

55th EOQ CONGRESS

The golden triangle of management:
competitiveness, profitability and sustainability
How can international standards help?

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Outline of the presentation

- The global context
- The golden triangle of management
- Standards and the value chain
- Managing knowledge and innovation
- Accessing world markets
- Mastering environmental impacts and energy efficiency
- Assuring business continuity and risk management
- Managing social impacts and responsibility
- Management standards: monitor the ISO radar screen



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The global context

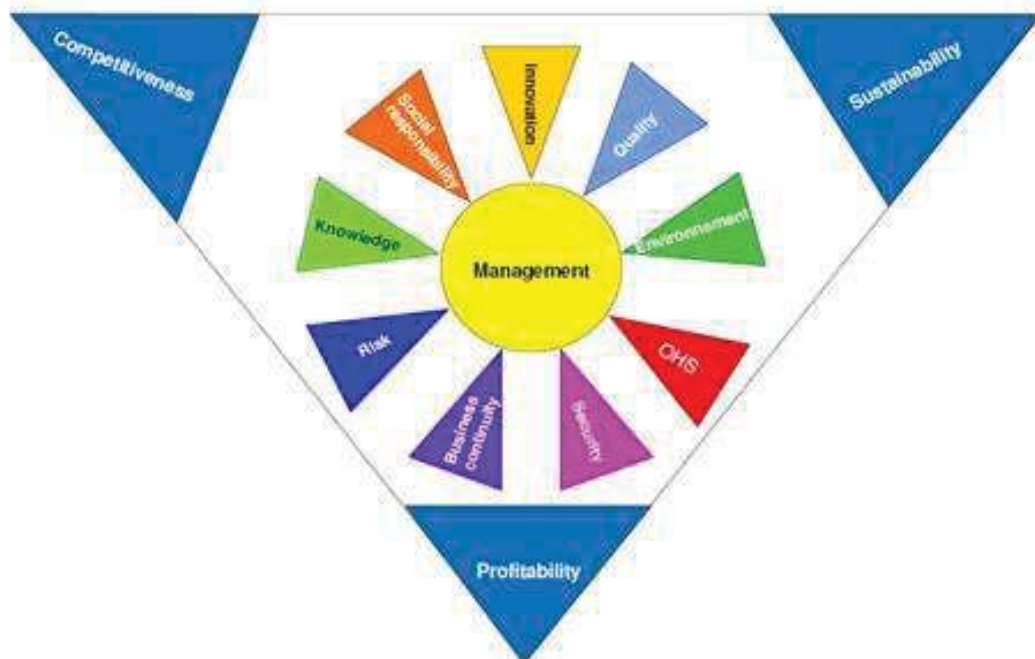
- ICT: « the world is flat »
- New technologies target world markets
- Global supply chains
- Outsourcing and offshoring
- The related challenges of climate change, energy, water and nutrition
- New emerging economies
- Eradication of poverty and the UN Millenium goals
- Multinational companies and international NGOs
- Safety, security and international solidarity and interdependence
- Sustainable development, social responsibility and business ethics



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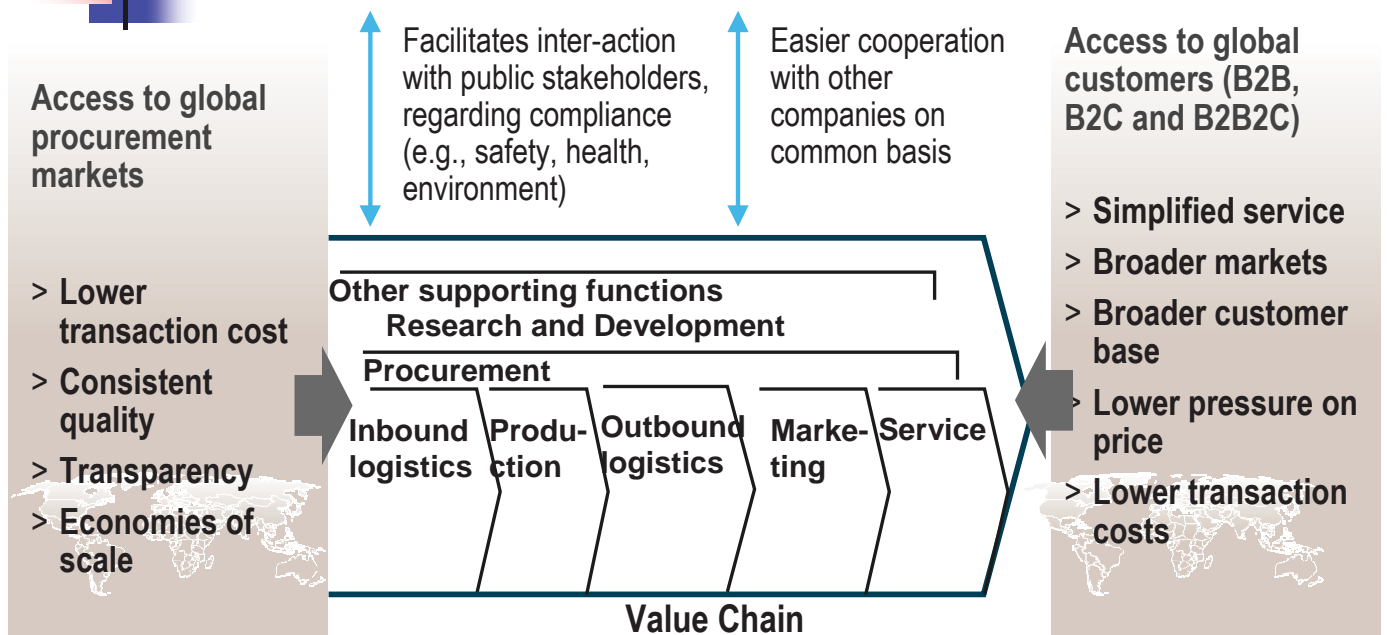
The golden triangle of management



