



ISO/TC 176 Strategic Business Plan Pursuing Excellence

Date: 2023 April 12

Executive Summary

ISO/TC 176 Strategic Business Plan

The *ISO/TC 176 Quality management and quality assurance* Strategic Business Plan outlines the vision, mission, objectives and strategies of our committee. The Executive Summary of this Plan is a one-page synopsis of the vision and structure of ISO/TC 176 to engage our work with the international community. The full Plan provides details to committee members on the context in which the TC operates, including its current structure and representation, as well as the committee goals, priorities, measures, and the expected benefits.

ISO/TC 176 Vision

Our vision is to maintain world-class quality management standards and related publications that are fundamental to the success of an organization that implements our documents.

ISO/TC 176 alignment with ISO Strategy 2030 and United Nations Sustainable Development Goals (UNSDGs)

ISO/TC 176 has aligned our Strategic Business Plan with the ISO Strategy 2030ⁱ and UNSDGⁱⁱs. ISO/TC 176 has set priorities and measures for success. These priorities are measured and reported annually and integrated into the continual improvement of ISO/TC 176 operations.

There are three goals within the ISO Strategy 2030 that ISO/TC 176 has incorporated:

- ISO/TC 176 Goal 1: ISO/TC 176 Standards Used Everywhere,
- ISO/TC 176 Goal 2: ISO/TC 176 Meeting Global Needs,
- ISO/TC 176 Goal 3: ISO/TC 176 Has all Voices Heard.

Standards developed by ISO/TC 176 are used by millions of organizations throughout the world. Organizations can use the standards in TC 176 to reach their UNSDG goals. The ISO/TC 176 standards support three primary SDGs, #8, #9 and #12:

- SDG #8 Decent work and economic growth,
- SDG #9 Industry, Innovation and Infrastructure,
- SDG #12 Responsible Consumption and Production.

ISO 176 Committee Structure to deliver the Strategic Business Plan

ISO/TC 176 Quality management and quality assurance was established in 1979 and is responsible for standardization in the field of generic quality management systemsⁱⁱⁱ. As well, the committee develops standards in quality management standardization in specific sectors (at the request of the affected sector and the ISO Technical Management Board). The committee is entrusted with an advisory function to ISO and IEC technical committees to ensure the integrity of generic quality system standards and the effective implementation of the ISO/IEC sector policy on deliverables that include quality management system aspects.

This work is done with the dedication and hard work of our volunteers through the member bodies of ISO. Our work is dedicated to the vision of ISO, for making lives easier, safer and better.

On behalf of our committee, in pursuing excellence,

Jeffrey Hunt
Chair, ISO/TC 176



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ISO/TC 176 Strategic Business Plan

The ISO/TC 176 Strategic Business Plan (*Plan*) outlines the objectives and strategies of ISO Technical Committee (TC) 176 *Quality management and quality assurance*. This Plan considers the context in which the ISO/TC 176 operates, including its current structure and representation, as well as the committee goals, priorities, measures, and the expected benefits.

This Plan has been developed in collaboration with the current leadership of ISO/TC 176, the Chair's Strategic Advisory Group (CSAG), Subcommittees (SC) 1, 2, 3, the ISO Technical Programme Manager, and the Member Bodies of ISO/TC 176.

It is the intent this Plan is continually consulted, annually reviewed and updated accordingly, to maintain relevancy to the current environmental, economic, technical and societal context.

ISO/TC 176 Vision

Our vision is to maintain world-class quality management standards and related publications that are fundamental to the success of an organization that implements our documents.

ISO/TC 176 Mission

As committed members of the ISO standards development community to achieve world-class quality:

- We will continually enhance the ISO/TC 176 Portfolio by creating, improving, and sustaining product and marketing support system of voluntary quality management system standards, related publications and other supporting resources that are adopted by all countries and economic sectors to address the needs of organizations across the globe.
- We will encourage our members to provide committed voluntary experts to represent the knowledge of quality management practices, and the values and diversity of the international community that we serve to actively support our activities. We will also reach out to establish liaisons with organizations that have recognized subject matter expertise for their advice, counsel and participation.
- We will strive to ensure the relevance of the ISO/TC 176 Portfolio in support of the sustained success of all organizations, and continue to grow the recognition of the ISO/TC 176 Brand, usage and integrity worldwide.
- We will ensure the timely development and distribution of standards and related publications that reflect state-of-the-art quality management practices, tools, and techniques.
- We will thoughtfully develop standards that reduce the need for further industry wide proliferation, thus reducing the cascaded effect on supply chain efficiency and burden on users.
- We will develop and maintain a portfolio of supporting technology standards that provide guidance to enable organizations to improve their performance and thereby benefit from the implementation of a robust quality management system.



