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Universidade do Minho

Management Systems: A Path to Organizational Sustainability

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PORTUGAL

Session learning objectives



By the end of this session, attendees should be able to get the answers to the following questions:

- Which are the countries leading the quality and environmental management system certification?
- Which are the countries that present the highest growth rates between 2008 and 2009?
- What has been the evolution since 1993 of ISO 9000 and ISO 14000 certification in the different countries?
- What are market future perspectives regarding certification?

Some images for Quality



"Q"



"Excellent wine"



"Blue ocean"



"Trust"



"Commitment"



"Success"



"Luxury products"

Images for MS Certification



"Trust"



"Commitment"

The Management System output



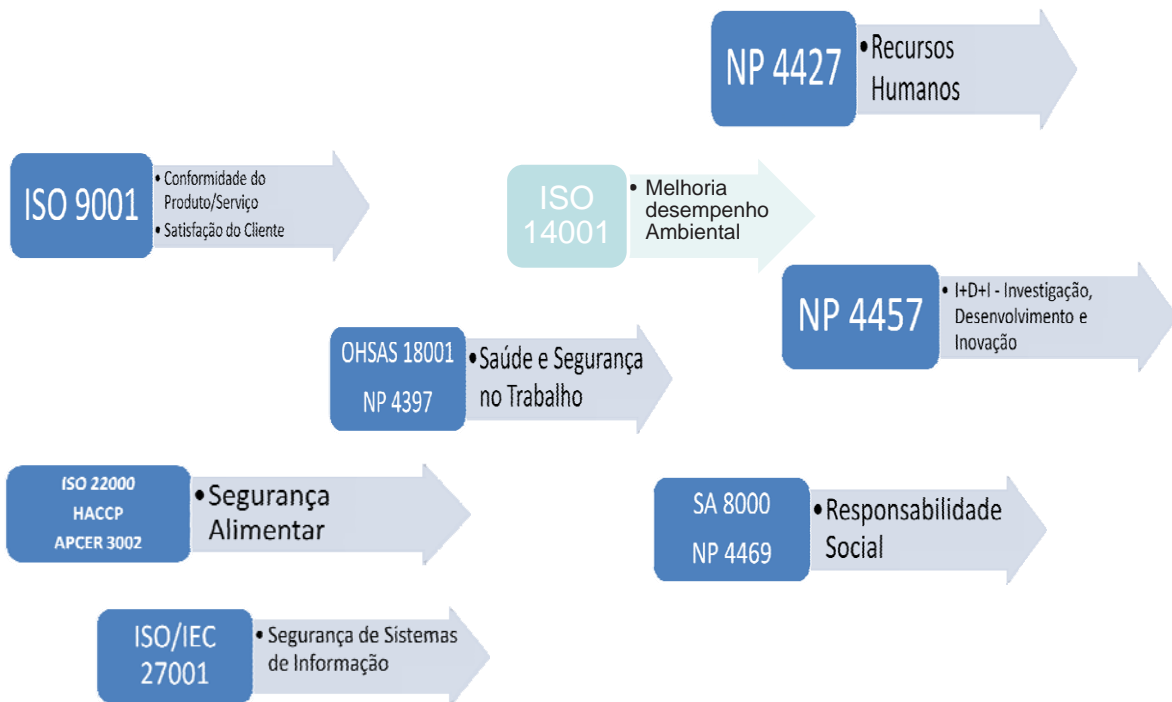
- To put the certificate in the wall.
- To have the certification flag.
- Show in the picture.
- We only remember that we have a MS certification once a year when the audits take place.
- ...

The Management System output



Internal organization improvement!

So many standards...



Global scores



ISO 9001 - Quality management systems - Requirements



Overview																	
Year	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
TOTAL	46571	70364	127349	162701	223299	271847	343642	457834	510349	561767	497919	660132	773867	896929	951486	982832	1064785

ISO 14001 - Environmental management systems - Requirements with guidance for use



Overview												
Year	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	
TOTAL	13994	22847	36464	49440	64996	90554	111163	128211	154572	188815	223149	

ISO 9001 on a country level



(ISO 9001 > 100 issued certificates; 2009 values)

Top 10 countries for ISO 9001 certificates - 2009		
1	China	257076
2	Italy	130066
3	Japan	68484
4	Spain	59576
5	Russian Federation	53152
6	Germany	47156
7	United Kingdom	41193
8	India	37493
9	USA	28935
10	Korea, Republic of	23400



