



DPC: 25/30477438 DC

BSI Group Headquarters

389 Chiswick High Road London W4 4AL

Tel: +44 (0)20 8996 9000

Fax: +44 (0)20 8996 7400

www.bsigroup.com

Date: 04 November 2025

Origin: International

Latest date for receipt of comments: 28 December 2025

Project No. 2023/01618

Responsible committee: SVS/1/4 Collaborative business relationships

Interested committees:

Title: Draft BS ISO 44001 Collaborative business relationship management systems — Requirements and framework.

Please notify admin.start@bsigroup.com if you are aware of any keywords that might assist in clarifying or identifying the standard or of the content of this standard:

- i) has any issues related to 3rd party IPR, patent or copyright
- ii) affects other national standard(s)
- iii) requires additional national guidance or information

WARNING: THIS IS A DRAFT AND MUST NOT BE REGARDED OR USED AS A BRITISH STANDARD. THIS DRAFT IS NOT CURRENT BEYOND 28 December 2025

This draft is issued to allow comments from interested parties; all comments will be given consideration prior to publication. No acknowledgement will normally be sent. **See overleaf for information on the submission of comments.**

No copying is allowed, in any form, without prior written permission from BSI except as permitted under the Copyright, Designs and Patent Act 1988 or for circulation within a nominating organization for briefing purposes. Electronic circulation is limited to dissemination by e-mail within such an organization by committee members.

Further copies of this draft may be purchased from BSI Shop <http://shop.bsigroup.com> or from BSI Customer Services, Tel: +44(0) 20 8996 9001 or email cservices@bsigroup.com. British, International and foreign standards are also available from BSI Customer Services.

Information on the co-operating organizations represented on the committees referenced above may be obtained from <https://standardsdevelopment.bsigroup.com/>.

E-mail: admin.start@bsigroup.com

Introduction

This draft standard is based on national and international discussions. Your comments on this draft are invited and will assist in the preparation of the consequent standard.

For international standards, comments will be reviewed by the relevant UK national committee before sending the consensus UK vote and comments to the international committee, which will then decide appropriate action. If the international standard is approved, it is usual for the text to be published as a British Standard.

For national standards, comments will be reviewed by the relevant UK national committee and the resulting standards published as a British Standard.

UK Vote

Please indicate whether you consider the UK should submit a negative (with supporting technical reasons) or positive vote on this draft. Please indicate if you are aware of any reason why this draft standard should not be published as a British Standard.

Submission of Comments

- **Annotated drafts are not acceptable and will be rejected.**
- All comments should be submitted online at <https://standardsdevelopment.bsigroup.com/>. You will need to register in order to comment.

Template for comments and secretariat observations

Date: xx/xx/20xx	Document: ISO/DIS xxxx
------------------	------------------------

1	2	(3)	4	5	(6)	7
MB	Clause No./ Subclause No./Annex (e.g. 3.1)	Paragraph/ Figure/Table/Note	Type of comment	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
	3.1	Definition 1	ed	Definition is ambiguous and needs clarifying.	Amend to read '...so that the mains connector to which no connection...'	
	6.4	Paragraph 2	te	The use of the UV photometer as an alternative cannot be supported as serious problems have been encountered in its use in the UK.	Delete reference to UV photometer.	



DRAFT International Standard

ISO/DIS 44001

Collaborative business relationship management systems — Requirements and framework

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

ICS: 03.100.70; 03.100.01

ISO/TC 286

Secretariat: **BSI**

Voting begins on:
2025-11-04

Voting terminates on:
2026-01-27

This document is circulated as received from the committee secretariat.

THIS DOCUMENT IS A DRAFT CIRCULATED FOR COMMENTS AND APPROVAL. IT IS THEREFORE SUBJECT TO CHANGE AND MAY NOT BE REFERRED TO AS AN INTERNATIONAL STANDARD UNTIL PUBLISHED AS SUCH.

