



BS 11000  
Collaborative Business Relationships  
Product Guide

**bsi.**

...making excellence a habit.™

# What is BS 11000?

In business, as in other walks of life, teamwork can pay real dividends. Companies that work together can often achieve much more than they can achieve alone.

**The questions are:**

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What's the best way for businesses to collaborate?

How can they most effectively work together?

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That's what BS 11000 is all about. As the successor to the PAS 11000 management system standard, BS 11000 provides a framework for collaborative business relationships, to help companies develop and manage their interactions with other organizations for maximum benefit to all. Using an eight stage approach, the framework is designed to enable organizations of any size and sector to apply best practice principles to its own ways of working, to get the very most out of its business relationships.

## Why implement BS 11000?

Every company wants to enhance its competitiveness and performance. At the same time an organization will want to provide added value for its customers. BS 11000 will help organizations do just that, by sharing knowledge, skills and resources to meet mutually defined objectives and deliver new and higher levels of value.

Collaborative business relationships can take many forms:

- Strategic business partnerships: private or public
- Supplier relationships
- Consortia and alliance partners
- Shared services
- Collaborative procurement
- Divisional relationships
- Client or customer relationships

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And remember, BS 11000 is designed to test your organization's collaborative capability and does not, therefore, require your partners, suppliers or customers to be certified as well.

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## BS 11000 – The first standard for collaborative working

BS 11000 is a two-part standard developed by BSI with industry and government and provides a framework to support collaborative working relationships.

