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Collaborative business relationship management systems — Framework

Systèmes de gestion collaborative d'une relation d'affaire — Cadre de travail

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Contents

Page

Introduction.....	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions.....	1
4 Context of the organization.....	6
4.1 Understanding the organization and its context.....	6
4.2 Understanding the needs and expectations of stakeholders.....	6
4.3 Creation of value	6
4.4 Determining the scope of the Collaborative Business Relationship management system.....	6
4.5 Collaborative Business Relationship management system.....	7
5 Leadership.....	7
5.1 Top Management, leadership and commitment.....	7
5.2 Policy	7
5.3 Organization roles, responsibilities and authorities.....	8
5.3.1 Top management	8
5.3.2 Establishment of Operational Governance structure.....	8
5.3.3 Senior executive responsible	9
6 Planning	9
6.1 Actions to address threats and opportunities.....	9
6.2 Collaborative Business Relationship objectives and planning to achieve them	9
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.....	11
7.1 Resources	11
7.2 Competence and behaviour	11
7.3 Personnel awareness	11
7.4 Communication	12
7.5 Documented information	12
7.5.1 General	12
7.5.2 Creating and updating.....	12
7.5.3 Control of documented information	12
7.5.4 Record of collaborative competencies.....	13
7.5.5 Corporate relationship management plan	13
8 Operation.....	13
8.1 Operational planning and control	13
8.2 Operational awareness — Stage 1	14
8.2.1 Duties of Senior Executive Responsible	14
8.2.2 Application and validation of Operational Governance structure	15
8.2.3 Identification of operational objectives	15
8.2.4 Establishment of value analysis process.....	15
8.2.5 Identification and prioritization of Collaborative Business Relationships.....	15

8.2.6	Development of competencies and behaviours	15
8.2.7	Initial risk assessment	16
8.2.8	Establishment of the Relationship Management Plan	16
8.3	Knowledge — Stage 2	17
8.3.1	Strategy and business case	17
8.3.2	Identification of key individuals' competences and behaviours	19
8.3.3	Knowledge management	19
8.3.4	Supply chain and extended enterprise threats and opportunities	19
8.3.5	Implementation of risk management process	20
8.3.6	Evaluation of the business case	20
8.3.7	Incorporation of knowledge into the Relationship Management Plan	21
8.4	Internal assessment — Stage 3	21
8.4.1	Capability and environment for collaboration	21
8.4.2	Assessment of strengths and weaknesses	22
8.4.3	Assessment of collaborative profile	22
8.4.4	Appointment of collaborative leadership	22
8.4.5	Definition of partner selection criteria	22
8.4.6	Implementation of the Relationship Management Plan	23
8.5	Partner selection — Stage 4	23
8.5.1	Nomination of potential collaborative partners	23
8.5.2	Partner evaluation and selection	24
8.5.3	Development of engagement and negotiation strategy for collaboration	24
8.5.4	Initial engagement with potential partners	24
8.5.5	Assessment of joint objectives	24
8.5.6	Assessment of joint exit strategy	24
8.5.7	Selection of preferred partners	24
8.5.8	Initiation of Joint Relationship Management Plan	25
8.6	Working together — Stage 5	25
8.6.1	Establishment of the joint governance structure	25
8.6.2	Joint knowledge management process	27
8.6.3	Establish Joint risk management process	27
8.6.4	Operational process and systems review	28
8.6.5	Measurement of delivery and performance	28
8.6.6	Improvement of organizational collaborative competence	29
8.6.7	Establishment of a joint issue resolution process	29
8.6.8	Establishment of a Joint Exit Strategy	29
8.6.9	Agreements or contracting arrangements	30
8.6.10	Establishment and Implementation of the Joint Relationship Management Plan	30
8.7	Value creation — Stage 6	31
8.7.1	Establishment of the value creation process	31
8.7.2	Identification of improvement and setting of targets	31
8.7.3	Utilization of learning from experience	32
8.7.4	Updating of the Joint Relationship Management Plan	32
8.8	Staying together — Stage 7	32
8.8.1	Oversight by the Senior Executives Responsible	33
8.8.2	Management of the joint relationship	33
8.8.3	Implementation of monitoring of behaviour and trust indicators	33
8.8.4	Continual value creation	33
8.8.5	Delivery of joint objectives	34
8.8.6	Analysis of results	34
8.8.7	Issue resolution	34
8.8.8	Maintenance of the Joint exit strategy	34
8.8.9	Maintenance of the Joint Relationship Management Plan	34

