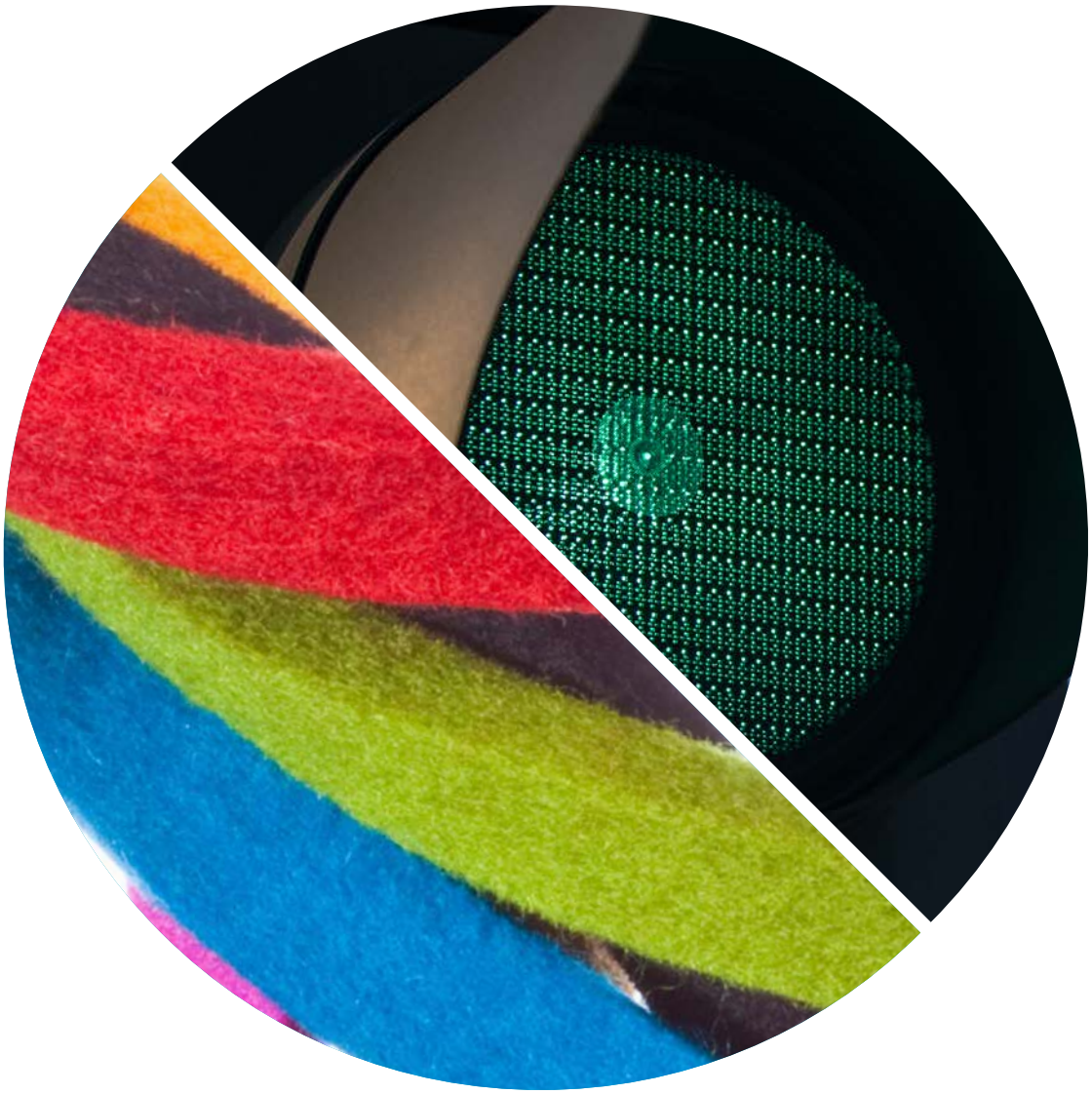
ISO 44001

Collaborative Business Relationship Management

Your implementation guide



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ISO 44001 Collaborative Business Relationships enhances the performance and competitiveness of your organization

Collaborative business relationships have been shown to deliver a wide range of benefits, which enhance competitiveness and performance whilst adding value to organizations of all sizes:

- Improved engagement and efficiencies
- Stronger processes
- Improved risk management
- Enhanced skills
- Sustainable relationships

The publication of **ISO 44001** is a landmark for business and the first international standard to address this subject.

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Why the new international standard?

