

BS 11000-2:2017



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Collaborative business relationship management systems

Part 2: Guide to implementing BS ISO 44001



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Foreword

Publishing information

This British Standard is published by BSI Standards Limited, under licence from The British Standards Institution, and came into effect on 30 June 2017. It was prepared by under the authority of Technical Committee SVS/1/4, *Collaborative business relationships*. A list of organizations represented on these committees can be obtained on request to its secretary.

Supersession

This British Standard supersedes BS 11000-2:2011, which is withdrawn.

Relationship with other publications

This British Standard should be read in conjunction with BS ISO 44001, which gives requirements for implementing a strategic framework for establishing and improving collaborative relationships. This British Standard provides support to organizations seeking to implement the requirements in BS ISO 44001.

Use of this document

As a guide, this British Standard takes the form of guidance and recommendations. It should not be quoted as if it were a specification or a code of practice and claims of compliance cannot be made to it.

Presentational conventions

The guidance in this standard is presented in roman (i.e. upright) type. Any recommendations are expressed in sentences in which the principal auxiliary verb is “should”.

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a British Standard cannot confer immunity from legal obligations.

0 Introduction

0.1 General

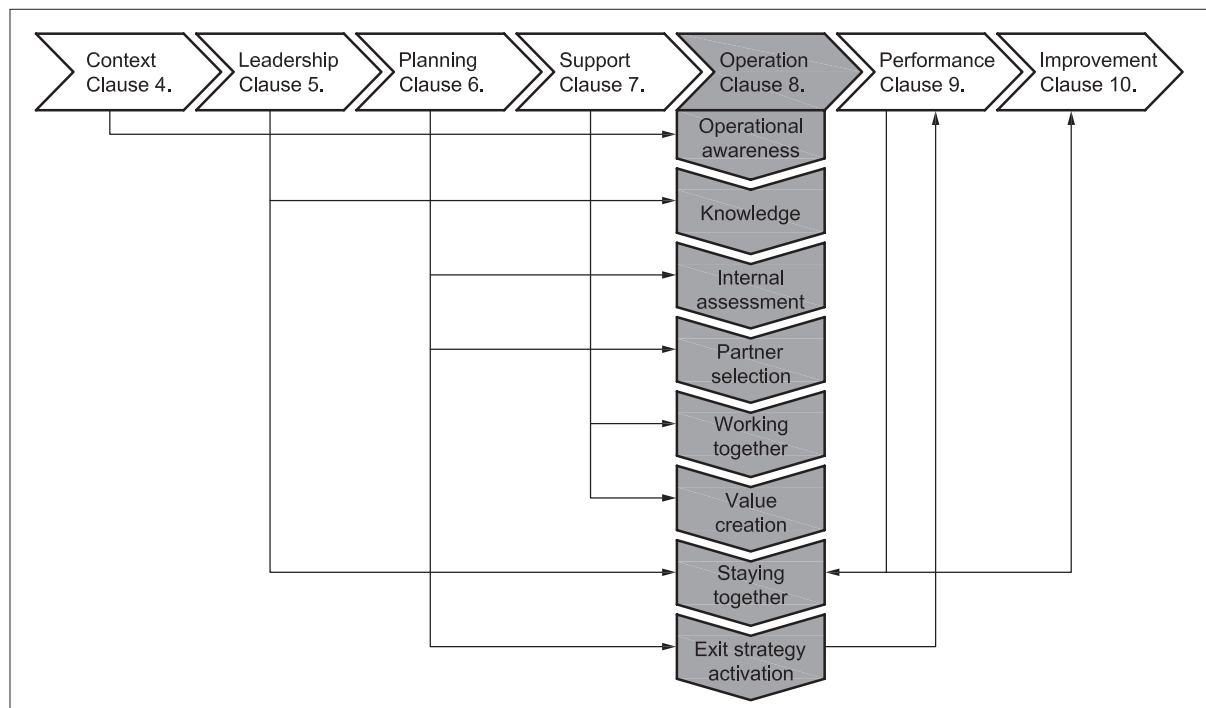
This British Standard aims to provide guidance that supports the effective implementation of BS ISO 44001 in order to establish and improve collaborative business relationship management systems (CBRMS) in organizations of all sizes.

The case for the significant business value and benefits to be derived from collaborative working was made in BS ISO 44001. This guide has been developed, using pan-industry best practice, including the experience of early adopters of BS ISO 44001, to help organizations understand why each element of BS ISO 44001 is important, together with approaches to be taken for practical implementation.

In BS ISO 44001, the multi-dimensional nature of collaborative relationships was specified, many of which have an outward focus, emphasizing the importance of collaboration in managing differing goals, objectives, expectations, cultures and behaviours between organizations. Collaboration can also be used to focus on internal interfaces to optimize existing activities, consolidate internal rationalizations or to speed up the process of integration during acquisitions and mergers; in these circumstances the guidance in this British Standard is also relevant.

The structure of this British Standard has been developed to align with BS ISO 44001: High Level Structure (HLS) for the establishment of Management Systems Standards. The HLS was structured for individual organizations based on Clause 4 to Clause 10. In developing a standard for collaborative business relationships, the detailed specific requirements for establishing, developing and managing third-party relationships utilizing the 8-stage life-cycle model (see [Figure 1](#)) have been addressed within Clause 8 (Operations), as in a collaborative relationship, effective operation relies on specific, mutually agreed joint interfaces, processes, roles and responsibilities and might require specific variations to in-house processes.

Figure 1 — Relationship between corporate and operational systems



In reading this British Standard it might appear that certain recommendations are duplicated. Efforts have been made to delineate between organizations, processes and those requirements which are peculiar to the development and implementation of a specific joint relationship (see Table 1).

Table 1 — Key elements of the life cycle within BS ISO 44001:2017

Corporate Clauses 4-7	Clause 4 Establish the context of the organization and scope for collaborative business relationships	Clause 5 Establish leadership commitment, policy, roles & responsibilities, governance and appoint SER	Clause 6 Evaluate threats and opportunities, objectives, priorities and opportunities for collaboration	Subclause 7.1-7.4 Establish resources required for collaborative working, competence and behaviours	Subclause 7.5 Establish documented processes and corporate relationship management plan
Operational Clause 8	Establish processes for controlling collaborative working	Implement control of processes	Maintain documented processes	Control changes as appropriate	Adapt /approve CRMP for local operations, as appropriate
Operational Awareness Subclause 8.2	Define the duties of the SER; validate governance structure; define operational objectives	Undertake value analysis; prioritize relationships; plan for operational collaboration	Develop competences and behaviours	Undertake initial risk assessment	Establish operational relationship management plan
Knowledge Subclause 8.3	Develop strategy and business case for each collaborative opportunity	Identify specific objectives; implement value analysis; identify potential partners; and develop initial exit strategy	Identify key individuals competences and behaviours; establish knowledge management guidelines	Evaluate supply chain threats and opportunities; implement risk management process; and evaluate business case	Incorporate knowledge into relationship management plan
Internal Assessment Subclause 8.4	Establish environment for collaboration; assess strengths and weaknesses	Assess collaborative profile	Appoint collaborative leadership	Define partner selection criteria	Implement relationship management plan
Partner Selection Subclause 8.5	Nominate collaborative partners evaluation and selection process	Develop engagement and negotiation strategy for collaboration	Initiate engagement, assess joint objectives and joint exit strategy	Select preferred partner	Initiate joint relationship management plan
Working Together Subclause 8.6	Establish joint governance, joint executive sponsorship; validate joint objectives; appoint operational leadership	Establish joint management arrangements, communications plan, joint knowledge management	Establish risk management process; review processes and systems; establish measurement for delivery and performance	Evaluate competences; issue resolution process; establish joint exit strategy; and agreements	Implement joint relationship management plan