8.9	Exit strategy activation — Stage 8	35
8.9.1	Initiation of disengagement.....	35
8.9.2	Business continuity.....	36
8.9.3	Evaluation of the relationship.....	36
8.9.4	Future opportunities	36
8.9.5	Review and updating of the Relationship Management Plans	36
9	Performance evaluation.....	36
9.1	Monitoring, measurement, analysis and evaluation	36
9.1.1	General	36
9.1.2	Exit evaluation	36
9.2	Internal audit	37
9.3	Management review	37
10	Improvement.....	38
10.1	Nonconformity and corrective action	38
10.2	Continual improvement	38
	Annex A (informative) Assessment checklist	39
	Annex B (informative) Relationship management plan	43
	Annex C (informative) Competencies and collaborative behaviour	46
	Annex D (informative) Relationship maturity matrix.....	48
	Annex E (informative) Exit strategy.....	51
E.1	Overview	51
E.2	Operational awareness.....	51
E.3	Knowledge.....	51
E.4	Internal assessment.....	51
E.5	Partner selection.....	52
E.6	Working together	52
E.7	Value Creation.....	52
E.8	Staying together	52
E.9	Exit Strategy activation.....	52
	Annex F (informative) Description of business relationship types.....	53
	Annex G (informative) Application guidance	55
G.1	General	55
G.2	Common themes of relationship management.....	55
G.3	Planning	56
G.4	Competence and Behaviour	56
G.5	The lifecycle Framework	56
G.5.1	Overview	56
G.5.2	Operational awareness Stage 1	57
G.5.3	Knowledge Stage 2	58
G.5.4	Internal assessment Stage 3	59
G.5.5	Partner selection Stage 4	60
G.5.6	Working together Stage 5	60
G.5.7	Value creation Stage 6.....	61
G.5.8	Staying together Stage 7	61
G.5.9	Exit strategy activation Stage 8.....	62

Introduction

The aim of this document is to establish the requirements of a strategic lifecycle framework to improve collaborative business relationships in and between organizations of all sizes. Collaborative business relationships in the context of this International Standard can be multidimensional (see Figure 1). They may be one- to -one relationships or networked relationships involving multiple parties.

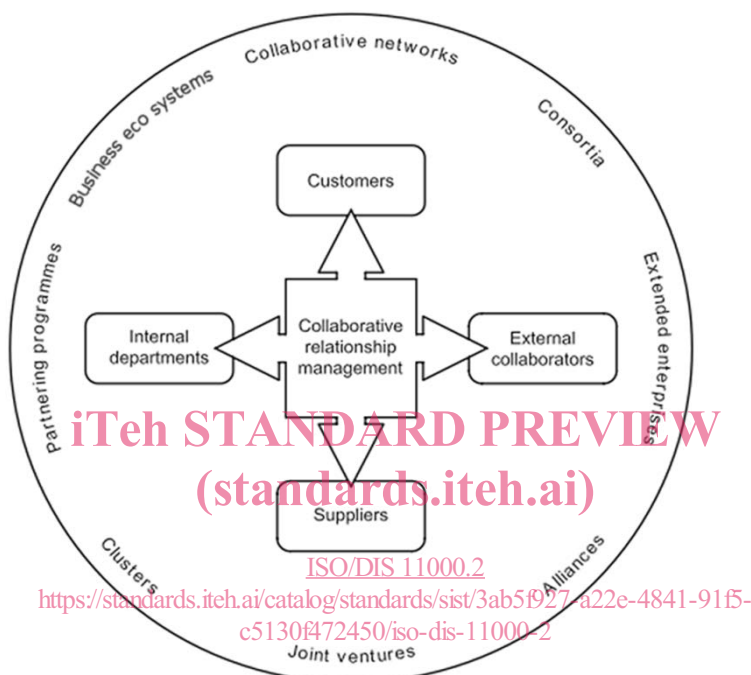


Figure 1 — Multidimensional relationships

This standard addresses both the overall requirements to establish a Management System and operational process requirements for specific or individual organizational 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 lifecycle. 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.