**Part 1, BS 11000-1** contains the requirements and principles of effective collaboration - the key stages

**Part 2, BS 11000-2** provides additional practical guidance to aid implementation of 11000-1



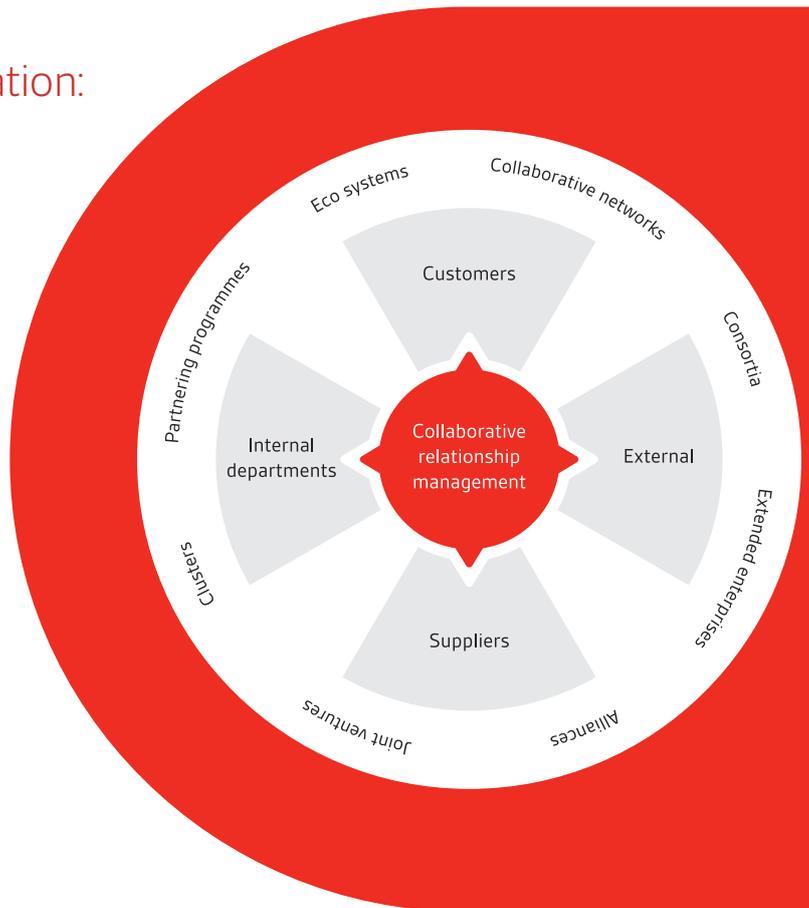


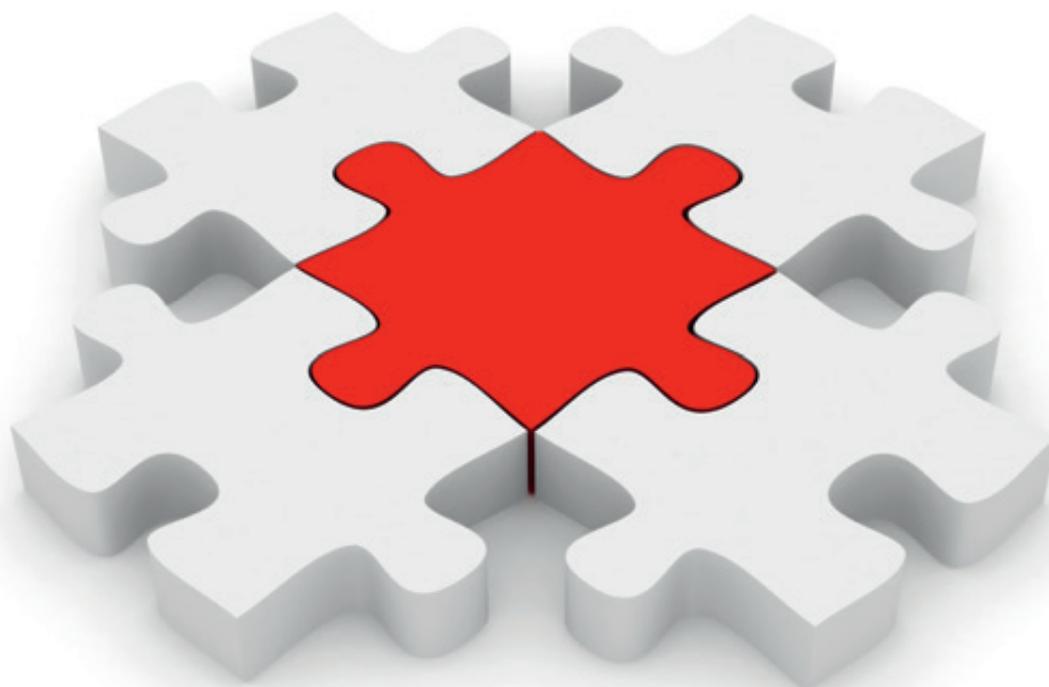
“BS 11000 gives us the strategic framework to develop, with our key suppliers, the policies and processes, the culture and behaviours required to establish successful collaborative relations and to drive continual improvement. Maintaining collaborative business relations can only lead to benefits for Network Rail and its suppliers, for the rail industry and for Britain.”

**Simon Kirby**, Managing Director, Network Rail Infrastructure Projects

## BS 11000 will help an organization:

- Identify how relationship management can help achieve its business objectives
- Evaluate the benefits of entering into single or multiple partnerships
- Select the right partner to complement its objectives
- Build a joint approach based on mutual advantage
- Develop added value from the relationship
- Measure and maintain maximum benefit
- Develop and execute an exit strategy





## Benefits of implementing BS 11000

### Partner integration

The standard creates a robust framework and a neutral platform for establishing effective collaborative programmes for mutual benefit. Its core value is commonality of application between delivery partners and better integration and integrity of supply chains.

### Establishes the foundations for partnering

BS 11000 was developed through pan-industry input and thus is not sector specific therefore providing a basis for broader adoption and engagement. The standard provides a common foundation and language for relationships between the private and public sector.

### Improved partner selection

BS 11000 provides a basis for benchmarking the collaborative capability of organizations both internally and externally. BSI's independent assessment will enhance partner evaluation and selection and help establish market differentiation.

### Improved risk management and confidence

The standard specifies a consistent yet flexible approach which provides a foundation for repeatability across programmes and increased opportunity to focus on developing value.

### Consistency

BS 11000 helps improve customer confidence and encourages organizations to focus on developing more effective joint risk management programmes. These can be related to both the challenges of specific programmes as well as those linked to relationship aspects of collaborative working.

### Enhanced focus

The standard provides a consistent and structured approach for the integration of collaborative working within operational procedures, processes and systems.

### Baseline for improvement

BS 11000 establishes a baseline to support resource development and training as enhanced skills and inter-changeability of personnel will increase collaborative capability.

### Proof through independent assessment and certification

Organizations adopting the principles of BS 11000 can choose to have BSI assess their compliance with the standard, and issue a certificate to that effect. Not only is this proof to stakeholders that best practice is being followed, but the rigour and independence of the process guarantees consistency of implementation whilst driving continuous improvement.