Table 1 (continued)

Value Creation Subclause 8.7	Establish value creation process	Identify improvement	Establish and monitor improvement targets	Utilize learning from experience	Update joint relationship management plan
Staying Together Subclause 8.8	Maintain oversight by SER and management of the joint relationship	Implement monitoring of behaviours, trust and continual value creation	Deliver joint objectives and analyse results	Implement issue resolution process and maintain joint exit strategy	Maintain joint relationship management plan
Exit strategy Activation Subclause 8.9	Initiate disengagement	Maintain focus on business continuity	Evaluate relationship and lessons learned	Assess future opportunities	Review and update relationship management plan
Corporate Clauses 9-10	Monitor and measure performance	Undertake exit evaluation	Undertake internal audit and management reviews	Maintain focus on continual improvement and non-conformity and corrective actions	Update Collaborative business relationship systems, as appropriate

This British Standard provides a framework that can be integrated into an organization's established operations, activities, processes and procedures, to optimize the benefits of collaboration between organizations. In this context, the adoption of this collaborative approach enhances and does not detract from the obligations and responsibilities agreed between the parties and application is commensurate to the size and complexity of the organizations involved.

The following additional considerations ([0.2](#) to [0.7](#)) are included to support requirements and third-party engagements.

0.2 Common themes of relationship management

There are a number of common themes throughout the framework which are fundamental to the success of any collaborative venture (see Table 2). These are repeated throughout the life-cycle as their context and application changes at various stages in the relationship, as it develops from internal considerations through to a joint focus.

Table 2 — Common themes of relationship management

Themes	Corporate (see Clause 4 to Clause 7, Clause 9 and Clause 10)	Strategic (see 8.2–8.4)	Engagement (see 8.5–8.6)	Management (see 8.7–8.8)
Visions and values	Established at executive level	Validated at operational level	Assess partners compatibility	Jointly monitored and maintained
Business objectives	Established aims of the organization	Supported at the operational level	Aligned with partners objectives	Jointly monitored and maintained
Governance	Overall model for collaboration	Operational model, where appropriate	Specific operational adaptations	Joint governance with partners
Leadership	SER appointed at executive level	Appoint operational leader	Joint executive/SER sponsorship	Joint operational management

Table 2 (continued)

Themes	Corporate (see Clause 4 to Clause 7, Clause 9 and Clause 10)	Strategic (see 8.2–8.4)	Engagement (see 8.5–8.6)	Management (see 8.7–8.8)
Value creation	Establish corporate criteria	Identify potential added value	Assess opportunities for added value	Monitor and measure outcomes
Risk Management	Assess threats from collaboration	Evaluate operational risk	Assess joint risk profile	Manage and mitigate joint risk
Competence and behaviour	Establish corporate requirements	Balance with technical capabilities	Assess partner behaviours and capabilities	Develop and improve capabilities as required
Knowledge management	Establish corporate guidelines	Assess in context of operational profile	Evaluate in context of partner	Jointly manage
Exit strategy	Establish critical impact	Assess business continuity impact	Jointly develop with partner	Monitor and implement
Relationship management plan	Establish corporate process and system	Adapt, if appropriate, operationally	Develop specific joint relationship management plan	Update as necessary

0.3 Leadership

In establishing the environment for effective collaboration, the role of leadership [top management and senior executive responsible(SER)] is crucial at all stages of development in order to set the desired collaborative culture. This is not only a requirement for the initiating organization but, once partners are selected, they also need to identify their SER to ensure oversight and support.

0.4 Risk

Collaborative working could provide an effective basis for reducing risk but increasing interdependence, which might introduce additional risk that had not previously been identified.

The defined processes for risk management should include particular reference to the impacts of collaborative working. Most organizations with mature processes are likely to have a defined approach to risk management. Therefore, the focus for adoption of collaborative working would be to develop and enhance the process to facilitate a joint approach to risk management activities.

0.5 Competence and behaviour

Mutual trust is a fundamental facet of any effective collaborative relationship. Trust is based on a combination of competence and integrity being shown towards others. It is important that policies, processes and governance continuously reinforce the need to ensure optimum performance in each aspect of trust by ensuring that the competences and skills to support specific collaborative goals and operating environments are in place and maintained. In addition, it is critical that all those that are required to collaborate with others are able to demonstrate behaviours that promote effective collaborative working and engender trust. Table 2 shows the links between competences, trust and collaboration-enabling behaviours and the references to illustrations of all three to be found in this British Standard and ISO 44001-1. Set alongside specific competences and skills, in addition to technical competences, the competences to collaborate and the behaviours to promote trust are vital in order to build and maintain an effective collaborative environment that promotes the appropriate behaviour to underpin performance.

Competences and skills: BS ISO 44001:2017, Table C1 Competences

Examples of enabling behaviours: Table 19

Collaborative behaviours: BS ISO 44001:2017, Table C1, Critical Behaviours

The specific competences required vary across relationships and contexts. Trust and collaboration-enabling behaviours are likely to be more generic, but in all cases the particular mix of competences and behaviours should be tailored to the context and priorities of the relationship. BS ISO 44001:2017, Annex C provides an initial guide to the competences and behaviours that support collaborative working.

0.6 Exit strategy

The theme of an exit strategy runs throughout the life-cycle of a relationship, from establishing a policy to adoption of collaborative working through engagement and controlled disengagement. It should not be confused with contractual termination requirements. It should also not be viewed as presuming the potential failure of a relationship, though this is a consideration, whether activated by completion of activities, performance issues or external influences. Some collaborations are concluded because they have successfully achieved their joint objectives.

0.7 Corporate relationship management plan

The organization should develop a corporate relationship management plan which captures, defines and links to the organization's other management and operational processes and procedures. It functions at several levels of the organization (see BS ISO 44001:2017, Annex B), e.g.:

- a) as a corporate model, it signposts to existing processes, procedures and systems or, where necessary, incorporates the processes to be adopted in the case of collaborative programmes;
- b) as a basis to develop a specific strategic relationship approach in order to address a business opportunity which would likely evolve to a joint relationship management plan agreed with partners; and
- c) as a basis for the development of a joint relationship management plan for each relationship, which is maintained throughout the life of the relationship.