ISO 44001 started life as PAS 11000 Collaborative business relationships in November 2006. It became a British Standard, BS 11000, in 2010 and now, it has evolved into an international standard to help organizations around the world, large and small in both public and private sectors, to build and develop effective collaborative business relationships to increase their competitive edge.

In addition to globalizing the content, during the development process the standard also adopted Annex SL. The relatively new High Level Structure (HLS) was introduced to align the implementation process of ISO management systems so that it was easier to adopt multiple management systems within individual organizations.

What kind of businesses will benefit from the standard?

ISO 44001 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. It can be used to manage relationships on several different levels, for example:

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

How **ISO 44001** works and what it delivers for you and your company

ISO 44001 is a business tool that helps organizations implement a flexible and robust system of establishing, managing and even ending collaborative relationships involving two or more businesses. The international standard outlines collaborative relationship management practices that help to ensure that businesses of all sizes get the maximum value from working with others to achieve a common goal or outcome.

Benefits of collaborative business relationship standards*

Business growth

79%
increases our competitive edge

62%
attracts new customers

Business improvements

55%
improves products and services

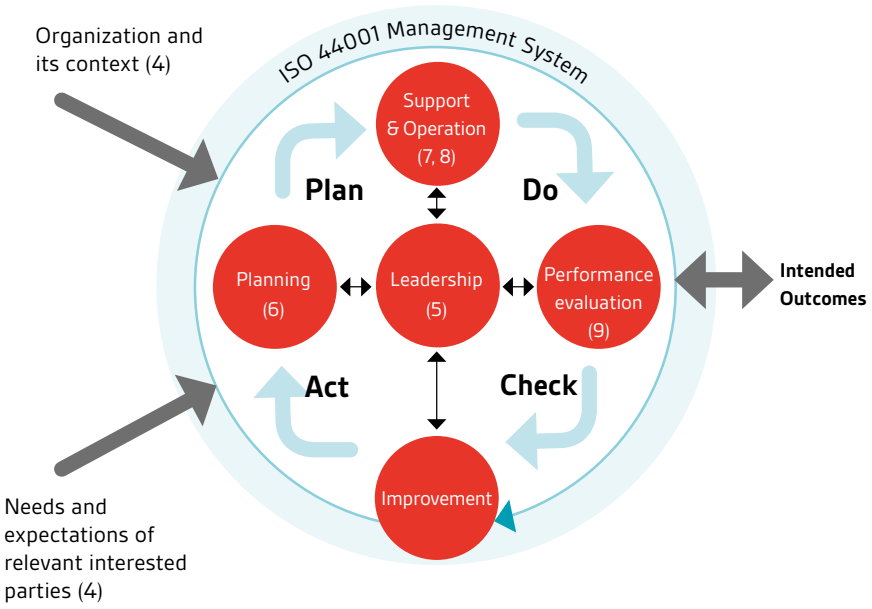
53%
manages business risk

*Source: 2017 BSI Voice of Customer Survey: Anticipated benefits of certification to BS 11000 (the standard ISO 44001 is based on).

How **ISO 44001** works

Formerly BS 11000, ISO 44001 became an international standard in 2017. One of the key differences between BS 11000 and ISO 44001 is how the prescriptive content is structured. Annex SL was developed by ISO as a framework for a generic management system. It provides the blueprint for a generic management system for all new and revised management system standards going forward.

It may be referred to as the 'high level structure' or 'HLS' but this consistent alignment makes it easier for organizations to implement multiple standards, saving both time and resources.



Based on Annex SL, the diagram shows how the clauses of the new HLS could also be applied to the Plan-Do-Check-Act (PDCA) cycle and to your collaborative relationship management system as a whole.

Some of the core concepts of ISO 44001 are:

Concept	Comment
Context of the organization	The range of issues (see below) that can affect, positively or negatively, the way an organization manages its collaborative relationship responsibilities.
Issues	Issues can be internal or external, positive or negative and include a number of things that either affect or are affected by the organization.
Interested parties	Much more detail about considering stakeholder needs and expectations, then deciding whether to adopt any of them as compliance obligations.
Leadership	Requirements specific to top management; who are defined as a person or group of people who direct and control an organization at the highest level.
Risk and opportunities	Refined planning process replaces preventive action. Aspects and impacts now part of risk model.
Communication	There are explicit and more detailed requirements for both internal and external communications.
Nonconformity and corrective action	More detailed evaluation of both the nonconformities themselves and corrective actions required.
Performance evaluation	Covers the measurement of the collaboration management system to identify how operations could be improved or enhanced.

