

INTERNATIONAL  
STANDARD

ISO  
9004

Fourth edition  
2018-04

---

---

**Quality management — Quality of an  
organization — Guidance to achieve  
sustained success**

*Management de la qualité — Qualité d'un organisme — Lignes  
directrices pour obtenir des performances durables*



Reference number  
ISO 9004:2018(E)

© ISO 2018

# Contents

Page

Foreword.....	v
Introduction.....	vi
<b>1 Scope.....</b>	<b>1</b>
<b>2 Normative references.....</b>	<b>1</b>
<b>3 Terms and definitions.....</b>	<b>1</b>
<b>4 Quality of an organization and sustained success.....</b>	<b>1</b>
4.1 Quality of an organization.....	1
4.2 Managing for the sustained success of an organization.....	2
<b>5 Context of an organization.....</b>	<b>3</b>
5.1 General.....	3
5.2 Relevant interested parties.....	3
5.3 External and internal issues.....	3
<b>6 Identity of an organization.....</b>	<b>4</b>
6.1 General.....	4
6.2 Mission, vision, values and culture.....	5
<b>7 Leadership.....</b>	<b>5</b>
7.1 General.....	5
7.2 Policy and strategy.....	6
7.3 Objectives.....	8
7.4 Communication.....	8
<b>8 Process management.....</b>	<b>8</b>
8.1 General.....	8
8.2 Determination of processes.....	9
8.3 Responsibility and authority for processes.....	10
8.4 Managing processes.....	10
<b>9 Resource management.....</b>	<b>11</b>
9.1 General.....	11
9.2 People.....	12
9.2.1 General.....	12
9.2.2 Engagement of people.....	12
9.2.3 Empowerment and motivation of people.....	12
9.2.4 Competence of people.....	13
9.3 Organizational knowledge.....	13
9.4 Technology.....	14
9.5 Infrastructure and work environment.....	14
9.5.1 General.....	14
9.5.2 Infrastructure.....	14
9.5.3 Work environment.....	14
9.6 Externally provided resources.....	15
9.7 Natural resources.....	15
<b>10 Analysis and evaluation of an organization's performance.....</b>	<b>16</b>
10.1 General.....	16
10.2 Performance indicators.....	16
10.3 Performance analysis.....	18
10.4 Performance evaluation.....	18
10.5 Internal audit.....	19
10.6 Self-assessment.....	20
10.7 Reviews.....	20
<b>11 Improvement, learning and innovation.....</b>	<b>21</b>
11.1 General.....	21

## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee 2, *Quality systems*.

This fourth edition cancels and replaces the third edition (ISO 9004:2009), which has been technically revised. The main changes compared to the previous edition are as follows:

- alignment with the concepts and terminology of ISO 9000:2015 and ISO 9001:2015;
- focus on the concept of “quality of an organization”;
- focus of the concept of “identity of an organization”.

## Introduction

This document provides guidance for organizations to achieve sustained success in a complex, demanding and ever-changing environment, with reference to the quality management principles described in ISO 9000:2015. Where they are applied collectively, quality management principles can provide a unifying basis for an organization's values and strategies.

While ISO 9001:2015 focuses on providing confidence in an organization's products and services, this document focuses on providing confidence in the organization's ability to achieve sustained success.

Top management's focus on the organization's ability to meet the needs and expectations of customers and other relevant interested parties provides confidence in achieving sustained success. This document addresses the systematic improvement of the organization's overall performance. It includes the planning, implementation, analysis, evaluation and improvement of an effective and efficient management system.

Factors affecting an organization's success continually emerge, evolve, increase or diminish over the years, and adapting to these changes is important for sustained success. Examples include social responsibility, environmental and cultural factors, in addition to those that might have been previously considered, such as efficiency, quality and agility; taken together, these factors are part of the organization's context.

The ability to achieve sustained success is enhanced by managers at all levels learning about and understanding the organization's evolving context. Improvement and innovation also support sustained success.

This document promotes self-assessment and provides a self-assessment tool for reviewing the extent to which the organization has adopted the concepts in this document (see [Annex A](#)).

