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## Collaborative business relationship management — Framework

*Gestion collaborative d'une relation d'affaire — Cadre de travail*

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## 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.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

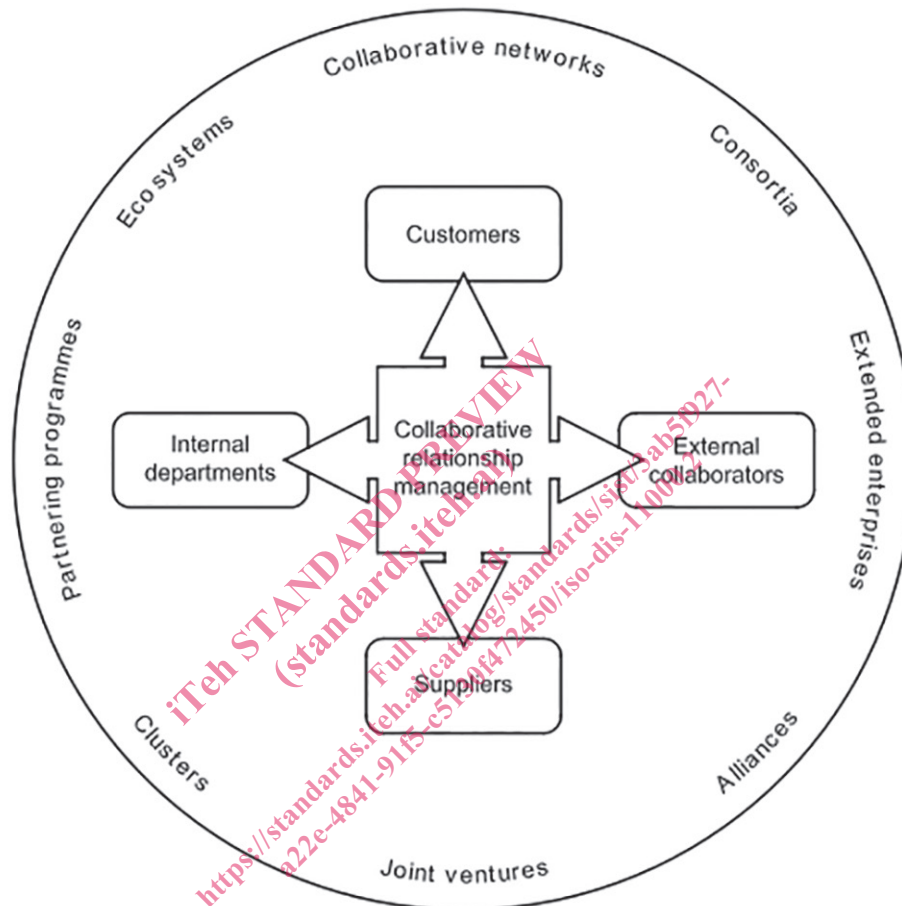
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ISO 11000 was prepared by Project Committee ISO/PC 286, *Collaborative business relationship management -- Framework*, Subcommittee SC , .

