

Table B.1 — RMP: general contents guide

Relationship stage	RMP contents
General	<ul style="list-style-type: none"> — Overview of relationship programme — Business objectives (update to joint objectives when partner selected) — Roles and responsibilities (update when partner selected) — Outline of management/governance structure (when agreed with partner selected) — Summary of contract arrangements (if applicable after selection) — Identify principles for visions, values and behaviour (possible team charter)
Awareness	<ul style="list-style-type: none"> — Identify SER — Identify business objectives and drivers — Incorporate benefits analysis — Identify implementation processes or links to existing procedures and processes — Identify constraints and initial risks — Identify resources and skills development requirements
Knowledge	<ul style="list-style-type: none"> — Identify operating models, measurement and practices to be used — Identify performance objectives the relationship is expected to deliver — Establish levels of authority — Identify high level risks including business continuity issues — Identify potential partners — Identify communication plan to ensure stakeholder management internal assessment
Internal assessment	<ul style="list-style-type: none"> — Identify strengths and weaknesses within the organization (update when partner selected) — Incorporate areas for development/action (update when partner selected) — Establish the partner selection criteria to be used in the partner selection — Identify appropriate development programmes to be used in the “Working together” stage
Partner selection	<ul style="list-style-type: none"> — Incorporate assessment of potential partners — Incorporate methodology for evaluating the collaborative capabilities and culture — Incorporate evaluation of selected partner
Working together	<ul style="list-style-type: none"> — Identify key areas of concern or constraint for each organization — Identify joint process to manage knowledge and information flows across the relationship — Establish a joint programme to assess and develop skills across the relationship — Incorporate change or improvement programmes — Establish joint risk and opportunity management — Identify potential triggers for disengagement
Value creation	<ul style="list-style-type: none"> — Incorporate value creation and innovation processes — Incorporate continual improvement programme — Establish a process for monitoring value, creating initiatives and assessing outcomes
Staying together	<ul style="list-style-type: none"> — Incorporate a joint programme for reviews, performance measurement and reporting — Incorporate a process for issue resolution at the appropriate levels — Incorporate measures to monitor and maintain appropriate behaviour
Exit strategy	<ul style="list-style-type: none"> — Deploy joint exit strategy

The RMP supports organizations entering into collaborative partnerships to establish effective engagement of stakeholders, particularly useful where there are numerous participants and where

there are likely to be any changes of personnel during the operational phase. It is vital for a successful programme because, as the common thread, it facilitates the engagement process and acts as a way to build trust. The RMP supports trust building by detailing the goals and responsibilities of each party and how they can add value through collaboration. Coupled with open communication, an essential part of the trust-building process includes defining at the start the company-specific information and knowledge that is available to fellow collaborators and what is not to be shared.

Annex C (informative)

Competencies and collaborative behaviour

[Table C.1](#) has been included to provide an initial guide to the competencies and collaborative behaviour of individuals that support collaborative working. The right business environment to support collaborative business relationships needs to encourage openness, honesty, responsiveness, commitment, performance, fairness, information sharing, giving early warnings and doing more than just the minimum required to achieve objectives. This can be achieved by developing the appropriate competencies and skills, leveraging key enablers and encouraging appropriate behaviour. In the dynamic operating environment, on-going learning from academic and business research can be used to maintain and improve collaborative business relationships.

Table C.1 — Business competencies, collaborative competencies and organizational competencies

