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## **Collaborative business relationship management systems — Requirements and framework**

*Systèmes de management collaboratif d'une relation d'affaire —  
Exigences et cadre de travail*

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# Contents

Page

|                                                                                        |            |
|----------------------------------------------------------------------------------------|------------|
| <b>Foreword</b>                                                                        | <b>vi</b>  |
| <b>Introduction</b>                                                                    | <b>vii</b> |
| <b>1 Scope</b>                                                                         | <b>1</b>   |
| <b>2 Normative references</b>                                                          | <b>1</b>   |
| <b>3 Terms and definitions</b>                                                         | <b>1</b>   |
| <b>4 Context of the organization</b>                                                   | <b>5</b>   |
| 4.1 Understanding the organization and its context                                     | 5          |
| 4.2 Understanding the needs and expectations of stakeholders                           | 5          |
| 4.3 Determining the scope of the collaborative business relationship management system | 5          |
| 4.4 Collaborative business relationship management system                              | 6          |
| 4.5 Creation of value                                                                  | 6          |
| <b>5 Leadership</b>                                                                    | <b>6</b>   |
| 5.1 Leadership and commitment                                                          | 6          |
| 5.2 Policy                                                                             | 7          |
| 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          |
| <b>6 Planning</b>                                                                      | <b>8</b>   |
| 6.1 Actions to address risks and opportunities                                         | 8          |
| 6.2 Collaborative business relationship objectives and planning to achieve them        | 8          |
| 6.3 Identification and prioritization of collaborative business relationships          | 9          |
| 6.3.1 General                                                                          | 9          |
| 6.3.2 Identification of opportunities for collaboration                                | 9          |
| <b>7 Support</b>                                                                       | <b>10</b>  |
| 7.1 Resources                                                                          | 10         |
| 7.2 Competence and behaviour                                                           | 10         |
| 7.3 Awareness                                                                          | 10         |
| 7.4 Communication                                                                      | 10         |
| 7.5 Documented information                                                             | 11         |
| 7.5.1 General                                                                          | 11         |
| 7.5.2 Creating and updating                                                            | 11         |
| 7.5.3 Control of documented information                                                | 11         |
| 7.5.4 Record of collaborative competencies                                             | 11         |
| 7.5.5 Corporate RMP                                                                    | 12         |
| <b>8 Operation</b>                                                                     | <b>12</b>  |
| 8.1 Operational planning and control                                                   | 12         |
| 8.2 Operational awareness (Stage 1)                                                    | 12         |
| 8.2.1 General                                                                          | 12         |
| 8.2.2 Duties of SER                                                                    | 13         |
| 8.2.3 Application and validation of operational governance structure                   | 13         |
| 8.2.4 Identification of operational objectives and value                               | 13         |
| 8.2.5 Establishment of value analysis process                                          | 14         |
| 8.2.6 Identification and prioritization of collaborative business relationships        | 14         |
| 8.2.7 Development of competencies and behaviour                                        | 14         |
| 8.2.8 Initial risk assessment                                                          | 14         |
| 8.2.9 Establishment of the RMP                                                         | 14         |
| 8.3 Knowledge (Stage 2)                                                                | 15         |
| 8.3.1 General                                                                          | 15         |
| 8.3.2 Strategy and business case                                                       | 15         |
| 8.3.3 Identification of key individuals' competence and behaviour                      | 17         |

