

**ISO Central Secretariat**

1, ch. de la Voie-Creuse  
Case postale 56  
CH - 1211 Genève 20  
Switzerland

Telephone + 41 22 749 01 11  
Fax + 41 22 733 34 30  
E-mail [central@iso.org](mailto:central@iso.org)  
Web [www.iso.org](http://www.iso.org)

Organisation internationale de normalisation  
International Organization for Standardization  
Международная Организация по Стандартизации



Our ref. TMB / NWIP

**TO THE ISO MEMBER BODIES**

Date 2013-04-11

**New work item proposal – Collaborative business relationship management - Framework**

Dear Sir or Madam,

Please find attached a new work item proposal submitted by BSI (UK) on *Collaborative business relationship management - Framework*. It should be noted that, if the NWIP is approved, the work is proposed to be carried out in a Project Committee.

You are kindly invited to complete the ballot form ([Form 05](#)) which could be downloaded at [www.iso.org/forms](http://www.iso.org/forms) and send it, preferably in Word format, to the Secretariat of the ISO Technical Management Board at [tmb@iso.org](mailto:tmb@iso.org) before **11 July 2013**.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'S. Clivio', written over a light blue horizontal line.

Sophie Clivio  
Secretary to the Technical Management Board

Encl: NWIP (Form 04)

Annex B - Purpose and Justification for NWIP Collaborative business relationship management  
Justification Study  
BS 11000-1:2010 - Collaborative business relationships – Part 1: A framework specification



NEW WORK ITEM PROPOSAL	
Closing date for voting	Reference number (to be given by the Secretariat)
Date of circulation January 2013	<b>ISO/TC     / SC     N</b>
Secretariat BSI	<input checked="" type="checkbox"/> Proposal for new PC

A proposal for a new work item within the scope of an existing committee shall be submitted to the secretariat of that committee with a copy to the Central Secretariat and, in the case of a subcommittee, a copy to the secretariat of the parent technical committee. Proposals not within the scope of an existing committee shall be submitted to the secretariat of the ISO Technical Management Board.

The proposer of a new work item may be a member body of ISO, the secretariat itself, another technical committee or subcommittee, or organization in liaison, the Technical Management Board or one of the advisory groups, or the Secretary-General.

The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

**IMPORTANT NOTE: Proposals without adequate justification risk rejection or referral to originator.**

Guidelines for proposing and justifying a new work item are contained in Annex C of the ISO/IEC Directives, Part 1.

**Proposal** (to be completed by the proposer)

<p><b>Title of the proposed deliverable.</b> <i>(in the case of an amendment, revision or a new part of an existing document, show the reference number and current title)</i></p> <p>English title     Collaborative Business Relationship Management – Framework</p> <p>French title (if available)</p>
<p><b>Scope of the proposed deliverable.</b></p> <p>This International Standard will specify requirements for supporting collaborative relationships by providing an effective framework for organizations to identify, establish, maintain, improve and exit collaborative inter-firm relationships. This international standard will provide guidance on the processes required to develop and manage collaboration – inter-organizational relationships such as formal and informal partnerships, alliances, joint-ventures, and collaborative supply chain arrangements – and to optimise the value of such relationships.</p> <p>The standard will help to support the development and management of collaborative business relationships between independent/discrete organizations. It will be applicable to organizations of all sizes from large multinational corporations to micro–small businesses and can apply to several different types of relationship for example:</p> <ul style="list-style-type: none"><li>• a single application (internal divisional relationships, single project or programme, merger and acquisition);</li><li>• a specific relationship (a business partnership or joint venture);</li><li>• multiple-enterprize relationships (alliances, consortia, networks, and end-to-end supply chains).</li></ul> <p>The adoption of collaborative working may complement and enhance existing business relationship by promoting activities and behaviours that adds value to all the parties involved. It can provide a more effective way of working and help to build a more strategic environment that opens the way to create increased performance.</p> <p>The deployment of collaborative approaches does not deflect from any requirements to maintain open and free competition. The development of a new ISO standard for optimising collaborative relationships is also intended to complement and enhance existing contracting processes. Collaborative approaches are expected to be able to operate in unison with either legislative and regulatory requirements or policies, whether corporate or governmental, aimed at ensuring open and free competition. BS 11000-1 2010 Collaborative Business Relationships - a framework specification is attached and will be used as the base document for this International Standard, though the Intenational Standard will be developed using the Annex SL structure.</p>

<p><b>Purpose and justification of the proposal.</b></p> <p>Please see Annex B</p>
<p><b>If a draft is attached to this proposal,:</b></p> <p>Please select from one of the following options (note that if no option is selected, the default will be the first option):</p> <p><input type="checkbox"/> Draft document will be registered as new project in the committee's work programme (stage 20.00)</p> <p><input checked="" type="checkbox"/> Draft document can be registered as a Working Draft (WD – stage 20.20)</p> <p><input type="checkbox"/> Draft document can be registered as a Committee Draft (CD – stage 30.00)</p> <p><input type="checkbox"/> Draft document can be registered as a Draft International Standard (DIS – stage 40.00)</p>
<p><b>Is this a Management Systems Standard (MSS)?</b></p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>Note from ISO/CS:</b> The attached Justification Study has been reviewed and approved by the ISO/TMB MSS Task Force</p>
<p><b>Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal.</b></p> <p><input checked="" type="checkbox"/> International Standard <input type="checkbox"/> Technical Specification <input type="checkbox"/> Publicly Available Specification <input type="checkbox"/> Technical Report</p>
<p><b>Proposed development track</b> <input type="checkbox"/> 1 (24 months) <input checked="" type="checkbox"/> 2 (36 months - default) <input type="checkbox"/> 3 (48 months)</p>
<p><b>Known patented items (see ISO/IEC Directives, Part 1 for important guidance)</b></p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes", provide full information as annex</p>
<p><b>A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized.</b></p> <p>BSI has identified some related and complementary but non-conflicting work within ISO. The ISO TC 223 WG 1 Societal Security is developing ISO CD2 22397 Societal security – Guidelines for establishing partnership agreements among organizations. The WG 1 is developing partnership guidelines in the event of business resilience issues. It does not deal with strategic approaches to collaborative working focussed on internal resource configuration, ongoing relationship management and joint-working practices. However, if a new ISO PC is established to look at Collaborative Relationship Management more generically, then a liaison with ISO TC 223 WG would be established. The NWIP proposed by BSI looks to cover the wider holistic framework for collaborative working, not a specific sectoral, industry or business application.</p> <p>The work of ISO TC/PC 259 Outsourcing is focussed on outsourcing guidelines for business service providers. The work is complementary as outsourcing is one kind of potential collaborative business relationship but can be operated on a purely transactional basis. Again, a new ISO PC and field of activity around Collaborative Relationship Management would look more broadly at strategic partnerships, joint-ventures and other collaborative arrangements of which outsourcing can be just one.</p> <p>BSI is aware of a new field of technical activity submitted by AFNOR (France). ISO/TS/P 233 – Innovation process: interaction, tools and methods - specifically for fostering innovation and intellectual property in a collaborative environment. Also a new proposal by ABNT on Research, development and innovation, again where projects may occur in a collaborative environment. Both new proposals are related and compatible although this proposed international standard will address the wider strategic approach to collaboration of which research and development and collaborative innovation are two aspects.</p> <p>Each of the existing projects or new proposals identified above focus on specific types of business relationship or partnerships developed to achieve a specific outcome. A new proposal would be of benefit in providing the building blocks and the framework to foster better awareness of good practices in collaboration more generically and at a strategic level. This could be applied internally and to both new and existing relationships, such as supply chain collaboration or joint-ventures, regardless of their type or application. However, coordination with the related work will be required to manage and maximise compatibility and synergy between projects.</p>

