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Quality management — Guidelines for realizing financial and economic benefits

*Management de la qualité — Lignes directrices pour réaliser
les avantages financiers et économiques*

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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.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

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.

ISO 10014 was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

This first edition of ISO 10014 cancels and replaces ISO/TR 10014:1998, which has been technically revised.

The intent of this edition is to improve the relationship of ISO 10014 with the ISO 9000 series of International Standards and to include a new structure relating to the quality management principles. Also, the title and the scope have been revised to reflect the changes in the ISO 9000 series and to give guidance for performance improvement and realization of the aim of this International Standard.

Introduction

This International Standard is addressed to top management. It provides guidelines for realizing financial and economic benefits through the effective application of eight quality management principles derived from ISO 9000:2005. These principles are subsequently referred to as “management principles” within the body of this standard. The intent of this document is to provide top management with information to facilitate effective application of management principles and selection of methods and tools that enable the sustainable success of an organization. A self-assessment is included as a gap analysis and prioritization tool (see Annex A).

This International Standard builds upon these interrelated management principles to develop processes that facilitate the realization of the organization’s objectives.

The management principles are

- a) customer focus,
- b) leadership,
- c) involvement of people,
- d) process approach,
- e) system approach to management,
- f) continual improvement,
- g) factual approach to decision making, and
- h) mutually beneficial supplier relationships.

Adoption of these management principles is a strategic top management decision. It affirms the relationship between effective management and realization of financial and economic benefits. Deployment of appropriate methods and tools fosters the development of a consistent systematic approach for addressing financial and economic objectives.

Economic benefit is generally attained through effective management of resources and implementation of applicable processes for improving the overall worth and health of the organization. Financial benefit is the result of organizational improvement expressed in monetary form, and realized by cost-effective management practices within the organization.

Successful integration of the management principles relies on the application of the process approach and the Plan-Do-Check-Act (PDCA) methodology. This approach enables top management to assess requirements, plan activities, allocate appropriate resources, implement continual improvement actions and measure results in order to determine effectiveness. It allows top management to make informed decisions, whether they relate to the definition of commercial strategies, the development of a new product or the execution of financial agreements.

Financial and economic benefits that can result from the application of the management principles include

- improved profitability,
- improved revenues,
- improved budgetary performance,

- reduced costs,
- improved cash flow,
- improved return on investment,
- increased competitiveness,
- improved customer retention and loyalty,
- improved effectiveness of decision making,
- optimized use of available resources,
- heightened employee accountability,
- improved intellectual capital,
- optimized, effective and efficient processes,
- improved supply chain performance,
- reduced time to market, and
- enhanced organizational performance, credibility and sustainability.

This International Standard is applicable equally to organizations with products that include services, software, hardware and processed materials. It is relevant in both the public and private sector and can provide useful guidance regardless of the number of employees, diversity of product offerings, revenues, complexity of processes or number of locations. It also provides support to public and governmental organizations to facilitate sustainable economic growth and prosperity.

Quality management — Guidelines for realizing financial and economic benefits

1 Scope

This International Standard provides guidelines for realizing financial and economic benefits from the application of the ISO 9000 quality management principles.

NOTE These are herein referred to as “management principles”.

This International Standard is directed to top management of an organization and complements ISO 9004 for performance improvements. It provides examples of achievable benefits and identifies management methods and tools that are available to assist with the achievement of those benefits.

This International Standard consists of guidelines and recommendations, and is not intended for certification, regulatory or contractual use.

2 Normative references

The following referenced documents are indispensable for the application 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 9000:2005, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

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

NOTE 1 In ISO 9000:2005, the term **product** (3.4.2) is defined as the “result of a process”, where **process** (3.4.1) is defined as “set of interrelated or interacting activities which transforms inputs into outputs”. The term product encompasses four generic product categories: services, software, hardware, and processed materials. These terms are further described in ISO 9000.

NOTE 2 Documents referenced outside the ISO 9000 family of standards might have terms and definitions that differ from those of ISO 9000.

4 Structure of this standard

4.1 This International Standard is designed to assist top management identify and realize benefits by the application of the management principles. To achieve financial and economic benefits, relevant processes have been identified for each principle, and examples of methods and tools have been provided to assist in the application of the principles.

The added value from the expected benefits should reflect the interrelationships between principles, processes and a holistic view of the organization and its interested parties.

4.2 Clause 5 combines the process approach, the eight management principles and the Plan-Do-Check-Act (PDCA) methodology. This is reflected in the flowcharts found in 5.1 to 5.8, inclusive. The key selection tool to determine the most appropriate subclause for priority improvement action is self-assessment (see 4.3 and Annex A).

Examples of applicable methods and tools are presented within the Plan, Do and Check columns in each flowchart. The list of methods and tools shown in the Plan, Do and Check columns is not exhaustive, and users should select those most appropriate to their organization. Some methods and tools are utilized in more than one subclause indicating the interrelationship between principles.

The subclause on “Continual improvement” (5.6) illustrates how the PDCA approach can be effectively applied to top management’s strategic planning and review process in order to realize and further improve financial and economic benefits. Subclause 5.6 is embedded within the Act column of all other subclauses in Clause 5.

The output from implementing the overall process is financial and economic benefits. The achievable benefits are examples and are not intended to be all inclusive. A generic representation of the overall process model for realizing financial and economic benefits is shown in Figure 1.

