
**Information technology — Guidelines
for the application of ISO 9001:2008
to IT service management and its
integration with ISO/IEC 20000-1:2011**

*Technologies de l'information — Lignes directrices pour l'application
de l'ISO 9001:2008 pour la gestion des services IT et son intégration à
la norme ISO/CEI 20000-1:2011*

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Contents

	Page
Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	2
3 Terms and definitions	2
4 Abbreviated terms	3
5 Introduction to ISO 9001 and ISO/IEC 20000-1	3
5.1 Introduction to the International Standards.....	3
5.2 The application of ISO 9001 to services and service management.....	7
5.3 The integration of ISO 9001 and ISO/IEC 20000-1.....	7
5.4 Comparison of ISO 9001 and ISO/IEC 20000-1.....	9
6 Management system requirements in ISO 9001 related to ISO/IEC 20000-1	13
6.1 Scope.....	13
6.2 Normative references.....	15
6.3 Terms and definitions.....	15
6.4 Quality management system.....	23
6.5 Management responsibility.....	27
6.6 Resource management.....	32
6.7 Product realization.....	35
6.8 Measurement, analysis and improvement.....	49
7 Management system requirements in ISO/IEC 20000-1 and not in ISO 9001	57
7.1 Rationale for additional clauses and requirements in ISO/IEC 20000-1.....	57
7.2 Clauses of ISO/IEC 20000-1 not found in ISO 9001.....	57
Annex A (informative) Comparison of requirements between ISO 9001:2008 and ISO/IEC 20000-1:2011	58
Annex B (informative) Comparison of requirements between ISO/IEC 20000-1:2011 and ISO 9001:2008	63
Annex C (informative) Integration of ISO 9001:2008 and ISO/IEC 20000-1:2011	68
Bibliography	81

Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work. In the field of information technology, ISO and IEC have established a joint technical committee, ISO/IEC JTC 1.

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

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

In exceptional circumstances, when the joint technical committee has collected data of a different kind from that which is normally published as an International Standard ("state of the art", for example), it may decide to publish a Technical Report. A Technical Report is entirely informative in nature and shall be subject to review every five years in the same manner as an International Standard.

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

ISO/IEC/TR 90006 was prepared by the Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 7, *Software and systems engineering*.

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Introduction

This Technical Report provides guidelines for the application of ISO 9001:2008 to IT service management. It also provides guidelines for the integration of a quality management system (QMS) and a service management system (SMS).

This Technical Report describes the similarities and differences between the requirements of ISO 9001:2008 and ISO/IEC 20000-1:2011. This Technical Report supports the adoption and audit of management systems developed following the requirements of ISO 9001:2008 alone or of an integrated management system for both ISO 9001:2008 and ISO/IEC 20000-1:2011.

This Technical Report uses the terminology used in ISO 9001:2008 when referring to that International Standard. It uses the terminology used in ISO/IEC 20000-1:2011 when referring to that International Standard. For example, ISO/IEC 20000-1 refers to services and service providers; ISO 9001 refers to products and organizations.

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Information technology — Guidelines for the application of ISO 9001:2008 to IT service management and its integration with ISO/IEC 20000-1:2011

1 Scope

This Technical Report provides guidelines for the application of ISO 9001:2008 to service management for IT services. Examples provided in the guidelines are for service management of IT services.

Because ISO/IEC 20000-1 and ISO 9001 can be applied not only to IT services but to all services, they do not use terminology referring to IT services. Throughout this Technical Report, the terminology of ISO/IEC 20000-1 is used without reference to IT, i.e. service, service management and service provider. The guidelines in this Technical Report can also be useful to support a QMS, SMS or integrated management system for other non-IT services.

Additionally, this Technical Report provides guidelines for the alignment and integration of a QMS and SMS in organizations where services are being delivered to internal or external customers. The guidelines about integration provided in [Annex C](#) can be applicable to a scope including IT services and other non-IT services as required.

This Technical Report provides a comparison of the requirements of ISO 9001:2008 and ISO/IEC 20000-1:2011. It highlights those areas where there is the greatest similarity between the two management systems, and where there are differences between the two.