Key requirements of ISO 44001

Clause 1: Scope

This clause details the scope of the international standard, which specifies the requirements for the effective identification, development and management of collaborative business relationships between organizations. It enables organizations of all sizes from all sectors to work together at various levels from special projects and operational units with very specific functions to organization-wide joint ventures and end-to-end supply chains.

Clause 2: Normative references

There are no normative references within the standard. The clause is retained in order to maintain the same numbering scheme as all the other ISO management system standards.

Clause 3: Terms and definitions

At first sight, the listing of terms and definitions seems confusing as they are not listed in alphabetical order. Instead the terms are listed relative to their conceptual importance (and thus where they occur in the standard). It may be easier to use this listing in conjunction with the alphabetical listing in Annex C.

Clause 4: Context of the organization

This clause establishes the context of the collaborative business relationship management system and underpins the rest of standard. You will need to identify external and internal issues and the needs and expectations of your stakeholders and how value is delivered to them. It also addresses the creation of value concept.

In this case the term 'issue' covers not only problems or potential problems, but also important topics for the system to address, such as changing circumstances, legal requirements and other obligations.

This clause also includes determining the scope of the collaborative management system. The scope is intended to clarify the boundaries to which the system will apply. Additionally, Clause 4 requires you to establish, implement, maintain and continually improve the management system in accordance with the requirements of the standard.

Clause 5: Leadership

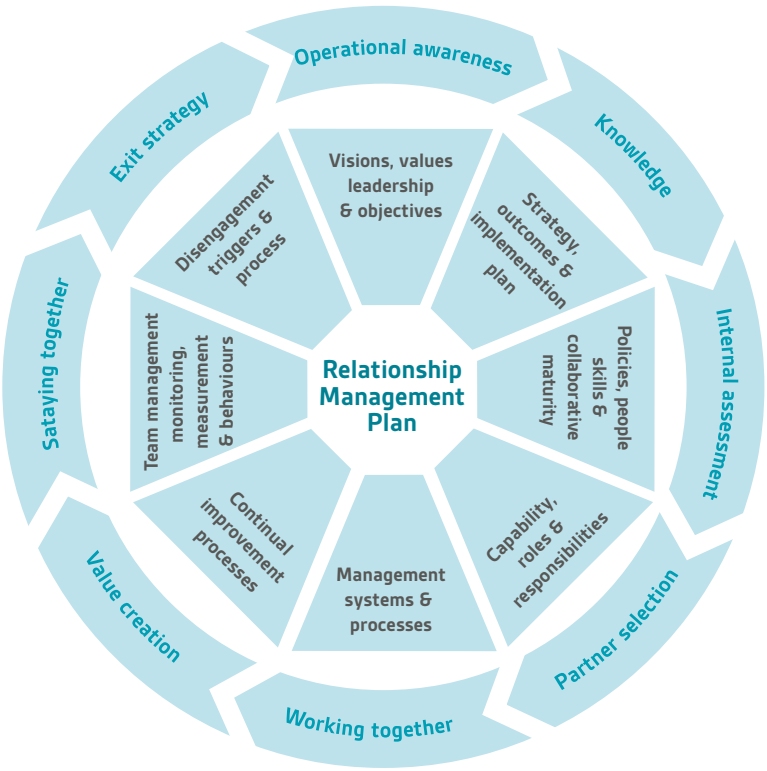
This clause is all about the role of "top management" which is the person or group of people who directs and controls the organization at the highest level. The purpose is to demonstrate leadership and commitment by integrating collaborative relationship management into the business' overall strategy.

Top management must demonstrate a greater involvement in the management system and need to establish the collaborative business relationship policy, which can include commitments specific to an organization's context beyond those directly required.

There is greater focus on top management to commit to continual improvement of the management system. Communication is key and top management have a responsibility to ensure its structure and detail is made available, communicated, maintained and understood by all parties.

Finally, top management need to assign relevant responsibilities and authorities, as well support the people who are involved as the system is developed, implemented and as it evolves.

The components of a successful collaborative business relationship



Clause 6: Planning

This clause focuses on how an organization plans actions to address both risks and opportunities which have been identified in Clause 4. It focuses the organization on the development and use of a planning process, rather than a procedure to address both a range of factors and the risk associated with such factors.