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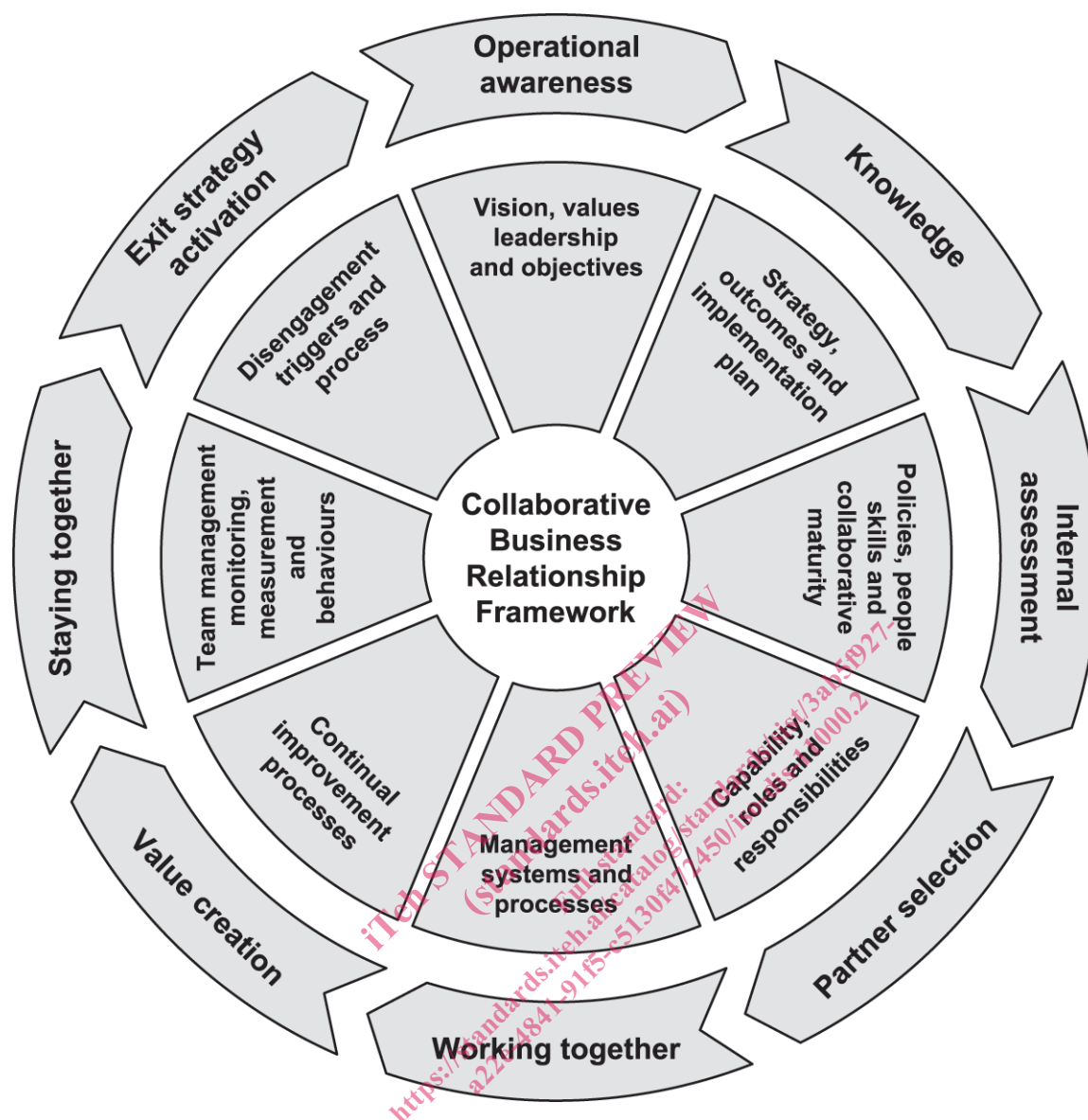
## Introduction

The aim of this International standard is to guide organisations to the requirements of a strategic life-cycle framework to establish and improve collaborative relationships in and between organizations of all sizes. Collaborative relationships in the context of this International Standard can be multidimensional (see Figure 1). They can be individual one-to-one relationships but more frequently they are networked relationships which might involve multiple parties.



**Figure 1 — Multidimensional relationships**

This standard addresses both the overall requirements to establish a Management System and operational process requirements for specific or individual organisational relationship engagement (see figure 2). The framework addresses a number of themes that cascade from the high level management system and will vary within the context and maturity of a specific relationships life-cycle. These evolving themes impact the behaviours and organizational culture of collaborating organisations to ensure they are effective, optimized and deliver enhanced benefit to the stakeholders through collaborative approaches.



**Figure 2 — Overview of the principal components of successful Collaborative Business Relationships**

The objective of this International Standard is to provide a framework that is integrated into an organization's established operations, activities, processes and procedures, to optimize the benefits of collaboration between organisations. In this context, the adoption of a collaborative approach enhances and does not detract from the obligations and responsibilities agreed between the parties and application will be suited to the size and complexity of the organizations involved.

This standard is based on an eight-stage model.