This Technical Report cites and explains the requirements of ISO 9001:2008 in its application to service management and its integration with ISO/IEC 20000-1:2011, but does not add to or otherwise change the requirements of ISO 9001 or ISO/IEC 20000-1.

The guidelines provided in this Technical Report are not intended to be used as criteria for conformity assessments or audits.

This Technical Report can apply to organizations of all sizes, sectors, and types with different organizational forms or business models.

This Technical Report can be used by:

- a) auditors and assessors looking for guidelines on audits for ISO 9001:2008 with a scope that includes services and service management;
- b) auditors and assessors looking for guidelines on integrated audits for ISO 9001:2008 and ISO/IEC 20000-1:2011 with a scope that includes services and service management;
- c) organizations implementing a QMS with a scope that includes services and service management;
- d) organizations implementing an integrated management system using the requirements of ISO 9001:2008 and ISO/IEC 20000-1:2011.

This Technical Report does not describe the requirements of ISO 9001 or ISO/IEC 20000-1 comprehensively. This Technical Report is intended for use by persons with knowledge of both ISO 9001:2008 and ISO/IEC 20000-1:2011. Text that has been quoted from ISO 9001:2008 is enclosed in a box. Text from ISO 9000:2005 and ISO/IEC 20000-1:2011 is not reproduced extensively. Additional guidance is listed in the bibliography.

[Clause 5](#) of this Technical Report provides an introduction to ISO 9001 and ISO/IEC 20000-1, an overview of their similarities and differences and how they can be used together or separately.

[Clause 6](#) of this Technical Report includes all of the clauses of ISO 9001:2008 with details of related clauses from ISO/IEC 20000-1:2011 and provides guidelines for the application of ISO 9001:2008 to service management.

For ease of use, [Clause 6](#) of this Technical Report is numbered in the sequence of ISO 9001:2008. For example:

- a) [Clause 6.3](#) of this Technical Report relates to Clause 3 in ISO 9001:2008;
- b) [Clause 6.4.1](#) of this Technical Report relates to Clause 4.1 in ISO 9001:2008;
- c) [Clause 6.4.2.2](#) of this Technical Report relates to Clause 4.2.2 in ISO 9001:2008.

[Clause 7](#) of this Technical Report provides information about the clauses in ISO/IEC 20000-1:2011 that do not have corresponding requirements in ISO 9001:2008.

[Annexes A](#) and [B](#) of this Technical Report provide detailed tables showing a comparison between the requirements of ISO 9001:2008 and ISO/IEC 20000-1:2011.

[Annex C](#) of this Technical Report provides guidelines on the integration of a QMS and an SMS.

2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. 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*

ISO 9001:2008, *Quality management systems — Requirements*

ISO/IEC 20000-1:2011, *Information technology — Service management — Part 1: Service management system requirements*

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3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2005, ISO/IEC 20000-1:2011 and the following apply.

NOTE 1 Throughout the text of this Technical Report, wherever the term 'product' occurs, it can also mean 'service'.

NOTE 2 [Clause 6.3](#) of this Technical Report provides an analysis of the terms and definitions from ISO 9000:2005 and ISO/IEC 20000-1:2011.

3.1 information technology

IT
resources required to acquire, process, store and disseminate information

Note 1 to entry: Includes Communication Technology (CT) and the composite term Information and Communication Technology (ICT).

[SOURCE: ISO/IEC 38500:2008]

4 Abbreviated terms

IT	Information Technology;
PDCA	Plan-Do-Check-Act;
QMS	Quality Management System (from ISO 9000:2005);
SMS	Service Management System (from ISO/IEC 20000-1:2011).

5 Introduction to ISO 9001 and ISO/IEC 20000-1

5.1 Introduction to the International Standards

5.1.1 Introduction to ISO 9001

The ISO 9000 series has been developed to assist organizations of all types and sizes to implement and operate an effective QMS. The adoption of a QMS should be a strategic decision for an organization. ISO 9001 specifies requirements for a QMS when an organization wishes to demonstrate its ability to provide products that fulfil customer and applicable statutory and regulatory requirements and aims to enhance customer satisfaction.