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Committee Scopes

ISO/TC 176 Quality management and quality assurance

Standardization in the field of quality management (generic quality management systems and supporting technologies), as well as quality management standardization in specific sectors at the request of the affected sector and the ISO Technical Management Board.

Note :

ISO/TC 176 is also entrusted with an advisory function to all ISO and IEC technical committees to ensure the integrity of the generic quality system standards and the effective implementation of the ISO/IEC sector policy on quality management systems deliverables.

ISO/TC 176/SC1 Quality management and quality assurance – Concepts and terminology

Terminology support for the ISO/TC 176 family of standards, harmonization of concepts, terms, definitions and definitions with other TCs and management system standards (MSS).

ISO/TC 176/SC2 Quality management and quality assurance – Quality systems

Standardization in the field of quality management and quality assurance, as well as documents that support excellence in all types of organizations.

ISO/TC 176/SC3 Quality management and quality assurance – Supporting technologies

Standardization that support specific components in excellence in all types of organizations in the field of quality management and quality assurance.

Objectives of ISO/TC 176 and strategy for their achievement

ISO/TC 176 alignment with United Nations Sustainable Development Goals and ISO Strategy 2030

ISO/TC 176 has aligned our Strategic Business Plan with the ISO goals and UNSDGs. ISO/TC 176 has set priorities and actions for success to these goals. These priorities are measured and reported annually and integrated into the continual improvement of ISO/TC 176 operations.

ISO has developed a strategic policy document entitled ISO Strategy 2030^{iv}. This document details the Organization's vision for *making lives easier, safer and better*. Part of the ISO Strategy includes alignment to the United Nations' Global Agenda for 2030^v.

UN Sustainable Development Goals

Transforming our world is the aim of the United Nations 2030 Agenda for Sustainable Development and its corresponding 17 Sustainable Development Goals (SDGs)^{vi}.

- ISO/TC 176 has standards, that can be applied to improve any organization that supports any or all of these SDGs.
- Particularly, each of the ISO/TC 176 standards support three primary SDGs, #8, #9 and #12.

SDG #8 Decent work and economic growth

- Promote sustained, inclusive and sustainable economic growth, fully and productive employment and decent work for all.
- International Standards, by their very nature, promote economic growth by setting a common language and internationally agreed specifications that can be applied in procurement or regulations^{vii}.





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SDG #9 Industry, Innovation and Infrastructure

- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- ISO International Standards support sustainable industrialization through internationally agreed specifications that meet quality, safety and sustainability requirements^{viii}.



SDG #12 Responsible Consumption and Production

- Ensure sustainable consumption and production patterns
- Using resources responsibly, sustainably and with consistent production patterns is a key output for organizations using a quality management system^{ix}.



ISO/TC 176 and UNSDGs Priorities

- Align all ISO/TC 176 standards to UNSDGs and the Target Indicators. Publish results to explain why and how the KPI are aligned.
- Align all Management System Standards (MSS) developed by ISO/TC 176, and the subcommittees, to the UNSDG. ISO/TC 176 MSS currently includes ISO 9001, ISO/TS 9002, ISO 9004, ISO 1004, ISO 10006, ISO 10012, ISO 18091, ISO/TS 54001 and any under development^x. ISO/TC 176 will provide guidance on how organizations can use them, and publish reasons why MSS are indispensable.

ISO Strategy 2030

ISO standards support global trade, drive inclusive and equitable economic growth, advance innovation and promote health and safety to achieve a sustainable future^{xi}. The standards within ISO/TC 176 support this strategy with requirements and guidance for organizations to be able to deliver consistent services to achieve their long-term sustained success. ISO has listed 3 goals with 6 priorities to support the Strategy 2030.

ISO 2030 Goals

ISO Goal 1: ISO Standards Used Everywhere

- Demonstrate the benefits of standards.
- Innovate to continue to ensure sustained use.

ISO Goal 2: Meeting Global Needs

- Deliver ISO standards when the market needs them.
- Capture future opportunities for international standardization.

ISO Goal 3: All voices heard

- Strengthen ISO members through capacity building.
- Advance inclusivity and diversity in the ISO system, especially for small and medium enterprise.



ISO/TC 176 Representation, Participation and Committee Structure to deliver the Strategic Business Plan

ISO/TC 176 *Quality management and quality assurance* was established in 1979 and is responsible for standardization in the field of generic quality management systems^{xii}. As well, the committee develops standards in quality management standardization in specific sectors (at the request of the affected sector and the ISO Technical Management Board). The committee is also entrusted with an advisory function to ISO and IEC technical committees to ensure the integrity of generic quality system standards and the effective implementation of the ISO/IEC sector policy on quality management system deliverables^{xiii}.