Collaborative business relationship management systems — Framework

1 Scope

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

This document 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 document 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); and
- 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.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- IEC Electropedia: available at <http://www.electropedia.org/>
- ISO Online browsing platform: available at <http://www.iso.org/obp>

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.

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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* (3.1) 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 they are incorporated into the joint objectives

3.9

risk

effect of uncertainty on *objectives* (3.8)

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); or
- evidence of results achieved (records).

See also Relationship Management Plan (3.32).

3.12

process

set of interrelated or interacting activities that 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* (3.12), 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* (3.12)

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

3.16

measurement

process (3.12) to determine a value

3.17

audit

systematic, independent and documented *process* (3.12) for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

Note 1 to entry: An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines).

Note 2 to entry: An internal audit is conducted by the organization itself, or by an external party on its behalf.

Note 3 to entry: "Audit evidence" and "audit criteria" are defined in ISO 19011.

3.18

conformity

fulfilment of a *requirement* (3.3)

3.19

nonconformity

non-fulfilment of a *requirement* (3.3)

3.20

corrective action

action to eliminate the cause of a *nonconformity* (3.19) and to prevent recurrence

3.21

continual improvement

recurring activity to enhance *performance* (3.13)

3.22**extended enterprise**

associated entities, (customers, employees, suppliers, distributors), that directly and formally or informally, collaborate in the design, development, production, and delivery of a product or service to the end user

Note 1 to entry: Please see definition of supply chain, 3.28.

3.23**initiating organization**

organization initiating the potential relationship

3.24**joint management team**

individuals or team agreed between the parties that will have day-to-day management of the collaborative process and its performance to *objectives* (3.8) and outcomes

3.25**partner**

organization (3.1) or internal groups within an organization participating in the collaborative business relationship

Note 1 to entry: A partner could be an external organization or an internal group within an organization.

3.26**partner selection criterion** (standards.iteh.ai)

key criterion required to evaluate a potential partner's overall match to principal values and *objectives* (3.8) of the collaboration

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3.27**Senior Executive Responsible****SER**

high level executive person within the organization, who has the overall responsibility for authorizing and supporting collaborative programmes and the development of capabilities, together with any other agreed executive participants with responsibility for the effective implementation and operation of the collaboration

3.28**supply chain**

relationship of organizations, people, activities, logistics, information, technology, and resources engaged in activities and creating value from point of origin to point of consumption, including transforming materials/components to products and services for end users

Note 1 to entry: Please see definition of extended enterprise, 3.22.

3.29**alignment**

shared and complementary vision, objectives, strategies, and operational processes of the partners and mutual interests of the stakeholders

3.30**value proposition**

promise of measurable benefits resulting from the collaboration

3.31

exit strategy

mutually agreed rules for controlled disengagement

3.32

relationship management plan

overview that defines the governance processes or references to them that define how a particular relationship will be managed and controlled

4 Context of the organization

4.1 Understanding the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcome(s) of its Collaborative Business Relationship management system.

Organizations shall assess where they are able to harness the benefits of collaborative working and shall develop their specific processes accordingly.

4.2 Understanding the needs and expectations of stakeholders

The organization shall determine:

- the stakeholders that are relevant to the Collaborative Business Relationship management system; and
- the requirements of these stakeholders

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4.3 Creation of value

The organization(s) shall determine and define the value added opportunities that can be achieved by the organization(s) working collaboratively.

These value added opportunities shall be periodically reviewed as part of the organizations' continual improvement programme, see clauses 9 and 10.

4.4 Determining the scope of the Collaborative Business Relationship management system

The organization shall determine the boundaries and applicability of the Collaborative Business Relationship management system to establish its scope.

When determining this scope, the organization shall consider:

- the external and internal issues referred to in 4.1; and
- the requirements referred to in 4.2.

The scope shall be available as documented information.

4.5 Collaborative Business Relationship management system

The organization shall establish, implement, maintain and continually improve a Collaborative Business Relationship management system, including the processes needed and their interactions, in accordance with the requirements of this International Standard, as appropriate to the size and complexity of the organization.