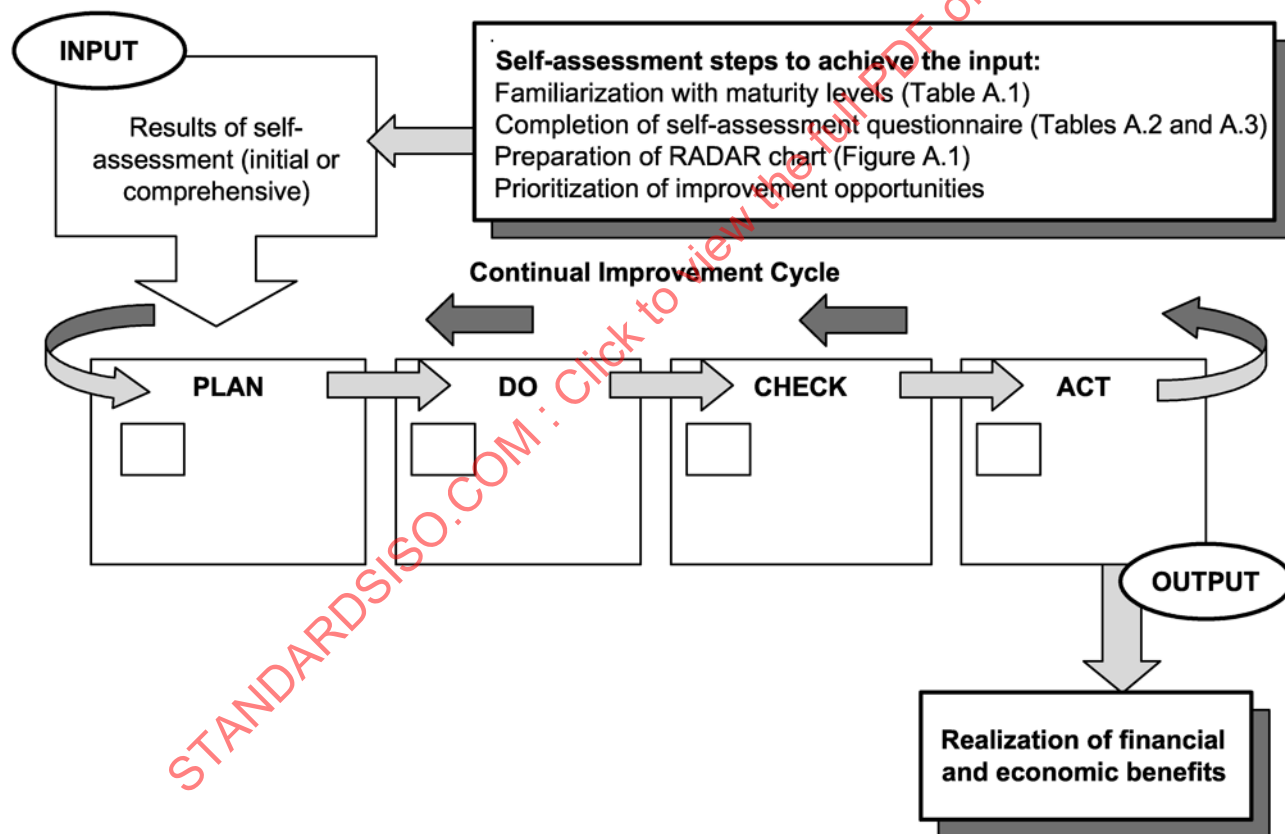


Figure 1 — Generic representation of the overall process

4.3 Prior to using the self-assessment questionnaires, the assessment team should familiarize themselves with the maturity level descriptions (Table A.1). The assessment team should first use the initial self-assessment questionnaire (Table A.2) to obtain a quick overview of the organization's maturity. This process should take approximately 1 h. The information gained improves the selection process for future self-assessments and should stimulate comparisons throughout the organization, across functions and between working levels. If the average maturity is found to be less than Level 3 for any particular principle, significant benefit should result when top management continues the assessment of that principle using the comprehensive self-assessment questionnaire (Table A.3).

4.4 When selected, the comprehensive self-assessment should be recognized as an important value-added milestone for the organization, worthy of the extra investment in time needed to complete it. Following the completion of a self-assessment questionnaire, a RADAR chart (Figure A.1) should be prepared that provides a pictorial view of the organization's maturity status. Continuing generation of RADAR charts provides an ongoing illustration of the organization's progress.

Value-added self-assessment relies for its integrity on objectivity, openness and the effective involvement of people during the evaluation of maturity levels. If there is a concern with respect to openness, consideration should be given to having a broad selection of employees complete the questionnaire anonymously.

4.5 Some common methods and tools are briefly presented in Annex B. Those listed are not intended to be all inclusive. It is recommended that top management further investigate the available methods and tools and implement those that reflect the specific needs of the organization.

5 Application of the management principles

5.1 Customer focus

“Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.” (ISO 9000:2005)

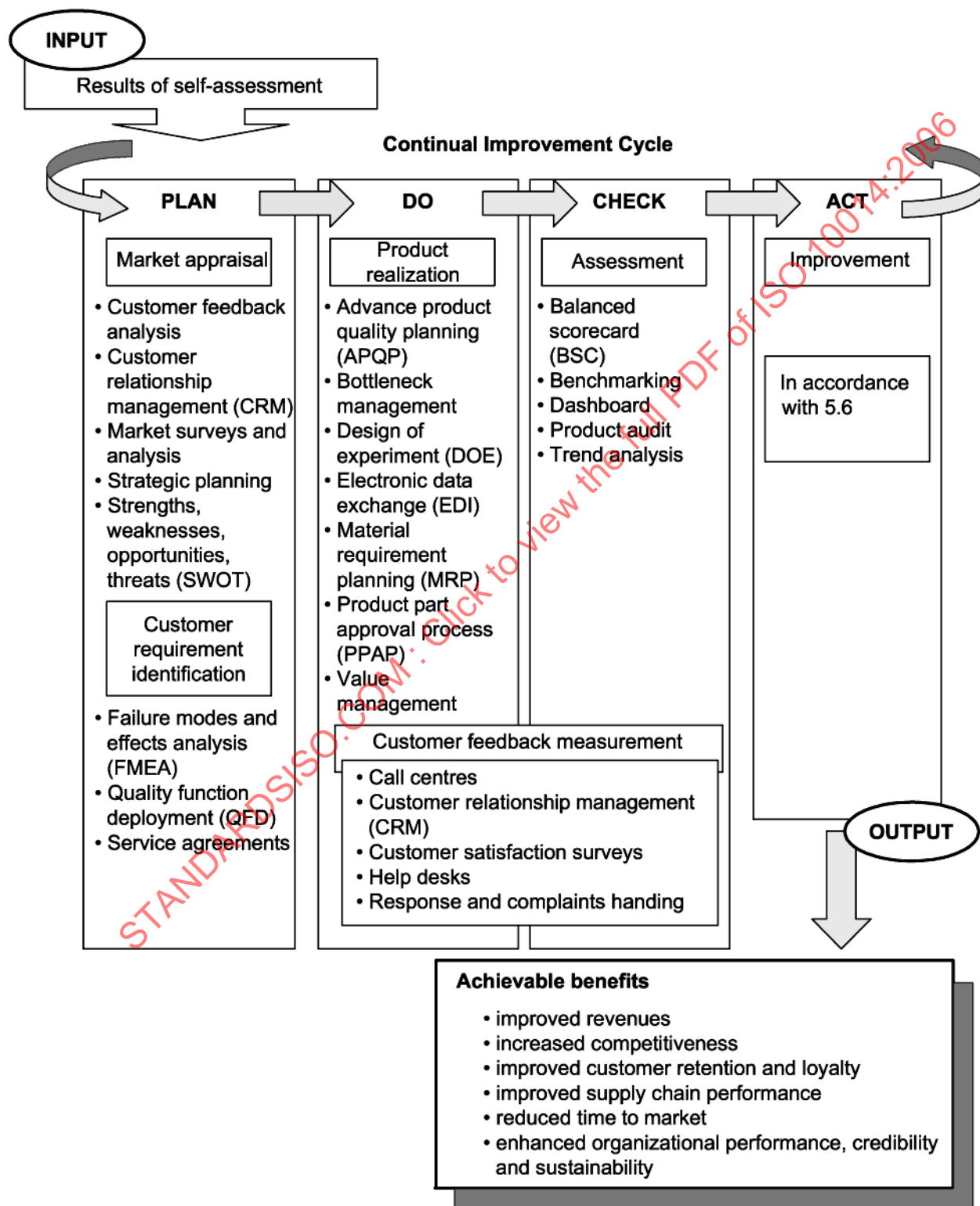


Figure 2 — Customer focus

5.2 Leadership

"Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives."
(ISO 9000:2005)