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One of ISO/TC 176's flagship standards, ISO 9001 (*Quality Management Systems – Requirements*), first published in 1987, was the forerunner for the entire suite of ISO's Management System standards.

ISO/TC 176 develops standards and tools in the field of quality management either directly (via TC-level Working Groups) or through its three subcommittees:

- SC 1 - Concepts and terminology;
- SC 2 - Quality Systems;
- SC 3 - Supporting technologies.

In addition, there are a number of Working Groups, Task Groups and Task Forces that address strategy, brand integrity, communication, and emerging trends in business practices that might affect quality management. The goal of these groups is to provide timely information to stakeholders and our committees.

ISO/TC 176's website, <https://www.iso.org/committee/53882.html>, lists the current ISO country members of the committee. As of November 2022, ISO/TC 176's membership includes 95 participating member bodies and 30 observing member bodies. This represents approximately 75% of member bodies at ISO, which is one of the highest member participation rates within a technical committee. As well, this represents 90% of the world's population and approximately 98% of world Gross Domestic Product (GDP). ISO/TC 176 also actively engages with a long list of liaison bodies, including relevant international organizations, conformity assessment groups and related technical committees^{xiv}.

ISO/TC 176 Goal 1: ISO/TC 176 Standards Used Everywhere



ISO/TC 176 Standards are recognized as the preeminent quality management system and quality-related supporting standards in the world, either directly or with harmonized documents.

It is the goal of ISO/TC 176 to retain the leadership position of our management system standards and supporting quality management documentation with innovation, customer focus and demonstrating the benefits of Management Systems built around quality.

Priority 1.1: Demonstrate the benefits of the ISO/TC 176 standards

- This priority is done by the participation of ISO/TC 176 members communicating regularly and effectively, including with existing stakeholders and new users.

Actions for Success 1.1

- All groups – Annually report at Plenary their successes of demonstrating the benefits of ISO/TC 176 standards.
- TC, SC 1, SC 2 and SC 3 – Before each systematic review document the benefits, of each standard; to ensure that documents are relevant to meet user needs and expectations.
- SC 1 – Annually report on their leadership role of terminology harmonization within quality standards and within ISO.
- SC 2 – Monitor and annually report on usage of ISO 9001 and ISO 9004, obtaining global feedback and relevant information on worldwide certification trends.
- SC 3 – Annually report on the maintenance of complementary standards to support the subject area of quality management, and report on new projects.
- TG 1 – Enhance communication within ISO to other committees and externally to contribute to enhanced understanding and application of our standards. Report on measures that meet these objectives.
- TG 2 – Develop and maintain an ISO/176 Brand Strategy to enhance the brand value and benefits of ISO/TC 176 products. This will strive to safeguard the integrity of the ISO/TC 176



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portfolio in their use by interactions with relevant external parties, including conformity assessment activities.

- TC 176 – Annual report on actions to identify, establish and maintain proactive liaisons regarding the benefit of ISO/TC 176 standards, knowledge from other subject areas and relevant sector applications of ISO/TC 176 products.
- TF APG (Auditing Practices Group) – Monitor and advise on auditing practices of applicable (auditable) ISO/TC 176 standards, primarily ISO 9001 and guideline standards that use ISO 9001 as a foundation. Report on engagement with the Accreditation Auditing Practices Group^{xv} (AAPG) to advise on good assessment practices based on:
 - “good assessment practices to ISO 9001 by Accreditation Bodies (ABs)” for their Witness Audits of CABs.
 - “good assessment practices to ISO 9001 by Conformity Assessment Bodies (CABs)” for the System audits of ISO MSS Users.
- TC 176 – Participate in ISO’s Technical Management Board (TMB) Joint Technical Coordination Group (JTTCG) on management system standards and strategic committees of ISO/Committee on Conformity Assessment (CASCO) and International Accreditation Forum (IAF)^{xvi} and International Laboratory Accreditation Cooperation (ILAC)^{xvii} liaisons. This demonstrates the benefits and leadership of our standards within ISO.
- TC 176 – Support development, or as required develop sector-specific quality standards.
- TC 176 – Work proactively with ISO TMB and the JTTCG to ensure ISO 9001 as a fundamental standard in other applicable management system standards.
- CSAG – Report on leadership and harmonization within ISO/TC 176.

