

SINGAPORE STANDARD
SS ISO 9004 : 2009
(ICS 03.120.10)

**Managing for the sustained
success of an organisation –
A quality management
approach**

Published by
SPRING Singapore
2 Bukit Merah Central
Singapore 159835
SPRING Singapore Website: www.spring.gov.sg
Standards Website: www.standards.org.sg

SPRING
singapore
Enabling Enterprise

SINGAPORE STANDARD
SS ISO 9004 : 2009
(ICS 03.120.10)

**Managing for the sustained
success of an organisation –
A quality management
approach**

All rights reserved. Unless otherwise specified, no part of this Singapore Standard may be reproduced or utilised in any form or by any means, electronic or mechanical, including photocopying and microfilming, without permission in writing from SPRING Singapore at the address below:

Head
Standardisation Department
SPRING Singapore
2 Bukit Merah Central
Singapore 159835
Telephone: 62786666 Telefax: 62786667
Email: stn@spring.gov.sg

ISBN 978-981-4278-32-4

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.ch
Web www.iso.ch

Published in Switzerland

Contents	Page
National Foreword	6
Foreword.....	7
Introduction	8
1 Scope	10
2 Normative references	10
3 Terms and definitions	10
4 Managing for the sustained success of an organization	10
4.1 General	10
4.2 Sustained success	11
4.3 The organization's environment	11
4.4 Interested parties, needs and expectations.....	12
5 Strategy and policy.....	12
5.1 General	12
5.2 Strategy and policy formulation.....	12
5.3 Strategy and policy deployment	13
5.4 Strategy and policy communication.....	14
6 Resource management	14
6.1 General	14
6.2 Financial resources	15
6.3 People in the organization	15
6.4 Suppliers and partners.....	16
6.5 Infrastructure	17
6.6 Work environment	18
6.7 Knowledge, information and technology	18
6.8 Natural resources	19
7 Process management.....	20
7.1 General	20
7.2 Process planning and control	20
7.3 Process responsibility and authority	21
8 Monitoring, measurement, analysis and review.....	21
8.1 General	21
8.2 Monitoring	21
8.3 Measurement.....	22
8.4 Analysis	25
8.5 Review of information from monitoring, measurement and analysis.....	25
9 Improvement, innovation and learning	26
9.1 General	26
9.2 Improvement	26
9.3 Innovation.....	27
9.4 Learning.....	28
Annex A (informative) Self-assessment tool.....	29
Annex B (informative) Quality management principles	47
Annex C (informative) Correspondence between ISO 9004:2009 and ISO 9001:2008	52
Bibliography.....	54

National Foreword

This Singapore Standard was prepared by the Technical Committee on Quality Management under the purview of the Management Systems Standards Committee. This standard is a revision of SS ISO 9004 : 2000 and is identical with ISO 9004 : 2009. SS ISO 9004 : 2009 cancels and replaces SS ISO 9004 : 2000.

Annexes A, B and C of this Singapore Standard are for information only.

Attention is drawn to the following :

1. Where the words 'International Standard' appear, they should be interpreted as 'Singapore Standard'.
2. The references to International Standards shall be replaced by the following Singapore Standards:

International Standard	Corresponding Singapore Standard
ISO 9000	SS ISO 9000
ISO 9001	SS ISO 9001
ISO 9004	SS ISO 9004
ISO 14001	SS ISO 14001
ISO 19011	SS ISO 19011

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

NOTE

1. *Singapore Standards are subject to periodic review to keep abreast of technological changes and new technical developments. The revisions of Singapore Standards are announced through the issue of either amendment slips or revised editions.*
2. *Compliance with a Singapore Standard does not exempt users from legal obligations.*

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 9004 was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 2, *Quality systems*.

This third edition cancels and replaces the second edition (ISO 9004:2000), which has been technically revised.

Managing for the sustained success of an organization is a major change in focus for ISO 9004, leading to substantial changes to its structure and contents.

Introduction

This International Standard provides guidance to support the achievement of sustained success for any organization in a complex, demanding, and ever-changing environment, by a quality management approach.

The sustained success of an organization is achieved by its ability to meet the needs and expectations of its customers and other interested parties, over the long term and in a balanced way. Sustained success can be achieved by the effective management of the organization, through awareness of the organization's environment, by learning, and by the appropriate application of either improvements, or innovations, or both.

This International Standard promotes self-assessment as an important tool for the review of the maturity level of the organization, covering its leadership, strategy, management system, resources and processes, to identify areas of strength and weakness and opportunities for either improvements, or innovations, or both.

This International Standard provides a wider focus on quality management than ISO 9001; it addresses the needs and expectations of all relevant interested parties and provides guidance for the systematic and continual improvement of the organization's overall performance. An extended model of a process-based quality management system incorporating the elements of ISO 9001 and ISO 9004 is given in Figure 1.

