



BSI Standards Publication

Collaborative business relationship management systems — Requirements and framework

This is a preview of BS ISO 44001:2017+A1:2024. [Click here to purchase the full version from the ANSI store.](#)

National foreword

This British Standard is the UK implementation of ISO 44001:2017+A1:2024. It supersedes BS ISO 44001:2017, which is withdrawn.

The start and finish of text introduced or altered by amendment is indicated in the text by tags. Tags indicating changes to ISO text carry the number of the ISO amendment. For example, text altered by ISO amendment 1 is indicated by A1 A1.

The UK participation in its preparation was entrusted to Technical Committee SVS/1/4, Collaborative business relationships.

A list of organizations represented on this committee can be obtained on request to its committee manager.

Contractual and legal considerations

This publication has been prepared in good faith, however no representation, warranty, assurance or undertaking (express or implied) is or will be made, and no responsibility or liability is or will be accepted by BSI in relation to the adequacy, accuracy, completeness or reasonableness of this publication. All and any such responsibility and liability is expressly disclaimed to the full extent permitted by the law.

This publication is provided as is, and is to be used at the recipient's own risk.

The recipient is advised to consider seeking professional guidance with respect to its use of this publication.

This publication is not intended to constitute a contract. Users are responsible for its correct application.

© The British Standards Institution 2024
Published by BSI Standards Limited 2024

ISBN 978 0 539 30739 9

ICS 03.100.01; 03.100.70

Compliance with a British Standard cannot confer immunity from legal obligations.

This British Standard was published under the authority of the Standards Policy and Strategy Committee on 31 March 2017.

Amendments/corrigenda issued since publication

Date	Text affected
31 March 2024	Implementation of ISO amendment 1:2024

This is a preview of BS ISO 44001:2017+A1:2024. [Click here to purchase the full version from the ANSI store.](#)

First edition
2017-03

Amendment 1
2024-02

Collaborative business relationship management systems — Requirements and framework

*Systèmes de management collaboratif d'une relation d'affaire —
Exigences et cadre de travail*



Reference number
ISO 44001:2017(E)

© ISO 2017



COPYRIGHT PROTECTED DOCUMENT

© ISO 2017, Published in Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

This is a preview of BS ISO 44001:2017+A1:2024. [Click here to purchase the full version from the ANSI store.](#)

Contents

Page

Foreword	vi
Introduction	vii
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Context of the organization	5
4.1 Understanding the organization and its context.....	5
4.2 Understanding the needs and expectations of stakeholders.....	5
4.3 Determining the scope of the collaborative business relationship management system.....	5
4.4 Collaborative business relationship management system.....	6
4.5 Creation of value.....	6
5 Leadership	6
5.1 Leadership and commitment.....	6
5.2 Policy.....	7
5.3 Organization roles, responsibilities and authorities.....	7
5.3.1 Top management.....	7
5.3.2 Establishment of an organizational governance structure.....	7
5.3.3 Senior executive responsible.....	8
6 Planning	8
6.1 Actions to address risks and opportunities.....	8
6.2 Collaborative business relationship objectives and planning to achieve them.....	8
6.3 Identification and prioritization of collaborative business relationships.....	9
6.3.1 General.....	9
6.3.2 Identification of opportunities for collaboration.....	9
7 Support	10
7.1 Resources.....	10
7.2 Competence and behaviour.....	10
7.3 Awareness.....	10
7.4 Communication.....	10
7.5 Documented information.....	11
7.5.1 General.....	11
7.5.2 Creating and updating.....	11
7.5.3 Control of documented information.....	11
7.5.4 Record of collaborative competencies.....	11
7.5.5 Corporate RMP.....	12
8 Operation	12
8.1 Operational planning and control.....	12
8.2 Operational awareness (Stage 1).....	12
8.2.1 General.....	12
8.2.2 Duties of SER.....	13
8.2.3 Application and validation of operational governance structure.....	13
8.2.4 Identification of operational objectives and value.....	13
8.2.5 Establishment of value analysis process.....	14
8.2.6 Identification and prioritization of collaborative business relationships.....	14
8.2.7 Development of competencies and behaviour.....	14
8.2.8 Initial risk assessment.....	14
8.2.9 Establishment of the RMP.....	14
8.3 Knowledge (Stage 2).....	15
8.3.1 General.....	15
8.3.2 Strategy and business case.....	15
8.3.3 Identification of key individuals' competence and behaviour.....	17

This is a preview of BS ISO 44001:2017+A1:2024. [Click here to purchase the full version from the ANSI store.](#)