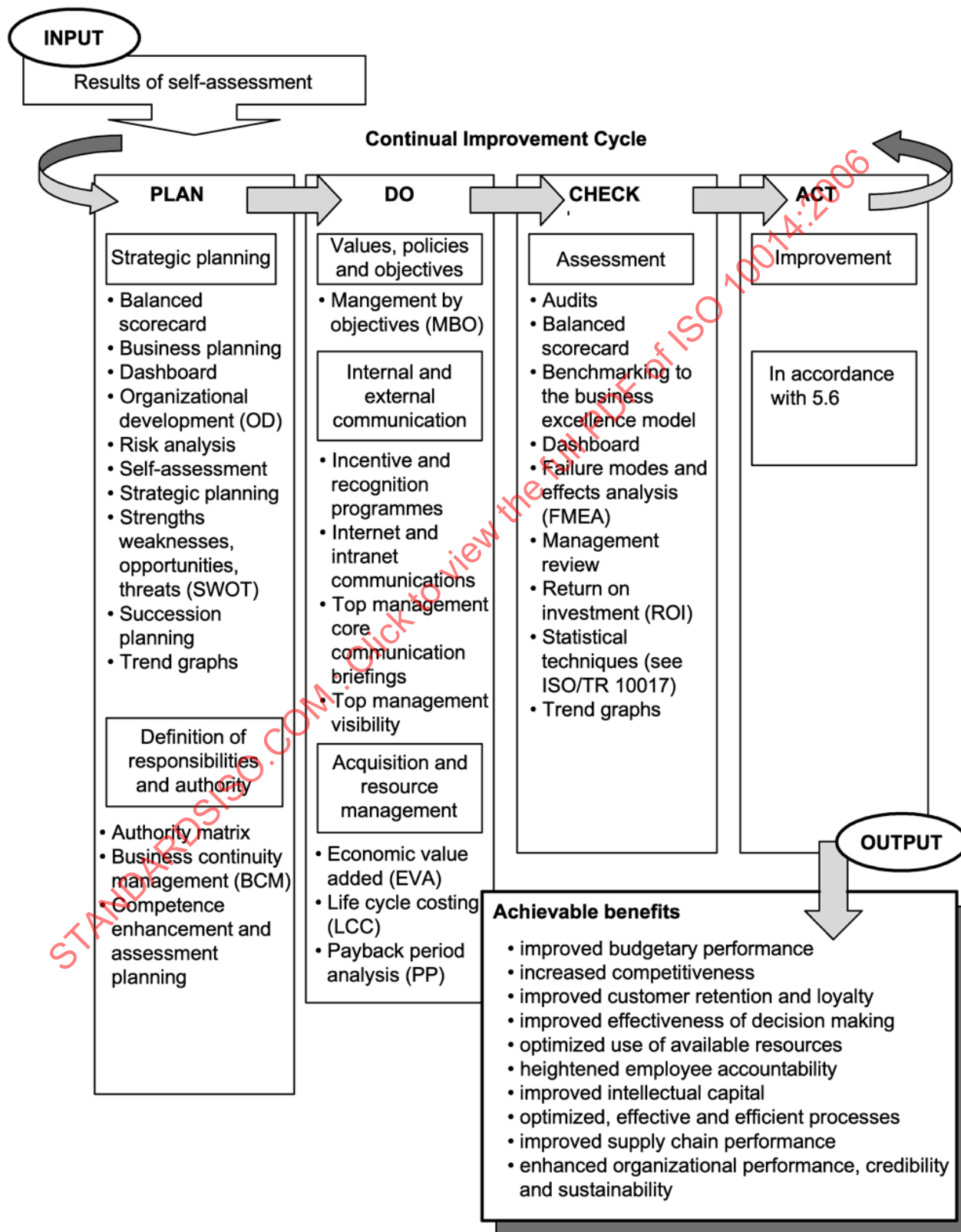


Figure 3 —Leadership

5.3 Involvement of people

“People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization’s benefit.” (ISO 9000:2005)

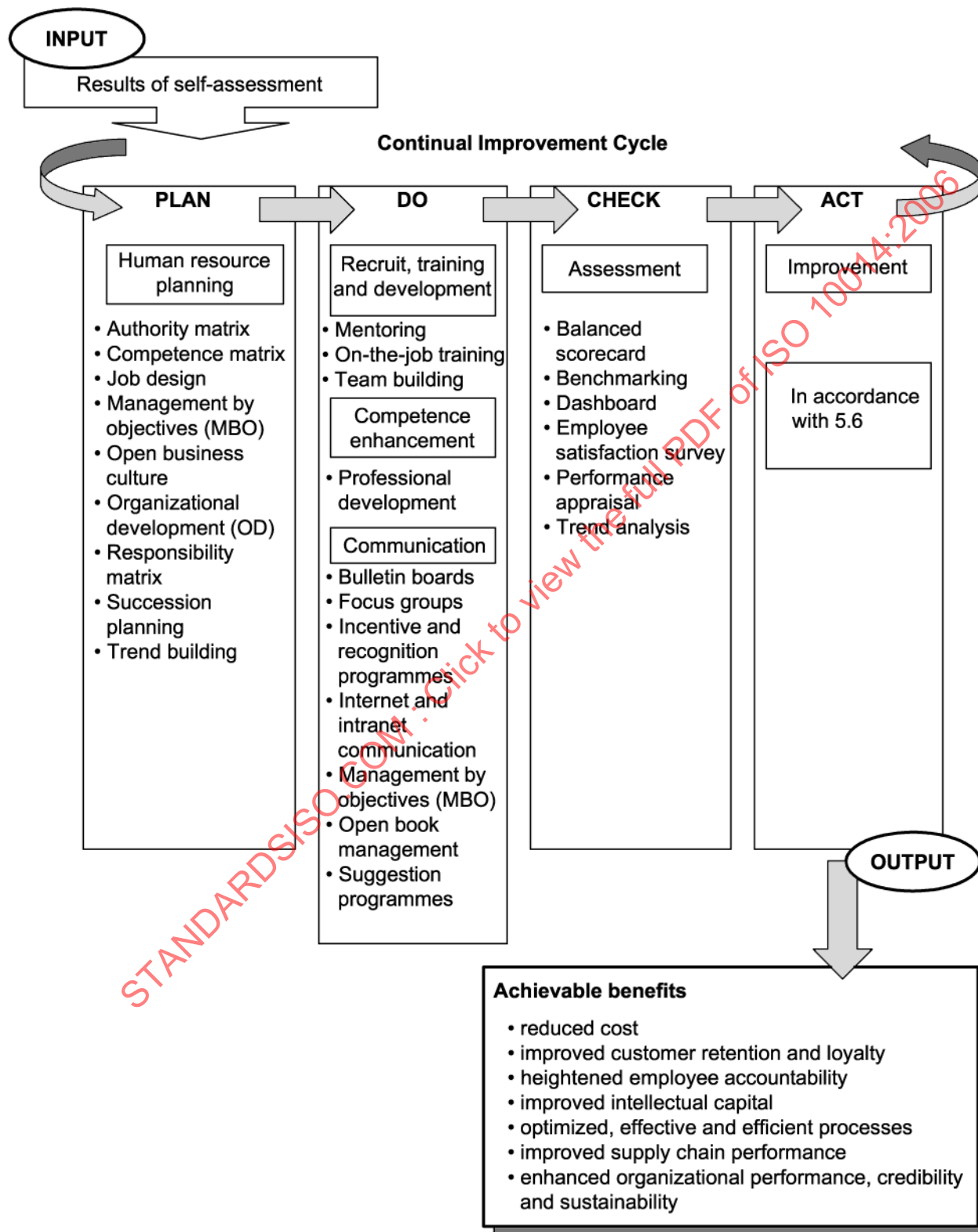


Figure 4 — Involvement of people

5.4 Process approach

"A desired result is achieved more efficiently when activities and related resources are managed as a process." (ISO 9000:2005)