NOTE A Corporate relationship management plan can take a variety of forms. It could be a collaborative management system, or a suite of documents included as part of an integrated management system that describe how collaboration is managed at a corporate level.

0.8 The life-cycle framework

The life-cycle framework addresses a number of themes that cascade from the high level management system and vary within the context and maturity of a specific relationship life-cycle. 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 (see [Figure 2](#)).

Figure 2 — Overview of the principal components of successful collaborative business relationships

In the context of collaborative relationships, the life-cycle model outlines the key steps to an effective management process, from concept adoption to disengagement. The eight stages are:

- 1) Operational Awareness – establishing the operation's propensity for collaboration;
- 2) Knowledge – evaluating specific collaborative benefits and business case;
- 3) Internal assessment – assessing the operation's capability to collaborate;
- 4) Partner selection – establishing an appropriate selection process;
- 5) Working together – establishing a joint governance model for collaboration;
- 6) Value creation – establishing a joint process for continual improvement;
- 7) Staying together – managing, monitoring and measuring the relationship over time; and
- 8) Exit strategy activation – establishing a joint approach to disengagement and/or future.

0.9 The sequence of stages

While Clause 8 follows the three-phase approach (strategic, engagement, management), containing eight stages, it is recognized that for many organizations, the entry point might vary, based on the nature of the specific collaborative relationship being addressed, taking into account and addressing any potential impacts from preceding stages.

0.10 How to use this guide

This British Standard has been structured so that the clause numbering mirrors those used for the corresponding clauses in BS ISO 44001.

This British Standard covers BS ISO 44001, Clause 4 to Clause 10, which are introduced by commentary that explains more about the purpose and aims of each stage. A flowchart is included at the start of each clause to illustrate the path through the steps within each stage; each box within the flowchart represents both the clauses contained in BS ISO 44001 and the supporting clauses in this British Standard.

Each of the clauses is structured in the same format, as follows:

- a) "principles" covers the requirement of the matching clause in BS ISO 44001 (see BS ISO 44001:2017, Annex A, for the mirroring checklist);
- b) "why" covers the relevance and importance of supporting the development of effective collaborative working; and
- c) "how" covers the implementation of the matching clause in BS ISO 44001, e.g. suggested approaches and areas for consideration.

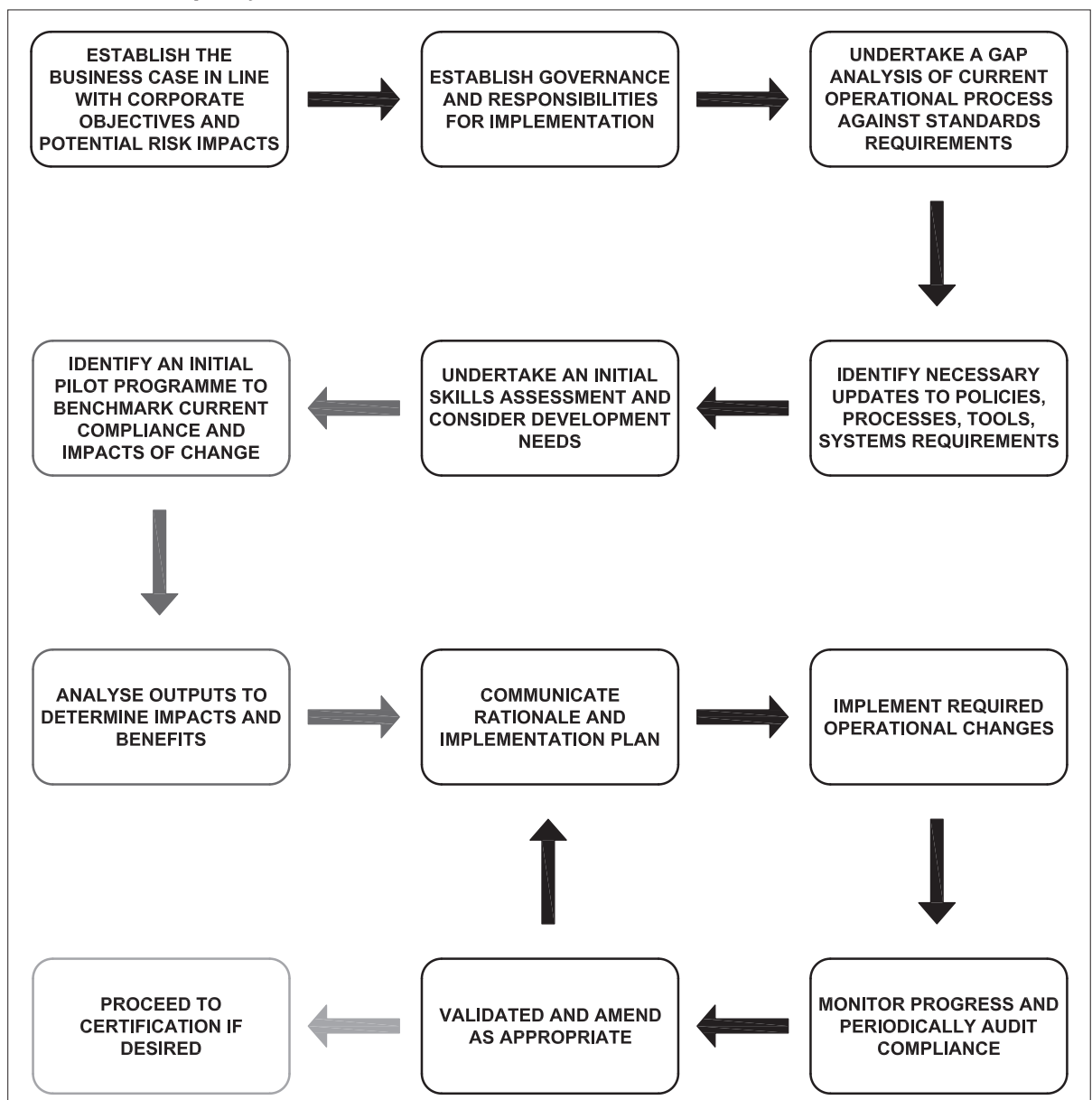
Where appropriate, the clauses are supported by tables, figures, and models and methods that might be used in the course implementation.

Further useful information is provided in the annexes to BS ISO 44001.

1 Scope

This British Standard provides guidance to organizations on implementing BS ISO 44001 (see [Figure 3](#)) in order to achieve successful collaborative business relationships, as well as helping organizations use and implement the framework specification effectively.

This British Standard is applicable to any organization.

Figure 3 — *BS ISO 14001 adoption flowchart*

2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

BS ISO 44001:2017, *Collaborative business relationships management systems — Requirements and framework*

3 Definitions

For the purposes of this British Standard, the terms and definitions of BS ISO 44001 apply.

