

A Systematic Literature Review on Quality Maturity Models

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This paper systematises the most commonly used maturity models of quality management systems in organisational systems. It is well known that the application of maturity models for quality management systems facilitates the improvement of organisational performance. The implementation of maturity models for quality management systems involves assessing the maturity level of the quality management system, considering that quality is essential for the survival of organisational systems in the global competitive market. During the previous period, maturity models for quality management systems have gained increasing significance. These maturity models represent an important tool for enhancing organisational performance and ensuring business sustainability. The application of maturity models aids management structures in formulating sustainability policies. Identifying the current state and transitioning to a higher maturity level is the goal of every organisation. Maturity models are crucial tools for assessing maturity levels and are used to improve overall organisational performance.

Key Words: maturity model, quality, quality improvement, organisational performance

1. INTRODUCTION

Increasing competition in the global market demands a higher level of products/services. In order to improve organisational performance, every organisation, regardless of its form, type, or character, can utilise maturity models to enhance its performance. Maturity models serve as supportive tools for assessing system maturity, continuous improvement, and ongoing learning [1], [2]. Maturity models consist of levels of maturity and represent an expected, structured pathway for organisational advancement, comprising several stages. The lowest level (the initial stage) reflects the organisation's current state with low capabilities, while the highest level signifies the overall maturity. The progression between these two stages entails the

continuous enhancement of overall performance and processes within organisational systems [3]. Each level of maturity is considered as a specific phase that organisational systems must undergo during their evolutionary growth, capability enhancement, and readiness to achieve the subsequent level for sustainability [4]. The identification and understanding of the current state within organisations enable not only the assessment of the present condition but also the determination of priorities for achieving a higher level of maturity, capability, or readiness to meet quality objectives within organisations [5]. A higher level of maturity in organisational systems contributes to better market adaptation in future environments [6]. Less mature quality processes are often a result of unplanned strategic activities and, more frequently, do not yield the expected positive results in achieving clearly defined goals [5]. Every new level of maturity is a logical progression from the previous level and is regarded as a development of organisational systems towards achieving the highest levels of maturity [7]. Each subsequent level of maturity is important for organisations and represents the concept of business

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sustainability as a crucial strategic factor [8]. Levels of quality maturity within organisations range from initial to advanced innovative practices and guidelines [2]. The improvement of maturity, or the transition to each subsequent level, is a dynamic and continuous process [9]. Maturity models represent a pathway mapping, and each level of maturity has its specific characteristics [7]. Modern management approaches require the adoption of sophisticated tools for improving organisational performance in the global business era, as well as for survival in a competitive market.

Hence, the aim of this paper is to systematise the available relevant literature with a focus on quality management system maturity models in organisations.

2. SYSTEMATIC LITERATURE REVIEW

Considering that the sustainability of organisational systems is directly correlated with their maturity, it is essential to measure the segments of sustainability. One of the ways to measure capability or readiness is through the concept of comprehensive analysis via maturity model assessments and by identifying factors that influence the maturity of quality systems in order to enhance products and services [10]. Additionally, increasing competition in the global market dictates a higher level of quality in products and services [11], [12]. Process maturity is defined as the degree to which processes are clearly identified, flexible, measured, and effective [10]. The goal of every organisation is to achieve business excellence [12]. Authors [4], emphasise that in industrial practice, organisational systems implementing process management sometimes begin at a subsequent maturity level without having met the prerequisites for the preceding level. In practice, it is common for organisational systems to develop their own models and methods for improvement; however, such activities are insufficient, and it is necessary to establish mechanisms for a sustainability policy through quality management maturity models [8]. Over an extended period, maturity models have been considered significant tools for assessing maturity and capability in a given area [7]. The maturity of organisational systems is also defined as the ability to ensure increasingly better comprehensive results [10]. The maturity assessment model serves as a significant tool for evaluating the current state within organisations and also for projecting the future, where the organisation can envision itself over a specified timeframe [5]. A mature system in organisations entails modelling and optimising timely decisions to enhance effectiveness and efficiency. Moreover, maturity models enable organisations to assess their strengths and weaknesses as well as their management maturity more efficiently [1], [10]. Maturity models not only imply the maturity (readiness) of organisations but also the

creation of ideas for collaborative creativity and practical initiatives in the future [13]. In recent times, quality in organisational systems has been of essential importance for processes and the organisation, even though the segments of quality and efficiency have long been opposing relations. This paradigm has significantly changed through learning and sharing positive experiences from Japanese organisations regarding Total Quality Management (TQM) [8]. The application of maturity models aids managers and decision-makers in establishing mechanisms to fulfil the organisational mission, meet the needs and expectations of users and other stakeholders, achieve a higher level of quality, and effectively manage organisational systems [1]. The growth and development of maturity models predominantly entail a qualitative approach, as they are based on the subjective assessment of organisational systems [7].