5 Leadership

5.1 Top Management, leadership and commitment

Top management shall demonstrate leadership, accountability and commitment with respect to the Collaborative Business Relationship management system by:

- ensuring that the Collaborative Business Relationship policy and Collaborative objectives are established and are compatible with the strategic direction of the organization;
- ensuring the integration of the Collaborative Business Relationship management system requirements into the organization's business processes;
- ensuring that the resources needed for the Collaborative Business Relationship management system are available;
- communicating to relevant stakeholders the importance of effective Collaborative Business Relationship management and where applicable of conforming to the Collaborative Business Relationship management system requirements;
- ensuring that the Collaborative Business Relationship management system achieves its intended outcome(s);
- directing and supporting persons within the participating organizations to contribute to the effectiveness of the Collaborative Business Relationship management system;
- promoting continual improvement; and
- supporting other relevant management roles within the participating organizations to demonstrate their leadership as it applies to their areas of responsibility.

Reference to “business” in this International Standard should be interpreted broadly to mean those activities that are core to the purposes of the organization's existence.

5.2 Policy

Top management shall establish a Collaborative Business Relationship policy that:

- a) is appropriate to the purpose of the organization;
- b) provides a framework for setting Collaborative objectives;
- c) includes a commitment to satisfy applicable requirements; and
- d) includes a commitment to continual improvement of the Collaborative Business Relationship management system.

The Collaborative Business Relationship policy shall:

- be available as documented information;
- be communicated within the organization; and
- be available to stakeholders, as appropriate.

The Senior Executive Responsible (SER) shall ensure that within the defined scope of its Collaborative Business Relationship management system, the policy is applied.

5.3 Organization roles, responsibilities and authorities

5.3.1 Top management

Top management shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization.

The organization shall appoint a SER for the development and implementation of the collaborative business relationship management process with defined responsibility, authority and accountability for ensuring that the policies, processes, culture and behaviour required are established, implemented and maintained.

Top management shall assign the responsibility and authority for

- a) ensuring that the Collaborative Business Relationship management system conforms to the requirements of this International Standard; and
- b) reporting on the performance of the Collaborative Business Relationship management system to top management.

5.3.2 Establishment of Operational Governance structure

The organization shall establish and maintain arrangements that promote collaborative working and provide the authority under which the leaders are empowered to explore the potential value from collaboration, by ensuring:

- the organization has a value analysis process that identifies the potential benefits that could be realized by collaborative working;
- that the qualities or ethos of the relationships that are consistent with both the values and purpose of the organization are established;
- that the leaders have a clear mandate within which to progress and develop prospective collaborative business relationships;
- that the governance processes are sufficiently robust to demonstrate effective assurance and accountability within a collaborative arrangement;
- that the governance processes are sufficiently agile and adaptable to ensure that the potential value could be realized from collaboration;

- that there is a clear understanding of expected and acceptable attitudes and behaviour within the relationships that will foster the desired approach to openness, trust and mutual respect between the prospective collaborators and their stakeholder groups; and
- accountability, fairness, and transparency in the relationships with partners and sharing of responsibilities and rights.

5.3.3 Senior executive responsible

The SER (see 3.27) is responsible for ensuring performance evaluation and continual improvement in the activities covered by the Collaborative Business Relationship management system, see 9 and 10.

The SER is also responsible for identifying and defining the key individuals and their roles involved in collaborative initiatives and ensuring they have the appropriate skills to support a collaborative approach (see Annex C for examples).

6 Planning

6.1 Actions to address threats and opportunities

When planning for the Collaborative Business Relationship management system, the organization shall consider the issues referred to in 4.1 and the requirements referred to in 4.2 and determine the threats and opportunities that need to be addressed, in order to:

- assure the Collaborative Business Relationship management system can achieve its intended outcome(s);
- prevent, or reduce, undesired effects; and
- achieve continual improvement.

The organization shall have a defined process for the initial and on-going evaluation of risk. This process should include defined approaches for: identification, analysis, mitigation, on-going management, and review of risks.

The organization shall plan:

- a) actions to address these threats and opportunities; and
- b) how to:
 - integrate and implement the actions into its Collaborative Business Relationship management system processes and the corporate relationship management plan (see 7.5.5), and
 - evaluate the effectiveness of these actions.

6.2 Collaborative Business Relationship objectives and planning to achieve them

The organization shall identify its operational objectives and identify where these may be supported or enhanced through the adoption of collaborative working approaches, or where additional external partners may be required in order to achieve targeted outcomes.