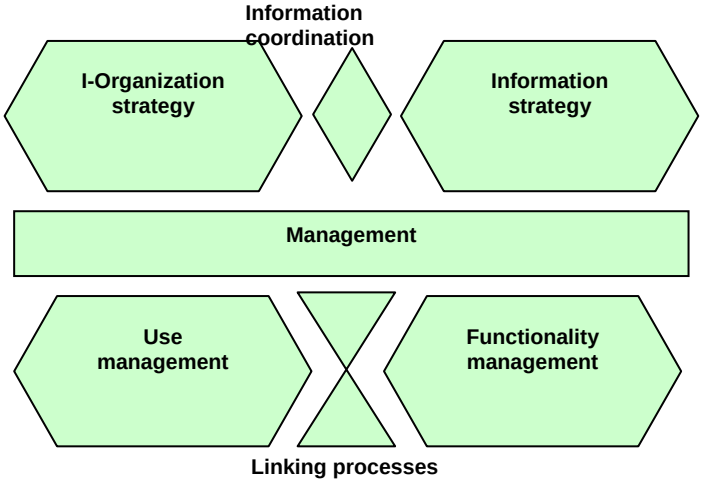

Figure 4 – Clusters within the BiSL framework

Within these three levels the various processes are grouped in seven process clusters, three at the operational level, one at the managerial level and three at the strategic level. These clusters are discussed in detail in the following section.

Clusters of processes at the operational level
The following three clusters of processes can be found at the operational level:
1. **use management** – the purposes of the processes in these classes is to provide optimum, ongoing support for the relevant business processes. The use management processes focus on providing support to users for the use of the information provisioning, the operational management of IT suppliers and the control of data administration. The key question pertaining to use management is as follows: Is the operational information provisioning being used and managed properly?
2. **functionality management** – the aim of the processes in the functionality management cluster is to structure and effect changes in the information provisioning. The key question pertaining to functionality management is as follows: What will the modified information provisioning look like?
3. **linking processes at the operational level** – the goal of the processes in this cluster is decision-making about which changes need to be made to the information provisioning and their actual implementation in the information provisioning within the user organization. The key question pertaining to the linking processes at the operational level is as follows: Why and how should we modify the information provisioning?

Cluster of processes at the management level
The management processes are umbrella processes: they are situated above the operational processes. These managerial processes act as a bridge linking the strategic level and the operational processes.

The processes at the managerial level ensure the comprehensive management of the implementation of the information provisioning. Viewed from the perspective of planning, cost-effectiveness, needs, contracts and service levels, direction is given to administrative work, and maintenance, innovation and the linking processes. The key question pertaining to the managerial processes is as follows: How do we manage the information provisioning?

Clusters of processes at the strategic level
There are also three clusters of processes at the strategic level. These clusters involve the formulation of policy concerning the information provisioning and the organizations involved in this.
1. **information strategy** – the purpose of the processes in the information strategy cluster is to translate developments affecting business processes, the organization's surroundings, and technology into a view of the nature of the information provisioning in future. The key question in connection with the processes for formulating information strategy is as follows: What will the information provisioning look like in the medium and long term?
2. **I-organization strategy** – the processes in this cluster focus on coordinating the communication, management, structures and methods of all the parties involved in making decisions about the information provisioning. The key question in relation to the processes for determining strategy for structuring the information provisioning is as follows: How will the management of the information provisioning be structured?
3. **linking process at the strategic level** – the aim of the linking process at the strategic level is the coordination of all of the parties involved in and the plans of the various subsidiary elements of the information provisioning. The key question pertaining to this cluster of processes is as follows: How can we act together?

BISL AT A DETAILED LEVEL

The entire model
The various processes in the clusters are briefly described (and their purpose and nature). In doing so a few words are also used to indicate what changes have occurred in relation to previous models. The BiSL framework is depicted in detail in Figure 5.