IN ADDITION TO THEIR EVALUATION AS BEING ACCEPTABLE FOR INDUSTRIAL, TECHNOLOGICAL, COMMERCIAL AND USER PURPOSES, DRAFT INTERNATIONAL STANDARDS MAY ON OCCASION HAVE TO BE CONSIDERED IN THE LIGHT OF THEIR POTENTIAL TO BECOME STANDARDS TO WHICH REFERENCE MAY BE MADE IN NATIONAL REGULATIONS.

RECIPIENTS OF THIS DRAFT ARE INVITED TO SUBMIT, WITH THEIR COMMENTS, NOTIFICATION OF ANY RELEVANT PATENT RIGHTS OF WHICH THEY ARE AWARE AND TO PROVIDE SUPPORTING DOCUMENTATION.

Reference number
ISO/DIS 44001:2025(en)

Full document details: 25/30477438 DC

© ISO 2025



Documents

Document Sharing Hub



COPYRIGHT PROTECTED DOCUMENT

© ISO 2025

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
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Contents

Foreword.....	vi
0 Introduction.....	vii
1 Scope	1
2 Normative references	1
3 Terms and definitions.....	1
4 Context of the organization.....	5
4.1 Understanding the organization and its context.....	5
4.2 Understanding the needs and expectations of stakeholders.....	6
4.3 Determining the scope of the collaborative business relationship management system.....	6
4.4 Collaborative business relationship management system.....	6
4.5 Creation of value	6
5 Leadership.....	6
5.1 Leadership and commitment	6
5.2 Policy.....	7
5.3 Roles, responsibilities and authorities.....	8
5.3.1 Top management.....	8
5.3.2 Establishment of an organizational governance structure	8
5.3.3 Senior executive responsible	9
6 Planning	9
6.1 Actions to address risks and opportunities	9
6.2 Collaborative business relationship objectives and planning to achieve them.....	9
6.3 Planning of Changes.....	10
6.4 Identification and prioritization of collaborative business relationships	10
6.4.1 General	10
6.4.2 Identification of opportunities for collaboration	11
7 Support.....	11
7.1 Resources	11
7.2 Competence and behaviour	11
7.3 Awareness	12
7.4 Communication	12
7.5 Documented information	12
7.5.1 General	12
7.5.2 Creating and updating documented information	12
7.5.3 Control of documented information.....	13
7.5.4 Record of collaborative competencies.....	13
7.5.5 Corporate RMP.....	13
8 Operation.....	14
8.1 Operational planning and control	14
8.2 Operational awareness (Stage 1).....	14
8.2.1 General	14
8.2.2 Duties of the SER.....	14
8.2.3 Application and validation of operational governance structure.....	14
8.2.4 Identification of operational objectives and value.....	15
8.2.5 Establishment of the value analysis process	15
8.2.6 Identification and prioritization of collaborative business relationships	15

8.2.7	Development of competencies and behaviour	15
8.2.8	Initial risk assessment	16
8.2.9	Establishment of the RMP	16
8.3	Knowledge Development (Stage 2)	16
8.3.1	General.....	16
8.3.2	Strategy and business case	16
8.3.3	Identification of key individuals' competence and behaviour	17
8.3.4	Knowledge management	18
8.3.5	Supply chain and extended enterprise risks and opportunities	18
8.3.6	Implementation of the risk management process	18
8.3.7	Evaluation of the business case.....	19
8.3.8	Incorporation of knowledge into the RMP	19
8.4	Internal assessment (Stage 3)	20
8.4.1	General.....	20
8.4.2	Capability and environment for collaboration.....	20
8.4.3	Assessment of strengths and weaknesses.....	20
8.4.4	Assessment of collaborative profile	20
8.4.5	Appointment of collaborative leadership	21
8.4.6	Definition of partner selection criteria.....	21
8.4.7	Implementation of the RMP.....	21
8.5	Partner selection (Stage 4)	21
8.5.1	General.....	21
8.5.2	Nomination of potential collaborative partners.....	22
8.5.3	Partner evaluation and selection	22
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 a joint exit strategy.....	22
8.5.8	Selection of preferred partners	23
8.5.9	Initiation of joint RMP	23
8.6	Working together (Stage 5)	23
8.6.1	General.....	23
8.6.2	Establishment of the joint governance structure	23
8.6.3	Joint knowledge management process	25
8.6.4	Establishment of the joint risk management process.....	25
8.6.5	Operational process and systems review.....	25
8.6.6	Measurement of delivery and performance.....	25
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	26
8.6.10	Agreements or contracting arrangements.....	27
8.6.11	Establishment and Implementation of the joint RMP	27
8.7	Value creation (Stage 6).....	28
8.7.1	General.....	28
8.7.2	Establishment of the value creation process	28
8.7.3	Identification of improvement and setting of targets.....	28
8.7.4	Use of learning from experience.....	28
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	29
8.8.3	Management of the joint relationship	29
8.8.4	Implementation of relationship performance monitoring.....	29

