ISO 9004:2009-11 (E)

Managing for the sustained success of an organization - A quality management approach

Contents

Page

Foreword iv

Introduction v

1 Scope 1

2 Normative references 1

3 Terms and definitions 1

4 Managing for the sustained success of an organization 1
4.1 General 1
4.2 Sustained success 2
4.3 The organization's environment 2
4.4 Interested parties, needs and expectations 3

5 Strategy and policy 3
5.1 General 3
5.2 Strategy and policy formulation 3
5.3 Strategy and policy deployment 4
5.4 Strategy and policy communication 5

6 Resource management 5
6.1 General 5
6.2 Financial resources 6
6.3 People in the organization 6
6.4 Suppliers and partners 7
6.5 Infrastructure 8
6.6 Work environment 9
6.7 Knowledge, information and technology 9
6.8 Natural resources 10

7 Process management 11
7.1 General 11
7.2 Process planning and control 11
7.3 Process responsibility and authority 12

8 Monitoring, measurement, analysis and review 12
8.1 General 12
8.2 Monitoring 12
8.3 Measurement 13
8.4 Analysis 16
8.5 Review of information from monitoring, measurement and analysis 16

9 Improvement, innovation and learning 17
9.1 General 17
9.2 Improvement 17
9.3 Innovation 18
9.4 Learning 19

Annex A (informative) Self-assessment tool 20

Annex B (informative) Quality management principles 38

Annex C (informative) Correspondence between ISO 9004:2009 and ISO 9001:2008 43

Bibliography 45