4 Context of the organization

4.1 Understanding the organization and its context

a) Principle

There should be an established linkage between the activities of the organization and the potential role for collaboration in supporting those activities.

b) Why

Collaboration might not be appropriate for all business relationships and the focus should be directed to where it can add value.

c) How

This is a strategic decision that needs to be considered by top management to ensure that collaborative working, when appropriate, is fully integrated and supported.

4.2 Understanding the needs and expectations of stakeholders

a) Principle

The organization should ensure that all stakeholders that might be affected or impacted by the adoption of collaborative working are identified.

b) Why

The successful adoption of collaborative approaches should be anchored in the ability of initiatives to deliver defined objectives and outcomes that are integrated with those of the organizations and stakeholders involved, and which need to be regularly revisited to ensure they remain relevant over time. These might not always be fully aligned but should be, as a minimum, complementary or neutral in terms of the key objectives. Organizations might find that working in a collaborative relationship could introduce challenges to existing operating structures. It is therefore essential that collaborative relationships are shown to be beneficial to stakeholders.

c) How

Stakeholder mapping is an established process in many organizations but this needs to extend beyond the traditional influencers and barriers to take into account all points of contact that might be directly or indirectly involved in collaborative initiatives.

4.3 Determining the scope of the collaborative business relationship management

a) Principle

Based on defining the potential value of collaborative working, the organization should consider where to deploy its collaborative approach.

b) Why

Define the customer base; establish customer requirements and expectations. In some cases, a collaborative opportunity might be initiated by customers or the need to meet customer requirements through specialized partners or suppliers. The customer might be part of the collaboration. In fact, an important aspect in optimizing performance through collaboration is that partners might interact directly with customers and develop better customer relationships. It is also possible that the customer's acceptance of collaboration or of specific collaborative partners might be a crucial factor in developing the right approach.

c) **How**

When considering a collaborative approach, where possible, the aspects that might be influenced by the customer should be identified. These might include:

- 1) the customer's attitude to collaboration;
- 2) the customer's preference for partners;
- 3) the risk of working with multiple organizations;
- 4) contracting processes and legal constraints; and
- 5) availability of suitable partners or suppliers.

4.4 Collaborative business relationship management system

a) **Principle**

The organization should ensure a management system is established to support the scope of the organization's collaborative requirements and that the management system is fully documented and integrated with other management systems deployed by the organization.

b) **Why**

Where collaborative relationships have been identified as key factors in achieving business objectives, it is critical that the established collaborative management system and high level processes are maintained within the organization's existing operating systems. Organizations should ensure robust and sustainable integration with all relevant internal processes and functions, and where appropriate, ensure third-party processes can be effectively accommodated.

c) **How**

Establish a defined and documented portfolio of high level collaborative systems and processes which are aligned with existing management systems within the organization, ensuring that the portfolio can accommodate specific adaptations and changes when appropriate.

4.5 Creation of value

a) **Principle**

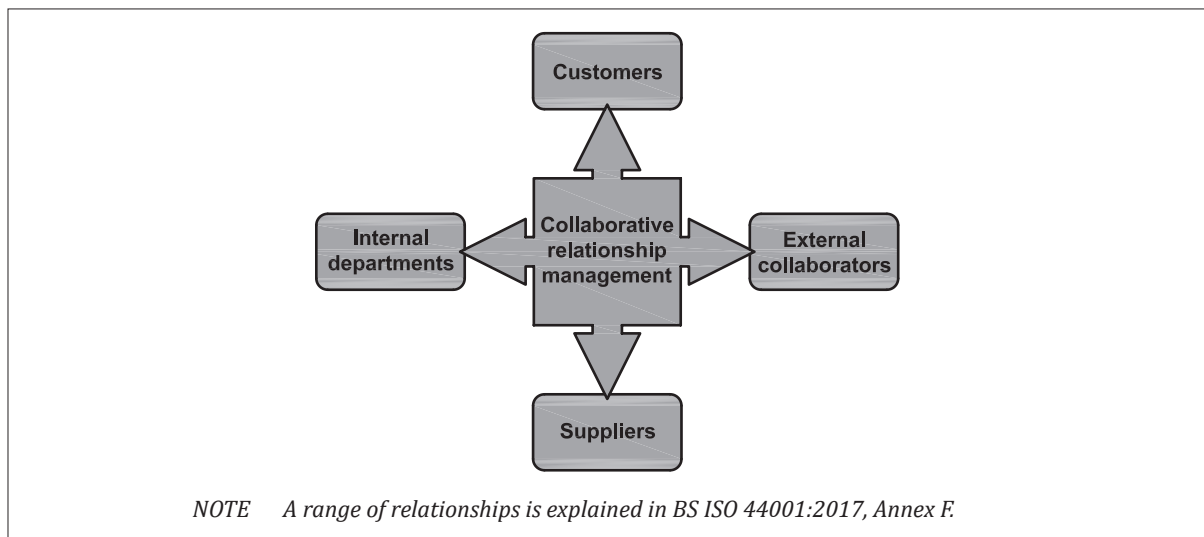
The organization should identify opportunities for value creation through collaborative working, including where it can support the achievement of business benefits, reduce risks or support longer-term strategies.

b) **Why**

To ensure that the adoption of collaborative working approaches deliver business benefits and support the achievement of the organization's objectives.

c) **How**

As a starting point, organizations might consider utilization of high level segregation of current and potential relationships based on the overall organizational objectives and assessment of where a collaborative approach is likely to deliver benefits (see [Figure 4](#)).

Figure 4 — Potential applications for collaboration

5 Leadership

5.1 Leadership and commitment

a) Principle

The organization should ensure there is clear and documented high level support for the deployment of collaborative working, where appropriate.

b) Why

Collaborative working might require additional resourcing or could affect current operational processes, responsibilities, and stakeholder management.

c) How

The formal appointment of a SER for collaborative working, with board level authority, to provide high level oversight for all associated activities.

5.2 Policy

a) Principle

The organization should ensure the establishment of defined policies and processes to implement and manage collaborative working.

b) Why

Defining policy should establish and embed collaborative concepts, approaches and behaviours in the business relationship so that they are consistently applied and maintained across the organization. Defining policy underpins sustainable success to deliver defined outcomes.

An organization's policies and processes should support the strategic direction for collaboration and evaluate how they accommodate a different way of working. All policies and processes should align with the changing business environment and requirements. This starts with strategic direction and objectives flowing down through the organization's policies, processes and guidance, where appropriate, to ensure consistent implementation. Over time, behaviours should remain aligned to the agreed objectives and goals.

c) **How**

Existing relevant business policies and processes should be reviewed and, if necessary, updated to reflect and support a collaborative approach, where appropriate, including a definition of the rules of engagement.

The policy for collaborative working should address the contents listed in Table 3.