	8.3.4	Knowledge management.....	17
	8.3.5	Supply chain and extended enterprise risks and opportunities.....	17
	8.3.6	Implementation of risk management process.....	17
	8.3.7	Evaluation of the business case.....	18
	8.3.8	Incorporation of knowledge into the RMP.....	18
8.4		Internal assessment (Stage 3).....	19
	8.4.1	General.....	19
	8.4.2	Capability and environment for collaboration.....	19
	8.4.3	Assessment of strengths and weaknesses.....	19
	8.4.4	Assessment of collaborative profile.....	20
	8.4.5	Appointment of collaborative leadership.....	20
	8.4.6	Definition of partner selection criteria.....	20
	8.4.7	Implementation of the RMP.....	20
8.5		Partner selection (Stage 4).....	21
	8.5.1	General.....	21
	8.5.2	Nomination of potential collaborative partners.....	21
	8.5.3	Partner evaluation and selection.....	21
	8.5.4	Development of engagement and negotiation strategy for collaboration.....	22
	8.5.5	Initial engagement with potential partners.....	22
	8.5.6	Assessment of joint objectives.....	22
	8.5.7	Assessment of joint exit strategy.....	22
	8.5.8	Selection of preferred partners.....	22
	8.5.9	Initiation of joint RMP.....	22
8.6		Working together (Stage 5).....	22
	8.6.1	General.....	22
	8.6.2	Establishment of the joint governance structure.....	23
	8.6.3	Joint knowledge management process.....	25
	8.6.4	Establish joint risk management process.....	25
	8.6.5	Operational process and systems review.....	26
	8.6.6	Measurement of delivery and performance.....	26
	8.6.7	Improvement of organizational collaborative competence.....	26
	8.6.8	Establishment of a joint issue resolution process.....	26
	8.6.9	Establishment of a joint exit strategy.....	27
	8.6.10	Agreements or contracting arrangements.....	27
	8.6.11	Establishment and Implementation of the joint RMP.....	28
8.7		Value creation (Stage 6).....	28
	8.7.1	General.....	28
	8.7.2	Establishment of the value creation process.....	29
	8.7.3	Identification of improvement and setting of targets.....	29
	8.7.4	Use of learning from experience.....	29
	8.7.5	Updating of the joint RMP.....	29
8.8		Staying together (Stage 7).....	29
	8.8.1	General.....	29
	8.8.2	Oversight by the SERs.....	30
	8.8.3	Management of the joint relationship.....	30
	8.8.4	Implementation of monitoring of behaviour and trust indicators.....	31
	8.8.5	Continual value creation.....	31
	8.8.6	Delivery of joint objectives.....	31
	8.8.7	Analysis of results.....	31
	8.8.8	Issue resolution.....	31
	8.8.9	Maintenance of the joint exit strategy.....	32
	8.8.10	Maintenance of the joint RMP.....	32
8.9		Exit strategy activation (Stage 8).....	32
	8.9.1	General.....	32
	8.9.2	Initiation of disengagement.....	33
	8.9.3	Business continuity.....	33
	8.9.4	Evaluation of the relationship.....	33
	8.9.5	Future opportunities.....	33

This is a preview of BS ISO 44001:2017+A1:2024. [Click here to purchase the full version from the ANSI store.](#)

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

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).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on 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 the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Project Committee ISO/PC 286, *Collaborative business relationship management – Framework*.

This is a preview of BS ISO 44001:2017+A1:2024. Click [here](#) to purchase the full version from the ANSI store.

Introduction

The aim of this document is to establish the requirements of a strategic lifecycle framework to improve collaborative business relationships in and between organizations of all sizes. Collaborative business relationships in the context of this document can be multidimensional (see [Figure 1](#)). They can be one-to-one relationships or networked relationships involving multiple parties.