Priority 1.2: Innovate to meet the needs of the users of ISO/TC 176 standards

- This priority is done with communication with stakeholders and engaging emerging trends.

Actions for Success1.2:

- TC, SC 1, SC 2 and SC 3 – Develop standards that innovative by each edition using and reporting on knowledge from Emerging Trends to further identify and understand benefits ISO/TC 176 standards bring to the needs of society standards users, and of their customers in the field of quality.
- TG 2 and APG– Provide brand feedback to ISO/TC 176 on user experience, that will target areas to improve and stakeholders to communicate with.
- TG 4 – Prioritize, research, and develop papers on emerging trends and communicate these trends, obtain feedback and revise as required.

ISO/TC 176 Goal 2: ISO/TC 176 Meeting Global Needs



ISO/TC 176 Standards help organizations to meet current and future global-market needs for quality products and services, both effectively and efficiently.

It is the goal of ISO/TC 176 to continue to provide the leading quality management system standards and excellent supporting standards that contribute leading-edge thinking for continual improvement.

Priority 2.1: Deliver excellent ISO/TC 176 standards for the global market

This priority is done by researching, communication with stakeholders, engagement with liaison members and providing this direction to our members and feedback into the standards development process. It is the goal of ISO/TC 176 to have a suite of market-indispensable standards.

Actions for Success2.1

- TC, SC 1, SC 2 and SC 3 – As part of ISO systematic review process, report on the use of each standard in the global market.



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- TC, SC 1, SC 2 and SC 3 – Ensure the systematic review of our standards is timely and comprehensive so members have the information required to improve development of documents.
- TC, SC 1, SC 2 and SC 3 – Monitor on other standards that use quality management, especially for references to ISO/TC 176 Standards. Report this information at Plenary to the committees.
- CSAG – Update, report on, and revise the ISO/TC 176 Strategic Business Plan.

Priority 2.2: Capture future opportunities for international quality management standardization

This priority is done by engaging with stakeholders and looking at business trends. It is the goal of ISO/TC 176 to engage and listen to and learn from international stakeholders so to continue to lead international quality management standardization..

Actions for Success2.2

- TC, SC 1, SC 2 and SC 3 – Participate with other liaison groups, and report to plenary learned opportunities.
- CSAG – Develop and maintain a Liaison Engagement strategy, which includes future liaisons.
- TC, SC 1, SC 2 and SC 3 – Collect market trends about quality management to enhance the portfolio of ISO/TC 176 standards.
- TG4 – Look at future trends in many sectors, and liaise with other ISO emerging trends groups, to provide information to future development of ISO/TC 176 standards.
- TC, SC 1, SC 2 and SC 3 – List, review and further develop ISO Guidance documents on ISO/TC 176 subject areas.
- TC, SC 1, SC 2 and SC 3 – Publish technical reports on future trends and seek opportunities to engage the market on ideas, ahead of formal standards publication.

ISO/TC 176 Goal 3: ISO/TC 176 has all voices heard



ISO/TC 176 standards are developed by consensus of an inclusive committee of member states with diverse experts from around the globe.

It is the goal of ISO/TC 176 to measure our membership participation, plan for continual improvements, assist members and future members, and validate success.

Priority 3.1: Learn how to strengthen ISO/TC 176 members' participation through capacity building

This priority is done by measuring membership data about our committee, linking that information with user's needs, and setting goals to improve development.

Actions for Success3.1

- All 176 committees and groups – Measure the participation of experts, notably coming from different geographical backgrounds and sectors, to support each committee's development activities. Note that in addition to the committee's member bodies, representatives of some sectors are actively involved in ISO/TC 176 through their ongoing liaison status.
- All 176 committees and groups – Measure, plan and implement succession planning to ensure long-term sustained success.
- SC 2 – Survey users of ISO 9001. Review and act on data trends.
- SC 3 – Survey users of ISO 10012. Review and act on data trends.
- TC and TG4, with SC 1, SC, SC 3 Identify and meet with groups of relevant interested parties and sector groups (e.g., academia, geographic members, industries). Use information learned to provide information to committees for better standards.



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- ISO TC 176- Implement the SC2 Human Resources Process for all committees to identify expertise and help resource projects.
- All 176 committees and groups – Measure, plan and implement training and new member meetings.
- All 176 committees and groups – Measure, plan and implement work load capacity review.
- Foster team building and professional relationships among members during physical/ hybrid/ ISO meetings (like the TC 176 General Assembly Meetings and related Work Group Meetings during the General Assembly meeting week) or other conferences. Report on this engagement at Plenary.