<p><b>A listing of relevant existing documents at the international, regional and national levels.</b></p> <p>DIN EN 303212: 2010 Airport Collaborative Decision Making (A-CDM) - Community Specification for application under the Single European Sky Interoperability Regulation EC 552/2004</p> <p>ISO 10845-6:2011 Construction procurement -- Part 6: Participation of targeted partners in joint ventures in contracts</p> <p>CWA [CEN Workshop Agreement] 15847:2008 Innovation, coordination and collaboration in service driven manufacturing supply chains. Reference model for industrial services</p> <p>ISO 14001 Environmental management systems - Requirements with guidance for use</p> <p>ISO/IEC 17021 Conformance assessment - Requirements for bodies providing audit and certification of management systems</p>	
<p><b>A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s)</b></p> <p>Government or other large purchasers (including industry) are key stakeholders that may be impacted and achieve benefit from implementing the proposed deliverable. The UK government has seen benefits such as increased efficiencies and lower costs from adopting collaborative arrangements with their supply chains (See Annex B and Justification Study annex for further details). In the UK, the government and other large supply chains have been using the BS 11000 standard to support collaborative working on long-term projects and this has extended from aerospace/defence to infrastructure projects and delivery of industrial services. The rail sector, Network Rail, has implemented the BS 11000 framework standard on major infrastructure projects to support its collaborative relationships and has seen benefits from an increased structure and improved process for relationship management.</p> <p>This new standard will help to support the effective identification, development and management of collaborative business relationships for organizations of all sizes. SMEs can see benefits from collaboration and partnerships as a source of innovation and competitive advantage. Collaboration with supply chains can also help SMEs foster more sustainable and efficient relationships. Large contractors working to collaborative approaches are more likely to support SMEs in their supply chain.</p>	
<p><b>Liaisons:</b></p> <p><b>A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s).</b></p> <p>ISO TC 223 Societal Security WG 1</p> <p>ISO TC 259 Outsourcing</p> <p>The International Association for Contract and Commercial Management (IACCM)</p> <p>The Chartered Institute for Purchasing and Supply (CIPS Global)</p> <p>European Logistics Users Providers &amp; Enablers Group (ELUPEG)</p>	<p><b>Joint/parallel work:</b></p> <p><b>Possible joint/parallel work with:</b></p> <p><input type="checkbox"/> IEC (please specify committee ID)</p> <p><input type="checkbox"/> CEN (please specify committee ID)</p> <p><input type="checkbox"/> Other (please specify)</p>
<p><b>A listing of relevant countries which are not already P-members of the committee.</b></p>	
<p><b>Preparatory work</b> (at a minimum an outline should be included with the proposal)</p> <p><input type="checkbox"/> A draft is attached      <input type="checkbox"/> An outline is attached      <input checked="" type="checkbox"/> An existing document to serve as initial basis</p> <p>The proposer or the proposer's organization is prepared to undertake the preparatory work required <input checked="" type="checkbox"/> Yes    <input type="checkbox"/> No</p>	
<p><b>Proposed Project Leader</b> (name and e-mail address)</p> <p>BSI to confirm.</p>	<p><b>Name of the Proposer</b> (include contact information)</p> <p>Amanda Richardson, Head of International Policy, BSI amanda.richardson@bsigroup.com</p>

## New work item proposal

---

### Supplementary information relating to the proposal

- This proposal relates to a new ISO document;
- This proposal relates to the amendment of existing ISO document
- This proposal is for the revision of an existing ISO document;
- This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;
- This proposal relates to the re-establishment of a cancelled project as an active project.

Other:

### Annex(es) are included with this proposal (give details)

Annex B: Purpose and Justification

- BS 11000-1:2010 Collaborative business relationships Part 1: A framework specification  
Justification Study

### Annex B

#### Purpose and Justification for NWIP Collaborative relationship management

Collaborative relationships between organizations can take place in a variety of forms (see Figure 1 on next page) such as single organizations in partnership, business agreements or networked relationships involving multiple parties

Collaborative relationships can deliver a wide range of benefits which enhance competitiveness and performance such as better cost management, improved efficiency, resource and risk management as well as delivering incremental business value and innovation to customers. Effective collaboration can create an environment that promotes trust between organizations based on a shared understand and communication. This may increase an organization's ability to deliver joint efficiency improvements, challenge traditional working practices, explore new ways of working, enhance transparency and openness, strengthen their ability to challenge and innovate; and to understand mutual governance and assurance processes.