8.8.5	Continual value creation	30
8.8.6	Delivery of joint objectives.....	30
8.8.7	Analysis of results.....	30
8.8.8	Issue resolution.....	30
8.8.9	Maintenance of the joint exit strategy.....	30
8.8.10	Maintenance of the joint RMP	31
8.9	Exit strategy activation (Stage 8)	31
8.9.1	General	31
8.9.2	Initiation of disengagement.....	31
8.9.3	Business continuity.....	31
8.9.4	Evaluation of the relationship.....	32
8.9.5	Future opportunities	32
8.9.6	Review and updating of the RMPs	32
9	Performance evaluation.....	32
9.1	Monitoring, measurement, analysis and evaluation	32
9.1.1	General	32
9.1.2	Exit evaluation	32
9.2	Internal audit	33
9.2.1	General	33
9.2.2	Internal audit programme	33
9.3	Management review	33
9.3.1	General	33
9.3.2	Management review inputs.....	33
9.3.3	Management review results	34
10	Improvement.....	34
10.1	Continual improvement	34
10.2	Nonconformity and corrective action	34
	Annex A (informative) Relationship management plan	36
	Annex B (informative) Competencies and collaborative behaviour	37
	Annex C (informative) Relationship maturity matrix	38
	Bibliography	40

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 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.

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

0 Introduction

0.1 Collaborative Business Relationships

Organizations frequently form collaborative business relationships to enable them to achieve objectives or to create new value that they could not do independently. These relationships have assumed a wide and growing variety of singular or multi-dimensional configurations. However, the outcomes of these relationships have often been disappointing, particularly where the organizations lack a defined strategy, business case, methodology, competencies and resources for managing their collaboration, especially in a volatile and uncertain business environment.

This document defines a proven framework for managing the full life-cycle of collaborative business relationships, within and between organizations of all sizes, at corporate or operational levels. Such relationships may be one-to-one or one-to-many.

