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Collaborative business relationship management systems – Guidelines on the implementation of ISO 44001 (ISO 44002:2019, IDT)

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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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.

Introduction

0.1 General

This document provides guidance that supports the effective implementation of ISO 44001 in order to establish and improve collaborative business relationship management systems (CBRMSs) in organizations of all sizes. This document contains no additional requirements. It is aimed at readers who seek to gain in-depth knowledge and understanding about the requirements in ISO 44001, e.g. for the purpose of aiding an organization’s implementation process.

The case for the significant business value and benefits to be derived from collaborative working was made in ISO 44001.

This document has been developed using pan-industry best practice, including early adopters of ISO 44001. It is intended to help organizations understand why each element of ISO 44001 is important, and to recommend approaches to be taken for practical implementation. How to meet the requirements has to be individually evaluated and applied in the context of each organization.

In ISO 44001, the multi-dimensional nature of collaborative relationships was specified. Many of these relationships have an outward focus, emphasizing the importance of collaboration in managing different goals, objectives, expectations, cultures and behaviours between organizations.

Collaboration can also be used to focus on internal interfaces to optimize existing activities, consolidate internal changes or to speed up the process of integration during acquisitions and mergers. In these circumstances, the guidance in this document is also relevant. In a collaborative relationship, effective operation relies on specific mutually agreed joint objectives, structures, resources, processes, roles and responsibilities and can require specific variations to established processes. The structure of this document has been developed to align with ISO 44001, using the high level structure (HLS) for management systems standards (MSS). In developing a standard for collaborative business relationships, the detailed specific requirements for establishing, developing and managing third-party relationships utilizing the eight-stage life cycle model (see [Figure 1](#)) have been addressed within [Clause 8](#) (Operations). In a collaborative relationship, effective operation relies on specific mutually agreed joint interfaces, processes, roles and responsibilities and can require specific variations to established processes.