|        |                                                                           |    |
|--------|---------------------------------------------------------------------------|----|
| 8.3.4  | Knowledge management.....                                                 | 17 |
| 8.3.5  | Supply chain and extended enterprise risks and opportunities.....         | 17 |
| 8.3.6  | Implementation of risk management process.....                            | 17 |
| 8.3.7  | Evaluation of the business case.....                                      | 18 |
| 8.3.8  | Incorporation of knowledge into the RMP.....                              | 18 |
| 8.4    | Internal assessment (Stage 3).....                                        | 19 |
| 8.4.1  | General.....                                                              | 19 |
| 8.4.2  | Capability and environment for collaboration.....                         | 19 |
| 8.4.3  | Assessment of strengths and weaknesses.....                               | 19 |
| 8.4.4  | Assessment of collaborative profile.....                                  | 20 |
| 8.4.5  | Appointment of collaborative leadership.....                              | 20 |
| 8.4.6  | Definition of partner selection criteria.....                             | 20 |
| 8.4.7  | Implementation of the RMP.....                                            | 20 |
| 8.5    | Partner selection (Stage 4).....                                          | 21 |
| 8.5.1  | General.....                                                              | 21 |
| 8.5.2  | Nomination of potential collaborative partners.....                       | 21 |
| 8.5.3  | Partner evaluation and selection.....                                     | 21 |
| 8.5.4  | Development of engagement and negotiation strategy for collaboration..... | 22 |
| 8.5.5  | Initial engagement with potential partners.....                           | 22 |
| 8.5.6  | Assessment of joint objectives.....                                       | 22 |
| 8.5.7  | Assessment of joint exit strategy.....                                    | 22 |
| 8.5.8  | Selection of preferred partners.....                                      | 22 |
| 8.5.9  | Initiation of joint RMP.....                                              | 22 |
| 8.6    | Working together (Stage 5).....                                           | 22 |
| 8.6.1  | General.....                                                              | 22 |
| 8.6.2  | Establishment of the joint governance structure.....                      | 23 |
| 8.6.3  | Joint knowledge management process.....                                   | 25 |
| 8.6.4  | Establish joint risk management process.....                              | 25 |
| 8.6.5  | Operational process and systems review.....                               | 26 |
| 8.6.6  | Measurement of delivery and performance.....                              | 26 |
| 8.6.7  | Improvement of organizational collaborative competence.....               | 26 |
| 8.6.8  | Establishment of a joint issue resolution process.....                    | 26 |
| 8.6.9  | Establishment of a joint exit strategy.....                               | 27 |
| 8.6.10 | Agreements or contracting arrangements.....                               | 27 |
| 8.6.11 | Establishment and Implementation of the joint RMP.....                    | 28 |
| 8.7    | Value creation (Stage 6).....                                             | 28 |
| 8.7.1  | General.....                                                              | 28 |
| 8.7.2  | Establishment of the value creation process.....                          | 29 |
| 8.7.3  | Identification of improvement and setting of targets.....                 | 29 |
| 8.7.4  | Use of learning from experience.....                                      | 29 |
| 8.7.5  | Updating of the joint RMP.....                                            | 29 |
| 8.8    | Staying together (Stage 7).....                                           | 29 |
| 8.8.1  | General.....                                                              | 29 |
| 8.8.2  | Oversight by the SERs.....                                                | 30 |
| 8.8.3  | Management of the joint relationship.....                                 | 30 |
| 8.8.4  | Implementation of monitoring of behaviour and trust indicators.....       | 31 |
| 8.8.5  | Continual value creation.....                                             | 31 |
| 8.8.6  | Delivery of joint objectives.....                                         | 31 |
| 8.8.7  | Analysis of results.....                                                  | 31 |
| 8.8.8  | Issue resolution.....                                                     | 31 |
| 8.8.9  | Maintenance of the joint exit strategy.....                               | 32 |
| 8.8.10 | Maintenance of the joint RMP.....                                         | 32 |
| 8.9    | Exit strategy activation (Stage 8).....                                   | 32 |
| 8.9.1  | General.....                                                              | 32 |
| 8.9.2  | Initiation of disengagement.....                                          | 33 |
| 8.9.3  | Business continuity.....                                                  | 33 |
| 8.9.4  | Evaluation of the relationship.....                                       | 33 |
| 8.9.5  | Future opportunities.....                                                 | 33 |

