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Collaborative business relationship management systems — Guidelines on the implementation of ISO 44001

Systèmes de management collaboratif d'une relation d'affaire — Lignes directrices pour l'implementation de l'ISO 44001

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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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso .org/iso/foreword.html.

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.
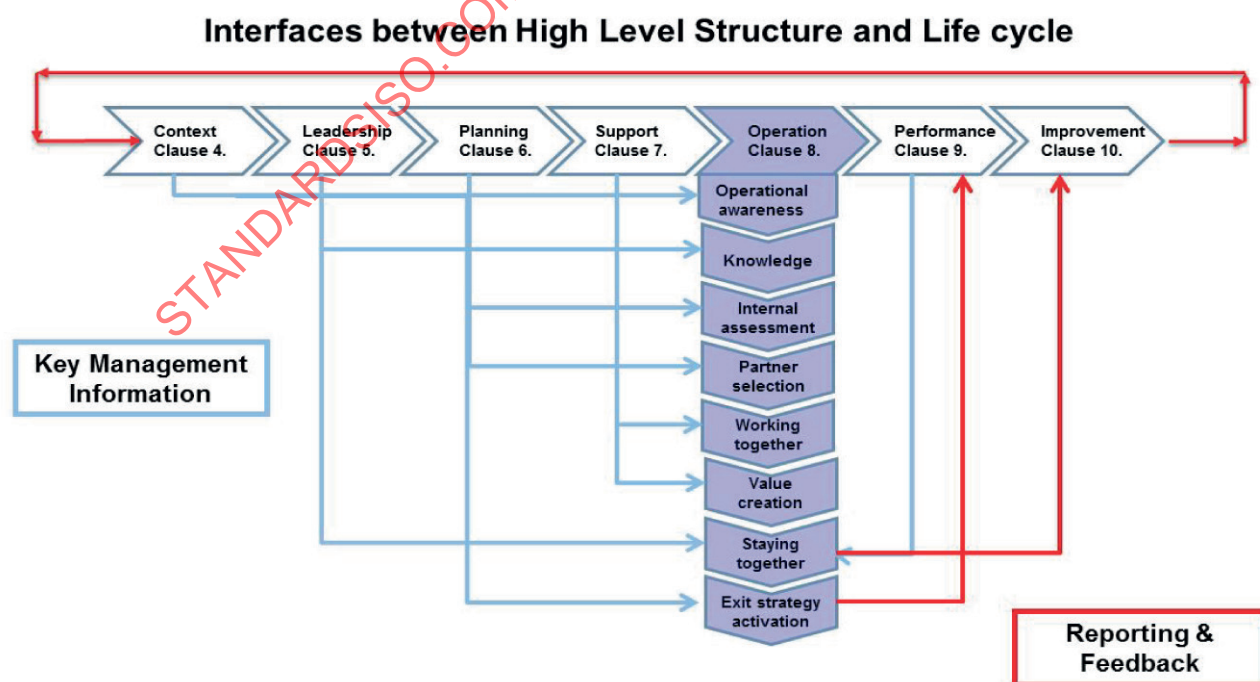
Figure 1 — Relationship between corporate and operational systems

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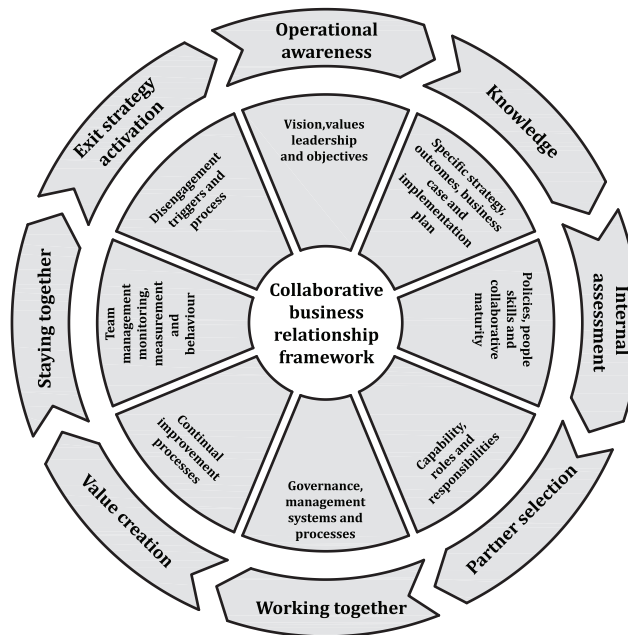
Figure 2 — Overview of the principal components of successful collaborative business relationships

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.

Collaborative business relationship management systems — Guidelines on the implementation of ISO 44001

1 Scope

This document gives guidelines for organizations on implementing 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 document explains what is intended by each requirement of ISO 44001, why each is important, and recommends approaches to take for their practical implementation. How to meet the requirements is individually evaluated and applied in the context of each organization.

This document is applicable to any organization.
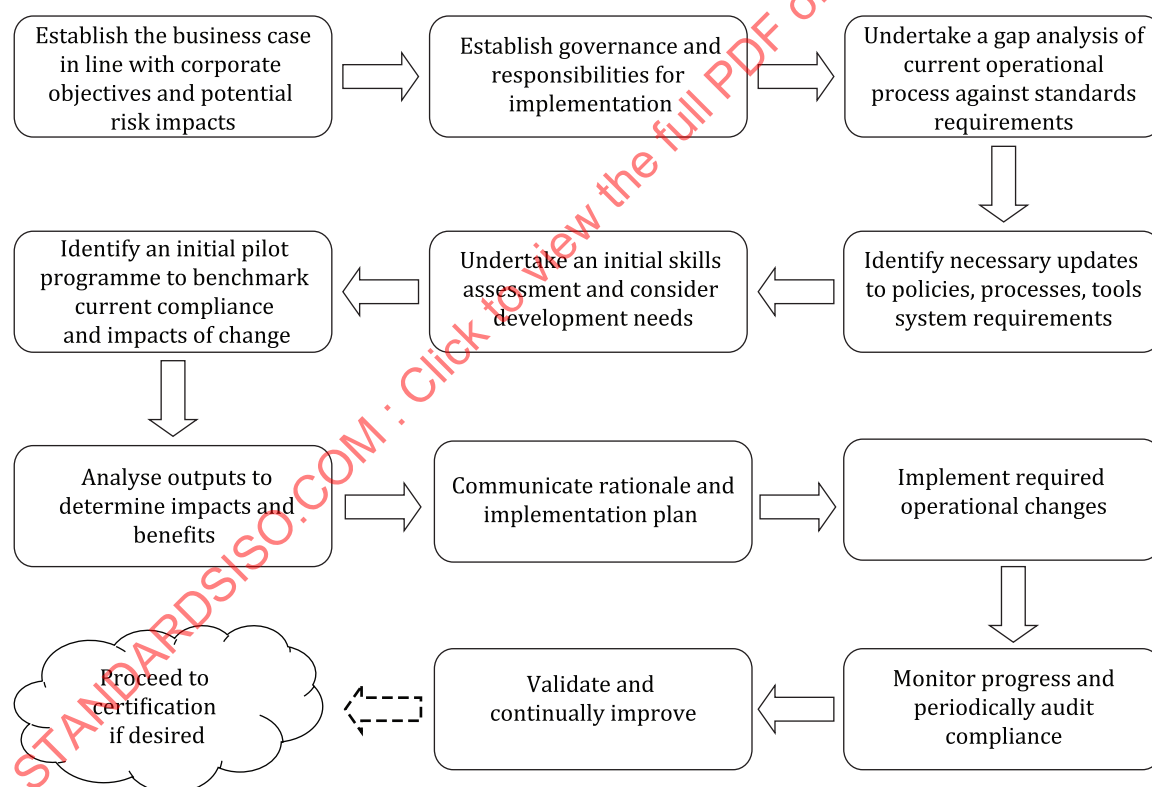
Figure 3 — High-level implementation flow for ISO 44001

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements 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.

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

3 Terms, definitions and abbreviated terms

3.1 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 44001 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

3.2 Abbreviated terms

CBRMS   collaborative business relationship management system

IPR   intellectual property right

KPI   key performance indicator

MAP   maturity assessment profile

OLA   operating level agreement

RMP   relationship management plan

SER   senior executive responsible

SLA   service level agreement

4 Context of the organization

4.1 Understanding the organization and its context

NOTE   Further information on the context of the organization can be found in ISO/TS 9002:2016, Clause 4.

4.1.1 What: summary of the intent

The organization should clearly establish the linkage between the activities, intended outcomes of the organization and the potential role for collaboration in supporting those outcomes.

4.1.2 Why: explanation of relevance

Collaboration might not be appropriate for all business relationships and the focus should be directed to where it a collaborative relationship can add value. Organizations may find that working in a collaborative relationship could introduce challenges to existing operating structures. It is therefore essential that internal stakeholders see that collaborative working approaches overall are seen to be beneficial.

4.1.3 How: implementation guidance

In many organizations the adoption of collaborative working initiatives requires a strategic decision by top management to ensure that, when appropriate, it is effectively integrated and supported throughout its functions and teams.

4.2 Understanding the needs and expectations of stakeholders

4.2.1 What: summary of the intent

The organization should identify its external stakeholders that can be affected by the adoption of collaborative working to ensure their needs and expectations are clearly understood.

4.2.2 Why: explanation of relevance

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. These might not always be fully aligned but should be, as a minimum, complementary or neutral in terms of the key objectives. It is also important to ensure these objectives are reviewed at regular intervals to assess changes.

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

4.2.3 How: implementation guidance

The organization should identify all potential stakeholders, understand their needs and expectations and develop a plan to address them. Stakeholder mapping is an established tool used in many organizations, but this should extend beyond the traditional influencers and blockers to take into account all points of contact that can directly or indirectly influence collaborative initiatives and outcomes.

4.3 Determining the scope of the collaborative business relationship management system

4.3.1 What: summary of the intent

The organization should assess its strategic objectives and operational activities to identify where it is appropriate or beneficial to implement and deploy a systemic approach to collaborative working.

4.3.2 Why: explanation of relevance

An organization can have a wide variety of external relationships where the potential for harnessing the value of collaborative working can be determined in different ways. It may also require considerations related to the size and complexity of the organizations involved and outcomes.

4.3.3 How: implementation guidance

When considering a collaborative working approach, there has to be a balance between the required investment in time and resources together with the projected benefits to enhanced outcomes. Segmenting current operational approaches will help to ensure effective targeting of resources, while at the same time evaluating market drivers. Where possible, the aspects that could be influenced by the stakeholder should be identified. These can include:

a) the stakeholder's attitude to collaboration;

b) the stakeholder's preference for partners;

c) the risk of working with multiple organizations;

d) contracting processes and legal constraints;

e)   availability of suitable partners or suppliers;

f)   timeline.

4.4   Collaborative business relationship management system

4.4.1   What: summary of the intent

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

4.4.2   Why: explanation of relevance

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. The failure of potential beneficial external collaborations can be traced back to these activities conflicting with established policies, processes and practices.

4.4.3   How: implementation guidance

A defined and documented portfolio of collaborative systems and processes that are aligned with existing management systems within the organization should be established. The portfolio should be able to accommodate specific adaptations and changes when appropriate, including the ability to effectively accommodate third-party processes.

4.5   Creation of value

4.5.1   What: summary of the intent

The organization should assess where collaborative working can add value to ensure the appropriate focus for investment and deployment of resources to achieve maximum benefit. Collaborative working can involve additional or specialized resources to achieve the desired objectives and to ensure a clear focus on balancing investment and outcomes.

4.5.2   Why: explanation of relevance

There are many types of relationships and their potential to add value may be assessed in different ways depending on the desired outcomes, size and complexity of the organization. Value can also be defined in many different ways, as is frequently the case for potential collaborative partners. It is crucial that organizations are able to evaluate and articulate their projected value proposition and be able to align it with partners.

4.5.3   How: implementation guidance

As a starting point, the organization may consider assessing the expected value of all existing and potential relationships based on the overall organizational objectives and an assessment of where a collaborative approach is likely to deliver benefits (e.g. see Figure 4).

Value can be different in a number of similar cases or relationships. Identifying these ensures that collaborative initiatives are appropriately configured. These may include alternative priorities to improve competitiveness, for example:

—   enhancing the capability to respond to market demands;

—   accessing new markets;

— building alternative enhanced value propositions;

— driving innovation;

— augmenting resources;

— driving speed to market;

— improving risk profiles;

— cost reduction.

There may be multiple or singular drivers for any potential relationship, but these should be understood so as to ensure that the engagement and management processes deployed remain focused on the strategic outcomes and are not deflected.

NOTE   A range of relationships is explained in ISO 44001:2017, Annex F.
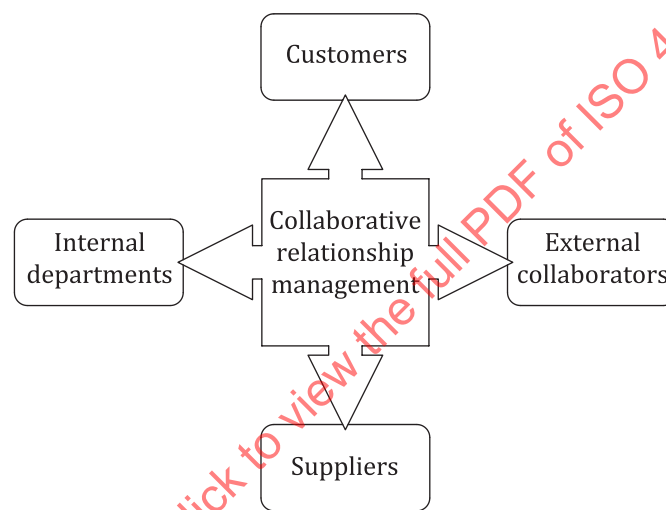
Figure 4 — Potential areas of collaboration and sources of potential value applications for collaboration

5   Leadership

5.1   Leadership and commitment

5.1.1   What: summary of the intent

The organization should ensure that there is clear and documented high-level support for the deployment of collaboration, when appropriate.

5.1.2   Why: explanation of relevance

The commitment, authority, influence and oversight of top management is essential for the overall success of collaborative working. Collaborative working can require additional resourcing or can affect current operational processes, responsibilities and stakeholder management.

5.1.3   How: implementation guidance

The organization should formally appoint a senior executive responsible (SER) for collaborative working, with top management authority to provide high-level oversight for all associated activities.

5.2 Policy

5.2.1 What: summary of the intent

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

5.2.2 Why: explanation of relevance

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.

5.2.3 How: implementation guidance

The policy for collaborative working should address the contents listed in Table 1. The organization should review all other policies to ensure they do not conflict with a collaborative approach.

Table 1 — 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.

The organization should build on its existing policies and processes, which should be reviewed and enhanced as appropriate to support collaborative working. The following questions, as a minimum, should be asked to check whether new policies and processes are necessary.

a) Are the visions and values of the organization compatible with a collaborative approach?

b) Does the business plan include objectives to be achieved through collaborative working?

c) Does corporate governance support collaborative working?

d) Can a collaborative initiative be implemented within the existing management structure?

e) Does the resource development programme include collaborative working?

f) Does the current risk management process support collaborative working?

g) Does the current knowledge management process support collaborative working?

h) Does the current issue resolution process support collaborative working?

i) Is the organization structure suitable and able to provide the flexibility for collaborative working?