Priority 3.2: Advance inclusivity and diversity in the TC 176 Committees

This priority is done by engaging member bodies and promoting a range of experts.

Actions for Success 3.2

- All TC 176 committees and groups – Ensure the balanced participation of experts within the ISO/TC 176 HR Process, through data collection and trend analysis”.
- TC, SC 1, SC 2 and SC 3 – Measure the participation of member countries. Understand reasons observer members are not participating members and work to see if actions can be taken to support improved engagement.
- TC, SC 1, SC 2 and SC 3 – Liaise with the Arabic and Spanish Translation Task Groups..
- All TC 176 committees and groups – Measure, plan and implement and act on ensuring the
- balanced participation of experts taking into consideration diversity and inclusivity within the ISO/TC 176 HR Process.
- All 176 committees and groups – Develop and participate in ISO/TC 176 Webinars and other communication forums and share within ISO/TC 176.

Business Environment of the ISO/TC 176

The following political, economic, social, technical, regulatory, and legal dynamics (PESTEL) describe the context and business environment of the industry sector, products, materials, disciplines or practices related to the scope of this committee. These dynamics may significantly influence how the development processes are conducted and the content of the resulting standards.

Quality Management Systems provide the means by which organizations understand and address the needs and expectations of their customers and other interested parties and thereby ensure their long-term sustained success. This is not only key to the core “business” of all organizations (which exist primarily to provide products and services to their “customers”); it also makes a major contribution to ISO’s wider objective “to facilitate the exchange of products and services through the elimination of technical barriers to trade”.

In an ever-changing and fast-moving business environment, with new opportunities and risks constantly being introduced, organizations are being challenged to re-examine and adapt to the context within which they operate.

For ISO/TC 176, this not only means ensuring that our standards are forward-compatible with the latest technological developments (for example “Industry 4.0” and “Quality 4.0” concepts) but also recognizing that the standards we develop have to be equally applicable to small and sometimes low-technology organizations, often in developing countries less technological infrastructure. These organizations are equally important to the global economy as large, high-tech multinational corporations, and the quality principles and concepts developed by ISO/TC 176 need to be applicable to both. We also have to recognize that globally, the demographics of potential customers are altering towards service industries and small and medium sized enterprises.

To achieve sustained success, organizations have to identify all their relevant interested parties (including customers) and their relevant needs and expectations. Based on a consideration of the



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needs and expectations of these interested parties, TC 176 is constantly seeking to broaden its focus from a QMS that concentrates on the quality of products and services to one that addresses the overall quality of an organization in all its dimensions. Only by meeting all these needs and expectations in a balanced way, can organizations achieve sustained success. ISO/TC 176's answer to the above challenges is covered in its three main standards.

ISO 9000 focuses on providing fundamental concepts and principles of quality management which are universally applicable and the terminology used to describe them.

ISO 9001 focuses on providing confidence in the organization's products and services and enhancing customers' satisfaction.

ISO 9004 focuses on providing confidence in the ability of the organization to achieve sustained success and enhance satisfaction of all relevant interested parties.

ISO 10014 focuses on managing an organization for quality results by providing guidance for realizing financial and economic benefits

Organizations often have to make the business decision whether or not to incorporate the requirements of an ever-growing number of management system standards into their management systems. This can be resource intensive and cost prohibitive. The reality, however, is that ISO 9001 continues to be the first introduction to management system standards for most organizations.

Commitment

The stakeholders that contribute to ISO/TC 176 include the member bodies, experts that represent those members, accreditation and certification bodies, associates that connect and promote the quality management profession, organizations that have implemented or will implement a quality management system, and their customers, and the public. Each of these stakeholders requires information on the development of work within ISO/TC 176.

TC 176 needs to be proactive in its interactions with other ISO TCs/SCs and PCs (via the Joint Technical Coordination Group) to avoid the proliferation of parallel/ redundant quality management system standards that can generate confusion among users and compromised consistency in their application.



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Annex A Quantitative Indicators of the Business Environment

It is a priority of ISO/TC 176 to develop and maintain standards that are easy to understand and apply, and that are relevant to the risks and opportunities associated with the ever-changing and complex business environment and context that organizations face around the world.

ISO/TC 176 establishes standards that include generic quality management system requirements that provide the foundations to build confidence in products and services delivered throughout the supply chain to organizations and people worldwide. The effective use of the standards produced by ISO/TC 176 should enable organizations to improve their performance and to benefit from the implementation of a robust quality management system. This will in turn lead to more effective and efficient operations, greater confidence in the conformity of products and services to applicable requirements, and sustained (long-term) success. ISO/TC 176 also produces supporting documents and web-based information to support the effective understanding and implementation of its standards, as well as an interpretation process for ISO 9001.