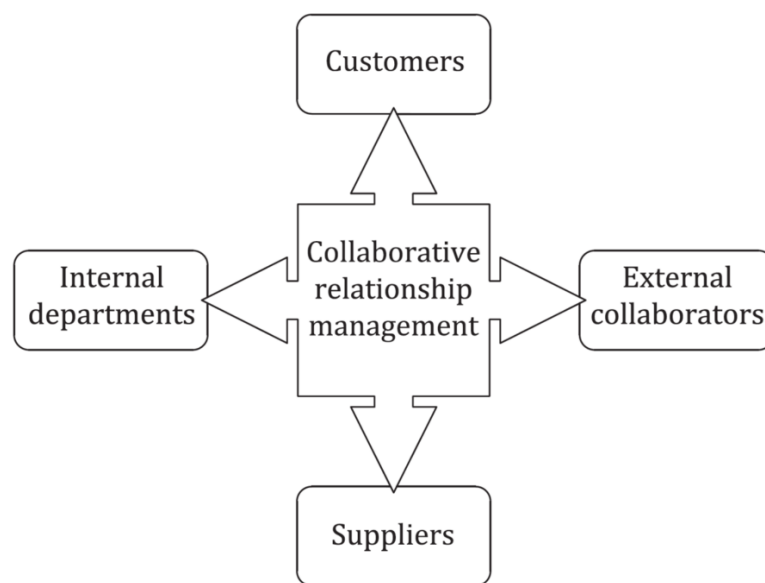


Figure 1 – Multidimensional Relationships

The nature of collaborative business relationships is continually evolving to meet the needs of new organizational configurations and roles. ISO/TR 44000, Collaborative business relationship types describes a variety of collaborative business relationship types and topologies in common use that will influence where and how this document is applied.

0.2 Principles

The core precepts for effective management of collaborative business relationships are outlined in ISO/TR 44000 'Principles for successful collaborative business relationship management'. The Principles are:

- | | |
|--|--|
| 1 Relationship management | 7 Trust and commitment to mutual benefit |
| 2 Visions and values | 8 Value creation |
| 3 Business objectives | 9 Information and knowledge sharing |
| 4 Collaborative leadership | 10 Risk management |
| 5 Governance and processes | 11 Relationship measurement and optimization |
| 6 Collaborative competence and behaviour | 12 Exit strategy. |

ISO/TR 44000 describes each Principle, explains why it is important to the organization, and provides examples of the benefits gained from applying each principle.

Organizations that are new to working together across organizational boundaries may find that exploration and implementation of the Principles assists their introduction to managing their collaborative business relationships, perhaps in advance of applying the full requirements and frameworks that are detailed in this document.

0.3 The Harmonised Structure

This management system standard (MSS) is based upon two core structures: the ISO Harmonized Structure (HS) and the collaborative business relationship Lifecycle Framework (see 0.4).

The HS defines the identical clause numbers and titles, text, common terms and core definitions for all ISO MSSs. This structure provides a corporate platform for the development of the organization's collaborative business relationship management system (CBRMS) and for its integration with other management system functions, where these have been based upon the HS.

The corporate platform for the CBRMS is provided by clauses of the HS (see Figure 2):

- 4 Context of the Organization: determination of: the external and internal issues that are relevant to the organization's purpose, the relevant stakeholders and their requirements, the value-added opportunities achieved through working collaboratively, and the boundaries and applicability of the CBRMS; and the establishment of the CBRMS.
- 5 Leadership: demonstration of leadership, accountability and commitment by top management; establishment of policy, roles, responsibilities and authorities; and the appointment of a senior executive responsible.
- 6 Planning: determination of the risks and opportunities relevant to the organization's context and stakeholders, and definition of a process for evaluating risk; identification of operational objectives and where these may be supported by collaborative working; and the identification and prioritisation of collaborative business relationships.
- 7 Support: determination and provision of: resources for the establishment and maintenance of the CBRMS; support for the development of appropriate culture, competences and behaviours; ensuring appropriate awareness of the collaborative business relationships policy; determination of the need for communications; and the management of documented information, including development of a corporate relationship management plan.
- 8 Operation: operation of the CBRMS throughout the lifecycle of a collaborative business relationship (see 0.4).
- 9 Performance Evaluation: evaluation of the performance of the CBRMS through monitoring, measurement, analysis, internal audit and management review.
- 10 Improvement: continual improvement of the CBRMS; and control of non-conformity and corrective action.

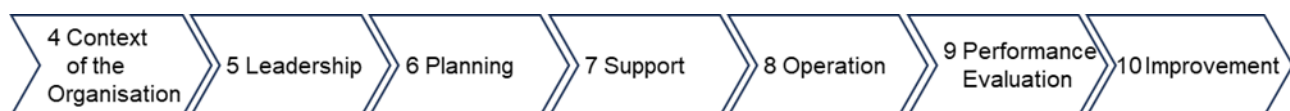


Figure 2 - Part of the ISO Harmonised Structure

0.4 The Lifecycle Framework

The Lifecycle Framework is described in Clause 8 Operation, and provides a staged operational structure for exploring, establishing, developing, managing and exiting from a particular collaborative business relationship.