5.3 Organization roles, responsibilities and authorities

5.3.1 Top management

5.3.1.1 What: summary of the intent

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

5.3.1.2 Why: explanation of relevance

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 practices, which could affect performance and behaviours. Top management's support and behaviour sets the tone for all staff.

5.3.1.3 How: implementation guidance

Top management should clearly designate responsible senior leaders with the appropriate competencies, behaviours and authorities.

5.3.2 Establishment of an organizational governance structure

5.3.2.1 What: summary of the intent

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

5.3.2.2 Why: explanation of relevance

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

5.3.2.3 How: implementation guidance

The governance structure established, and the processes implemented, should ensure 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.

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

a) organization, culture and behaviours;

b) complexity of the business activities;

c) business impact of the activities, e.g. strategic versus transactional;

d) geographical coverage;

e) corporate management structure of the parties' organizations, e.g. divisions, business, units, regions;

f) business relationship between the parties;

g) decision-making processes within the organization.

The governance structure 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 while 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 and take place, and take timely decisions to ensure that the CBRMS remains effective (see 9.3);

— ensure that arrangements for management reviews are integrated or compatible with arrangements for other business management systems.

5.3.3 Senior executive responsible

5.3.3.1 What: summary of the intent

For the effective performance of the CBRMS, the SER should have a clear mandate and authority from top management.

5.3.3.2 Why: explanation of relevance

Collaborative working can require internal changes to operating practices or resources and can 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.

5.3.3.3 How: implementation guidance

The appointment of an SER should, in most cases, not require an additional person within the organization. The role 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 can be formally delegated in part to operational management, while 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 at a high level with external partners;

c) supporting the internal development of processes, systems and people;

d) allocating resources;

e) overseeing, monitoring and reviewing collaborative operations and performance;

f) resolving issues, as appropriate:

g) developing collaborative competencies.

6 Planning

6.1 Actions to address risks and opportunities

6.1.1 What: summary of the intent

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

6.1.2 Why: explanation of relevance

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

6.1.3 How: implementation guidance

The organization should undertake a robust review of all risks and opportunities that can result in impacts from a collaborative approach. It should document a business case before proceeding, so that those involved fully understand the requirement and objectives.

6.2 Collaborative business relationship objectives and planning to achieve them

6.2.1 What: summary of the intent

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

6.2.2 Why: explanation of relevance

Before launching a collaborative programme, it should be ensured that the objectives of such an arrangement warrant the investment. At the same time, by defining the value to be derived from a collaborative relationship, the organization can validate its approach.

6.2.3 How: implementation guidance

The organization should establish a process for undertaking these evaluations. This can involve a variety of considerations, including:

a) financial benefits and risk reduction;

b) improved performance and efficiency;

c) extending product or service capability;

d) product development and innovation;

e) improved performance through behavioural change.

6.3 Identification and prioritization of collaborative business relationships

6.3.1 General

6.3.1.1 What: summary of the intent

The organization should ensure there is an established process to identify those relationships where collaboration can deliver added value.

6.3.1.2 Why: explanation of relevance

Not all business arrangements necessarily require or benefit from a collaborative approach. Transactional relationships are typically:

— not long term;

— an exchange of values or assets;

— introduce minimal complexity.

While collaborative relationships are typically:

— longer term;

— value creating or asset integrating;

— introduce more complexity.

The relationship between transactional and collaborative relationships in shown in Figure 5.
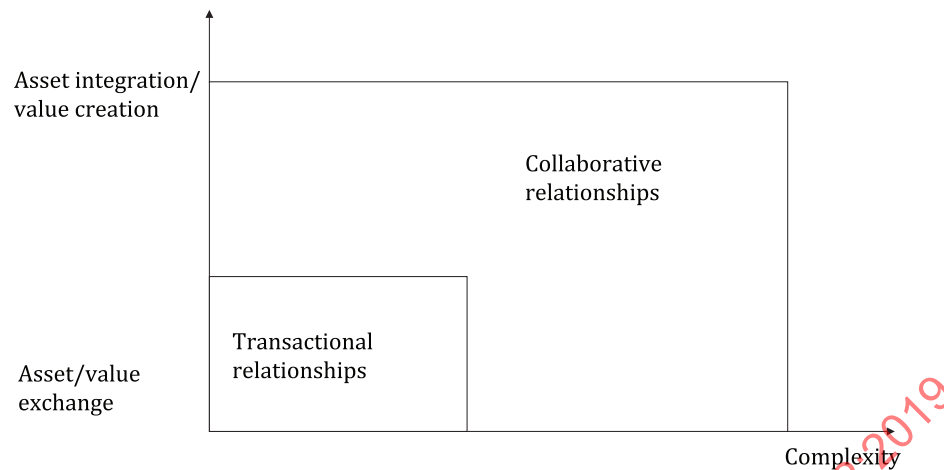
Figure 5 — Transactional versus collaborative relationships

6.3.1.3 How: implementation guidance

The organization should undertake an assessment of each relationship where collaboration is being considered (see Figure 6). Factors that influence whether a collaborative relationship is fitting often include, but are not limited to, cost, complexity, time, criticality, reputation and risk.

Opportunistic relationships (potentially collaborative) Largely one-off relationships where there is scope to exploit joint resources and information over the period of engagement, frequently driven by major contracts	**Strategic relationships (collaborative)** Relationships that are strategically critical to long-term development and require a level of interdependence where value and risk management can be enhanced through developing a close integrated operating approach
Transactional relationships (not collaborative) Relationships where there is limited scope to exploit joint resources or information based on standard products, commodities or services	**Development relationships (potentially collaborative)** Relationships where there is potential to build benefits through a longer term engagement, which could eventually migrate to the level of a strategic partnership

Figure 6 — Suggested approach to segmentation in business relationships

6.3.2 Identification of opportunities for collaboration

6.3.2.1 What: summary of the intent

The organization should establish a process for the identification of potential opportunities that can be derived from a collaborative approach.

6.3.2.2 Why: explanation of relevance

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

6.3.2.3 How: implementation guidance

The organization should consider the evolution of relationships and their relative value and potential enhancements. This can be derived from moving to a more collaborative approach by establishing an appropriate strategy for development of a specific relationship (see Figure 7).
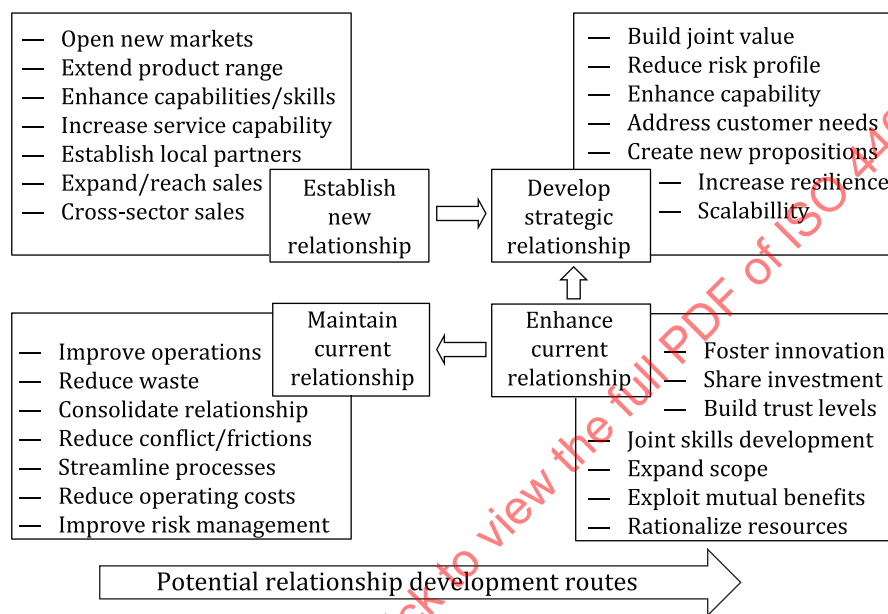
Figure 7 — Development of relationship

7 Support

7.1 Resources

7.1.1 What: summary of the intent

The organization should ensure that the CBRMS is sufficiently and appropriately resourced.

7.1.2 Why: explanation of relevance

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

7.1.3 How: implementation guidance

Throughout the application of ISO 44001, when assessing the resources necessary to establish, implement, maintain and continually improve the CBRMS, the organization should consider the capabilities of both internal and external resources and the constraints upon them.

In the context of a CBRMS, this can include:

a) 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;

b) finance, e.g. investment in the people, structures, processes and systems to support joint working;

c) operational management/staff, e.g. personnel with capacity and competence to undertake the additional tasks/processes required by a collaborative relationship;

d) 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);

e) cultural environment, e.g. a supportive social and psychological environment (see 8.4.2);

f) information and communications infrastructure, e.g. hardware and software to support the new joint operation;

g) physical infrastructure;

h) 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);

i) audit support, e.g. auditors with business management knowledge or understanding of collaboration [see 7.2 and 9.2.2 c)].

7.2   Competence and behaviour

7.2.1   What: summary of the intent

The organization should ensure that the necessary competence and behaviours of person(s) doing work under its control that affects its collaborative business relationship management performance has been defined and fostered.

7.2.2   Why: explanation of relevance

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 to maintain a sustainable and improving relationship. Operating in a collaborative environment and integrating with external parties requires competencies 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.

7.2.3   How: implementation guidance

The organization should establish an assessment of the competencies and behavioural profile required to deliver the collaborative objectives. It should establish training and development processes that incorporate a focus on collaborative working. In establishing an initial baseline capability assessment, or re-assessing the capability to collaborate at a later stage in the relationship, it is important that a systematic and proven evidence-based approach is undertaken.

The organization should identify the specific challenges, risks and opportunities for a given relationship. It should establish the key competencies and behaviours that best serve the specific objectives and

operating environment of the relationship. It can also be valuable to identify which parties are required to demonstrate those competencies.

NOTE 1   See ISO 44001:2017, 3.10, for the definition of "competence". ISO 44001:2017, Annex C, provides general guidance on competencies that could be relevant to a given collaborative relationship and many of the behaviours that underpin effective collaborative working and developing the trust of others.

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

7.3   Awareness

7.3.1   What: summary of the intent

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

7.3.2   Why: explanation of relevance

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

7.3.3   How: implementation guidance

The organization should undertake awareness information sessions and workshops.

7.4   Communication

7.4.1   What: summary of the intent

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

7.4.2   Why: explanation of relevance

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 can reduce the effectiveness of communications between:

a)   individuals;

b)   groups;

c)   divisions of the organization;

d)   collaborative partners, suppliers or customers.

7.4.3   How: implementation guidance

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

a)   formal and informal communications;

b)   staff briefings;

c)   newsletters;

d) intranet;

e) social media;

f) shared working environments.

7.5 Documented information

7.5.1 General

7.5.1.1 What: summary of the intent

The organization should document its collaborative business relationship management system.

7.5.1.2 Why: explanation of relevance

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

7.5.1.3 How: implementation guidance

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 ISO 44001 should incorporate documentation within existing policies, procedures and systems rather than create an additional level of documentation. The relationship management plan (RMP) can provide a mechanism for documenting any additional requirements or act as a signpost to the location of other documents relevant to collaboration.

7.5.2 Creating and updating

7.5.2.1 What: summary of the intent

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.

7.5.2.2 Why: explanation of relevance

Where the organization has established procedures, these can require updating to include collaborative working and integrating into current practices.

7.5.2.3 How: implementation guidance

The organization 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

7.5.3.1 What: summary of the intent

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

7.5.3.2 Why: explanation of relevance

Collaborative working can 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.

7.5.3.3 How: implementation guidance

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 competencies

7.5.4.1 What: summary of the intent

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

7.5.4.2 Why: explanation of relevance

Collaborative working requires individuals to have the 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 competencies 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.

7.5.4.3 How: implementation guidance

Existing human resource management systems can contain records of role requirements and job specifications, including role specific competence frameworks. Where appropriate, these should include the necessary skills and competencies for roles operating in a collaborative context and the achievement of collaborative performance levels. The organization should, where appropriate, embed collaborative skills and competencies into its existing processes, including recruitment and selection, induction, ongoing performance management and training programmes. These can be demonstrated by, among other means:

— professional qualification;

— professional certification;

— credentials;

— chartered status.

7.5.5 Corporate RMP

7.5.5.1 What: summary of the intent

The organization should establish a corporate RMP, see ISO 44001:2017, Annex B.

7.5.5.2 Why: explanation of relevance

The corporate RMP is the organization's default process for establishing collaborative business relationship management. Collaborative working can 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 approach which can be referenced when required.

7.5.5.3 How: implementation guidance

The corporate RMP can be a specific document that references all operating and management requirements. It should, where appropriate, link to and not duplicate existing management processes that incorporate the necessary requirements. It can be a reference document that highlights those requirements that are fully integrated within overall management processes and procedures.

8 Operation

8.1 Operational planning and control

8.1.1 What: summary of the intent

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

8.1.2 Why: explanation of relevance

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

8.1.3 How: implementation guidance

This can be addressed through adaptations of the corporate RMP 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" addresses the transition from overall strategic corporate policies and processes that can lead to incorporating collaborative working into specific business operations (see Figure 8). This recognized approach can be used to identify where value can be added. At this stage, the organization is advised to assess the appropriateness of adopting a collaborative approach and plan its integration of it, identifying the benefits and value along with the business impacts, and considering both internal and external constraints.
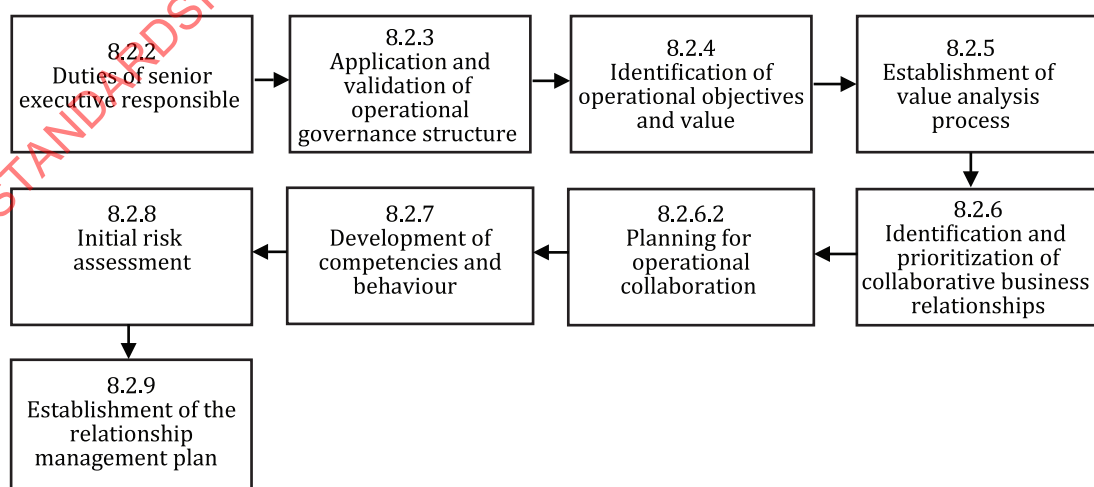
Figure 8 — Operational awareness (Stage 1)

8.2.2 Duties of SER

8.2.2.1 What: summary of the intent

The SER appointed by top management (see 5.3.1) is critical to ensuring the effectiveness of the CBRMS.

8.2.2.2 Why: explanation of relevance

The SER ensures that there is senior executive sponsorship and support for any changes to operational processes required to deliver collaborative working in specific applications. In some organizations or sectors of operation, it can be necessary for some responsibilities to be delegated, but the SER should retain overall responsibility and maintain alignment to the overall business strategy and systems.