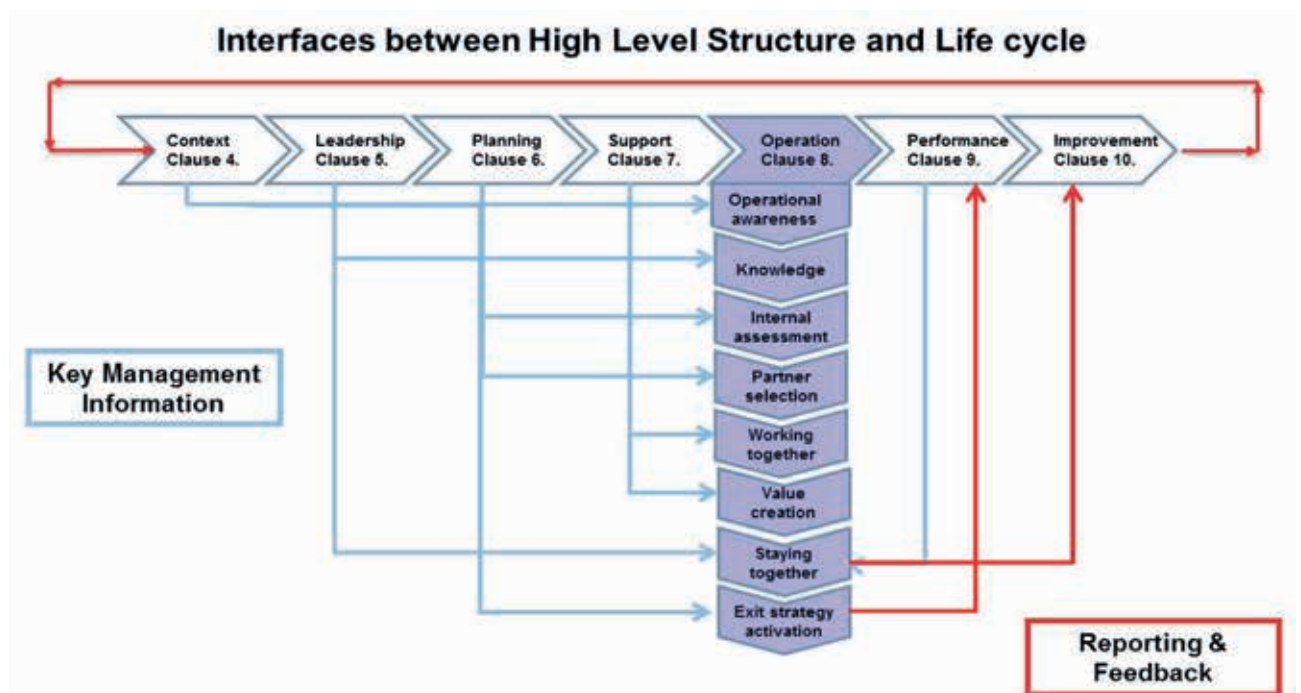


Figure 1 — Relationship between corporate and operational systems

0.2 How to use this guidance

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

The stages described in [Clause 8](#) are introduced by commentary that explains more about the purpose and aims of each stage. A flowchart is included to illustrate the path through the steps within each stage. Each box within the flowchart represents both the clauses contained in ISO 44001 and the supporting clauses in this document.

Each of the subclauses is structured in the same simple format as follows:

- a) first, a summary of the intent of the corresponding clause in ISO 44001;
- b) then, an explanation of the relevance and importance of supporting the development of effective collaborative working;
- c) finally, guidance on how to implement the matching clause in ISO 44001, e.g. suggested approaches and areas for consideration.

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

For clarity and increased understanding, it is recommended that ISO 44001 and this document are read together. Further useful information is provided in the annexes to ISO 44001.

It could appear that certain requirements in ISO 44001 are duplicated. However, in these cases they are a reflection of the evolution of processes throughout the relationship life cycle. The HLS describes those requirements that occur at an organizational level, while the subclauses in [Clause 8](#) describe similar requirements that apply to a specific collaboration.

The guidance provided by this document enables the integration of the ISO 44001 framework 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 its application is commensurate to the size and complexity of the organizations involved.

The following additional considerations are included to support requirements and third-party engagements.

0.3 Common principles of relationship management

0.3.1 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](#)).

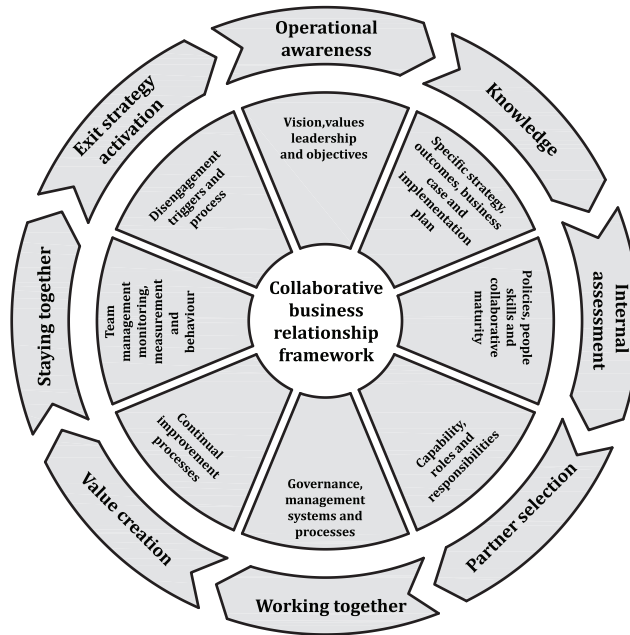


Figure 2 — Overview of the principal components of successful collaborative business relationships

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:

- a) operational awareness: establishing the operation's propensity for collaboration;
- b) knowledge: evaluating specific collaborative benefits and business case;
- c) internal assessment: assessing the operation's capability to collaborate;
- d) partner selection: establishing an appropriate selection process;
- e) working together: establishing a joint governance model for collaboration;
- f) value creation: establishing a joint process for continual improvement;
- g) staying together: managing, monitoring and measuring the relationship over time;
- h) exit strategy activation: establishing a joint approach to disengagement and/or future.

0.3.2 The sequence of stages

While [Clause 8](#) follows an eight-stage process, it is recognized that the entry point for any specific collaborative relationship can vary.