The ISO 9000 series includes the following parts:

- ISO 9000:2005, *Quality management systems — Fundamentals and vocabulary*;
- ISO 9001:2008, *Quality management systems — Requirements*;
- ISO 9004:2009, *Managing for the sustained success of an organization — A quality management approach*.

There are other International Standards related to ISO 9001 which are listed in the bibliography e.g. ISO 19011:2011, *Guidelines for auditing management systems*.

The intent of ISO 9001 is to encourage the adoption of a process approach to manage an organization. Organizations that adopt a process approach create confidence in the capability of their products and supporting lifecycle processes. This approach provides a basis for continual improvement and can lead to increased satisfaction of customers and other interested parties, and to the success of the organization. ISO 9001 also encourages the adoption of a systems approach to management which requires process integration and alignment to improve the achievement of desired results. The process approach and systems approach to management are common to the design of both a QMS and an SMS.

The model of a process-based QMS shown in [Figure 1](#) illustrates the process linkages presented in ISO 9001. In addition, the methodology known as 'Plan-Do-Check-Act' (PDCA) can be applied to all processes in ISO 9001. This illustration shows that customers play a significant role in defining requirements as inputs. Monitoring of customer satisfaction requires the evaluation of information relating to customer perception about whether the organization has met the customer requirements.