Although collaborative relationships and the benefits may be commonly associated with large public and private enterprises (e.g. public-private partnerships or supply chain collaboration) they may extend to small and medium-sized organizations. SMEs can benefit from collaboration by sharing resources and skills, and working together to enhance competitive advantage and respond to changes in the market.

Businesses and public bodies are entering into collaborative arrangements with their extended supply chain, multi-national partners and overseas divisions to reach new territories. As such collaboration is becoming truly international. There is however an absence of a global common language or framework for collaboration to underpin and facilitate national or cross-border partnerships in order to help organizations manage the potential value and risks associated with collaboration. Equally on a national level there appears to be limited guidance available.

Recent global research published in January 2013 strongly suggests that government and business should better recognise the value of collaborative efforts. A study of over 2,000 decision makers from 12 countries across government, business and non-governmental organizations by research agency PSB and Bank of America found that nine out of 10 believe greater collaboration between business, government and other sectors is essential for global economic recovery. These findings align with research conducted in the UK by the National Audit Office highlighting the potential value government can achieve in their relationships with suppliers by adopting collaborative arrangements. Further details are provided in the Justification Study annex.

An international standard could provide good practice for managing collaborative relationships and help establish a common language and set of benchmarks for supporting effective collaboration. This could facilitate benefits of joint-working on a global scale by supporting and fostering cross-border partnerships and collaboration as an emerging practice.

Such new work in this area would be clearly distinct whilst complementary to the work of ISO TC 223 Societal Security WG 1 – specifically related agreements between organizations to manage business resilience issues. A generic over-arching framework to underpin and support collaborative relationship management at a strategic (internal) and operational (external) level would therefore add value if adopted both independently and supplementing, supporting and providing the wider context for these other areas of standardisation.

In the UK BSI has seen benefits from the development and publication ...making excellence a habit.™

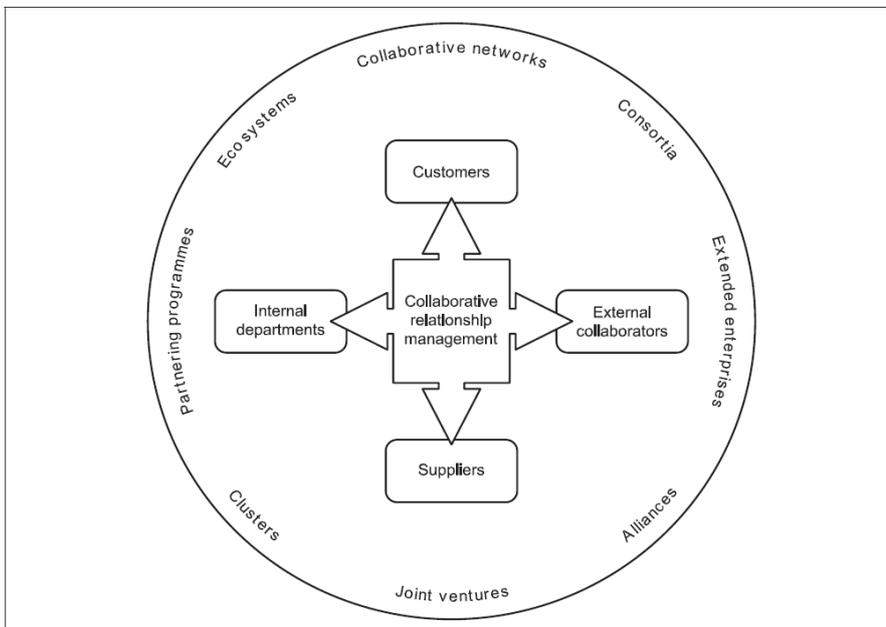
in 2010 of BS 11000-1, the first formal standard for collaborative relationship management. The intent of this standard is to establish a consistent but flexible framework that can be applied by organizations of all sizes.

BS 11000 has been received positively by organizations of all sizes and from a variety of industries (aerospace and defence, engineering, manufacturing, construction, infrastructure, business services) and from government supply chains in the UK. This has included local and central government, with BS 11000 framework approach to collaboration being used to help establish and support the effective delivery of specific long-term infrastructure and technology projects in complex supply chains settings. The BS 11000 framework approach has also gained support overseas with the US Department of Defence recognising its potential value as an enabler to collaboration and sustainable partnership building.

The eight-stage framework specified in the BS 11000-1 standard reflects the overall life cycle of a collaborative relationship to assist organizations to assess and develop their own particular approach to collaborative business relationships. It is intended that BS 11000 – attached to this proposal - will be used as the base document for this international standard.

An international standard for collaborative relationship management could stimulate a greater understanding of collaboration globally and facilitate improvements in multi-national business relationships. This could be achieved by establishing a commonly recognised approach, language and set of guiding principles to underpin business relationships, improve trust and communication between partner organizations – ultimately optimising the outcomes of collaboration. Subsequently with good practices embedded the risks commonly associated with entering into (or from exiting) such relationships may be reduced for individual firms and more sustainable business relationships and models seen.

Figure 1 Multidimensional relationships



*BS 11000-1 Collaborative Business Relationships*



**Justification Study  
for an ISO International Standard on**

**Collaborative Business Relationship  
Management – Requirements**

January 2013

## **Contents**

Overview, Purpose and Scope of the MSS	3
Principle 1 - Market Relevance	7
Principle 2 - Compatibility	12
Principle 3 - Topic coverage	14
Principle 4 - Flexibility	15
Principle 5 - Free Trade	16
Principle 6 - Applicability of Conformity	17
Principle 7 - Exclusions	18
Principle 8 - Ease of Use	18

# Overview, Purpose and Scope of the MSS

## 1. Purpose and scope

*What is the proposed purpose and scope of the MSS? Is the document supposed to be a guidance document or a document with requirements?*

The proposed standard would specify requirements (a “Type A” ISO MSS) and is intended to provide organizations with a framework to help them establish and manage their collaborative business relationships.

The International Standard is intended to provide organizations with the components of an effective relationship management framework that can be integrated with other management systems.

This standard is intended to facilitate trade and complement existing procurement arrangements, to encourage cross border business networks and promote good internal partnering and relationship management practices.

