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

*Gestion des performances durables d'un organisme — Approche de
management par la qualité*



PDF disclaimer

This PDF file may contain embedded typefaces. In accordance with Adobe's licensing policy, this file may be printed or viewed but shall not be edited unless the typefaces which are embedded are licensed to and installed on the computer performing the editing. In downloading this file, parties accept therein the responsibility of not infringing Adobe's licensing policy. The ISO Central Secretariat accepts no liability in this area.

Adobe is a trademark of Adobe Systems Incorporated.

Details of the software products used to create this PDF file can be found in the General Info relative to the file; the PDF-creation parameters were optimized for printing. Every care has been taken to ensure that the file is suitable for use by ISO member bodies. In the unlikely event that a problem relating to it is found, please inform the Central Secretariat at the address given below.



COPYRIGHT PROTECTED DOCUMENT

© ISO 2009

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying and microfilm, without permission in writing from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Case postale 56 • CH-1211 Geneva 20
Tel. + 41 22 749 01 11
Fax + 41 22 749 09 47
E-mail copyright@iso.org
Web www.iso.org

Published in Switzerland

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