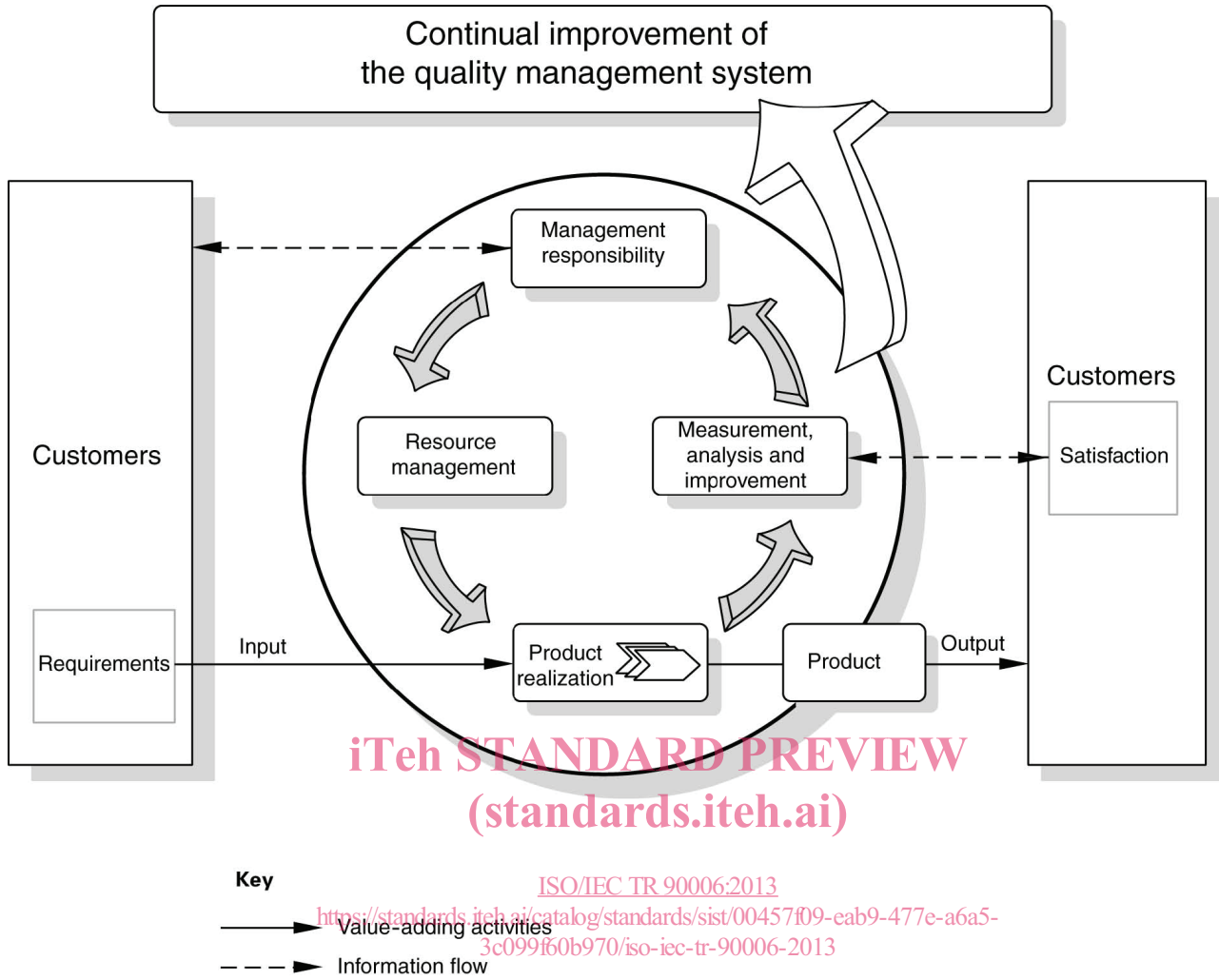


Figure 1 — Model of a process-based quality management system

The parties involved in quality management as defined in ISO 9001 are shown in Figure 2. The organization that supplies products to the customer can be the subject of the requirements of ISO 9001.

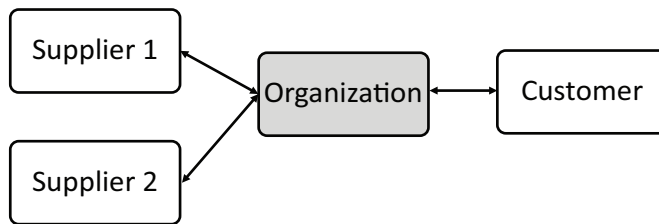


Figure 2 — The parties involved in quality management

While the organization itself can be the subject of the requirements of ISO 9001, mutually beneficial supplier relationships can represent a fundamental quality principle within ISO 9000 which can enhance the ability to create value.

5.1.2 Introduction to ISO/IEC 20000-1

ISO/IEC 20000 is the International Standard for service management. Service management is the set of capabilities, including processes, required to direct and control a service provider's activities and resources to fulfil service requirements as agreed with their customer. ISO/IEC 20000 includes

requirements for the design, transition, delivery and improvement of services that fulfil service requirements and provide value for both the customer and the service provider. The adoption of an SMS should be a strategic decision for an organization.

In service management, the organization providing services is known as a service provider. The customer should be responsible for defining its service requirements and agreeing the services to be delivered. The user can access and use the service. The customer can also be a user.

In a business environment, the service provider delivers services to the customer. The service provider manages the services to fulfil the customer requirements. For example, a financial business unit customer can access financial application services hosted in the cloud from his desk top computer. The service provider is responsible for designing and developing the service, making the transition from development into the live environment and then operating the service to deliver it to the customers.

A service can be visible to customers e.g. an email service. A service can also be invisible to customers but necessary to support other services e.g. an infrastructure maintenance service.

ISO/IEC 20000 includes the following parts, under the general title *Information technology — Service management*:

- Part 1: Service management system requirements;
- Part 2: Guidance on the application of service management systems;
- Part 3: Guidance on scope definition and applicability of ISO/IEC 20000-1;
- Part 4: Process reference model [Technical Report];
- Part 5: Exemplar implementation plan for ISO/IEC 20000-1 [Technical Report];
- Part 10: Concepts and terminology [Technical Report].

ISO/IEC TR 20000-10 establishes a common framework for helping organizations to understand the purpose of all the parts of ISO/IEC 20000 and the relationships between the parts. It also identifies other documents that have relationships with ISO/IEC 20000-1 and identifies common areas between standards to aid the use and integration of multiple standards in organizations.

The parties that can be involved in service management as defined in ISO/IEC 20000-1 are shown in Figure 3. The service provider should be the part of the organization that delivers services to the customers and can be the subject of the requirements of ISO/IEC 20000-1. Other parties that can support the service provider are suppliers, internal groups or customers acting as suppliers.