|           |                                                                              |           |
|-----------|------------------------------------------------------------------------------|-----------|
| 8.9.6     | Review and updating of the RMPs.....                                         | 33        |
| <b>9</b>  | <b>Performance evaluation .....</b>                                          | <b>33</b> |
| 9.1       | Monitoring, measurement, analysis and evaluation.....                        | 33        |
| 9.1.1     | General.....                                                                 | 33        |
| 9.1.2     | Exit evaluation.....                                                         | 34        |
| 9.2       | Internal audit.....                                                          | 34        |
| 9.3       | Management review.....                                                       | 34        |
| <b>10</b> | <b>Improvement.....</b>                                                      | <b>35</b> |
| 10.1      | Nonconformity and corrective action .....                                    | 35        |
| 10.2      | Continual improvement.....                                                   | 35        |
|           | <b>Annex A (informative) Assessment checklist.....</b>                       | <b>36</b> |
|           | <b>Annex B (informative) Relationship management plan.....</b>               | <b>40</b> |
|           | <b>Annex C (informative) Competencies and collaborative behaviour.....</b>   | <b>43</b> |
|           | <b>Annex D (informative) Relationship maturity matrix.....</b>               | <b>45</b> |
|           | <b>Annex E (informative) Exit strategy.....</b>                              | <b>48</b> |
|           | <b>Annex F (informative) Description of business relationship types.....</b> | <b>50</b> |
|           | <b>Annex G (informative) Application guidance.....</b>                       | <b>52</b> |
|           | <b>Bibliography.....</b>                                                     | <b>60</b> |

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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.

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](http://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](http://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 on 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 the following URL: [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

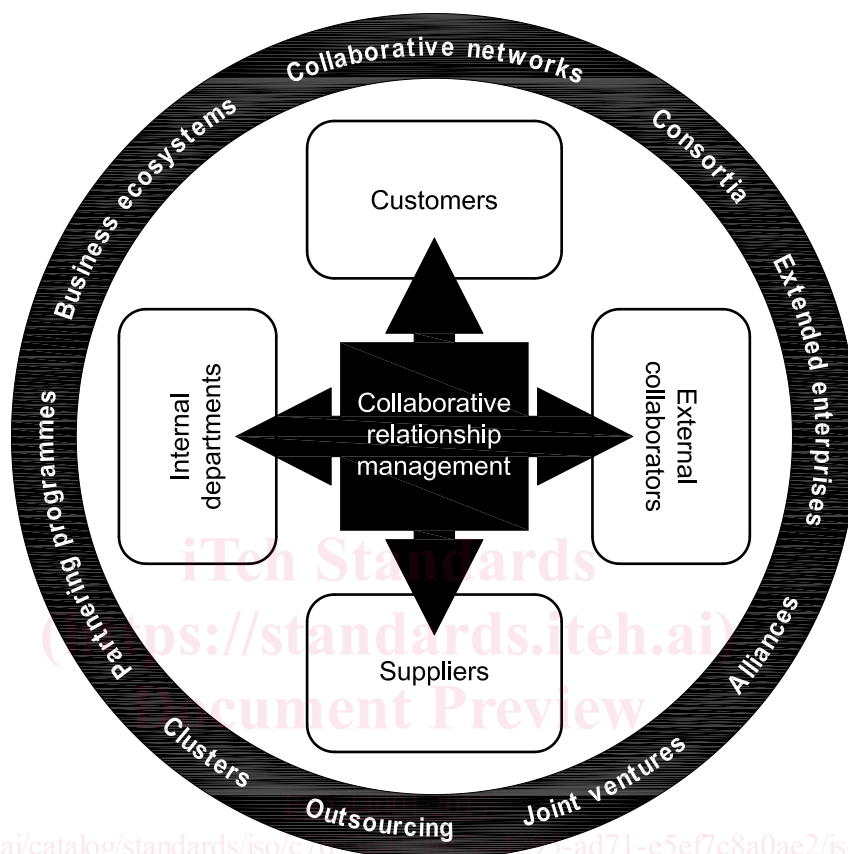
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## Introduction

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 document can be multidimensional (see [Figure 1](#)). They can be one-to-one relationships or networked relationships involving multiple parties.



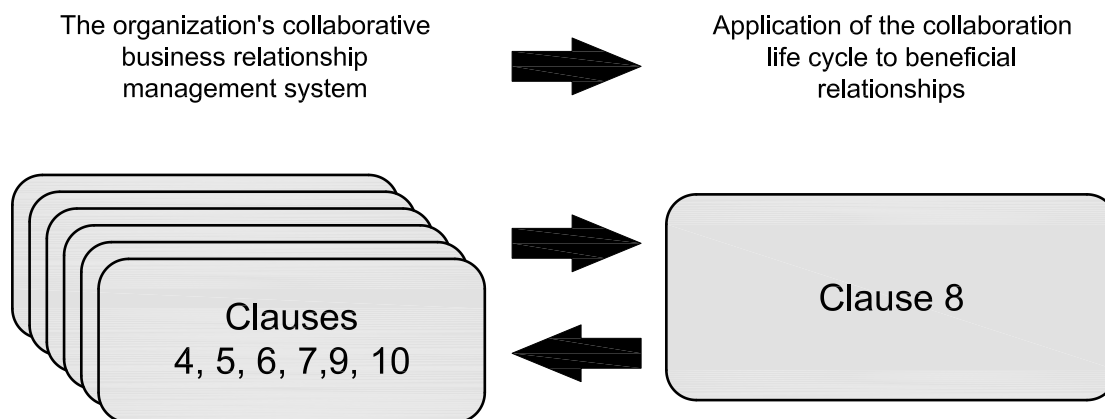
**Figure 1 — Multidimensional relationships**