Based on the review of the literature, it can be concluded that there are many different models for organisational and process improvement through the application of maturity models [10], which are presented in Table 1.

Table 1. Some Maturity Models of Quality Systems in Organisational Systems

Maturity model	Acronym	References
European Foundation for Quality Management	EFQM	[9, 12]
Quality management — Quality of an organization — Guidance to achieve sustained success	ISO 9004	[14, 15]
Baldrige Performance Excellence Program	BPEP	[16, 17]
Business Process Management	BPM MM	[4, 18]
Corporate Reputation Management Maturity Model	CR3M	[7, 22]
Data Quality Management Maturity Model	DQM MM	[23, 24]
Capability Maturity Model (CMM) - Software Engineering	CMM SE	[31, 32, 33]
The Process And Enterprise Maturity Model	PEMM	[36,38]
Tqm Model Based On Deming Prize	/	[39,40]
Organizational Agility Maturity Model	OAMM	[43,44]
Capability Maturity Model	CMM	[47, 48]
Capability Maturity Model Integration	CMMI	[45, 49]

Maturity models enable the identification of critical segments for filling gaps, facilitating the creation of developmental steps to address these gaps [19]. Maturity models are generic and can be utilised across all organisational systems, allowing for benchmarking [20]. The improvement of maturity in organisational systems and processes is a dynamic and continuous process [9].

Based on a literature review, it can be concluded that maturity models have been successfully employed for several years, with some models having been in use for the past two decades [20]. All organisational systems in the 21st century strive for innovative solutions through the application of innovative models aimed at comprehensive improvement [19].

The review of maturity models was conducted using the „Kobson“ service and the „Google Scholar“ search engine by entering the keywords „Maturity models“. The criteria for reviewing the models include the concept model, purpose, and focus of the model. The aim of the criteria related to the concept model of maturity is to establish the basic framework of the model as well as its applicability. The purpose of the model answers the question of what organisations achieve by applying a particular model. Additionally, the focus of the model provides information on the factors or performance areas to which the model is directed.

2.1 Maturity model european foundation for quality management – EFQM

The concept model of the European Foundation for Quality Management (EFQM) is a self-assessment tool that evaluates maturity and identifies pathways for improving organisational performance towards a desirable future state maturity [12]. The purpose of applying the EFQM model is the organisations' aspiration to achieve business excellence. The EFQM model provides a well-established framework for achieving business excellence [9]. It includes a cycle of continuous improvement [12].

The EFQM maturity model enables organisational systems to describe both their current and future states in relation to achieving organisational goals [9]. Additionally, there is a significant connection between the motivation of organisational systems and their maturity assessment; for instance, organisations with higher maturity levels are more interested in EFQM recognition and benchmarking, while less mature management systems primarily seek to understand their strengths and advantages, promoting improvement, etc. [12]. The focus of the EFQM model is improvement organisational performance. The EFQM model identifies what organisational systems need to

do to achieve their business objectives and how they can improve their organisational performance [9].

The EFQM Quality Maturity Model serves as a new management tool for leaders, who must have clear goals regarding the results achieved after self-assessment [12]. This model allows for the identification of segments that should be improved and outlines how improvements can be implemented within organisational systems [9]. One way to position an organisational system on the path to excellence is through the EFQM maturity model [12].

The EFQM maturity model can also be integrated with other models, such as the Capability Maturity Model (CMM) [9]. This practical tool further facilitates the understanding of both the current and desired future levels of maturity [12]. The focus of the resulting outcomes is based on meeting the requirements of stakeholders [9]. Organisational systems with higher maturity levels tend to adopt more innovative models, such as the EFQM model [12].