8.2.2.3 How: implementation guidance

The SER should have a clear mandate and overall strategy for the creation and implementation of collaborative relationships. Where aspects of the role are delegated, the SER should ensure that:

— authority and recognition are given to the implementation;

— overall business objectives are aligned;

— internal and external stakeholders are engaged;

— the effects on operating practices and resources are recognized;

— those charged with implementation are accountable;

— appropriate governance models are established and implemented effectively;

— overall responsibility for successful collaboration is undertaken through appropriate oversight.

The SER should have the necessary central authority to be able to influence the multiple organizations and functions represented within the business relationship, without necessarily having line-management authority. The SER should ensure, through the joint management team, overall and individual leadership responsibility for the performance of each collaborative relationship. Maintaining disciplined governance arrangements are important for supporting this role.

The SER should determine the most appropriate level of management to review the performance data based on the areas for which they are responsible. Data should be reviewed, conclusions drawn and information passed throughout the organization at all levels. In particular, data should be passed to the level of management that makes decisions on how to respond to conclusions and to allocate resources, etc., based on the outcomes.

8.2.3 Application and validation of operational governance structure

8.2.3.1 What: summary of the intent

The organization should ensure there is an appropriate governance structure in place relative to the area of operation.

8.2.3.2 Why: explanation of relevance

In those organizations operating in a variety of industry sectors or locations, the corporate structures and authorities could require adaptation to meet market requirements.

8.2.3.3 How: implementation guidance

The SER should review the corporate governance structure and put forward, to the top management, appropriate modifications to ensure effective, specific application.

8.2.4 Identification of operational objectives and value

8.2.4.1 What: summary of the intent

The organization should identify operational business objectives. See Table 2 for examples of the potential benefits from collaborative working.

Table 2 — Examples of benefits from collaborative working

Identify total cost of ownership	Improved efficiency	Optimized effectiveness	Enhanced performance
Cost reduction	Product development	Market development	Delivery improvement
Waste reduction	Remove duplication	Customer engagement	Joint risk management
Resource optimization	Supply security	Scalability of resources	Sustainable development
Improve profitability	Information sharing	Skills enhancement	Innovation
Business growth	Process improvement	Competitive advantage enhancement	Dispute reduction

8.2.4.2 Why: explanation of relevance

The organization should review its objectives to determine how and where delivery of these can be enhanced by the use of collaborative working.

8.2.4.3 How: implementation guidance

Objectives should be consistent with the policies of the partner organizations, adequately resourced with appropriate accountabilities and be SMART:

— **S**pecific, with defined outcomes aligned to desired benefits;

— **M**easurable, such that performance can be assessed and evaluated;

— **A**chievable, while encompassing stretched goals, where appropriate;

— **R**ealistic, such that collaborative teams are motived to reach goals;

— **T**ime-bound, in order that progress can be monitored towards achieving desired goals.

8.2.5 Establishment of value analysis process

8.2.5.1 What: summary of the intent

The organization should identify the potential value from collaborative working.

8.2.5.2 Why: explanation of relevance

Collaborative working requires that adequate resources are invested to be successful. Therefore, identifying the potential value in collaborative working should ensure that the value proposition has been sufficiently evaluated to:

a) demonstrate specific benefits;

b) address internal barriers;

c) evaluate output versus investment;

d) identify opportunities and risks to be exploited;

e) drive innovation.

8.2.5.3 How: implementation guidance

The organization should establish a methodology and process for quantifying value (an example of this can be value for money assessment in a relationship). Areas that can deliver value to the organization from a short-, medium- and long-term perspective should be identified. See Table 2 for examples of the potential benefits from collaborative working.

8.2.6 Identification and prioritization of collaborative business relationships

8.2.6.1 General

8.2.6.1.1 What: summary of the intent

The organization should verify that a collaborative approach is appropriate for its objectives and desired outcomes at the operational level.

8.2.6.1.2 Why: explanation of relevance

The purpose is to ensure an appropriate allocation of resources and to evaluate the potential for collaboration to deliver additional benefits.

8.2.6.1.3 How: implementation guidance

The organization should establish a definition or set of criteria that helps it to identify collaborative business relationships (see 6.3). In addition, the organization should establish a discipline to prioritize its collaborative relationships by using a set of qualitative and/or quantitative values. Some examples are included below:

— qualitative: trust, communication, ease of doing business, culture;

— quantitative: revenue, cost reduction, profitability, new customers, new markets.

8.2.6.2 Planning for operational collaboration

8.2.6.2.1 What: summary of the intent

The organization should establish an implementation plan for the local application of collaborative working.

8.2.6.2.2 Why: explanation of relevance

This should define an approach for each type of relationship that supports business objectives and recognizes external influences and risks that could either aid or constrain the programme.

8.2.6.2.3 How: implementation guidance

At this stage, the organization should establish and implement a process to identify where collaborative working is to be deployed to meet specific objectives and implement appropriate changes to operating practices, where necessary.

8.2.7 Development of competencies and behaviour

8.2.7.1 What: summary of the intent

The organization should evaluate the necessary technical skills and resources with alignment to appropriate competencies and appropriate behaviours.

8.2.7.2   Why: explanation of relevance

Operating within a collaborative programme introduces a number of challenging concepts that might not be common within the current operating structures. Operating this way should ensure that, as the programme evolves, the appropriate behaviours and skills can be established and maintained.

8.2.7.3   How: implementation guidance

The competencies, skills and behaviours that are required should be established with clear reference to the challenges, risks and opportunities for the specific relationship and be role-specific, where appropriate. Where gaps in requirements are identified, appropriate training and development should be implemented (see ISO 44001:2017, Annex C, for additional guidance).

When considering the suitability and experience of individuals to work in a collaborative environment, it is important to recognize the critical effect of behaviours. Assessment of capabilities and behavioural readiness is more effective when assessment methods are used that ensure validity and reliability of the results and where assessments are conducted to ethical and professional standards. The ISO 10667 series provides detailed guidance in these aspects. Following an assessment, the organization should consider the introduction of an initial induction programme where the principles and behavioural expectations for collaborative working can be highlighted for those joining a collaborative programme. Where relationships are extended over a significant period, and/or where there is a refreshment of new team members over the life of the relationship, a process to maintain an up-to-date assessment of the levels of competence and behaviours for collaboration is of value.

8.2.8   Initial risk assessment

8.2.8.1   What: summary of the intent

The organization should implement an initial risk assessment associated with collaborative business relationships.

8.2.8.2   Why: explanation of relevance

The specific implications of risk associated with collaborative working should be assessed. Collaborative working can offer many opportunities to mitigate risks for the parties involved in the collaboration. However, it can introduce new risks that might not have been considered.

An effective initial risk assessment should enable the organization to evaluate:

a)   the risks to engagement in collaboration;

b)   how collaboration can reduce risks in prospective opportunities;

c)   any identified risk issues when assessing prospective partners;

d)   who is best placed to manage the identified risks.

8.2.8.3   How: implementation guidance

Examples of areas to be considered when identifying the risks associated with a prospective collaborative opportunity are given in Table 3, in addition to any existing risk management policies. The proposed mitigation for each risk should be established, where practical. Addressing risk could be a facet of the collaboration, e.g. can partners help, through joint risk management or an issue that collaboration could introduce and should be assessed during strategy development and partner selection.

Table 3 — Examples of areas of risk associated with collaborative relationships

Business risk	Operational risk	Cultural risk	Financial risk
— Reputation	— Health and safety	— Politics	— Interdependence
— Competitive advantage	— Environment	— National cultures	— Alternative measurement/ reporting requirements
— Sustainability	— Flexibility/agility	— Ethics	
— Stakeholder acceptance	— Interdependence	— Openness, transparency and trust	— Insurance
— Technology	— Continuity of supply		
— Intellectual property	— Performance	— Behaviours	
— Business continuity		— Prior relationships	

8.2.9 Establishment of the RMP

8.2.9.1 What: summary of the intent

The organization should develop an operational RMP aligned to the corporate RMP.

8.2.9.2 Why: explanation of relevance

In some cases, the corporate RMP, while providing an overall framework for documenting the relationship development process, may require adaptation to address specific sectors of the organization and/or specific relationships. Any adaptations or modification should be approved by the SER to ensure it remains effective within the overall management concepts for collaborative working.

Types of RMPs:

— corporate RMP: the default process for establishing the RMP;

— operational RMP: optional where sectorial activity requires adaptation;

— specific RMP: for an individual project or programme;

— joint RMP: the agreed plan between the partners.

8.2.9.3 How: implementation guidance

The operational RMP should align with the organization's corporate model for collaborative working. It should document the various elements, processes, procedures and shared systems of work, while at the same time be used to communicate strategic issues, such as objectives, targets, milestones, key contacts and areas of responsibility.

The RMP can be presented in many forms, from a simple booklet to an online database, depending on the nature of the collaboration, the life cycle or complexity, and the nature of the collaborating organizations. Any operational RMP is a dynamic record of the evolution of the relationship and provides a focus and background for operational personnel and a centralized record for process audit or assessment.

The RMP should:

— be approved by the SER (once finalized);

— show that all stakeholders are identified and engaged in the process;

— reflect the culture and environment that it is designed to support;

— be maintained as a live, evolving document through life cycle of the collaboration;

— have clear ownership and be used as the basis for developing (a) future specific joint RMP(s);

— be approved by the SER (once finalized);

— be subject to review at appropriate intervals;

— be updated at every stage of the development.

In establishing the initial operational RMP, the document should incorporate a default approach for each of the elements defined in ISO 44001. The content of the RMP should remain constant as specific joint RMPs are developed for individual approaches, including:

— identifying business objectives and drivers;

— incorporating benefits analysis;

— identifying implementation processes or links to existing procedures and processes;

— identifying constraints and initial risks;

— identifying resources and skills development requirements.

8.3 Knowledge (Stage 2)

8.3.1 General

"Knowledge" focuses on the development of a specific implementation strategy for an identified opportunity, creating a business case and analysing benefits around building a collaborative approach to deliver the strategic objectives. While there is an overall corporate approach to developing collaborative relationships, each individual business relationship is established against a variety of specific drivers, objectives and influences. Each relationship should encompass both the overall governance processes and also reflect the necessary adjustments to achieve the desired outcomes. Figure 9 illustrates the steps through Stage 2.
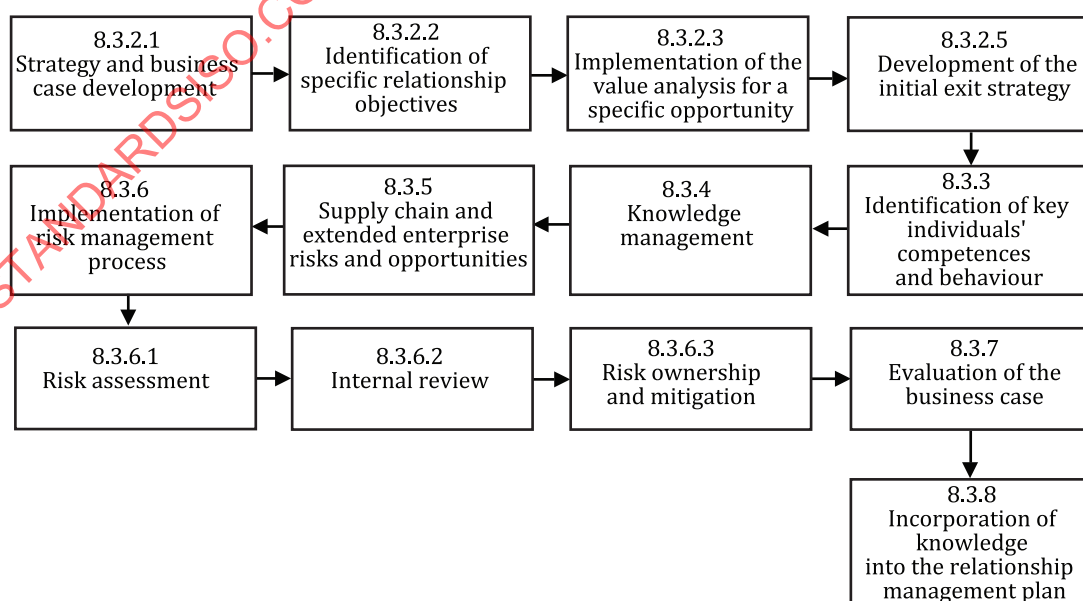
Figure 9 — Knowledge (Stage 2)

8.3.2 Strategy and business case

8.3.2.1 Development

8.3.2.1.1 What: summary of the intent

The organization should establish a defined process for developing a strategy and business case for each specific relationship that incorporates and evaluates the basis for adopting a collaborative approach.

8.3.2.1.2 Why: explanation of relevance

There should be clarity across the organization about business rationale for adopting and managing the collaborative approach. Even people outside the direct collaborative activity can affect its eventual success and thus need to understand the strategy and benefits. Consideration should be given to the broader economic and political changes in the external environment that could introduce pressures on the collaborative arrangement. This can be particularly relevant when working with overseas organizations. However, collaborative approaches are often developed to meet external challenges, responding to changes in markets, and can be highly successful.

8.3.2.1.3 How: implementation guidance

To ensure a collaborative approach is the right approach to capture the value-added opportunity, an organization should employ an analysis that assesses the organization's capabilities, resources and objectives against three options to capture the value: doing it themselves (build), acquiring what they need (buy), or collaborating (ally). Table 4 provides outcomes based on a suggested list of criteria.

Table 4 — Capabilities, resources and objectives analysis

Strategy	Build	Buy	Ally
Suggested criteria			
Required control — Do we need to control everything from revenue to customer experience to decisions?	High degree of control	Moderate to high degree of control	Low or shared degree of control
Protect core — To achieve our objective do we need to protect our IP, brand, domain expertise?	Need to own/protect the core	Need to own/protect the core	Willing to expose or share core or does not impact the core
Time to market — Do we have time to achieve this objective or is it extremely urgent?	We have time	We have time	We do not have much time
Resources — Do we have the financial resources and human resources to achieve the objective?	We have the resources	We have the resources	We do not have the resources
Risk — Are we willing to own the risks to achieve the desired objective?	We are willing to own the risks	We are willing to own the risks	We need to share the risks

8.3.2.2 Identification of specific relationship objectives

8.3.2.2.1 What: summary of the intent

The organization should identify and document the objectives of each collaborative relationship.

8.3.2.2.2 Why: explanation of relevance

Only when there is a clear understanding of what an organization wants to accomplish can specific objectives for a collaborative relationship be set. In many cases, the failure of external relationships can be attributed to organizations failing to understand or define their own direction.

8.3.2.2.3 How: implementation guidance

When defining and prioritizing the desired outcomes, the following questions should be answered.

a) What are the benefits of collaborative working?

b) What would success look like?

c) How is the progress towards outcomes measured?

d) What is the timeline for achieving outcomes?

8.3.2.3 Implementation of the value analysis for a specific opportunity

8.3.2.3.1 What: summary of the intent

The organization should implement the value analysis for specific opportunities along with the key areas for measurement and reporting.

8.3.2.3.2 Why: explanation of relevance

Relationship value analysis provides the basis for ongoing alignment and improved outcomes contributing to the business case. Only when there is a clear understanding of what an organization wants to accomplish in terms of goals can specific objectives for a collaborative relationship be set. In many cases, the failure of external relationships can be attributed to organizations failing to understand or define their own direction.

