INTERNATIONAL STANDARD

ISO 44002

First edition
2019-10

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'implementation de l'ISO 44001

iTeh Standards
(https://standards.iteh.ai)
Document Preview

ISO 44002:2019
https://standards.iteh.ai/catalog/standards/iso/6df5bf09-147f-4c9d-9164-529d3e8f998d/iso-44002-2019

Reference number
ISO 44002:2019(E)

© ISO 2019

iTeh Standards
(https://standards.iteh.ai)
Document Preview

ISO 44002:2019
https://standards.iteh.ai/catalog/standards/iso/6df5bf09-147f-4c9d-9164-529d3e8f998d/iso-44002-2019

COPYRIGHT PROTECTED DOCUMENT

© ISO 2019

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Fax: +41 22 749 09 47
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

© ISO 2019 – All rights reserved

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

iTeh Standards
(https://standards.iteh.ai)
Document Preview
ISO 44002:2019
https://standards.iteh.ai/catalog/standards/iso/6df3bf09-147f-4c9d-9164-529d3e8f998d/iso-44002-2019

© ISO 2019 – All rights reserved

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

iTeh Standards
(https://standards.iteh.ai)
Document Preview
ISO 44002:2019
https://standards.iteh.ai/catalog/standards/sist/53d0b...-0ed4-530e-af998d/iso-44002-2019

© ISO 2019 – All rights reserved

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

iTeh Standards
(https://standards.iteh.ai)
Document Preview
ISO 44002:2019
https://standards.iteh.ai/catalog/standards/iso/6df5bf09-147f-4c9d-9164-529d3e8f998d/iso-44002-2019

© ISO 2019 – All rights reserved

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**

iTeh Standards
(https://standards.iteh.ai)
Document Preview

ISO 44002:2019
https://standards.iteh.ai/catalog/standards/iso/6df5bf09-147f-4c9d-9164-529d3e8f998d/iso-44002-2019

© ISO 2019 – All rights reserved

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.

iTeh Standards
(https://standards.iteh.ai)
Document Preview

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.

ISO 44002:2019
https://standards.iteh.ai/catalog/standards/iso/6df5bf09-147f-4c9d-9164-529d3e8f998d/iso-44002-2019

© ISO 2019 – All rights reserved