Although ISO does not require or actively promote third-party certification as the preferred means of demonstrating conformity to its standards, over 1 million organizations (1.2 million sites) in the world have chosen to become certified to ISO 9001. It is consistently one of the most popular ISO standards and provides the foundation for specific (ISO and non-ISO) requirements standards in key sectors such as the oil and gas, automotive, telecommunications, aerospace and medical devices industries as well as in local government organizations, electoral and others.

Whilst the responsibility for certification lies outside the scope of ISO/TC 176, we provide feedback and inputs to the appropriate organizations within the conformity assessment community on factors that affect the integrity of the ISO 9001 “brand”. To this end, ISO/TC 176 maintains an active liaison relationship with ISO/CASCO and the IAF (International Accreditation Forum) and continues to work to ensure the ongoing credibility of accredited certification to its flagship ISO 9001 standard.

Through an initiative of ISO/TC 176, specific translation task groups have been established to develop harmonized versions for Spanish and Arabic languages (where multiple countries use the same language, previously with national variations), to support broader implementation globally.



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Annex B Factors affecting completion and implementation of the ISO/TC work programme

External challenges (PESTEL adapted analysis)

ISO technical committee context

Quality Management embraces many facets of business and there is evidence that new technical committees are being established with overlapping scope or competing subject area. This has concerning implications to the position of ISO/TC 176 and, even with liaisons, provides additional complexities and risks that can dilute the focus on ISO/TC 176's standards.

Technology

Over recent years communication of standards to users has moved from traditional paper through electronic media. Technology and user preference continues to develop. The use of technology will change the demographic of readers and the types of contexts in which standards will be used. Electronic virtual meetings, webinars and interactive document development continue to create opportunities to expand interest and advance standards development. Future developments in quality management will require review within ISO/TC 176 to ensure products remain current and of value.

Internal challenges (SWOT adapted analysis)

Human Resources

Due to the cyclical nature of the standards development process, there is significant variation of demand for technical experts and convenors to deliver ISO/TC 176 products. Resourcing development of both existing standards that are well-entrenched, and emerging standards with niche application while maintaining a minimum quorum required by ISO Directives is challenging.

In addition to the quantity of resources, availability and development of expertise within standardization requires monitoring. Virtual and hybrid meetings may make participation better for members as long as it does not affect the quality of the work development.

Analysis of the participation

The 95 participating and 30 Observer members of ISO TC 176 represent developed countries, developing countries and countries with economies in transition from across the globe. This is of 75% of the 165 members of ISO. We note that participation is lower from African countries than other continents. Liaisons have been formed with a number of global and regional quality organizations, some of which are actively engaged in the committee's work. We have liaisons from other ISO and IEC committees, particularly those that have sector applications of Quality Management, but typically their engagement in the work of ISO/TC 176 is limited.

The TC recognizes that participation from SMEs and Consumer Organizations has declined over the past few years and ISO/TC 176 shall develop an engagement strategy to foster enhanced participation from these stakeholders.

National standards bodies (NSBs) support

NSBs need to support the work of the committees by sending delegates and commenting meaningfully on the output of the committees.

Working groups require a sequence of physical or electronic meetings to draft and review standards. The challenges for physical meetings include travel costs, finding hosts for meetings and demands on attendees' time. Meetings held by web have other challenges such as quality of internet connection, time zone convenience and lack of face-time. These factors impact the development of a standard and broad international representation.

Timing

Timing is key to the success of the work of the committee. This links to the availability of resources and the value of the work within its context. Fast track development can be used provided it is appropriate.



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Annex C Web Structure, Current and Published Projects

The link below is to the TC's page on ISO's website: <https://www.iso.org/committee/53882.html>

The committee also retains our own website <https://committee.iso.org/home/tc176>

Click on the tabs and links on this page to find the following information:

- About (Secretariat, committee leadership, Date of creation, Scope, etc.)
- Contact details
- Structure (Subcommittees and working groups)
- Liaisons
- Meetings and Virtual meetings
- Tools
- Work programme (published standards and standards under development)



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Annex D Alignment to ISO/TC Strategic business plan template

ISO provides a template for a strategic business plan to new and existing committees. ISO/TC 176 has utilized this template content in the development of this strategic plan. To improve the readability and useability of the our Strategic Business Plan, as well as to link to the overall ISO 2030 Strategy, some portions of the template are in asynchronous order. This provides linked guidance.