8.3.2.3.3 How: implementation guidance

When defining and prioritizing the desired outcomes, the following questions should be answered.

a) What are the relationship goals, objectives, and expected benefits?

b) How is the progress towards goals measured?

c) What is the methodology for quantifying value?

d) What internal relationship data and data collection procedures and systems are required?

e) What external data and data sources needed for comparison with industry norms and practices?

f) What reports are required to facilitate proactive management by the relationship joint governance teams?

8.3.2.4 Identification of potential collaborative partner organizations

8.3.2.4.1 What: summary of the intent

The organization should identify potential collaborative organizations against the specific opportunities.

8.3.2.4.2 Why: explanation of relevance

Even if the potential of collaborative working has been identified, its success rests largely on being able to identify suitable partners. Where there is a customer-driven requirement, the options can be constrained by customer preference.

8.3.2.4.3 How: implementation guidance

Potential collaborative partners can emerge from a variety of sources, including:

a) existing trading relationships;

b) those identified to provide specialist capability;

c) complementary skills;

d) those identified from geographic or market development drivers;

e) specific customer requirements;

f) future products or services;

g) competitors.

These potential partners can include organizations that, for a variety of reasons, have not previously been considered, e.g. for competitive, commercial or historical reasons.

Consideration should be given to alignment of visions and values to ensure the avoidance of reputational risks through association.

8.3.2.5 Development of the initial exit strategy

8.3.2.5.1 What: summary of the intent

The organization should develop an initial exit strategy assessment.

8.3.2.5.2 Why: explanation of relevance

In developing a strategy for the implementation of a collaborative approach, the issues that could trigger the need for exiting the relationship should be understood. This ensures that as the implementation proceeds, these aspects are kept transparent to avoid any hidden agendas, together with identifying those key issues that need to be addressed and which form part of a joint exit strategy.

8.3.2.5.3 How: implementation guidance

The organization should consider at this stage those issues that can affect the ongoing development of the strategy.

NOTE   See ISO 44001:2017 Annex E, for a detailed breakdown of an exit strategy.

Table 5 gives examples of items for consideration for an exit strategy.

Table 5 — Examples of considerations for exit strategy

Possible exit triggers	Key concerns	Process issues
Unilateral withdrawal of the partner	Intellectual property	Breakdown of governance
Performance failure	Customer relationship management	Business continuity
Change of ownership	Knowledge transfer	Controlled transition
Policy or regulatory changes	Loss of capability	Resource transfer
Change of requirements	Resource allocation	Costs and timing
Market changes	Reputation	Supply chain impacts
Completion of objectives	Ongoing liabilities	
Change of strategic direction		
Political change		

8.3.3 Identification of key individuals' competence and behaviour

8.3.3.1 What: summary of the intent

The organization should identify the experience, skills and competencies of individuals that are involved in any collaborative initiative.

8.3.3.2 Why: explanation of relevance

A collaborative approach can challenge traditional working practices and therefore be a potential constraint. People with the appropriate skills and experience should be assigned to work together effectively. There could also be a need to redefine operational roles and responsibilities in the context of the collaboration.

8.3.3.3 How: implementation guidance

There is a clear distinction between business skills and those additional practical collaborative skill sets that could be required to support a collaborative relationship. The organization should undertake a review of the resource requirements against existing skills, experience and competence models, and implement selection and training as appropriate, with a particular focus on key personnel and those whose relationships with others are critical to maintaining an effective collaborative relationship. See ISO 44001:2017, Annex C, for further information.

8.3.4 Knowledge management

8.3.4.1 What: summary of the intent

The organization should establish specific guidelines for sharing knowledge between organizations and an appropriate process to capture, create and manage knowledge within collaborative relationships.

8.3.4.2 Why: explanation of relevance

A key benefit of collaborative relationships is that they increase the knowledge pool, improve transparency and provide an environment for knowledge creation.

Collaboration increases the flow of information and this should be handled in a controlled manner to prevent potential conflicts, duplication, inefficiency and misunderstanding, which can lead to mistrust. Through effective collaborative relationships, the organization can capitalize on wider knowledge pools that could otherwise be constrained by systems, individual perceptions and concerns about sharing knowledge. Knowledge sharing can be between:

a) individuals;

b) groups;

c) divisions of the organization;

d) collaborative partners or customers.

8.3.4.3 How: implementation guidance

During this step, the organization could find it helpful to provide guidance on sharing knowledge because it ensures appropriate information is exchanged and drives correct behaviour that underpins collaborative working. Individuals should recognize the importance of knowledge sharing and understand how it is linked with the business objectives of the organization. Examples include:

a) formal and informal communications;

b) staff briefings;

c) newsletters;

d) intranet;

e) social media;

f) shared working environments.

The procedure should include process controls and designated responsibilities for how and when knowledge is recorded and how it is shared.

What should be shared and what information should be controlled within contractual and legal constraints should be understood by those involved in the relationship.

The organization should also evaluate its standard contract clauses relative to knowledge sharing to ensure that these are compatible with collaboration and, if necessary, document specific variations.

Developing a knowledge map or information matrix can help to provide a structure to identify what might or might not be shared, dependent on the nature of the relationship. An example of a knowledge map is shown in Table 6.

Table 6 — Example of knowledge map to consider what can/what could/what can't be shared

Generally limited sensitivity		Possible sensitivity		Potentially sensitive	
Industry standards	Regulatory requirements	Existing partnerships	Product strategies	Current business plans	Strategic development plans
Product information	Market research	Patent applications	Research and development strategy	Research and development results	Investment plans
Industry trends	Bidding strategies	Product/service pricing	Pricing structures	Current and projected profit data	Organizational financial information
Market information	Current activities	Marketing plans	Customer relationship information	Strategic customer relationships	Incentive and salary data
Customer trends	Sales plans/budgets	Sales targets	Existing sales leads	Capability development plans	Projected organizational changes
Publicly available information	Supplier relationships/contracts	Existing supplier agreements	Technical and product data	Detailed cost data	IP and proprietary information
NOTE Actual sensitivity can vary by activity or partner and should consider personnel data.					

8.3.5 Supply chain and extended enterprise risks and opportunities

8.3.5.1 What: summary of the intent

The organization should evaluate the potential effects of third-party organizations or supply chains on the overall collaboration.

8.3.5.2 Why: explanation of relevance

In a collaborative engagement, there can be a wide variety of implications resulting from the supply chains of potential partners or through the reach of extended enterprises not directly engaged through the collaborative initiative.

8.3.5.3 How: implementation guidance

The organization should assess implications that could arise or special conditions that could be necessary to evaluate when selecting potential partners, as well as the opportunities and the due diligence required to jointly develop third parties for additional benefits. See the examples given in ISO 44001:2017, 8.3.5.

8.3.6 Implementation of risk management process

8.3.6.1 Risk assessment

8.3.6.1.1 What: summary of the intent

The organization should establish a risk management policy and integrate risk management into the relationship management operational framework.

8.3.6.1.2 Why: explanation of relevance

In a collaborative relationship, risk should be a joint effort providing all stakeholders with a then current evaluation of risk and quantification of residual risk exposure (after treatment has been applied) in terms of relationship outputs, time frames and financial consideration. Frequently, organizations are tempted to focus solely on transfer of risk rather than working to ensure risk is managed by the party best placed to address specific risks. The adoption of a risk averse approach is likely to stifle collaborative working between organizations.

When dealing with any aspect of collaboration, there should be a good understanding of risk management. Introducing the concept of risk helps to create new thinking both to mitigate risk and, where practical, exploit it. It is often difficult to establish a risk management culture that accepts that risk is a joint responsibility.

Many risks affect the integrated venture in the same way as they affect a single organization. Collaborative relationships can address many of the challenges and opportunities introduced by risk through effective risk management but, in doing so, they can also introduce new risks.

8.3.6.1.3 How: implementation guidance

The organization should review its existing risk management approach to ensure the risks from collaborative working are recognized. In particular, the need to develop an integrated risk management process at the relationship level, including risks related to all key members of the value chain partners, should be highlighted. This process should, at a minimum, include establishing a joint risk review board and employing a process for risk identification, evaluation, treatment and regular assessment of such treatments, and reporting. There are many aspects of risk and each aspect should be identified, analysed, evaluated and treated with partners in the business relationship. Table 7 outlines some key risks in the areas of business, operations, culture and finance.

Table 7 — Initial analysis of internal risks to effective collaboration

Organizational issues	Cultural issues
— Policies	— Leadership
— Processes	— Ownership
— Systems	— Lack of innovation
— Authorities	— "No change" culture
— Resources	— Values
— Stakeholders	— Behaviours
— Financial	
Capability issues	**Commitment issues**
— Business skills	— Confidence
— Competencies	— Reporting structures
— Collaborative experience	— Performance goals
	— Incentive schemes
	— Career paths
	— Job security

8.3.6.2   Internal review

8.3.6.2.1   What: summary of the intent

The organization should identify and assess internal issues that could result in significant risks to performance.

8.3.6.2.2   Why: explanation of relevance

Collaborative working is likely to affect many functions within an organization, which could be called upon to support changes in operational approaches, even though they might not be directly involved with the relationship. To ensure success of a collaborative approach, these issues should be identified and addressed, where necessary, to ensure they do not become a risk to achieving the objectives.

8.3.6.2.3   How: implementation guidance

An assessment of those aspects of the current operating practices and approaches that could introduce internal risk to collaborative working should be undertaken. See the examples given in ISO 44001:2017, 8.3.6.2.

8.3.6.3   Risk ownership and mitigation

8.3.6.3.1   What: summary of the intent

The organization should ensure that all identified risk issues are addressed and, where practical, consideration is given as to how these risks are to be mitigated or appropriately assigned for resolution.

8.3.6.3.2   Why: explanation of relevance

Risk should not be channelled down or simply transferred, as there is a danger that the risk is not addressed or additional risks arise that are not identified. A collaborative approach has impacts across the organization and risk can be identified by separate elements or functions within the organization. These risks influence the degree of integration and performance. By establishing a comprehensive risk register, risks can be assessed and appropriately handled. Eventually the aim should be to have a joint

risk register, if one has not been established, and a jointly managed risk programme that draws on the capabilities of collaborative partners, ensuring that risks do not become issues.

8.3.6.3.3 How: implementation guidance

A risk register should be established. Each risk should be appropriately assigned internally for ownership and necessary action until the joint risk management process is set up. It should include the following, as a minimum:

a) risk description;

b) risk assessment (likelihood, impact, effect, triggers, stakeholder perception);

c) identification of responses to reduce risk (prevention, reduction, transference, acceptance, contingency);

d) translation of risk responses into action plans and an assigned risk owner;

e) quantification of risks to establish necessary resource and/or financial provision;

f) re-assessment of risks and responses as required until closure.

8.3.7 Evaluation of the business case

8.3.7.1 What: summary of the intent

The organization should establish a business case for each collaborative opportunity.

8.3.7.2 Why: explanation of relevance

Collaborative working can challenge the internal operating processes of the organization. There should be a clear basis for implementation and a robust business case for adopting a collaborative approach for each relationship, as commitment and resources are required to deliver the desired outcomes.

8.3.7.3 How: implementation guidance

The organization should evaluate existing business case development approaches to ensure that it addresses the implications of collaborative working. Key elements of any collaborative business case should include:

a) clarity and drivers for collaboration;

b) degree of collaborative dependency;

c) establishment of the required organizational structure and resources;

d) roles and responsibilities;

e) evaluation of market conditions;

f) assessment of customer adoption;

g) value analysis of collaborative benefits;

h) identification of appropriate organizations to work with;

i) consideration for exit strategy.

Based on a positive evaluation of the business case, the collaborative strategy should be approved, as defined by the organization's processes.

8.3.8   Incorporation of knowledge into the RMP

8.3.8.1   What: summary of the intent

The organization should update the RMP for the specific opportunity.

8.3.8.2   Why: explanation of relevance

Creating a strategy and business case is only a step in the process of bringing additional value to the relationship. In the development stage, the practical implementation should also be addressed and planned. The process that monitors progress should be clearly documented by the team.

While there is likely to be a common approach to implementing a collaborative relationship, each case has its own specific aspects to be considered and this is reflected in the RMP. The RMP is designed to capture these within the context of corporate process and provide a baseline and history for those involved to move forward. It also provides a reference point for those joining the operations at a later date.

8.3.8.3   How: implementation guidance

The organization should utilize its current operating practices to establish how it intends to move forward with the specific opportunity in accordance with ISO 44001. This can be embodied in the RMP. See ISO 44001:2017, Annex B, for further information on how to:

a)   identify operating models, measurement and practices to be used;

b)   identify performance objectives the relationship is expected to deliver;

c)   establish levels of authority;

d)   identify high-level risks including business continuity issues;

e)   identify potential partners;

f)   identify communication plans to ensure stakeholder management.

8.4   Internal assessment (Stage 3)

8.4.1   General

"Internal assessment" is intended to ensure that the organization undertakes a structured assessment of its capability and maturity to successfully engage in a collaborative initiative (see Figure 10). The assessment focuses on identifying the strengths and weaknesses of an organization and, where appropriate, development needs. It also incorporates the creation of a collaborative profile and specific partner evaluation criteria. A structured approach can be taken for internally assessing an organization's capability, maturity and partner requirements when successfully engaging in collaborative working. Successful collaborative working can require the development of new skills and different ways of working as it involves a closer business relationship and a generally more integrated approach. Internal assessment is often completed before engaging with potential partners. In broad terms, this involves taking account of where the organization currently sits and where it should be to work in a more collaborative environment.
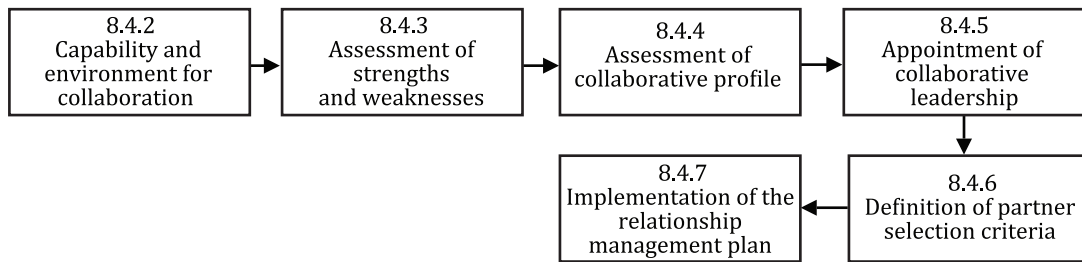
Figure 10 — Internal assessment (Stage 3)

8.4.2 Capability and environment for collaboration

8.4.2.1 What: summary of the intent

The organization should identify the level of knowledge, skills and behavioural competencies that exist and initiate suitable staff development or recruitment.

8.4.2.2 Why: explanation of relevance

Levels of experience regarding collaborative working can vary. In addition, roles could require change and it is important to be prepared. It could be necessary to recruit or undertake training to meet the requirements of collaborative working.

8.4.2.3 How: implementation guidance

A competence and behavioural gap analysis should be undertaken to identify how gaps are to be addressed through education, training, coaching and induction. It can be of value to use the data to inform recruitment and to include the data in performance management and recognition processes.

NOTE   See ISO 44001:2017, Annex C, for illustrations of collaborative competencies and behaviours.

