

3. RISKS



Recurring question: Is the following statement more of a threat or an opportunity?

RISK 01 The most important thing is that the company's strategy was established in the past

Threat § 4.1 ★★★

Every three years on average, it's advisable to verify the strategy's adequacy with the company's context and the expectations and needs of stakeholders. It's a threat because the date when the strategy was developed isn't specified

RISK 02 The company's context is an element that can be considered (even if the boss forgot to mention it)

Threat § 4.1 ☆☆

This is a requirement of the standard and is unavoidable. It's one of the first tasks to carry out since the validation of the company's strategy depends on it

RISK 03 Trying to anticipate the evolution of customer expectations is a waste of time (if the boss says so)

Threat § 4.2 ★

Since the company's goal is to sustainably satisfy its customers, knowing the evolution of expectations is a key success factor for the future

4. MCT (multiple choice test)



MCT 01 Only one of the following statements is correct. Can you name which one?

1. A product can be certified ISO 22000
2. A service can be certified ISO 22000
3. The management system of an organization can be certified ISO 22000
4. Any organization with more than 100 people shall be ISO 22000 certified

§ 0.1 ★

A product is certified from a technical point of view according to a reference system, such as CE 023 for a medical device, for example. Only the management system of an organization can be certified ISO 22000. Certification is voluntary for any organization, whatever the size

MCT 02 The principles of the food safety management system include (even if the boss has no opinion):

1. Interactive communication
2. Quality approach
3. Prerequisite programs
4. Hazard analysis and critical control point (HACCP) principles

§ 0.2 ★

The quality approach is a broader concept than a principle, and is based on the principles of the FSMS and the seven principles of quality management

MCT 03 In the Deming cycle, the A stands for:

1. Analyze
2. Act
3. Improve
4. Adapt

§ 0.3 ★

In the DEMING cycle, the analyze is in the C (Check)

5. PRACTICES



Recurring question: Is the following statement more a good or a bad practice?

PRACTICE 01 The diagnosis of the organization context includes the main external and internal issues (even if the boss doesn't know about it)

Good practice § 4.1 ★

To understand the context of the organization, top management must prioritize internal and external issues

PRACTICE 02 To determine the issues of the context, the analysis of the competitive environment is a priority

Bad practice § 4.1 ☆☆☆

Top management must first determine internal and external issues

PRACTICE 03 Compliance with legal requirements is a preventive measure, not a constraint (even if the boss doesn't know it)

Good practice § 4.2 ☆☆☆

Complying with legal requirements improves your SMSDA performance and helps you achieve your SDA objectives.

5. CASES



CASE 01 CONTEXT

Situation: external and internal issues influence the strategic direction and the overall performance of the organization

Challenge: how can we understand the influence of external and internal issues?

Solution 1: regularly monitor and review issues

Solution 2: determine the positive or negative influence of each issue

Solution 3: use SWOT and PEST tools

§ 4.1



All these activities are very useful for analyzing the context

CASE 02 CUSTOMERS AND NEEDS

Situation: for some months the organization has had stagnating sales. Nonconformities have begun to fill the prison

Challenge: what solution should be chosen to reverse the situation?

Solution 1: stand out from the competition with very low prices

Solution 2: recruit a marketing agent out of a top college

Solution 3: contact the customer and identify the problem

§ 4.2



Setting very low prices is daring but it is not a guarantee of success and can have disastrous financial consequences

A new marketing agent can bring profits but it is time consuming and requires a significant investment

Find the causes of the intolerable amount of nonconformities and quickly set up a plan of action. Then, openly discuss it with customers, as understanding their needs and expectations is a prerequisite for the recovery of the organization

CASE 03 STAKEHOLDERS

Situation: In the Jouetsympa company, Mr. Dunez, quality manager, brought together the heads of several departments to update the company's relevant stakeholders. After a discussion in which everyone had their say, a consensus emerged on the stakeholders. Mr. Dunez drew up 3 lists of stakeholders by priority:

List A: customers, staff, consumers, shareholders, investors, external service providers

List B: employees, customers, consumers, shareholders, investors, external service providers

List C: shareholders, certification bodies, external service providers, customers, staff, consumers

Challenge: Which list is the most relevant?

Solution 1. List A

Solution 2. List B

Solution 3. List C

§ 4.2



Customers are important, but before you can look for a customer and try to satisfy their needs, you have to produce something! It's no coincidence that Vineet Nayar's book is entitled "Employees first, customers second"

Employees are indeed the most important stakeholder. Before looking for a customer, you have to produce something!

Shareholders are important, but before distributing dividends to shareholders, you have to produce something and then look for customers!