Top 30		
#	Country	ISO 9000pc (2009)
1	Italy	2,16
2	Switzerland	1,50
3	Czech Rep.	1,34
4	Spain	1,30
5	Israel	1,03
6	Malta	1,01
7	United Arab Emirates	0,95
8	Singapore	0,83
9	Slovenia	0,83
10	Cyprus	0,78
11	Netherlands	0,74
12	Romania	0,74
13	Hungary	0,71
14	Bulgaria	0,70
15	United Kingdom	0,67
16	Slovakia	0,64
17	Croatia	0,58
18	Germany	0,58
19	Sweden	0,57
20	Hong Kong	0,57
21	Estonia	0,56
22	Japan	0,54
23	Austria	0,51
24	Luxembourg	0,50
25	Korea, Republic of	0,48
26	Ireland	0,48
27	Portugal	0,48
28	Greece	0,45
29	Finland	0,42
30	Australia	0,42

ISO 14001 on a country level



(ISO 14001 > 100 issued certificates; 2009 values)

Top 10 countries for ISO 14001 certificates - 2009		
1	China	55316
2	Japan	39556
3	Spain	16527
4	Italy	14542
5	United Kingdom	10912
6	Korea, Republic of	7843
7	Romania	6863
8	Germany	5865
9	USA	5225
10	Czech Republic	4684



Top 30		
#	Country	ISO 14001pc (2009)
1	Sweden	0,45
2	Czech Republic	0,45
3	Spain	0,36
4	Romania	0,32
5	Japan	0,31
6	Switzerland	0,30
7	Italy	0,24
8	Finland	0,21
9	Estonia	0,20
10	Slovenia	0,19
11	United Kingdom	0,18
12	Denmark	0,17
13	Hungary	0,17
14	Singapore	0,16
15	Korea, Republic of	0,16
16	Norway	0,16
17	United Arab Emirates	0,16
18	Lithuania	0,16
19	Slovakia	0,14
20	Cyprus	0,13
21	Hong Kong, China	0,12
22	Ireland	0,12
23	Austria	0,11
24	Croatia	0,11
25	Netherlands	0,08
26	France	0,07
27	Bulgaria	0,07
28	Belgium	0,07
29	Germany	0,07
30	Israel	0,07

Some important signs



- Four out of the ten countries that most contribute to the overall number of ISO 9001 issued certificates are not in the Top 30 ISO 9000pc ranking – China, Russia, India and USA.
- The same happens in the EMS certification – China and USA are not in the ISO 14000pc ranking.
- The majority of the countries are present in both rankings, thus reflecting that the overall number of quality and environmental certified companies are in some way related.

ISO 9001 growth (2008-2009)



(ISO 9001 > 100 issued certificates; 2009 values)

- Currently, the ISO 9001 growth Top 30 is mainly composed by countries theoretically less competitive and economic developed,
- Or
- With a high number of SMEs.
- Republic of Korea, Albania and Russia do present growth rates > 100%.

ISO 9000 top 30		
#	Country	%
1	Republic of Korea	560,5%
2	Albania	260,5%
3	Russia	231,1%
4	Venezuela	98,6%
5	Jordan	96,5%
6	Vietnam	84,7%
7	Moldova	74,0%
8	Honduras	73,8%
9	Uzbekistan	58,1%
10	Algeria	57,2%
11	Romania	47,8%
12	Paraguay	41,7%
13	Latvia	41,6%
14	Lebanon	39,4%
15	Czech Republic	39,1%
16	Cuba	36,7%
17	Lithuania	36,3%
18	Ukraine	32,6%
19	United Arab Emirates	32,6%
20	Nigeria	31,9%
21	Saudi Arabia	31,3%
22	Serbia	30,7%
23	Kazakhstan	28,3%
24	Tunisia	26,4%
25	Mauritius	25,2%
26	Sri Lanka	23,5%
27	Cyprus	22,0%
28	Guatemala	21,8%
29	El Salvador	19,8%
30	Israel	18,9%

ISO 14001 growth (2008-2009)



(ISO 14001 > 100 issued certificates; 2009 values)

- **Russia and Kazakhstan do present a growth rate > 100%.**

Top 30		
#	Country	%
1	Russian Federation	108,8%
2	Kazakhstan	105,6%
3	Thailand	99,6%
4	Latvia	79,7%
5	Romania	76,7%
6	Bulgaria	76,0%
7	Serbia	69,3%
8	Viet Nam	66,5%
9	Cyprus	59,2%
10	Israel	49,9%
11	Czech Republic	41,2%
12	China	41,1%
13	Croatia	36,7%
14	France	34,3%
15	Sri Lanka	33,3%
16	Tunisia	32,4%
17	Peru	31,3%
18	Lithuania	29,6%
19	New Zealand	29,1%
20	Malaysia	28,5%
21	Australia	27,3%
22	Singapore	22,9%
23	Turkey	22,3%
24	Belarus	21,0%
25	Iran, Islamic Republic of	20,5%
26	Portugal	18,4%
27	India	15,8%
28	United Kingdom	15,4%
29	Norway	15,0%
30	Hong Kong, China	14,3%