The process of establishing the required competencies and behaviours is more effective if they are developed in the light of the objectives, challenges, risks and opportunities for the specific relationship. A best practice assessment approach documents the purposes of the assessment and for whom it is intended. It uses valid and reliable assessment methods that are selected for their effectiveness in predicting future behaviour and competence. It is delivered, and the results interpreted and fed back, by qualified assessors, operating within an assessment management system such as ISO 10667-2.

8.4.3 Assessment of strengths and weaknesses

8.4.3.1 What: summary of the intent

The organization should undertake an analysis of its strengths, weaknesses, risks and opportunities before engaging in collaborative working and establishing a potential partner profile.

8.4.3.2 Why: explanation of relevance

There is a need for the organization to understand the hard and soft requirements of collaborative working, assess the development needs, communicate and speak with one voice, and start to formulate the partner selection criteria.

8.4.3.3 How: implementation guidance

When conducting the assessment, both hard and soft strengths and weaknesses should be incorporated.

Hard issues include:

— objectives;

— processes;

— procedures;

— systems performance reporting;

— resources;

— management;

— organizational structure.

Soft issues include:

— relevant competencies;

— experience;

— capability;

— motivation levels;

— organizational culture;

— behaviours needed to ensure a collaborative approach.

In addition, the organization should consider a firmer commitment to build trust between partners, e.g. though levels of openness, responsiveness, commitment, information sharing and communication.

8.4.4   Assessment of collaborative profile

8.4.4.1   What: summary of the intent

The organization should evaluate its internal capabilities and understand the collaborative profile it projects externally to customers and potential partners.

8.4.4.2   Why: explanation of relevance

This ensures that there is a common approach to internal and external assessment to match capabilities and competencies with third parties. The organization should identify areas of compatibility and highlight development actions needed to attract potential new partners. Potential partners should see the organization as an intelligent partner they can work openly with.

8.4.4.3   How: implementation guidance

The organization should establish a collaborative profile and monitor effectiveness. Table 8 gives a simple high-level matrix that can be used as an initial starting point for an assessment of the organization's collaborative maturity, looking at attributes, abilities and attitude (see also ISO 44001:2017, Annex D, for a more detailed matrix). This should be reviewed on a periodic basis to evaluate progress and identify areas for improvement.

Table 8 — Maturity assessment profile (MAP)

	Attributes[a]	Ability[b]	Attitude[c]
A	The organization has well defined processes and systems in place where collaborative working is fully integrated with the business management systems when application is appropriate.	The organization has a high level of personnel with experience in operating collaborative working arrangements supported by an effective skills development programme and a recognized track record for effective implementation.	The organization has clearly defined visions and values together with policy commitment to collaborative working which is openly supported by its leadership and cascaded throughout its internal and external communications.
B	The organization has defined standalone processes and systems for implementing collaborative working, however, these are not fully integrated and could conflict with other business management systems.	The organization has a number of individuals at all operating levels that have experience and demonstrable skills for effective collaborative working and a limited skills development programme.	The organization has isolated cases of implementing collaborative working arrangements but limited evidence that successes have promoted any wider application to harness the benefits.
C	Collaborative working is recognized within the organization's business management systems but is generally implemented in an ad hoc manner.	The organization has an appreciation of collaborative approaches but a limited resource pool of experienced personnel and no skills development programme.	The organization has no demonstrable evidence for developing collaborative working or external recognition of value chain benefits in its external relationships.
D	The organization has no structured or systemic approach in place to implement collaborative working and operates traditional arm's length relationships.	The organization has no recognized capability or experience in the area of collaborative working and no personnel development in place.	The organization has established robust trading relationships with no indications of consideration for collaborative working.

[a]   These are the relevant elements of the organization's processes and procedures.

[b]   This comprises the capabilities and experience of the organization with respect to collaborative relationships. If relationship management is new, the organization should develop training programmes to support its strategic aims.

[c]   The attitude of an organization is driven from the top and it should assess whether the concepts of collaboration are established and communicated, both externally and internally, by top management.

8.4.5   Appointment of collaborative leadership

8.4.5.1   What: summary of the intent

The organization should appoint a collaborative leadership for a specific opportunity who are competent in collaborative working.

8.4.5.2   Why: explanation of relevance

The success of any business venture is strongly influenced by leadership. In a collaborative working environment, effective leadership is a crucial element for maintaining a clear focus on performance, facilitating change where necessary and supporting a culture that promotes the appropriate collaborative behaviours. Collaborative working could require organizational and/or process changes and realignment of roles and responsibilities, where the leadership should provide strategic direction, guidance and support to those involved in implementation.

8.4.5.3   How: implementation guidance

In selecting the leadership for collaborative programmes, the organization should look beyond the traditional technical, command and control capabilities to identify leaders with the ability to influence, coach and mentor those adapting to new models of operating. Effective collaborative leadership might not come from the traditional hierarchical management structure and careful consideration should be given to this critical role, which sets the behavioural tone and direction. Collaborative leaders should be champions of change and provide a focus for alternative thinking and innovation. In assessing the

profile, experience and competencies required to be a collaborative leader should be considered, with particular attention to the following suggested attributes:

a) a strategic thinker;

b) an influencer

c) team oriented;

d) a committed collaborator;

e) an effective communicator;

f) open to sharing;

g) creative and innovative;

h) empathetic;

i) a relationship builder;

j) an agent of change;

k) a pragmatic solution seeker;

l) a coach and mentor.

See ISO 44001:2017, Annex C, for collaborative competencies and behaviours.

8.4.6 Definition of partner selection criteria

8.4.6.1 What: summary of the intent

The organization should, before moving to the phase of partner selection, establish the required profile on which the potential collaborative partner is to be assessed.

8.4.6.2 Why: explanation of relevance

Creating partner selection criteria provides a basis on which to identify and objectively benchmark what the ideal partners should possess beyond the traditional financial, quality and performance measures. These criteria are different from the usual evaluation and selection criteria. The criteria should be clearly articulated, documented and agreed, as this forms the basis of the partner evaluation process.

8.4.6.3 How: implementation guidance

The partner selection criteria areas, which are specific to supporting collaborative working, in addition to more traditional selection criteria (financial, quality, time, cost, performance), should be identified.

These should also be incorporated into any existing partner selection process and can include the following approach to joint risk management:

a) level of commitment;

b) level of capability;

c) nature of the culture, e.g. responsiveness to change and flexibility;

d) appropriate organization structure;

e) governance and issue resolution;

f)   level of communication;

g)   commercial model;

h)   quality programme;

i)   commitment to vision and values;

j)   customer focus;

k)   attitude to collaboration;

l)   transparency and data sharing;

m) focus on continual improvement;

n)   working to joint objectives.

In addition to due diligence and technical and professional capability assessment, it is important to identify and evaluate those competencies and behaviours that will be necessary for a successful engagement. While generic competencies and behaviours related to working collaboratively and building trusted relationships with others should be relevant for all situations, selection criteria are most effective if they are specific to a given relationship circumstance.

For example, an environment with high health and safety risks, operating within a controlled environment, such as construction or manufacturing, will present different challenges for collaborative working compared to a low health and safety risk environment, with requirements for the partners to be dynamic and highly innovative, or to have high sensitivity to and skills for stakeholder engagement.

The set of criteria given in Table 9 has been used across a range of partner selections. It is important that a critical few are identified, and, where appropriate, weighted for their importance to the collaborative relationship.

Table 9 — Examples of partner selection criteria for collaborative capabilities

— Strategic thinking	— Team working	— Community/environment awareness
— Collaborative working	— Problem solving	— Health, safety and wellbeing
— Management and leadership capability	— Decision-making	— Equality, diversity and inclusion
— Management of change and ambiguity	— Engendering the trust of others	— Commitment to/support of partner values
— Values alignment	— Customer/stakeholder sensitivity and management	— Culture fit/sensitivity
— Innovation and creativity	— Political awareness and sensitivity	— Operations and risk management skills
— Continual improvement		

In the interests of delivering to best practices, consideration should be given to ensuring sufficient transparency is provided to candidates for assessment in relation to the criteria and assessment methods to be used, and it is provided in sufficient time for them to prepare for any assessment process.

8.4.7   Implementation of the RMP

8.4.7.1   What: summary of the intent

The organization should update the RMP to incorporate the output of internal assessments.

8.4.7.2 Why: explanation of relevance

At this stage, the RMP provides the foundation for partner selection and should reflect both internal development needs and the basis for evaluating potential partners.

8.4.7.3 How: implementation guidance

See ISO 44001:2017, Annex B, for further information on how to:

a)   identify strengths and weaknesses within the organization (updated when the partner is selected);

b)   incorporate areas for development/action (updated when the partner is selected);

c)   establish the partner selection criteria to be used in the partner selection;

d)   identify appropriate development programmes to be used in the "working together" stage (see 8.6).

8.5   Partner selection (Stage 4)

8.5.1   General

"Partner selection" addresses the need to undertake a structured approached to the identification, evaluation and selection of appropriate partners. The process encompasses the evaluation of a specific partner's capabilities and skills to bring complementary strengths to the relationship, then setting the platform for identifying whether a partner's aims and objectives are compatible with the overall strategic objectives.

An evaluation of a specific partner's capabilities and skills should be undertaken to see how they can bring complementary strengths to the relationship. This also identifies whether a partner's aims and objectives are compatible with the overall strategic objectives and, in addition, takes account of the consideration for any potential effect on organizational procedures and processes together with legal and regulatory requirements.

This positions the organization to undertake a structured approach to identification, evaluation and selection of appropriate partners. Figure 11 illustrates the steps through Stage 4.
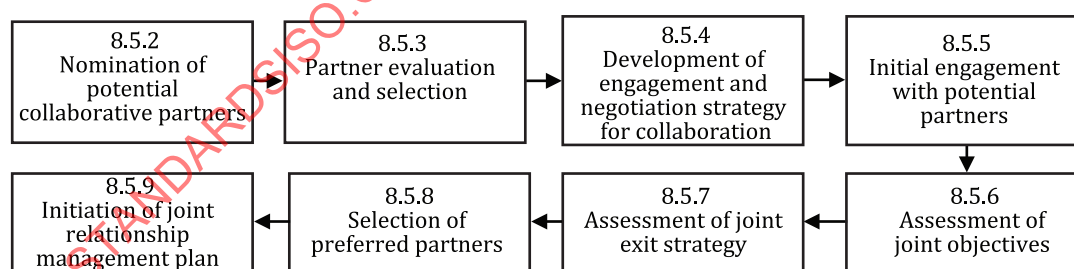

Figure 11 — Partner selection (Stage 4)

8.5.2   Nomination of potential collaborative partners

8.5.2.1   What: summary of the intent

The organization should nominate potential collaborative partners and establish an internal agreement for the collaborative approach.

8.5.2.2 Why: explanation of relevance

This helps to identify potential partners across the market place where an investment in collaborative working is likely to deliver added value. In terms of customer acceptance, location, market reach and cultural alignment, together with technical and resource capability, some partners fit better than others. Any nominations should be balanced against internal strengths and weaknesses, focusing on finding complementary skills, resources and capabilities. This initial selection process helps to reduce administration costs.

8.5.2.3 How: implementation guidance

The market should be examined for collaborative potential. External alliances, existing suppliers, consortia and new suppliers should be assessed for how their strengths and weaknesses fit with the organization and how they:

a)   deliver the required capability;

b)   assess their suppliers' market;

c)   assess their aptitude for collaborative working.

Where the field of choice is limited or perhaps the selection is customer driven, these assessments should still be carried out to identify where the potential risks are with the prospective partner so that they can be managed.

8.5.3 Partner evaluation and selection

8.5.3.1 What: summary of the intent

The organization should ensure the partner selection process incorporates defined partner selection criteria.

8.5.3.2 Why: explanation of relevance

This highlights any resource implications that could be required and provides a structured approach to identifying the strengths and weaknesses of potential collaborative partners, based on the needs of the initiating organization.

An assessment of internal, external or customer partners is still useful even when selection is a foregone conclusion in that it provides insight into the risk and challenges of managing the ongoing collaboration.

A partner selection action plan provides an audit trail, identifies owners and timelines for completion of actions. It should highlight the need to build in sufficient time to design and test the assessment methods, train assessors, and conduct and report upon the results.

8.5.3.3 How: implementation guidance

The criteria and process by which partners are to be selected should be capable of being applied equally, consistently and fairly to all those who may be evaluated. Initiators of the selection process can consider whether the competencies should be applied in the development or assessment of people in their own organization, where levels of competence and collaborative behaviours are applicable to the initiating organization. The outline criteria to be used should be in accordance with 5.3 and should be refined and incorporated into the evaluation process. Where behavioural-based criteria are used, it is important that high-level criteria are decomposed to a level to enable assessors to undertake a valid, reliable and fair assessment. Where an organization has existing commercial processes for partner evaluation, they should form part of this and carry a weighting consistent with the criticality of collaborative competence and recognize any applicable regulations. It is important that selection methods for behavioural and competence assessment are valid and reliable.

There are a number of qualitative, quantitative and repeatable assessment methods that can be utilized. It is advisable to use a combination of these rather than a single method.

a) Historical collaborative performance trends: these can include existing matrices, balanced scorecards, the European Foundation for Quality Management excellence model, the Malcolm Baldridge National Quality Award, etc.

b) Behavioural assessment via scenario testing: simulating environments within assessment centres to test real-life situations, ideally undertaken by team members in key roles that continue into contract delivery.

c) Behavioural interviewing: selecting different levels (executive management, operational) through prospective partnering organizations to gather evidence of past competence in the selected criteria.

d) Interviewing customers and the supply chain: providing evidence of the potential partners collaborative culture.

e) Validated psychometric profiles.

f) Testimonials: supporting evidence that answers specific questions about collaborative working as standard practice, including testimonials from customers and the supply chain.

g) Reference site reviews: testing the collaborative relationship in practice, gaining insight and evidence of the potential partner's collaborative culture, potentially evaluating components and services that are being considered for use.

h) Use of the MAP, see Table 8.

Whichever approach is taken, a record of the assessment, which can be validated and revisited in the future, should be documented. Areas of concern should form aspects of the negotiations and possible joint improvement plans. Wherever possible, a reuse of the assessment results should be used to inform collaboration development and improvement once the relationship has commenced.

NOTE   Where external service providers are to be used to support behavioural and competence assessment for partner selection, those commissioning the external support would benefit from following the guidance in ISO 10667-1 for their own roles and responsibilities and to ensure the that service providers have the necessary competence based on verifiable experience, training, education or credentials and that, when administering an assessment, they follow standardized procedures for the delivery of the assessment, such as ISO 10667-2.

8.5.4   Development of engagement and negotiation strategy for collaboration

8.5.4.1   What: summary of the intent

The organization should establish an engagement and negotiating strategy, oriented to creating value in collaboration, that is grounded in the business strategy, objectives and partner evaluation criteria.

8.5.4.2   Why: explanation of relevance

A strategy should be developed for negotiating with potential partners. The way agreements, requirements and partnering compatibility are negotiated is key to ensuring both parties achieve their objectives and sets the tone for the relationship going forward. The negotiations should be pitched at the right level to focus on the benefits and the longer-term stability of the relationship rather than the short-term opportunities, taking into account the technical and commercial capabilities/constraints of the partners.

8.5.4.3 How: implementation guidance

The organization should be prepared to take into consideration the potential partners' aims, aspirations and priorities from the arrangement. Each relationship could need a different approach. Negotiations should be robust and outcome-focused while always keeping the end game in sight.

It should be recognized when discussing performance measures that the key performance indicators (KPIs), which influence and drive behaviours in the relationship, are incorporated into the appropriate agreement.

