



STRATEGIC BUSINESS PLAN ISO/TC 286

Collaborative business relationship management

EXECUTIVE SUMMARY

In recognising the increasing trend towards the development of Alternative Business Models (ABM) and the levels of interdependency these create, the publication of ISO 44001: 2017 was seen as a major step forward in establishing a systemic approach to collaborative business relationships. This publication has already fostered growing interest in deploying a structured approach which would support more sustainable relationships.

Whilst initial activities have been driven through UK companies and their multinational links, since the publication of the standard interest is growing globally which suggests there is significant opportunity to promote and extend the reach of the standard.

Given the unique nature of the standard, during the development of the principal standard it was a clear driver for the participating countries that a guidance document should be developed, which is currently well under way. This is aimed at helping to promote the concepts and help organisations better assimilate the underlying benefits. It is anticipated that a draft guidance publication will be published by the end of 2018.

During the voting process for the approval to progress the guidance a number of ancillary suggested developments were put forward. These included:

- A **Principles document** which will identify those key elements that should anchor individual applications of the standard. This was agreed by the committee and is under development prior to submitting for validation later in 2018.
- Additionally the committee considered that **Small and Medium size Enterprises (SMEs)** would benefit from some specific guidance which is under initial drafting.

A number of other suggestions have been recorded and are under consideration before implementing any active work.

As background to future development there have been many examples of the benefits for adopting collaborative working supported by the standard, these include:

- better problem solving;
- improved work winning;
- increased innovation;
- higher customer retention, cost reduction;
- increased opportunities through multiparty propositions.

Given the overall interest and global reach which is developing the longer term strategy for this specific suite of standards and support materials will be to progressively evaluate any additional activity against levels of interest, participation and potential added value.

1. INTRODUCTION

1.1 *ISO technical committees and business planning*

The extension of formal business planning to ISO Technical Committees (ISO/TCs) is an important measure which forms part of a major review of business. The aim is to align the ISO work programme with expressed business environment needs and trends and to allow ISO/TCs to prioritize among different projects, to identify the benefits expected from the availability of International Standards, and to ensure adequate resources for projects throughout their development.

1.2 *International standardization and the role of ISO*

The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade.

Three bodies are responsible for the planning, development and adoption of International Standards: [ISO](#) (International Organization for Standardization) is responsible for all sectors excluding Electrotechnical, which is the responsibility of [IEC](#) (International Electrotechnical Committee), and most of the Telecommunications Technologies, which are largely the responsibility of [ITU](#) (International Telecommunication Union).

ISO is a legal association, the members of which are the National Standards Bodies (NSBs) of some 164 countries (organizations representing social and economic interests at the international level), supported by a Central Secretariat based in Geneva, Switzerland.

The principal deliverable of ISO is the [International Standard](#).

An International Standard embodies the essential principles of global openness and transparency, consensus and technical coherence. These are safeguarded through its development in an ISO Technical Committee (ISO/TC), representative of all interested parties, supported by a public comment phase (the ISO Technical Enquiry). ISO and its [Technical Committees](#) are also able to offer the ISO Technical Specification (ISO/TS), the ISO Public Available Specification (ISO/PAS) and the ISO Technical Report (ISO/TR) as solutions to market needs. These ISO products represent lower levels of consensus and have therefore not the same status as an International Standard.

ISO offers also the International Workshop Agreement (IWA) as a deliverable which aims to bridge the gap between the activities of consortia and the formal process of standardization represented by ISO and its national members. An important distinction is that the IWA is developed by ISO workshops and fora, comprising only participants with direct interest, and so it is not accorded the status of an International Standard.

2. BUSINESS ENVIRONMENT OF THE ISO/TC

2.1 *Description of the Business Environment*

The following political, economic, technical, regulatory, legal and social dynamics describe the business environment of the industry sector, products, materials, disciplines or practices related to the scope of this ISO/TC, and they may significantly influence how the relevant standards development processes are conducted and the content of the resulting standards:

The application of ISO 44001 provides the potential to establish sustainable relationships wherever there is a strategic imperative for multiple organisations to work together. The interfaces between organisations are an area which can introduce significant opportunity and risk to private or public sector operations over a spectrum of engagements.

At the higher end of the scale, for major developments such as infrastructure programmes it is increasingly necessary for organisations to seek multiple partners to both share investment and bring together complementary skills and capabilities. These relationships can be a significant risk consideration for their clients, so a robust systemic engagement provides customer confidence alongside opportunities to enhance performance and competitiveness.

