

# **TRANSIÇÃO E IMPLEMENTAÇÃO DA ISO 9001:2015**

**Filipe Gomes**

**3 June 2016**

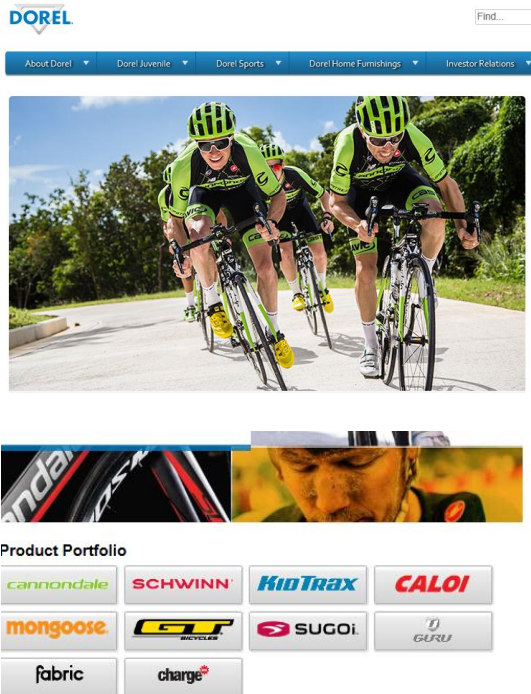


# DOREL

Dorel's strength lies in the diversity, innovation and quality of its products as well as the superiority of its brands

## DOREL JUVENIL


### DOREL Sports



DOREL

Find...

About Dorel | Dorel Juvenile | Dorel Sports | Dorel Home Furnishings | Investor Relations



Product Portfolio

- cannondale
- SCHWINN
- KidTrax
- CALOI
- mongoose
- GT
- SUGOI
- GURU
- fabric
- charge



**DOREL JUVENILE**  
Care for Precious Life

WE ARE IMMENSELY PROUD OF DOREL JUVENILE'S LEADING GLOBAL POSITION. TO KEEP GROWING, WE WILL ENHANCE OUR BRANDS WITH NEW AND INNOVATIVE PRODUCTS, BASED ON THE INPUT OF CONSUMERS WORLDWIDE. OUR GLOBAL SYNERGY BENEFITS CUSTOMERS AS WE FURTHER DEVELOP AS A WORLD-CLASS, AGILE ORGANIZATION. OUR MISSION: CARE FOR PRECIOUS LIFE.

For more information on Dorel Juvenile, visit [www.doreljuvenile.com](http://www.doreljuvenile.com)

### DOREL Home Furnitures



**DOREL**

AT DOREL HOME FURNISHINGS, OUR VISION IS TO REMAIN THE PRODUCT, INNOVATION AND VALUE MARKET LEADER IN THE OMNI CHANNEL SUPPLY OF HOME FURNISHINGS TO MAJOR NORTH AMERICAN RETAILERS. WE ARE PROUD TO OFFER UNIQUE AND STRONG SOLUTIONS TO ENHANCE ANY ROOM, HELPING CONSUMERS CREATE THEIR OWN PERSONAL STYLE WITH AFFORDABLE AND ENDLESS POSSIBILITIES IN THE LATEST TRENDS AND DESIGNS.



# About Dorel Juvenile Europe

Dorel Juvenile Europe is a world class juvenile products company.

Our common goal is to give parents the most advanced products and services.

Our main brands can be found in no less than 80 countries around the world.

We are undisputed global leader in high quality, safe and fashionable juvenile products.

