



ANTARIS

GUIDANCE | COMPLIANCE | TRUST

NSAI – ISO 9001:2015 An Organisation's View

HEALTH & SAFETY MANAGEMENT

QUALITY MANAGEMENT

ACCESSIBILITY

ENVIRONMENTAL MANAGEMENT

ENERGY MANAGEMENT



- Experts in Management Systems
- Auditors
- Specialise in implementation of Quality, Environmental, Health & Safety, Food Safety and Energy Management Systems
- ISO 9001/ISO 14001/OHSAS 18001 & ISO 27001 certified organisation
- Registers of EH&S Legislation – Pegasus Legal Register, Audit and CAPA Software
- IRCA/IEMA/IOSH/NEBOSH certified training organisation

4.1 Understanding the organization and its context



Strengths

- Proven track record in providing QEHS services
- Reputation
- Synergy with Pegasus
- Antaris hold all key standards
- Competence of employees across a number of standards
- Providing expertise in QEHS management system services in various industrial sectors
- Experience abroad in implementing management systems, e.g. Saudi Arabia, United Kingdom, Malaysia, etc.

Weaknesses

- Small company
- Limited resources
- Limited marketing
- Limited expertise in (new?) areas
- International experience
- Large amounts of travel involved -increasing travel cost and CO2 emissions
- Ubiquity of competitors from vary large to one-man bands

Opportunities

- Adjacent markets identified
- Cross selling opportunities in the Pegasus client base
- Pegasus non-Irish sales driving additional business
- Six-year cycle of updates to management system standards
- EU driven audit requirements
- Increased emphasis on integrated management systems by ISO (Annex SL)
- New legislation and international standards.
- Brexit – Ireland only English-speaking country left in EU, MNCs may relocate HQs here in Ireland to avail of free trade in EU

Threats

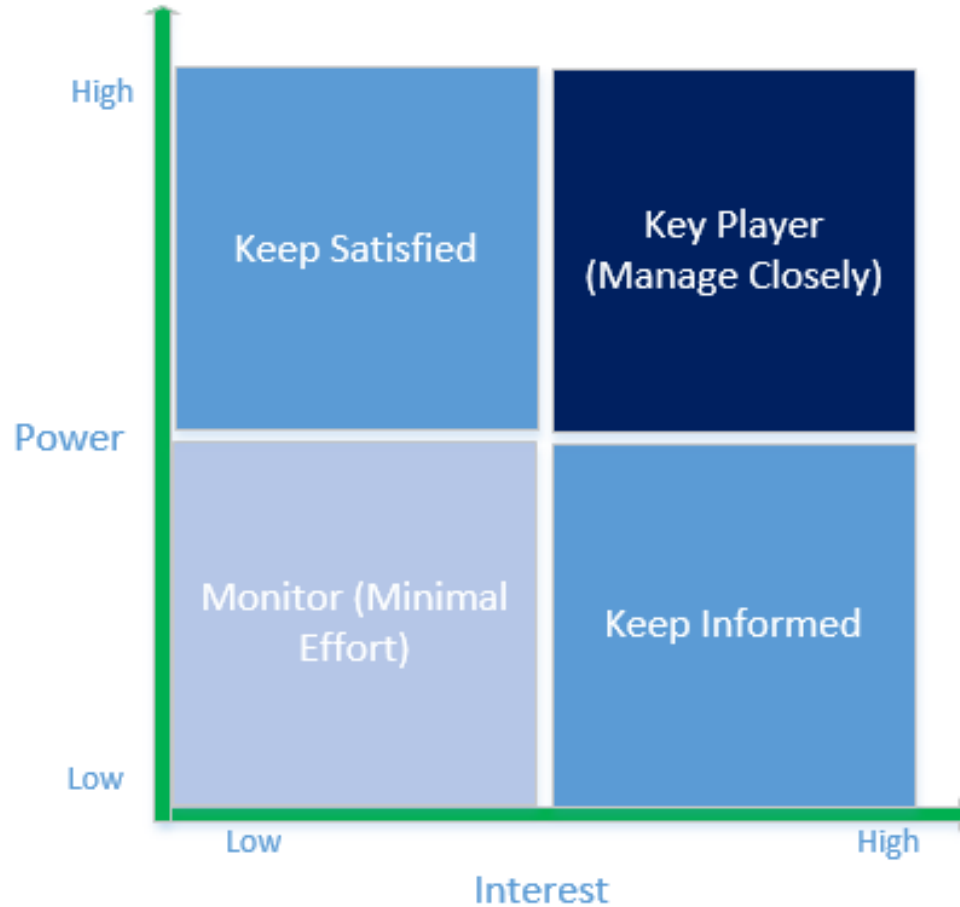
- Strong competitors
- Market conditions
- Relative maturity of management systems
- Ability to certification bodies to drive sales of new standards
- Loss of employees and age profile of senior management/consultants
- Loss of reputation
- Dissatisfied customers
- Brexit - strength of sterling versus Euro, reduction in sales to Britain,

