

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)



BSI Standards Publication

Quality management - Quality of an organization - Guidance to achieve sustained success (ISO 9004:2018)

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)

National foreword

This British Standard is the UK implementation of EN ISO 9004:2018. It is identical to ISO 9004:2018. It supersedes BS EN ISO 9004:2009, which is withdrawn.

The UK participation in its preparation was entrusted to Technical Committee QS/1/2, Quality Management System Standards.

A list of organizations represented on this committee can be obtained on request to its secretary.

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

© The British Standards Institution 2018
Published by BSI Standards Limited 2018

ISBN 978 0 580 95692 8

ICS 03.100.70; 03.120.10

Compliance with a British Standard cannot confer immunity from legal obligations.

This British Standard was published under the authority of the Standards Policy and Strategy Committee on 30 April 2018.

Amendments/corrigenda issued since publication

Date	Text affected
------	---------------

EUROPÄISCHE NORM

April 2018

ICS 03.120.10; 03.100.70

Supersedes EN ISO 9004:2009

English Version

Quality management - Quality of an organization - Guidance to achieve sustained success (ISO 9004:2018)

Management de la qualité - Qualité d'un
organisme - Lignes directrices pour obtenir
des performances durables (ISO 9004:2018)

Qualitätsmanagement - Qualität einer
Organisation - Anleitung zum Erreichen
nachhaltigen Erfolgs (ISO 9004:2018)

This European Standard was approved by CEN on 22 March 2018.

CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration. Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the CEN-CENELEC Management Centre or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the CEN-CENELEC Management Centre has the same status as the official versions.

CEN members are the national standards bodies of Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and United Kingdom.



EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

CEN-CENELEC Management Centre: Avenue Marnix 17, B-1000 Brussels

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)

European foreword

This document (EN ISO 9004:2018) has been prepared by Technical Committee ISO/TC 176 "Quality management and quality assurance".

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by October 2018, and conflicting national standards shall be withdrawn at the latest by October 2018.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN shall not be held responsible for identifying any or all such patent rights.

This document supersedes EN ISO 9004:2009.

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Endorsement notice

The text of ISO 9004:2018 has been approved by CEN as EN ISO 9004:2018 without any modification.

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)

Contents

	Page
Foreword	v
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Quality of an organization and sustained success	1
4.1 Quality of an organization.....	1
4.2 Managing for the sustained success of an organization.....	2
5 Context of an organization	3
5.1 General.....	3
5.2 Relevant interested parties.....	3
5.3 External and internal issues.....	3
6 Identity of an organization	4
6.1 General.....	4
6.2 Mission, vision, values and culture.....	5
7 Leadership	5
7.1 General.....	5
7.2 Policy and strategy.....	6
7.3 Objectives.....	8
7.4 Communication.....	8
8 Process management	8
8.1 General.....	8
8.2 Determination of processes.....	9
8.3 Responsibility and authority for processes.....	10
8.4 Managing processes.....	10
9 Resource management	11
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
10 Analysis and evaluation of an organization's performance	16
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
11 Improvement, learning and innovation	21
11.1 General.....	21

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)

11.2	Improvement.....	21
11.3	Learning.....	22
11.4	Innovation.....	22
11.4.1	General.....	22
11.4.2	Application.....	23
11.4.3	Timing and risk.....	23
Annex A (informative) Self-assessment tool.....		24
Bibliography.....		58

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)

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).

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).

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.

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”.

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)

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](#).

This is a preview of "BS EN ISO 9004:2018". Click here to purchase the full version from the ANSI store.