Safety 1st, and Baby Art



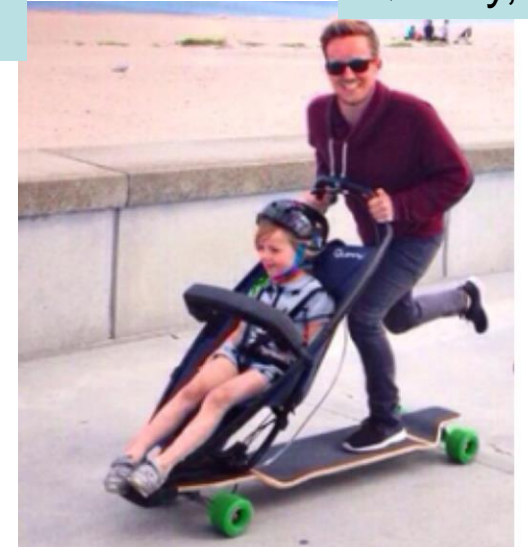
Bébé Confort

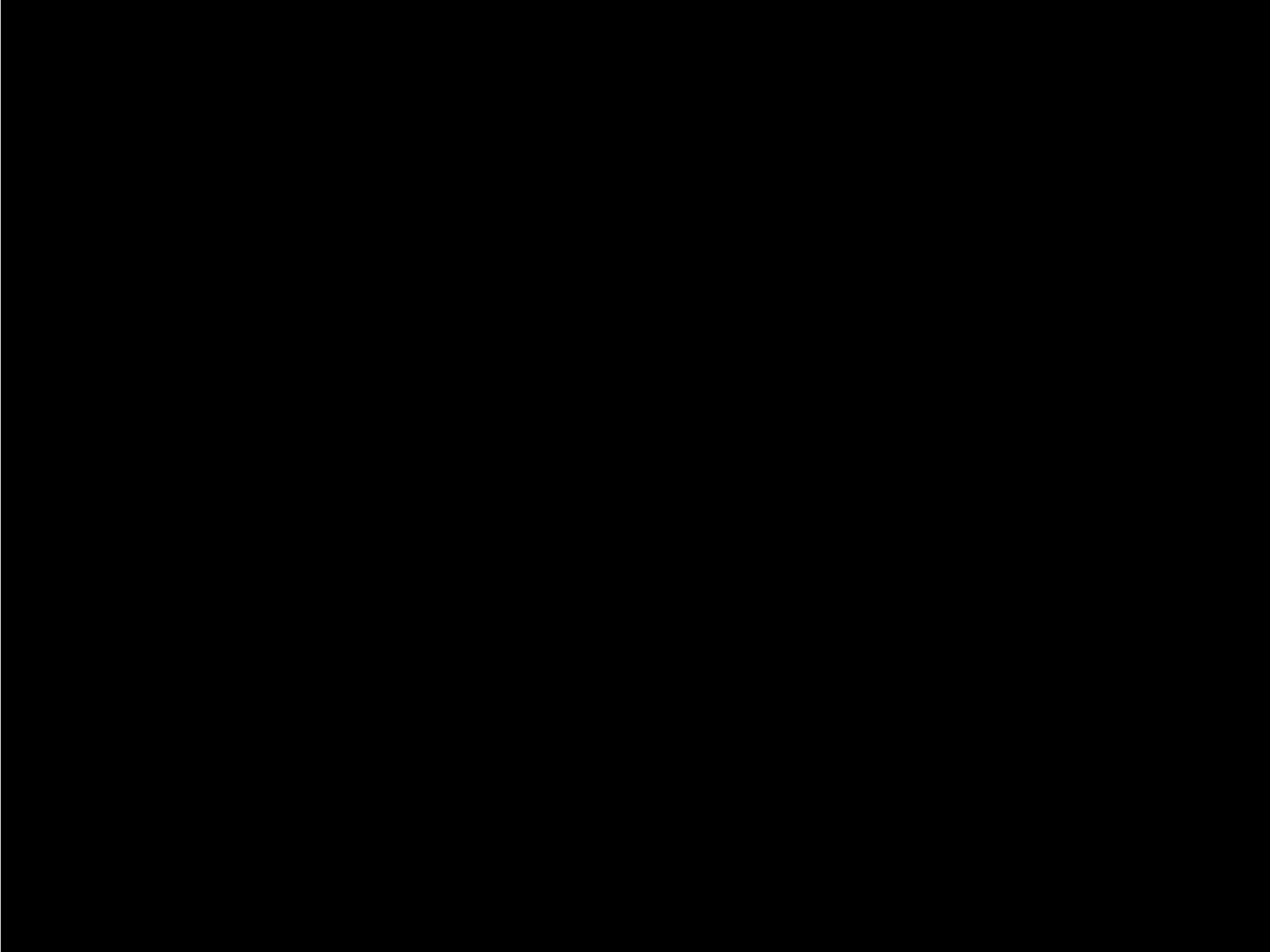


Maxi-Cosi,



Quinny,





# DOREL

Dorel's strength lies in the diversity, innovation and quality of its products as well as the superiority of its brands

Bébé Confort

Maxi-Cosi,

Quinny,



Why We need to change ?



