

BS 11000-2:2017



BSI Standards Publication

Collaborative business relationship management systems

Part 2: Guide to implementing BS ISO 44001

bsi.

Publishing and copyright information

The BSI copyright notice displayed in this document indicates when the document was last issued.

The British Standards Institution 2017

Published by BSI Standards Limited 2017

ISBN 978 0 500 94940 1

ICS 3.10.99

The following BSI references relate to the work on this document:

Committee reference SVS/1/4

Draft for comment 17/30345101 DC

Amendments/corrigenda issued since publication

Date	Text affected
------	---------------

Contents

	Page
Foreword	iii
0 Introduction	1
<i>Figure 1 — Relationship between corporate and operational systems</i>	1
<i>Table 1 — Key elements of the life cycle within BS ISO 44001:2017</i>	2
<i>Table 2 — Common themes of relationship management</i>	3
<i>Figure 2 — Overview of the principal components of successful collaborative business relationships</i>	6
1 Scope	7
<i>Figure 3 — BS ISO 14001 adoption flowchart</i>	8
2 Normative references	8
3 Definitions	8
4 Context of the organization	9
<i>Figure 4 — Potential applications for collaboration</i>	11
5 Leadership	11
<i>Table 3 — Policy development</i>	12
<i>Figure 5 — Overview of governance structure for collaborative working</i>	14
6 Planning	15
<i>Figure 6 — Suggested approach to segmentation in business relationship</i>	16
<i>Figure 7 — Focus on relationship development</i>	17
7 Support	17
8 Operation	22
<i>Figure 8 — Operational awareness — Stage 1</i>	22
<i>Table 4 — Examples of benefits from collaborative working</i>	24
<i>Table 5 — SWOT analysis</i>	25
<i>Table 6 — Examples of potential risks associated with collaborative relationships</i>	27
<i>Figure 9 — Knowledge stage 2</i>	28
<i>Table 7 — PESTLE analysis</i>	29
<i>Table 8 — Examples of considerations for exit strategy</i>	31
<i>Table 9 — Example of knowledge map to consider what can /what could /what can't be shared</i>	33
<i>Table 10 — Initial analysis of internal risks to effective collaboration</i>	34
<i>Figure 10 — Internal assessment — Stage 3</i>	37
<i>Table 11 — Maturity assessment profile (MAP)</i>	39
<i>Table 12 — Key criteria for stakeholder engagement</i>	42
<i>Figure 11 — Partner selection — Stage 4</i>	43
<i>Figure 12 — Working together — Stage 5</i>	48
<i>Table 13 — Example of a joint management model</i>	49
<i>Figure 13 — Communications management model</i>	53
<i>Figure 14 — Shared information environment</i>	54
<i>Table 14 — Focusing on collaborative improvements</i>	58
<i>Figure 15 — Typical dispute resolution process</i>	59
<i>Table 15 — Key items for exit strategy consideration</i>	60
<i>Table 16 — Examples of contracting terms</i>	63
<i>Figure 16 — Value creation stage 6</i>	64
<i>Table 17 — Examples of value creation targets</i>	66
<i>Table 18 — Example of evaluation criteria for value drivers</i>	67
<i>Figure 17 — Staying together: Stage 7</i>	68
<i>Table 19 — Examples of enabling behaviours</i>	71
<i>Figure 18 — Exit strategy: Stage 8</i>	76
<i>Table 20 — Influences on business continuity</i>	78

9	Performance evaluation	79
10	Improvement	82
<hr/>		
	Bibliography	83
<hr/>		

Summary of pages

This document comprises a front cover, and inside front cover, pages i to iv, pages 1 to 83, an inside back cover and a back cover.

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.

Currently in preview, click buy full version

0 Introduction

0.1 General

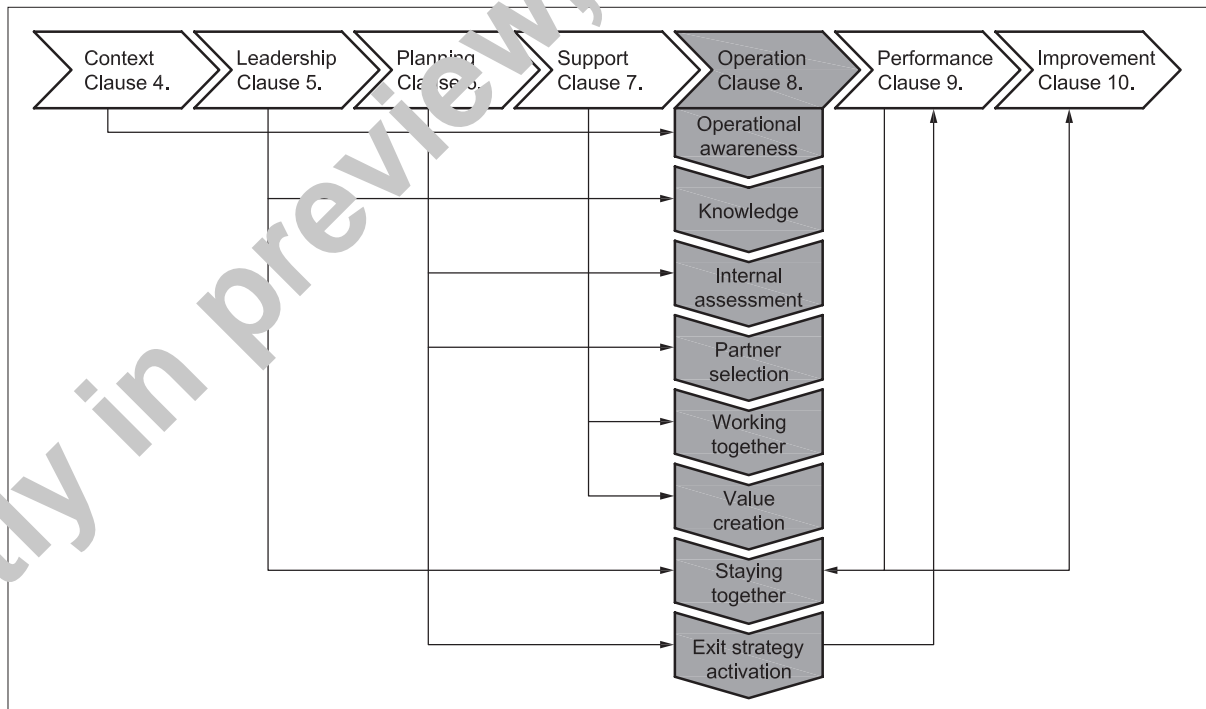
This British Standard aims to provide guidance that supports the effective implementation of BS ISO 44001 in order to establish and improve collaborative business relationship management systems (CBRMS) in organizations of all sizes.

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 / improve CRMP for real 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 individual 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 collaborative working; 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-commercial and collective 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 ([9.2](#) to [9.7](#)) 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 consideration through to a joint focus.

Table 2 — Common themes of relationship management

Themes	Corporate <i>(see Clause 4 to Clause 7, Clause 9 and Clause 10)</i>	Strategic <i>(see 8.2–8.4)</i>	Engagement <i>(see 8.5–8.6)</i>	Management <i>(see 8.7–8.8)</i>
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 <i>(see Clause 4 to Clause 7, Clause 9 and Clause 10)</i>	Strategic <i>(see 8.2–8.4)</i>	Engagement <i>(see 8.5–8.6)</i>	Management <i>(see 8.7–8.8)</i>
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 the 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.