2.2 Maturity model – ISO 9004:2018 quality management-quality of an organization-guidance to achieve sustained success

The concept of the maturity model ISO 9004:2018 is based on self-assessment, providing guidelines for achieving sustainable business development [10]. The self-assessment and self-evaluation model of ISO 9004:2018 contributes to a more comprehensive picture compared to ISO 9001:2015 [14]. The same authors also indicate that the highest maturity level was achieved in the segment of „what needs to be done for results to be visible,“ while the lowest maturity level was reached in the element of organising activities. The purpose of applying this model is to identify opportunities for improving organisational performance as well as enhancing efficiency and effectiveness.

A mature organisation achieves efficiency and effectiveness at all levels by implementing continuous improvement that leads to sustainability [15]. ISO 9004:2018 (guidelines for achieving sustainable success) represents an accepted model for assessing maturity within organisational systems [14]. The focus of this model is to achieve a higher level of maturity, that is, improvement organisational performance. Some authors, for instance [21], suggest that organisational systems with properly implemented ISO 9001 reach approximately the third level of maturity according to the ISO 9004 model.

On the other hand, the same authors note that there is no evidence that small and medium-sized enterprises with a higher maturity level achieve greater financial efficiency. However, they also point out that there is insufficient literature on the ISO 9004 model that could either prove or refute this claim.

2.3 Baldrige performance excellence program maturity model

The concept of the model is to achieve excellence, which presents a challenge for all 47 organisations through a management programme based on a rewards system. [2]. Global competition places a particular emphasis on all companies to enhance the quality of their products and services through the application of excellence models, such as the Baldrige Performance Excellence maturity model [16]. The application of a maturity model based on business excellence enables long-term sustainability [8]. This model allows managers to effectively manage within organisations [1]. The purpose of applying the model is to achieve business excellence. The Malcolm Baldrige Performance Excellence (MBPE) programme is a management initiative through a rewards system aimed at encouraging organisations to raise their quality standards [17].

The focus of this model is directed towards improving organisational performance. Global competition necessitates the application of excellence models like MBPE, furthermore, this programme provides an excellent framework for defining improvement priorities and achieving desired outcomes. MBPE has advantages in application as it can be utilised at both the institutional level and for specific business processes [16].

2.4. Maturity model – business process management

The Business Process Management model is based on statistical process control and it identifies and depicts processes that are in control and out of control, influenced by numerous variations (deviations), resulting in a constantly dynamic and changing state of processes [4]. The concept of the model is the maturity assessment of process quality [18]. The model includes four phases, starting from the initial phase where the process is out of control, to the fourth phase which represents the ideal state of process management [4]. The purpose of applying this model is to improve process performance. Process management identifies indirect information as well as activities for the systematic advancement of the organization [18]. By applying this model for assessing the maturity of process quality management, organizational systems can significantly reduce the risk of failure and improve overall organizational and process performance [4]. Process performance and potential can be determined based on the maturity level of the organizational system [18]. The model serves as a framework containing four phases or maturity levels for effective and efficient management of business processes [4]. Additionally, business process management is an approach

or a way to improve overall performance within organizational systems, enhance customer satisfaction, reduce costs, and realize other benefits it provides. For the application of this maturity model, key success factors must be defined and identified (literature-based theoretical and applied, modified with practical measurement indicators, predominantly derived from the EFQM quality maturity model), based on which maturity assessment can be conducted [18].

However, the authors [2] point out that there is a problem in the literature regarding the establishment of unified criteria for addressing needs that encompass strengths and weaknesses within organizations for process improvement. They emphasize that while there is a significant number of published studies on maturity models, few relate to the application of process maturity models, and a greater portion of the literature pertains to hybrid or integrated models with IT software. The authors [2] state that the ultimate goal of the Business Process Maturity Model (BPMM) is not to achieve higher levels of process maturity but rather to provide guidance for improvements following the model's application. The applied maturity model for Process Management offers best practices for determining the level of maturity, along with proposed measures for future improvement directions [18].

The authors [2], pp. 1132-1133, define BPMM as „a model to assess and/or to guide best practice improvements in organisational maturity and process capability, expressed in lifecycle levels, by taking into account an evolutionary road map regarding (1) process modelling, (2) deployment, (3) process optimisation, (4) process management, (5) the organisational culture and/or (6) the organisational structure“. This definition outlines a maturity model from initial process assessment to a pathway for improvement, further indicating that a well-prepared and designed model includes segments for process evaluation, data collection methods, and activities directed towards improvement [2]. The focus of this model is systematic improvement of business processes by enhancing overall performance within those processes, while providing priority best practices for achieving better results [4], [18].