Business competencies	Collaborative competencies	Organizational competencies
Business skills required in the management of collaborative programmes	Key competencies specific to the role of developing and managing collaborative programmes	Key cultural aspects that enable collaborative working and underpin operational practices
Collaborative leadership	Leadership through influence	Leadership commitment
Business planning	Coaching and mentoring	Joint governance structures
Communications skills	Stakeholder management	Shared goals/objectives
Team management	Cultural awareness	Cultural alignment
Negotiation skills	Creating strategic alignment	Joint business planning
Conflict resolution	Value proposition development	Defined and appropriate measurement
Commercial and financial management	Collaborative negotiation	Strategic alignment
Change management	Partner selection	Collaborative ethos
Project and programme management	Governance development	Clearly defined roles and responsibilities
Contract management	Measurements and metrics setting	Supportive processes and infrastructure
Risk management	Collaborative working	Clearly defined issue resolution mechanisms
Knowledge management	Joint business planning	Risk and reward sharing
Business process development	Organizational alignment	Clear autonomy and accountability
Strategic thinking	Relationship management	Adequate resources
Networking across organizational boundaries	Transition management	Effective stakeholder communications
	Problem solving and decision making	Competency development
	Fostering collaborative culture	Delegation of authority
	Managing collaborations with competitors	Aligned incentive programmes

Examples of collaborative behaviour include the following:

- information sharing, constructive questioning, open and honest feedback;

- listen effectively, respecting opinions of others;
- communicate effectively, consistently, openly, honestly and in a responsive manner;
- recognize the objectives of all parties and seek ways to help maximize their achievement;
- negotiate with the joint objectives in mind;
- appreciate and respect differences in cultures; be proactive to resolve potential difficulties and overcome barriers;
- learn from and share experience;
- understand and support others in the achievement of their own goals;
- establish joint needs and outcomes and deliver against objectives; act in the best interests of the joint effort;
- balance risk and reward when considering innovative thinking and future possibilities;
- consider the possible future implications of current issues;
- address short-term imperatives without losing sight of long-term objectives; learn from experience and to embrace changes;
- constructive and flexible attitude to change; facilitate creativity in others by encouraging challenge and new ideas;
- accommodate needs of all stakeholders in order to deliver shared goals;
- demonstrate respect and consideration for all partners and consider the impact of actions upon others;
- aim to create mutual understanding but hold people accountable for unacceptable behaviour.

Annex D (informative)

Relationship maturity matrix

[Table D.1](#) outlines the structure for the collaborative business relationship management development maturity matrix. Organizations can determine their current position in their maturity matrix by identifying the most applicable key attributes for each stage of the collaborative business relationship process. This process will produce a maturity profile. Particular attention should then be given to areas which the organization has identified as weaknesses or potential development areas, which may be supported by information from external sources. The matrix should be kept up to date to reflect changing circumstances.

Table D.1 — Outline structure for collaborative business relationship management development maturity matrix

Clause	Maturity category			
	D	C	B	A
	Limited application	Low level of maturity	Medium level of maturity	High level of maturity
	An organization where collaborative working has not yet been used but is being considered for the future	An organization where collaborative working is understood but is operated only in isolated cases	An organization where collaborative working is understood but not fully integrated	An advanced organization where collaborative working is fully integrated into policy and operational practices
4. Context of the organization	The organization has recognized the potential value of collaborative working but not established it within their management systems	The organization has started to implement collaborative working in isolated operations but it is not embedded in their existing management systems	The organization has incorporated collaborative working as part of selected operations and is in the process of embedding it in their management systems	The organization has strategically recognized the potential value of collaborative working and has a fully defined business strategy which is embedded in their management systems
5. Leadership	Top management has no clear strategy to use collaborative working and is in the process of evaluating the benefits and requirements	The organization's top management has identified clear strategy and commitment to adopt collaborative working and is in the process of defining policies and processes for isolated opportunities	The organization has appointed an SER to oversee collaborative working for specific opportunities but as yet not integrated the requirements within its management systems	The organization's top management has a clear strategy and commitment to use collaborative working and has well defined policies, roles, responsibilities, authorities and governance structures in place through their appointed SER
6. Planning	The organization has no defined processes for implementing collaborative working	The organization has a reactive approach to implementing collaborative working but has no top level authority or structured processes	The organization is through its SER managing isolated collaborative working opportunities and is developing the integration of processes and management systems	The organization through its SER has fully defined processes for implementing collaborative working opportunities, including objectives, risks, prioritization of relationships

Table D.1 (continued)