The Lifecycle is divided into three distinct Phases (see Figure 3):

- 1 **Strategic:** the internal activities undertaken to explore and develop an understanding of and a strategy and business case for a particular relationship or relationships, based upon a thorough understanding of the opportunities, benefits, risks and constraints of this approach.
- 2 **Engagement:** the structured approach to the selection of a committed partner or partners and the establishment of joint objectives, structures, governance, processes, systems and agreements for managing the joint relationship and creating new value.
- 3 **Management:** the planned approach to managing the joint value-creating relationship, and to systematically disengage from it at an appropriate time.

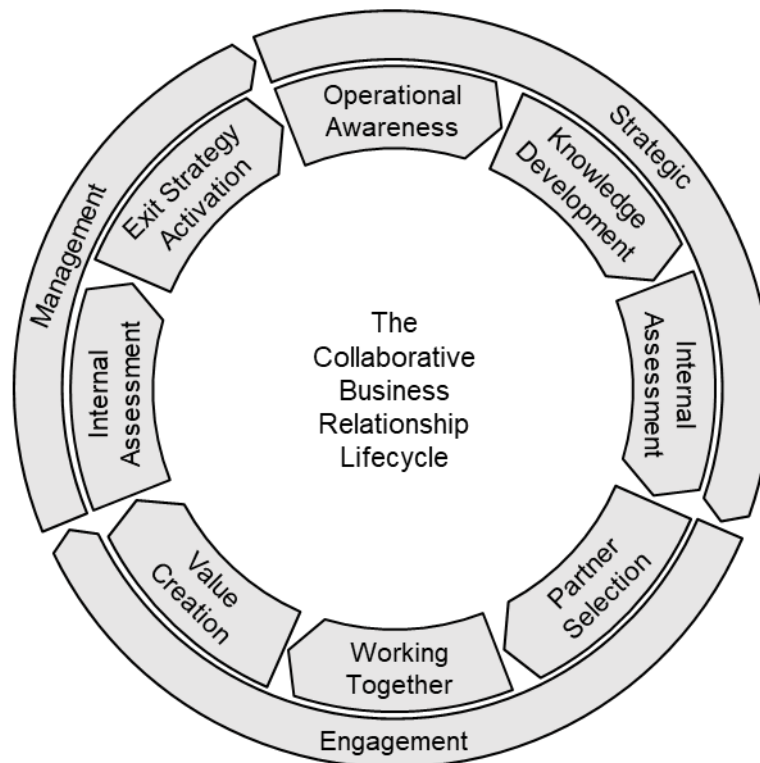


Figure 3 - Phases and Stages of the Relationship Lifecycle

The Lifecycle of a collaborative business relationship is also divided into eight distinct Stages (see Figure 3):

- 1 Operational Awareness: developing the operational approach to collaborative working at an operational business unit, programme or project level
- 2 Knowledge Development: establishing a body of knowledge and a specific strategy, business case and implementation plan for each collaborative opportunity.
- 3 Internal Assessment: undertaking a structured assessment of the capability and maturity to successfully engage in a particular collaborative business relationship.
- 4 Partner Selection: undertaking a structured approach to the identification, evaluation and selection of appropriate partners.
- 5 Working Together: establishing the governance platform for collaborative working.
- 6 Value Creation: establishing approaches that create additional value out of the joint relationship.
- 7 Staying Together: ongoing joint management, monitoring and measurement, to plan, of the collaborative relationship.
- 8 Exit Strategy Activation: activating the strategy for disengagement and, where appropriate, establishing a basis for future opportunities.