Policies and processes should be reviewed on a periodic basis to ensure they remain relevant and maintain alignment with the changing business environment and requirements.

Table 3 — Policy development

Contents	Comment
• Align with existing policies	• Avoid contradictory policies
• Reflect the organization's visions and values	• Underpin the ethos of the organization
• Authorized by executive management	• Clearly demonstrate executive mandate
• Reflect the organization's environment	• Be appropriate for the business
• Use relevant language for the organization	• Use language common for the organization
• Be understandable for all stakeholders	• Be clear and concise
• Be linked to operational processes	• Reflect the operational processes
• Recognize internal development needs	• Address training and development needs

A holistic approach should be taken in order to take account of the business environment, people, performance and the specific requirements of the organization.

Policies and processes should enhance what is already in existence. The following questions should be asked to check whether new policies and processes are not being added unnecessarily.

- 1) Does the business plan include objectives to be achieved through collaborative working?
- 2) How does governance support collaborative working?
- 3) How is a collaborative programme implemented, including education, training and recruitment?
- 4) How does collaboration change the management of risk?
- 5) What is the policy on transparency?
- 6) How are issues dealt with at the lowest possible level to avoid escalation and friction?
- 7) Is the organization structure suitable and able to provide the flexibility for collaborative working?

5.3 Organization roles, responsibilities and authorities

COMMENTARY ON 5.3

Organizations should ensure that roles, responsibilities and appropriate authorities are clearly defined and documented. Collaborative initiatives might impact established functional roles or, in some cases, redefine responsibilities for specific applications. Update or supplement current organizational roles and responsibilities where collaborative working might be deployed.

5.3.1 Top management

a) **Principle**

Senior management should be visibly committed to the application of collaborative working when designated.

b) Why

Where two or more organizations become involved in collaborative working, there is likely to be a need for some re-alignment of activities and potential changes to operating practice which might affect performance and behaviours. Senior managements' support and behaviour sets the tone for all staff.

c) How

Clearly designate responsible senior leaders with the appropriate capabilities and behaviours.

5.3.2 Establishment of operational governance structure**a) Principle**

The organization should ensure that, in the case of collaborative working, there is a clearly defined operating and management structure that governs the application.

b) Why

The implementation of collaborative working might require changes or adaptation to established management structures and responsibilities.

The governance structure, and the processes implemented, ensure the effective leadership and management of the collaborative relationship(s) to achieve its (their) joint objectives within the framework of agreed values. The collaborative governance framework provides an outline of guidelines and processes that enables continual monitoring and management of collaborative relationships to sustain value delivery between the parties. The governance structure can be described as an appropriate formal decision-making framework to ensure alignment of the business activities and strategies of the parties involved.

c) How

In establishing the governance structure it should be tailored to accommodate the business needs of the parties, taking into account:

- 1) organization, culture and behaviours;
- 2) complexity of the business activities;
- 3) business impact of the activities, e.g. strategic versus commodity;
- 4) geographical coverage;
- 5) corporate management structure of each parties organization, e.g. divisions, business, units, regions; and
- 6) business relationship between the parties.

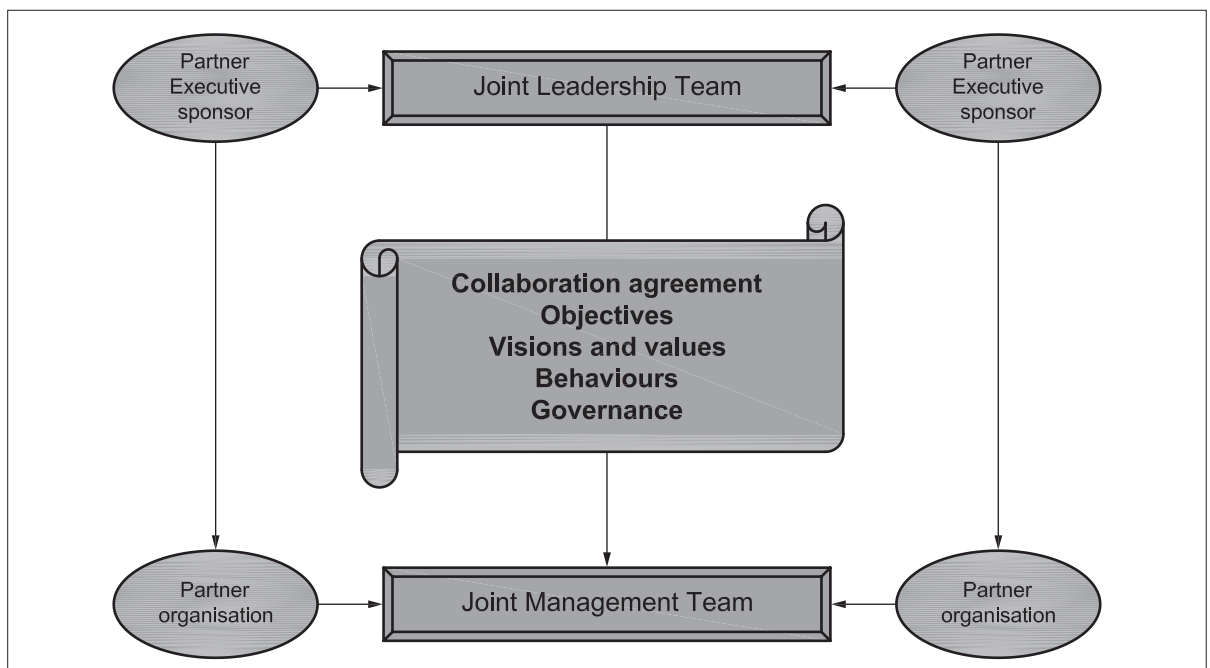
Governance structure

The governance structure (see [Figure 5](#)) should:

- define the organization's values and culture for collaboration;
- recognize the desired scope of collaborative business relationships (see [4.4](#)) and the systems that support them (see [4.5](#));
- clarify the organization's objectives and, where appropriate, establish objectives for collaboration (see [6.2](#), [8.2.4](#) and [8.3.2.2](#));
- provide resources for collaboration (see [7.1](#));
- define primary roles and responsibilities for collaboration (see [8.6.2.5](#));

- ensure that new roles and responsibilities for collaboration are compatible with general governance arrangements in the rest of the organization;
- ensure that the organization is sufficiently prepared for collaboration before committing to it (see [8.4.4](#));
- ensure the establishment of an appropriate joint governance structure (see [8.6.2](#)), including the definition of joint objectives that are compatible with the organization's objectives for collaboration (see [8.6.2.3](#));
- ensure that value creation initiatives are appropriately targeted toward the achievement of joint objectives (see [8.8](#));
- provide oversight of the management of the joint relationship (see [8.8.2](#) and [8.8.3](#));
- ensure that the performance of the joint relationship is appropriately analysed and reported whilst extant (see [8.8.7](#)) and following exit (see [8.9.4](#));
- ensure that audits are planned and provide objective information on the status of the CBRMS (see [9.2](#));
- ensure that management reviews are planned, held, and take timely decisions to ensure that the CBRMS remains effective (see [9.3](#)); and
- ensure that arrangements for management reviews are integrated or compatible with arrangements for other business management systems.

