



# SLOVENSKI STANDARD SIST EN ISO 9004:2018

01-junij-2018

Nadomešča:  
SIST EN ISO 9004:2009

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**Vodenje kakovosti - Kakovost organizacije - Napotki za doseganje trajne uspešnosti (ISO 9004:2018)**

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

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

Management de la qualité - Qualité organisationnelle - Guidance pour atteindre performances durables (ISO 9004:2018)

**Ta slovenski standard je istoveten z: EN ISO 9004:2018**

**ICS:**

03.100.70	Sistemi vodenja	Management systems
03.120.10	Vodenje in zagotavljanje kakovosti	Quality management and quality assurance

**SIST EN ISO 9004:2018** en,fr,de

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EUROPEAN STANDARD

EN ISO 9004

NORME EUROPÉENNE

EUROPÄISCHE NORM

April 2018

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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.

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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.

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**CEN-CENELEC Management Centre: Rue de la Science 23, B-1040 Brussels**

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## 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of an identical text or by endorsement, at the latest by October 2018, and conflicting national standards shall be withdrawn at the latest by October 2018.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.

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# INTERNATIONAL STANDARD

# ISO 9004

Fourth edition  
2018-04

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## Quality management — Quality of an organization — Guidance to achieve sustained success

*Management de la qualité — Qualité d'un organisme — Lignes  
directrices pour obtenir des performances durables*

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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.

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](http://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](http://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](http://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”.

## ISO 9004:2018(E)

### 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](#).

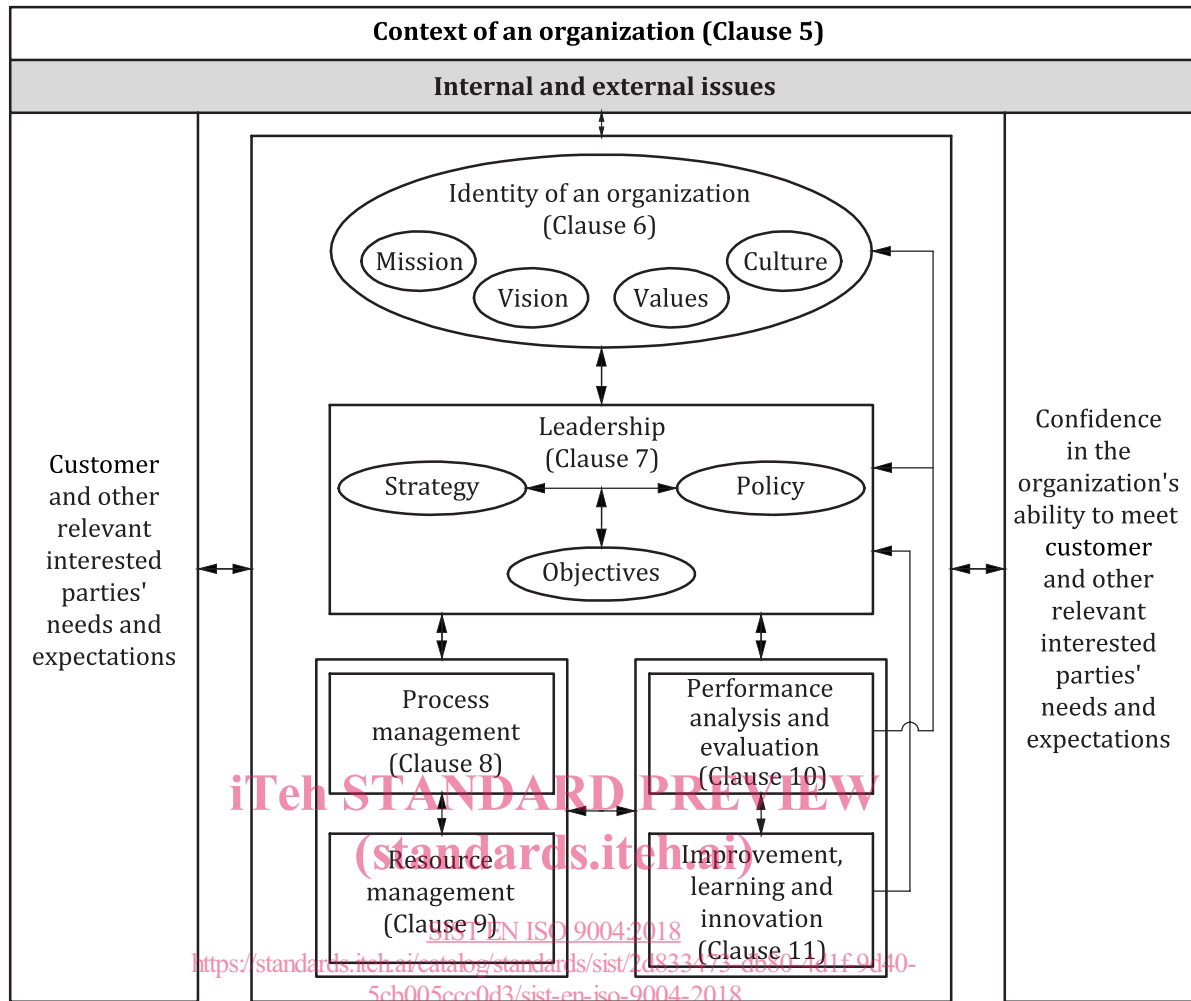


Figure 1 — Representation of the structure of this document

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# Quality management — Quality of an organization — Guidance to achieve sustained success

## 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 (standards.iteh.ai)

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.