ISO Template	ISO/TC 176 Business Plan hyperlink
Executive Summary	Executive Summary ISO/TC 176 Strategic Business Plan
1 Introduction	Executive Summary ISO/TC 176 Strategic Business Plan
1.1 ISO technical committees and business planning	ISO/TC 176 Strategic Business Plan
1.2 International standardization and the role of ISO	ISO/TC 176 alignment with United Nations Sustainable Development Goals and ISO Strategy 2030
2 Business Environment of the ISO/TC	ISO/TC 176 Strategic Business Plan
2.1 Description of the Business Environment	Business Environment of the ISO/TC
2.2 Quantitative Indicators of the Business Environment	Annex E Quantitative Indicators of the Business Environment
3 Benefits expected from the work of the ISO/TC	Objectives of ISO/TC 176 and strategy for their achievement
4 Representation and participation in the ISO/TC	ISO/TC 176 Representation, Participation and Committee Structure to deliver the Strategic Business Plan
4.1 Membership	Priority 3.1: Learn how to strengthen ISO/TC 176 members' participation through capacity building
4.2 Analysis of the participation	Priority 3.2: Advance inclusivity and diversity in the TC 176 Committees
5 Objectives of the ISO/TC and strategies for their achievement	Objectives of ISO/TC 176 and strategy for their achievement
5.1 Defined objectives of the ISO/TC	ISO/TC 176 and UNSDGs Priorities
5.2 Identified strategies to achieve the ISO/TC's defined objectives	ISO/TC 176 and UNSDGs Priorities
6 Factors affecting completion and implementation of the ISO/TC work programme	Annex B Factors affecting completion and implementation of the ISO/TC work programme
7 Structure, current projects and publications of the ISO/TC	Annex C Web Structure, Current and Published Projects



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Annex E Quantitative Indicators of the Business Environment

This data is regularly updated on the ISO/TC 176 website. It is presented in the Business Plan as a model of the data from 2020-2022.

The following list of quantitative indicators describes the business environment in order to provide adequate information to support the actions of the ISO/TC and the subcommittees:

1. ISO 9001 is widely recognized and used.
2. Information collected in the 2021 ISO Survey indicated that 1,077,884 certificates have been issued against ISO 9001 in 193 countries^{xviii}.

Data from the systematic review of ISO 9001 conducted in 2020 indicates that 71 countries have adopted ISO 9001 as an identical national standard and two have adopted with modifications.

Whilst ISO 9001 is the most widely known standard from ISO/TC 176, there is limited awareness of ISO/TC 176 standards, including ISO 9004, ISO 10012 or ISO 10014 in mature organizations., All are directly supported by ISO 9000, for which usage patterns can be assumed to be roughly similar.

The other standards from the TC are less widely known and used (e.g., ISO 10007). However some have also been referenced in other standards.

In terms of other non-ISO/TC 176 Standards that make normative references to TC 176 series standards, the following data applies;

Standards that:

- | | |
|-------------------------------------------------------------------------------------|-----|
| a) Direct normative references to ISO 9001 | 19* |
| b) Indirect normative references to non-TC 176 standards with ISO 9001 in the title | 07* |
| c) include the entire normative text of ISO 9001 (primary reference) | 07* |
| d) normatively reference primary reference standards (b) | 05 |
| e) normatively reference ISO 9000 | 78 |
| f) normatively reference ISO 10012 | 52 |
| g) normatively reference miscellaneous other ISO 9000 series standards | 10 |

* See ISO 9001 below has normative references of 33 standards, these are a breakdown

Normative references of ISO/TC 176 standards within ISO documents

Standard	Total		Normative Reference	Bibliography
	w/176	w/o 176		
ISO 9000	664	643	86	437
ISO 9001	649	628	33*	532
ISO/TS 9002	12	7	0	7
ISO 9004	98	80	1	75
ISO 10001	19	8	0	7
ISO 10002	49	38	0	37
ISO 10003	22	11	0	10
ISO 10004	29	18	1	16
ISO 10005	24	14	0	12
ISO 10006	24	15	1	13
ISO 10007	47	38	8	26
ISO 10008	11	5	0	5



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Standard	Total		Normative Reference	Bibliography
	w/176	w/o 176		
ISO 10012-1	20	19	13	5
ISO 10012	100	91	54	33
ISO/TR 10013	18	9	0	7
ISO 10013	0	0	0	0
ISO 10014	11	4	0	4
ISO 10015	23	12	0	12
ISO/TR 10017	21	12	0	12
ISO 10017	2	0	0	0
ISO 10018	15	8	0	7
ISO 10019	12	6	0	6
ISO/TS 10020	0	0	0	0
ISO 18091	8	7	0	7
ISO/TS 54001	0	0	0	0