A representation of the structure of this document, incorporating the elements essential to achieve sustained success of an organization as covered in this document, is presented in [Figure 1](#).

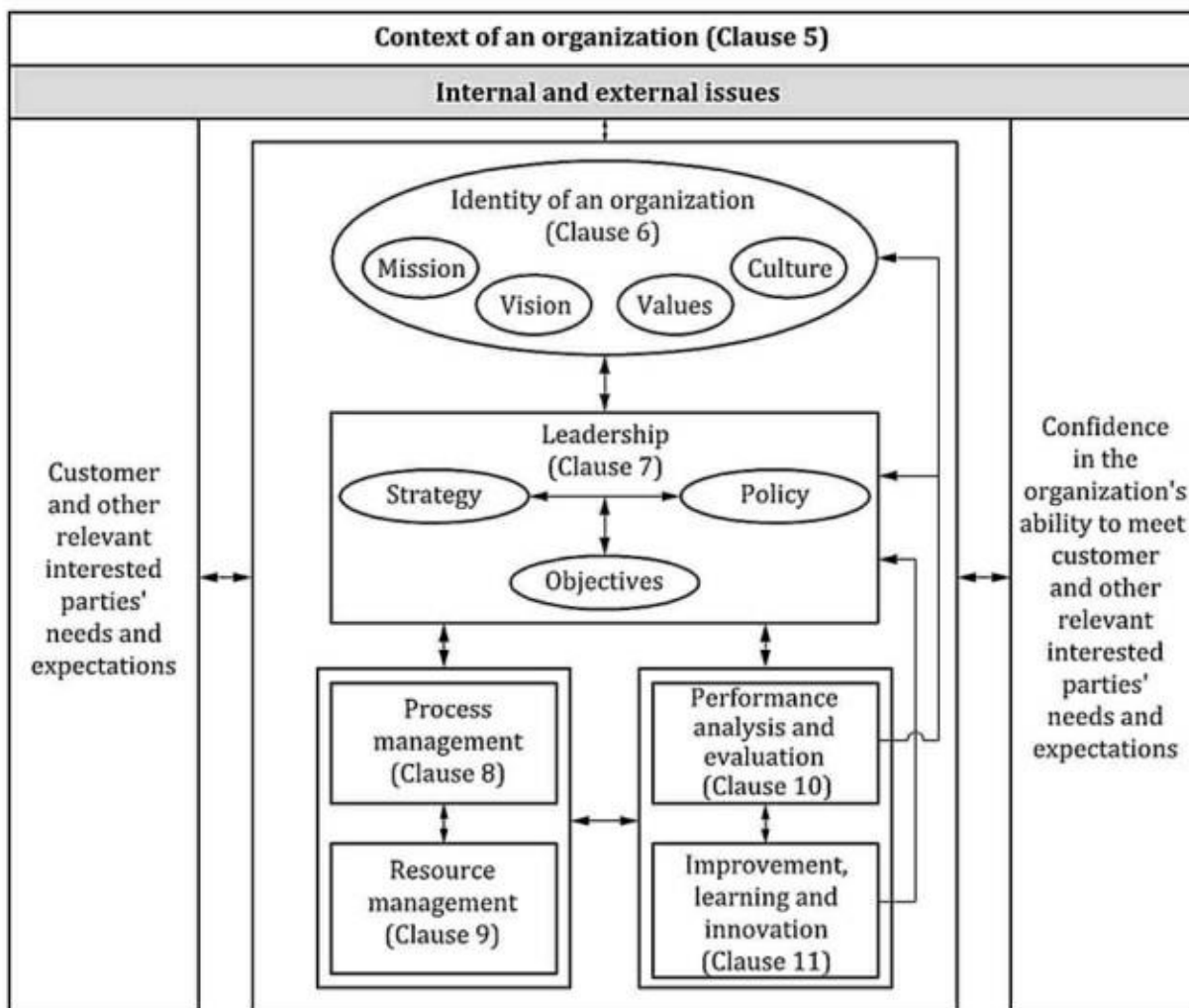


Figure 1 — Representation of the structure of this document