# DOREL

Dorel's strength lies in the diversity, innovation and quality of its products as well as the superiority of its brands



[About us](#) [Discover our brands](#) [Meet our people](#) [Careers](#) [Contact](#)

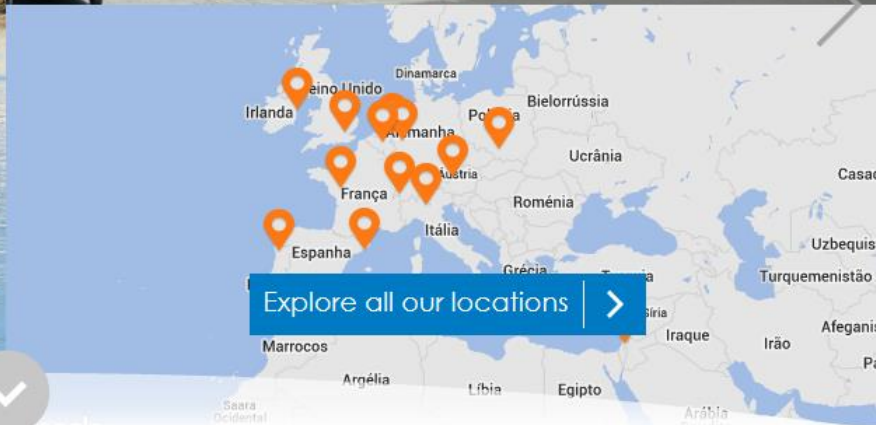
Europe ▾

The Netherlands

France

Portugal

[Explore all our locations](#)



# DOREL

Dorel's strength lies in the diversity, innovation and quality of its products as well as the superiority of its brands