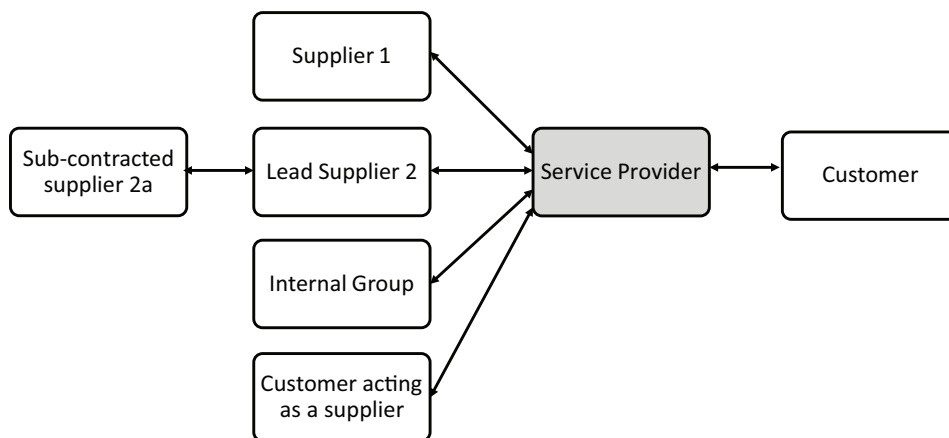


Figure 3 — The parties involved in service management

ISO/IEC 20000-1 specifies an integrated process approach when the service provider plans, establishes, implements, operates, monitors, reviews, maintains and improves an SMS. ISO/IEC 20000-1 specifies

the application of the methodology known as 'Plan-Do-Check-Act' to all parts of the SMS including the service management processes specified in Clauses 5 to 9 of ISO/IEC 20000-1, and the services. This is shown in [Figure 4](#).

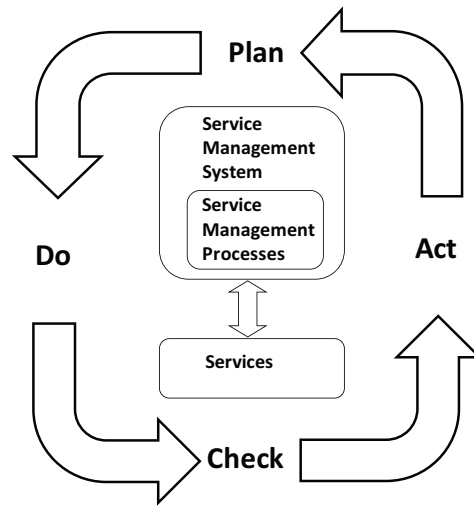


Figure 4 — PDCA methodology applied to service management

5.1.3 Defining scope for a QMS and an SMS

ISO 9001 and ISO/IEC 20000-1 differ significantly on the requirements for scope of the management system.

The scope of a QMS can include all or a part of the activities of an organization. The scope of an SMS applies to the design, transition, delivery and improvement of services.

Figure 5 illustrates 3 possible scenarios for the related scope of a QMS and an SMS. Figure 5.1 shows a scope with a partial overlap. Figure 5.2 shows the SMS scope wholly within the scope of the QMS. Figure 5.3 shows the same scope for both the QMS and the SMS. Examples are also provided.