## The BS 11000 model: An eight stage approach

Based on an eight phase model, BS 11000 enables organizations to focus their efforts from concept to disengagement:

- 1** **Awareness** – how does relationship management fit with your business objectives? This initial phase of BS 11000 will help you identify a clearly-defined rationale for proceeding that's consistent with your overall business objectives
- 2** **Knowledge** – this phase helps you establish a platform of knowledge on which to develop a programme for building relationships
- 3** **Internal assessment** – before defining what you expect of others, it's important to understand your own capabilities. By recognizing your own strengths and weaknesses you'll ensure that you make best use of the abilities of your business partners
- 4** **Partner selection** – designed to help you identify and select suitable partners, this phase assesses not only the performance aspects of each collaborative organization, but also the way in which the two partners can work more closely together for mutual benefit. It's worth noting that this phase can be used to identify internal groups that could work more closely together, as well as external partners
- 5** **Working together** – having selected a potential partner, you need to establish a way of working together to mutual benefit. This phase is designed to help you agree a formal foundation for working together, and includes contractual frameworks or agreements, roles and responsibilities
- 6** **Value creation** – this phase helps you maximise the value derived from a partnership by creating an environment where those involved are encouraged to contribute new ideas or alternative approaches for consideration
- 7** **Staying together** – to ensure a partnership is maintained at its most effective level, a range of mutually agreed measures should be implemented to help maximise effectiveness. In this phase continuous improvement is addressed as well as developing a dispute resolution process
- 8** **Exit strategy** – the final phase provides guidance in defining an exit strategy at the outset of a collaborative relationship which helps to define the parameters of engagement for the relationship itself. It will also help to ensure that all personnel fully understand their roles, and that disengagement at the end of the collaboration is mutually respectful

## Key activities within the eight stage approach

| Strategic   |  |                                      | Engagement                           |   |                                    | Management   |   |
|---|--|--------------------------------------|--------------------------------------|---|------------------------------------|--|---|
| Awareness   | Knowledge  | Internal assessment                  | Partner selection                    | Working together  | Value creation                     | Staying together   | Exit strategy                             |
| Establish executive responsible and organizational policy | Develop specific business strategy   | Undertake self assessment            | Nominate potential partners          | Establish governance, joint objectives and leadership                     | Establish value creation programme | Ongoing management, monitor and measure the relationship | Develop and maintain joint exit strategy  |
| Identify business objectives and value proposition        | Establish knowledge management process   | Establish collaborative profile      | Evaluate potential partners          | Establish organizational structure, roles, responsibilities and processes | Define value drivers               | Continual innovation                                     | Establish boundaries for the relationship |
| Identify and prioritise relationships                     | Establish objectives, strategy, business case and identify potential collaborative organizations | Establish collaborative leadership   | Establish partner selection plans    | Establish performance measurement   | Establish improvement team         | Maintain behaviours and trust                            | Monitor and evaluate changes              |
| Establish resources, competencies and behaviours          | Establish initial exit strategy  | Establish partner selection criteria | Establish partner selection criteria | Establish joint risk management and exit strategy                         | Establish learning from experience | Manage delivery and performance                          | Manage business continuity and transition |
| Undertake initial risk assessment                         | Incorporate relationship management with risk management processes                               | Establish and implement action plan  | Select partner                       | Establish contract arrangements   | Implement innovation process       | Manage issue resolution and monitor joint exit strategy  | Evaluate future opportunities             |



## Case Study

### Profiting from partnerships

Pera builds strong relationships beyond the UK, where partners often struggle to succeed.

Management consultancy Pera helps businesses and governments create employment and sustainable business growth by providing expertise and training, transferring knowledge and improving the skills of a country's workforce. As well as significant projects in the UK, it has worked with several partner organizations to deliver government programmes overseas, where it was not viable or good value to fly out UK-based staff and instead it has needed strong local partners to deliver services.

Pera was the first UK management consultancy to become certified to the

partnership-working standard BS 11000, which is recognized internationally as the framework for collaborative business relationships. "Having the standard demonstrates that we're committed to working collaboratively with our partners to make an impact," says Ben Wilson, Pera's head of organizational innovation. "We're a medium-sized organization, but the standard allows us to punch way above our weight." For example, working with the Jordanian Chamber of Industry and the Jordan Enterprise Development Corporation, Pera has provided a blend of training

and consultancy to help nurture innovation across a wide range of businesses.