### **Stage 1 Organizational awareness**

The initial stage of the Collaborative Business Relationship framework focuses on the executives within the initiating organization and the establishment of policies for collaborative approaches when appropriate. This ensures that the rationale for adoption is clearly defined, and consistent with the operation's overall business objectives while raising internal awareness to the benefits collaborative working can offer. This may require additional investment for the development and implementation, including allocation and focusing of available resources to provide maximum benefit and outcomes. The organization may also recognize that in some cases, the adoption of collaborative approaches might not



be necessary to achieve business objectives or it may not be appropriate. Organizations may consider whether it is appropriate to proceed with the investment of resources.

## **Stage 2 Knowledge**

During this second stage, the organization establishes a body of knowledge on which to develop specific strategies and approaches to address any identified collaborative opportunities. The aim of this stage is to fully explore the opportunities for collaboration within the context of a business case where investment and risk can be balanced against beneficial outcomes. This business case evaluation may include issues which could influence the overall strategy related to competencies, training and development, knowledge management, risk management, value analysis and initial exit strategy conditions. At this point, organizations might decide that a collaborative approach is not appropriate for the opportunity being considered.

## **Stage 3 Internal assessment**

This third stage is focused on the organization evaluating its readiness to support a collaborative approach. In developing any collaborative relationship, it is important to understand internal capabilities before defining the expectation of any external party. Acknowledging internal strengths and weaknesses ensures that the collaboration is not established with a bias towards the performance of the external partner and recognises the mutuality of joint performance in delivering objectives.

## **Stage 4 Partner selection**

This stage addresses the initiating organizations' processes for identifying and selecting appropriate collaborative partners or developing, more traditional, relationships. It can apply to external organizations or to internal groups within an organization which want to work more effectively together, i.e. not seeking external collaborative partners. It assesses not only the performance aspects of each collaborative partner but also evaluates the way in which two or more organizations can work together with a more integrated approach for mutual benefit including meeting the objectives of each party. The organization may encourage the potential partner organizations to adopt the principles of collaborative working within their own organizations, particularly where the requirements of the framework have been identified through market engagement process. It is important to recognise during this process the need to align with and satisfy national and/or international regulations and legislation.

## **Stage 5 Working together**

From this stage onwards the aim is to establish a governance structure that with the selected or potential partner(s), provides a transparent management approach which will deliver the desired outcomes and foster an environment that will sustain the collaboration and drive the appropriate culture and behaviour. The success of a collaborative programme is built on the ability of two or more organizations to develop a robust joint approach where each party accepts the collective responsibility for managing an integrated delivery process and harnesses the capabilities of the partners to achieve mutually agreed objectives. A crucial aspect of this stage is the clear commitment from the leadership on all sides that will underpin the behaviour of their own people and their individual organizations in the way the partners will work together, whilst ensuring that any contractual arrangements are compatible with the desired approach and joint objectives.

## **Stage 6 Value creation**

This stage addresses the need to establish processes for creating additional value through collaboration and enhanced alignment between organizations. The importance of continual improvement and innovation is established within all collaborative relationships. This is achieved by building an environment where those involved are encouraged to contribute new ideas enabling the organizations to harness the full potential of their relationship. At the same time these activities underpin a focus for working together for mutual benefit and providing one of the key indicators that measures the strength, maturity and value of the relationship.

## **Stage 7 Staying together**

This stage is focused on ensuring that the sustainability and value of the relationship is effectively maintained through the joint management of activities and performance, with critical attention to a culture of building trust through managing the behaviour of the participants. Joint management is achieved through mutually agreed measures to monitor the relationship and appropriate action is taken to maximize effectiveness, including performance measurement, risk management, operational changes, continual improvement and where necessary, effective use of issue resolution processes.

#### **Stage 8 Exit strategy activation**

The application of joint exit strategy has helped to define the parameters of engagement and the performance measures required to meet the objectives of the parties in the collaboration. During the life of the relationship, it has ensured that knowledge sharing is not constrained by lack of clarity. By clearly defining the rules of disengagement, organizations have helped to engender a culture of openness and honesty, which recognizes changing market dynamics over time. At the end of any specific collaborative arrangement, the Joint Exit Strategy ensures disengagement is mutually respectful and considers potential future development re-engagement where appropriate.