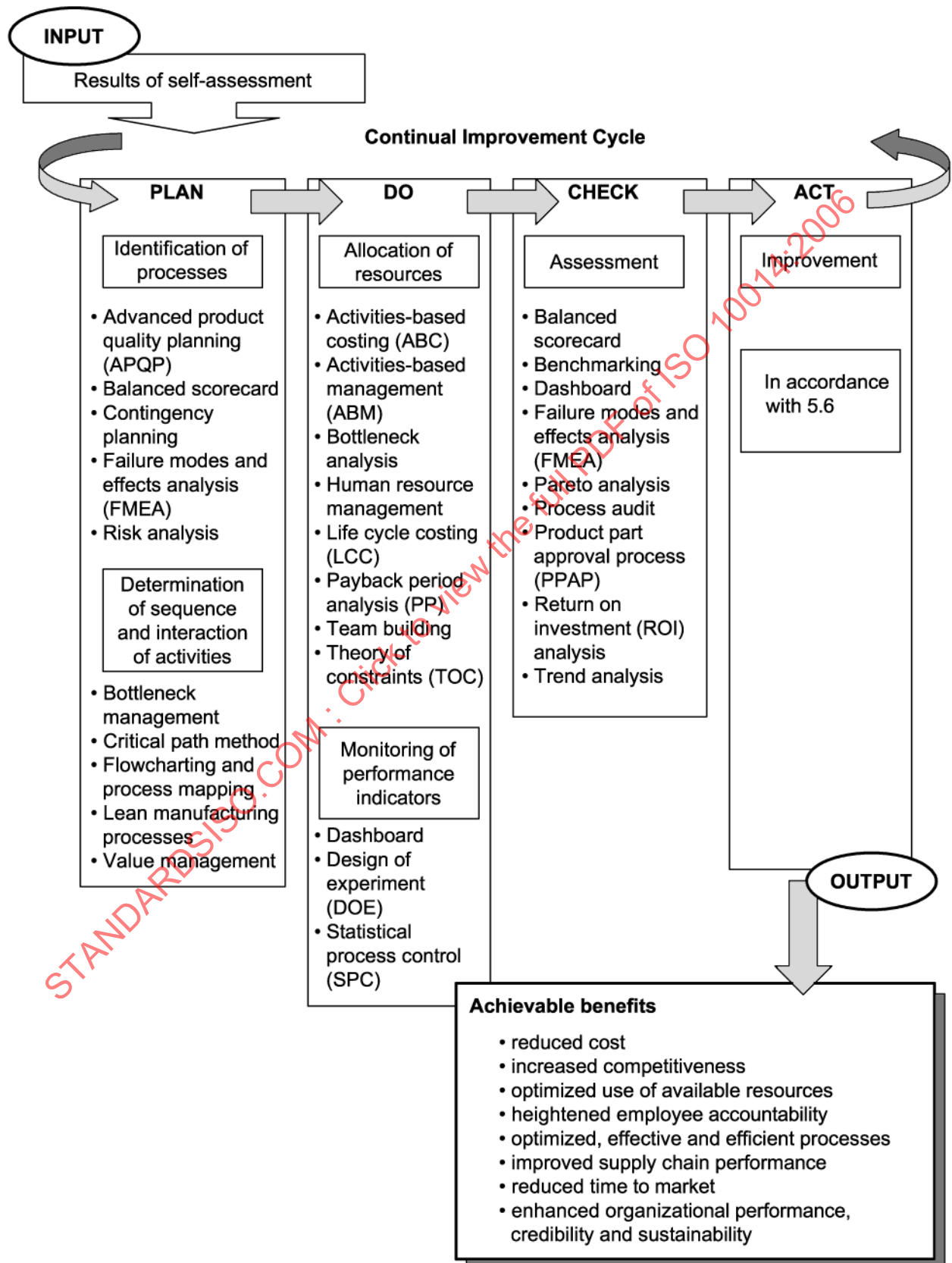


Figure 5 — Process approach

5.5 System approach to management

"Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives." (ISO 9000:2005)

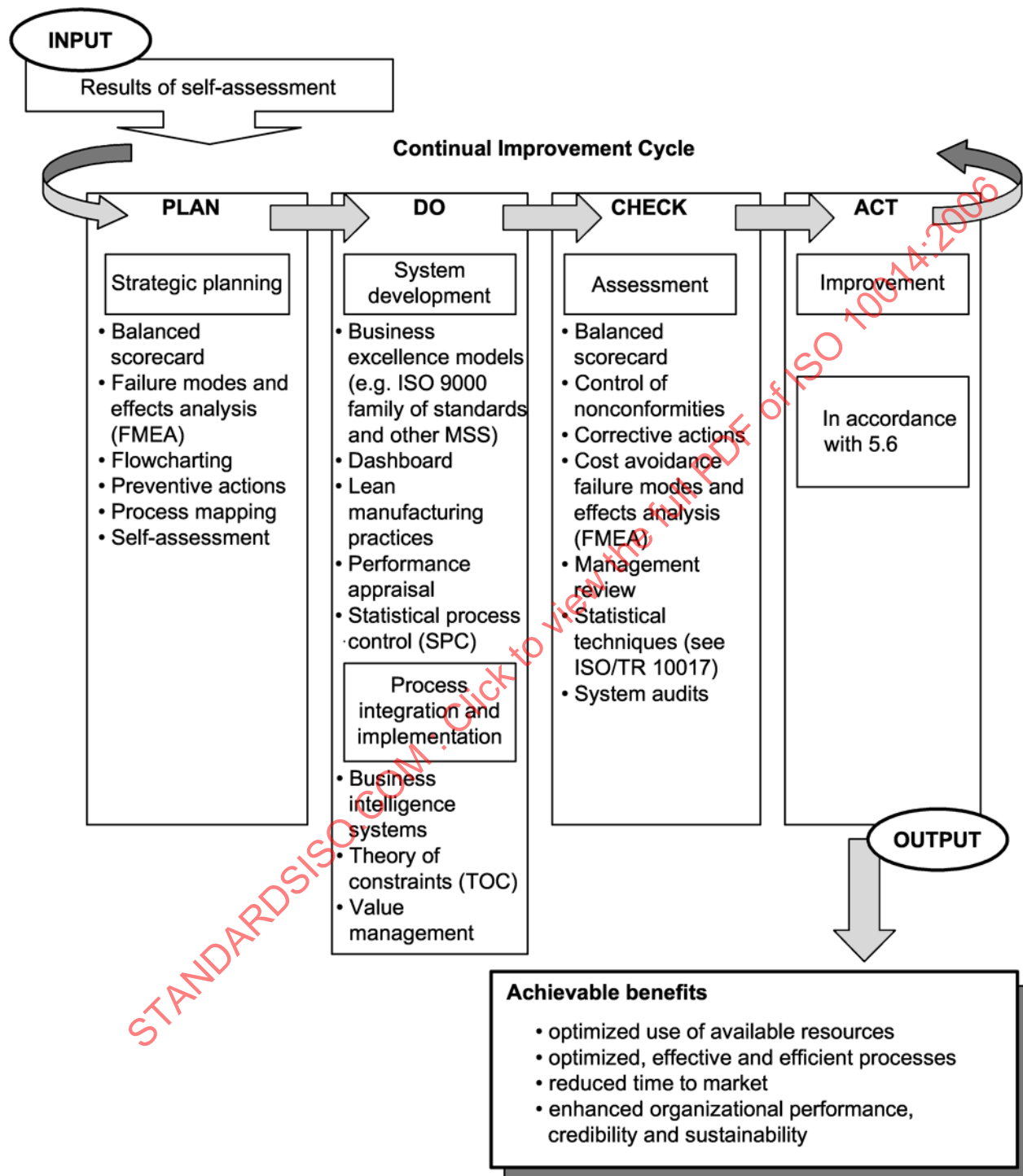


Figure 6 — System approach to management

5.6 Continual improvement

“Continual improvement of the organization’s overall performance should be a permanent objective of the organization.” (ISO 9000:2005)