Figure 5 — Overview of governance structure for collaborative working



5.3.3 Senior executive responsible

a) Principle

The organization should appoint a SER with a clear mandate and authority from the executive board.

b) Why

Collaborative working might require internal changes to operating practice or resources and could cross internal functional boundaries where executive direction and support is required. In addition, collaborative systems need executive oversight to ensure their effectiveness and on occasions, necessitate high level issue resolution.

c) How

The appointment of a SER should, in most cases, not require the establishment of an additional role within the organization. It is generally assigned to a senior individual with executive support, based on the existing management structure, as appropriate to the operational requirements. In larger organizations, the responsibilities of the SER might be formally delegated, in part, to operational management whilst retaining overall responsibility for the collaborative management systems.

The primary responsibilities of the SER should include:

- a) maintaining the operational effectiveness of the collaborative management system;
- b) interfacing with external partners;
- c) supporting internal development of processes, systems and people;
- d) allocation of resources;
- e) oversight and monitoring of collaborative operations and performance; and
- f) issue resolution, as appropriate.

6 Planning

6.1 Actions to address risks and opportunities

a) Principle

The organization should review potential collaborative initiatives and identify both risks and opportunities.

b) Why

Adopting a collaborative approach might have far reaching internal implications affecting systems, processes and people associated with delivering outcomes. Identifying and evaluating risks and opportunities associated with collaboration ensure there is a sound basis for implementation.

c) How

Before proceeding, the organization should undertake a robust review of identified risks and opportunities which might result in impacts from a collaborative approach and document a business case, in order that those involved fully understand the requirement and objectives.

6.2 Collaborative business relationship objectives and planning to achieve them

a) Principle

The organization should evaluate each potential collaborative relationship in the context of the overall business objectives.

b) Why

Before launching a collaborative programme that might require specialist capability, it should be ensured that the projected value of such an arrangement warrants the investment. At the

same time, by defining the potential value to be derived from a collaborative relationship, organizations can validate their approach.

c) **How**

Most organizations have an established process but if not, they should establish a process for undertaking these evaluations. This might involve a variety of considerations, including:

- 1) financial benefits and risk reduction;
- 2) improved performance and efficiency;
- 3) extending product or service capability;
- 4) product development and innovation; and
- 5) improved performance through behavioural change.

6.3 Identification and prioritization of collaborative business relationships

6.3.1 General

a) **Principle**

The organization should ensure there is an established process to identify those relationships where collaboration can deliver added value (see [Figure 6](#)).

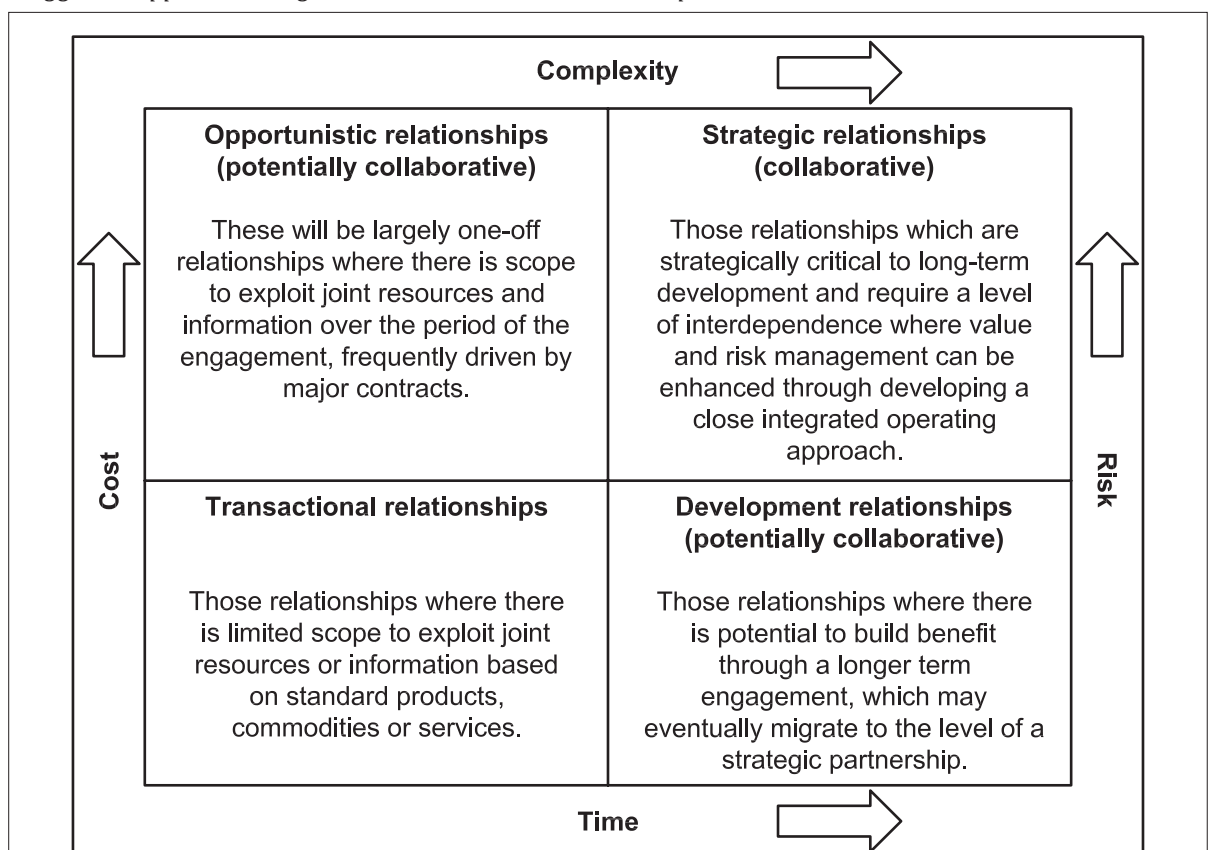
b) **Why**

Not all business relationships necessarily require or benefit from a collaborative approach.

c) **How**

Undertake an assessment of each relationship, where collaboration is being considered, against defined criteria.

Figure 6 — *Suggested approach to segmentation in business relationships*



6.3.2 Identification of opportunities for collaboration

a) Principle

The organization should establish a process for identification of potential opportunities which could be derived from a collaborative approach.