For smaller organisations, their ability to grow can be limited through a variety of factors including; resources, skills and market positioning. While it is not uncommon for smaller organisations to seek short term partnerships, these can be seen by clients as a potential risk which can be mitigated through a structured and validated operating model that the standard provides. The prospect of the standard filling a gap within social enterprises and the voluntary sector is being recognised.

Internationally the uncertainties of cultural differences can be significant and as multi-national sourcing increases, so there is opportunity to utilise the standard as a platform for improving understanding, enhance business relationships and build competitive propositions.

2.2 *Quantitative Indicators of the Business Environment*

The following list of quantitative indicators describes the business environment in order to provide adequate information to support actions of the ISO/TC:

No data currently available.

3. BENEFITS EXPECTED FROM THE WORK OF THE ISO/TC

Since ISO 44001 has only been available since March 2017 it is perhaps early in the evolution of the standard to identify specific benefits. However the standard was developed from an earlier British Standard (BS 11000-1) which has provided specific benefits and applications. These have included multiple applications by UK government agencies, together with a wide variety of commercial interests across a range of sectors such as; infrastructure programmes, transport, defence, construction, outsourcing, facilities management, technology companies, communications, financial services, environmental projects and voluntary organisations.

Given the profile that has developed through the original British Standard both within the UK and through UK based multinationals, the focus for the International Standard is likely to see a similar profile developing. To date this is already apparent in countries such as Australia, Canada, Sweden, Spain, Italy, Portugal, Belgium, Malaysia, Thailand, Singapore, New Zealand, South Africa, and United States.

The focus for application is equally varied, covering not simply cost reduction but more sustainable competitive relationships. The strategy going forward for this suite of standards and publications is to promote its value wherever operational relationships are critical to sustainable business. Based on current developments it is likely that over the next 3 years a significant number of government organisations will view the adoption of the standard as a pre-requisite to major national programmes and as a benchmark for multi-national consortiums tendering for these projects.

As governments seek to optimise budgetary constraints there will be an increasing need to harmonise their relationships with industry partners where the standard is likely to form part of the evaluation and selection process. It is currently estimated that in the UK based on BS 11000-1 some \$2 billion worth of contracts have already benefited from the use of the approach, with a significant number of major infrastructure programmes in the \$10's of billions having already identified the need to utilise the standard. It would be expected that this trend will be replicated globally over time. These UK programmes are already drawing on international partners further reinforcing the projected take up of the standard.

As the standard has been developed on the basis of selected applications where collaborative working is seen as a critical component, the likely applications will in many cases be case specific. At this early stage the projected number of companies or governments adopting the standard may be difficult predict short term. However based on the focus being inter organisational relationships its application will as already identified be through a wide variety of functional engagements from Innovative R&D to global procurement sourcing programmes where interdependent relationships require effective and sustainable management.

4. REPRESENTATION AND PARTICIPATION IN THE ISO/TC

4.1 Membership

<https://www.iso.org/committee/4935033.html?view=participation>

4.2 Analysis of the participation

P - Membership is heavily biased towards Europe and North America, with only one Asian country represented and none from South America or Africa. O-members are more widely distributed, but again Europe predominates and Africa is unrepresented.

The committee has attempted to remedy this imbalance by organizing meetings outside Europe where possible and encouraging the attendance of observer members in the hope they might change to participating.

One cause may be the resource implications of membership to emerging economies. Another may be the erroneous perception that the standards will only be applicable to large companies. In fact the standards are applicable at any scale and we see the participation of SMEs as vital to the development of our suite of standards. Similarly we need a wider global representation to avoid any cultural bias, real or perceived.

5. OBJECTIVES OF THE ISO/TC AND STRATEGIES FOR THEIR ACHIEVEMENT

5.1 *Defined objectives of the ISO/TC*

The scope of the TC is “*Standardization which enhances value realization between organizations by harnessing the benefits of collaborative working.*” ISO 44001 shows how to establish a framework to improve collaborative business relationships in and between organizations of all sizes. ISO 44002 (in preparation) provides guidance to support the effective implementation of ISO 44001. Further publications will deal with the principles of collaborative working and sector specific guidance.

In order to develop this portfolio the TC assigned the following priorities:

- 1 A Technical Report concerning the principles of collaborative working;
- 2 A Technical Specification providing guidance for SMEs;
- 3 A new part of the ISO 17021 series on competence requirements for auditing and certification (in association with ISO/CASCO);
- 4 Projects on relational contracting, internal collaboration and Public-Private Partnerships are envisaged when resources allow.