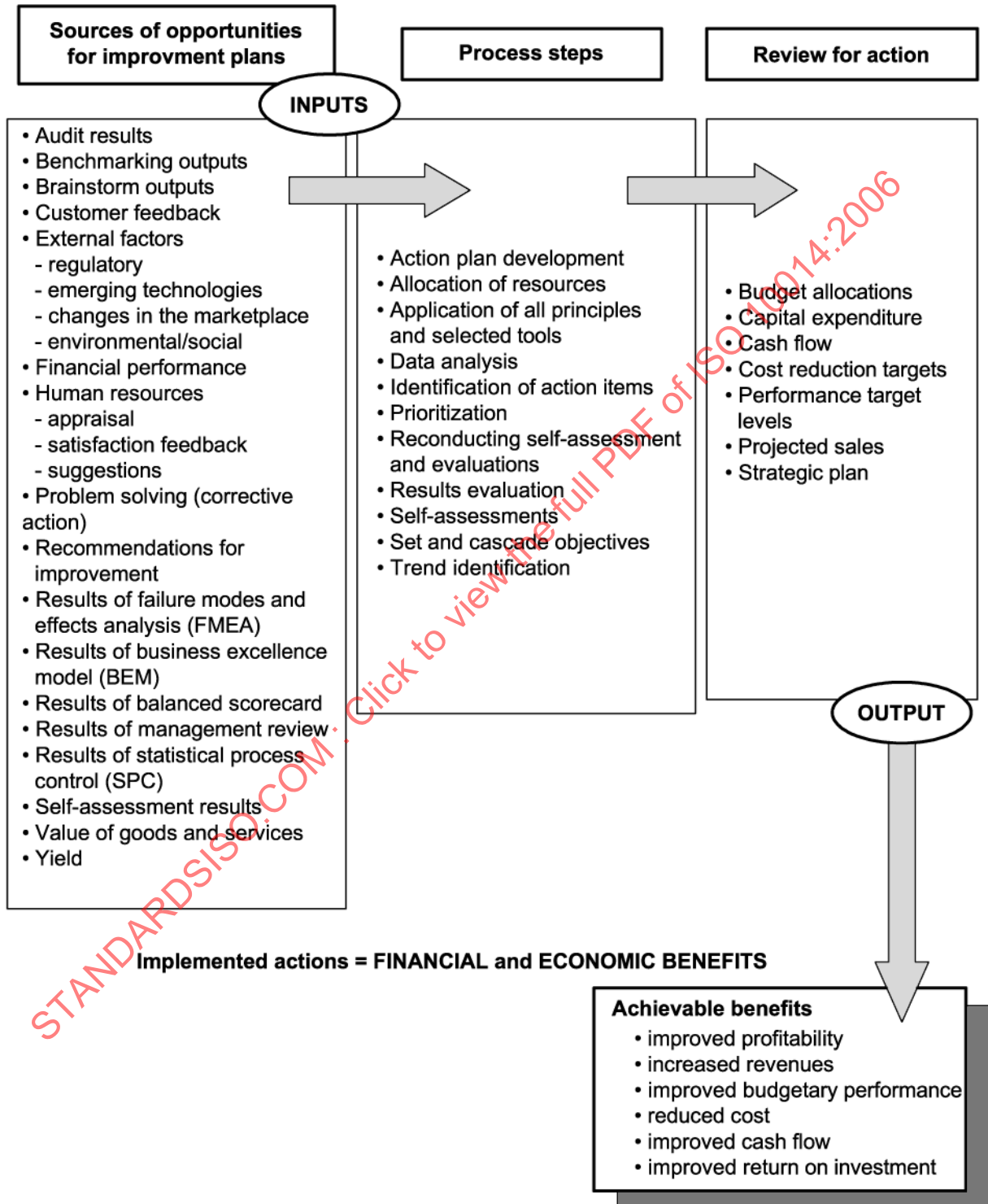


Figure 7 — Continual improvement

5.7 Factual approach to decision making

“Effective decisions are based on the analysis of data and information.” (ISO 9000:2005)

