

ISO 44001:2017-03 (E)

Collaborative business relationship management systems - Requirements and framework

Contents		Page
Foreword		vi
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	5
4.3	Determining the scope of the collaborative business relationship management system	5
4.4	Collaborative business relationship management system	6
4.5	Creation of value	6
5	Leadership	6
5.1	Leadership and commitment	6
5.2	Policy	7
5.3	Organization roles, responsibilities and authorities	7
5.3.1	Top management	7
5.3.2	Establishment of an organizational governance structure	7
5.3.3	Senior executive responsible	8
6	Planning	8
6.1	Actions to address risks and opportunities	8
6.2	Collaborative business relationship objectives and planning to achieve them	8
6.3	Identification and prioritization of collaborative business relationships	9
6.3.1	General	9
6.3.2	Identification of opportunities for collaboration	9
7	Support	10
7.1	Resources	10
7.2	Competence and behaviour	10
7.3	Awareness	10
7.4	Communication	10
7.5	Documented information	11
7.5.1	General	11
7.5.2	Creating and updating	11
7.5.3	Control of documented information	11
7.5.4	Record of collaborative competencies	11
7.5.5	Corporate RMP	12
8	Operation	12
8.1	Operational planning and control	12
8.2	Operational awareness (Stage 1)	12
8.2.1	General	12
8.2.2	Duties of SER	13
8.2.3	Application and validation of operational governance structure	13
8.2.4	Identification of operational objectives and value	13

8.2.5	Establishment of value analysis process	14
8.2.6	Identification and prioritization of collaborative business relationships	14
8.2.7	Development of competencies and behaviour	14
8.2.8	Initial risk assessment	14
8.2.9	Establishment of the RMP	14
8.3	Knowledge (Stage 2)	15
8.3.1	General	15
8.3.2	Strategy and business case	15
8.3.3	Identification of key individuals' competence and behaviour	17
8.3.4	Knowledge management	17
8.3.5	Supply chain and extended enterprise risks and opportunities	17
8.3.6	Implementation of risk management process	17
8.3.7	Evaluation of the business case	18
8.3.8	Incorporation of knowledge into the RMP	18
8.4	Internal assessment (Stage 3)	19
8.4.1	General	19
8.4.2	Capability and environment for collaboration	19
8.4.3	Assessment of strengths and weaknesses	19
8.4.4	Assessment of collaborative profile	20
8.4.5	Appointment of collaborative leadership	20
8.4.6	Definition of partner selection criteria	20
8.4.7	Implementation of the RMP	20
8.5	Partner selection (Stage 4)	21
8.5.1	General	21
8.5.2	Nomination of potential collaborative partners	21
8.5.3	Partner evaluation and selection	21
8.5.4	Development of engagement and negotiation strategy for collaboration	22
8.5.5	Initial engagement with potential partners	22
8.5.6	Assessment of joint objectives	22
8.5.7	Assessment of joint exit strategy	22
8.5.8	Selection of preferred partners	22
8.5.9	Initiation of joint RMP	22
8.6	Working together (Stage 5)	22
8.6.1	General	22
8.6.2	Establishment of the joint governance structure	23
8.6.3	Joint knowledge management process	25
8.6.4	Establish joint risk management process	25
8.6.5	Operational process and systems review	26
8.6.6	Measurement of delivery and performance	26
8.6.7	Improvement of organizational collaborative competence	26
8.6.8	Establishment of a joint issue resolution process	26
8.6.9	Establishment of a joint exit strategy	27
8.6.10	Agreements or contracting arrangements	27
8.6.11	Establishment and Implementation of the joint RMP	28
8.7	Value creation (Stage 6)	28
8.7.1	General	28
8.7.2	Establishment of the value creation process	29
8.7.3	Identification of improvement and setting of targets	29
8.7.4	Use of learning from experience	29
8.7.5	Updating of the joint RMP	29
8.8	Staying together (Stage 7)	29
8.8.1	General	29
8.8.2	Oversight by the SERs	30
8.8.3	Management of the joint relationship	30
8.8.4	Implementation of monitoring of behaviour and trust indicators	31
8.8.5	Continual value creation	31
8.8.6	Delivery of joint objectives	31
8.8.7	Analysis of results	31
8.8.8	Issue resolution	31
8.8.9	Maintenance of the joint exit strategy	32
8.8.10	Maintenance of the joint RMP	32

8.9	Exit strategy activation (Stage 8)	32
8.9.1	General	32
8.9.2	Initiation of disengagement	33
8.9.3	Business continuity	33
8.9.4	Evaluation of the relationship	33
8.9.5	Future opportunities	33
8.9.6	Review and updating of the RMPs	33
9	Performance evaluation	33
9.1	Monitoring, measurement, analysis and evaluation	33
9.1.1	General	33
9.1.2	Exit evaluation	34
9.2	Internal audit	34
9.3	Management review	34
10	Improvement	35
10.1	Nonconformity and corrective action	35
10.2	Continual improvement	35
	Annex A (informative) Assessment checklist	36
	Annex B (informative) Relationship management plan	40
	Annex C (informative) Competencies and collaborative behaviour	43
	Annex D (informative) Relationship maturity matrix	45
	Annex E (informative) Exit strategy	48
	Annex F (informative) Description of business relationship types	50
	Annex G (informative) Application guidance	52
	Bibliography	60