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	D	C	B	A
	Limited application	Low level of maturity	Medium level of maturity	High level of maturity
	An organization where collaborative working has not yet been used but is being considered for the future	An organization where collaborative working is understood but is operated only in isolated cases	An organization where collaborative working is understood but not fully integrated	An advanced organization where collaborative working is fully integrated into policy and operational practices
7. Support	The organization has no defined processes to identify or develop resources with the appropriate competence and behaviour to support collaborative working including communications	The organization has no defined processes to identify or develop resources with the appropriate competence and behaviour to support collaborative working including communications	The organization's SER has developed processes to identify resources with the appropriate competence and behaviour to support isolated collaborative working opportunities but these are as yet not embedded in their management systems	The organization's SER has fully defined and documented processes to identify and develop resources with the appropriate competence and behaviour to support collaborative working including communications
8. Operational lifecycle				
8.2 Operational awareness	Collaborative working is recognized but not effectively deployed as yet	Collaborative working has been adopted on an exception basis, often customer driven	Collaborative working has been extensively adopted but not fully integrated across the organization	Collaborative working is fully endorsed at the executive level and integrated across the organization
8.3 Knowledge	Standard operating practices used	Standard operating practices modified as required	Processes for implementing collaborative working programmes developed on an individual basis	Fully established processes for developing and implementing collaborative working programmes
8.4 Internal assessment	Operations are mainly functional	Collaborative teams reactive to market requirements	Collaborative teams established and developed as required	Fully integrated processes for maintaining focus on internal collaborative capability
8.5 Partner selection	Selection processes do not currently recognize the impacts of collaborative working	No specific operational processes to identify and select potential collaborative partners	Established operational processes to identify and select potential partners	Established operational processes to identify and select potential partners
8.6 Working together	External interfaces are controlled purely through formal contracts	No established collaborative operating and contracting models	Operating and contracting models for specific collaborative programmes	Establish operating and contracting models for collaborative programmes
8.7 Value creation	No focus on value creation other than internal continual improvement programmes	Limited specific approaches to promote value creation and innovation	Programme-specific approaches to promote value creation and innovation	Fully integrated processes to promote value creation and innovation
8.8 Staying together	Internal operational management processes	Fully established internal operational management processes	Fully established operational management processes	Fully established operational management processes

Table D.1 (continued)

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	An organization where collaborative working has not yet been used but is being considered for the future	An organization where collaborative working is understood but is operated only in isolated cases	An organization where collaborative working is understood but not fully integrated	An advanced organization where collaborative working is fully integrated into policy and operational practices
8.9 Exit strategy activation	Internal exit strategy process	Internal exit strategy process	Established joint exit strategy process	Fully established exit strategy process
9. Performance evaluation	The organization has no performance monitoring and measurement and evaluation of collaborative working in its internal audit processes and management reviews	The organization has recognized the need to consider aspects of collaborative working performance monitoring and measurement in its internal audit processes and management reviews	The organization's SER has limited performance monitoring and measurement and evaluation of collaborative working integrated into its internal audit processes and management reviews	The organization has performance monitoring and measurement and evaluation of collaborative working integrated into its internal audit processes and management reviews
10. Improvement	The organization has an identified approach to continuous improvement but this does not include aspects of collaborative working	The organization has an ad hoc and reactive approach to collaborative working which does not capture continual improvement practices	The organization's SER has established clear focus on continual improvement but this is not integrated into their management systems	The organization has a fully established approach to continuous improvement including its approach to collaborative working

Annex E **(informative)**

Exit strategy

E.1 Overview

The purpose of this annex is to highlight the evolution of an exit strategy through the lifecycle of developing and managing a collaborative relationship.

The theme of an exit strategy runs throughout the lifecycle of a relationship from establishing a policy to consider adoption of collaborative working through engagement and controlled disengagement. It should not be confused with contractual termination requirements. It should also not be viewed as presuming the potential failure of a relationship, though this is a consideration, whether activated by completion of activities, performance issues or external influences. Some collaborations are concluded because they have successfully achieved their joint objectives.

