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## **Collaborative business relationship management — Guidelines for micro, small and medium-sized enterprises on the implementation of the fundamental principles**

*Management collaboratif d'une relation d'affaire — Lignes  
directrices pour les micro-, petites et moyennes entreprises pour  
l'implémentation des principes fondamentaux*



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## Contents

	Page
<b>Foreword</b> .....	<b>v</b>
<b>Introduction</b> .....	<b>vi</b>
<b>1 Scope</b> .....	<b>1</b>
<b>2 Normative references</b> .....	<b>1</b>
<b>3 Terms and definitions</b> .....	<b>1</b>
<b>4 Structure of this document</b> .....	<b>1</b>
<b>5 Implementation of the principles of collaborative business relationships management</b> .....	<b>2</b>
5.1 Relationship management.....	2
5.1.1 What: summary of the intent.....	2
5.1.2 Why: explanation of relevance.....	2
5.1.3 How: implementation guidance.....	2
5.2 Visions and values.....	3
5.2.1 What: summary of the intent.....	3
5.2.2 Why: explanation of relevance.....	3
5.2.3 How: implementation guidance.....	3
5.3 Business objectives.....	4
5.3.1 What: summary of the intent.....	4
5.3.2 Why: explanation of relevance.....	4
5.3.3 How: implementation guidance.....	4
5.4 Collaborative leadership.....	5
5.4.1 What: summary of the intent.....	5
5.4.2 Why: explanation of relevance.....	5
5.4.3 How: implementation guidance.....	5
5.5 Governance and processes.....	6
5.5.1 What: summary of the intent.....	6
5.5.2 Why: explanation of relevance.....	6
5.5.3 How: implementation guidance.....	6
5.6 Collaborative competence and behaviour.....	7
5.6.1 What: summary of the intent.....	7
5.6.2 Why: explanation of relevance.....	7
5.6.3 How: implementation guidance.....	7
5.7 Trust and commitment to mutual benefit.....	8
5.7.1 What: summary of the intent.....	8
5.7.2 Why: explanation of relevance.....	8
5.7.3 How: implementation guidance.....	8
5.8 Value creation.....	8
5.8.1 What: summary of the intent.....	8
5.8.2 Why: explanation of relevance.....	8
5.8.3 How: implementation guidance.....	8
5.9 Information and knowledge sharing.....	9
5.9.1 What: summary of the intent.....	9
5.9.2 Why: explanation of relevance.....	9
5.9.3 How: implementation guidance.....	9
5.10 Risk management.....	9
5.10.1 What: summary of the intent.....	9
5.10.2 Why: explanation of relevance.....	9
5.10.3 How: implementation guidance.....	10
5.11 Relationship measurement and optimization.....	10
5.11.1 What: summary of the intent.....	10
5.11.2 Why: explanation of relevance.....	10
5.11.3 How: implementation guidance.....	11
5.12 Exit strategy.....	11

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5.12.1	What: summary of the intent .....	11
5.12.2	Why: explanation of the relevance .....	11
5.12.3	How: implementation guidance .....	11
<b>Annex A</b>	<b>(informative) Key elements of relationship management plans .....</b>	<b>13</b>
<b>Annex B</b>	<b>(informative) Competencies and collaborative behaviour .....</b>	<b>15</b>
<b>Bibliography</b>	<b>.....</b>	<b>17</b>

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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](http://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](http://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](http://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](http://www.iso.org/members.html).

## Introduction

Using the principles given in ISO/TR 44000, these guidelines address how collaborative working initiatives by micro, small and medium-sized enterprises (MSMEs), together or in networks, can develop mutually beneficial engagements.

This document can assist the MSME to gain advantages through, for example:

- quick access to complementary resources, markets and new customers;
- innovation, research and development;
- economies of scale;
- sharing risk, costs and resources;
- accessing knowledge, expertise and competences;
- efficiency and stability.

The guidelines within this document can support any number of MSMEs collaborating with any number of larger organizations or each other.

Examples of possible collaborative working models include:

- collaborating one to one, where MSMEs develop collaborations with other MSMEs;
- groups of MSMEs, where MSMEs build collaborative networks;
- MSMEs or groups of MSMEs collaborating with larger organizations.