"Delivery partners leverage our brand and relationships, so our reputation is at stake, but this makes for more effort by all parties to make it work," says Wilson. "BS 11000, he adds, provides structure and disciplined record-keeping, making it quickly transparent if things are going wrong. It creates more openness and honesty than you'd get with a traditional contract."

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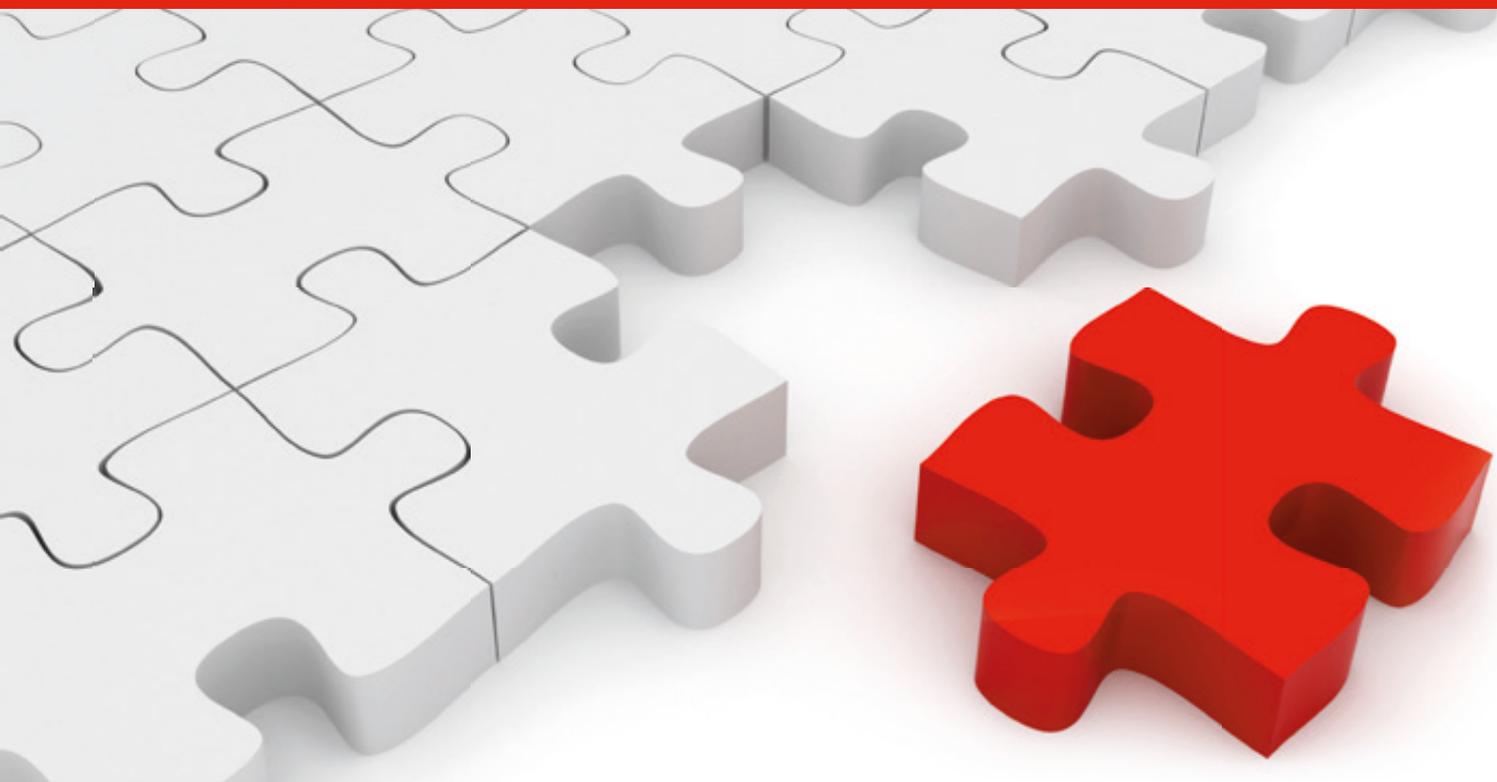
**Ben Wilson**, Head of Organizational Innovation, Pera