ISO  
9001: 1987

Procedures

ISO  
9001:1994

Preventive  
Action

ISO  
9001: 2000

Process  
Approach  
& PDCA

ISO  
9001: 2008

Process  
Approach  
& PDCA

ISO  
9001:2015

**Risks and  
Opportunities**

# DOREL

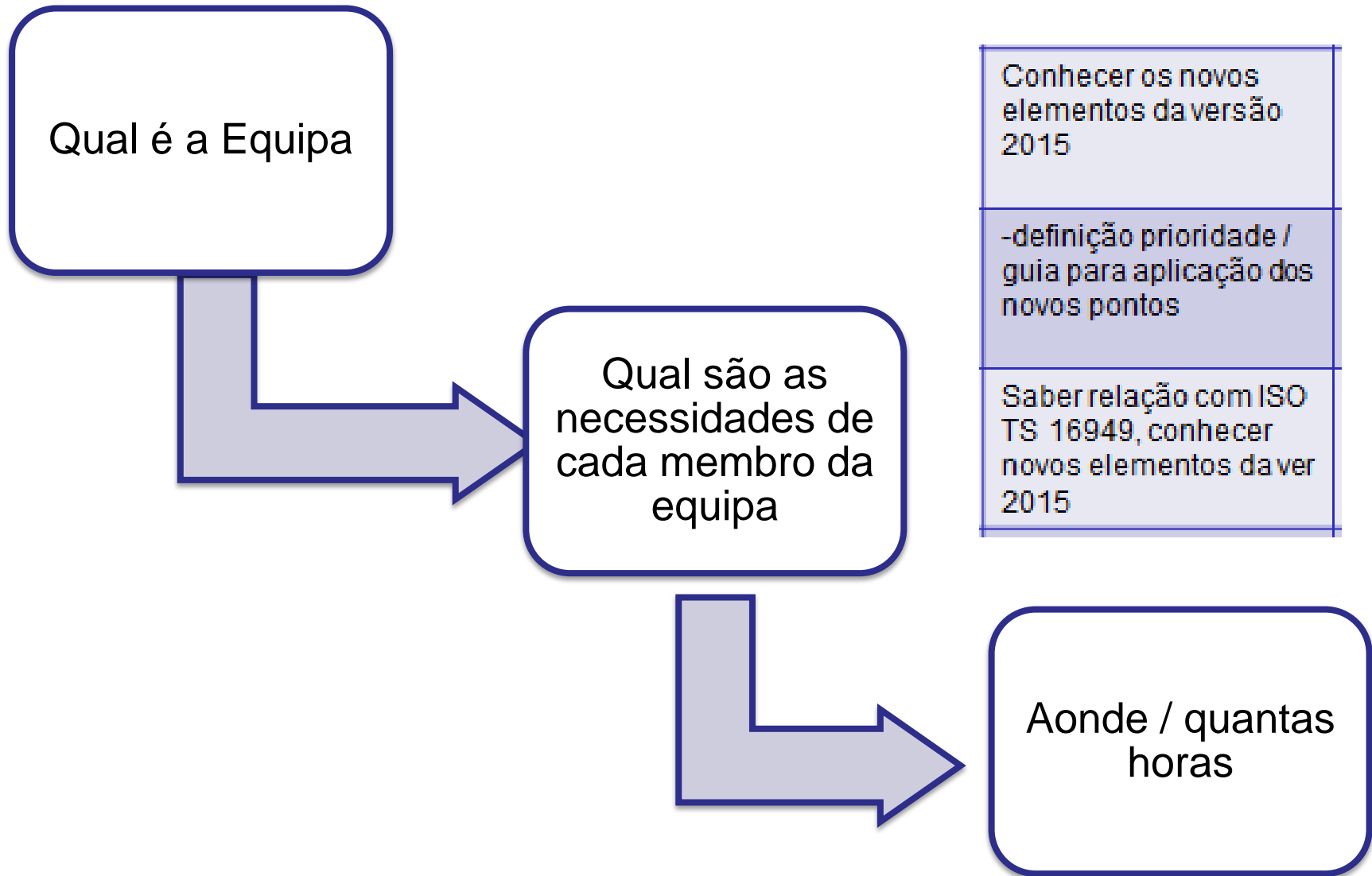
Dorel's strength lies in the diversity, innovation and quality of its products as well as the superiority of its brands

ISO 9001 : 2015





# Step 1 : Formação



**Empresa:** Deve criar valor / benefícios para clientes , empregados, accionistas, fornecedores, sociedade em geral .

**Função da gestão :** PDCA ( planejar, organizar, liderar, monitorizar)

### **Pontos Chave :**

- Mais foco no cliente
- Leadership mais repartido ( não concentrado em 1 pessoa )
- Menos procedimentos ( nada obrigatório) manual qualidade
- Envolver as pessoas !! adaptar-se a cultura da organização!!
- mantem abordagem por processo ! entrada saída , indicadores desempenho resultados
- Melhoria continua -> melhoria ...
- Factual approach to decision-> evidence based decision making

# Step 2 : Transition plan

ISO 9001: 2008	ISO 9001: 2015
<b>1. SCOPE</b> <ul style="list-style-type: none"><li>1. General</li><li>2. Application</li></ul>	<b>1. SCOPE</b>
<b>2. NORMATIVE REFERENCES</b>	<b>2. NORMATIVE REFERENCES</b>
<b>3. TERMS AND DEFINITIONS</b>	<b>3. TERMS AND DEFENITIONS</b>
<b>4. QUALITY MANAGEMENT SYSTEMS</b> <ul style="list-style-type: none"><li>1. General requirements</li><li>2. Documentation requirements</li></ul>	<b>4. CONTEXT OF THE ORGANIZATION</b> <ul style="list-style-type: none"><li>1. Understanding the organization and its context</li><li>2. Understanding the needs and expectations of interested parties</li><li>3. Determining the scope of the management system</li><li>4. Quality management system</li></ul>
<b>5. MANAGEMENT RESPONSIBILITY</b> <ul style="list-style-type: none"><li>1. Management commitment</li><li>2. Quality policy</li><li>3. Planning</li><li>4. Responsibility, authority and communication</li><li>5. Management review</li></ul>	<b>5. LEADERSHIP</b> <ul style="list-style-type: none"><li>1. Leadership and commitment</li><li>2. Quality policy</li><li>3. Organizational roles, responsibilities and authorities</li></ul>