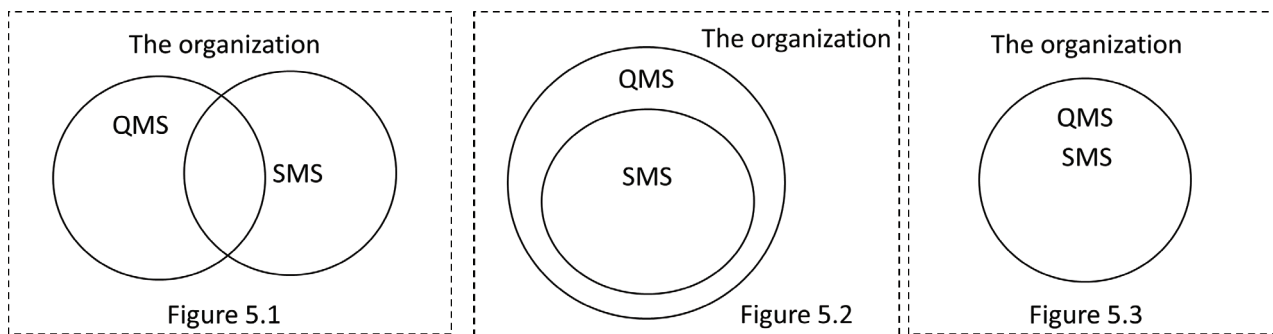


Figure 5 — Scope scenarios for a QMS and an SMS

EXAMPLE 1 An organization in Figure 5.1 has a QMS for both the manufacturing of products and a service required for the manufacturing process. The organization also has an SMS with a scope of the service for the product manufacturing process and other services. The scope of the SMS overlaps partially with the scope of the QMS.

EXAMPLE 2 An organization in Figure 5.2 has a QMS for all insurance business processes and all services. The organization also has an SMS for all services. The scope of the SMS is a subset of the scope of the QMS.

EXAMPLE 3 A service organization in Figure 5.3 has a QMS for all services provided. This organization also has an SMS for all services. The scope is identical for the QMS and the SMS.

NOTE Further guidance on scope for ISO/IEC 20000-1 is available in ISO/IEC 20000-3:2012 – Guidance on scope definition and applicability of ISO/IEC 20000-1.

5.2 The application of ISO 9001 to services and service management

Customers can require products with characteristics that satisfy their needs and expectations. In ISO 9001, whenever the term product occurs, it can also mean service. These needs and expectations are expressed in product specifications and can be collectively referred to as customer requirements. Because customer needs and expectations can change and because of competitive pressures and technical advances, organizations should be driven to continually improve their products and processes.

The QMS approach encourages organizations to analyse customer requirements, define the processes that contribute to the achievement of a product which is acceptable to the customer, and keep these processes under control.

ISO 9001 specifies requirements for a QMS that can be used for internal application by organizations, for conformity assessments or for third party audits. It focuses on the effectiveness of the QMS in providing products and services that meet customer requirements.

Clause 4.1 of ISO 9001 includes requirements for the organization to determine the processes required for the QMS. When ISO 9001 is applied to services and service management, the organization can include all or some of the processes from ISO/IEC 20000-1.

ISO 9001 can be applied to service management. The application of ISO 9001 to service management can be useful where an organization wishes to demonstrate conformity of its service management to an International Standard but cannot meet all of the requirements of ISO/IEC 20000-1 e.g. the organization only operates six service management processes and the other service management processes are not operated.

There can also be a scenario where an organization wants to demonstrate conformity to ISO 9001 for all parts of the organization including service management and other activities. It should be possible to incorporate all or some of the requirements of ISO/IEC 20000-1 as customer requirements in the QMS.

Demonstrating conformity to ISO 9001 for a scope including service management may not mean that an organization has demonstrated conformity to all the requirements of ISO/IEC 20000-1. The organization can demonstrate that it meets the requirements of ISO 9001 against the customer requirements for the service management activities included in the scope. For example, the organization can choose to incorporate in the customer requirements, the requirements from the service level management process and incident and service request management process specified in ISO/IEC 20000-1 but can choose not to include the other requirements specified in ISO/IEC 20000-1. Processes from other models can also be used.

[Clause 6](#) of this Technical Report provides guidance on how specific clauses of ISO 9001 can potentially be applied to service management.

5.3 The integration of ISO 9001 and ISO/IEC 20000-1

Organizations can benefit from integrating their management systems to create one management system. These benefits can be experienced whether one management system is implemented before the other, or all management systems are implemented simultaneously. Management and organizational processes, in particular, can derive benefit from integrating the similar requirements and defining common objectives for all management systems.