Consideration of risks needs to be proportionate to the potential impact they may have. Another key area of this clause is the need to establish measureable objectives and then communicate and monitor those objectives. Finally this clause states that the who, what, where and when associated with achieving the objectives must be identified.

Clause 7: Support

This clause is all about the execution of the plans and processes that enable an organization to meet their management system. Simply expressed, this is a very powerful requirement covering all of its resource needs.

Organizations will need to determine the necessary competence of people doing work that, under its control, affects the management system's performance, its ability to fulfil its obligations and ensure they receive the appropriate training.

In addition, organizations need to ensure that all people doing work under the organization's control are aware of the collaborative relationships policy, how their work may impact this and implications of not conforming with the collaborative business relationship management system. There are also the requirements for 'documented information' which relate to the creation, updating and control of specific data.

A corporate relationship management plan is also needed. It should help define and link to your other management and operational processes and procedures.

Clause 8: Operation

This clause explains the eight-stage journey of a collaborative business relationship and what organizations need to do throughout the process. Though each stage has its own requirements, at a high-level it includes:

1. Awareness: identify if collaboration is an option for the organization
2. Knowledge: identify the benefits of, and build the business case for, collaboration
3. Internal assessment: identify if an organization is able to collaborate

4 Partner selection: set the process to find appropriate partners

5 Working together: develop a model for collaboration

6 Value creation: develop a process for continual improvement

7 Staying together: manage, monitor and measure the relationship

8 Exit strategy: develop a mutually beneficial way to end a collaborative relationship

Clause 9: Performance evaluation

This is all about measuring and evaluating your collaborative business relationship management system to ensure that it is effective and it helps you to continually improve. You will need to consider what should be measured, the methods employed and when data should be analysed and reported on.

As a general recommendation, organizations should determine what information they need to evaluate performance and effectiveness. There must also be an analysis of the relationship called an 'exit evaluation' to address the quality of the different aspects of the relationship, the value of the collaboration and its outcome.

Internal audits will need to be carried out, and there are certain "audit criteria" that are defined to ensure that the results of these audits are reported to the relevant management team. Finally, management reviews will need to be carried out and "documented information" must be kept as evidence.

Clause 10: Improvement

This clause requires organizations to determine and identify opportunities for continual improvement of the management system. The requirement for continual improvement has been extended to ensure that its suitability and adequacy—as well as its effectiveness—are considered in the light of enhanced collaborative performance.

There are some actions that are required that cover handling of corrective actions. Firstly organizations need to react to the nonconformities and take action. Secondly they need to identify whether similar nonconformities exist or could potentially occur.

This clause requires you to determine and identify opportunities for continual improvement of the collaborative business relationship management system.

Top tips on making **ISO 44001** effective for you

Every year we help tens of thousands of clients. Here are their top tips.

Top management commitment commitment is key to making this a success.

Keep staff informed of what's going on, create a team or assign a champion, as this will increase motivation. This could include a well communicated plan of activities and timescales.

Think about how different departments work together to avoid silos. Make sure the organization works as a team for the benefit of customers and the organization.

Review systems, policies, procedures and processes you have in place – you may already do much of what's in the standard and make it work for your business.

Speak to your customers and suppliers. They may be able to suggest improvements and give feedback on your service.

Train your staff to carry out internal audits. This can help with their understanding, but it could also provide valuable feedback on potential problems or opportunities for improvement.

And finally, when you gain certification celebrate your achievement and use the **BSI Assurance Mark** on your literature, website and promotional material.

Your **ISO 44001** Journey

Whether you're new to management systems or looking to enhance your current system, we have the right resources and training courses to help you understand and implement ISO 44001. But our support doesn't stop there. We can help make sure your system delivers the best for your business.

	You need to:	We help you:
Understand and prepare	• Buy the standard and read it; understand the content, your requirements and how it will improve your business • Contact us, we can help you determine your organization's needs	• Discover information on our website, including case studies, whitepapers and webinars • BSI's Requirements and Migration to ISO 44001 Collaborative Business Relationship Management • Visit **bsigroup.com**
See how ready you are	• Ensure your organization understands the principles of ISO 44001 and the roles individuals will need to play • Review your activities and processes against the standard	• Implementing ISO 44001 Collaborative Business Relationship Management • BSI Business Improvement Software helps ISO 44001 implementation • Book a BSI gap assessment to see where you are
Review and get certified	• Contact us to book your certification assessment • Ensure all the right people are available and prepared for the audit visit(s) • This is a two-stage process, the length varies depending on the size of your organization	• Your BSI certification assessment • BSI Business Improvement Software helps you effectively manage your system

Continually improve and make excellence a habit

Your journey doesn't stop with certification. We can help you to fine-tune your organization so it performs at its best.

