
**Collaborative business relationship
management systems — Guidelines on
the implementation of ISO 44001**

*Systèmes de management collaboratif d'une relation d'affaire —
Lignes directrices pour l'implémentation de l'ISO 44001*



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Contents

Page

Foreword	vii
Introduction	viii
1 Scope	1
2 Normative references	1
3 Terms, definitions and abbreviated terms	2
3.1 Terms and definitions	2
3.2 Abbreviated terms	2
4 Context of the organization	2
4.1 Understanding the organization and its context	2
4.1.1 What: summary of the intent	2
4.1.2 Why: explanation of relevance	2
4.1.3 How: implementation guidance	2
4.2 Understanding the needs and expectations of stakeholders	3
4.2.1 What: summary of the intent	3
4.2.2 Why: explanation of relevance	3
4.2.3 How: implementation guidance	3
4.3 Determining the scope of the collaborative business relationship management system	3
4.3.1 What: summary of the intent	3
4.3.2 Why: explanation of relevance	3
4.3.3 How: implementation guidance	3
4.4 Collaborative business relationship management system	4
4.4.1 What: summary of the intent	4
4.4.2 Why: explanation of relevance	4
4.4.3 How: implementation guidance	4
4.5 Creation of value	4
4.5.1 What: summary of the intent	4
4.5.2 Why: explanation of relevance	4
4.5.3 How: implementation guidance	4
5 Leadership	5
5.1 Leadership and commitment	5
5.1.1 What: summary of the intent	5
5.1.2 Why: explanation of relevance	5
5.1.3 How: implementation guidance	5
5.2 Policy	6
5.2.1 What: summary of the intent	6
5.2.2 Why: explanation of relevance	6
5.2.3 How: implementation guidance	6
5.3 Organization roles, responsibilities and authorities	7
5.3.1 Top management	7
5.3.2 Establishment of an organizational governance structure	7
5.3.3 Senior executive responsible	8
6 Planning	9
6.1 Actions to address risks and opportunities	9
6.1.1 What: summary of the intent	9
6.1.2 Why: explanation of relevance	9
6.1.3 How: implementation guidance	9
6.2 Collaborative business relationship objectives and planning to achieve them	9
6.2.1 What: summary of the intent	9
6.2.2 Why: explanation of relevance	9
6.2.3 How: implementation guidance	10
6.3 Identification and prioritization of collaborative business relationships	10
6.3.1 General	10

	6.3.2	Identification of opportunities for collaboration.....	11
7	Support		12
	7.1	Resources.....	12
	7.1.1	What: summary of the intent.....	12
	7.1.2	Why: explanation of relevance.....	12
	7.1.3	How: implementation guidance.....	12
	7.2	Competence and behaviour.....	13
	7.2.1	What: summary of the intent.....	13
	7.2.2	Why: explanation of relevance.....	13
	7.2.3	How: implementation guidance.....	13
	7.3	Awareness.....	14
	7.3.1	What: summary of the intent.....	14
	7.3.2	Why: explanation of relevance.....	14
	7.3.3	How: implementation guidance.....	14
	7.4	Communication.....	14
	7.4.1	What: summary of the intent.....	14
	7.4.2	Why: explanation of relevance.....	14
	7.4.3	How: implementation guidance.....	14
	7.5	Documented information.....	15
	7.5.1	General.....	15
	7.5.2	Creating and updating.....	15
	7.5.3	Control of documented information.....	15
	7.5.4	Record of collaborative competencies.....	16
	7.5.5	Corporate RMP.....	16
8	Operation		17
	8.1	Operational planning and control.....	17
	8.1.1	What: summary of the intent.....	17
	8.1.2	Why: explanation of relevance.....	17
	8.1.3	How: implementation guidance.....	17
	8.2	Operational awareness (Stage 1).....	17
	8.2.1	General.....	17
	8.2.2	Duties of SER.....	18
	8.2.3	Application and validation of operational governance structure.....	18
	8.2.4	Identification of operational objectives and value.....	19
	8.2.5	Establishment of value analysis process.....	19
	8.2.6	Identification and prioritization of collaborative business relationships.....	20
	8.2.7	Development of competencies and behaviour.....	20
	8.2.8	Initial risk assessment.....	21
	8.2.9	Establishment of the RMP.....	22
	8.3	Knowledge (Stage 2).....	23
	8.3.1	General.....	23
	8.3.2	Strategy and business case.....	24
	8.3.3	Identification of key individuals' competence and behaviour.....	27
	8.3.4	Knowledge management.....	27
	8.3.5	Supply chain and extended enterprise risks and opportunities.....	29
	8.3.6	Implementation of risk management process.....	29
	8.3.7	Evaluation of the business case.....	31
	8.3.8	Incorporation of knowledge into the RMP.....	32
	8.4	Internal assessment (Stage 3).....	32
	8.4.1	General.....	32
	8.4.2	Capability and environment for collaboration.....	33
	8.4.3	Assessment of strengths and weaknesses.....	33
	8.4.4	Assessment of collaborative profile.....	34
	8.4.5	Appointment of collaborative leadership.....	35
	8.4.6	Definition of partner selection criteria.....	36
	8.4.7	Implementation of the RMP.....	37
	8.5	Partner selection (Stage 4).....	38