An engagement strategy should consider:

a) executive sponsorship;

b) joint objectives;

c) operational strengths and weaknesses;

d) the outcomes of the partner selection process;

e) a joint exit strategy;

f) a mutual value proposition;

g) commitment to joint innovation;

h) continual improvement;

i) roles and responsibilities;

j) market changes.

8.5.5 Initial engagement with potential partners

8.5.5.1 What: summary of the intent

The organization should ensure that any engagement with potential partners reflects the desired relationship outcomes.

8.5.5.2 Why: explanation of relevance

How an organization approaches a potential collaborative partner can have a significant effect on the future relationship and depth of collaboration over time. Traditional approaches, which are frequently based on opportunism, can undermine the trust and confidence of the parties involved.

8.5.5.3 How: implementation guidance

The organization should ensure internal agreement on the approach to be taken from initial engagement through final agreement and ensure this is supported through the partner selection stage on the basis of mutual benefit.

8.5.6 Assessment of joint objectives

8.5.6.1 What: summary of the intent

The organization will have existing business objectives and it should identify where collaborative working can deliver shared benefits. Mutual goals and objectives should be jointly developed as part of the relationship formation process and aligned on an ongoing basis through the joint governance system.

8.5.6.2 Why: explanation of relevance

There should always be a recognition and focus on how, through collaborative working, the relationship can achieve more. This helps when selecting the right partner. When specified in a contract, it gives a common focus.

8.5.6.3 How: implementation guidance

The organization should establish the shared common objectives for the collaborative organization. Commercially sensitive information and competition constraints should be given due consideration. However, the organization should seek to understand what its objectives are and build a dialogue around common objectives to ensure the shared objectives are compatible.

Following this, it should be identified where objectives overlap and common goals can be achieved.

The following steps should be followed:

a) each party should identify their own objectives;

b) the rationale behind them should be explained to the other party;

c) common objectives should be established;

d) objectives that can be achieved without conflict or consequences should be established;

e) of the remaining objectives, it should be established whether those that do conflict can be managed;

f) finally, the joint objectives should be agreed and documented.

8.5.7 Assessment of joint exit strategy

8.5.7.1 What: summary of the intent

The organization should undertake an initial assessment of issues related to an exit strategy.

8.5.7.2 Why: explanation of relevance

Understanding the long-term implications of a collaborative engagement can be significantly enhanced on all sides by identifying those aspects that result from exiting an integrated relationship. For individuals working within a collaborative relationship, the exit strategy clarifies those issues that could constrain the level of engagement.

8.5.7.3 How: implementation guidance

The organization should jointly review all issues and impacts that could result from exiting the relationship (see ISO 44001:2017, Annex E).

8.5.8 Selection of preferred partners

8.5.8.1 What: summary of the intent

The organization should identify and select (a) collaborative partner(s).

8.5.8.2 Why: explanation of relevance

A partner should be selected based on the results of the discussions and evaluation in 6.3, ensuring that all aspects of the selection process have been taken into account. The agreed partner should be identified and notified in accordance with the corporate policy.

8.5.8.3 How: implementation guidance

At this decision point, with specific partners in mind, an action plan should be developed to bring the organizations together by incorporation into a joint RMP.

Where legally allowed, feedback on areas for improvement should be provided to both selected and unselected partners.

8.5.9 Initiation of joint RMP

8.5.9.1 What: summary of the intent

The organization should initiate a joint RMP.

8.5.9.2 Why: explanation of relevance

The joint RMP is likely to form a fundamental part of the joint governance process and should provide a record of how and why the partner was selected. This establishes a foundation for those charged with managing the collaborative programme. In some cases, it is advisable to include the RMP as part of the contract.

8.5.9.3 How: implementation guidance

At this stage, the specific RMP should be updated to reflect the selection process and provide the foundation to begin collaboration and create a joint RMP in accordance with ISO 44001:2017, Annex B, incorporating:

a) assessment of potential partners;

b) methodology for evaluating the collaborative capabilities and culture;

c) evaluation of selected partners.

8.6 Working together (Stage 5)

8.6.1 General

"Working together" focuses on establishing the right environment to support collaborative working. This is based on a sound foundation of executive sponsorship, operational structure, governance, and roles and responsibilities that effectively achieve the desired business objectives, operating practices and appropriate performance measurement.

Governance can provide clarity for those directly or indirectly involved to ensure a clear understanding of the parameters of the relationship and how each party is to contribute and benefit from the desired outcomes. This is particularly relevant to long-term relationships where participants and stakeholders can change over time. Figure 12 illustrates the steps through Stage 5.
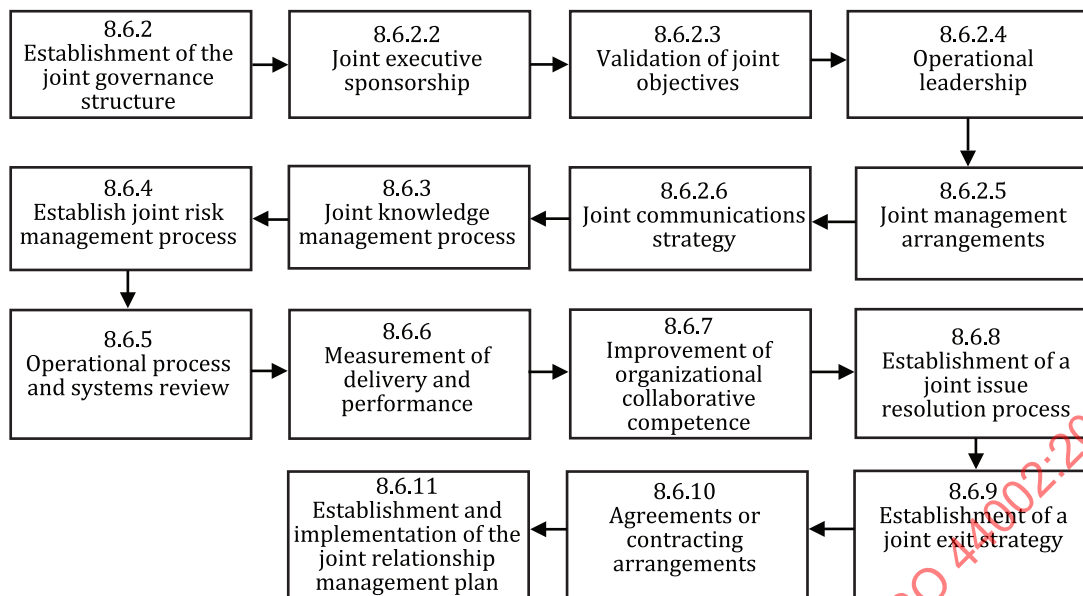
Figure 12 — Internal assessment (Stage 5)

8.6.2 Establishment of the joint governance structure

8.6.2.1 General

8.6.2.1.1 What: summary of the intent

The organization should establish the appropriate governance to support collaborative working and ensure effective operation.

8.6.2.1.2 Why: explanation of relevance

Operating in a collaborative environment can change the roles and responsibilities of operational functions. The key to successful collaborative working is clarity of focus and jointly agreed operational processes and management.

8.6.2.1.3 How: implementation guidance

The collaborative partners, their SERs and the joint management team should agree on the required processes and roles to deliver the agreed objectives. Table 10 gives examples of key issues that should be considered, both positive and negative, in developing overall governance.

Table 10 — Example of a joint management model

Executive management (SERs)	
Joint management team	
Joint objectives and performance management	
Partner objectives	Partner objectives
Roles and responsibilities	Roles and responsibilities
Processes and systems and tools	
Contractual framework or agreement	
Principles and behaviours	

8.6.2.2 Joint executive sponsorship

8.6.2.2.1 What: summary of the intent

The organization should identify the SERs or their appointed representatives for each organization to support the joint programme.

8.6.2.2.2 Why: explanation of relevance

A collaborative working relationship involves integrating operational approaches and cultural changes within the constraints of traditional contracting and operational needs. To overcome potential internal barriers and manage challenges within the collaboration, there should be strong executive support, helping to ensure the success of any collaborative initiative.

8.6.2.2.3 How: implementation guidance

SERs should have overall sponsorship and support for, and leadership of, the joint management team. They might not be involved in day-to-day operations but should oversee performance. The organization should establish clear responsibility for the successful execution of collaborative relationships. The SERs should be the senior representatives overseeing and addressing issues that cannot be resolved at the working level, whether these are operational issues or constraints that can arise from outside the operating team.

The SER should:

a) have clear lines and sufficient authority;

b) align collaboration with corporate and operational objectives;

c) ensure compliance with corporate policy;

d) authorize and oversee application of the CBRMS;

e) establish and model the cultures and behaviours;

f) assign and support resources;

g) undertake high-level partner interfaces;

h) have a clearly identified position in both the operational governance and the organization's own management chain;

i) ensure unambiguous roles and responsibilities are specified within the joint RMP.

8.6.2.3 Validation of joint objectives

8.6.2.3.1 What: summary of the intent

The organization should validate the joint objectives and establish the core principles of the collaboration and effective measurements.

8.6.2.3.2 Why: explanation of relevance

Whenever two or more organizations work together there are likely to be at least three sets of objectives:

a) from the primary organization;

b) from the collaborative partner;

c) from the joint collaboration.

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The objectives, the benefits to each party and the role each plays in delivering or supporting these aims should be understood. The individual objectives do not have to be the same as long as they are complementary and not contrary to the joint objective.

Collaborative working can require changes to operating practices in many areas. Having clear objectives enables all stakeholders to understand and recognize the aims and the interdependence required to achieve them. If objectives and drivers for collaboration are not well defined, it becomes difficult to communicate the rationale for seeking external partners, particularly where these relationships could affect internal functions.

While objectives have been established during the partner selection process, it is frequently the management team that takes them forward. The goals that are set, agreed and refined, where appropriate, should be clearly understood and suitable performance measurements should be established. It can also be appropriate to consider supplementary objectives and aims as a result of developing the relationship, such as joint training and skills development.

8.6.2.3.3 How: implementation guidance

The partners should validate the joint objectives by ensuring that:

a) they are clearly defined;

b) they align with the desired outcome;

c) they are measurable using agreed terms;

d) each party understands the objectives and their role in delivering them.

The objectives should be underpinned by a set of core principles for the relationship that:

— promote the desired values and behaviours;

— motivate the team's performance;

— maintain a joint focus on the output of the collaboration;

— exploit the synergies of the partner organizations;

— promote joint ownership of opportunities, outcomes and risks;

— promote an environment for innovation.

The joint management team should review the objectives and agree which are appropriate for a collaborative approach. There are many potential objectives that can be addressed through collaboration.

8.6.2.4 Operational leadership

8.6.2.4.1 What: summary of the intent

Those charged with managing these relationships should have the experience, skills and willingness to drive the collaboration and, where necessary, actively support those who are assigned to work within a collaborative environment and ensure stakeholder engagement.

8.6.2.4.2 Why: explanation of relevance

Operating in a collaborative venture is likely to introduce new challenges to management, outside the traditional command and control model. Effective joint management of the business relationship is key to the success of any collaborative initiative. Where practical, the appointment of a single joint leader is likely to establish the clearest focus for integration.

8.6.2.4.3 How: implementation guidance

It should be recognized that while many of those who are evaluated could be successful managers, the requirements of providing the leadership for a collaborative programme relies upon skills for influencing and engaging other parties outside their own partner organizations. Skills in collaborative leadership and strategic thinking might not be part of the existing skill set. Potential leaders should be identified and their capabilities for providing leadership of a collaborative programme assessed (see 5.2) and, where required, development support should be provided. Generic business skills, core competencies, organizational enablers and critical behaviours are outlined in ISO 44001:2017, Annex C. Partner organizations engaged in the collaborative programme can benefit by identifying, and using for this purpose, the critical leadership competencies identified for the specific collaborative programme. An illustration of common key leadership competencies for collaboration is provided below. These include the competence to:

a) act as a role model: by communicating via their behaviour the values of collaboration;

b) inspire an agreed collaborative vision: what a high performing collaborative operation could and should be like and getting the support of the team;

c) challenge the status quo: undertaking and encouraging others, searching for opportunities to improve collaboration and innovating beyond traditional role boundaries;

d) enable the collaborative team to act on a "best for programme" basis: fostering collaborative working across teams, breaking down unnecessary barriers and challenging traditional role boundaries;

e) encourage others: recognizing the contributions of others, celebrating the successes and victories of collaborative working, facilitating others to provide leadership in their areas.

8.6.2.5 Joint management arrangements

8.6.2.5.1 What: summary of the intent

In order to drive effective collaboration, there should be a management team drawn from or encompassing appropriate representation from the partners, focused on delivering the joint objectives.

8.6.2.5.2 Why: explanation of relevance

Any integrated collaborative approach is likely to affect the existing roles and responsibilities within the organizations involved, often involving changes in reporting lines. A lack of clarity can lead to potential confusion, inefficiency, possible conflict and a dilution of performance.

8.6.2.5.3 How: implementation guidance

A joint management team, should be established with appropriate accountability for the shared function. The team should have a clear mandate and empowerment to ensure ownership and performance targets. Points of contact, roles and responsibilities, authorities and dispute resolution processes should all be defined. As the relationship starts to evolve, the management team should have overall responsibility for delivering desired outcomes.

The joint management team should also have day-to-day control of the necessary resources, avoiding, wherever possible, duplication of roles, to achieve the agreed joint objectives. All roles, responsibilities and accountabilities should be clearly defined, documented and communicated.

In establishing the organizational structure within the collaborative team, positions should be filled by those best equipped to carry them out on the basis of technical competence, attitude and demonstrated behaviours focused on the outcomes of the collaboration.

Clear lines of communication between all teams and their members, and in particular those providing leadership to their teams, should be established and maintained.

As collaborative working can be a new environment for some members of staff, the various roles within the collaboration should be communicated so that team members can see where they fit into the team and the overall picture.

Behaviour is key to any successful collaboration so key roles should be filled by those who demonstrate the relevant behaviours in accordance with ISO 44001:2017, Annex C.

Key roles can include those:

a) involved in the management of others;

b) that can have strong influences on others involved in the collaboration, including technical or commercial;

c) involved in establishing operational interfaces between organizations;

d) engaged in any necessary change management.

The organization should consider the appropriate staged transfer or transition where roles and responsibilities are to cross between organizations in line with business development needs and evolution of the relationship. Educational training and support for individuals in the key roles should be provided, where appropriate.

8.6.2.6 Joint communications strategy

8.6.2.6.1 What: summary of the intent

The organization should establish and maintain effective communication across all stakeholders.

8.6.2.6.2 Why: explanation of relevance

Effective joint communication strategies ensure that everyone involved fully comprehends the rationale and the changes that collaborative working can bring. Facilitating the sharing of necessary information supports the delivery of collaborative objectives, recognizing that communication can significantly affect behaviours throughout the duration of the relationship.

8.6.2.6.3 How: implementation guidance

Those involved should be identified by undertaking joint stakeholder mapping. A needs analysis should be developed to ensure that each party understands what they need and when to deliver the objectives. In addition, external stakeholders, such as customers, suppliers and shareholders, should be kept informed.

