

What does this mean?

Facts are obtained from observations performed by qualified people using qualified means of measurement - the integrity of the information is known.

How does this impact the QMS?

Data required in making decisions affecting the business should be generated by the QMS and that all decisions can be substantiated by this data.

How will this be demonstrated?

Demonstration of *Factual Approach* will be through a clear path to decisions from the analysis of information with confidence being created in the method of decision-making.

Mutually beneficial supplier relationships

'An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.'

What does this mean?

Beneficial relationships are those in which both parties share knowledge, vision, values and understanding. Suppliers are not treated as adversaries.

How does this impact the QMS?

The supply chain processes will be designed to foster involvement, co-operation, communication and a sense of partnership in achieving common and agreed objectives. There will be a move away from an adversarial approach to supplier relationships.

How will this be demonstrated?

Demonstration of *Mutually Beneficial Supplier Relationships* will be through a supply chain process designed to foster involvement, co-operation, communication and a sense of partnership in achieving common and agreed objectives.

Application of the principles

In the following tables the factors that characterize each principle are defined and the relationship shown between the principles and both ISO 9001 and ISO 9004. An explanation of the content in each column follows:

Application	These are the results one would expect to find in an organization that applied these principles. This has been based on the information provided in N130. However, entries marked * in Table 3.4 were not included in the original N130 document and have been added in order to recognize the feedback loop as a fundamental element of every process.
Motivation	These are the actions an organization would most likely have taken to achieve these results. These have been derived from ISO 9001 and ISO 9004.
ISO 9001 Clause	This is the clause number that most closely matches the result or the action. A blank indicates that the topic is not addressed in ISO 9001. (All clauses match the principles)
ISO 9004 Clause	This is the clause number that most closely matches the result or the action. A blank indicates that ISO 9004 adds no more than contained in ISO 9001.

It is very significant that to address all the factors that characterize these principles, an organization would need to adopt both ISO 9001 and ISO 9004.

Conformity with ISO 9001 alone does not necessarily characterize an organization that embodies the eight quality management principles.

Application of customer focus principle

Application An organization applying the customer focus principle would be one in which people:	Motivation The organization would have:	ISO 9001 Clause	ISO 9004 Clause
Understood customer needs and expectations	Established current and forecasted customer needs and expectations	5.2 7.2.1	5.1.2
	Translated customer needs and expectations into achievable requirements		5.2.2
	Identified statutory requirements that apply to its operations	5.2	5.2.3
	Periodically reviewed customer needs and expectations		7.2
	Periodically tested understanding of customer needs with the customer		7.2
Balanced the needs and expectations of all interested parties	Determined the needs of employees, suppliers, consumers, users, unions, partners, society		5.2.2
	Assessed the impact of solutions to customer needs on other interested parties		5.2.2
Communicated these needs and expectations throughout the organization	Communicated customer needs and expectations throughout the organization	5.1 5.5.2	5.2.2
Have the knowledge, skills and resources required to satisfy the organization's customers	Linked customer needs and expectations with staff development programmes		6.2.2.2
	Determined that the organization has the capability to meet commitments before acceptance	7.2.2	7.2
Measured customer satisfaction and acted on results	Measured customer satisfaction	8.2.1	5.1.1 8.2.1.2
Managed customer relationships	Made customers aware of capabilities and difficulties	7.2.3	
	Processed enquiries and orders effectively	7.2.3b	
	Processed all customer feedback	7.2.3c	
Could relate their goals and targets directly to customer needs and expectations	Established organizational goals and targets	5.4.1	5.1.1
	Deployed organizational goals and targets to each function and level in the organization		5.4.1
Acted upon the results of customer satisfaction measurements	Improved the performance of the organization to meet customer needs	8.5.1	8.2.1.2