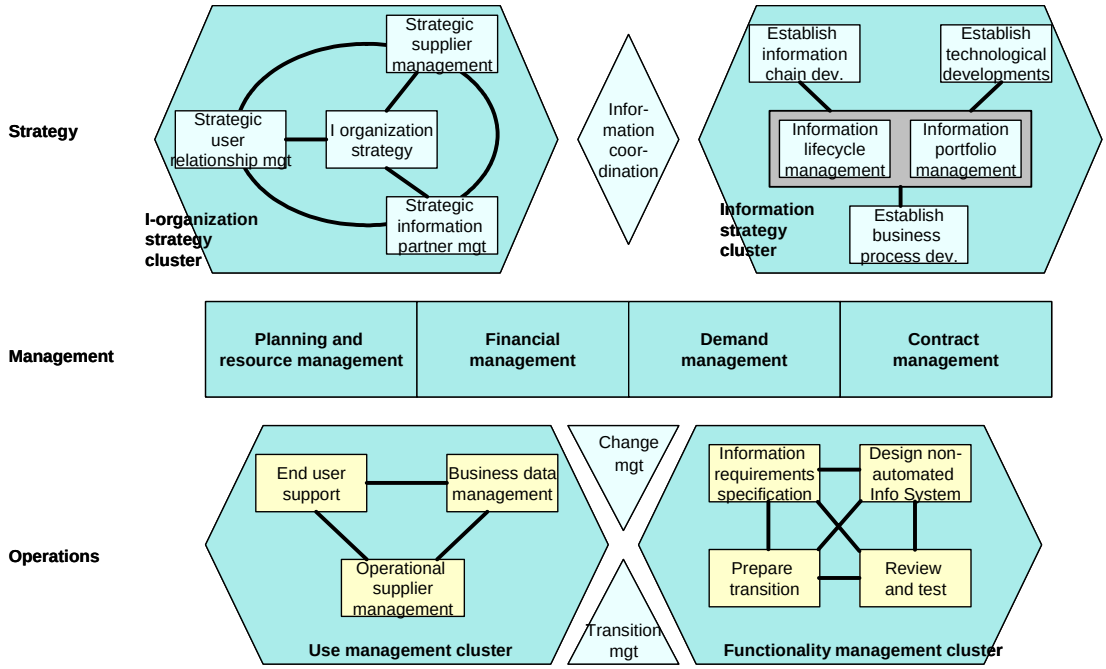

Figure 5 – The overall BiSL framework

Use management cluster
As Figure 6 shows, we can draw a distinction between three processes in the use management cluster, which are directed towards ensuring that the day-to-day process of supplying information remains operational and that it receives support. These processes are clustered in accordance with the concepts of users, information and the nature of the information system.

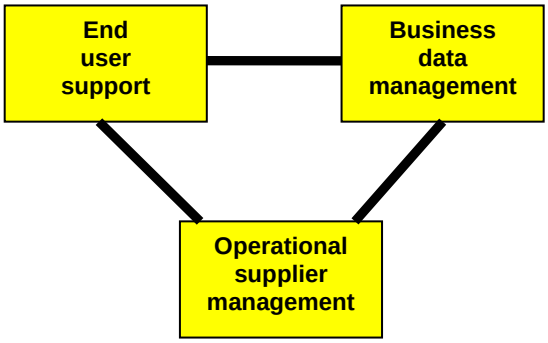

Figure 6 – Processes in the Use management cluster

End user support
The aim of the End user support process is to support, help and guide users in their everyday use of the existing information provisioning, so as to ensure that they can work as effectively as possible with it.

On the one hand, requests for information, complaints, requirements, orders and the like are received from users and are attended to. On the other hand, users are informed about developments affecting the information provisioning with the aid of newsletters, meetings, training and instructions, and they are provided with support when using it.

Business data management
The Manage business data process focuses on achieving the appropriate structure and nature of the data used in the information provisioning (and hence also in the information systems). Amongst other things, it entails the administration of centrally located tables, the appropriate use of a corporate information model, the adoption of measures to ensure data integrity, and the provision of incidental data and executive information.

BiSL recognizes that using information and data is as important as the presence of data in the system. Attention is also devoted to the quality of this information and the provision of information and other data.

Operational supplier management
This process comprises the operational management of the IT supplier. This management occurs within a framework that is defined on the basis of processes at the strategic (master agreements) and managerial (contracts and SLAs) level. Based on business processes requirements for the aspects of availability, capacity and continuity, contracts are awarded and the services provided by the IT supplier are controlled. In this respect business information management stipulates requirements, controls, monitors and reports in terms of the user organization.

BiSL clearly ties in with the IT processes through an interchange with the ASL and ITIL processes, such as continuity management, capacity management and availability management.

Functionality management cluster
The processes that are part of the functionality management cluster cover the following two areas of focus:
- **the design** – functionality management focuses on the design of the requisite change in functionality. These processes are of a substantive nature;
- **the transition** – functionality management involves preparation for and the initiation of the requisite transition and the implementation of any changes that are required.