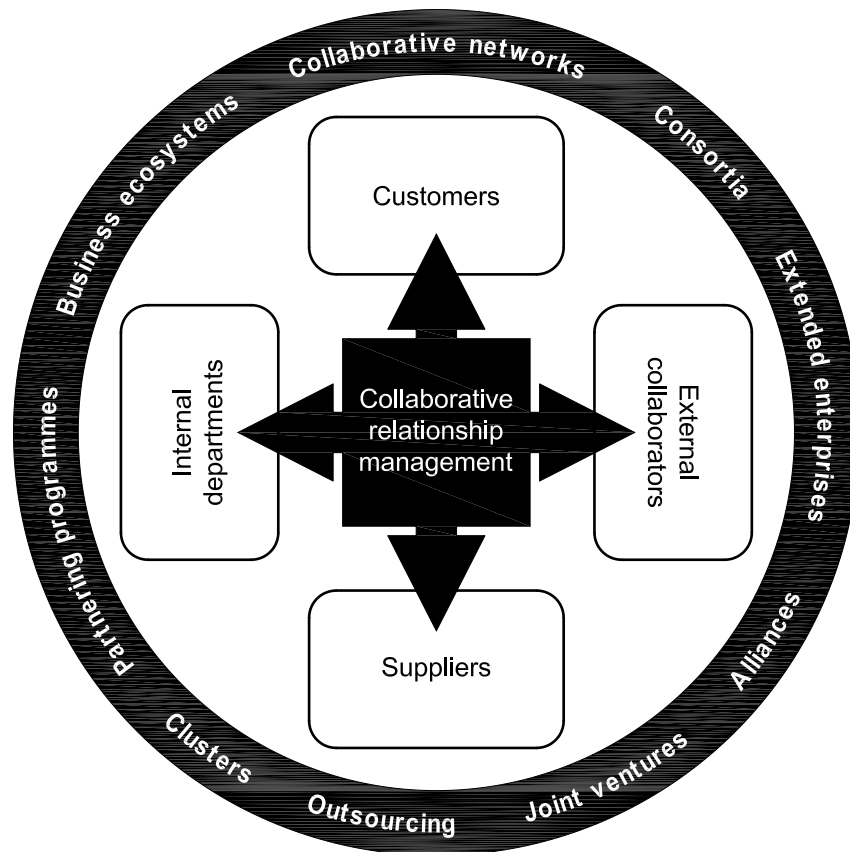


Figure 1 — Multidimensional relationships

While this document principally addresses the management system of an organization, it also recognizes that effective collaboration requires two or more organizations to engage together and that management systems need to accommodate the joint activities of the parties.

In addition to addressing the overall requirements to establish a management system, this document addresses operational process requirements for specific or individual organizational relationship engagement (see [Clause 8](#)). This document also contains a number of informative annexes to assist the user. [Annex A](#) provides a checklist to assist organizations to implement and meet the requirements of this document.

[Figure 2](#) illustrates the relationship between clauses of this document and the organization's systems and processes.

The framework addresses a number of themes that cascade from the high level management system and will vary within the context and maturity of a specific relationships lifecycle. These evolving themes impact the behaviour and organizational culture of collaborating organizations to ensure they are effective, optimized and deliver enhanced benefit to the stakeholders through collaborative approaches.

This is a preview of BS ISO 44001:2017+A1:2024. [Click here to purchase the full version from the ANSI store.](#)

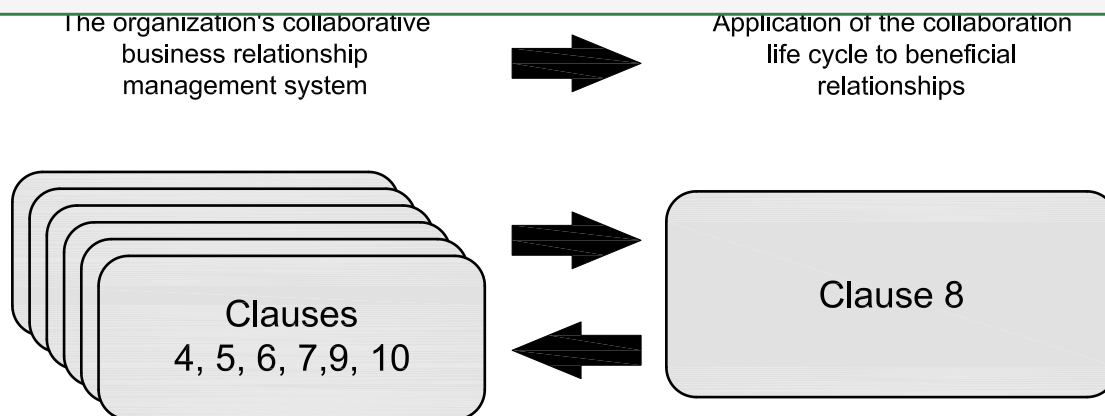


Figure 2 — Relationship between clauses of this document and the organization's systems and processes

This is a preview of BS ISO 44001:2017+A1:2024. Click here to purchase the full version from the ANSI store.

Collaborative business relationship management systems — Requirements and framework

1 Scope

This document specifies requirements for the effective identification, development and management of collaborative business relationships within or between organizations.

This document is applicable to private and public organizations of all sizes, from large multinational corporations and government organizations, to non-profit organizations and micro/small businesses.

Application of this document can be on several different levels, e.g.

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

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

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

- ISO Online browsing platform: available at <http://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1 organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its *objectives* (3.8)

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

3.2 stakeholder interested party

person or *organization* (3.1) that can affect, be affected by, or perceive itself to be affected by a decision or activity