Work on item 1 will start in 2018 and item 2 will initially be registered as a PWI in 2018. Due to the small size of the committee and restricted number of experts, the other work is unlikely to commence until the first two are at a mature stage.

5.2 *Identified strategies to achieve the ISO/TC's defined objectives*

ISO Project Committee 286 Collaborative business relationship management - *Framework* was set up in 2013 to develop ISO 44001 *Collaborative business relationship management systems — Requirements and framework*, which was published in 2017. This shows how to establish a framework to improve collaborative business relationships in and between organizations of all sizes and forms the basis of subsequent standards.

PC 286 was transformed into TC 286 *Collaborative business relationship management* in 2017. The committee decided that the first priority was to develop application guidance and immediately started work on ISO 44002 *Collaborative business relationship management — Guidelines on the implementation of ISO 44001*. At its first meeting it established the priorities given in 5.1.

The work will be carried out in meetings twice a year and correspondence at other times. Due to the spread of timezones of involved countries webconferences are of limited value, though they will be used when appropriate and practical.

There is currently one active Working Group (WG 2 – *Guidance*) working on ISO 44002. Other WGs will be set up as necessary or work assigned to an existing one depending upon the expertise needed.

Liaisons have been established with a number of other Technical committees:

ISO/PC 280	Management consultancy
ISO/PC 302	Guidelines for auditing management systems
ISO/TC 204	Intelligent transport systems
ISO/TC 267	Facility management
ISO/TC 279	Innovation management
ISO/TC 309	Governance of organizations
ISO/TC 176	Quality management and quality assurance

6. FACTORS AFFECTING COMPLETION AND IMPLEMENTATION OF THE ISO/TC WORK PROGRAMME

The main obstacle to the work of the committee is the limited membership. There is a core of experts from about half the participating member countries. This limits the work that can be done at any one time. Although we have no reason to believe that the membership will fall, this would present difficulties for the future of the committee.

There is limited representation of SMEs and a membership skewed towards Europe and North America. Although we are aware of this and doing our best to address it, there is a danger of producing standards that are not globally applicable.

7. STRUCTURE, CURRENT PROJECTS AND PUBLICATIONS OF THE ISO/TC

Information on ISO online

The link below is to the TC's page on ISO's website:

<https://www.iso.org/committee/4935033.html>

Click on the tabs and links on this page to find the following information:

- About (Secretariat, Secretary, Chair, Date of creation, Scope, etc.)
- Contact details
- Structure (Subcommittees and working groups)
- Liaisons
- Meetings
- Tools
- Work programme (published standards and standards under development)

Reference information

[*Glossary of terms and abbreviations used in ISO/TC Business Plans*](#)

[*General information on the principles of ISO's technical work*](#)



TMB INTERNAL REVIEW – ISO/TC 286 STRATEGIC BUSINESS PLAN

Table S1 — Requirements for business plans of ISO technical committees

Item	Description of Requirements	Score
1	Descriptions of relevant dynamics in the business environment related to the work of the ISO committee, and quantitative indicators of trends in this business environment and the acceptance and implementation of the ISO committee's standards.	4
2	Descriptions of tangible benefits that the standardization programme is expected to achieve for the business environment.	5
3	Descriptions of identified objectives of the ISO committee and strategies to achieve those objectives. This should include descriptions of specific actions that will be taken or that will be proposed to the ISO committee to better respond to the needs and trends of the business environment.	5
4	Descriptions of factors that may negatively impact the ISO committee's ability to achieve its objectives and implement its strategies, including information on the representation of the major market forces in the committee (geographically as well as by type, e.g. manufacturer, government, etc.).	5
5	Objective information regarding the ISO committee and its work programme that is required: <ul style="list-style-type: none"> — link added in section 7 to the TC's page on ISO's website About (Secretariat, Secretary, Chair, Date of creation, Scope, etc.), Contact details, Structure (Subcommittees and working groups), Liaisons, Meetings, Tools, Work programme (published standards and standards under development); — priorities assigned to projects in the work programme (if the committee assigns priorities) with an explanation of the reasons/process for prioritization; — relationships of projects to European regional standardization (CEN); — time allocated to each project by working group convenors, project leaders/editors and for translation; and — the range of stakeholders that should be engaged based on the subject area being standardized. 	No score (Yes/No) Mandatory Yes Yes No Yes Yes