- Celebrate and promote your success – download and use the BSI Assurance Mark to show you are certified
- Use BSI Business Improvement Software to help you manage systems and drive performance
- Your BSI Client Manager will visit you regularly to make sure you remain compliant and support your continual improvement

Train with BSI

The BSI Training Academy is a world leader in helping clients develop the knowledge and skills they need to embed excellence in their organizations. We offer a range of ISO 44001 training solutions to suit multiple requirements. Our training courses are developed by experts in their fields, so when you train with us you'll benefit from their expertise.

Using the latest research, our accelerated learning approach is proven to fast-track learning and improve knowledge retention. Our experienced tutors can help you get to grips with the matters that concern you and your organization directly, whether delivered in-house or as part of an open course where other delegates can share their experience.

Courses that help you understand ISO 44001 include:

ISO 44001:2015 Senior Management Briefing

- Three-and-a-half day face-to-face session
- Understand the purpose of ISO 44001 and the leadership responsibilities outlined in the standard
- Important for top management of organizations implementing to ISO 44001

Requirements and Migration to ISO 44001

- One-day classroom-based training course
- Learn about the structure and key requirements of ISO 44001
- Essential for anyone involved in the planning, implementing, maintaining, supervising or auditing of an ISO 44001 Collaborative Business Relationships Management System

Implementing ISO 44001

- Two-day classroom-based training course
- Discover how to establish an implementation approach to support the evaluation, deployment and certification of an ISO 44001 management system
- Recommended for anyone involved in the planning, implementing, maintaining, supervising or auditing of an ISO 44001 management system

Internal Auditor ISO 44001:2015

- Two-day classroom-based training course
- Learn how to initiate an audit, prepare and conduct audit activities, compile and distribute audit reports and complete follow-up activities
- Ideal for anyone involved in auditing, maintaining or supervising an ISO 44001 management system.

BSI Business Improvement Software

Accelerate implementation time and deliver continual improvements

The decision to implement a new management system standard is a huge opportunity to drive business improvement, but initiating, implementing, and maintaining this can also be a challenge. Ensuring you get the most from your investment is a key driver to your future success.

BSI business improvement software provides a solution that can significantly reduce the cost and effort to implement an effective management system such as ISO 44001. It can be configured to the requirements of ISO 44001 and provide your organization with the tools necessary to manage essential elements of ISO 44001 across your organization. The start of your ISO 44001 journey is an ideal time to implement BSI business improvement software to support your management system.

It can help you to:

- Accelerate implementation time by up to 50%
- Manage your document control effectively
- Provide company-wide visibility on implementation of the standard so you know exactly where you are at any one time
- You can easily and accurately input actions related to audits, incidents/events, risk and performance
- Make business decisions early on and drive improvement Through its customizable dashboards and reporting tools, giving you early insight into trends

The savings are the costs you avoid because you could not see what was happening at the facility level.

Why BSI?

By Royal Charter

ISO 44001 Collaborative Business Relationships

At BSI we create excellence by driving the success of our clients through standards. We help organizations to embed resilience, helping them to grow sustainably, adapt to change and prosper for the long term. We make excellence a habit.

For over a century our experts have been challenging mediocrity and complacency to help embed excellence into the way people and products work. With 80,000 clients in 182 countries, BSI is an organization whose standards inspire excellence across the globe. That's why we're best placed to help you understand, implement and benefit from the standard.

Our products and services

We provide a unique combination of complementary products and services, managed through our three business streams; Knowledge, Assurance and Compliance.

Knowledge

The core of our business centres on the knowledge that we create and impart to our clients. In the standards arena we continue to build our reputation as an expert body, bringing together experts from industry to shape standards at local, regional and international levels. In fact, BSI originally created eight of the world's top ten management system standards.

Assurance

Independent assessment of the conformity of a process or product to a particular standard ensures that our clients perform to a high level of excellence. We train our clients in world-class implementation and auditing techniques to ensure they maximize the benefits of standards.

Compliance

To experience real, long-term benefits, our clients need to ensure ongoing compliance to a regulation, market need or standard so that it becomes an embedded habit. We provide a range of services and differentiated management tools to facilitate this process.

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Find out more
Call: +971 4 336 3917
Visit: bsigroup.ae

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