8.5.1	General	38
8.5.2	Nomination of potential collaborative partners	38
8.5.3	Partner evaluation and selection	39
8.5.4	Development of engagement and negotiation strategy for collaboration	40
8.5.5	Initial engagement with potential partners	41
8.5.6	Assessment of joint objectives	41
8.5.7	Assessment of joint exit strategy	42
8.5.8	Selection of preferred partners	42
8.5.9	Initiation of joint RMP	43
8.6	Working together (Stage 5)	43
8.6.1	General	43
8.6.2	Establishment of the joint governance structure	44
8.6.3	Joint knowledge management process	49
8.6.4	Establish joint risk management process	50
8.6.5	Operational process and systems review	51
8.6.6	Measurement of delivery and performance	52
8.6.7	Improvement of organizational collaborative competence	52
8.6.8	Establishment of a joint issue resolution process	54
8.6.9	Establishment of a joint exit strategy	55
8.6.10	Agreements or contracting arrangements	57
8.6.11	Establishment and implementation of the joint RMP	60
8.7	Value creation (Stage 6)	60
8.7.1	General	60
8.7.2	Establishment of the value creation process	61
8.7.3	Identification of improvement and setting of targets	62
8.7.4	Use of learning from experience	63
8.7.5	Updating of the joint RMP	64
8.8	Staying together (Stage 7)	64
8.8.1	General	64
8.8.2	Oversight by the SERs	65
8.8.3	Management of the joint relationship	65
8.8.4	Implementation of monitoring of behaviour and trust indicators	66
8.8.5	Continual value creation	68
8.8.6	Delivery of joint objectives	68
8.8.7	Analysis of results	69
8.8.8	Issue resolution	69
8.8.9	Maintenance of the joint exit strategy	70
8.8.10	Maintenance of the joint RMP	71
8.9	Exit strategy activation (Stage 8)	72
8.9.1	General	72
8.9.2	Initiation of disengagement	73
8.9.3	Business continuity	73
8.9.4	Evaluation of the relationship	74
8.9.5	Future opportunities	75
8.9.6	Review and updating of the RMPs	75
9	Performance evaluation	76
9.1	Monitoring, measurement, analysis and evaluation	76
9.1.1	General	76
9.1.2	Exit evaluation	76
9.2	Internal audit	77
9.2.1	General	77
9.2.2	Conduct internal audits/planning and maintaining audit programmes	77
9.3	Management review	78
9.3.1	What: summary of the intent	78
9.3.2	Why: explanation of relevance	78
9.3.3	How: implementation guidance	78
10	Improvement	78

10.1	Nonconformity and corrective action	78
10.1.1	What: summary of the intent	78
10.1.2	Why: explanation of relevance	79
10.1.3	How: implementation guidance	79
10.2	Continual improvement	79
10.2.1	What: summary of the intent	79
10.2.2	Why: explanation of relevance	79
10.2.3	How: implementation guidance	79
Bibliography	80

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 286, *Collaborative business relationship management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

0.1 General

This document provides guidance that supports the effective implementation of ISO 44001 in order to establish and improve collaborative business relationship management systems (CBRMSs) in organizations of all sizes. This document contains no additional requirements. It is aimed at readers who seek to gain in-depth knowledge and understanding about the requirements in ISO 44001, e.g. for the purpose of aiding an organization's implementation process.