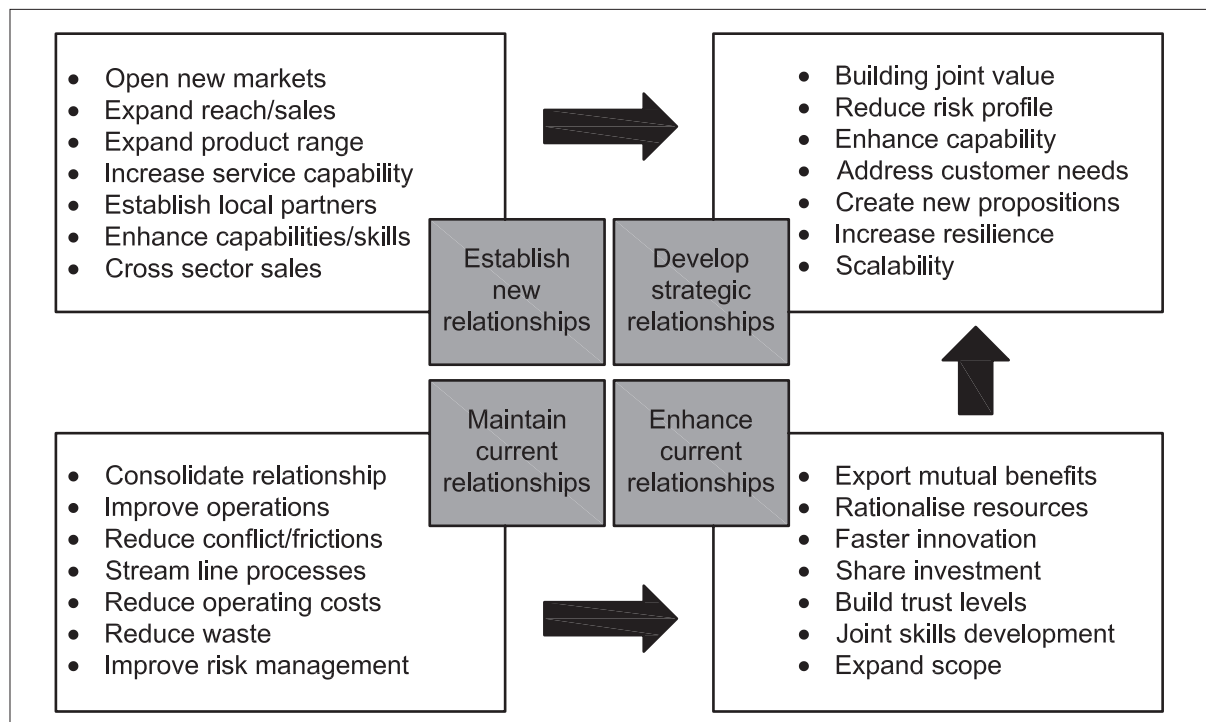
b) Why

To ensure there is a sound basis on which to consider the circumstances and opportunities which would support the investment in a collaborative approach.

c) How

Consider the evolution of relationships and their relative value and potential enhancements, which might be derived from moving to a more collaborative approach, to establish an appropriate strategy for development of specific relationships (see [Figure 7](#)).

Figure 7 — Focus on relationship development



7 Support

7.1 Resources

a) Principle

The organization should ensure the collaborative business relationship management system is sufficiently and appropriately resourced.

b) Why

The failure to provide sufficient and/or appropriate and timely resources is a significant cause of failure to achieve the management system objectives.

c) How

Throughout the application of BS ISO 44001, when assessing the resources necessary to establish, implement, maintain and continually improve the collaborative business relationship

management system, consider the capabilities of both internal and external resources and the constraints upon them.

In the context of a CBRMS, this could include:

- 1) knowledge, e.g. information about current markets, potential partners and current operations, to allow top management to understand and commit to collaboration on a sound basis;
- 2) finance, e.g. investment in the people, structures, processes and systems to support joint working;
- 3) operational management/staff, e.g. personnel with sufficient time to undertake the additional tasks/processes required by a collaborative relationship;
- 4) administrative support, e.g. personnel or facilities to maintain documented information (see [7.5](#)) or to manage the knowledge created (see [8.3.4](#) and [8.7.4](#));
- 5) cultural environment, e.g. a supportive social and psychological environment (see [8.4.2](#));
- 6) information and communications infrastructure, e.g. hardware and software to support the new joint operation;
- 7) physical infrastructure;
- 8) monitoring and measuring tools/techniques, e.g. performance indicators and systems for the measurement of performance against joint objectives (see [8.8.6](#)) or for the monitoring of behaviours and trust (see [8.8.4](#)); and
- 9) audit support, e.g. auditors with business management knowledge or understanding of collaboration [see [7.2](#) and [9.2.2c](#)].

7.2 Competence and behaviour

a) Principle

The organization should undertake an assessment of the competences and behavioural profile required to deliver the collaborative objectives and establish training and development processes which incorporate a focus on collaborative working.

b) Why

Trust is a fundamental facet of any effective collaboration. Gaining trust across the parties is a combination of demonstrating competence and integrity through behaviours. Thus policies, processes and governance should be continuously reinforced to ensure optimum performance and maintain a sustainable and improving relationship. Operating in a collaborative environment and integrating with external parties requires competences and skills in order to build and maintain an environment that promotes the appropriate behaviours that underpin the performance. Performance is crucial in any collaborative relationship in terms of maintaining optimized output and behaviours, such as meeting objectives and obligations at all stages of development and implementation.

c) How

NOTE 1 Table 2 and BS ISO 44001:2017, Annex C provides general guidance on competences that might be relevant to a given collaborative relationship and many of the behaviours that underpin effective collaborative working and developing the trust of others.

Organizations should identify the specific challenges, risks and opportunities for a given relationship and establish the key competences and behaviours that best serve the specific objectives and operating environment of the relationship. It might also be valuable to identify

which parties are required to demonstrate those competences. In establishing an initial baseline capability assessment, or re-assessing capability to collaborate at a later stage in the relationship, it is important that a systematic and proven evidence-based approach is undertaken.

NOTE 2 BS ISO 10667 (all parts) undertakes an evidence-based approach to assessing and evaluating work place competences and behaviours and has worldwide applicability for use with individuals, groups or organizations. BS ISO 10667-1 provides requirements for those initiating or commissioning an assessment and BS ISO 10667-2 provides requirements for those delivering an assessment of collaboration capabilities and behaviours.

7.3 Awareness

a) Principle

The organization should ensure that the adoption of collaborative working policies and processes are fully communicated.

b) Why

Collaborative working might be a new approach in many organizations and as such, all personnel need to be aware of the potential requirements and implications.

c) How

Undertake awareness information sessions and workshops. Ensure that:

- 1) documented policies and processes are available and accessible by employees;
- 2) objectives are communicated and understood; and
- 3) means to share knowledge, e.g. lessons learned, are in place.