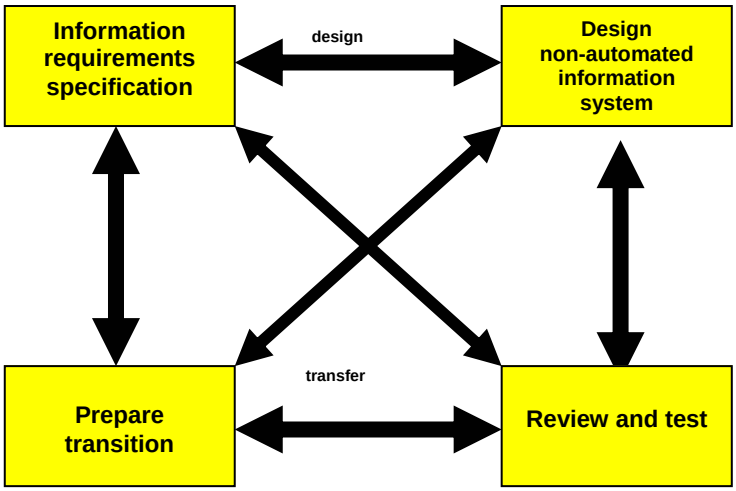

Figure 7 – Processes in the Functionality management cluster

Information requirements specification
The aim of the Information requirements specification process is to take the required changes indicated by change management and to translate them into substantive and non-substantive solutions, and to record them for the purposes of the further implementation of the automated information provisioning. This needs to occur in such a way as to facilitate the unequivocal acceptance of any services provided by IT suppliers.

The Information requirements specification process is one of the most important processes, because it is precisely here that needs and demands are translated into solutions. This process consequently has a significant impact on the cost and quality of the information provisioning.

Design non-automated information system
The Design non-automated information system process focuses on establishing and maintaining relevant documentation for the use of business information management and the information system (procedures, directions, manuals and the like). Naturally, these organizational aspects are highly dependent on the automated system.

The process focuses on procedures and manuals as well as on the other aspects of the non-automated information provisioning, like its design.

Review and test
The purpose of the Review and test process is to ensure that the required changes are smoothly implemented in the organizations and that the tools, aids and other forms of support that are used, are appropriate and work properly. The user acceptance test is the part of this process, which is known best.

Prepare transition
The Prepare transition process needs to ensure that any new and/or modified functionality is put into service without any difficulties by establishing the prerequisites in such a manner that the required changes can subsequently be effected without any problems.

Linking processes
The processes in the Use management cluster provide day-to-day support for the information provisioning. The processes in the Functionality management cluster are responsible for effecting changes to the information provisioning. The synchronisation of these two areas of focus and the communication between them occurs through the linking processes. The latter are those of change management and transition.

Change management
The aim of the Change management process is to make appropriate decisions about introducing changes or innovation in the information provisioning. To this end, change management includes a mechanism to itemise, evaluate, prioritise and implement changes in the information provisioning.

In the course of change management decisions are taken about the modifications that are to be effected, following which they are initiated as instructions for execution. As part of this process close consultations are held between the client and the supplier. In this respect the client ultimately takes decisions to implement changes, partly on the basis of the findings of an impact analysis conducted by the supplier.

Transition management
The Transition management process focuses on implementing any change affecting end users, which has been prepared as part of the processes of functionality management and the underlying activities of the IT supplier. Transition constitutes a mechanism guiding the process of putting into service any modifications or innovation that have been effected. Following the formal acceptance of a modification and preparations for putting it into service, the latter actually occurs during the process of transition.

Management processes
The management of the information provisioning in an organization entails the control of the substance and functionality (what), the costs (how much), the schedule (who and when) and the supply (how and with what). These four types of management produce four distinct processes (see Figure 8).

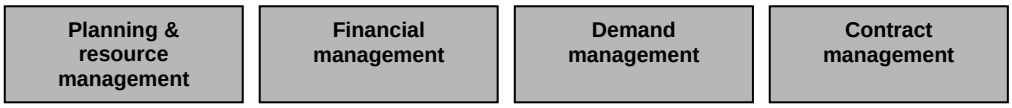

Figure 8 – The management processes

Planning and resource management
The aim of the Planning and resource management process is to plan, control and guide those of an organization's operations which are concerned with the information provisioning, thereby ensuring the timely information provisioning within it accompanied by the optimum deployment of capacity. What is essential in this respect is that planning and resource management occurs across various domains, not only for the effort involved in business information management but also for the work that is performed within the users organization for the purposes of structuring and maintaining the information provisioning. In addition, this planning needs to be adjusted to accord with and to be in line with the provision of IT services.