The organization involved could already have highlighted areas where it is not prepared to share information and these should be identified and communicated. The methods of communication should be consistent. For effective communication, the organization should assess which methods work where, when and why. Specific consideration should be given to remote locations/operations. See Figure 13 as a guide to developing a communications strategy.
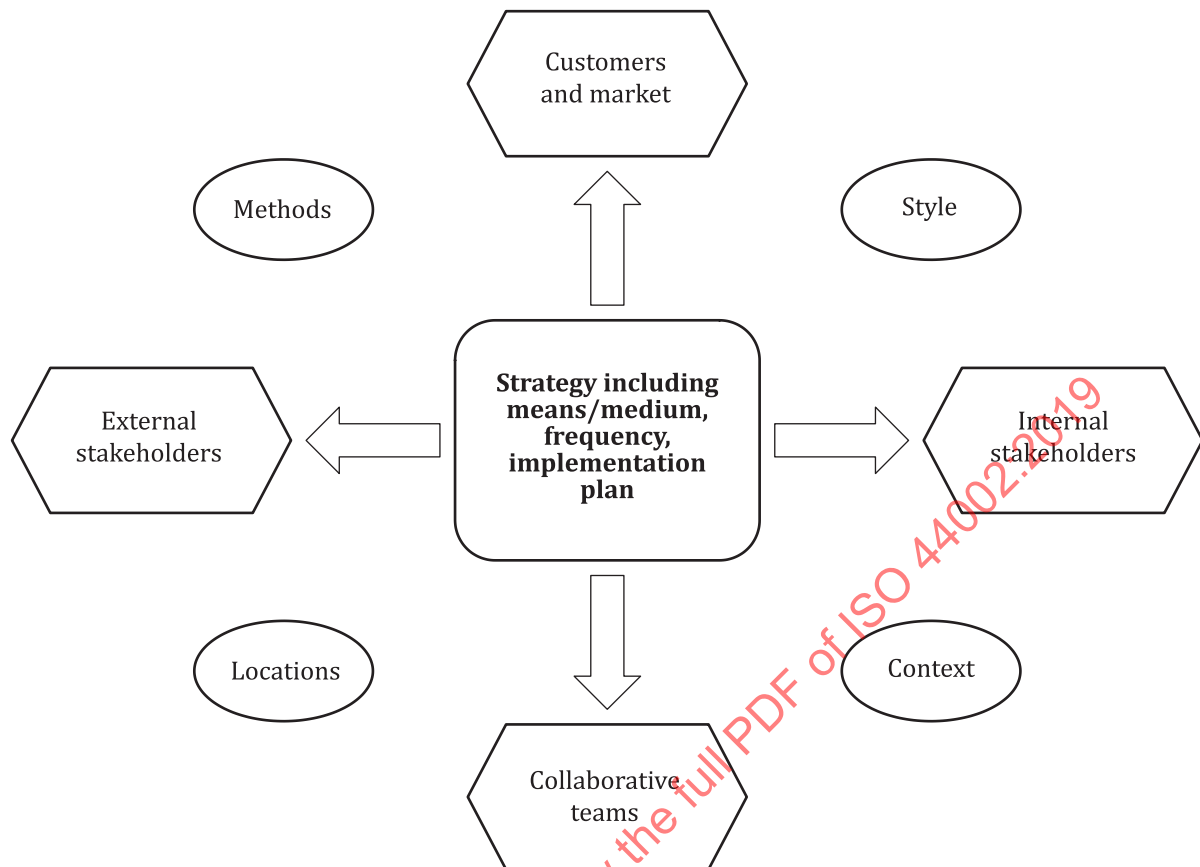
Figure 13 — Communications management model

8.6.3 Joint knowledge management process

8.6.3.1 What: summary of the intent

The organization should establish a joint knowledge management plan.

8.6.3.2 Why: explanation of relevance

One of the major advantages of working in collaboration is being able to harness the combined knowledge of all partners. This is frequently recognized, but when information requirements and access are not fully defined, it can later lead to conflict, undermining the relationship. A joint knowledge management plan promotes transparency, avoids duplication, defines boundaries of information sharing and builds trust.

8.6.3.3 How: implementation guidance

Knowledge mapping is a useful approach. It should evaluate where the range of information flows can be jointly accessed and agreed to create a shared working environment. The level of openness should be defined by the partners as they develop their joint strategy in line with the relationship as it evolves.

At the outset, the focus should be on the prime objectives and evaluating what is needed to meet these initial goals and evolve from there.

The organization should ask the following questions.

a)   What do we need to share?

b)   What can't we share?

c) What will help success?

d) What will we create?

The partners should also consider how to capitalize on new information in order to create further opportunities, including the realization of the benefits to be obtained.

The organization should consider the content of Table 7 in the context of specific relationships, for example:

— scope;

— objectives;

— intellectual property rights (IPRs);

— data protection;

— new information.

8.6.4   Establish joint risk management process

8.6.4.1   What: summary of the intent

The organization should establish and document joint risk management processes, including a joint risk register.

8.6.4.2   Why: explanation of relevance

Managing risk is at the core of any business operation and clarity around risk management is a major factor in developing confidence between collaborative partners. Building on the risk profile that has been developed, the partners should share their joint understanding of both common risks and those that are pertinent to each partner or introduced by the adoption of a collaborative approach.

The majority of organizations have internal risk management processes including risk registers. These identified risks can affect the overall performance of the collaboration or, conversely, could be mitigated through a collaborative approach. Competitive advantage and early identification can be created by effective integrated risk strategies. Therefore, the parties should share their analysis and adopt a common approach as this promotes greater transparency and underpins trust.

Risk is a factor that influences every aspect of business and the behaviours of those charged with delivering business objectives. Effective management increases confidence and in many cases overcomes concerns for integration.

The joint process of managing risk should be transparent across the collaborative team and embedded in the culture of the collaborative relationship. While a risk manager should be in place, all team members should recognize their individual roles in identifying, managing and mitigating risk.

8.6.4.3   How: implementation guidance

The joint management team should appoint the appropriate personnel to be responsible for the overall identification and management of risk within the collaborative team. Risk profiling should provide a basis to identify risk and ultimately, through collaboration, establish a joint profile that ensures the risk is managed by the partner best able to effect mitigation.

By effectively integrating risk registers and aligning strategies, those working in collaboration can appreciate the full extent of risk across the programme. By jointly assessing the whole programme, new risks can be identified earlier and best-for-programme solutions can be developed for all risks. The parties should share their analysis and adopt a common approach as this promotes greater transparency, better risk management and underpins trust.

To facilitate an effective joint approach to risk management, there should be:

a) appropriate processes and tools in place to share risk information;

b) an agreed process for risk management within the relationship using:

 1) the defined risk management process from one of the partners within the relationship;

 2) a new process formed by joining elements of risk management processes from each of the partners;

 3) a new risk management process defined jointly between the partners.

It is useful for the joint risk profile to include identification of which partner raised the risk so that all partners understand the risk.

The joint risk register should be readily accessible to all team members and reflect the risk issues of the joint approach, in addition to those of the individual partners. The risk register should clearly define ownership for managing each identified risk and, where possible, the potential affect and mitigation approach to be taken.

8.6.5 Operational process and systems review

8.6.5.1 What: summary of the intent

The organization should undertake a joint business process review and implement operational process improvements, as appropriate.

8.6.5.2 Why: explanation of relevance

There should be a clear process for delivering the desired outcomes. Collaborative programmes provide a basis for assessing and modifying both internal and joint processes and highlighting potential process improvements. Improvements should be effectively and seamlessly integrated into the operations.

In many collaborative initiatives, the organization could engage in new activities without appreciating the implications and effect it could have on existing processes, quality management and continual improvement.

8.6.5.3 How: implementation guidance

Building on the earlier work of the partners around objectives, risks and strategy, the joint team should focus on the following areas:

a) the holistic processes that can be reviewed to identify improvement;

b) processes that have clear applications in the relationship and have been identified as high priority, particularly those across the organizational boundaries, to enhance overall end-to-end performance;

c) processes that can be improved through the relationship;

d) processes of interest to the collaborative partner(s), but which do not directly affect the initiating organization's programme;

e) processes that can frustrate collaborative approaches;

f) process improvements that seek to improve customer satisfaction and the delivery of business benefit;

g) opportunities, i.e. openings that can be exploited;

h)   innovations, i.e. ideas that can be developed.

This should enable partner organizations to identify areas of potential benefit and create early wins for the team, with key issues identified early for incorporation into formal contractual obligations.

Any critical actions identified should be managed through a series of jointly agreed action plans and balanced scorecards, which record what should be done, when and by whom. This can be focused through a joint change management process or change management group, if appropriate.

In many cases, these activities are within the domain of the programme team leaders and their teams. Where necessary, the programme team leader should seek support from the wider organization or obtain executive approval for specific initiatives.

8.6.6   Measurement of delivery and performance

8.6.6.1   What: summary of the intent

The organization should implement plans for delivery and performance against agreed objectives. It should measure, monitor and regularly review the plans to ensure performance is maintained.

8.6.6.2   Why: explanation of relevance

All parties should understand what success looks like and how this is measured over time against the objectives of the collaborative agreement and/or the contractual arrangement, and the effectiveness of the relationship in achieving the objectives.

The relationship performance should be monitored on a regular basis to ensure the health, sustainability, relevance and optimization of the collaborative working arrangements.

8.6.6.3   How: implementation guidance

If objectives have been jointly developed against the SMART model (specific, measurable, achievable, realistic and time-bound), then they already incorporate time and measurement. The joint objectives should be clearly addressed within the joint governance processes.

Effort should be made to establish interim milestone measurements and effective communication to ensure that progress can be monitored and corrective action taken, where necessary. Inappropriate measurement focused on short-term outputs rather than final outcomes can drive adversarial behaviours.

Balanced scorecard reporting provides a mix of subjective (perception) and objective reporting, however, perceptions are real to those that have them and they should be incorporated to reflect the "feel" of the various relationships. Reporting metrics should be jointly agreed and subsequent performance also jointly agreed, where appropriate. The balanced scorecard should provide a means for directing management focus and enabling decision-making.

Where arrangements incorporate risk and reward formulas or value for money propositions, how they are to be measured and evaluated should be defined. In many cases, where there can be a number of variables, a number of scenarios should be developed to ensure that all parties are satisfied with potential outcomes.

8.6.7   Improvement of organizational collaborative competence

8.6.7.1   What: summary of the intent

The SER and the joint management team should periodically review the collaborative competence of their operations (see Table 11 for factors for consideration).

Table 11 — Factors for consideration in reviewing organizational collaborative competence

Positive contributors to collaboration	Negative effects on collaboration
Leadership	
— Executive sponsorship	— Unprepared employees
— Committed leadership	— Poor behaviour management
— Early stakeholder engagement	— Lack of stakeholder commitment
	— Lack of collaborative skills
	— Lack of shared goals or too ambitious
	— High focus on risk transfer
	— Hidden agendas
Strategy	
— Clarity of objectives	— No clear vision
— Joint RMP	— Goals set too far in the future
— Joint skills development	— Quick fixes
— Joint change management	— Lack of strategic direction
— Joint exit strategy	— Lack of exit strategy
Operations	
— Integrated planning	— Poor communication
— Joint governance structure	— Disregard of the domino effect
— Joint risk management	— Poor partner evaluation
— Effective information sharing	— Poorly defined measurement
— Early integration of processes	— Lack of benefit analysis
— Appropriate performance measurement	— Ineffective dispute resolution
— Integrated continual improvement	
— Effective dispute management	
Culture/behaviour	
— Open book (if appropriate)	— Lack of planning, preparation and time
— Good communication at all levels	— Misunderstanding of change
— Joint ownership of success	— Legacy of previous change
— Behavioural charter	— Employee resistance
	— Fear of failure
	— Traditional thinking
	— Failure to address cultural issues

8.6.7.2 Why: explanation of relevance

Over time, internal and external influences, including changes in personnel, can impact the performance and dynamics of any relationship. Objective evaluation and continual improvement enhances the value of the relationship and maintains the ongoing ability to collaborate.

Joint reviews supported by internal audits can be a key tool for facilitating continual improvement and identifying good practice. These reviews can reveal early signs of problems and provide the opportunity to take action at as early a stage as possible to avoid more costly or disruptive actions later on.

8.6.7.3 How: implementation guidance

Periodic reviews should be both scheduled and planned in addition to established management review meetings. They should be:

a) scheduled: in terms of time and frequency;

b) planned: in terms of subject, etc.

When scheduling and planning reviews, consideration should be given to the following, as a minimum:

— assessment of the behavioural measurements;

— operational performance;

— process and systems improvements;

— lessons learned;

— skills assessments and development needs.

8.6.8 Establishment of a joint issue resolution process

8.6.8.1 What: summary of the intent

The collaborating organisations should agree on a joint issue resolution process.

8.6.8.2 Why: explanation of relevance

It is inevitable that in any relationship there are issues between the parties. The challenge is not that issues arise but, more importantly, how they are handled. A robust process ensures an equitable approach, which is likely to enhance the relationship.

8.6.8.3 How: implementation guidance

The partners should agree on a process that fulfils the requirement given in ISO 44001. An example is given in Figure 14.
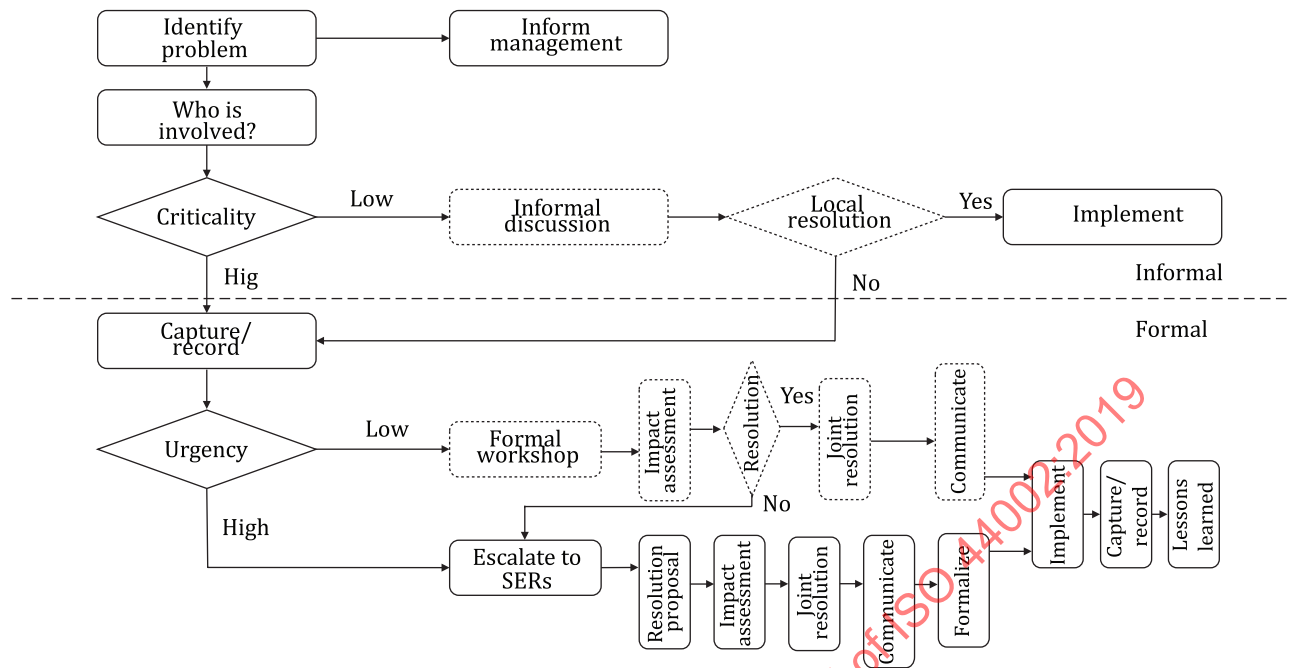
Figure 14 — Typical dispute resolution process

8.6.9 Establishment of a joint exit strategy

8.6.9.1 General

8.6.9.1.1 What: summary of the intent

A joint exit strategy should be established to ensure that the partners have transparency and focus on internal and external trends, which can influence the performance of the relationship and its potential evolution.