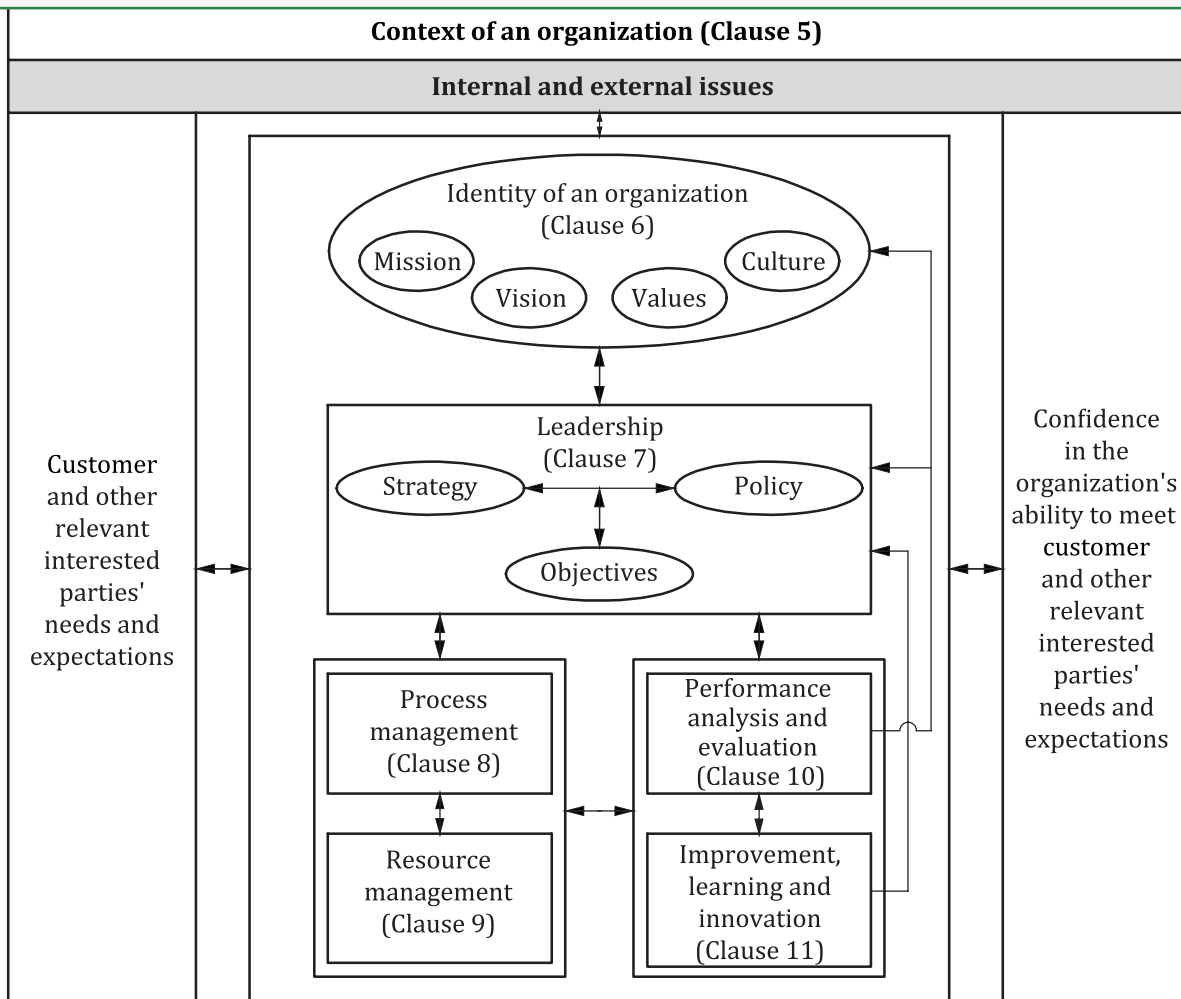


Figure 1 — Representation of the structure of this document

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)

This is a preview of "BS EN ISO 9004:2018". [Click here to purchase the full version from the ANSI store.](#)

Quality management - Quality of an organization - Guidance to achieve sustained success (ISO 9004:2018)

1 Scope

This document gives guidelines for enhancing an organization's ability to achieve sustained success. This guidance is consistent with the quality management principles given in ISO 9000:2015.

This document provides a self-assessment tool to review the extent to which the organization has adopted the concepts in this document.

This document is applicable to any organization, regardless of its size, type and activity.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9000:2015, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2015 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

4 Quality of an organization and sustained success

4.1 Quality of an organization

The quality of an organization is the degree to which the inherent characteristics of the organization fulfil the needs and expectations of its customers and other interested parties, in order to achieve sustained success. It is up to the organization to determine what is relevant to achieve sustained success.

NOTE 1 The term "quality of an organization" is derived from the definition of "quality" given in ISO 9000:2015, 3.6.2 ("the degree to which a set of inherent characteristics of an object fulfils requirements"), and from the definition of "requirement" given in ISO 9000:2015, 3.6.4, ("needs or expectations that are stated, generally implied or obligatory"). It is distinct from the purpose of ISO 9001, which focuses on the quality of products and services in order to give confidence in the ability of an organization to provide conforming products and services and to enhance its customers' satisfaction.

NOTE 2 All references to "needs and expectations" mean "relevant needs and expectations".

NOTE 3 All references to "interested parties" mean "relevant interested parties".

NOTE 4 All references to "interested parties" include customers.

The organization should go beyond the quality of its products and services and the needs and expectations of its customers. To achieve sustained success, the organization should focus on