2.5. Corporate reputation management maturity model (cr3m)

The concept of the Corporate Reputation Management Maturity Model (CR3M) and is to manage the reputation of an organisational system by employing a modified e-Delphi model. [7]. The Delphi model can be successfully applied across various sectors as it is widely applicable and flexible for use [22]. Based on the results of the research on the application of the CR3M maturity model, a significant percentage of

experts confirmed that this maturity model can effectively be used for self-assessment and the enhancement of reputation within organizational systems [7]. This model is utilized in sectors such as pharmaceuticals, research and practice, as well as in education [22]. The purpose of applying this model is to improve reputation within organisations. The CR3M maturity model integrates best practices in corporate social responsibility, quality management, and stakeholder collaboration [7]. The model serves as a technique for team participation and discussions in specific areas, aiming to reach a consensus among experts [22]. The focus of applying the model is the reputation of the organisation. This model is intended for various areas of improvement that impact the creation of a good reputation for organizational systems [7]. The advantages of the modified e-Delphi model allow panel participants to engage from different geographical locations [22].

2.6. Data quality management maturity model (DQM MM)

The concept of the Data Quality Management Maturity Model (DQM MM) is a model based on data and data management within organisational systems. [23]. A higher level of data quality results in a higher level of product/service quality and is inversely proportional [24]. The maturity model (DQM MM) enables an organizational approach to measuring the maturity of data management [23].

The purpose of applying the model is the improvement of data management. The application of the DQM MM establishes mechanisms for assessing the current state of data management quality while also outlining the desired future state. It sets goals for the next phase, facilitating the transition to the next level of data management maturity [24]. Maturity models allow for the evaluation of maturity levels by identifying the current state within organizations. The focus of the applicability of this model is Data Management. These models serve as tools that identify the degree of maturity in data management and provide guidelines for enhancing quality within organizational systems [23]. The maturity model for data management can be applied to all business processes within an organizational system; thus, through such activities, organizations can achieve a competitive advantage in the global environment [24].

Generally speaking, quality maturity models can be used for a comprehensive assessment of organizational performance but can also be applied to specific processes [25]. Organizations must adopt innovative methods to improve their performance in order to remain sustainable and competitive in the global market [26]. The application of maturity models within

organizations impacts performance improvement, considering that a higher level of maturity contributes to better organizational outcomes [27]. Given that the sustainability of organizational systems is directly correlated with their maturity, it is crucial to measure sustainability segments. One way to assess capability or readiness is through comprehensive analysis using maturity models and identifying factors that influence quality maturity to improve products/services [10]. Additionally, increasing competition in the global market demands a higher level of quality in products and services [11, 12]. Process maturity is defined as the extent to which processes are clearly identified, flexible, measured, and effective [10]. All organizations strive to achieve business excellence [12]. Furthermore, a growing number of organizational systems aim for sustainability by applying quality management tools to enhance processes and activities, which can lead to tangible results in the future [8]. Organizations must be resilient and agile in their operations through the application of innovative maturity models, and they should focus on self-assessment through measuring the maturity of quality systems to facilitate improvements in future operations [28]. Certain authors, such as [29], have investigated the application of maturity models in service organizations and concluded that maturity indices enable an assessment of the current state, thereby contributing to improvements in future operations. This can serve as a guide for managers in developing and enhancing future business strategies. Self-assessment models can be utilized in various contexts and applications [30]. Research authors [31] confirm that organizations with higher maturity levels tend to exhibit better organizational performance. They suggest that this is likely due to strategic alignment, as well as the necessity for teams within organizations to work synergistically towards achieving common organizational goals. This collaboration ultimately leads to improved business outcomes, enhancing overall organizational performance.

2.7 Capability maturity model (CMM) - software engineering

The concept of the maturity model is to provide support for information systems in organisations, encompassing a framework and an objective method for potential performance improvement within these organisations [32]. Initially launched by the Institute for Software Engineering, this maturity model was originally focused solely on software but has since been applied to other processes and areas [33]. Engineering approaches require the application of maturity models to identify and enhance the business processes of information systems, which represents the purpose of applying this model [34]. The Capability Maturity Model (CMM) offers guidance for

organisations to objectively assess their current state, along with recommendations for potential improvements [33]. The **focus** of applying the maturity model is the information system in organisations. Software engineering necessitates the use of contemporary maturity models, as opposed to traditional ones that were exclusively focused on capability [35].