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## Route to Certification

Buy the Standard. Visit [bsigroup.com](http://bsigroup.com)

- + Make contact. Call us on +6221 8379 3174 - 77
- + Complete the BSI application form
- + Plan your BSI training
- + Consider an optional BSI gap analysis (pre-certification audit)
- + Consider implementing Entropy™ Software to manage the continual improvement of your BS 11000 management system
- + Your BSI assessment team is appointed
- + Formal BSI assessment – stage 1
- + Formal BSI assessment – stage 2
- + BSI certificate awarded
- + BSI will continue to support you beyond your certification



## BSI solutions

Whether you want to align your organization with BS 11000 or take it further and gain independent third party certification to demonstrate your systems compliance – we can provide the right solution.

### BSI products and services available to you:

- Standards and publications
- Information, guidance and advice
- Training – courses, in-company and eLearning
- Gap analysis
- Management system certification
- Entropy™ Software – Integrate all your management systems with one click

“Excellent introduction, raised awareness, and I can see the potential advantages in pursuing BS 11000 approach in our collaborative relationships. Exercises good for sharing learning & experiences. Met all of my objectives.”

**Chris Holt**, North West Aerospace Alliance

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## Train with us and certify to BS 11000

We use accelerated learning techniques to make sure you fully understand BS 11000, Collaborative Business Relationships. And we put your learning into context with a blend of classroom teaching, workshops and interactive sessions.

Our collaborative relationship management courses will help you understand and create effective collaborative relationship management or partnering in complex procurement and capital infrastructure projects. By working with other organizations on a collaborative basis, you can gain competitive advantage through better cost, resource and risk management, as well as encouraging innovation.

### **Introduction**

Gain an understanding of the concepts and structure of BS 11000 as the basis for collaborative relationship management.

### **Executive Brief**

A two hour workshop which focuses on the benefits that the collaborative relationship framework can bring to your organization and how it can transform your partner relationships and approach.

*In-company only: [contact us for a customized quote](#)*

### **Implementation**

This facilitated course brings alive the concepts of collaborative relationships, delegates will identify the steps required for implementing the system within their company through interactive workshops, providing a framework for them to then commence their implementation.

*In-company only: [contact us for a customized quote](#)*

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## Why BSI?

BSI is recognized by the UK Government as the National Standards Body (NSB) for the UK and develops, publishes and markets standards and related products. Our business is enabling organizations to perform better and make excellence a habit. For more than a century our experts have been challenging mediocrity and complacency to help embed excellence into the way people and products work... to perform better, reduce risk and achieve sustainable growth. Our clients range from globally

recognized brands to small, local companies in 150 countries worldwide. We're a Royal Charter company that develops and delivers products and services in a truly inclusive way, we are committed to continual improvement and will work with the highest level of integrity. Regardless of your location, organization size or sector, nothing says confidence like the BSI mark.



entropy™  
software

## Entropy™ Software for BS 11000

Whether you are starting your journey to certification, currently implementing management systems or have obtained certification already, ensuring you get the most from your investment will be key drivers to your future success.

Entropy is a software system designed to help you manage performance, risk and environmental standards. Only Entropy™ Software offers an on-demand solution that meets the varied needs of everyone from small businesses to large, global organizations.

Used at over 20,000 sites worldwide, organizations are using Entropy™ Software to drive continual business performance as it delivers greater control, visibility, assurance and accountability whilst reducing risks, incidents and costs.

Find out how Entropy™ Software can assist you in the implementation and ongoing management of BS 11000

Visit: [bsi-entropy.com](http://bsi-entropy.com)

Call: **+6221 8379 3174 - 77**

To find out how much BS 11000 certification will cost your business or for more information about our assessment and certification solutions visit [bsigroup.com/en-ID/](http://bsigroup.com/en-ID/) or call a BSI advisor **+6221 8379 3174 - 77**

## Why choose BSI as a certification partner?

We pioneered standards more than 100 years ago and today we're the market leader. We help over 65,000 organizations ranging from top global brands to small ambitious businesses in 150 countries to gain an edge over their competition. As one of the few organizations that understands standards from start to finish, we don't only assess how well you're meeting them, we create new standards from scratch and train teams globally to use them and perform better. Our knowledge can help transform your organization.

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