The initial aim of an exit strategy is to ensure that the implications of fostering an integrated collaborative business relationship are assessed and fully evaluated in terms of performance, risk and business continuity. It will also clarify the rules of disengagement which will underpin more effective engagement through the life of the relationship, by ensuring that knowledge sharing is not constrained by lack of clarity. By clearly defining the rules of disengagement, organizations can help to engender a culture of openness and honesty, which recognizes changing market dynamics over time. At the end of any specific collaborative arrangement it ensures disengagement is mutually respectful and considers potential future re-engagement where appropriate.

E.2 Operational awareness

In assessing the potential benefits of strategically adopting collaborative business models, organizations should consider the high level exit strategy implications arising from the transfer or loss of resources, knowledge transfer, customer support and business continuity.

E.3 Knowledge

In developing a particular business case around specific relationships, the implications associated with having to exit the relationship early for whatever reason should be assessed. This will identify potential risks, which should be taken into account and issues, which will need to be addressed during the engagement process. It will also identify those actions or deliverables that will be required on completion of the activity and the implications for potential investment by partners. It may also prompt consideration of issues related to the particular business environment, which may introduce external influences on the relationship, such as geographic, cultural or political impacts.

E.4 Internal assessment

In assessing the internal implications of a potential collaborative business relationship, consideration should be given to the exit strategy in relation to issues such as resource reallocation, loss of skills, staff transfers, knowledge management and future support of customers.

E.5 Partner selection

During the evaluation, negotiation and selection process, the scope of the relationship should be defined, as well as the implications of the exit strategy for the partners. Setting the boundaries of the activity and addressing the specific concerns of the parties provides a robust basis for engagement in the relationship.

E.6 Working together

In the process of establishing the joint governance structure and, where appropriate, the commercial arrangement, the creation of a joint exit strategy will bring together considerations from all parties. These considerations, where applicable, may be embraced within any contracting agreement ensuring that rules of engagement, performance measures and responsibilities are clearly defined. This should also assist in ensuring clarity for those involved in the delivery process.

E.7 Value creation

A key aspect of collaborative working is a joint focus on identifying and delivering added value and innovation. This may result in the creation of new knowledge, product enhancements and performance improvements. To ensure that lack of clarity does not suppress ideas and involvement, consideration should be given, in the context of an exit strategy, to identify how the ownership and benefits of these innovations will be handled on completion of the primary activities and objectives.

E.8 Staying together

The exit strategy should be reviewed jointly at appropriate intervals to ensure provisions are in place to take into account any internal or external influences that may trigger its activation. At the same time, the exit strategy and disengagement process should be updated where necessary to take account of any operational changes that may have occurred. This may include extensions of the scope and duration of the arrangement. The joint management team need to regularly evaluate changes in the organization, business environment, personnel, performance and market to assess their impact on exiting the business relationship.

E.9 Exit strategy activation

This stage of the lifecycle model involves the joint management team activating the exit strategy, ensuring that the responsibilities and considerations of all parties involved have been met and that the relationship is maintained beyond the closing of operations.

The joint management team should assess current operations and potential developments in key areas and whether these should lead to the controlled disengagement of the business relationship. The joint management team should consider how to maintain business continuity in the event of premature exit being necessary and where appropriate, the effective and efficient transition to another partner. The parties should consider future opportunities where they might over time create, dissolve and reconfigure the relationship to their mutual benefit.

The corporate RMPs should be updated to reflect the key issues associated with the exit strategy and maintained as appropriate.

Annex F (informative)

Description of business relationship types

[Table F.1](#) provides a short description of different business relationship types referenced in this document. It is beneficial to recognize the different types of business relationships as this document is applied differently depending on the business relationship type.

NOTE The descriptions are considered to be still evolving. Efforts have been made for the short definition to include the most common usage of the terms in business and academia.