Whilst this standard has been structured for organizations to commence their collaborative business relationship cycle at Stage 1 and to proceed until exit at Stage 8, organizations may commence at any Stage in the lifecycle, for example, where organizations in an established traditional contractual environment seek to convert to a collaborative business relationship. Although organizations may commence at any Stage in the relationship lifecycle, they are encouraged to review the requirements in earlier Stages and incorporate these in their plans and processes, as appropriate.

Similarly, although requirements are defined in a sequential process, some organizations may implement these in parallel within a Phase or Stage, and some organizations may iterate implementation, dependent upon their core business processes. To aid navigation through this document, the Phases and Stages of the Lifecycle Framework are also depicted in a linear format, at the start of each Stage (see Figure 4).

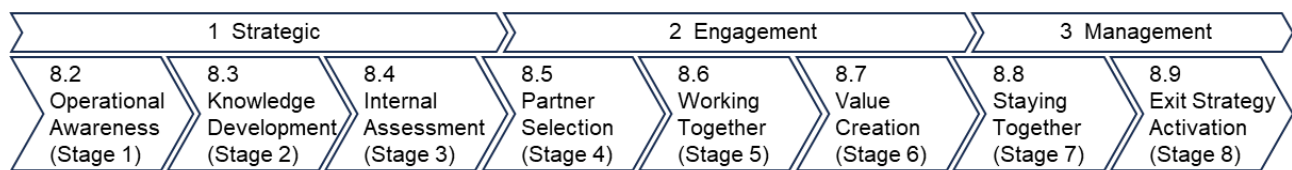


Figure 4 – Phases and Stages of the Relationship Lifecycle

0.5 Interfacing the Structures for Collaboration

The corporate platform for the CBRMS, which is based upon the HS (see 0.3), defines the organization's overall policy, structures, plans, objectives, systems, processes and documented information for managing all of its collaborative business relationships.

These general requirements provide the basis for the development of the organization's approach to the unique context and requirements of a particular opportunity and, subsequently, to the needs of a particular operational relationship (see Figure 5).

