



## Form 1: Proposal for a new field of technical activity

Circulation date: 2016-09-16 Closing date for voting: 2016-12-16	Reference number (to be given by Central Secretariat)
Proposer: M Maghar, Secretary ISO/PC 286	<b>ISO/TS/P</b> TS/P 263

A proposal for a new field of technical activity shall be submitted to the Central Secretariat, which will assign it a reference number and process the proposal in accordance with the ISO/IEC Directives (part 1, subclause 1.5). The proposer may be a member body of ISO, a technical committee, subcommittee or project committee, the Technical Management Board or a General Assembly committee, the Secretary-General, a body responsible for managing a certification system operating under the auspices of ISO, or another international organization with national body membership. Guidelines for proposing and justifying a new field of technical activity are given in the ISO/IEC Directives (part 1, Annex C).

### The proposal (to be completed by the proposer)

<b>Title of the proposed new committee (The title shall indicate clearly yet concisely the new field of technical activity which the proposal is intended to cover.)</b> Collaborative business relationship management
<b>Scope statement of the proposed new committee (The scope shall precisely define the limits of the field of activity. Scopes shall not repeat general aims and principles governing the work of the organization but shall indicate the specific area concerned.)</b> Standardization in the field of collaborative business relationship management

**Proposed initial programme of work (The proposed programme of work shall correspond to and clearly reflect the aims of the standardization activities and shall, therefore, show the relationship between the subject proposed. Each item on the programme of work shall be defined by both the subject aspect(s) to be standardized (for products, for example, the items would be the types of products, characteristics, other requirements, data to be supplied, test methods, etc.). Supplementary justification may be combined with particular items in the programme of work. The proposed programme of work shall also suggest priorities and target dates.**

Guidance on the application of ISO 11000 (Publication target 2020)

Guidance on the application of ISO 11000 to small and medium enterprises (Technical Specification, publication target 2020)

Guidance on the application of ISO 11000 to networks (Technical Specification, publication target 2020)

Principles of collaborative working (Technical Specification or Technical Report, Publication target 2021)

Assessment criteria for certification (Publication target 2022)

Guidance on the application of ISO 11000 in the construction industry (Publication target 2022)

Guidance on the application of ISO 11000 in service industries (Publication target 2022)

**Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal (This may be combined with the "Proposed initial programme of work" if more convenient.)**

See above.

**A listing of relevant existing documents at the international, regional and national levels (Any known relevant document (such as standards and regulations) shall be listed, regardless of their source and should be accompanied by an indication of their significance.)**

BS 11000-2 Collaborative business relationships – Part 2: Guide to implementing BS-ISO 11000-1. [Since ISO 11000 was based on BS 11000-1, this can be used as a source document for *Guidance on the application of ISO 11000*]

**A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. (The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized. If seemingly similar or related work is already in the scope of other committees of the organization or in other organizations, the proposed scope shall distinguish between the proposed work and the other work. The proposer shall indicate whether his or her proposal could be dealt with by widening the scope of an existing committee or by establishing a new committee.)**

ISO 11000 *Collaborative business relationship management systems – Framework* was developed by Project Committee ISO/PC 286. During the development of this standard the need for supporting documents became apparent. PC 286 was set up because this work did not fall under the scope of any existing committee and this is still the case with the new proposals..

There is some related and complementary but non-conflicting work within ISO. ISO TC 223 *Societal Security* has developed ISO 22397 *Societal security – Guidelines for establishing partnering arrangements*. It does not deal with strategic approaches to collaborative working focussed on internal resource configuration, ongoing relationship management and joint-working practices. The proposed TC would cover the wider framework for collaborative working, not a specific sectoral, industry or business application.

The work of ISO TC/PC 259 *Outsourcing* is focused on outsourcing guidelines for business service providers. The work is complementary as outsourcing is one kind of potential collaborative business relationship but can be operated on a purely transactional basis. Again, a new ISO TC and field of activity around Collaborative Relationship Management would look more broadly at strategic partnerships, joint-ventures and other collaborative arrangements of which outsourcing can be just one.

ISO/NP 50503 *Innovation management - Tools and methods for collaborative innovation – Guidance* is under development by ISO/TC 279 *Innovation management*. TC 279 have been in contact with PC 286 to avoid any conflict or crossover. The new TC would continue this relationship.

**A listing of relevant countries where the subject of the proposal is important to their national commercial interests.**

The following countries were actively involved in the development of ISO 11000 in ISO/PC 286:

Austria, China, Finland, France, Italy, Malaysia, Portugal, Spain, Sweden, United Kingdom, United States.

It is hoped they will continue to be involved in the new Technical Committee.

In addition, the following countries were observer members:

Argentina, Canada, Czech Republic, Estonia, Germany, Hungary, Israel, Japan, Republic of Korea, Lithuania, Mongolia, Netherlands, Norway, Serbia, Singapore, Thailand, United Arab Emirates.