The case for the significant business value and benefits to be derived from collaborative working was made in ISO 44001.

This document has been developed using pan-industry best practice, including early adopters of ISO 44001. It is intended to help organizations understand why each element of ISO 44001 is important, and to recommend approaches to be taken for practical implementation. How to meet the requirements has to be individually evaluated and applied in the context of each organization.

In ISO 44001, the multi-dimensional nature of collaborative relationships was specified. Many of these relationships have an outward focus, emphasizing the importance of collaboration in managing different goals, objectives, expectations, cultures and behaviours between organizations.

Collaboration can also be used to focus on internal interfaces to optimize existing activities, consolidate internal changes or to speed up the process of integration during acquisitions and mergers. In these circumstances, the guidance in this document is also relevant. In a collaborative relationship, effective operation relies on specific mutually agreed joint objectives, structures, resources, processes, roles and responsibilities and can require specific variations to established processes. The structure of this document has been developed to align with ISO 44001, using the high level structure (HLS) for management systems standards (MSS). In developing a standard for collaborative business relationships, the detailed specific requirements for establishing, developing and managing third-party relationships utilizing the eight-stage life cycle model (see [Figure 1](#)) have been addressed within [Clause 8](#) (Operations). In a collaborative relationship, effective operation relies on specific mutually agreed joint interfaces, processes, roles and responsibilities and can require specific variations to established processes.

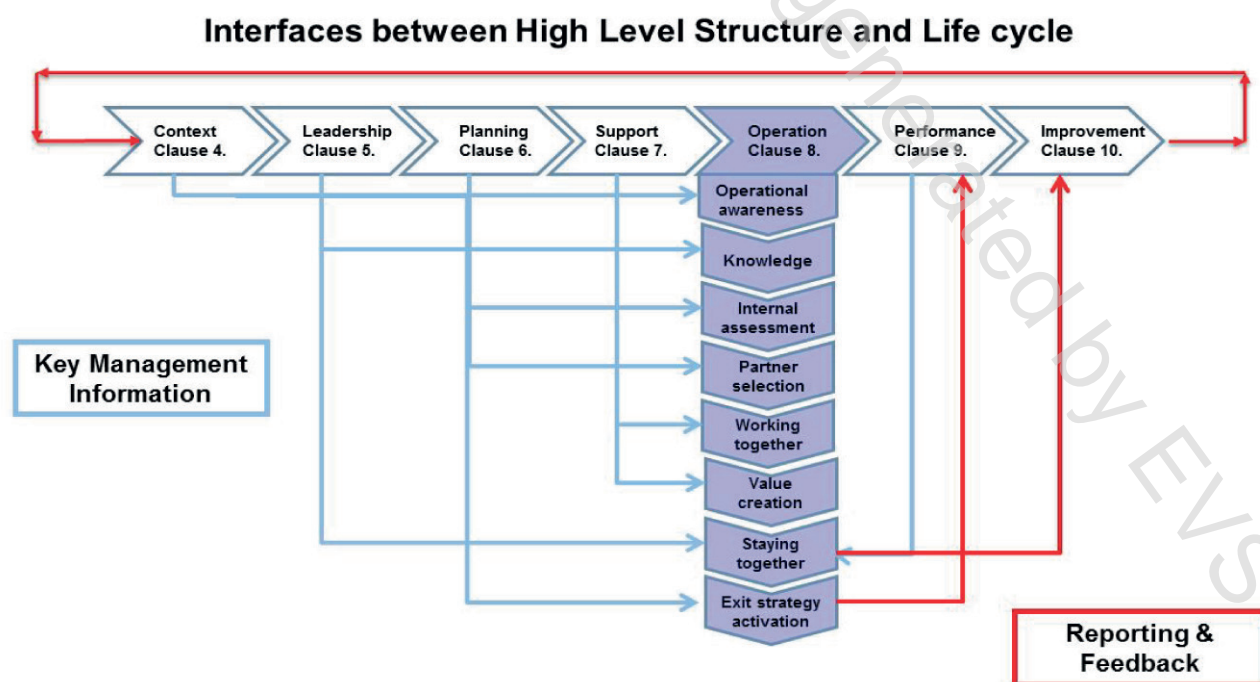


Figure 1 — Relationship between corporate and operational systems

0.2 How to use this guidance

This document has been structured so that the clause numbering mirrors those used for the corresponding clauses in ISO 44001.