# Step 2 : Transition plan

## 6. RESOURCE MANAGEMENT

1. Provision of resources
2. Human resources
3. Infrastructure
4. Work environment

## 7. PRODUCT REALIZATION

1. Planning of product
2. Customer-related processes
3. Design and development
4. Purchasing
5. Production and service provision
6. Control of monitoring and measuring devices

## 6. PLANNING

1. Actions to address risks and opportunities
2. Quality objectives and planning to achieve them
3. Planning of changes

## 7. SUPPORT

1. Recourses
2. Competence
3. Awareness
4. Communication
5. Documented information

# Step 2 : Transition plan

## 8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

1. General
2. Monitoring and measurement
3. Control of nonconforming product
4. Analysis of data
5. Improvement

## 8. OPERATION

1. Operational planning and control
2. Determination of market needs and interactions with customers
3. Operational planning process
4. Control of external provision of goods and services
5. Development of goods and services
6. Production of goods and provision of services
7. Release of goods and services
8. Nonconforming goods and services

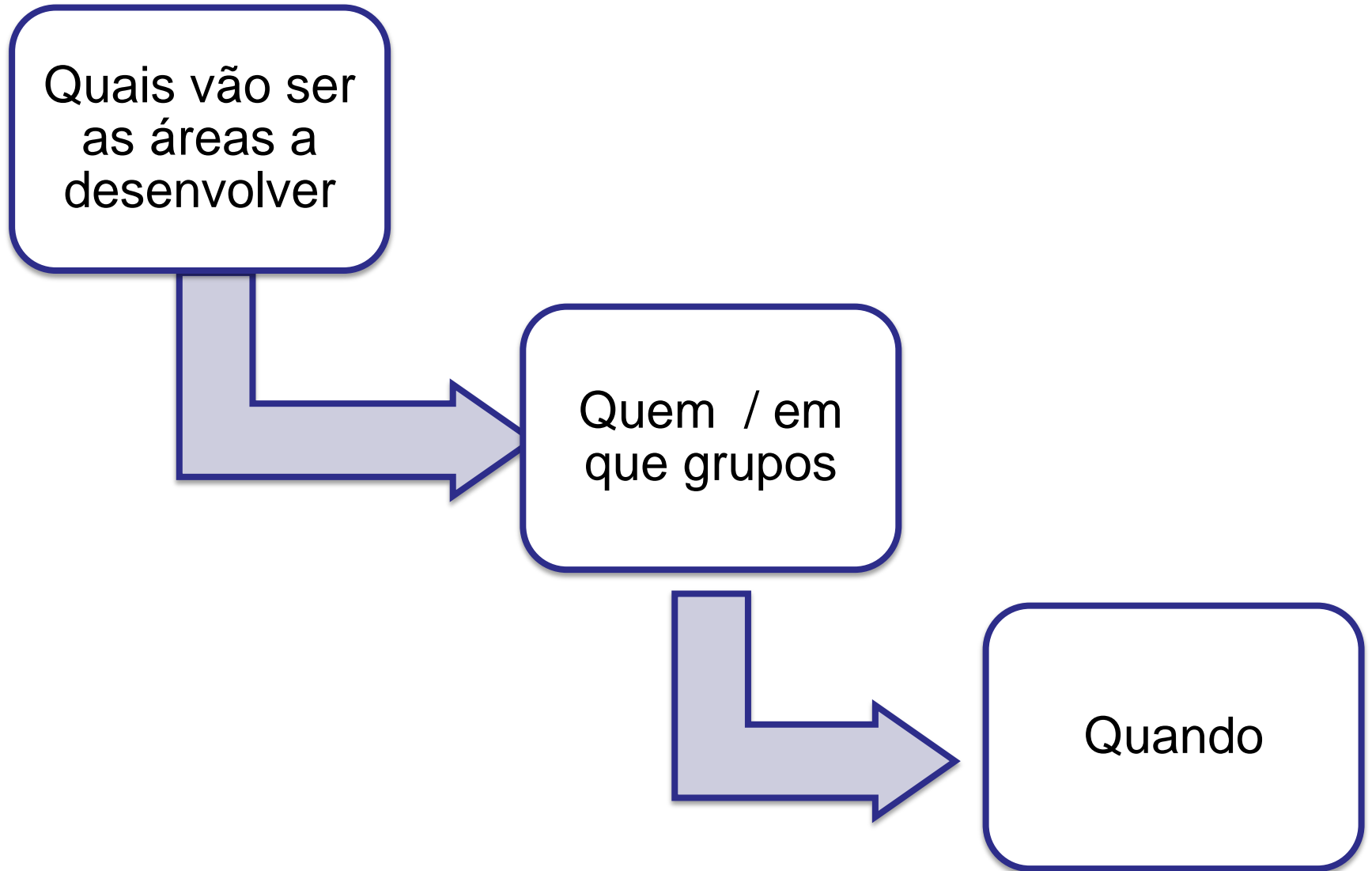
## 9. PERFORMANCE EVALUATION

1. Monitoring, measurement, analysis and evaluation
2. Internal audit
3. Management review

## 10. IMPROVEMENT

1. Nonconformity and corrective action
2. Improvement

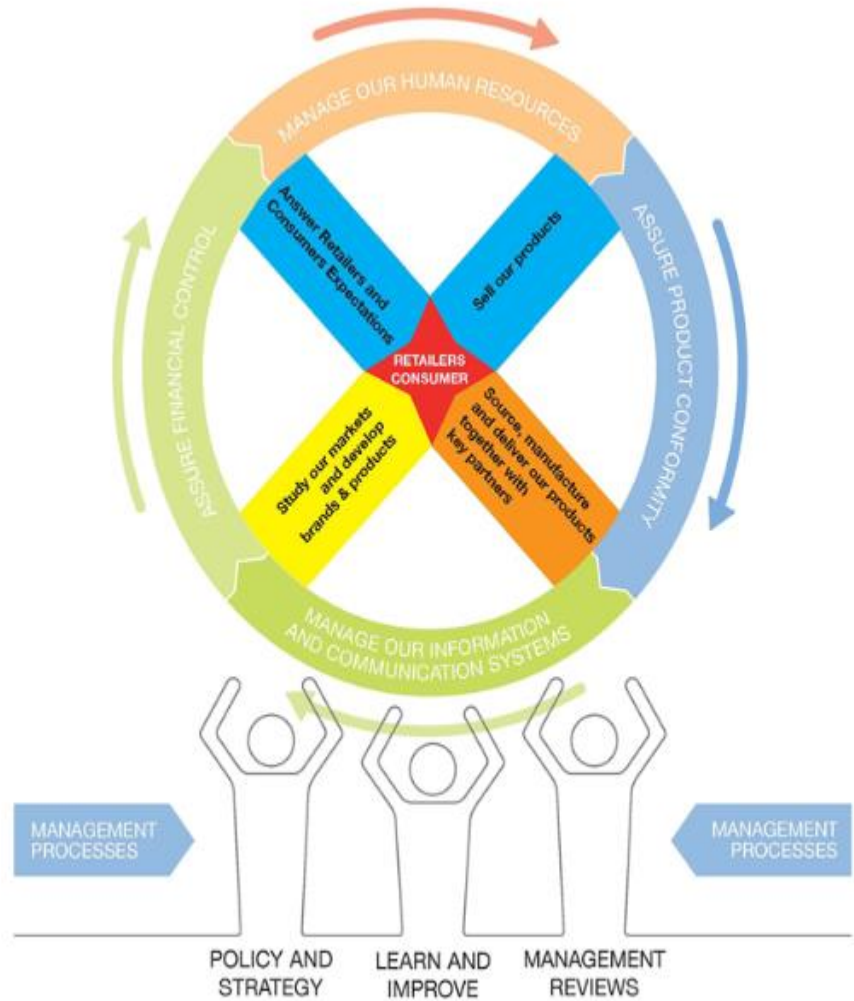
# Step 3: implementação





+ Dorel\_Europe

- General information
- Process chains
- Procedures
- Steps
- Message specifications
- Systems
- Organisation
- Users
- Risk Management
- Definitions
- Documents/Links



Click [here](#) for the scope of the Dorel Europe (Quality) Management System.