This International Standard will specify requirements for supporting collaborative relationship by providing an effective framework to help organizations to identify, establish, maintain, improve and exit collaborative inter-firm relationships. This international standard will also provide additional informative guidance.

The international standard will help to support the development and management of collaborative relationships between discrete organizations whether private or public sector. It will be applicable to organizations of all sizes and can apply to several different types of relationship such as:

- a single project or programme
- a specific relationship (a business partnership or joint venture);
- a multi-enterprise relationships (alliances, consortia, networks and end-to-end supply chains).

The International Standard is intended to encourage the adoption of collaborative working practices that will complement and enhance existing business relationships by promoting a collaborative environment and behaviours which may create increased performance.

### Proposed Scope statement:

This International Standard specifies requirements for the effective identification, development and management of collaborative business relationships between discrete organizations. It is applicable to organizations of all sizes from large multinational corporations to micro/small businesses. The application of this international standard is tailored to the size of the organization involved.

Implementation of this international standard can be on several different levels, for example:

- a single application (operating division, single project or programme, mergers and acquisitions);
- an individual relationship (including one-to-one relationships, alliance, partnership, joint venture);
- multiple identified relationships (including multiple partner alliances, consortia, joint ventures, networks, and end-to-end supply chains);
- full application companywide for all identified relationship types.

The adoption of collaborative working complements and enhances the operation of existing business activities to provide an improved relationship that adds value to the parties involved. It can provide a more effective way of working and help to build a more strategic environment that opens the way to create increased performance.

The deployment of collaborative approaches does not deflect from any requirements to maintain open and free competition. The adoption of a collaborative relationship standard is also intended to complement and enhance existing contracting processes. Collaborative approaches are expected to be able to operate in unison with either legislative and regulatory requirements or policies, whether corporate or governmental, aimed at ensuring open and free competition.

This international standard will not cover business-to-consumer relationships or employer–employee relationships.

## **2. Type of product to be produced**

*Would the proposed MSS work item result in an International Standard (IS), an ISO(/IEC) Guide, a Technical Specification (TS), a Technical Report (TR), a Publicly Available Specification (PAS), or an International Workshop Agreement (IWA)?*

The proposal would result in an International Standard (IS) specifying requirements for a management system (a “Type A” ISO MSS and will be drafted according to the Annex SL.

## **3. Inclusion of product specifications, test methods etc**

*Does the proposed purpose or scope include product (including service) specifications, product test methods, product performance levels, or other forms of guidance or requirements directly related to products produced or provided by the implementing organization?*

The proposed purpose or scope of the International Standard does not include any type of guidance or requirements for products or services produced or provided by an implementing organization.

## **4. Responsibility for the proposed MSS**

*Is there one or more existing ISO committee or non-ISO organization that could logically have responsibility for the proposed MSS? If so, identify.*

There are no existing ISO committees that could practically take responsibility for the proposed ISO Collaborative Relationship Management standard. However, liaisons would need to be agreed with ISO TC 223 Societal Security WG1 and ISO TC 259 Outsourcing and also with, subject to being approved, the ISO work proposed by AFNOR and ABNT on Innovation Management and Research and Development respectively. A new ISO PC would be required given the strategic nature of this work in relation to existing fields of activity.

## 5. Identification of relevant reference materials

*Have relevant reference materials been identified, such as existing guidelines or established practices?*

Relevant materials have been identified. These include:

- DIN EN 303212: 2010 Airport Collaborative Decision Making (A-CDM) - Community Specification for application under the Single European Sky Interoperability Regulation EC 552/2004
- ISO 10845-6:2011 Construction procurement -- Part 6: Participation of targeted partners in joint ventures in contracts
- CWA [CEN Workshop Agreement] 15847:2008 Innovation, coordination and collaboration in service driven manufacturing supply chains. Reference model for industrial services ISO 9001 *Quality management systems – Requirements*
- ISO 14001 Environmental management systems - Requirements with guidance for use
- ISO/IEC 17021 Conformity assessment - Requirements for bodies providing audit and certification of management systems

In addition there are national guidelines and regulations in existence including documents in the UK.

## 6. Availability of technical experts to support the standardization work, and their representation

*Are there technical experts available to support the standardization work? Are the technical experts direct representatives of the affected parties from the different geographical regions?*

The proposed standard is generic and could affect all geographic regions, some of which have expressed an interest in supporting this standardisation work.

It will be important to ensure representation from different stakeholders involved in collaborative relationships and supply chain arrangements such as government, industry, and societal stakeholders where applicable. Business networks are a global phenomena and the representation of technical experts from different geographic locations will be needed to both support and reflect this.

The proposed base document for this new International standard, BS 11000, has been adopted by a number of businesses or organizations with global supply chains, including large public and private sector purchasers. Subsequently, technical experts including representatives from multinational businesses and supply chains will support this standardisation work.

Outside of the UK, awareness of the BS 11000 approach has grown with the US Department of Defence acknowledging the framework in their guidance around partnerships. We believe the procurement, strategic and commercial projects, supply chain and outsourcing

communities will come together to support the standardisation work with their technical expertise and experience.

## **7. Efforts required to develop the document/s**

*What efforts are anticipated as being necessary to develop the document in terms of experts needed and number/duration of meetings?*

We estimate that a working group of approximately 20-30 experts (from government, industry and practitioners) would be needed to develop the document.

We anticipate that the development of the standard would follow the default 3 year track, and would require between 5-8 face-to-face meetings, each of 2-3 days duration, with additional inter-meeting working by webinars, conference calls and email exchange.

This work should liaise closely with the development of ISO TC 223 WG 1 Societal Security and ISO TC 259 Outsourcing.

## **8. Anticipated completion date**

*What is the anticipated completion date?*

A development track of three years is estimated to be required from the time of approval of the project and as such estimated publication of Q4, 2016.

## **9. What sort of document?**

*Is the MSS intended to be a guidance document, contractual specification or regulatory specification for an organization?*

It is intended to be a (Type A) "Requirements" specification.

The international standard will follow an eight-stage framework that reflects the overall life cycle of a collaborative relationship to assist organizations to assess and develop their own particular approach to collaborative business relationships.