An ideal option for an organization can be to produce a viable integrated management system which enables the organization to demonstrate conformity to ISO 9001 and ISO/IEC 20000-1. The goal is not to compare the two International Standards or to determine which is best or right. Where there is conflict between the two International Standards, this should be resolved in a way which satisfies the requirements of ISO 9001 and ISO/IEC 20000-1, and ensures that the organization achieves continual improvement of its QMS and SMS. The ideal integrated management system should be based on the most effective approach using ISO 9001 and ISO/IEC 20000-1 applied appropriately. This is also supported by use of additional details found in one of the International Standards to supplement the other. Care should be taken to retain everything necessary for conformity to ISO 9001 and ISO/IEC 20000-1

ISO/IEC TR 90006:2013(E)

One business benefit of an integrated management system can be that the organization does not have two management systems with duplication and contradictory requirements. Other key benefits of an integrated implementation of quality and service management include:

- a) the credibility of an effective and quality assured service which meets customer requirements for internal or external customers;
- b) the lower cost of setting up, operating and auditing an integrated management system where achieving both high quality and effective service delivery are part of the organization's strategy;
- c) a reduction in implementation time due to the development of integrated processes common to ISO 9001 and ISO/IEC 20000-1;
- d) the avoidance of conflicts and isolated improvements in the organization arising from separate management systems;
- e) a greater understanding of both quality management and service management with one set of objectives leading to more effective and efficient working;
- f) a reduction in implementation time due to complementary requirements so that demonstrating conformity to ISO 9001 means that the organization has fulfilled some of the requirements of ISO/IEC 20000-1;
- g) a reduction in management time with a single management review instead of one for each management system.

An organization should have a good understanding of the characteristics, similarities and differences of ISO 9001 and ISO/IEC 20000-1 before planning an integrated management system that conforms to both International Standards.

ISO 9001 and ISO/IEC 20000-1 have specific requirements and purposes. For example, ISO 9001 does not include specific requirements for information security management.

ISO/IEC 20000-1 specifies that it 'enables a service provider to integrate its SMS with other management systems in the service provider's organization. The adoption of an integrated process approach and the PDCA methodology enables the service provider to align or fully integrate multiple management systems. For example, an SMS can be integrated with a QMS based on ISO 9001 or an information security management system based on ISO/IEC 27001'.

Conformity can be demonstrated for ISO 9001 and ISO/IEC 20000-1 independently. To demonstrate conformity to ISO 9001, all the requirements should be fulfilled. Conformity to ISO 9001 for a scope that includes service management may not be sufficient for an organization to claim conformity to all of the requirements of ISO/IEC 20000-1 as ISO/IEC 20000-1 contains differing and additional requirements beyond those specified in ISO 9001.

To demonstrate conformity to ISO/IEC 20000-1, all the requirements should be fulfilled. The organization can choose to name and arrange the requirements into processes in a different way from that shown in ISO/IEC 20000-1. Conformity to ISO/IEC 20000-1 for service management may not be sufficient for an organization to be able to claim conformity to all of the requirements of ISO 9001 as ISO 9001 contains differing and additional requirements beyond those specified in ISO/IEC 20000-1. If an organization cannot meet all the requirements of ISO/IEC 20000-1, the SMS is incomplete and the full benefits of an SMS cannot be realized.

All requirements from ISO 9001 and ISO/IEC 20000-1 can be implemented in an integrated management system which can be used to demonstrate conformity to both ISO 9001 and ISO/IEC 20000-1. There are some clauses which have a lot of requirements in common and some clauses which have a minority of requirements in common. There are some requirements that are in only one of ISO 9001 or ISO/IEC 20000-1. This is illustrated in [Figure 6](#).

This Technical Report identifies the common requirements and requirements which are specified in only one of ISO 9001 or ISO/IEC 20000-1. [Annex C](#) provides further guidance about the integration of ISO 9001 and ISO/IEC 20000-1.

