

ISO 44002:2019-10 (E)

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

Contents		Page
Foreword		vii
Introduction		viii
1 Scope		1
2 Normative references		1
3 Terms, definitions and abbreviated terms		2
3.1 Terms and definitions		2
3.2 Abbreviated terms		2
4 Context of the organization		2
4.1 Understanding the organization and its context		2
4.1.1 What: summary of the intent		2
4.1.2 Why: explanation of relevance		2
4.1.3 How: implementation guidance		2
4.2 Understanding the needs and expectations of stakeholders		3
4.2.1 What: summary of the intent		3
4.2.2 Why: explanation of relevance		3
4.2.3 How: implementation guidance		3
4.3 Determining the scope of the collaborative business relationship management system		3
4.3.1 What: summary of the intent		3
4.3.2 Why: explanation of relevance		3
4.3.3 How: implementation guidance		3
4.4 Collaborative business relationship management system		4
4.4.1 What: summary of the intent		4
4.4.2 Why: explanation of relevance		4
4.4.3 How: implementation guidance		4
4.5 Creation of value		4
4.5.1 What: summary of the intent		4
4.5.2 Why: explanation of relevance		4
4.5.3 How: implementation guidance		4
5 Leadership		5
5.1 Leadership and commitment		5
5.1.1 What: summary of the intent		5
5.1.2 Why: explanation of relevance		5
5.1.3 How: implementation guidance		5
5.2 Policy		6
5.2.1 What: summary of the intent		6
5.2.2 Why: explanation of relevance		6
5.2.3 How: implementation guidance		6
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		9
6.1 Actions to address risks and opportunities		9
6.1.1 What: summary of the intent		9

6.1.2	Why: explanation of relevance	9
6.1.3	How: implementation guidance	9
6.2	Collaborative business relationship objectives and planning to achieve them	9
6.2.1	What: summary of the intent	9
6.2.2	Why: explanation of relevance	9
6.2.3	How: implementation guidance	10
6.3	Identification and prioritization of collaborative business relationships	10
6.3.1	General	10
6.3.2 Identification of opportunities for collaboration		11
7	Support	12
7.1	Resources	12
7.1.1	What: summary of the intent	12
7.1.2	Why: explanation of relevance	12
7.1.3	How: implementation guidance	12
7.2	Competence and behaviour	13
7.2.1	What: summary of the intent	13
7.2.2	Why: explanation of relevance	13
7.2.3	How: implementation guidance	13
7.3	Awareness	14
7.3.1	What: summary of the intent	14
7.3.2	Why: explanation of relevance	14
7.3.3	How: implementation guidance	14
7.4	Communication	14
7.4.1	What: summary of the intent	14
7.4.2	Why: explanation of relevance	14
7.4.3	How: implementation guidance	14
7.5	Documented information	15
7.5.1	General	15
7.5.2	Creating and updating	15
7.5.3	Control of documented information	15
7.5.4	Record of collaborative competencies	16
7.5.5	Corporate RMP	16
8	Operation	17
8.1	Operational planning and control	17
8.1.1	What: summary of the intent	17
8.1.2	Why: explanation of relevance	17
8.1.3	How: implementation guidance	17
8.2	Operational awareness (Stage 1)	17
8.2.1	General	17
8.2.2	Duties of SER	18
8.2.3	Application and validation of operational governance structure	18
8.2.4	Identification of operational objectives and value	19
8.2.5	Establishment of value analysis process	19
8.2.6	Identification and prioritization of collaborative business relationships	20
8.2.7	Development of competencies and behaviour	20
8.2.8	Initial risk assessment	21
8.2.9	Establishment of the RMP	22
8.3	Knowledge (Stage 2)	23
8.3.1	General	23
8.3.2	Strategy and business case	24
8.3.3	Identification of key individuals' competence and behaviour	27
8.3.4	Knowledge management	27
8.3.5	Supply chain and extended enterprise risks and opportunities	29
8.3.6	Implementation of risk management process	29
8.3.7	Evaluation of the business case	31
8.3.8	Incorporation of knowledge into the RMP	32
8.4	Internal assessment (Stage 3)	32
8.4.1	General	32
8.4.2	Capability and environment for collaboration	33

8.4.3	Assessment of strengths and weaknesses	33
8.4.4	Assessment of collaborative profile	34
8.4.5	Appointment of collaborative leadership	35
8.4.6	Definition of partner selection criteria	36
8.4.7	Implementation of the RMP	37
8.5	Partner selection (Stage 4)	38
8.5.1	General	38
8.5.2	Nomination of potential collaborative partners	38
8.5.3	Partner evaluation and selection	39
8.5.4	Development of engagement and negotiation strategy for collaboration	40
8.5.5	Initial engagement with potential partners	41
8.5.6	Assessment of joint objectives	41
8.5.7	Assessment of joint exit strategy	42
8.5.8	Selection of preferred partners	42
8.5.9	Initiation of joint RMP	43
8.6	Working together (Stage 5)	43
8.6.1	General	43
8.6.2	Establishment of the joint governance structure	44
8.6.3	Joint knowledge management process	49
8.6.4	Establish joint risk management process	50
8.6.5	Operational process and systems review	51
8.6.6	Measurement of delivery and performance	52
8.6.7	Improvement of organizational collaborative competence	52
8.6.8	Establishment of a joint issue resolution process	54
8.6.9	Establishment of a joint exit strategy	55
8.6.10	Agreements or contracting arrangements	57
8.6.11	Establishment and implementation of the joint RMP	60
8.7	Value creation (Stage 6)	60
8.7.1	General	60
8.7.2	Establishment of the value creation process	61
8.7.3	Identification of improvement and setting of targets	62
8.7.4	Use of learning from experience	63
8.7.5	Updating of the joint RMP	64
8.8	Staying together (Stage 7)	64
8.8.1	General	64
8.8.2	Oversight by the SERs	65
8.8.3	Management of the joint relationship	65
8.8.4	Implementation of monitoring of behaviour and trust indicators	66
8.8.5	Continual value creation	68
8.8.6	Delivery of joint objectives	68
8.8.7	Analysis of results	69
8.8.8	Issue resolution	69
8.8.9	Maintenance of the joint exit strategy	70
8.8.10	Maintenance of the joint RMP	71
8.9	Exit strategy activation (Stage 8)	72
8.9.1	General	72
8.9.2	Initiation of disengagement	73
8.9.3	Business continuity	73
8.9.4	Evaluation of the relationship	74
8.9.5	Future opportunities	75
8.9.6	Review and updating of the RMPs	75
9	Performance evaluation	76
9.1	Monitoring, measurement, analysis and evaluation	76
9.1.1	General	76
9.1.2	Exit evaluation	76
9.2	Internal audit	77
9.2.1	General	77
9.2.2	Conduct internal audits/planning and maintaining audit programmes	77
9.3	Management review	78
9.3.1	What: summary of the intent	78
9.3.2	Why: explanation of relevance	78

9.3.3	How: implementation guidance	78
10	Improvement	78
10.1	Nonconformity and corrective action	78
10.1.1	What: summary of the intent	78
10.1.2	Why: explanation of relevance	79
10.1.3	How: implementation guidance	79
10.2	Continual improvement	79
10.2.1	What: summary of the intent	79
10.2.2	Why: explanation of relevance	79
10.2.3	How: implementation guidance	79
	Bibliography	80