2.8 The process and enterprise maturity model (PEMM)

The concept of this model is a comprehensive framework for assessing and identifying the current maturity state of processes, while also serving as a roadmap towards business sustainability [38]. Traditional business process redesign often failed to deliver expected results; therefore, organisations need to adopt modern methods for redefining their business processes [36]. Michael Hammer's leadership in creating this maturity model for processes and enterprises has yielded positive outcomes [37]. To improve process performance, leadership must ensure appropriate training for employees to facilitate the effective functioning of new business processes and process redesign [36]. This maturity model focuses on process perspective and the enhancement of business processes [37]. Effective and efficient process-based changes provide organisations with a pathway to sustainable improvement [36]. It is believed that the application of this model can significantly enhance processes within organisations [37]. Teamwork, employee training, and enabling business process incentives are essential for mapping the path to sustainable operations [38]. Often, process redesign serves as a means for organisations to achieve success without incurring significant costs [36]. The purpose of applying the Process and Enterprise Maturity Model (PEMM) is to measure the maturity of quality systems in processes within organisations and, most importantly, to deliver positive results based on the assessment of process maturity levels which also represents the focus of applying this model [38].

2.9 TQM model based on deming prize

To achieve long-term excellence in organisations, the concept of this model is based on the indicators of Deming's excellence [39]. Organisations worldwide are making significant efforts to improve performance and enhance the quality of their products or services, which represents the purpose of applying this model. One of these efforts is the implementation of Total Quality Management (TQM) based on the Deming Prize for business excellence [40]. Research findings indicate that TQM practices directly impact organisational performance, particularly in industrial organisations that have received the Deming Prize [41]. The focus of applying this model is organisational

performance. The TQM approach can be viewed as a focus on quality at the heart of the organisation, from initial ideas to ultimate success at all organisational levels [42].

2.10 Organizational agility maturity model (OAMM)

The concept of the Organizational Agility Maturity Model (OAMM) is a framework used to measure agility within organisational processes for information systems [43]. The purpose of applying the model is the improvement of organisational agility. Agility is a key characteristic of business excellence [44]. Organisations must be agile if they wish to maintain flexibility in a competitive market [43]. The application of the model addresses challenges related to agility [44]. Agility is necessary in all processes within organisational systems [43]. The model provides a general framework that can be tailored to the specific needs of organisations [44]. The focus of applying the model is improvement agility. Organisational agility is achieved through rapid responses to environmental changes, employing the agility maturity model, which includes employee engagement and organisational culture as key pillars of agility [43]. The development of agility represents both a capability and a model, and the OAMM can enhance overall organisational performance [44].

2.11 Capability maturity model (CMM)

Concept capability Maturity Model and serves as a framework for continuous improvement and relates to defining levels of capability and maturity, focusing on process-oriented quality through maturity levels and the achievement of sustainability [47]. The Capability Maturity Model is based on software and software improvement within organisations [48]. The purpose of applying the model is the improvement of organisational capability. The application of the capability maturity model allows for the identification of the current state as well as mapping a quality pathway for enhancing the excellence of all processes. By implementing this maturity model, indirect performance improvements and continuous enhancement are ensured [47]. The Capability Maturity Model assesses the maturity of engineering, infrastructure, and other segments of the organisation, which also represents the focus of applying this model [50]. The Capability Maturity Model can be utilised as a comprehensive framework for understanding and identifying opportunities for potential improvements [51].

2.12 Capability maturity model integration

The concept of the Capability Maturity Model Integration (CMMI) enables the improvement of all processes within an organisation, not just those

involved in the development and enhancement of software [49]. As a comprehensive framework for system development, it has become a symbol of quality assurance that is increasingly gaining significance. However, there are few research studies that explore the connection between CMMI and organisational performance [45]. This maturity model represents best practices for software improvement, which constitutes the purpose of applying this model, particularly in relation to knowledge management associated with software, as well as enhancing quality levels and comprehensive software management [45]. Software improvement, which represents the focus of application, can be achieved through the implementation of approaches related to the CMMI maturity model and the cyclical development of software [46].

