



Enabling better commercial collaboration

How BS 11000-1 is helping organizations to realize the many benefits of working together more efficiently and effectively

Challenge

Collaboration can help organizations become more profitable. It can be particularly successful for smaller firms, because it can provide a way to win a share of larger, more lucrative contracts. Collaboration can also reduce costs and boost efficiency, while enabling businesses to work together to create innovative new products and services. However, collaborative partnerships *can* go wrong and relationships can sour quickly – often because of poor communication.

Solution

In 2004, ICW (the Institute for Collaborative Working) established a route map that resulted in the launch of CRAFT, a strategic framework that brought together 'holistically tried and tested approaches to building business relationships'.

ICW approached BSI with the idea of developing a national standard, which led to the publication of PAS 11000 in 2006. This was the result of input from government, procurement and commercial project practitioners from the aerospace, defence, engineering, infrastructure, rail construction and outsourcing sectors.

In 2010 we published the first national standard for collaborative relationship management, *Collaborative business relationships, a framework specification*, BS 11000-1. Its eight-stage approach allows organizations of any size and sector to apply best-practice principles to maximize returns from their business relationships. It requires embedding processes and behaviour through joint working and governance, and places greater emphasis on continual review than PAS 11000 and is more closely aligned with other management system standards.

The standard has also been adopted for use by many companies in the UK rail sector. An example of this is Network Rail and Balfour Beatty use of BS 11000-1 for the South East Section element, part of the over ground Crossrail works. The overall Crossrail scheme is planned to open in 2018 when the new 118-km (73-mile) track will connect Berkshire and Buckinghamshire to Essex and Kent via central London.

Simon Kirby, Managing Director of Infrastructure Projects for Network Rail, says: "BS 11000 gives us the strategic framework to develop, with our key suppliers, the policies and processes, the culture and behaviours,

required to establish successful collaborative relations and to drive continual improvement. Maintaining collaborative business relations can only lead to benefits for Network Rail and its suppliers, for the rail industry and for Britain."

"BS 11000 gives us the framework to develop policies and processes, culture and behaviours required to establish successful collaborative relations"

Simon Kirby, Network Rail Managing Director, Infrastructure Projects

Outcome

Developed after consulting a range of SMEs (small and medium-sized enterprises), BS 11000-2 was published in 2011 and provides guidance on how to implement the framework standard. We continue to be active in helping micro-businesses and SMEs to better understand how standards can enable them to gain from collaboration.

To find out more about BS 11000 please visit shop.bsigroup.com/bs11000-1

