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**NATIONAL STANDARD OF THE
PEOPLE'S REPUBLIC OF CHINA**

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**Collaborative business relationship management - Guidelines
for large organizations seeking collaboration with micro, small
and medium-sized enterprises (MSMEs)**

协作业务关系管理 大型组织寻求与中小微企业（MSMEs）协作的指南
(English Translation)

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Foreword

This document is in accordance with the provisions of GB/T 1.1-2020 "Guidelines for standardization work Part 1: Structure and drafting rules for standardization documents" Drafting.

This document is equivalent to ISO 44004:2021, Collaborative business relationship management.

A Guide for Working with

Introduction

This document provides guidance for large organizations on how to adapt their approach when working with micro, small and medium-sized enterprises (MSMEs).

The principles for successful collaborative business relationship management are described in ISO/T R44000. A similar document, ISO 44003, provides guidance for SMEs.

Using this document in conjunction with ISO 44003 can help large organizations working with SMEs and understand how to apply the principles of successful collaboration from the perspective of SMEs.

Collaborative Business Relationship Management Large organizations seek to Guidelines for collaboration with Micro, Small and Medium Enterprises (MSMEs)

1 Scope

This document provides guidance for large organizations seeking to include micro, small and medium-sized enterprises (MSMEs) in collaborative partnership programmes.

This document uses the twelve collaborative business relationship management principles given in ISO 44001.

2 Normative references

This document has no normative references.

3 Terms and definitions

There are no terms or definitions that require definition in this document.

4 Background

The recommendations in this document are based on the following premise and experience. Many large organizations often have optimized requirements, processes, models and systems.

These requirements, processes, models and systems play a role in their own business, and mainly serve other large organizations and also for mutual collaboration.

In some cases, these processes and systems increase the focus on internal needs, making it easier for the organization to be seen as only concerned with its own relationships.

regulations, rather than being interested in identifying and focusing on the needs of partners, especially SMEs, which are smaller and often less demanding in terms of complexity.

Governance structure.

SMEs often bring more agility and flexibility to collaborative relationships. In terms of management processes, their resources and structures may be limited and often cannot cope with the demands imposed by the processes and systems of a larger organization.

Large organizations may have the processes and tools needed for collaboration, but they are not designed to enable SMEs to thrive in partnerships.

Typically, large organizations take the lead in the process and governance of collaborating with SMEs.

"Knife-knife" processes and requirements can put pressure on smaller partners who try to comply with this way of working.

Unable to obtain the expected value returns from collaboration, SMEs face real financial, resource and efficiency barriers.

When faced with some or all of the above issues, the guidance in this document can help large organizations pragmatically adjust the way they work to SMEs are more friendly and achieve better coordination. As a result, SMEs can gain more from collaborative business relationships when collaborating with large organizations.

Get greater value and a positive experience.

5.1 Relationship Management

Managing and maintaining collaborative relationships with structured processes contributes to success. To be sustainable, collaborative relationships need to be based on systems and processes.

The system and process are developed internally or in conjunction with external parties, with a continuous focus on monitoring and developing capabilities and behaviors.

Although collaborative relationships based on personal connections are important, they can be easily affected because personnel may be adjusted at any time.