Some important signs

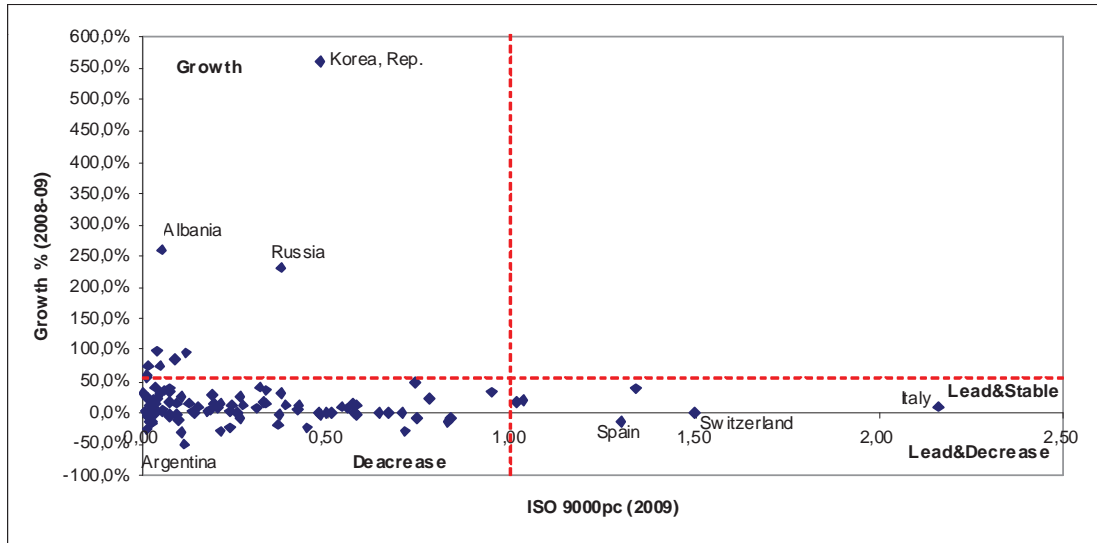


- Environmental growth rates are inferior to the ISO 9000 ones.
- ISO 14000 ranking is composed, in general, by countries more economically developed than the ones that define the QMS ranking.

Growth rates vs per capita indicator



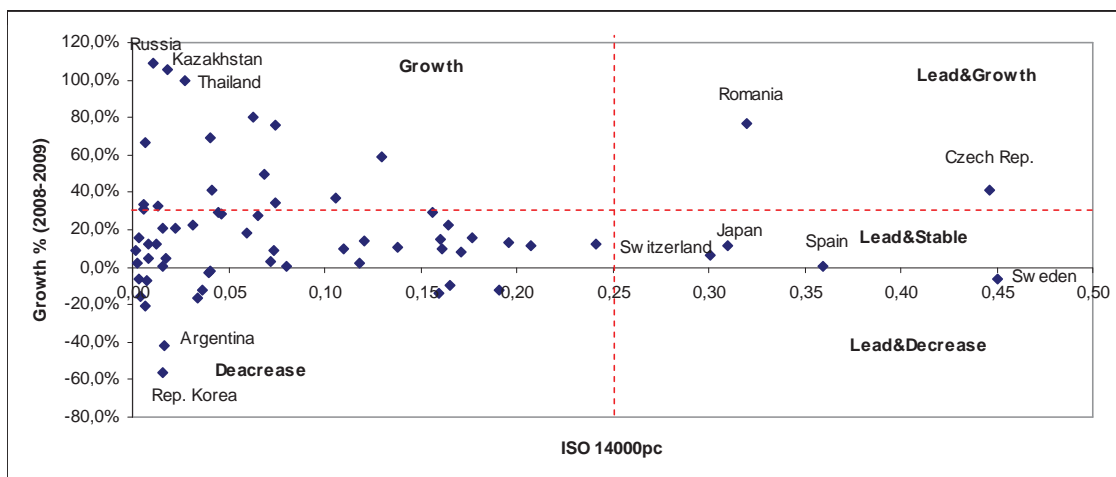
(ISO 9001pc > 0,05; 2009 values)



