

Appendix B

Table B1. Summary of the components of the guidelines.

Guideline	Frequency	Component	Authors
Engagement of people	35	Use and communication of relevant information for quality management.	[26, 37]
		Encourage the active participation of employees in decision making.	[26, 30, 37]
		Motivation and recognition of improvement in employee performance.	[26, 27, 30, 37]
		Training of people regarding their functions and quality management.	[26, 27, 37]
		Staff evaluation.	[30]
		Stimulation of teamwork.	[26, 37]
Leadership	34	Development of the mission, vision, objectives, policies, and in general, the long-term business strategy that takes quality management as the main element.	[3, 27, 30–33, 35, 38–41]
		Commitment of the management for the continuous improvement assuring the implementation, communication, support, and understanding in all the levels of the organization.	[3, 19, 27, 30, 31, 37–39]
		Interaction with the company's stakeholders.	[27, 33, 34]
		It is constituted as a guide in all of the organizational processes, seeking to implement a culture of quality.	[25, 34, 39, 41]
		Management of the necessary environment for the fulfillment of the organizational objectives through the	[26, 32, 35, 42, 43]

		motivation, evaluation, and recognition of the employee's actions around the quality initiatives.	
		Clear and communicated assignment of responsibility to all levels of the organization.	[26, 30, 34, 35, 39]
		The management maintains constant meetings with productive personnel.	[26, 40]
Customer focus		Notice the client's perception, proposals, possible complaints, and feedback at all time.	[26, 30, 41]
	27	Satisfaction of the client's needs.	[19, 25, 37, 39, 40, 43, 44]
		Direct and close communication with the client.	[3, 30]
		Management of the cultural values of the market segment to which the company focuses.	[42]
		Products and services comply with legal requirements.	[36]
Process approach		Include quality management in strategic planning.	[3, 26, 37, 39]
		Processes designed systematically.	[26, 27, 38, 43]
	26	Identification of errors and time waste within the processes.	[3, 37]
		Feedback and process improvement.	[26, 39, 40]
Relationship management		Management and planning of external relations and internal resources, to seek mutual benefits.	[27, 32, 38, 43]
	20	Identification, selection, and periodic evaluation of suppliers prioritizing quality and long-term relationships.	[27, 32, 38, 43]
Orientation to results		Measurement of organizational performance through operative results and process improvement indicators.	[25, 30, 38]

		Control the times of production and / or the delivery of products.	[30, 41]
		Measurement of customer satisfaction.	[27, 30]
20		Measurement of organizational performance through financial indicators.	[25, 27, 30, 31, 38, 39]
		Measurement of the market share held by the company.	[30, 38, 39]
Improvement		Promotion of innovation and continuous improvement at all organizational levels.	[31, 32]
		Use of external and internal information to improve organizational processes.	[32, 37, 42]
14		Ensure a culture of problem-solving within the entire organization.	[26]
		Inclusion of statistic and standardization in organizational processes.	[26, 34]
		Constant evaluation of organizational performance and its corresponding feedback, seeking to achieve continuous improvement.	[26, 31, 37, 43, 45]
Evidence-based decision making		Total management of information to use the relevant one for decision making.	[3]
		Ensure the information quality and objectivity.	[31, 40]
10		Organization and efficient analysis of information, including costs for poor quality and operational risks.	[32, 34, 40, 43]