The eight-stage framework may follow the following approach:

- Stage 1 (Awareness) addresses the overall strategic corporate policy and processes which lead towards incorporating collaborative working as a recognized approach where it can identify added value.
- Stage 2 (Knowledge) focuses on the development of knowledge against a specifically identified opportunity to create a business case and benefits analysis.
- Stage 3 (Internal assessment) is intended to ensure that organizations undertake a structured assessment of their capability and maturity to successfully engage in a collaborative initiative.
- Stage 4 (Partner selection) addresses the need to undertake a structured approach to the identification, evaluation and selection of appropriate partners.
- Stage 5 (Working together) focuses on ensuring that the partners establish the appropriate operational structure, governance, roles and responsibilities to effectively achieve desired business objectives.
- Stage 6 (Value creation) is specifically focused on the need to establish approaches that seek to build value out of the joint relationship.
- Stage 7 (Staying together) addresses the need to ensure effective measurement and monitoring of the relationship to maintain its optimum performance.

- Stage 8 (Exit strategy) addresses the need to develop and maintain an effective strategy for disengagement where appropriate.

## **Principle 1 - Market Relevance**

### **1. Identification of all the affected parties**

*Have all the affected parties been identified? For example:*

- a) organizations (of various types and sizes): the decision-makers within an organization who approve work to implement and achieve conformance to the MSS;*
- b) customers/end-users, i.e. individuals or parties that pay for or use a product (including service) from an organization;*
- c) supplier organizations, e.g. producer, distributor, retailer or vendor of a product, or a provider of a service or information;*
- d) MSS service provider, e.g. MSS certification bodies, accreditation bodies or consultants;*
- e) regulatory bodies;*
- f) non-governmental organizations.*

All affected parties have been identified as follows:

#### **Organizations of various types and decision-makers**

Organizations of various type, size and business activity will be affected and may benefit from the development of this International Standard. This will range from public sector bodies including local and central government, hospitals to small, medium and large private enterprise, consultancy practitioners and potentially non-governmental organizations (such as charities) and education institutions. Many cross-working, public-private partnerships may also be affected.

The relevant decision makers who would typically use this standard to improve business relationships, supply chain working or collaboration on projects have been identified. These would be people in an organization with ownership for procurement arrangements, contracting, commercial or civil project delivery, partnership working and business relationship management.

#### **End-users and customers**

In terms of customers/end-users, the individuals would be as above but may extend to operational staff involved in relationship management (account managers, procurement teams) and those responsible for front-line delivery of commercial projects. This International Standard will be an internal business document and one used on project or relationship management by supply chain actors such as suppliers, contractors (e.g. manufacturers, logistics, distributors or retailers) or service companies. Ultimately end beneficiaries from collaboration using this international standard within the public sector or in public-private partnerships may extend beyond industry such as small and medium-sized enterprises to the public (tax payers or consumers) where savings, efficiencies or project delivery are optimised.

#### **Suppliers and regulatory bodies**

For suppliers and client-organizations entering into business relationships adherence to this international standard will allow them to demonstrate a commitment to building sustainable relationships and minimise risks to projects or service contracts.

Regulatory bodies may see benefit by improved compliance with regulations by collaborating organizations.

**Management system service providers.** These providers would include certification bodies providing 3<sup>rd</sup> party audit or assessment services; independent consultants with responsibility for supporting the implementation and on-going maintenance of partnering projects or relationship management, or those providing in-house assessment or training.

## 2. Need for an MSS

*What is the need for this MSS? Does the need exist at a local, national, regional or global level? Does the need apply to developing countries? Does it apply to developed countries? What is the added value of having an ISO document (e.g. facilitating communication between organizations in different countries)?*

The need to foster stronger collaborative business relationships applies at a local, national, regional and global level – with many supply chain arrangements and partnerships already transcending border and local territories as supported by the recent research presented at the World Economic Forum in Davos ('The Connection Imperative' - <http://about.bankofamerica.com/assets/pdf/Connection-Imperative-Survey-Overview.pdf>). However, multiple barriers can exist including competencies, cultural and trust, issues, commercial factors.

The need to improve supply chain relationship management and for SMEs to access new markets exists both in developed and developing countries. Having an ISO document will facilitate an effective communication tool between organizations in different countries or with global businesses engaging with organizations at a national level. Providing a common language and recognised framework methodology will promote effective collaboration internally and greater interoperability with partners on projects in supply chains or as part of a holistic approach to business relationship management.

The proposed base document for this international standard, BS 11000, has been adopted by medium–large organizations including government, private industry and their respective supply chains. This includes some global businesses who have adopted the standard at a regional (UK) level.

Such organizations include Network Rail, (who operate Britain's rail infrastructure, who adopted the framework standard to support collaborative working on major infrastructure projects), the UK Ministry of Defence (implemented the standard on several technology-led projects working with partner organizations), Lockheed Martin and Fujitsu Services Limited Defence and National Security.

Other engineering and construction businesses that have adopted the framework for collaborative relationship management include Carillion plc and Costain Group. Medium–large sized enterprises offering business services ranging from recruitment to customer and facilities management services have also adopted the standard. These include EMCOR Group (UK).

### **3. Need across sectors**

*Does the need exist for a number of sectors and is thus generic? If so, which ones? Does the need exist for small, medium or large organizations?*

The need for an International Standard exists across generic sectors and size of organization as has been demonstrated in the UK. The international standard will have generic application. Collaborative working arrangements and partnerships occur commonly in the aerospace/defence industry sectors, in construction and infrastructure, technology and telecommunications, services and on government and community projects. The need applies to large private and public organizations but also SMEs.

### **4. Importance of the need**

*Is the need important? Will the need continue? If yes, will the target date of completion for the proposed MSS satisfy this need? Are viable alternatives identified?*

Collaboration, whether collaborative supply chain arrangements, joint-ventures, business partnerships, is emerging as the need to foster more sustainable, efficiency and value-added relationships continues. Many organizations are looking to collaboration as a means for accessing new resources and capabilities, as an alternative to merger and acquisition or internal investment. However, there can be risks associated with failing to manage collaborative business relationships effectively and a standard is needed to ensure such risks, such as contractual issues, trust factors or reputational damage from failing partnerships, are managed and minimised.