Growth rates vs per capita indicator



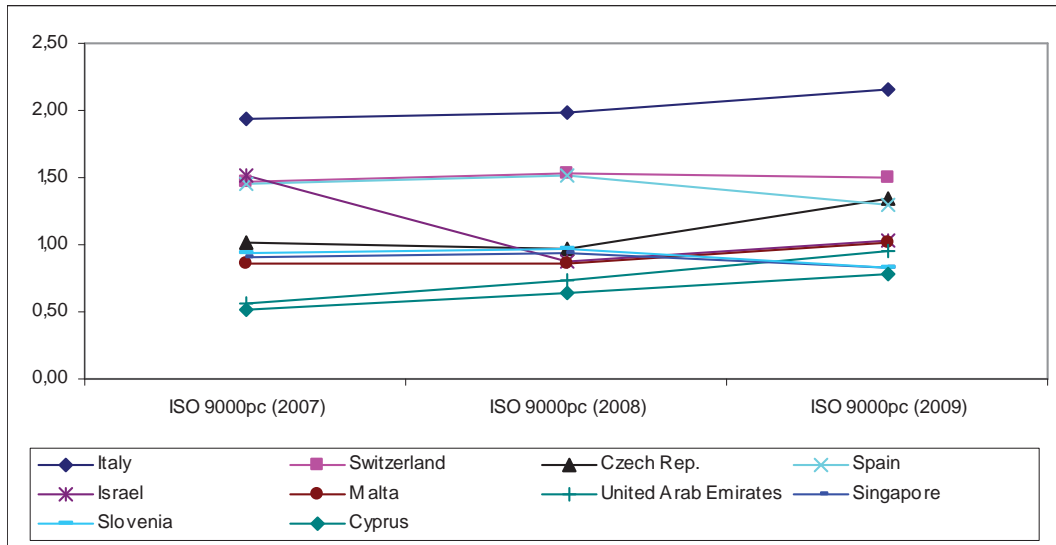
(ISO 14001pc > 0,05; 2009 values)



ISO 9001pc Top 10 evolution



(ISO 9001 > 100 issued certificates; 2009 values)

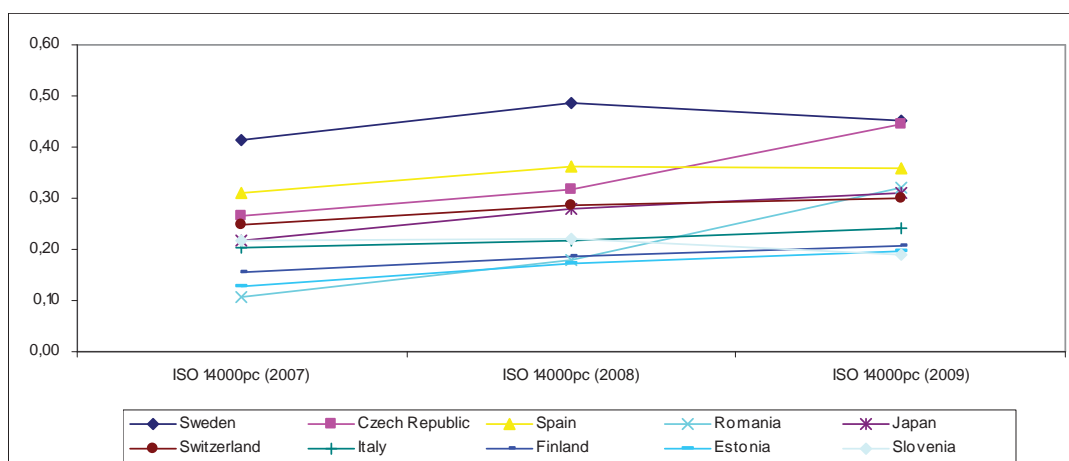


- All countries do present ISO 9000pc scores higher than 0,5.
- For these countries the ISO 9000pc score increased or stabilized.