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Benefits of standards can be identified along the entire company value chain and its external interfaces (source: ISO/ RB study))



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Standards: tools for Knowledge and innovation

- Economic intelligence through monitoring of standards
- Technology trends and dissemination
- Interoperability
- Cost reduction for design, engineering and production
- Project management
- Assessing societal and environmental impacts
- Managing innovation and intellectual property: the CEN project

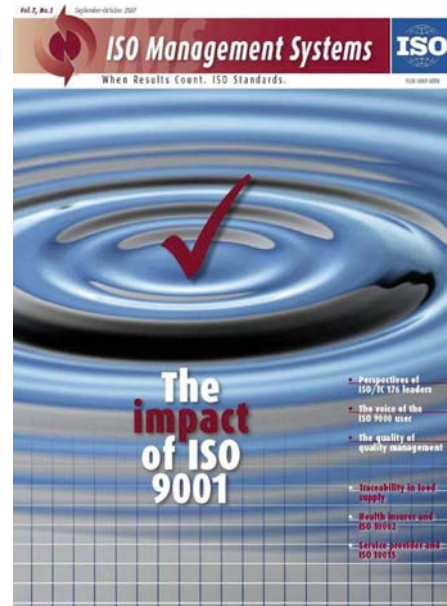


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Standard: tools for accessing world markets

- Customer-supplier relations: the ISO 9000 series and sector applications (automobile, aeronautics, telecoms, medical devices,...)
- ISO 9004: managing for sustained success
- Inter- operability, automation and data exchange
- Global supply chains
- Conformity assessment: the CASCO toolbox
- International Standards, the EU and the USA markets
- « standards takers » and « standards makers »
- e-business

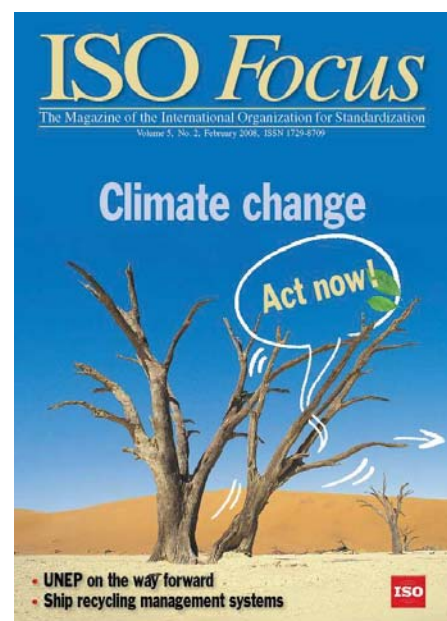


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Standards: tools for environmental impacts and energy efficiency

- **Environmental management: the ISO 14000 series**
- **Green House Gases accounting and verification**
- **Environmental and carbon footprint labelling**
- **Energy management: the future ISO 50001**
- **Clean and energy efficient technologies**
- **Sustainable and intelligent buildings**
- **Intelligent Transport Systems**
- **Renewable energies**
- **Air, soil and water quality monitoring**
- **Water and waste management**



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Standards: tools for business continuity and risk management

- Risk management: ISO 31000
- Information security: ISO 27001 and beyond
- Security management in the supply chain: ISO 28000
- Emergency preparedness: IWA 5
- Specific risks: e.g: food safety management (ISO 22000), medical devices, information security, road safety, space, electric...



Standards: tools for social impacts and responsibility

- Consumer products safety
- Home networks
- e- mobility
- Safety of machinery, OHS and ergonomics
- Accessibility
- Health technologies and informatics
- Ethical claims and social responsibility: ISO 26000
- Fraud countermeasures and control: ISO TC 247