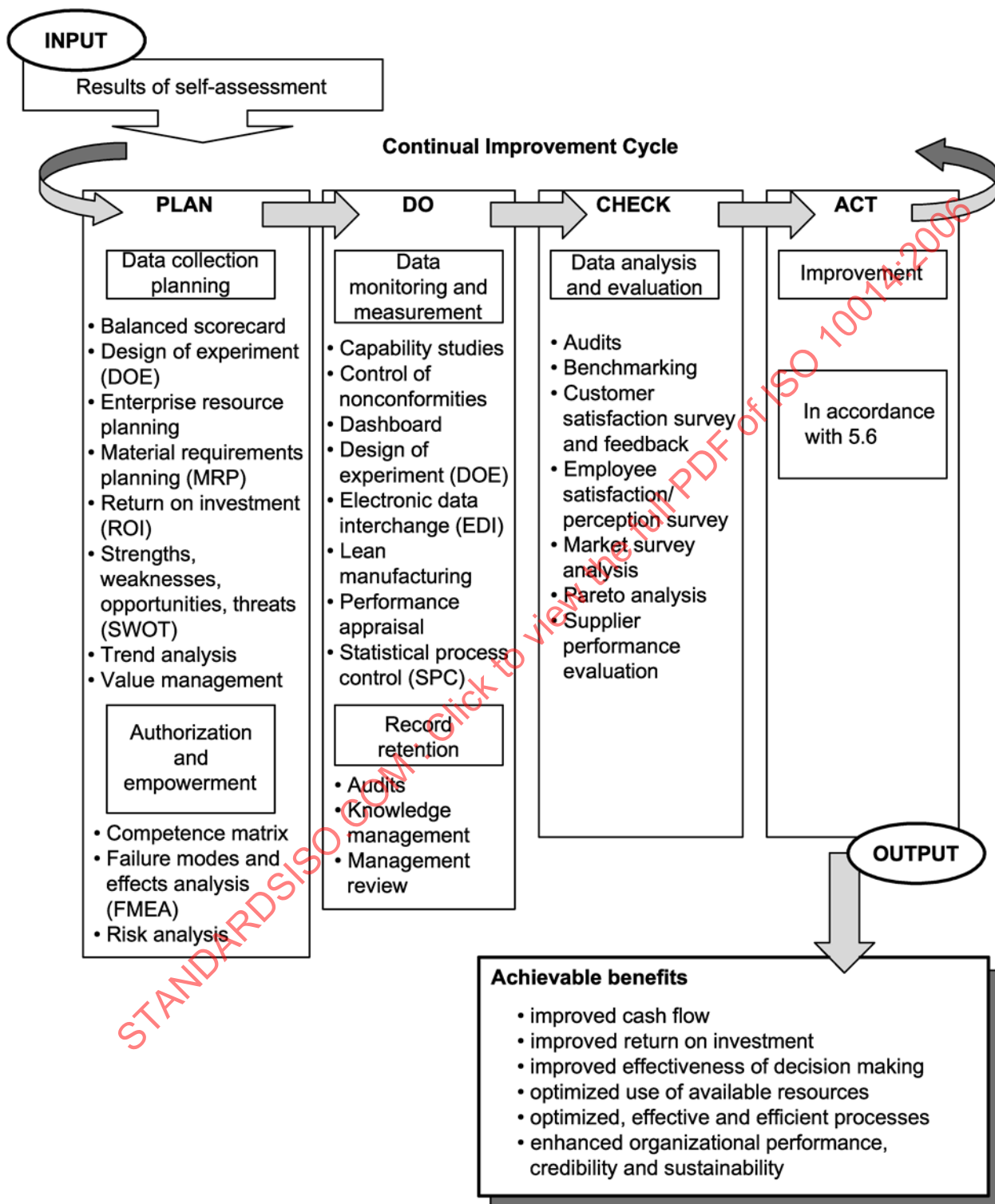


Figure 8 — Factual approach to decision making

5.8 Mutually beneficial supplier relationships

“An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.” (ISO 9000:2005)

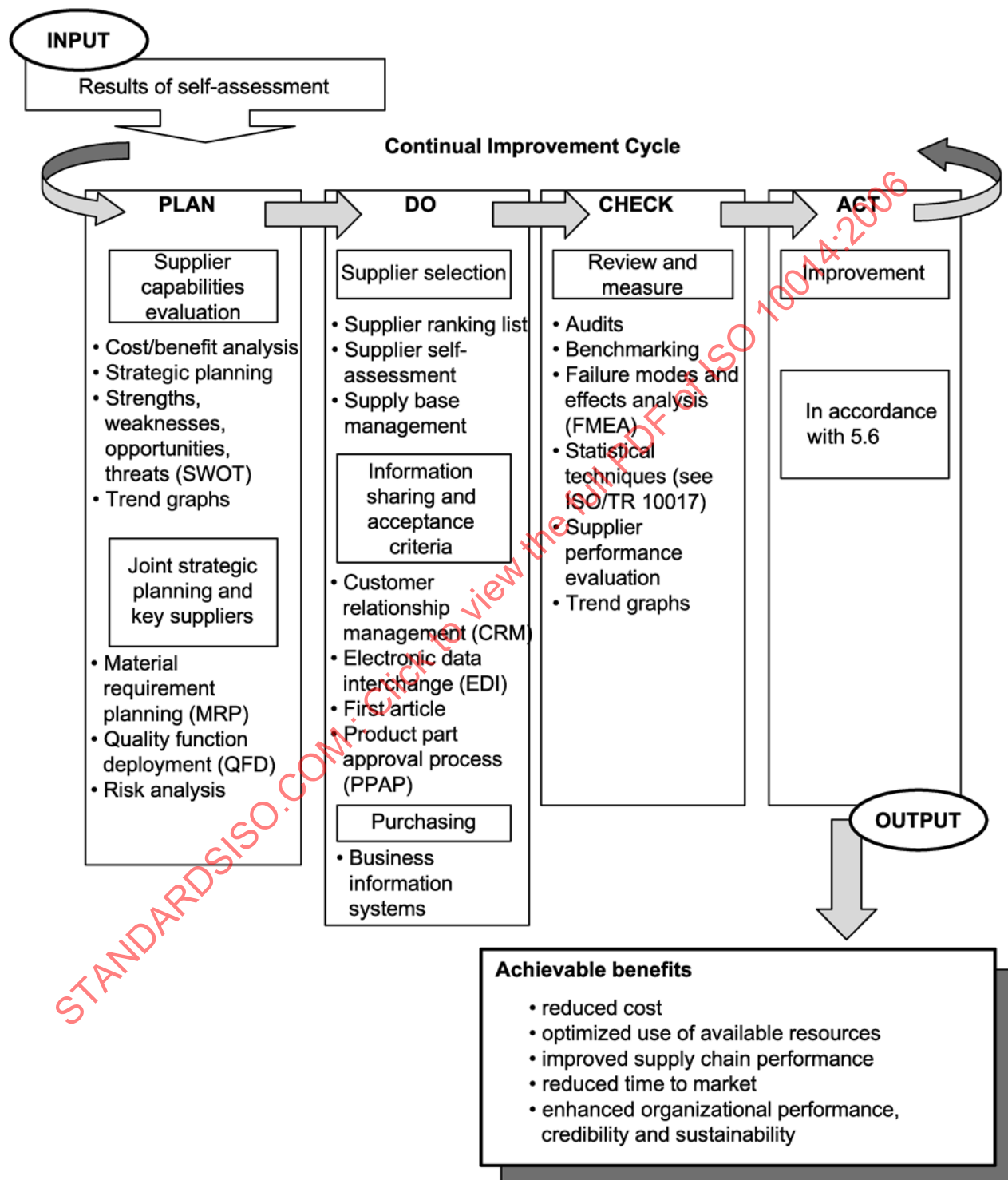


Figure 9 — Mutually beneficial supplier relationships

Annex A (informative)

Self-assessment of implementation of management principles

A.1 Maturity level descriptions

Prior to use of self-assessment questionnaires, the assessment team should familiarize themselves with maturity level descriptions (Table A.1). When answering questions in Table A.2 or A.3, select the maturity level from Table A.1 that best reflects the status of the organization. Seek consensus whenever organizational maturity is assessed at different levels. Assign a midpoint score when adjacent maturity levels appear equally appropriate.

A.2 Questionnaire for initial self-assessment

The initial self-assessment questionnaire (Table A.2) provides a first overview of the organization's maturity. There are three questions relating to each management principle. Scoring results will facilitate the selection of the principle in Clause 5 to begin the improvement process.

A.3 Questionnaire for comprehensive self-assessment

The additional value of a full comprehensive evaluation (Table A.3) should be realized when appropriate time and attention is given to the process. Taking time to develop familiarity with the maturity level descriptions, consensus discussions, clarification of meanings and other evaluation concerns adds value to the overall process. Active involvement of top management, for example through management review, demonstrates recognition and commitment to the importance of this process.

A.4 RADAR chart

The example depicted in Figure A.1 suggests that the organization should consider prioritizing actions relating to "customer focus" (5.1), and "involvement of people" (5.3).

