

Interested party requirements, monitoring and review

Interested party	Requirements	Source of information	Typical frequency	Monitoring tool
Customers	Consistent good quality products and services, on-time delivery, minimal or zero waste, reliable partner relationship.	Quarterly business reviews (QBR), long-term technology and business reviews, service-level agreements, contractual requirements, nondisclosure agreements, product requirements, quality plans, lease agreements, closed-loop learning database.	Initial engagement, quarterly and annual reviews.	<ul style="list-style-type: none"> + Tools: Voice of the customer table, affinity diagram, thematic analysis, interrelationship diagram, CTQ diagram, balanced scorecard, QFD. + Proactive approaches: Customer face-to-face or virtual meetings and feedback, monitoring social networks. + Reactive approaches: Customer satisfaction survey, customer complaints, product returns, product recalls.
Business owners, majority shareholders	Customer perception, improved profitability, low risk to investment, business sustainability, zero product recall (brand reputation), social accountability, increased market share, no regulatory violation (effective and efficient QMS), less employee turnover (morale), business continuity.	Key customer feedback, quarterly earnings reports for gross margin changes and improvement, cost reduction program results, risk committee (product recall extent and magnitude, market intelligence reports), changes in market share by product offering, regulatory inspection reports, employee attrition rate benchmarked with peers, industry, geography.	Quarterly, as required for an emergency (major information security breach, fatal accidents).	<ul style="list-style-type: none"> + Tools: Stakeholder analysis, SWOT, PEST, force field analysis, risk assessment. + Proactive approaches: Organization's performance reviews, monthly meetings, enterprise risk management. + Reactive approaches: Lost business reports, legal case briefings.
Bankers, investors	Contract compliance, bankability of projects.	Contract reviews, bankability audit reports.	As required.	+ Tool: Risk assessment.
Third-party auditors—finance	Regulations compliance, contractual and project requirements, risk assessment.	Contract reviews, project reviews.	As required.	<ul style="list-style-type: none"> + Tool: Risk assessment. + Proactive approach: Contract and project planning reviews. + Reactive approaches: Post-project complaints, deficiencies reports.
Third-party auditors—management systems	Management system standards compliance (ISO 9001, ISO 14001, OHSAS 18001), project contracts, CSR.	Audit reports, gap analyses, process maturity reports, functional dashboard performance, customer feedback, external provider reviews, management reviews, environmental reports and safety assessments.	Semi-annually/annually.	<ul style="list-style-type: none"> + Tool: Audit, risk assessment. + Proactive approaches: System vulnerabilities, gap analysis. + Reactive approach: External audit reports.
External providers	Material service agreements, nondisclosure agreements, service-level agreements, vendor-managed inventory agreements, purchase order requirements, supplier quality requirements, quality plan, product part approval process requirements, business continuity, healthy relationship, long-term partnership, fair and ethical business practices.	Supplier performance database, reports, supplier QBR, supplier environmental and sustainability reports.	Quarterly.	<ul style="list-style-type: none"> + Tools: MSA, SPC, FMEA, PPAP, EASI, HIRAC. + Proactive approaches: Supplier process monitoring and capability, process changes risk mitigation, lean maturity assessments. + Reactive approaches: Supplier quality, quarterly dashboards monitoring.
Employees (full-time, part-time and contract)	Improved standard of living, benefits and compensation, job security, safe workplace, employment regulations (geography based), social accountability, improved morale, job satisfaction, work/life balance, career progression.	Employee satisfaction feedback, employee engagement score, benefits benchmarking reports, plant safety reports.	Annually.	<ul style="list-style-type: none"> + Tools: Survey, focus groups, suggestion box. + Proactive approaches: Quarterly reviews with employees, site safety assessments. + Reactive approaches: Employee complaint investigation, legal case briefings, attrition reports, key talents departure reports.
Regulators (product safety and environmental, health and safety issues)	Regulations.	Regulatory database.	As required.	<ul style="list-style-type: none"> + Tool: Risk assessment. + Proactive approach: Periodic review of product safety, environmental, health and safety reviews. + Reactive approaches: Investigation of citation and violation notices from regulators.
Industry—political action committee	Active industry participation, voting on ballots, funding, inputs on issues.	New and ongoing industry issues.	As required.	<ul style="list-style-type: none"> + Tools: SWOT, risk assessment. + Proactive approach: Early engagement with PAC. + Reactive approach: Impact assessment after the fact.
Industry groups and associations	R&D, active industry contribution and participation in standards development.	Technical publications, whitepapers, industry participation, early warning indicators, best practice sharing.	As required.	<ul style="list-style-type: none"> + Tools: Stakeholder analysis, competitive benchmarking. + Proactive approach: Lead or actively participate in industry initiatives. + Reactive approach: Follow the information.
Joint venture (JV)	JV agreements compliance, contracts.	Contract reviews, audit reports.	As required.	<ul style="list-style-type: none"> + Tool: Risk assessment. + Proactive approach: Periodic review with JV partner. + Reactive approaches: Contract noncompliance issues, dispute resolution.
Society	Compliance to bylaws, environmental sustainability, benefit local business and economy, hire local labor, corporate citizenship, education and charitable foundations.	PR office, county or city government database, other publicly available information, local newspapers.	As required.	<ul style="list-style-type: none"> + Tools: Stakeholder analysis, force field analysis. + Proactive approach: Lead societal initiatives, communication and town hall participation. + Reactive approach: Respond to complaints from the community.
Competition	Market intelligence, customer perception, competitive benchmarking.	Long-term business and technology roadmaps.	Annually.	<ul style="list-style-type: none"> + Tools: Market intelligence reports, industry trend analysis. + Proactive approach: Periodic competitiveness reviews. + Reactive approach: Market share erosion investigation.
Opposing groups	Public policy, industry-specific subsidies, tariffs, regulations.	New and ongoing industry issues.	As required.	<ul style="list-style-type: none"> + Tools: SWOT, force field analysis, risk assessment. + Proactive approach: Periodic risk reviews. + Reactive approach: Impact assessment after the fact.

CSR = customer specification requirements

CTQ = critical to quality

EASI = environmental aspect significance impact

FMEA = failure mode and effects analysis

HIRAC = hazard identification, risk assessment and control

ISO = International Organization for Standardization

MSA = measurement system analysis

N/A = not applicable

OHSAS = Occupational Health and Safety Assessment Series

PAC = political action committee

PEST = political, economic, social and technological

PPAP = production part approval process

QBR = quarterly business review

QFD = quality function deployment

QMS = quality management system

SPC = statistical process control

SWOT = strengths, weaknesses, opportunities and threats