**A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s). (In order to avoid conflict with, or duplication of efforts of, other bodies, it is important to indicate all points of possible conflict or overlap. The result of any communication with other interested bodies shall also be included.)**

ISO/TC 176 *Quality management and quality assurance*  
ISO/TC 204 *Intelligent transport systems*  
ISO/TC 267 *Facilities management*  
ISO/TC 279 *Innovation management*  
ISO/PC 280 *Management Consultancy*  
ISO/PC 302 *Guidelines for auditing management systems*

**A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s).**

Government or other large purchasers (including industry) are key stakeholders that may be impacted and achieve benefit from implementing the proposed deliverable. The UK government in particular has seen benefits such as increased efficiencies and lower costs from adopting collaborative arrangements with their supply chains. They have been using the existing BS 11000 standard (to be replaced by ISO 11000) to support collaborative working on long-term projects and this has extended from aerospace/defence to infrastructure projects and delivery of industrial services. The rail sector has implemented the BS 11000 framework standard on major infrastructure projects to support its collaborative relationships and has seen benefits from an increased structure and improved process for relationship management.

These new standards in support of ISO 11000 will help to support the effective identification, development and management of collaborative business relationships for organizations of all sizes. SMEs can see benefits from collaboration and partnerships as a source of innovation and competitive advantage. Collaboration with supply chains can also help SMEs foster more sustainable and efficient relationships. Large contractors working to collaborative approaches are more likely to support SMEs in their supply chain.

**An expression of commitment from the proposer to provide the committee secretariat if the proposal succeeds.**

BSI, holders of the secretariat of ISO/PC 286, is committed to provide the TC secretariat if it is approved.

**Purpose and justification for the proposal. (The purpose and justification for the creation of a new technical committee shall be made clear and the need for standardization in this field shall be justified. Clause C.4.13.3 of Annex C of the ISO/IEC Directives, Part 1 contains a menu of suggestions or ideas for possible documentation to support and purpose and justification of proposals. Proposers should consider these suggestions, but they are not limited to them, nor are they required to comply strictly with them. What is most important is that proposers develop and provide purpose and justification information that is most relevant to their proposals and that makes a substantial business case for the market relevance and the need for their proposals. Thorough, well-developed and robust purpose and justification documentation will lead to more informed consideration of proposals and ultimately their possible success in the ISO IEC system.)**

Collaborative relationships can deliver a wide range of benefits which enhance competitiveness and performance such as better cost management, improved efficiency, resource and risk management as well as delivering incremental business value and innovation to customers. Effective collaboration can create an environment that promotes trust between organizations based on a shared understanding and communication. This may increase an organization's ability to deliver joint efficiency improvements, challenge traditional working practices, explore new ways of working, enhance transparency and openness, strengthen their ability to challenge and innovate and to understand mutual governance and assurance processes.

Although collaborative relationships and the benefits may be commonly associated with large public and private enterprises (e.g. public-private partnerships or supply chain collaboration) they may extend to small and medium-sized organizations. SMEs can benefit from collaboration by sharing resources and skills, and working together to enhance competitive advantage and respond to changes in the market.

Businesses and public bodies are entering into collaborative arrangements with their extended supply chain, multi-national partners and overseas divisions to reach new territories. As such collaboration is becoming truly international. There is however an absence of a global common language or framework for collaboration to underpin and facilitate national or cross-border partnerships in order to help organizations manage the potential value and risks associated with collaboration. Equally on a national level there appears to be limited guidance available.

Recent global research published in January 2013 strongly suggests that government and business should better recognise the value of collaborative efforts. A study of over 2,000 decision makers from 12 countries across government, business and non-governmental organizations by research agency PSB and Bank of America found that nine out of 10 believe greater collaboration between business, government and other sectors is essential for global economic recovery.

The publication of ISO 11000 *Collaborative business relationship management systems — Framework* should provide good practice for managing collaborative relationships and help establish a common language and set of benchmarks for supporting effective collaboration. This could facilitate benefits of joint-working on a global scale by supporting and fostering cross-border partnerships and collaboration as an emerging practice. The intention of this standard is to establish a consistent but flexible framework that can be applied by organizations of all sizes.

A series of international standards for collaborative relationship management should stimulate a greater understanding of collaboration globally and facilitate improvements in multi-national business relationships. This could be achieved by establishing a commonly recognised approach, language and set of guiding principles to underpin business relationships, improve trust and communication between partner organizations – ultimately optimising the outcomes of collaboration. Subsequently, with good practices embedded, the risks commonly associated with entering into (or from exiting) such relationships may be reduced for individual firms and more sustainable business relationships and models established.

Signature of the proposer

A handwritten signature in black ink that reads "M. Maghar". The signature is written in a cursive style with a large, stylized 'M'.

M Maghar  
Secretary ISO/PC 286

*Further information to assist with understanding the requirements for the items above can be found in [the Directives, Part 1, Annex C](#).*