3. CONCLUSION

Regardless of whether organizations are production or service-oriented, are all in search of new innovative ways to enhance their performance. The global environment demands the overcoming of traditional frameworks and calls for modern and innovative approaches to improving organizational performance. Increasing the level of quality by advancing to a higher maturity level of quality systems is the goal of every organization in the competitive global market. A quality system in organizations is not merely about sustain-

ability; it is about survival in the marketplace. The application and adoption of maturity models represent a strategic tool for improving overall performance. Quality maturity models facilitate increased efficiency and effectiveness within organizations. Moreover, these maturity models can serve as a valuable tool for management structures to align business strategy with operational objectives. Therefore, quality system maturity models are sophisticated tools for the continuous improvement of organizational performance.

The aim of this paper was to review the available relevant literature for a systematic overview of maturity models of quality systems in organizations. Based on the literature review, it can be concluded that there is a very limited number of research studies on maturity models of quality systems in organizations. There is a need for further research on quality system maturity models, as the current number of studies is quite scarce [25]. This indicates that future research should focus on exploring the application of quality system maturity models in specific areas. Finally, this paper also has some limitations. Primarily, this study has only systematised a few maturity models of quality systems according to the criteria of the model's concept, purpose, and focus. Thus, a more comprehensive literature and research analysis of existing quality system maturity models in various applications should be conducted in the future research.

Table 2. Criteria of selected maturity models

Model	Concept	Purpose	Focus
EFQM European Foundation for Quality Management	A self-assessment tool that evaluates maturity and identifies pathways for improving organisational performance	Establishing business excellence	Improvement of overall organisational performance.
ISO 9004 Quality management — Quality of an organization — Guidance to achieve sustained success	Framework for self-assessment and guidelines for achieving sustainable business development	Achieving sustainable business development	Improvement of overall organisational performance.
BPEP Baldrige Performance Excellence Program	Management initiative through a rewards system	Establishing business excellence	Improvement of overall organisational performance.
TQM Model Based On Deming Prize	Model based on the indicators of Deming's excellence	Achieving business excellence	Improvement of overall organisational performance.
BPM MM Business Process Management	A framework containing four phases or maturity levels for effective and efficient management of business processes	Effective and efficient management of business processes	Improvement of Process Management
PEMM The Process And Enterprise Maturity Model	A framework for Business Process Improvement and business sustainability	Achieving Business Sustainability	Improving Process and Enterprise

Model	Concept	Purpose	Focus
CR3M Corporate Reputation Management Maturity Model	A framework for managing the reputation of an organizational system	Improvement of reputation in organisations	Improvement of reputation in organisations - Reputation management
DQM MM Data Quality Management Maturity Model	Self-assessment models based on data and data management within organizational systems	Enhancing Future Data Management Business Strategies	Improvement of data management
CMM SE Capability Maturity Model (CMM) - Software Engineering	Framework for Supporting Information Systems in Organizations	Improvement of Software Engineering	Improvement of information systems in organisations
CMMI Capability Maturity Model Integration	Comprehensive framework for system development	Best practices for software improvement	Software Management
OAMM Organizational Agility Maturity Model	A framework used to measure agility within organisational processes	Improvement of organisational agility.	Organisational agility
CMM Capability Maturity Model	Framework for continuous improvement, focusing on process-oriented quality	Improvement of organisational capability.	Improvement of organisational capability.

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REZIME

SISTEMATIZOVANI PREGLED LITERATURE MODELA ZRELOSTI KVALITETA

Rad sistematizuje najčešće korišćene modele zrelosti sistema menadžmenta kvaliteta u organizacionim sistemima. Poznato je da primena modela zrelosti sistema menadžmenta kvaliteta omogućava poboljšavanje organizacionih performansi. Primena modela zrelosti sistema kvaliteta podrazumeva procenu stepena zrelosti sistema menadžmenta kvaliteta imajući u vidu da je kvalitet i organizacionim sistemima od suštinskog značaja za opstanak na globalnom konkurentnom tržištu. Tokom prethodnog perioda modeli zrelosti sistema menadžmenta kvaliteta dobijaju sve više na značaju. Ovi modeli zrelosti predstavljaju važan alat za unapređenje organizacionih performansi i održivost poslovanja. Primena modela zrelosti pomaže menadžerskim strukturama u kreiranju politike održivosti poslovanja. Identifikovanje postojećeg i prelazak na viši nivo zrelosti je cilj svake organizacije. Modeli zrelosti su važan alat za procenu nivoa zrelosti i koriste se u cilju poboljšavanja sveobuhvatnih organizacionih performansi.

Ključne reči: modeli zrelosti, kvalitet, poboljšanje kvaliteta, organizacione performanse