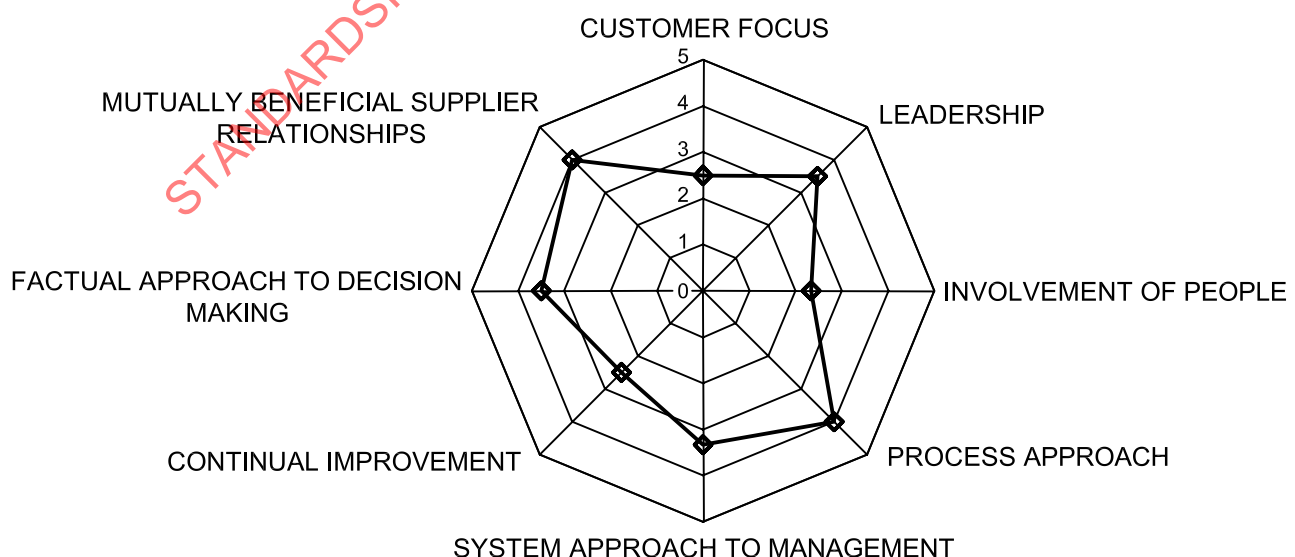


Figure A.1 — Example of a self-assessment result (average score): RADAR chart

Table A.1 — Description of maturity levels

Maturity level	Description
1	No or not true, 0 % occurrence, the practice is not found or not yet started, not much happening at all. No evidence of implementation. No systematic approach is evident, no real objectives. No measurements, poor or unpredictable results. Inadequately addressing customer complaints or needs. Perhaps some good ideas but not progressed much beyond the wishful thinking stage.
2	Marginally true, approximately 25 % occurrence, practice is only seen in some areas. Implementation evidence available. Reactive approach, mainly to correct problems. Limited evidence of corrective action approach. Limited information or understanding of improvements required, few objectives, some good results available. Customer satisfaction reasonably addressed but small progress on satisfaction of other interested parties. Some recognition of process approach, minor evidence that something useful is really happening. Occasional reviews or assessments resulting in some improvements and enhancements.
3	Partially true, approximately 50 % occurrence, the practice is commonly found, but not in the majority of areas. Improvement evidence visible. Process-based approach is evident, more proactive than reactive. Establishing root causes with some good corrective actions and systematic improvements. Information available on objectives and performance against those objectives, some good improvement trends. Satisfaction of interested parties generally being addressed. Evidence that subject is being addressed with moderate success, with some targeted reviews and actions. Sporadic evidence of clear improvements or enhancements, although still many concerns that subject is not addressed to its full extent.
4	Mostly true, approximately 75 % occurrence, the practice is very typical with only some exceptions. Interrelated process approach is well established in the system. Continual improvement process is well embedded within organization and key suppliers. Consistent positive results and sustained improvement trends, clear evidence that subject is well addressed. Satisfaction of interested parties mostly addressed. Proactive where appropriate, corrective action evidence that recurrence has stopped, preventive actions/risk assessments clearly evident. Regular and routine reviews with clear improvements and enhancements, some subjects are not being addressed to their full extent. Evidence of sustained improvement over an extended period, for example, at least 1 year.
5	Yes, true everywhere. Near or at 100 % occurrence. The practice is deployed throughout the organization with virtually no exceptions. Recognized as best-in-class, well benchmarked, strongly integrated information and improvement process (from the market end-user and throughout the supply chain). Best-in-class on all results readily demonstrated, with sustainable business assured, all interested parties satisfied. A successful, agile and innovative learning organization. All approaches relevant, successful and addressed to the full extent in all areas and in all aspects. An excellent role model. It is difficult to visualize significant improvement, but regular reviews are conducted. Evidence of sustained improvement over an extended period, for example, at least 3 years.

Table A.2 — Questionnaire for initial self-assessment

QM principle	Maturity level	Average
1. Customer focus (see 5.1)		
a) Has the organization identified the appropriate customer groups or markets for best financial and economic benefit to the organization?		
b) Has the organization fully understood customer and related supply chain needs and expectations, and identified the necessary resources to fulfil these requirements?		
c) Has the organization established measurements for customer satisfaction, and if complaints arise, are they settled fairly and in a timely manner?		
2. Leadership (see 5.2)		
a) Does top management establish and communicate the direction, policy, plans and any important information relevant to the sustainability of the organization?		
b) Does top management establish and communicate effective financial and economic objectives, providing necessary resources and feedback performance information?		
c) Does top management create and maintain the necessary environment in which people can become fully involved in achieving the organization's objectives?		
3. Involvement of people (see 5.3)		
a) Are people at all levels recognized as an important resource of the organization that can strongly impact the achievement of financial and economic benefits?		
b) Is full involvement encouraged to create opportunities to improve their competence, knowledge and experience for the overall benefit of the organization?		
c) Are people willing to work collaboratively with other employees, customers, suppliers and other relevant parties?		
4. Process approach (see 5.4)		
a) Are activities, controls, resources and outputs managed in an interrelated manner?		
b) Are capabilities of key activities and/or processes understood through measurement and analysis to achieve better financial and economic results?		
c) Does top management enable evaluation and/or prioritization of risks and address potential impacts on customers, suppliers and other interested parties?		
5. System approach to management (see 5.5)		
a) Are interrelated processes identified, understood and managed effectively to provide a system that will enable the realization of financial and economic benefits?		
b) Are resource and process capabilities and constraints understood, taking account of process interdependence?		
c) Is a systems approach employed to enable the holistic use of specific processes for the benefit of the system?		
6. Continual improvement (see 5.6)		
a) Does top management encourage and support continual improvement in order to achieve objectives for financial and economic benefit?		
b) Does the organization have effective measurements and monitoring in place to track and evaluate financial and economic benefits?		
c) Does top management recognize and acknowledge the achievement of financial and economic benefits?		

Table A.2 — Questionnaire for initial self-assessment (continued)

QM principle	Maturity level	Average
7. Factual approach to decision making (see 5.7)		
a) Are decisions effective, based on accurate factual analysis and balanced with intuitive experience where appropriate?		
b) Does top management ensure appropriate access to data, information and tools that enable effective analysis to be performed?		
c) Does top management ensure decisions are based on achieving optimum value-added benefit, avoiding improvements in one area that produce deterioration in another?		
8. Mutually beneficial supplier relationships (see 5.8)		
a) Do effective processes exist for evaluation, selection and monitoring of suppliers and supply chain partners to ensure overall financial and economic benefits?		
b) Does top management ensure development of effective relationships with key suppliers and partners that balance short-term gains with long-term considerations?		
c) Is sharing of future plans and feedback encouraged between the organization and its suppliers/supply chain partners to promote and enable mutual benefit?		