–the “w/o 176” indicates where cites by other ISO/TC 176 standards have NOT been included (i.e., for non-TC176 standards only)

–the *Normative references* (Norm Ref) and *Bibliography* entries are for non-TC176 standards

–data is as of 27 June 2022

Additional sources of qualitative indicators

- 9001-Linked certificates
- Number of ABs offering certification in other TC 176 standards (10006, 10012, 54001)
- Number of Liaisons
- Members
- Plenary and Meetings
- Webinars
- Training sessions

Website monitoring

ISO/TC 176 shall monitor our communication in the website (publications, news, etc.) and visits to our website, website metrics to assess the effectiveness of our communication through this channel (and other channels if relevant) as indicators of effort for strategic objective 1.



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Information from 2020 Survey

Further, in terms of the sectors in which organizations are certified or registered to ISO 9001, the following data was taken from the 2020 ISO Survey¹:

Code	Sector	Number
1	Agriculture, fishing and forestry	2937
2	Mining and quarrying	3791
3	Food products, beverage and tobacco	23700
4	Textiles and textile products	18355
5	Leather and leather products	2184
6	Manufacture of wood and wood products	4543
7	Pulp, paper and paper products	9797
8	Publishing companies	569
9	Printing companies	8577
10	Manufacture of coke and refined petroleum products	1504
11	Nuclear fuel	190
12	Chemicals, chemical products and fibres	32146
13	Pharmaceuticals	3585
14	Rubber and plastic products	51371
15	Non-metallic mineral products	11435
16	Concrete, cement, lime, plaster, etc.	12636
17	Basic metal and fabricated metal products	125454
18	Machinery and equipment	76855
19	Electrical and optical equipment	98285
20	Shipbuilding	2069
21	Aerospace	1189
22	Other transport equipment	11309
23	Manufacturing not elsewhere classified	12980
24	Recycling	3680
25	Electricity supply	2628
26	Gas supply	552
27	Water supply	2040
28	Construction	75867
29	Wholesale and retail trade, repairs of motor vehicles, household goods	108464
30	Hotels and restaurants	5069
31	Transport, storage and communication	27447
32	Financial intermediation, real estate, renting	9991
33	Information technology	48593
34	Engineering services	53216
35	Other services	55641
36	Public administration	4732
37	Education	11751
38	Health and social work	13807
39	Other social services	8365
	Sector not known	276467
	Totals (numbers do not add to certificates due to multiple sectors)	1223771

¹ This survey may not include security-specific standards, such as AS9100D in Aerospace, Code 21.



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Annex F Reference information and Bibliography Referenced information

[Glossary of terms and abbreviations used in ISO/TC Business Plans](#)

[General information on the principles of ISO's technical work](#)

Bibliography

- i ISO Website, <https://www.iso.org/strategy2030.html>
- ii UNSDG <https://sdgs.un.org/goals>
- iii ISO/TC 176 Website, 2022-1, <https://www.iso.org/committee/53882.html>
- iv ISO Website, <https://www.iso.org/strategy2030.html>
- v UNSDG <https://sdgs.un.org/goals>
- vi ISO - Contributing to the UN Sustainable Development Goals with ISO standards website, 2021-12, <https://www.iso.org/publication/PUB100429.html>
- vi ISO - Contributing to the UN Sustainable Development Goals with ISO standards website, 2021-12, <https://www.iso.org/publication/PUB100429.html>
- vii Modified from ISO - Decent Work and Economic Growth, 2021-12, <https://www.iso.org/sdg/SDG08.html>
- viii ISO - Industry, Innovation and Infrastructure, 2021-12, <https://www.iso.org/sdg/SDG09.html>
- ix Modified from ISO – Responsible consumption and production, 2021-12, <https://www.iso.org/sdg/SDG12.html>
- x ISO Website <https://www.iso.org/management-system-standards-list.html>
- xi ISO Website <https://www.iso.org/strategy2030.html>
- xii ISO/TC 176 Website, 2022-1, <https://www.iso.org/committee/53882.html>
- xiii ISO/TC 176 Website, 2022-1, <https://www.iso.org/committee/53882.html>
- xiv World Bank Data 2021 compared to ISO/TC 176 Membership
- xv IAF [Accreditation and Assessment Practices](#) <https://iaf.nu/en/accreditation-and-assessment-practices/>
- xvi <https://iaf.nu/en/home/>
- xvii <https://ilac.org/about-ilac/>
- xviii ISO Survey <https://www.iso.org/the-iso-survey.html>, 2022 edition of 2021 results, 2022-11.