The Joint Exit Strategy is a living document that is maintained throughout the collaboration. The last step in the life cycle of a collaborative relationship is the activation of the Joint Exit Strategy.

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# Collaborative business relationship management — Framework

## 1 Scope

This International standard specifies requirements for the effective identification, development and management of Collaborative Business Relationships between discrete organizations. Whilst this International standard principally addresses the management system of an organization it also recognises that effective collaboration requires two or more organizations to engage together thus it is necessary that management systems accommodate the joint activities of the parties

This standard is applicable to private and public organizations of all sizes from large multinational corporations and Government organizations, to non-profit organizations and micro/small businesses. Application of and/or compliance with this International standard can be on several different levels, for example:

- a single application (including operating unit, operating division, single project or programme, mergers and acquisitions);
- an individual relationship (including one-to-one relationships, alliance, partnership, business customers, joint venture);
- multiple identified relationships (including multiple partner alliances, consortia, joint ventures, networks, extended enterprise arrangements and end-to-end supply chains);
- full application organization-wide for all identified relationship types.

## 2 Normative references

There are no normative references.

## 3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

### 3.1

#### **organization**

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its *objectives* (3.8)

Note 1 to entry: The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

### 3.2

#### **interested party (preferred term)**

#### **stakeholder (admitted term)**

person or *organization* (3.1) that can affect, be affected by, or perceive themselves to be affected by a decision or activity

### 3.3 requirement

need or expectation that is stated, generally implied or obligatory

Note 1 to entry: "Generally implied" means that it is custom or common practice for the organization and stakeholders that the need or expectation under consideration is implied.

Note 2 to entry: A specified requirement is one that is stated, for example in documented information.

### 3.4 management system

set of interrelated or interacting elements of an *organization* (3.1) to establish *policies* (3.7) and *objectives* (3.8) and *processes* (3.12) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The system elements include the organization's structure, roles and responsibilities, planning, operation, etc.

Note 3 to entry: The scope of a management system may include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

### 3.5 top management

person or group of people who directs and controls an *organization* (3.1) at the highest level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

Note 2 to entry: If the scope of the *management system* (3.4) covers only part of an organization then top management refers to those who direct and control that part of the organization.

### 3.6 effectiveness

extent to which planned activities are realized and planned results achieved

### 3.7 policy

intentions and direction of an *organization* (3.1) as formally expressed by its *top management* (3.5)

### 3.8 objective

result to be achieved

Note 1 to entry: An objective can be strategic, tactical, or operational.

Note 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process (3.12)).

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as a *Collaborative* objective or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 4 to entry: In the context of *Collaborative Business Relationship* management systems *Collaborative* objectives are set initially by the organization, consistent with the *Collaborative Business Relationship* policy, to achieve specific results and once a partner(s) is selected are incorporated into the joint objectives.

### 3.9 risk

effect of uncertainty on objectives

Note 1 to entry: An effect is a deviation from the expected — positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Note 3 to entry: Risk is often characterized by reference to potential “events” (as defined in ISO Guide 73:2009, 3.5.1.3) and “consequences” (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated “likelihood” (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.

### 3.10

#### **competence**

ability to apply knowledge and skills to achieve intended results

### 3.11

#### **documented information**

information required to be controlled and maintained by an *organization* (3.1) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media and from any source.

Note 2 to entry: Documented information can refer to

- the *management system* (3.4), including related *processes* (3.12);
- information created in order for the organization to operate (documentation);
- evidence of results achieved (records);
- see also Relationship Management Plan.

### 3.12

#### **process**

set of interrelated or interacting activities which transforms inputs into outputs

### 3.13

#### **performance**

measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to the management of activities, *processes* (3.8), products (including services), systems or *organizations* (3.1).

### 3.14

#### **outsource (verb)**

make an arrangement where an external *organization* (3.1) performs part of an organization’s function or *process* (3.8)

Note 1 to entry: to entry: An external organization is outside the scope of the *management system* (3.4), although the outsourced function or process is within the scope.

### 3.15

#### **monitoring**

determining the status of a system, a *process* (3.12) or an activity

Note 1 to entry: to entry: To determine the status there may be a need to check, supervise or critically observe.

### 3.16

#### **measurement**

*process* (3.12) to determine a value