Financial management
The purpose of Financial management is to produce, maintain and control a cost-effective – viewed from a financial and business perspective – information provisioning and deployment of automated and other IT resources for the support and implementation of an organization's business processes. Cost-effectiveness is not only determined by expenditure but also by income. One can therefore see the business case reflected in this process.

Demand management
The goal of Demand management is to ensure that an organization's business processes are supported or implemented through the proper information provisioning and an appropriate business information management structure. Demand management is responsible for ensuring that the new and existing requirements of a business process are acknowledged and that they are the subject of decision-making.

This process includes quality management aspects. The quality of the information provisioning (including any deficiencies and required changes) in relation to the business process is the main issue of this process.

Contract management
Contract management is responsible for making proper, adequate arrangements concerning the automated information provisioning and the provision of services by the IT supplier. In addition, it is responsible for monitoring these arrangements and improving them where necessary. Important 'products' of this process are, for example, an IT service contract, a service level agreement (SLA) or other types of contracts and arrangements, such as underpinning contracts (UC's), operational level agreements (OLA's) and so forth.

Information strategy cluster

The Information strategy cluster is aimed at defining policy concerning the information provisioning in the medium and long term. This policy is based upon changes in one's own organization, its environment and in technology, so as to ensure that the information provisioning correlates with the relevant business processes in the future as well. This cluster consists of five processes as shown in Figure 9.

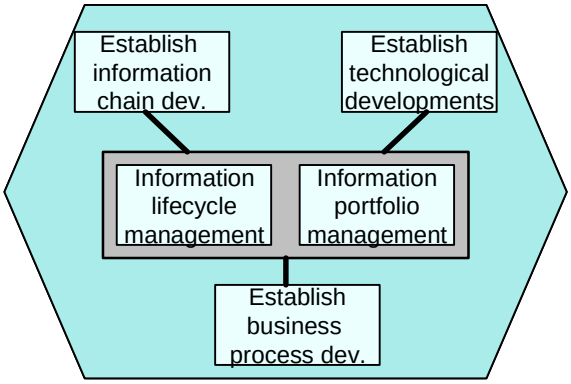

Figure 9 – Processes within the Information strategy cluster

Establish business process developments
This process maps out developments, which will occur in an organization and its business process in the long term. In this respect one might consider changes in the field of finance, the products that are used, the structure of processes, staffing and the like. The developments that are mapped out, are analysed and translated into implications for the information provisioning. What is identified as implications for the information provisioning in the long term, serves as input for the eventual formulation of information policy.

Establish information chain developments
The process involving the determination of chain developments focuses on the information provisioning within and between multiple organizations. An assessment is made of the implications for one's own information provisioning as a result of interaction with other organizations and changes in the information provisioning of one's partners in the chain. The purpose of this process is to ensure that one's own business processes continue to accommodate one's surroundings in the longer term through the effective and efficient interaction of one's information provisioning with those of one's partners.

Establish technological developments
The Establish technological developments process determines whether any technological developments are occurring which, when viewed from a business perspective, could have an impact on an organization and its information provisioning. Although the focus of business information management is directed at business process requirements (the demand side), it is nevertheless also important to have an insight into technological developments (the supply side). Any new features which new technology offers, a supplier's decision to phase out technology which an organization uses, or the significant costs involved in a specific technology could have major implications for its information provisioning.

Information life cycle management
The aim of the Information life cycle management process is to formulate strategy for the information provisioning. An analysis is made of the future alternatives for IT-management, maintenance, enhancement and renovation within any information domains that have been identified (many are linked to business processes). When determining these requirements, consideration is given to developments affecting business processes in the longer term, on the one hand. On the other hand, regard is had to the current state of the information provisioning and any bottlenecks and problems existing within it.

Information portfolio management
The Information portfolio management process ensures the overall coordination and uniformity of the entire information provisioning throughout an organization. The structure of the information provisioning is an important issue in this respect. This refers to the manner in which the information provisioning is broken down and what the relationship is between its various components. In the case of information portfolio management attention is also devoted to the totality of all the required and planned changes and potential solutions for the entire information provisioning. At the uppermost level all changes are brought into line with each other and optimum cohesion is achieved between the business processes and the information provisioning in the future. Lastly, information portfolio management defines what arrangements are made about the deployment of IT tools. This involves the establishment of an infrastructure and development architecture.

The name has been changed from that used in the previous model and its detail reflects the devotion of greater attention to the various types of architecture which play a role in this process.

