

# ISO 44001:2017-03 (E)

## Collaborative business relationship management systems - Requirements and framework

---

<b>Contents</b>		<b>Page</b>
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