



SCCI Ltd

*increasing the commercial value of
your business relationships*



BS 11000 - A Standard for Collaborative Partnering

Businesses today are facing chaos/great uncertainty in their external environments. Globalisation has exposed them not just to competitors with lower cost bases but also to world recession and international woes. Over time most companies have changed the way they work by downsizing, re-structuring and using tools such as BPR and balance score card. These initiatives have allowed them to become more efficient with lower costs but, at the expense of flexibility and resilience.

Recent changes in consumer behaviour have resulted in shorter cycle times and an ever increasing demand for sophisticated offerings. The competitive landscape has changed forever. Individual companies no longer have the depth or breadth of capabilities to operate successfully in these new markets. Instead their only option of gaining competitive advantage is by maximizing the strengths of a range of firms working together across the entire supply chain. In order to do this, companies must work together more closely, collaborating and partnering. If they are to be successful they must formally and actively manage these relationships.

The standard for Collaborative Relationship Management is BS 11000. Launched in December 2010, it provides a framework that aims to deliver improved quality, innovation, cost reduction and more efficient channels to market through better collaborative working. It allows both public and private organisations to improve existing partnering relationships and build new ones with the confidence that projected benefits will be realized. Managers will be able to create a structured approach which is consistent, efficient and most importantly, repeatable.

SCCI Ltd believes that partnership management is difficult if not impossible without measurement. Most companies will wish to implement BS 11000 in order to improve the way their collaborative partnerships perform but have difficulty in understanding if this objective has been achieved. We are experts in measuring the performance of relationship management and diagnosing issues that are affecting efficiency, pushing up costs and preventing continuous improvement. We give managers a way of continuously improving partnership performance with both customers and suppliers. We call this Enterprise Relationship Management.

Our PartnerLink relationship appraisal tools are scientifically based and have been proven in a very wide range of sectors and international settings. They measure five key drivers intrinsic to all business relationships regardless of the size of an organisation or the sector to which it belongs, and show the displacement within the spectrum of negative and positive aspects that characterise the partnership.

They provide extremely powerful and cost-effective means of objectively measuring and managing partnership performance. They are thus the key enablers for organisations wishing to build stronger, more effective collaborative relationships using the BS 11000 standard. In the following table we show how PartnerLink demonstrates conformance with specific clauses in the Standard.

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BS 11000 Requirement	PartnerLink
INTERNAL ASSESSMENT	
Establish a collaborative profile and monitor effectiveness.	Provides a summary of the distinctive features or characteristics that define the partnering potential of one or more companies and a more comprehensive view of the capability of organisations to operate efficiently and effectively in harmonious integration with others.
WORKING TOGETHER	
Review the Joint objectives and establish effective measurements.	Provides standard measurements of relationship management performance as an essential component of collaborative governance.
Undertake a joint business process review.	Appraisal will produce a joint review of business processes already in place within the partnership and will identify strengths and weaknesses, and provide a performance benchmark.
Implement plans for delivery and performance against agreed objectives. Measure, monitor and regularly review to ensure performance is maintained.	Provides the focus for managing the joint enterprise. It sits above the detailed contract compliance activity. It provides a mechanism for monitoring and managing the overall performance of the relationship and its outputs.
Monitor and measure the effectiveness of the relationship.	Provides the focus for managing the joint enterprise. It sits above the detailed contract compliance activity. It provides a mechanism for monitoring and managing the overall performance of the relationship and its outputs
Update relationship management plan to create a joint management platform.	Provides the critical inputs about the on-going state of the relationship and those activities that contribute to continuous improvement. Its metrics enable objective setting, change management and control of strategic direction.
VALUE CREATION	
Establish a process to ensure learning from experience.	The diagnostic permits feedback of current performance into continuous improvement process management. Periodic re-appraisal maintains forward momentum and institutionalises change. Management focus on the relationship is maintained at all levels.
STAYING TOGETHER	
Establish process to monitor and review performance in terms of outputs, risk, alignment, behaviours and trust.	PartnerLink focuses on key partnership performance drivers including operational (Reliability), alignment (Stability) and behavioural issues. Regular appraisals within a joint management framework will allow these factors to be monitored and managed.



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BS 11000 Requirement	PartnerLink
Implement appropriate measurement models to ensure the overall integrity and focus of the relationship.	Provides the focus for managing the joint enterprise. It sits above the detailed contract compliance activity. It provides a mechanism for monitoring and managing the overall performance of the relationship and its outputs within an appropriate joint governance framework.
Regularly monitor and review value creation and continual innovation.	PartnerLink focuses on key partnership performance drivers including value creation (Value) and continual innovation (Creativity). Regular appraisals within a joint management framework will allow these factors to be monitored and managed.
Monitor issues related to behaviours and trust.	PartnerLink focuses on key partnership performance drivers including behavioural issues such as trust and commitment and, their implications for the partnership. Regular appraisals within a joint management framework will allow these factors to be monitored and managed.
Maintain a clear focus on delivering agreed performance by each party.	PartnerLink appraisals, metrics and diagnostics are centred on the 'bottom line' performance of the collaborative relationship. By creating a management focus on the joint enterprise not only can agreed performance be maintained but also new opportunities can be exploited to enable the relationship to respond to change and to lead competitively.
EXIT STRATEGY	
Regularly evaluate changes in the organization, business environment, personnel and performance to assess their impact on the business relationship.	PartnerLink appraisals, metrics and diagnostics are centred on the 'bottom line' performance of the collaborative relationship. By creating a management focus on the joint enterprise not only can agreed performance be maintained but also new opportunities can be exploited to enable the relationship to respond to change and to lead competitively. Where changes in the organization, business environment, personnel and performance are encountered that are beyond the capability of the partnership to deal with, sufficient warning time is provided to allow senior managers to plan an effective, joint exit strategy.
Assess operations and potential developments in key areas which could lead to the termination of the business relationship.	PartnerLink appraisals, metrics and diagnostics are centred on the 'bottom line' performance of the collaborative relationship. By creating a management focus on the joint enterprise not only can agreed performance be maintained but also new opportunities can be exploited to enable the relationship to respond to change and to lead competitively. Where changes in the organization, operations and potential developments in key areas are encountered that are beyond the capability of the partnership to deal with, sufficient warning time is provided to allow senior managers to plan an effective, joint exit strategy.