On a global scale collaboration may support cross-border connectivity; economic recovery and regeneration (see Point 5 below for research). A generic International Standard could play a key role in helping establish the basis for collaborative working on a global scale.

Collaborative arrangements in government supply chains have been shown to deliver financial benefits including efficiencies and savings. Research conducted in the UK by the National Audit Office (A Review of Collaborative Procurement across the Public Sector, May 2010) found that a strong majority of the UK government's collaborative procurement arrangements achieved better value for money as a result.

The target date for the completion of this proposed MSS would meet this need.

### **5. Determination of the importance of the need**

*Describe how the need and importance were determined. List the affected parties consulted and the major geographical or economical regions in which they are located.*

Academic research has highlighted the potential benefits that can be achieved from collaboration and the importance in managing collaborative relationships effectively to realise this value<sup>1</sup>. This has extended to the need for formalised collaborative relationship management<sup>2</sup>. Collaboration can also be a source of innovation<sup>3</sup>. Interest in the BS 11000

---

<sup>1</sup> Cao, M. and Qingyu, Z. (2010) Supply Chain Collaborative Advantage: A firm's perspective. *Int. Journal of Production Economics*, 128, pp. 358-367

<sup>2</sup> Daugherty, P.J., Glenn Richey, R., Roath, A.S., Min, S. Chen, H., Arndt, A.D., Genchev, S.E. (2006) 'Is collaboration paying off for firms?', *Business Horizons*, 49, pp.61-70.

standard from organizations both inside and outside of the UK has demonstrated this interest in achieving and maximising the potential value from collaboration more effectively<sup>4</sup>.

Academic research exploring the drivers for collaboration, the potential benefits associated with it ranging from competitive advantage to cost savings, the capabilities and competencies required for it to be effective; and the role of collaboration in fostering more sustainable supply chain relationships can be found below.

Wagner, S.M., Eggert, A. and Eckhard, L. (2010) 'Creating and appropriating value in collaborative relationships', *Journal of Business Research*, 63, pp.840-848.

Zacharia, Z.G., Nix, N.W., Lusch, R.F. (2011) Capabilities that enhance outcomes of an episodic supply chain collaboration. *Journal of Operations Management*. 29, pp. 591-603

Nyaga, G.N, Whipple, J.M and Lynch, D.F. (2010) 'Examining supply chain relationships: Do buyer and supplier perspectives on collaborative relationships differ?', *Journal of Operations Management*, 28, pp. 101-114.

### **Key independent studies**

In addition to the study highlighted above, BSI conducted a survey of key decision makers also in 2010. This survey found potential benefits of collaboration to include:

- reduced operating costs, simplified processes, performance (73%)
- market access and growth

58% of organizations surveyed were using a framework to underpin collaborative working. Common barriers included culture, tendering processes.

In terms of the global need for collaboration, at the recent World Economic Forum in Davos 2013 a survey by PSB of more than 2,000 decision makers across government and non-governmental organizations recognised the potential role collaboration has to play in global economic development and recovery.

The research highlighted that collaboration between business, government and other sectors is essential for global economic recovery and that governments and business should assert the value of greater connectivity and collaborative working. The survey highlighted a need to lead with best practice, by developing leaders to encourage collaborative thinking and for business to provide examples of valuable partnerships. Its findings supported cross-sector connectivity and economic benefits from projects including public-private partnerships to educational projects and economic regeneration.

The survey was conducted across 12 countries. To access the full survey, visit <http://about.bankofamerica.com/en-us/partnering-locally/world-economic-forum-2013.html>.

---

<sup>3</sup> Greer, C.R. and Lei, D. (2012) 'Collaborative Innovation with Customers: A Review of the Literature and Suggestions for Future Research', *International Journal of Management Reviews*, Vol. 14 pp.63-84.

<sup>4</sup> Hawkins, D. and Little, B. (2011) 'Embedding collaboration through standards – part 1', *Industrial and Commercial Training*, 43 (2) pp. 106 - 112

The work of ISO TC 223 WG 1 and ISO TC 259 has indicated a growing international interest in the need to implement efficient processes and management structures to underpin business relationships and to ensure that performance is optimised and that risks are minimised.

## **6. Known or expected support for the proposed MSS**

*Is there known or expected support for the proposed MSS? List those bodies that have indicated support. Is there known or expected opposition to the proposed MSS? List those bodies that have indicated opposition.*

There is awareness of the proposed standard amongst the members of ISO TC 223 Societal Security WG 1 and also ISO TC 259 Outsourcing and there was some interest and support voiced for it.

In the last 18 months the US Department of Defence has acknowledged the BS 11000 approach and its principles and framework in its guidance in the context of sustaining private-public partnerships.

There is no known opposition to the proposed MSS.

## **7. Expected benefits and costs to organizations**

*What are the expected benefits and costs to organizations, differentiated for small, medium and large organizations if applicable? Describe how the benefits and the costs were determined. Provide available information on geographic or economic focus, industry sector and size of the organization. Provide information on the sources consulted and their basis (e.g. proven practices), premises, assumptions and conditions (e.g. speculative or theoretical), and other pertinent information.*

The benefits have already been detailed above and can range from greater efficiencies, financial benefits, sustainable business relationships and lower risk both financial and reputational to collaborative projects and relationships. Much of the national research available in the UK focuses on the potential benefits associated with collaboration (sources provided above in Points 4 and 5 above).

Many organizations are already involved in collaborative business relationships with supply chains (suppliers, contractors or clients) or stand-alone partnerships. There can be costs associated with collaboration such as dedicated investment in capital and resources both physical and human. Adopting the international standard may generate some additional costs but it is intended to help identify and manage costs in a more transparent and risk-based approach. It is not envisaged that implementing the standard would generate significant additional costs beyond those already associated with collaboration.

For large purchasing organizations benefits of implementing the standard may include increased value from their existing collaborations or the ability to more efficiently identify new business relationships. The associated benefits may include lower costs or tendering time for purchasers, for suppliers more sustainable, efficient relationships or greater productivity.

