
**Quality management systems —
Managing an organization for quality
results — Guidance for realizing
financial and economic benefits**

*Systèmes de management de la qualité — Gestion d'un organisme
pour des résultats qualité — Recommandations pour réaliser des
bénéfices économiques et financiers*



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Introduction

This document is intended to be used by top management. It provides guidelines for realizing financial and economic benefits by applying a top-down structured approach. These can also be used to support other types of management systems such as environmental, or occupational health and safety. The structured approach monitors and manages key business and quality management metrics. Using validated metrics as indicators of business performance, improvement actions are taken by applying the quality management principles described in ISO 9000:2015 and the quality management system of ISO 9001:2015. The guidelines in this document can be applied to an organization before or after implementing ISO 9001:2015.

The quality management principles are:

- a) customer focus;
- b) leadership;
- c) engagement of people;
- d) process approach;
- e) improvement;
- f) evidence-based decision making;
- g) relationship management.

Applying these principles throughout the organization is a strategic top management decision.

Financial benefits are realized within the organization by implementing and utilizing cost-effective management system practices based on the seven quality management principles. The resulting organizational and financial improvements are expressed in monetary form.

Economic benefits are achieved by:

- application of the seven quality management principles, which establish and enable a linkage between effective management and the realization of financial benefits, economic benefits and organizational goals (see [Annex A](#));
- use of a structured Plan-Do-Check-Act (PDCA) continual improvement cycle, which identifies action plans based on data and information resulting from implementation of the process approach;
- adoption of the quality management principles in daily operating practice, through:
 - effective management of resources;
 - implementation and monitoring of management system processes to improve the overall effectiveness and efficiency of the organization.

Financial, economic and organizational benefits resulting from the application of the principles include, but are not limited to:

- improved net revenues;
- improved budgetary performance;
- reduced costs;
- reduced business risks;
- improved cash flow;
- improved return on investment;

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- improved retained earnings;
- increased competitiveness (market share);
- improved customer retention and loyalty;
- optimized use of available resources; —
enhanced employee engagement;
- improved intellectual capital;
- optimized, effective and efficient processes;
- improved supply chain performance; —
reduction of unpredictable business results.