



AS/NZS ISO 9004:2011  
**Managing for the sustained  
success of an organization—  
A quality management approach**



STANDARD  
AS/NZS  
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## **AS/NZS ISO 9004:2011**

This Joint Australian/New Zealand Standard was prepared by Joint Technical Committee QR-008, Quality Systems. It was approved on behalf of the Council of Standards Australia on 10 August 2011 and on behalf of the Council of Standards New Zealand on 18 July 2011.

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*This Standard was issued in draft form for comment as DR AS/NZS ISO 9004.*

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## Australian/New Zealand Standard™

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

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## PREFACE

This Standard was prepared by the Joint Standards Australia/Standards New Zealand Committee QR-008, Quality Systems, to supersede AS/NZS ISO 9004:2000, *Quality management systems—Guidelines for performance improvements*.

The objective of this Standard is to endorse and make more freely available the latest version of this important ISO text.

This Standard is identical with, and has been reproduced from ISO 9004:2009, *Managing for the sustained success of an organization—A quality management approach*.

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<i>Reference to International Standard</i>		<i>Australian/New Zealand Standard</i>	
ISO		AS/NZS ISO	
9000	Quality management systems— Fundamentals and vocabulary	9000	Quality management systems— Fundamentals and vocabulary

The term ‘informative’ has been used in this Standard to define the application of the annex to which it applies. An ‘informative’ annex is only for information and guidance.

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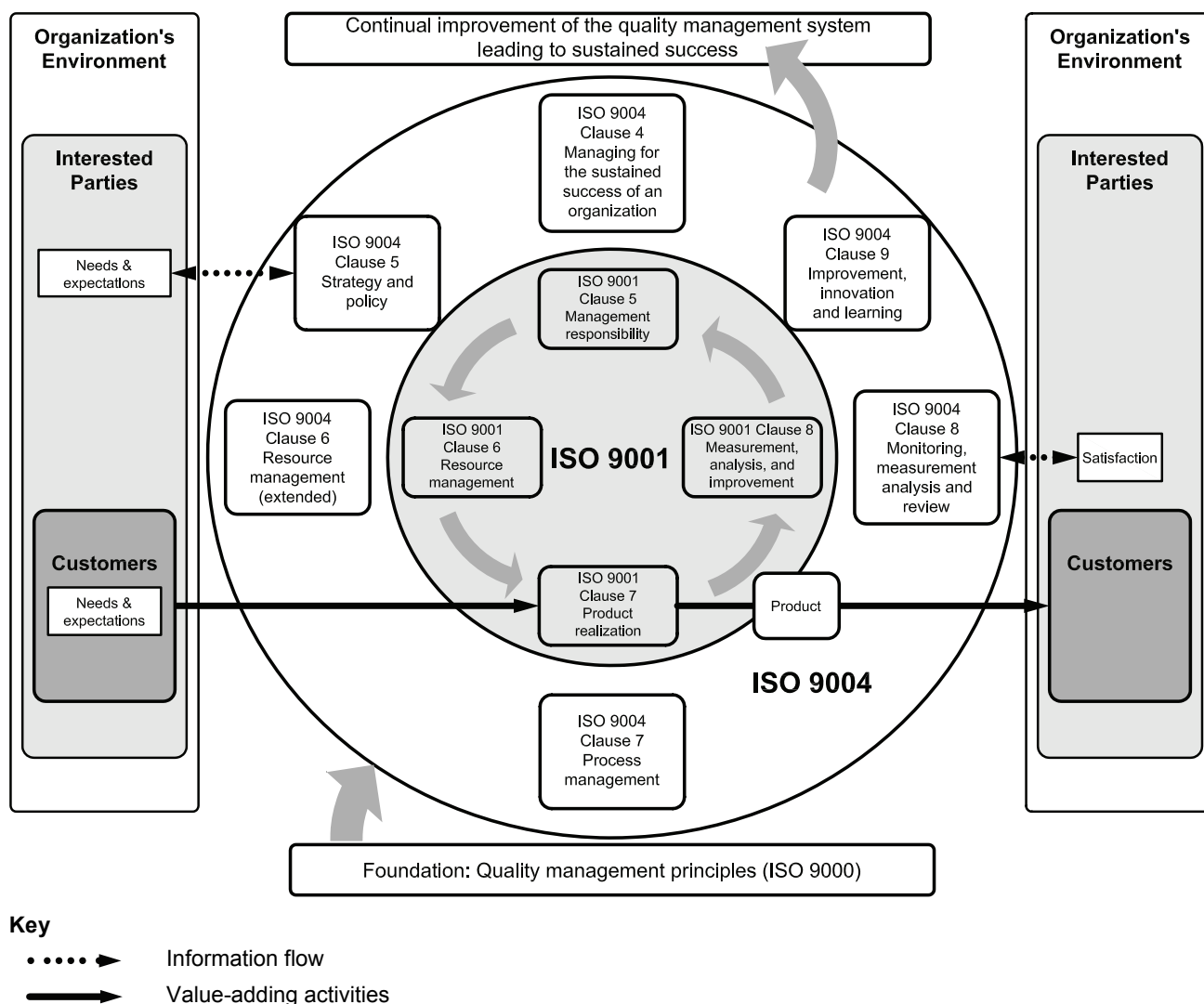
## INTRODUCTION

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.

## AUSTRALIAN/NEW ZEALAND 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,