7.4 Communication

a) Principle

The organization should ensure there is a process for effective communication of collaborative working requirements.

b) Why

Effective collaboration relies on all personnel involved, either directly or indirectly, having an understanding of the requirements and their role in ensuring success. Organizational systems and individual perceptions and concerns might reduce the effectiveness of communications, between:

- 1) individuals;
- 2) groups;
- 3) divisions of the organization; and
- 4) collaborative partners, suppliers or customers.

c) How

Ensure individuals recognize the importance of collaborative working initiatives and how it is linked with the business objectives of the organization through:

- 1) formal and informal communications;
- 2) staff briefings;
- 3) newsletters;

- 4) intranet;
- 5) social media; and
- 6) shared working environments.

7.5 Documented information

7.5.1 General

a) Principle

The organization should document information required by BS ISO 44001 and information determined by the organization including policy, processes, procedures, templates, governance models, value creation criterion, measurement and performance review information, necessary for the effectiveness of the CBRMS.

b) Why

Documented information should provide clarity, transparency and consistency across the organization and underpin collaborative working, complementing existing business processes, if appropriate. Information should be available and suitable for use, where and when it is needed.

c) How

Documentation should reflect the size and complexity of the organization. The organization should undertake a review to establish whether the existing processes are consistent with collaborative working or require modification. Those implementing BS ISO 44001 should incorporate documentation within existing policies, procedures and systems rather than create an additional level of documentation. The Relationship Management Plan can provide a mechanism for documenting any additional requirements or act as a sign post to the location of other documents relevant to collaboration. Documented information should be controlled to ensure the most up to date and relevant information is available for all stakeholders. The organization should consider information management in the context of security, storage, retention, preservation, retrieval and control.

7.5.2 Creating and updating

a) Principle

The organization should ensure that procedures and processes are adequately documented and controlled, including identification and description. Documents should be regularly reviewed for suitability and adequacy.

b) Why

Where organizations have established procedures these might require updating to include collaborative working and integrated into current practices.

c) How

Organizations should adopt a controlled approach to all documented processes and procedures taking into consideration future format, storage and retention practices.

7.5.3 Control of documented information

a) Principle

The organization should ensure a revision control process is in place including security, access and retention.

b) Why

Collaborative working might require multiple variations of documents over the lifetime of a relationship and these need to be maintained to ensure effective, long-term application and compliance of the collaborative requirements.

c) How

Adopt a controlled approach to all processes and procedures including review, change control, access and retrieval, updating where appropriate.

7.5.4 Record of collaborative competences**a) Principle**

The organization should ensure there is a process for recording the competence and skills of those key individuals involved in collaborative initiatives.

b) Why

Collaborative working requires individuals to have appropriate skills, competence and experience. Where collaborative working is a critical success factor, it is important to ensure that key individuals involved in collaborative initiatives have the appropriate competences and skills to operate within a collaborative context. Processes and systems should be used to establish skills and competence frameworks to support ongoing and future collaborative learning and development programmes, including professional development requirements and other collaborative learning programmes.

c) How

Existing human resource management systems might contain records of role requirements and job specifications, including role specific competence frameworks. Where appropriate, these should include the necessary skills and competences for roles operating in a collaborative context and the achievement of collaborative performance levels. Organizations should, where appropriate, embed collaborative skills and competences into their existing processes including recruitment and selection, induction, ongoing performance management and training programmes.

7.5.5 Corporate relationship management plan**a) Principle**

The organization should establish a corporate relationship management plan, see BS ISO 44001:2017, Annex B.

b) Why

Collaborative working might be integrated into all operating practices or only deployed in selected relationships. Where collaborative working is to be deployed, it is critical that there is an established default approach which can be referenced when required.

c) How

The Relationship Management Plan might be a specific document which references all operating and management requirements. It should, where appropriate, link to and not duplicate existing management processes which incorporate the necessary requirements. It could be a reference document which highlights those requirements which are fully integrated within overall management processes and procedures.

8 Operation

8.1 Operational planning and control

a) Principle

The organization should ensure there is an operational process for the application of collaborative working.

b) Why

This ensures that there is a base line process that can be adapted when it is appropriate or designated to adopt a collaborative working approach.

c) How

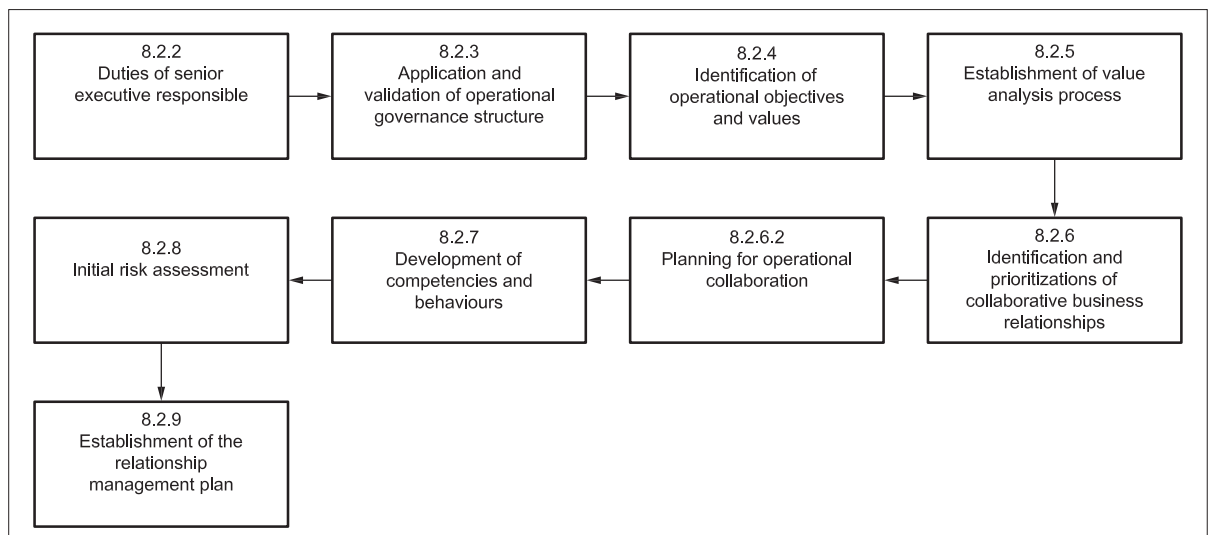
This might be addressed through adaptations of the corporate relationship management plan to align with specific sectors of industry, diverse locations, functions or divisions of an organization.

8.2 Operational awareness (Stage 1)

8.2.1 General

Operational Awareness (see [Figure 8](#)) addresses the transition from overall strategic corporate policies and processes that can lead to incorporating collaborative working into specific business operations. This recognized approach can be used to identify where value can be added. At this stage, organizations are advised to assess the appropriateness of adopting a collaborative approach and plan their integration of it, identifying the benefits and value along with the business impacts, considering both internal and external constraints.

Figure 8 — *Operational awareness — Stage 1*



8.2.2 Duties of senior executive responsible

a) Principle

The organization should appoint a SER for collaborative business relationship management.

b) Why

To ensure there is senior executive sponsorship and support for any changes required to deliver collaborative working.