Table F.1 — Different types of business relationships

Business relationship types	Description
Collaborative network	An over-arching term describing a multi-party collaboration which may or may not have a focal company. Organizations in collaborative networks collaborate towards common or compatible goals or vision. Collaborative networks use multi-lateral, possibly open-ended agreements which can be based on template agreements, which ensure entities' preparedness for joint activities.
Consortium	<p>Associated entities (organizations such as companies, financiers, research institutes and other stakeholders) that are directly co-operating in a project organization or an organization with multiple ongoing projects, in which joint activities relating to engagement and management are formally defined in a contract (i.e. goals, tasks, responsibilities and benefits from viewpoint of all participants).</p> <p>A consortium is an organization with fixed timeline project(s) which are based on project agreement(s) and joint project plan(s). There are different levels of knowledge sharing and joint working within the consortia (described in project plan). Large consortia may also have joint centralized governance and decision making models such as a general assembly.</p>
Extended enterprise	<p>Associated entities (customers, employees, suppliers, distributors) that directly and formally or informally, collaborate in the design, development, production and delivery of a product or service to the end user.</p> <p>In relation to the network-oriented relationships, management of extended enterprises is based on a focal company view.</p>
Alliance	Direct and formal relationships between two or more entities that share assets, expertise, risks, rewards and control to create greater value for the customers and for their own organizations than could be efficiently accomplished independently. Alliances are characterized by open ended or incomplete contracts.
Joint venture	<p>A legal entity created by two or more autonomous entities, which invest resources such time, money, people and effort to collaborate for a formally agreed purpose. The joint venture executives make their own operative decisions whereas the creating entities need to jointly agree on decisions regarding the joint venture.</p> <p>The joint venture benefit and cost sharing between parties is formally agreed. In addition to private companies, government agencies might be included to parties. National laws and regulations have different definitions for joint-venture. Joint ventures have different ownership structures; such as equity or non-equity and franchising models. Non-equity joint ventures (known as cooperative agreements) are typically used to provide access for the participants into foreign markets through technical service arrangements, franchise and brand use agreements, management contracts or rental agreements, or one-time contracts. Equity type joint ventures are more formal as the focus is on monetary investments, the arrangements involve two sides (while there can be more than two parties): ones that provide the capital and ones that receive it.</p>

Table F.1 (continued)

Business relationship types	Description
Cluster	<p>A geographic concentration of organizations (firms, customers, suppliers, distributors) and institutions (regulators, financing institutions) in a particular field which form direct and indirect and formal or informal open-ended connections.</p> <p>Clusters focus on geographic boundaries, especially to the expected synergies of the close geographic proximity. Given this, clusters are a particularly important concept in national and regional policy making and analysis. Typically clusters are used as a holistic concept: they are rarely broken down to a participant-organization perspective of a cluster member.</p>
Partnering programme	<p>A direct and formal agreement between one organization and multiple partner organizations to co-operate to accomplish clear business objectives with shared risks and profits. Partnering programmes are managed from a focal company perspective. The partnering programme contract defines the objectives of the programme, responsibilities and agreed areas of co-operation, resource usage and sharing as well as timeframes for activities.</p> <p>For example, partnering programmes can be used for delivery of products through value-added resellers, or developing products through innovation programmes.</p>
Business ecosystem	<p>Cross-industrial, co-evolving network of individuals (consumers, stakeholders), organizations (core organizations, customers, suppliers, distributors, associated entities) and institutions (e.g. regulators, media and financing institutions) which form direct or indirect and formal or informal relationships, concurrently competing and collaborating on design, development, production and delivery of products. The survival and prosperity of business ecosystem members is tied to a set of shared resources governed by formal or informal practices, based on the shared values of the members. Members providing the shared resources (such as platforms) tend to exert a greater influence on the ecosystem compared to others.</p>
Outsourcing	<p>A contractual arrangement between two or more organizations for the provision of specific services for a fixed period of time, where one organization is the client for those services and the other organization is the provider (see ISO 37500).</p> <p>Outsourcing includes defining an outsourcing strategy as part of sourcing, selecting a provider or providers, transitioning and continuation of service by service provider to deliver value. The delivery is managed through governance, while value creation is improved through innovation activities and transformation (i.e. extensive modification of) activities. Collaboration is often tied to the developing and maintaining joint objectives through a strong relationship between outsourcer and service provider (see ISO 37500).</p>