8.6.9.1.2 Why: explanation of relevance

A joint exit strategy enables partners to consider alternative solutions and options to address changes and potential effects. The partners are likely to have embedded assets in the relationship (e.g. particular skill sets or hard or soft assets) that have a business value.

Additionally, defining the rules of disengagement provides clarity for those involved in the relationship, reinforcing their focus on effective engagement, as well as facilitating a smooth exit if and when appropriate.

8.6.9.1.3 How: implementation guidance

The parties should jointly consider all aspects of their relationship, objectives and contractual obligations together with any implications that could be compromised or constrain engagement through lack of clarity should disengagement be necessary (see Table 12).

Table 12 — Key items for exit strategy consideration

Key items
Service provision and continuity through transfer: define the capability provision and detailed arrangements for ensuring continuity.
Knowledge transfer and data protection considerations.
Business management of the transfer process: roles, responsibilities and authorizations. Resources to be assigned.
Intellectual property: consider the ownership of IPR and the buyer should determine what intellectual property licence arrangements are required when the capability is to be provided by another party.
Human resources assets: think through the potential application of transferring employees and protection against redeployment.
Assets: consider future ownership and arrangements for transfer of assets, e.g. book value, market value, novation of contracts down the supply chain, etc.
Facilities access and use to be assessed.
Contracts and licences: identify and plan arrangements for transfer and novation.
Security and safety: consider implications.
Communication with key stakeholders: agree the need for all parties to draw up a communications plan during the final stages of the relationship.
Financial: consider base lines, charges, funding, cost of exit and final accounts.
Consider warranties ownership and transfer where applicable.
Assess likely training and handover requirements.
Determine the extent of ongoing cooperation of the original supplier and how they are to interface with the new supplier or customer.

8.6.9.2 Stakeholder impacts

8.6.9.2.1 What: summary of the intent

The organization should identify the implications for the stakeholder community of the conclusion of the relationship.

8.6.9.2.2 Why: explanation of relevance

Collaborative initiatives carry implications for both those directly involved in the relationship as well as the wider community, including customers and suppliers who could be downstream of the primary relationship.

8.6.9.2.3 How: implementation guidance

The organization should review the stakeholder map and identify potential implications should the relationship break down or where internal or external changes could result in the need to exit the agreement.

8.6.9.3 Assets and commercial implications

8.6.9.3.1 What: summary of the intent

The organization should identify the implication of exiting the relationship in respect to investment in assets and commercial obligations.

8.6.9.3.2 Why: explanation of relevance

As partners consider their investment profile associated with a collaborative agreement, it could be necessary to protect specific investment plans. This can be significant and, in the case of smaller organizations, disproportionate to the benefits analysis of the objectives.

8.6.9.3.3 How: implementation guidance

Where investment in equipment, resources, staff and facilities could be necessary to fulfil the requirements of the arrangement, these need to be assessed should either party elect to or be forced to exit the relationship prior to a considered return on investment duration. This issue should be a consideration within any agreement or contractual commitment.

8.6.9.4 Management of staff

8.6.9.4.1 What: summary of the intent

The organization should establish a mobilization and demobilization strategy for the relationship.

8.6.9.4.2 Why: explanation of relevance

The behaviour of individuals within a collaborative initiative is influenced by the potential effects of that relationship coming to a final or early disengagement. Uncertainty tempers engagement and, through that, potentially performance. For some, individual assignment to satellite collaboration operations can distance them from future development within their own organization. Similarly, recruiting personnel for a specific collaborative relationship could challenge organizations, large and small, if that relationship concludes prematurely.

8.6.9.4.3 How: implementation guidance

The partners should jointly consider all staffing implications within the relationship to ensure equitable and appropriate conditions are incorporated within any agreement.

8.6.10 Agreements or contracting arrangements

8.6.10.1 What: summary of the intent

The organization should jointly establish the appropriate contractual arrangements or internal agreements to support the collaboration.

8.6.10.2 Why: explanation of relevance

This should be done to ensure all elements of the agreement are collaborative and support the appropriate collaborative behaviours. Formal agreements operated under a collaborative relationship can become areas of conflict, particularly if expectations are not realized. Few agreements provide a complete solution and the value of a robust collaborative relationship is the ability of the parties to address issues without resorting to legal remedies.

In cases where the parties identify commercial or technical benefits from a collaborative relationship, commercial considerations are likely to affect how the parties contract with each other. They could then elect to incorporate collaborative terms within a formal agreement or establish agreed codes of conduct for multiple informal relationships (where appropriate agreements have been signed up to by all involved). Experience has shown that where appropriate behaviours and codes of conduct have been signed up to by all involved, this helped to mitigate against the "blame culture" and "boundary conflicts". In principle, a collaborative relationship could require less formal contractual governance than one that is transactional because of the higher levels of trust.

8.6.10.3 How: implementation guidance

Formal contracts can create potential barriers to collaborative behaviour and should be developed in parallel with any overarching collaborative approach. Consideration for developing a contract should be based around:

— business issues:

   — value definition;

   — goals and definitions;

   — clear definition of scope, boundaries, benefits;

   — exploiting added value;

   — stakeholder management;

— operational issues:

   — development/management KPIs;

   — process standardization;

   — dispute: issue management;

   — joint planning process;

   — incorporating common operational assurance;

   — quality assurance;

   — change control;

   — service continuity;

— commercial/management issues:

   — open book: transparency;

   — incentives;

   — authorities;

   — confidentiality;

   — joint governance;

   — supply chain visibility;

   — effective risk management;

   — transition;

   — business continuity;

   — roles and responsibilities;

   — asset ownership;

   — intellectual property;

— resource assessment/management;

— cultural/behavioural issues:

— flexibility;

— commitment to a joint RMP;

— empowerment;

— decision-making rights;

— behaviours and codes of conduct.

The partners should jointly review and consider the contract to ensure that the terms incorporated satisfy legal responsibilities but do not detract nor undermine the collaborative intent. Table 13 gives examples of contracting terms. Care should be taken using the terms in the right-hand column, as these have the potential to be used in a non-collaborative way. It is also important that the contracting arrangements should encompass a joint approach for an exit strategy.

Table 13 — Examples of contracting terms

Collaborative terms	Potentially adversarial terms
— Joint objectives	— Termination
— Risk and reward	— Arbitration
— Performance bonuses	— Negligence
— Joint exit strategy	— Liquidated damages
— Advance proactive payment	— Dispute escalation
— Joint governance	— Audit rights
— Health and safety	— Claw back
— Key performance indicators	— Extended payment
— Innovation incentives	— Pay when paid
— Business continuity	— Service level agreements
— Conflict resolution	— Performance guarantees
— Joint training	— Risk transfer
— Corporate social responsibility/sustainability	— Warranty
— Change management	— Confidentiality
— Joint long-term planning	— Change control
— Investment sharing	— Ownership
— Knowledge transfer	— Document control
— Two-way reporting	— Contract default
— Communications flow	— Intellectual property

8.6.11 Establishment and implementation of the joint RMP

8.6.11.1 What: summary of the intent

The organization should update the RMP to create a joint management platform to align with the joint objectives.

8.6.11.2 Why: explanation of relevance

Creating a joint RMP provides a record of the approaches and agreements undertaken to the point of formalizing the collaboration. It also provides the relationship platform for ongoing management of the relationship.

Appropriate behaviours and codes of conduct signed up to by those involved help to build trust and mitigate against the "blame culture" and "boundary conflicts".

8.6.11.3 How: implementation guidance

The parties should agree the joint RMP, see ISO 44001:2017, Annex B. The joint RMP should capture the key elements of a collaborative relationship to provide clarity for all involved in the collaboration. It should also identify critical success factors and where the expectations of the partners can be facilitated through collaboration.

Where mutually agreed by the parties, it can be beneficial to incorporate the joint RMP within, or as an annex to, a specific contractual arrangement.

Joint management should be balanced between the parties and should bring together the appropriate skills and capabilities. Efforts should be made to avoid duplication of resources, which reduces efficiency and could lead to potential conflict.

In the case of independent, multiple relationships, there should be a common RMP that incorporates a formal representation of how the parties work together collaboratively, which should be jointly developed with, and approved by, all parties.

See ISO 44001:2017, Annex B, for further information on how to:

— identify key areas of concern or constraint for each organization;

— identify a joint process to manage knowledge and information flows across the relationship;

— establish a joint programme to assess and develop skills across the relationship;

— incorporate focus change or improvement programmes;

— establish joint risk and opportunity management.

8.7   Value creation (Stage 6)

8.7.1   General

"Value creation" is specifically focused on establishing approaches that seek to build additional value out of the joint relationship beyond that which is originally agreed (see Figure 15). While collaborative relationships can be initiated with a specific objective, continual improvement and the broader expectations of the partners outside the agreement are to be integrated as the relationship progresses. This is likely to bring extra benefits from working together but also provide a basis to ensure that the organization fully utilizes the potential of the relationship in meeting joint objectives and goals. The organization develops a structured approach, including operational performance improvement, resources optimization, process enhancement, waste and cost reduction.
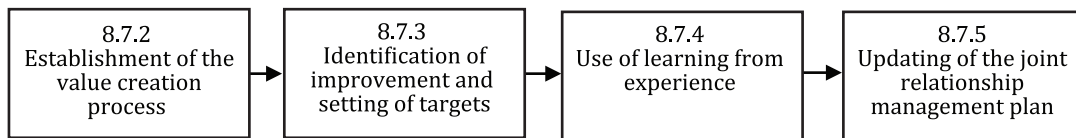
Figure 15 — Value creation (Stage 6)

8.7.2 Establishment of the value creation process

8.7.2.1 What: summary of the intent

A process should be put in place for the creation of ideas and innovations within a collaborative relationship to seek new opportunities and help overcome internal constraints and reluctance to change.

8.7.2.2 Why: explanation of relevance

Collaborative working and, specifically, understanding what can enhance performance, provides a baseline from which to consider initiatives that can improve both the operational relationship and the outcomes of the collaboration.

A structured approach ensures that value development remains a consistent aspect of the relationship, which can also provide an indicator of the strength of a relationship. In addition to this, the organization creates value for their stakeholders while also meeting the demands of the marketplace. The approach has constant agility and flexibility in order to meet such a complex and volatile environment. Value creation programmes should maintain focus on the end customer while capturing potential benefits for all participants.

8.7.2.3 How: implementation guidance

The joint management team should establish a robust selection process for value creation. They should also maintain and regularly review a record of value creation activities, including the resulting outcomes and any innovations and benefits. Collaborative initiatives can be introduced in, and across, a variety of sectors (public, private and voluntary). In each case, the focus for value creation can be quite different and should be established (see Table 14 for examples of value creation targets).

The joint management team should define and implement a programme to identify potential constraints and areas for improvement that is open to contributions from collaborative partners (see Table 14). This can include initiating work streams and allocating appropriate investments to explore the emergent options, and identifying different types of innovation, such as:

— internal, e.g. process and technical improvement;

— industry, e.g. techniques and technology;

— environment, e.g. standards, legislation, market;

— customer driven, e.g. changes in demand.

Joint innovation related activity can include:

— future business scenario analysis;

— current business analysis, e.g. SWOT;

— market research, e.g. customer forums;

— creativity techniques, e.g. brainstorming;

— screening panels for ideas, assessing ideas and prioritizing resources based on potential value and ease to implement;

— discussion forums, away days;

— targeted workshops, etc.;

— solution development and piloting.

Joint continual improvement activities can include:

— learning reviews triggered by repetitive issues or dissatisfaction;

— activity based costing;

— process improvement, e.g. Lean, six sigma.

These activities address issues such as:

— service improvement and cost reduction challenges;

— process upgrading;

— customer satisfaction development;

— new approaches for product and service quality enhancements.

Table 14 — Value creation targets

Total cost of ownership	Cycle time	Operating processes
— Cost savings	— Faster engagement	— Increased efficiency
— Cost avoidance	— Reduced time to market	— Reduced duplication
— Risk and reward	— Improved planning	— Faster decision-making
— Reduced contingencies	— Shorter programmes	— Improved integration
— Reduced claims	— Reduced overruns	— Reduced conflict
Resources	**Specification/Scope**	**Performance**
— Optimized resources	— Better value for money	— Client confidence
— Reduced management	— Optimized standards	— Increased effectiveness
— Enhanced capability	— Integrated solutions	— Reduced risk
— Improved competencies	— Increased innovation	— Greater sustainability
— Improved behaviours	— Joint research and development	— Increased market reach

8.7.3 Identification of improvement and setting of targets

8.7.3.1 What: summary of the intent

The organization should identify issues and areas of improvement.

8.7.3.2 Why: explanation of relevance

Focus should be placed on improvement programmes that encourage the status quo to be challenged. Innovation can be hindered by traditional and conservative thinking such as "we have always done it this way". Collaborative ventures offer benefits in terms of innovation by linking skills and experience

across organizations. Within a collaborative relationship, new ideas can be tested without initially challenging internal structures.

8.7.3.3 How: implementation guidance

An improvement team should be set up to produce a wide variety of improvement programmes based on input from partners. This focus enables a balanced approach to deploying appropriate resources. In selecting initial projects, focus should be maintained on the target areas of value creation. Even in the case of innovative approaches that cannot immediately be quantified, measures that enable effective monitoring should be established. The evaluation criteria to be used should be agreed jointly by the collaborative partners, e.g. for a cost initiative, the criteria could include the questions given in Table 15.

Table 15 — Example of evaluation criteria for value drivers

Performance	Cost	Time
— Does this help customers?	— Does this reduce costs?	— Does this save time?
— Would this improve our work?	— Does this add value?	— Does this help others?
— Does this increase revenue and/or profit?	— Does this help avoid potential mistakes?	— Does this improve interfaces?
— Does this enhance the product?	— Does this use resources more effectively?	— Does this avoid duplication?
— Does this create new market opportunities?	— Does this reduce risk?	— Does this make life easier?
— Does this increase job satisfaction?	— Does this reduce waste?	
— Does this improve quality?	— Does this reduce inventory?	

8.7.4 Use of learning from experience

8.7.4.1 What: summary of the intent

The organization should establish a process to ensure learning from experience.

8.7.4.2 Why: explanation of relevance

Organizations often approach the relationship from different starting points and different business sectors have specific challenges.

Establishing a process to learn from experience helps both organizations take advantage of the experiences, not only of the collaborative venture, but from each other. Regular communication should take place to ensure that, as the relationship evolves, the experiences are fed back into future operating approaches. In many cases, working with an external partner can create a greater understanding and frequently challenge internal perceptions at the same time as generating new knowledge that should be captured around collaborative challenges, successes and failures, together with identifying new opportunities.

8.7.4.3 How: implementation guidance

A framework/structured approach should be established for communication and the promotion of sharing knowledge and skills. This should be done at set intervals or at specific times in the programme, at key personnel changes, for example:

a) at specific times in the programme (e.g. where there is a significant change in programme scope, moving into a new phase or there is a change in the structure or of the parties involved);