I-organization strategy cluster

The I-organization strategy cluster comprises four processes which focus on defining the manner in which the management of decision-making concerning the information provisioning is structured.

Strategic information partner management
The exchange of information between organizations is often an absolute precondition for them. The Strategic information partner management process makes it possible for various organizations to share information with each other. To this end, collaboration is defined and maintained for the information provisioning. Often there is no hierarchical umbrella entity in such a chain in which information is shared. As a result, there is no centralised management of the chain and the latter's success consequently depends on the commitment of each autonomous organization to work together. It is therefore necessary that proper arrangements will be made between the various entities within the chain in order to ensure that the various influences affecting the information chain occur in a controlled manner.

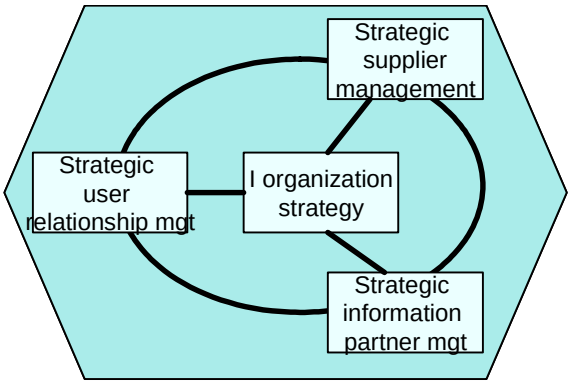

Figure 10 – Processes within the I-organization strategy cluster

The exchange of information with organizations, which is stipulated by legislation and regulations, represents a special type of chain. Here there is no question of such an exchange being appropriate for the performance of the relevant business processes. This is not a chain based on voluntary association but rather one whose establishment is mandatory. Nevertheless, even in such a situation it is useful to have policy, which indicates how an organization wishes to deal with such an exchange.

Strategic user relationship management
The purpose of the Strategic user relationship management process is to define and control the consistency, cohesion and communication between the information provisioning function and the users organization. Developments affecting the form in which the users organization is managed, are monitored and translated into an appropriate breakdown of responsibility for the management of the information provisioning. In addition, the communication channels between the users and BIM-organizations are shaped by the process of manage user organization relations. The formal structure of the users organization and the latter's decision-making powers – be they formal or not – represent important aspects to which attention is devoted. The structure of business information management and the decision-making powers affecting it will need to be brought into line with this.

Strategic supplier management
The Strategic supplier management process determines which IT suppliers are the most suitable ones to contribute the resources and expertise required for the information provisioning. In addition, this process determines the roles and responsibilities required by the IT suppliers that are chosen. Arrangements are made in this respect with the suppliers and are monitored as part of the process of managing suppliers. These arrangements, which cover matters relating to the suppliers, constitute the framework for the agreements governing service-related issues, which are managed as part of the process of contract management. Master and outsourcing contracts are examples of agreements made as part of this process.

I-organization strategy
The aim of the I-organization strategy process is to define the required structure of the functions which regulate the information provisioning within an organization. In the course of defining it attention is devoted to the type of organization, responsibilities, implementation and cooperation between the various sections of the organization, which are involved in business information management. Usually, business information management is implemented in various places and at different levels of an organization. The process involving strategy for structuring the information provisioning function ensures that there is a consistent, unambiguous and coherent method of operation within the overall domain of business information management.

Linking processes at the strategic level: information coordination
Within the different levels of business information management and also at various levels in the business structure all sorts of plans are made, which relate directly to the information provisioning or which overlap the latter. These plans are aligned with each other within this cluster of processes. Only one process has been defined within the cluster of linking processes.

The Information coordination process assists with the achievement of an alignment and controls the interrelationship between the various plans for the information provision, which have been drawn up

by the various entities involved in the information provisioning. All sorts of plans are drawn up at various levels within business information management and the business structure, which directly or indirectly affect the information provision, for example, portfolio-related plans at the corporate level, the various plans of system owners for the future of their information systems, plans for structuring the information provisioning and also plans for structuring business processes. All of the relevant entities have different, divergent interests, which need to be aligned with each other to ensure the effective information provisioning.

CONCLUSION

Given the growing importance of business information management, an increasing need has emerged for a generally recognised framework for business information management. Based on experience with previous models for this domain, ideas about the field of operation of business information management have evolved further. This has resulted in the BiSL framework and its transfer to the public domain as an initial move toward a generally recognised framework.

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Additional information about BiSL can be found on the Internet at www.bisl.nl.

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THE KNOWLEDGE PLATFORM FOR IT SERVICE MANAGEMENT

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