[Cobit 5 Environment](#)

+ Dorel\_Europe

- ▶ General information
- ▶ Process chains
  - ▶ 01 Management processes
    - ▶ Manage internal QMS audits
    - ▶ Manage product crisis
    - ▶ Management process (planning)
    - ▶ Risk management
  - ▶ 02 Study markets, Develop Bra
  - ▶ 03 Source, Manufacture and De
    - ▶ Sourcing and Procurement
    - ▶ Supply Chain & Manufacturing
  - ▶ 04 Sell our Products
  - ▶ 05 Answer Retailers and Consum
  - ▶ 06 Manage Human Resources
  - ▶ 07 Assure Product Conformity
  - ▶ Medical device

Display options

- Net Requirements for Manufactured Goods
- Operational planning
- Tooling change planning

- Bill of material
- Engineering Change Order

- Alternative supplier
- Confirmed PO
- Delivery note from supplier
- IQC results
- Reception plan components
- Supplier capacity

6. M.P.S. and Capacity adjustment

Firm planned MO  
MO proposals (planned order)

7. Component Net Requirement (MRP)

PO Proposal (Components)

DO Proposal (Components)

Component stock level  
PO (Components)  
Up to Date PO info (Components)

8. Control & Execute Procurement (Components)

Component stock level  
DO (Components)

9. Control & Execute Distribution (Components)

Component stock level  
PO (Components)



# Team up to transform

ISO 9001 :2015







**BOW TIE Diagram**

**Groups**

Processes bow-tie

**Description**

Preventive				Corrective		
Root cause	Owner	Control	Risk	Control	Owner	Consequence
Many sources of the claim (telephone, sales-force)	Claims manager	Cognos report M3, double claims	No or double registration of the same claim	Weekly analyse the cognos report.	Claims manager	Credit twice Sned the goods twice
Human error	Claims Manager	Claims assistent trained on good understanding of claim codes.	claim administrated with the wrong code	Find solution, commuicate with retailer/consumer/sales force, and discover the real cause	Claims assistant	Wrong action
Information from retailer wrong/false		--				Time to solution is longer
Miscommunication with retailer		--	Long lead time to solve the claim	Input from Finance about payment block by retailer, solve claim with top priority	Account receivable M anager & Claims M anager	Unsatisfied retailer
Miscommunication with transportation company	Logistic M anager	Frequent contact/evaluation with transport agency				Block payments by retailer
Miscommunication with sales team	Customer Service M anager	Train/inform sales office about M 3 codifications claims lead-time cognos report				

# Step 4 : Evaluation

Quando :

13 Outubro 2015

A

2 Novembro 2015



ISO 9001

**BUREAU VERITAS**  
Certification



# Dorel Juvenile Europe is first in its sector to gain ISO 9001:2015 certification

Dorel Juvenile Europe has become the first company in its sector to achieve the new ISO 9001:2015 certification. Active in 13 countries across Europe, it is also one of the first multinationals to gain this new certification for organisational quality. Dorel Juvenile Europe is a division of Dorel Industries (TSX: DII.B, DII.A), the world's largest manufacturer of children's products.



Anoucement  
20-11-2105

Official Certificate  
8-12-2015





Raquel Araujo ▸ Everybody  
Status

9 December 2015, 13:21

"We strive for excellence every day."



👍 Unlike < 8    💬 Comments < 1



Marco Biji  
Comment

9 December 2015, 16:05

Great :) We all are ISO STARS

👍 Like < 2

More ...