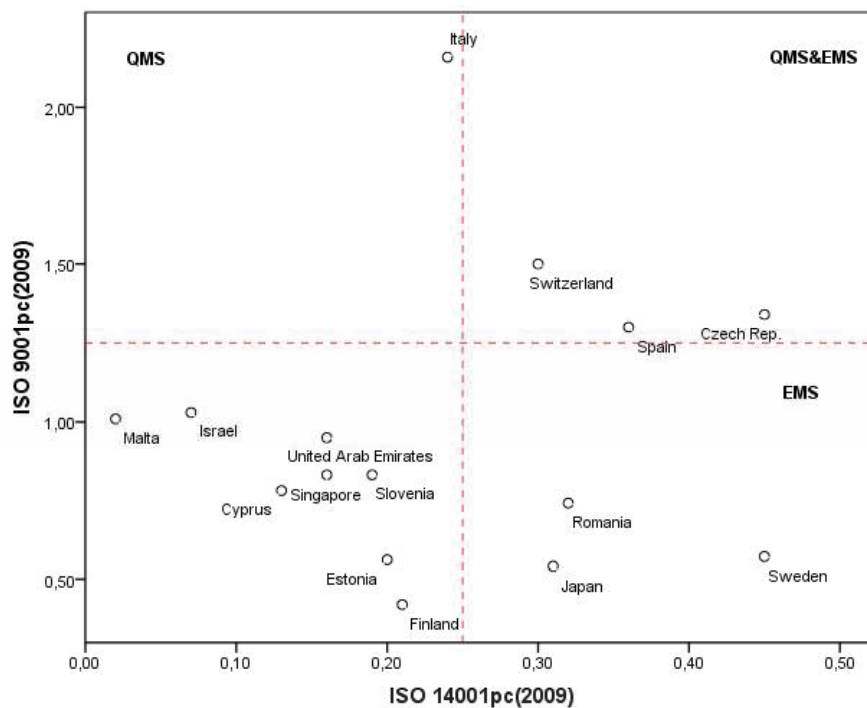
ISO 14001pc Top 10 evolution



(ISO 14001 > 100 issued certificates; 2009 values)



- All countries reached scores between 0,20 and 0,50.
- Sweden was the only country were a decrease was verified.

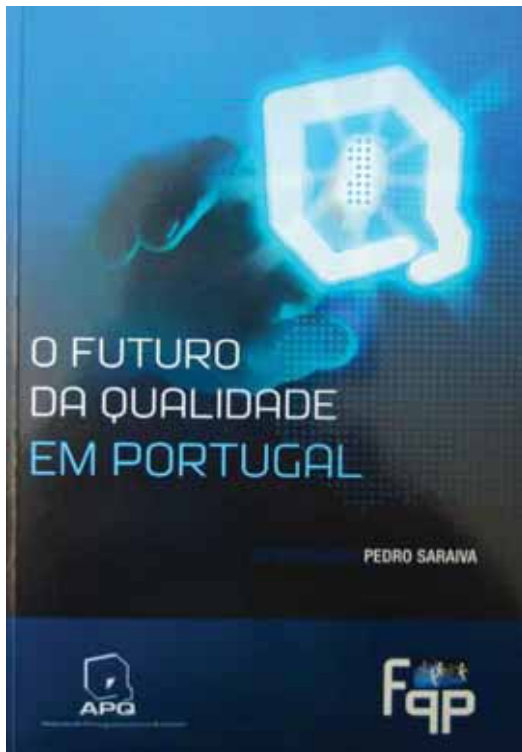


Conclusions and Recommendations



- ISO 9000 and ISO 14000 data deserve being well analyzed.
- Such data allows one to portray evolutions and forecast the future.
- Both the scores and their growth dynamics should be accounted for.
- Different countries in the world do present different evolution patterns.

The Future of Quality in Portugal



Paulo Sampaio / University of Minho - Portugal

- The trends of the Portuguese Quality Movement will be gradual and aligned with the worldwide trends.
- We will assist to the implementation of a more globalize quality among the organizations.
- The public policies with impact in the quality area should be improved, being more intense and more close to the quality promoters.
- The organizations will be the key interested part in the promotion of the Future of Quality in Portugal.

21/23

The Future of Quality



Quality has a Future!

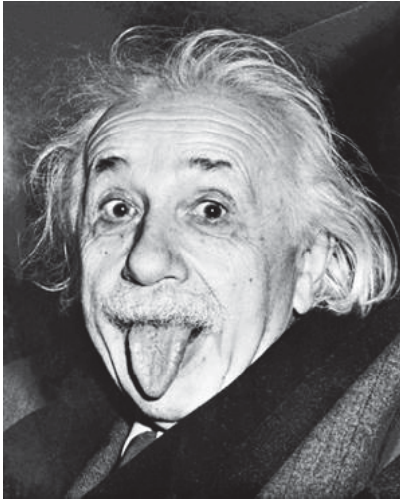
The Future of Quality has a Present!

The Future of Quality belongs to us and it is built everyday!



(Pedro Saraiva, 2010)

We must go further...



$$E = QI$$

E = Excellence

Q = Quality

I = Innovation

(Pedro Saraiva, 1999)

... to Excellence!