Table A.3 — Questionnaire for comprehensive self-assessment

QM principle	Maturity level	Comments and examples
1. Customer focus (see 5.1)		
Can the organization demonstrate that:		
a) it has identified the appropriate customer groups or markets for best financial and economic benefits?		
b) customer needs, expectations and requirements are fully understood?		
c) related supply chain needs, expectations and requirements are fully understood?		
d) items a), b) and c) above are managed by establishing clear objectives?		
e) objectives are effectively communicated to all affected employees?		
f) a balanced, fair approach is adopted for all customers?		
g) customer concerns and complaints are settled fairly and in a timely manner?		
h) customer satisfaction information is solicited, measured and evaluated?		
i) customer satisfaction is communicated within the organization?		
j) a stable supply chain is in place for lasting customer satisfaction?		
k) the organization provides necessary resources and fulfils its customers' requirements?		
l) the organization recognizes the need for joint development, if required?		
m) changes in market conditions, including competitiveness, are regularly reviewed?		
Maturity average		
2. Leadership (see 5.2)		
Does the organization's leadership:		
a) consider and effectively address the organization's strategy, policy and business plans to meet the needs of its customers to enable achievement of financial and economic benefits?		
b) consider and effectively address the organization's strategy, policy and business plans to meet the needs of employees to enable achievement of financial and economic benefits?		
c) consider and effectively address the organization's strategy, policy and business plans to meet the needs of its suppliers to enable achievement of financial and economic benefits?		
d) consider and effectively address the organization's strategy, policy and business plans to meet the needs of society to enable achievement of financial and economic benefits?		
e) clearly communicate vision, mission, direction, policy, plans, performance and other important information relevant to the sustainability of the organization's future?		
f) set challenging, realistic and understandable objectives for all work teams and/or individuals?		
g) create and maintain an appropriate environment to enable employees to be fully involved in the achievement of work objectives?		
h) create and maintain an appropriate environment to enable employees to be fully involved in the achievement of customer satisfaction objectives?		

QM principle	Maturity level	Comments and examples
i) create and maintain an appropriate environment to enable employees to be fully involved in the achievement of other interested parties' satisfaction objectives?		
j) establish shared values, fairness, openness and ethical role models in its dealings with suppliers?		
k) establish shared values, fairness, openness and ethical role models in its dealings with customers?		
l) establish shared values, fairness, openness and ethical role models in its dealings with society?		
m) demonstrate commitment, establish trust and eliminate fear in the organization?		
n) provide people with required resources, training and freedom to act with responsibility and accountability?		
o) inspire, encourage and recognize people's work contributions?		
p) establish unity of purpose and direction for the organization through clear and accurate communication between all levels?		
q) promote and support collaborative work groups involving employees, customers, suppliers and other interested parties?		
r) promote and reward innovation and creativity in the organization?		
s) encourage feedback and act appropriately on suggestions, including the strength and depth of feedback?		
Maturity average		
3. Involvement of people (see 5.3)		
Is it demonstrated that employees:		
a) apply their competence to achieve financial and economic benefit for the organization?		
b) effectively contribute to the development and achievement of the organization's objectives?		
c) recognize the need for innovation and creativity?		
d) understand the importance of their position?		
e) identify constraints to their performance, openly discussing problems and issues?		
f) accept ownership and responsibility to solve problems?		
g) seek opportunities to enhance their competence?		
h) freely share knowledge and experience?		
i) are eager to participate and contribute in continual improvement?		
j) are willing to work collaboratively with other employees, customers, suppliers and other relevant interested parties?		
Maturity average		

QM principle	Maturity level	Comments and examples
4. Process approach (see 5.4)		
Are processes employed effectively by:		
a) defining activities necessary to achieve desired financial and economic benefits within any process?		
b) fully recognizing and managing the interrelated and interdependent activities, resources, inputs and outputs of the process?		
c) establishing clear responsibility and accountability for employees in managing key activities?		
d) understanding capabilities of key activities or processes through measurement and analysis?		
e) identifying key activities and interfaces within the organization?		
f) focusing on the relevant factors (e.g. employees, machines, methods, materials, environment) that will improve the key activities/processes?		
g) evaluating/prioritizing risks, consequences and impacts, of activities/processes on customers, suppliers and other interested parties?		
Maturity average		
5. System approach to management (see 5.5)		
Are systems employed effectively by:		
a) defining processes necessary to achieve desired financial and economic benefits within the organization's overall system?		
b) identifying, understanding and managing the interdependent processes involved in the organization's overall system?		
c) identifying, understanding and managing the effects on overall resource constraints and capabilities, taking account of process interdependence?		
d) structuring and integrating the management of processes and resources to achieve the overall organization's objectives effectively and efficiently?		
e) the optimum use of specific processes for the benefit of the whole system?		
f) understanding the roles and responsibilities necessary to achieve overall success while avoiding interface barriers?		
g) continual improvement of the overall system through appropriate measurement and evaluation, avoiding improvements in one area that might cause deterioration in another?		
h) collaboration of all relevant parties for continual improvement and increased financial and economic benefit?		
Maturity average		
6. Continual improvement (see 5.6)		
Is continual improvement achieved by:		
a) consistent, company-wide philosophy that encourages and supports continual improvement for financial and economic benefits to the organization?		
b) providing people with training in methods and tools to enabling them to achieve improvement of products and/or processes?		
c) every individual or work group in the organization having relevant and coordinated objectives, resulting in continual improvement of financial and economic benefits?		
d) having effective measurements in place to track and evaluate continual improvements of financial and economic benefits?		
e) selecting and evaluating appropriate improvement ideas for implementation suitable to achieve financial and economic benefits?		
f) acknowledging and celebrating improvements in achieving financial and economic benefits?		
Maturity average		

QM principle	Maturity level	Comments and examples
7. Factual approach to decision making (see 5.7)		
Are decisions reached by:		
a) making available necessary data and information in order to enable achievement of financial and economic benefits?		
b) ensuring data and information are reliable and accurate?		
c) providing access to data, information and tools that enable key analysis to be performed effectively (e.g. financial and economic reviews, demand forecasting, planning, performance measurement and process analysis)?		
d) ensuring data and information are capable of indicating the effects of interrelationships between processes to avoid the problem of an improvement in one area that causes deterioration in another?		
e) making decisions and taking actions based on factual analysis, balanced with experience and intuition when necessary?		
Maturity average		
8. Mutually beneficial supplier relationships (see 5.8)		
Are they achieved by:		
a) an effective process for evaluation, selection and monitoring of suppliers and supply chain partners to ensure overall financial and economic benefits?		
b) effective communication between its supply chain partners, recognizing the interdependence between them, the organization and their customers?		
c) establishing relationships that balance short-term gains with long-term considerations, perhaps establishing joint development and improvement activities where necessary?		
d) the organization sharing information and future plans with its suppliers and supply chain partners, where appropriate, for mutual benefit?		
e) recognizing achievements and improvements, particularly those inspired by the supplier or supply chain partners?		
f) providing performance feedback to suppliers and supply chain partners?		
g) receiving regular feedback on the organization's own performance from their suppliers and supply chain partners?		
h) the organization working with suppliers and supply chain partners to reduce costs and provide additional financial and economic benefits to customers and other interested parties?		
Maturity average		