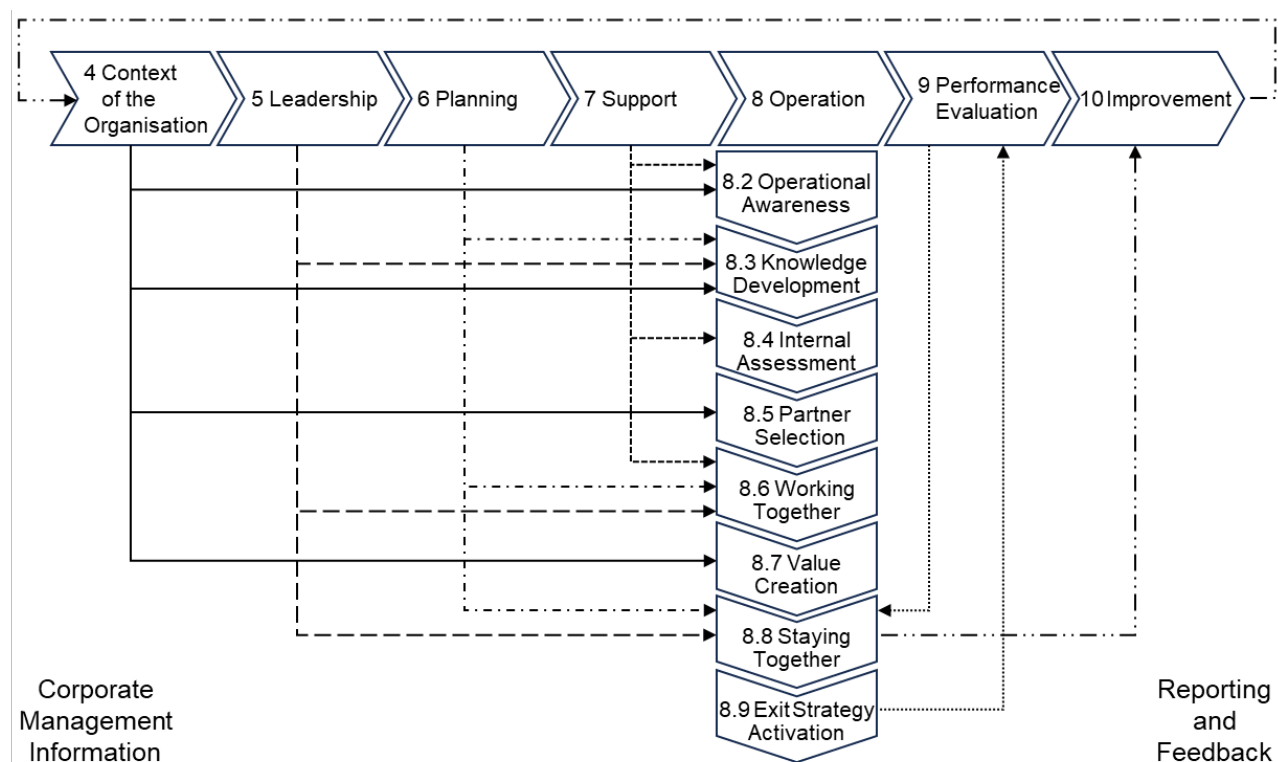


Figure 5 – The Relationship Between Corporate and Operational Systems

Thus, corporate business requirements are reflected in operational policy, structures, plans, objectives, systems, processes and documented information which then evolve in a structured manner during each Phase and/or Stage of the relationship lifecycle (defined in the sub-clauses of Clause 8).

Evolving requirements include, but are not limited to: organizational context, value and value creation, executive responsibility, governance, risk and risk management, objectives and delivery of objectives, resources, competence and behaviour, communication and training, relationship management planning and plans, exit strategy.

The evolution of key corporate business requirements is depicted following the appropriate clause in this document (see example at Figure 7).

0.6 Guidelines on Implementation

This document is supported by ISO 44002 'Collaborative business relationship management - Guidelines on the implementation of ISO 44001'. The clause structure in ISO 44002 mirrors this document and explains generally: 'what' is intended by each clause of this document, 'why' each clause is important, and outlines 'how' each clause may be implemented, in a general business context. It is recommended that ISO 44002 and this document be read together.

This document is also supported by a variety of other guidance standards, technical reports and a website that explain how collaborative business relationship management, or particular aspects of it, may be applied in the context of, for example: different types of collaborative business relationships; relationships between organizations of differing sizes or collaborative maturity; or in particular public or private, commercial and non-commercial, research, educational, service or industrial situations.

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.

Note 2 to entry: If the organization is part of a larger entity, the term “organization” refers only to the part of the larger entity that is within the scope of the XXX management system (3.4).

3.2

interested party stakeholder

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

3.3

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.

3.4

management system

set of interrelated or interacting elements of an *organization* (3.1) to establish *policies* (3.5) and *objectives* (3.6) 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.

3.5

policy

intentions and direction of an *organization* (3.1) as formally expressed by its *top management* (3.3)

3.6

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* (3.8)).

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* (3.5), to achieve specific results. Once a *partner* (3.25) is selected, the collaborative business relationship objectives are incorporated into the joint objectives.

3.7

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 31073) and “consequences” (as defined in ISO 31073), 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 31073) of occurrence.

3.8

process

set of interrelated or interacting activities that uses or transforms inputs to deliver a result

Note 1 to entry: Whether the result of a process is called an output, a product or a service depends on the context of the reference.

3.9

competence

ability to apply knowledge and skills to achieve intended results

3.10

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* (3.8);
- 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).

3.11

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).

3.12

continual improvement

recurring activity to enhance *performance* (3.11)

3.13

effectiveness

extent to which planned activities are realized and planned results achieved

3.14

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* (3.10).

3.15

conformity

fulfilment of a *requirement* (3.14)

3.16

nonconformity

non-fulfilment of a *requirement* (3.14)