The stages described in [Clause 8](#) are introduced by commentary that explains more about the purpose and aims of each stage. A flowchart is included to illustrate the path through the steps within each stage. Each box within the flowchart represents both the clauses contained in ISO 44001 and the supporting clauses in this document.

Each of the subclauses is structured in the same simple format as follows:

- a) first, a summary of the intent of the corresponding clause in ISO 44001;
- b) then, an explanation of the relevance and importance of supporting the development of effective collaborative working;
- c) finally, guidance on how to implement the matching clause in ISO 44001, e.g. suggested approaches and areas for consideration.

Where appropriate, the clauses are supported by tables, figures and models and methods that can be used in implementation.

For clarity and increased understanding, it is recommended that ISO 44001 and this document are read together. Further useful information is provided in the annexes to ISO 44001.

It could appear that certain requirements in ISO 44001 are duplicated. However, in these cases they are a reflection of the evolution of processes throughout the relationship life cycle. The HLS describes those requirements that occur at an organizational level, while the subclauses in [Clause 8](#) describe similar requirements that apply to a specific collaboration.

The guidance provided by this document enables the integration of the ISO 44001 framework into an organization's established operations, activities, processes and procedures to optimize the benefits of collaboration between organizations. In this context, the adoption of this collaborative approach enhances and does not detract from the obligations and responsibilities agreed between the parties and its application is commensurate to the size and complexity of the organizations involved.

The following additional considerations are included to support requirements and third-party engagements.

0.3 Common principles of relationship management

0.3.1 The life cycle framework

The life cycle framework addresses a number of themes that cascade from the high-level management system and vary within the context and maturity of a specific relationship life cycle. These evolving themes impact the behaviours and organizational culture of collaborating organizations to ensure they are effective, optimized and deliver enhanced benefit to the stakeholders through collaborative approaches (see [Figure 2](#)).

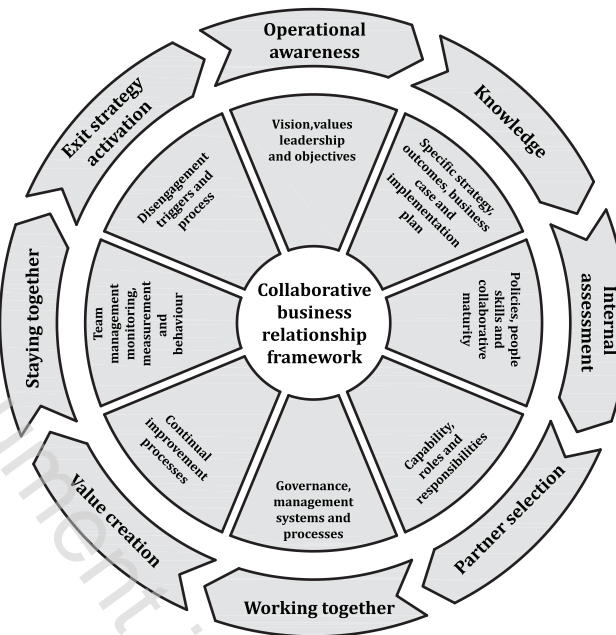


Figure 2 — Overview of the principal components of successful collaborative business relationships

In the context of collaborative relationships, the life cycle model outlines the key steps to an effective management process from concept adoption to disengagement. The eight stages are:

- a) operational awareness: establishing the operation's propensity for collaboration;
- b) knowledge: evaluating specific collaborative benefits and business case;
- c) internal assessment: assessing the operation's capability to collaborate;
- d) partner selection: establishing an appropriate selection process;
- e) working together: establishing a joint governance model for collaboration;
- f) value creation: establishing a joint process for continual improvement;
- g) staying together: managing, monitoring and measuring the relationship over time;
- h) exit strategy activation: establishing a joint approach to disengagement and/or future.