While this document principally addresses the management system of an organization, it also recognizes that effective collaboration requires two or more organizations to engage together and that management systems need to accommodate the joint activities of the parties.

In addition to addressing the overall requirements to establish a management system, this document addresses operational process requirements for specific or individual organizational relationship engagement (see [Clause 8](#)). This document also contains a number of informative annexes to assist the user. [Annex A](#) provides a checklist to assist organizations to implement and meet the requirements of this document.

[Figure 2](#) illustrates the relationship between clauses of this document and the organization's systems and processes.

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 behaviour and organizational culture of collaborating organizations to ensure they are effective, optimized and deliver enhanced benefit to the stakeholders through collaborative approaches.



**Figure 2 — Relationship between clauses of this document and the organization's systems and processes**

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# Collaborative business relationship management systems — Requirements and framework

## 1 Scope

This document specifies requirements for the effective identification, development and management of collaborative business relationships within or between organizations.

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 this document can be on several different levels, e.g.

- 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 in this document.

## 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:

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

### 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 stakeholder interested party

person or *organization* (3.1) that can affect, be affected by, or perceive itself 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* (3.1) and *stakeholders* (3.2) 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* (3.11).

### 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 and operation.

Note 3 to entry: The scope of a management system can 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 business relationship 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* (3.4), collaborative business relationship objectives are set initially by the *organization* (3.1), consistent with the collaborative business relationship *policy* (3.7), to achieve specific results. Once a *partner* (3.25) is selected, the collaborative business relationship objectives are incorporated into the joint objectives.

**3.9****risk**

effect of uncertainty

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).

Note 3 to entry: See *relationship management plan* (3.32).

**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* (3.12), 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* (3.1) 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 that collaborate directly, formally or informally, in the design, development, production and delivery of a product or service to the end user

Note 1 to entry: Associated entities include customers, employees, suppliers and distributors.

Note 2 to entry: See *supply chain* (3.28).

**3.23**

**initiating organization**

*organization* (3.1) initiating the potential relationship

**3.24**

**joint management team**

individuals or team agreed between the parties that has day-to-day management of the collaborative *process* (3.12) and its *performance* (3.13) to *objectives* (3.8) and outcomes

**3.25**

**partner**

*organization* (3.1), or internal group within an organization, participating in the collaborative business relationship

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

**3.26**

**partner selection criterion**

key criterion required to evaluate a potential *partner's* (3.25) overall match to principal values and *objectives* (3.8) of the collaboration

**3.27****senior executive responsible****SER**

high level executive person within the *organization* (3.1), 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* (3.1), 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: See *extended enterprise* (3.22).

**3.29****alignment**

shared and complementary vision, *objectives* (3.8), strategies and operational *processes* (3.12) of the *partners* (3.25) and mutual interests of the *stakeholders* (3.2)

**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****RMP**

overview that defines the governance *processes* (3.12) or references to them that defines how a particular relationship is 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;
- the requirements of these stakeholders.

**4.3 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](#);
- the requirements referred to in [4.2](#).

The scope shall be available as documented information.

#### 4.4 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 document, as appropriate to the size and complexity of the organization.

#### 4.5 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 organization's continual improvement programme. See [Clauses 9](#) and [10](#).

### 5 Leadership

#### 5.1 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 business relationship 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;
- supporting other relevant management roles within the participating organizations to demonstrate their leadership as it applies to their areas of responsibility.

NOTE Reference to "business" in this document can be interpreted broadly to mean those activities that are core to the purposes of the organization's existence.