

## The Impact of Iso 9001 Certification on Brazilian Firms' Performance: Insights from Multiple Case Studies

**Authors :** Matheus Borges Carneiro, Fabiane Leticia Lizarelli, José Carlos De Toledo

**Abstract :** The evolution of quality management by companies was strongly enabled by, among others, ISO 9001 certification, which is considered a crucial requirement for several customers. Likewise, performance measurement provides useful insights for companies to identify the reflection of their decision-making process on their improvement. One of the most used performance measurement models is the balanced scorecard (BSC), which uses four perspectives to address a firm's performance: financial, internal process, customer satisfaction, and learning and growth. Studies related to ISO 9001 and business performance have mostly adopted a quantitative approach to identify the standard's causal effect on a firm's performance. However, to verify how this influence may occur, an in-depth analysis within a qualitative approach is required. Therefore, this paper aims to verify the impact of ISO 9001:2015 on Brazilian firms' performance based on the balanced scorecard perspective. Hence, nine certified companies located in the Southeast region of Brazil were studied through a multiple case study approach. Within this study, it was possible to identify the positive impact of ISO 9001 on firms' overall performance, and four Critical Success Factors (CSFs) were identified as relevant on the linkage among ISO 9001 and firms' performance: employee involvement, top management, process management, and customer focus. Due to the COVID-19 pandemic, the number of interviews was limited to the quality manager specialist, and the sample was limited since several companies were closed during the period of the study. This study presents an in-depth analysis of how the relationship between ISO 9001 certification and firms' performance in a developing country is.

**Keywords :** balanced scorecard, Brazilian firms' performance, critical success factors, ISO 9001 certification, performance measurement

**Conference Title :** ICQEM 2021 : International Conference on Quality Engineering and Management

**Conference Location :** Istanbul, Türkiye

**Conference Dates :** August 16-17, 2021