0.3.2 The sequence of stages

While [Clause 8](#) follows an eight-stage process, it is recognized that the entry point for any specific collaborative relationship can vary.

Collaborative business relationship management systems — Guidelines on the implementation of ISO 44001

1 Scope

This document gives guidelines for organizations on implementing ISO 44001 (see [Figure 3](#)) in order to achieve successful collaborative business relationships, as well as helping organizations use and implement the framework specification effectively.

This document explains what is intended by each requirement of ISO 44001, why each is important, and recommends approaches to take for their practical implementation. How to meet the requirements is individually evaluated and applied in the context of each organization.

This document is applicable to any organization.

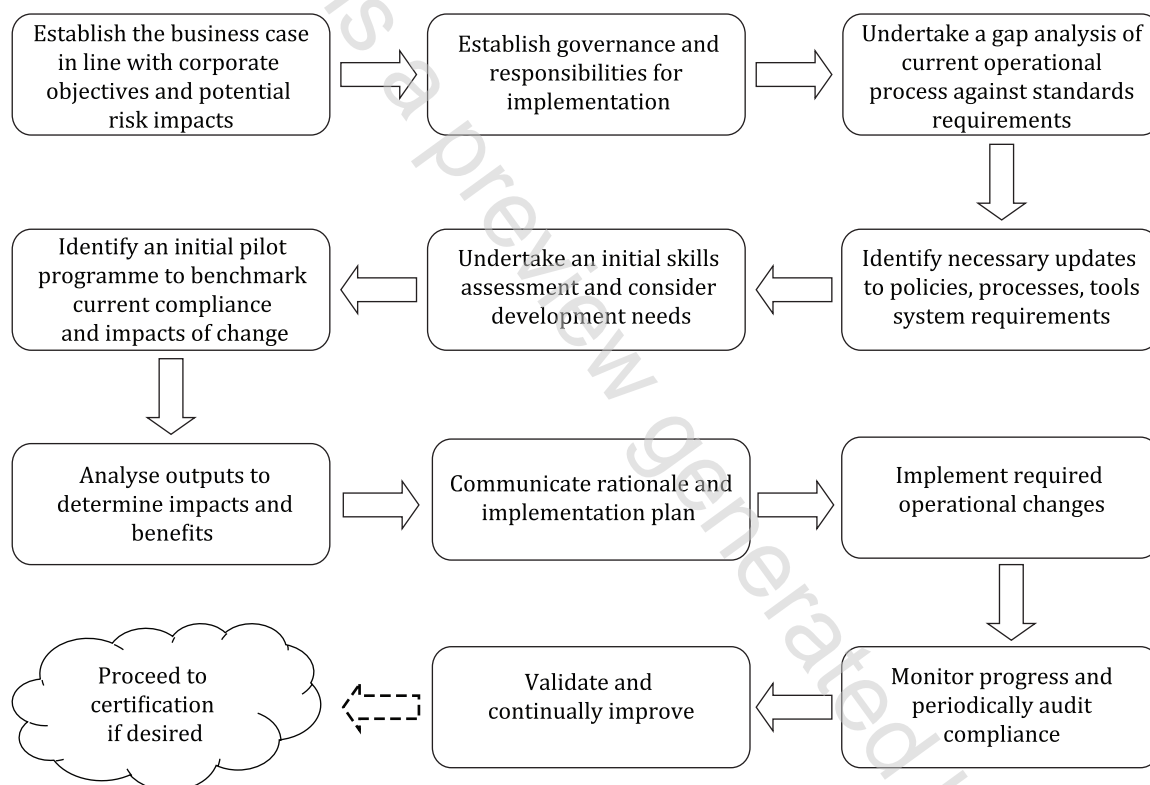


Figure 3 — High-level implementation flow for ISO 44001

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 44001:2017, *Collaborative business relationship management systems — Requirements and framework*