4.2 Understanding the needs and expectations of interested parties



Stakeholder	Needs and Expectations
Employees	Good work environment/job security/health/safety/ training/ promotion, competitive pay, recognition and reward
Shareholders	Competitive performance, good governance and transparency from managers, and a good present and future value for their investment
Customers	Quality, price, & prompt delivery of products and services
End-user	Product performance/ease of use/reliability/safety/ maintainability
Banks and other financial institutions	Interest on loans and capital repayment, use of products and services
Regulators	Compliance with applicable requirements and industry standards/ submission of reports.
Local, national and international government, Neighbours and community groups	Environmental protection/Ethical behaviour/growth in business and taxes to build infrastructure to support local jobs, community services, activities and institutions
Competitors	Provide products and services of a high quality to rival company and increase reputation of industry
Labour / industry groups, unions	Good work environment/job security/health/safety/ training/ promotion, recognition and reward
Suppliers	Prompt payment and a mutually beneficial relationship

Method of Stakeholder Analysis – Mendelow's Power Interest Matrix



Method for use:

- Identify relevant stakeholders
- Establish their needs and expectations
- Chart them based on power and influence using matrix
- Prioritise and determine level of action to ensure relevant needs are met

Monitor (Minimal Effort): They lack power and interest makes them easier to influence i.e. social organisations

Keep Informed: They're interested in organisation and its offerings but do not have power to change them – i.e. community groups, media, lobby groups

Keep Satisfied: These are stakeholders the organisation must keep satisfied to avoid them gaining interest i.e. auditors and regulators

Key player (Manage Closely): Major drivers of change in organisation and success of business relies on these i.e. customers, employees, creditors

Used to determine

- How much **interest** stakeholders have in the organisation's decisions and activities?
- How much **power** or influence they have over the organisation's decisions and activities?

6.1 Actions to address risks and opportunities – Risks



Risk Register						Risk Treatment				
Risk ID	Threats	Vulnerabilities	P	I	Risk Factor	Strategy	Planned mitigation actions	Assign to	Mitigation factor	Residual Risk
Q01	Loss of key staff	Poor work-life balance, salary etc.	3	4	12	Mitigate	Implement performance-based retention bonus	CEO	20%	9.6
Q02	Loss of market share	Aggressive pricing	3	4	12	Mitigate	Aggressive marketing. Loyalty incentives	Sales	30%	8.4
Q03	Removal of compliance obligations	Affects marketing of services	1	5	5	Accept				5
Q04	Failure of external partners	Translation/ competency issues	3	4	12	Mitigate	Improve quality & consistency by diversifying of partners	Quality, Service	25%	9
Q05	Access to foreign markets	Trade Barriers / currency fluctuations	2	5	10	Mitigate	Diversification of industries and regions served	Sales	20%	8
Q06	Loss of ICT	Old Servers	1	5	15	Mitigate	More frequent back ups, upgrade servers	IT	40%	9
Q07	Data Breach	ISMS not followed	2	5	10	Mitigate	Training on ISO 27001	IT	20%	8
Q08	Market Changes	New technology	3	4	12	Mitigate	Incorporate new technology into service offerings	Service	40%	7.2
Q09	Loss of key contracts	Aggressive competitor pricing	2	5	10	Mitigate	Improve quality, productivity	Service CEO	20%	8

6.1 Actions to address risks and opportunities – Opportunities



Opportunities Register							
Opp. ID	Details	Vulnerabilities	E	I	Opp	Action to Avail	Assigned to
O01	New companies setting up locally	Sales opportunity	3	4	12	Targeted marketing, competitive pricing	Sales
O02	Change in Management Systems	Sales opportunity	3	4	12	Promote changes to existing clients	Sales, Service
O03	Grow partnership	Grow business reach and open new markets	1	4	4	Incentive referral system to grow partnership	Sales

Risks and Opportunities feed into our Objectives.

Objectives set annually and progress tracked on a monthly basis

Processes amended as a result of identifying and planning of actions to address risks and opportunities

Implemented this approach in our client sites since ISO 9001 revised
Industries served include Utilities, Construction, Freight, Food and Drink