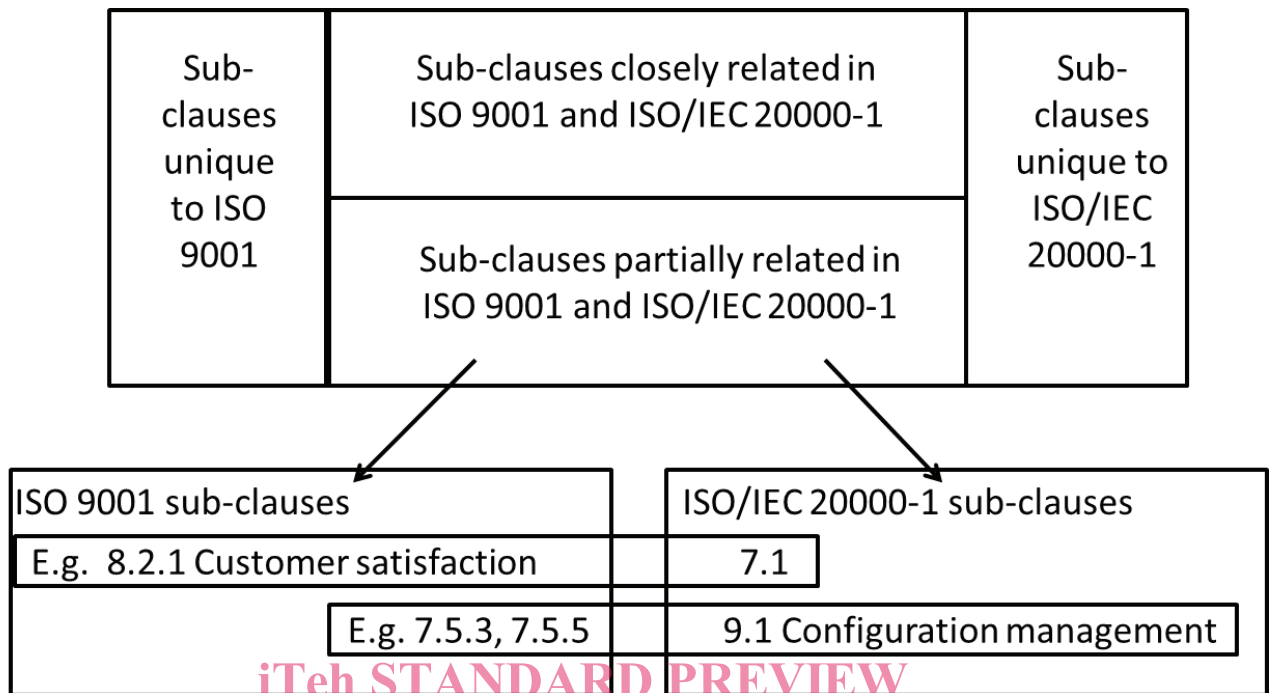


Figure 6 — The integration of quality management and service management systems

NOTE ISO/IEC 27013 provides guidance for the integration of ISO/IEC 20000-1 and ISO/IEC 27001.

5.4 Comparison of ISO 9001 and ISO/IEC 20000-1

5.4.1 Approach to the comparison

The clauses and sub-clauses which contain similar or different requirements between ISO 9001 and ISO/IEC 20000-1 are explained in [Clauses 6](#) and [7](#) of this Technical Report and summarized in [Table 1](#), [Annexes A](#) and [B](#).

There are some clauses which are similar in wording or intent. Other clauses are either unique or different in either wording or intent in ISO 9001 and ISO/IEC 20000-1. A closely related clause means that the majority of the requirements of ISO 9001 and ISO/IEC 20000-1 are similar. For example, Clause 5.3 of ISO 9001, quality policy, is similar to Clause 4.1.2 of ISO/IEC 20000-1, service management policy, because they have similar wording and have the same intent. A partially related clause means that only a minority of the requirements of ISO 9001 and ISO/IEC 20000-1 are similar. For example, Clause 8.2.1 of ISO 9001, customer satisfaction, is similar only to the last paragraph in Clause 7.2 of ISO/IEC 20000-1, business relationship management.

Another example is that there are no requirements in ISO 9001 specifically for budgeting and accounting. Therefore, the ISO/IEC 20000-1 process of budgeting and accounting for services is shown in [Table B.1](#) as not having corresponding requirements with any clauses in ISO 9001. Clause 4.1 of ISO 9001 includes requirements for the organization to determine the processes required for the QMS and these can include budgeting and accounting for services. The organization can also choose to include the requirements from the budgeting and accounting for services process in ISO/IEC 20000-1 as product requirements in Clause 7.2.1 of ISO 9001.

Some requirements in ISO 9001 are shown to be similar to requirements in multiple clauses of ISO/IEC 20000-1. For example, Clause 5.2 of ISO 9001 specifies 'Top management shall ensure that