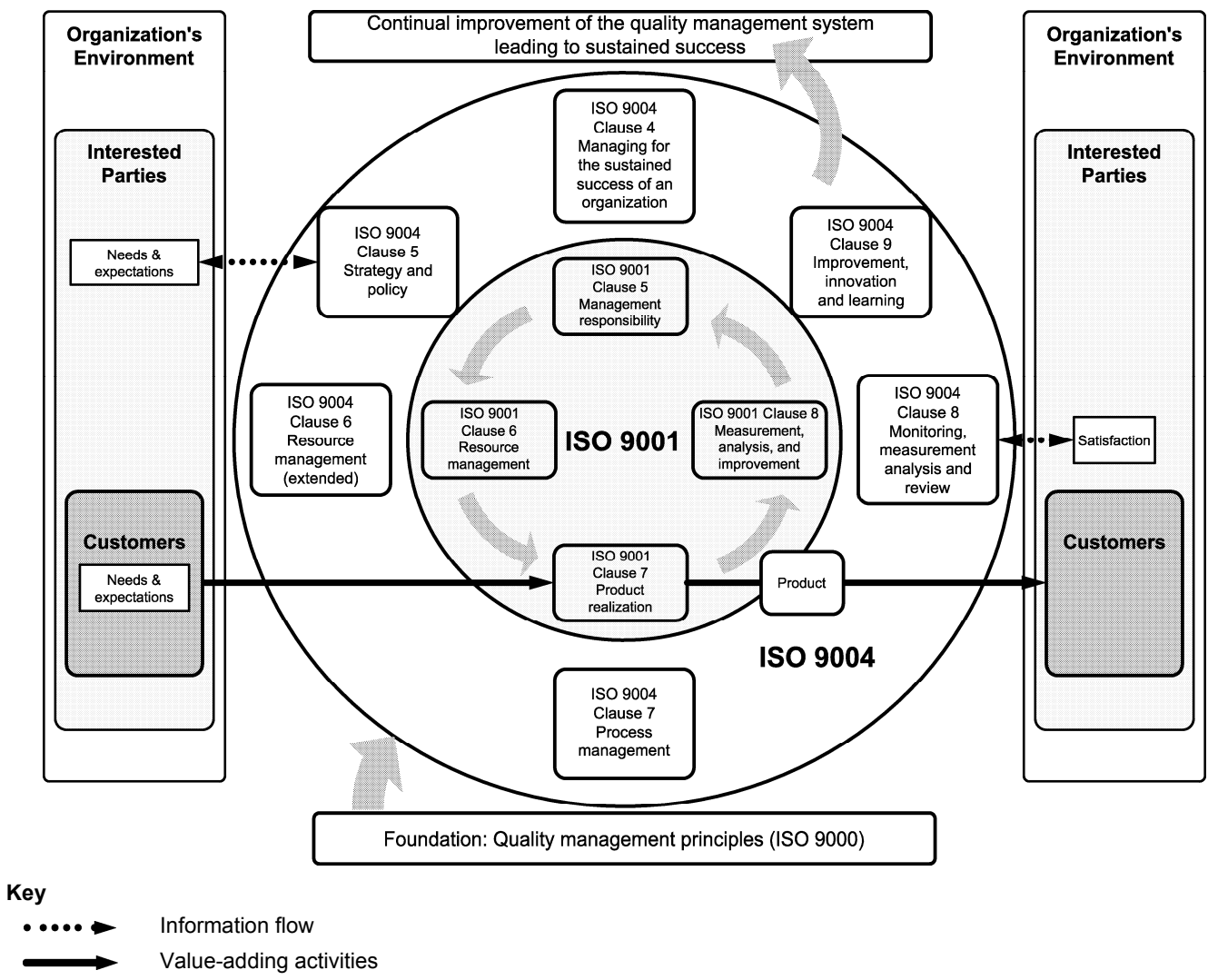


Figure 1 — Extended model of a process-based quality management system

This International Standard has been developed to maintain consistency with ISO 9001 and be compatible with other management system standards. Such standards complement each other, but can also be used independently.

Annex A provides a tool for organizations to self-assess their own strengths and weaknesses, to determine their level of maturity, and to identify opportunities for improvement and innovation.

Annex B provides a description of the quality management principles that are the basis of the quality management standards prepared by ISO/TC 176.

Annex C gives a clause by clause correspondence between ISO 9001:2008 and this International Standard.

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

1 Scope

This International Standard provides guidance to organizations to support the achievement of sustained success by a quality management approach. It is applicable to any organization, regardless of size, type and activity.

This International Standard is not intended for certification, regulatory or contractual use.

2 Normative references

The following referenced documents relate to 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, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

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

3.1 sustained success

⟨organization⟩ result of the ability of an organization to achieve and maintain its objectives in the long term

3.2 organization's environment

combination of internal and external factors and conditions that can affect the achievement of an organization's objectives and its behaviour towards its interested parties

4 Managing for the sustained success of an organization

4.1 General

To achieve sustained success, top management should adopt a quality management approach. The organization's quality management system should be based on the principles described in Annex B. These principles describe concepts that are the foundation of an effective quality management system. To achieve sustained success, top management should apply these principles to the organization's quality management system.

The organization should develop the organization's quality management system to ensure

— the efficient use of resources,