For SMEs, benefits such as greater competitive edge, market and supply chain access may be achieved where a benchmark for collaborative working is in place internally and with their customers. Effective collaborative relationship management with an international standard

intends to encourage organizations to establish better processes for identifying partner organizations and to foster communication.

## **8. Benefits and costs to other affected parties**

*What are the expected benefits and costs to other affected parties (including developing countries)? Describe how the benefits and the costs were determined. Provide any information regarding the affected parties indicated.*

This is covered in the above section Point 7.

## **9. Expected value to society**

*What will be the expected value to society?*

As part of global economic development collaborative working between organizations at a regional, national or global level may have a key role to play both in facilitating more effective commercial projects and development projects. This is detailed above. The PSB survey of 2013 supported cross-sector connectivity and economic benefits from collaborative working such as on public-private partnerships and educational partnerships, and identified the potential for social and economic regeneration where collaboration on specific initiatives has occurred. A leading example is the regeneration of the area surrounding the site of the London 2012 Olympic Games.

The development of an international standard is intended to help organizations to ensure that collaborative working is optimised and the value from it better realised by all stakeholders. This may be seen in more efficient spending, the effects of joint-working and cross-sharing of skills, competences and resources, or more sustained business relationships. An international standard is required to provide the basis for the engagement between organizations and to ensure collaborative working at an internal level is supported and managed effectively.

## **10. Other Risks**

*Have any other risks been identified (e.g. timeliness or unintended consequences to a specific business)?*

No other risks have been identified or are anticipated.

## **Principle 2 - Compatibility**

### **1. Overlap with other ISO or non-ISO standards**

*Is there potential overlap or conflict with other existing or planned ISO or non-ISO international standards, or those at the national or regional level? Are there other public or private actions, guidance, requirements and regulations that seek to address the identified need, such as technical papers, proven practices, academic or professional studies, or any other body of knowledge?*

No conflicting existing or planned national or ISO international standards have been identified. Some national guidance exists on approaches to collaboration but this is non-conflicting.

There is a link with some existing and proposed International standards (previously identified). It is anticipated that the resulting standards will be complementary. The proposed international standard intends to provide an over-arching generic framework to manage collaboration at a strategic and operational level but does not focus on specific industries or environmental applications associated with collaborative working.

#### **Existing standards**

A small number of related existing ISO or national standards were identified and none were deemed to be conflicting or as having significant overlap. These are designed to have application to a specific sector, setting or contractual relationship.

ISO 10845-6 Construction procurement - Part 6: Participation of targeted partners in joint ventures in contracts.

CWA 15847:2008 Innovation, coordination and collaboration in service-driven manufacturing supply chains – reference model for industrial services.

Both documents will be considered by the project committee developing this new international standard.

#### **Ongoing standards development**

In terms of ongoing standards development ISO TC 223 Societal Security WG1 is developing ISO 22397 (currently at CD2) related but non-conflicting guidelines for establishing partnership agreements in a business resilience application. WG 1 is aware of the proposed new International Standard which will provide a broader and more strategic framework for collaboration.

ISO PC 259 (currently at CD1) is writing guidelines for Outsourcing relationships between clients and providers. Outsourcing contracts are a form of collaborative business relationship although they can be transactional and not fully collaborative. Again this new International standard is intended to be complementary and the Technical Committee responsible is aware of this proposal and of the national standard BS 11000-1.

#### **New proposals**

A new field of technical activity on Innovation process interaction, tools and methods – submitted by AFNOR (France) will also need to be considered. ISO/TS/P 233 – Innovation

process: interaction, tools and methods – is proposed specifically for fostering innovation and intellectual property in a collaborative environment. This is a sub-element of the broader intention for this proposed international standard which is designed to operate at an earlier and more strategic level. The same is true of a new ISO field of activity proposed by ABNT– Research, development and innovation – Process management. R&D projects can be collaborative but are not always designed to be so. This proposed international standard would be complementary to the above new ISO proposals if approved.

There is a plethora of academic studies on collaboration business relationships, partnerships and the known benefits or risks associated.

## **Legislation and Regulation**

The adoption of a collaborative relationship standard is intended to complement and enhance existing contracting processes. Collaborative approaches are expected to be able to operate in unison with either legislative and regulatory requirements or policies, whether corporate or governmental, aimed at ensuring open and free competition and trade.

## **2. Compatibility with other ISO or non-ISO standards**

*Is the MSS or the related conformity assessment activities (e.g. audits, certifications) likely to add to, replace all or parts of, harmonize and simplify, duplicate or repeat, conflict with, or detract from the existing activities identified above? What steps are being considered to ensure compatibility, resolve conflict or avoid duplication?*

There will be some compatibility with those standards listed above in 3.1 but this is unlikely to cause duplication or conflict to assessment activities. Harmonisation is not intended but it is hoped that the projects will be complementary.

## **3. Proliferation of MSS**

*Is the proposed MSS likely to promote or stem proliferation of MSS at the national or regional level, or by industry sectors?*

It is likely that the proposed ISO MSS would stem proliferation of MSSs at the national or regional level, and by industry sector.

The proposed ISO standard is likely to be adopted as an identical standard (allowing for translation differences and modification aligned with Annex SL) providing a generic framework for relationship management. There may be potential advantages to be gained by different countries or industry sectors developing a common approach to relationship management and collaborative working that is not covered by other existing standards. Supporting standards alongside this new International Standard, such as guidance, could be developed at a regional level to aid implementation and application into specific sectors if necessary.

## **Principle 3 – Topic coverage**

### **1. Application of the MSS for a single specific sector**

*Is the MSS for a single specific sector?*

The proposed ISO MSS is not intended for any single specific sector. It would be applicable to all sectors.

