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## Principles for successful collaborative business relationship management



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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).

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## Introduction

Regardless of industry or other factors, a well-conceived collaborative relationship will follow a set of common principles. Any collaborative relationship lacking in these principles will most likely experience challenges and reduce the likelihood of success.

The essence of collaborative working enables organizations to achieve greater results than working independently. Continual focus on adding value will open up the awareness and ability to make use of value-enhancing opportunities within existing and through new collaborative relationships.

A collaborative relationship underpinned by aligned visions and values, business objectives and commitment to mutual benefits can achieve synergy in areas such as reduced risk, improved performance and efficiency, extended product or service capability, product development and innovation or even improved performance through behavioural change.

The collaborative relationship management principles can be used as a lens through which to interpret and understand the requirements and guidelines for collaborative working. They were developed and updated by international experts of ISO/TC 286, which is responsible for developing and maintaining ISO's collaborative business relationship management standards.

The following document addresses those principles that underpin the implementation and operation of organizations committing to work together across organizational boundaries for mutual benefit and added value. This document provides for each principle:

- **Statement:** a description of the principle;
- **Rationale:** an explanation of why the principle is important for the organization(s);
- **Key benefits:** examples of the benefits associated with adequately addressing the principle.

The creation of effective collaborations is an iterative process where these principles will evolve through the life cycle of a relationship.