**We are ISO STAR ...**



Mar Cöpp ▸ Everybody  
Status

24 March 2016, 15:06

In December we announced our renewed ISO 9001:2015 certification in Europe. Today we received the formal certificates from Bureau Veritas. It's our first to distribute them over our 12 European sites, and proudly hang them in our offices. <https://lnkd.in/g/vm2>





# Step 5 : What next

It's time...



to relax!

**Review Stakeholder Maps**



# WORKSHOOP

## Stakeholder mapping



May 2016



# Additional information

The stakeholder analysis has been performed by the following people :

- Filipe Gomes – Quality Manager
- Daniela Saldanha – Supplier Quality Assurance Engineer
- Nuno-Alexandre Pereira – Process Controller
- Paulo Carvalho – Quality Assurance Engineer





# STAKEHOLDER MAPPING

**Key player**

Keep satisfied

POWER

Minimal effort

Keep informed

Customers - Retailers - Consumers

Finance

Dorel Testing Laboratory - External laboratories

After - sales

Dorel Brazil  
Dorel Australia  
Dorel US (Quality)

External audits

Production DNL  
Production DPT  
Industrialization

Suppliers

NPD team

DEU and DPT  
Quality team

Quality Dorel  
China

Marketing

Maintenance

HR

Warehouse  
Warehouse

Purchase

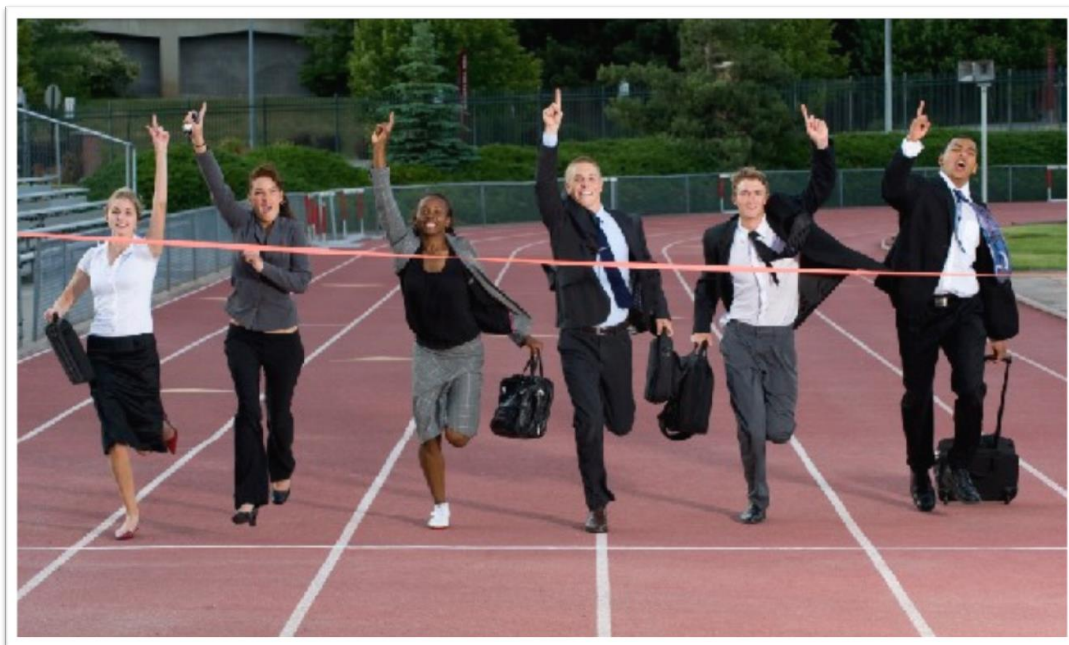
Logistic Team

INTEREST

# Conclusão :

**A ISO 9001 / DOREL**

Mudou para



- Se adaptar a um mundo em mudança
- Reforçar a capacidade da Organização para satisfazer os clientes
- Reflectir o cada vez mais complexo ambiente em que a Organização opera
- Garantir que reflecte as necessidades das partes interessadas (relevantes...)
- Facilitar a integração com outros sistemas de gestão