### **2. Referencing or incorporating existing ISO MSS**

*Will the MSS reference or incorporate an existing, non-industry-specific ISO MSS (e.g. from the ISO 9000 series of quality management standards)? If yes, will the development of the MSS conform to the ISO/IEC Sector Policy (see 6.8.2 of ISO/IEC Directives, Part 2), and any other relevant policy and guidance procedures (e.g. those that may be made available by a relevant ISO committee)?*

The proposed ISO standard is likely to reference:

- ISO/IEC Directives, Part 1, Procedures Specific to ISO, 2012, Annex SL
- ISO/IEC Directives Part 2 6.8.2, Rules for the structure and drafting of International Standards (Sector Policy)
- ISO 9001 Quality management systems- Requirements
- ISO 19011:2011 Guidelines for auditing management systems

### **3. The need for particular sector-specific deviations from a generic MSS**

*What steps have been taken to remove or minimize the need for particular sector-specific deviations from a generic MSS?*

The scope of the proposed ISO MSS may require future sector-specific or application-specific deviations from the generic MSS. Some of which may already be in development under existing technical committees as identified above. However it is expected that the generic approach of the intended international standard will minimise the needs for extensive sector variations aside from guidance. The ISO PC responsible for this project will through liaisons ensure that wider needs are considered and that any existing or planned work coordinated.

## Principle 4 – Flexibility

*Will the MSS allow an organization competitively to add to, differentiate or encourage innovation of its management system beyond the standard?*

The proposed international standard would enable an organization to establish and implement collaborative business relationships management at varying degrees of complexity, size and scale. From collaborative working at a single business-to-business level or for a single project basis to collaboration with multiple organizations or as a holistic methodology (applying to all their business relationships). The application of this international standard could be tailored to the size of the organization involved. Therefore the proposed ISO MSS would be transferable to small and medium-sized enterprises to large organizations alike regardless of sector, size or complexity as appropriate to the nature of its activities, products, services; its known or perceived risks and organizational culture.

An individual organization, relationship or project could choose to implement the standard to reach a higher level of competence in terms of collaborative working to which there may be added value associated. The international standard would encourage those involved in collaborative relationship management to innovate through continual improvement. The application of the international standard could vary from a supply chain setting in the engineering industry to a marketing venture between two organizations.

The drive for achieving a higher level of competence and/ or innovation can be for competitive advantage, market differentiation, or excellence in service delivery – depending on the sector in which the organization operates. It is also the intention that organizations will work with and incorporate contracting organizations, suppliers, customers and other business partners within the scope of the management system on a relationship or project basis in order to improve supply chain efficiencies, business performance, productivity, or customer engagement – any of which may result in competitive advantage. Collaborative working to the ISO MSS or beyond its minimum requirements may also facilitate greater levels of innovation and access to new markets or territories.

## **Principle 5 - Free Trade**

### **1. How the MSS facilitates or impacts global trade**

*How would the MSS facilitate or impact global trade? Could the MSS create or prevent a technical barrier to trade?*

It is intended that the MSS would facilitate, support and foster greater global trade by removing barriers to collaboration by introducing a common and recognised approach. The deployment of collaborative approaches does not deflect from any requirements to maintain open and free competition.

### **2. Possible technical barrier to trade for small, medium or large organizations**

*Could the MSS create or prevent a technical barrier to trade for small, medium or large organizations?*

The proposed ISO MSS could facilitate trade for organizations of all sizes by providing:

- a recognised framework or qualification for preferred provider status when tendering for contracts,
- provide assurance in complex supply chains and projects of a commitment to collaborative working
- by assisting small and medium-sized enterprises in partnering to access new markets, customers and territories

The proposed international standard would not create a technical barrier.

### **3. Possible technical barrier to trade for developing or developed countries**

*Could the MSS create or prevent a technical barrier to trade for developing or developed countries?*

The deployment of collaborative approaches does not deflect from any requirements to maintain open and free competition in any market/region. As with 5.1 and 5.2 the proposed standard should help remove existing barriers.

### **4. Use of the proposed MSS in government regulations**

*If the proposed MSS is intended to be used in government regulations, is it likely to add to, duplicate, replace, enhance or support existing governmental regulations?*

Collaborative approaches are expected to be able to operate in unison with either legislative and regulatory requirements or policies, whether corporate or governmental, aimed at ensuring open and free competition. The proposed ISO MSS is likely to support existing governmental procurement regulations, it could help organizations meet such regulations.

# Principle 6 - Applicability of Conformity

## 1. Methods of demonstrating conformance

*If the intended use is for contractual or regulatory purposes, what are the potential methods to demonstrate conformance (e.g. first party, second party or third party)? Does the MSS enable organizations to be flexible in choosing the method of demonstrating conformance, and to accommodate for changes in its operations, management, physical locations and equipment?*

The proposed ISO MSS:

- could be used for contractual purposes, for example central government procurement processes
- would allow for first, second, or third party methods to demonstrate conformance
- would enable organizations to be flexible in choosing the method of demonstrating conformance, and to accommodate for changes in their operations, management, physical locations and equipment

## 2. Benefits and costs of registration/certification

*If third-party registration/certification is a potential option, what are the anticipated benefits and costs to the organization? Will the MSS facilitate joint audits with other management system standards or promote parallel assessments?*

For the proposed ISO MSS the primary benefits of third party certification include:

- greater assurance to internal and external stakeholders: customers, suppliers, contractors, regulators due to the independence of the certification audits and demonstration of ongoing commitment to the implementation of the standard
- improved supply chain efficiency or reduced project risk
- increased confidence from partner organizations and suppliers, customers in organizations ability and commitment to collaboration. Reputational benefits.

The costs of third-party registration/certification include:

- Staff training
- audit preparation costs
- audit costs
- registration fees.

The use of the Annex SL will ensure that the proposed standard is fully aligned with as many other MSS as possible or where relevant, to enable joint audits wherever possible.

## **Principle 7 - Exclusions**

*Does the proposed purpose or scope include product (including service) specifications, product test methods, product performance levels, or other forms of guidance or requirements directly related to products produced or provided by the implementing organization?*

No it does not.

## **Principle 8 - Ease of Use**

*No questions directly refer to the principle 8 "ease of use", but it should guide the development of the deliverable*

A degree of technical competence will be required to implement the standard at a strategic and operational level. However, those personnel in the relevant roles such as senior procurement, commercial projects and supply chain or partnering managers likely to be involved will have experience of many of the elements. Where this is not the case, the international standard will provide some level of guidance on implementation.