



Cypress  
Group

# ISO 9001 Implementation

**Three Industries**  
**Policy and Objectives**  
**Get the Metrics**  
**So What!!**

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# Industries

## Manufacturing

**Design and Make Stuff**

**Closest to the Organizational Model of the Standard**

## Distribution

**Buy & Sell**

**Bring it in & Move it Out as Fast As Possible**

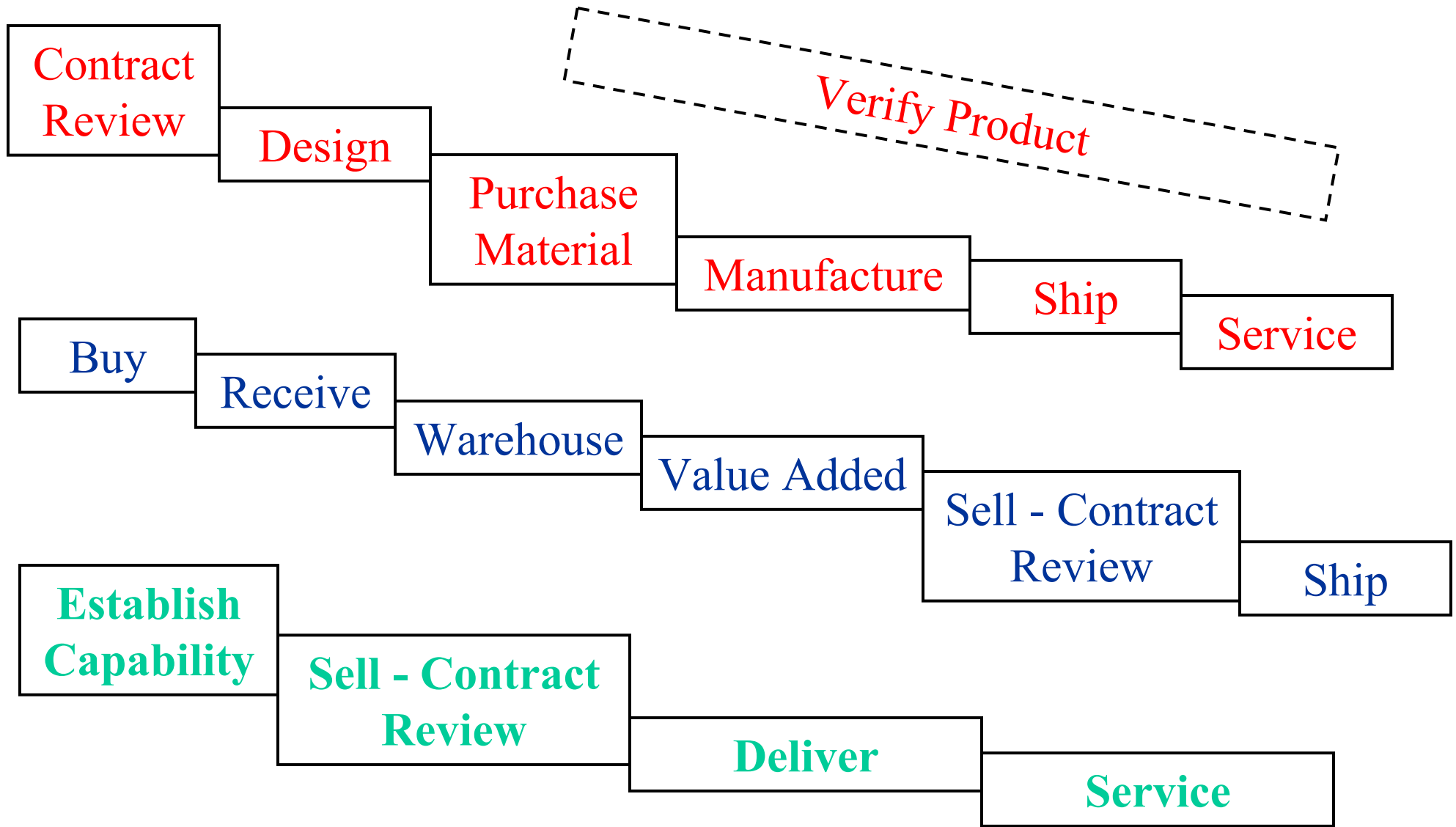
## Service

**Typically not a Physical “Product”**

**Service Varies Based on What Is Being Sold to Customers**

**Definition of the Organization’s Processes and  
Scope is the First Step**

# Process Definition



# Quality Policy and Objectives

## 5.3 Quality Policy

**Statements that organize thoughts and actions**

**Communication methods**

**Framework for Objectives**

## 5.4 Quality Objectives

**Consistent with Strategy**

**Measurable**

**Time criteria**

**Resources understood**

## 8.4 Analysis of data

**Determine, collect, and analyze appropriate data**

**Demonstrate suitability & effectiveness of the QMS**

**Evaluate where continual improvement can be made**

# What Objectives?

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**Customer Satisfaction**

**On-Time Delivery**

**Quality**

**What will make a drastic improvement to the business?**

# LINKING MEASUREMENTS

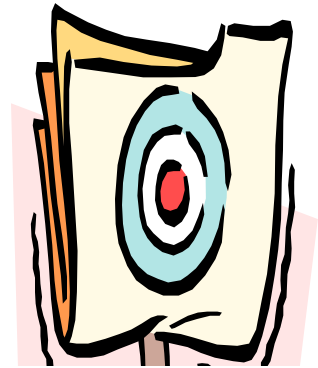
**A direct connection from  
Strategy to Action and Back**

**Make it meaningful at the right levels**

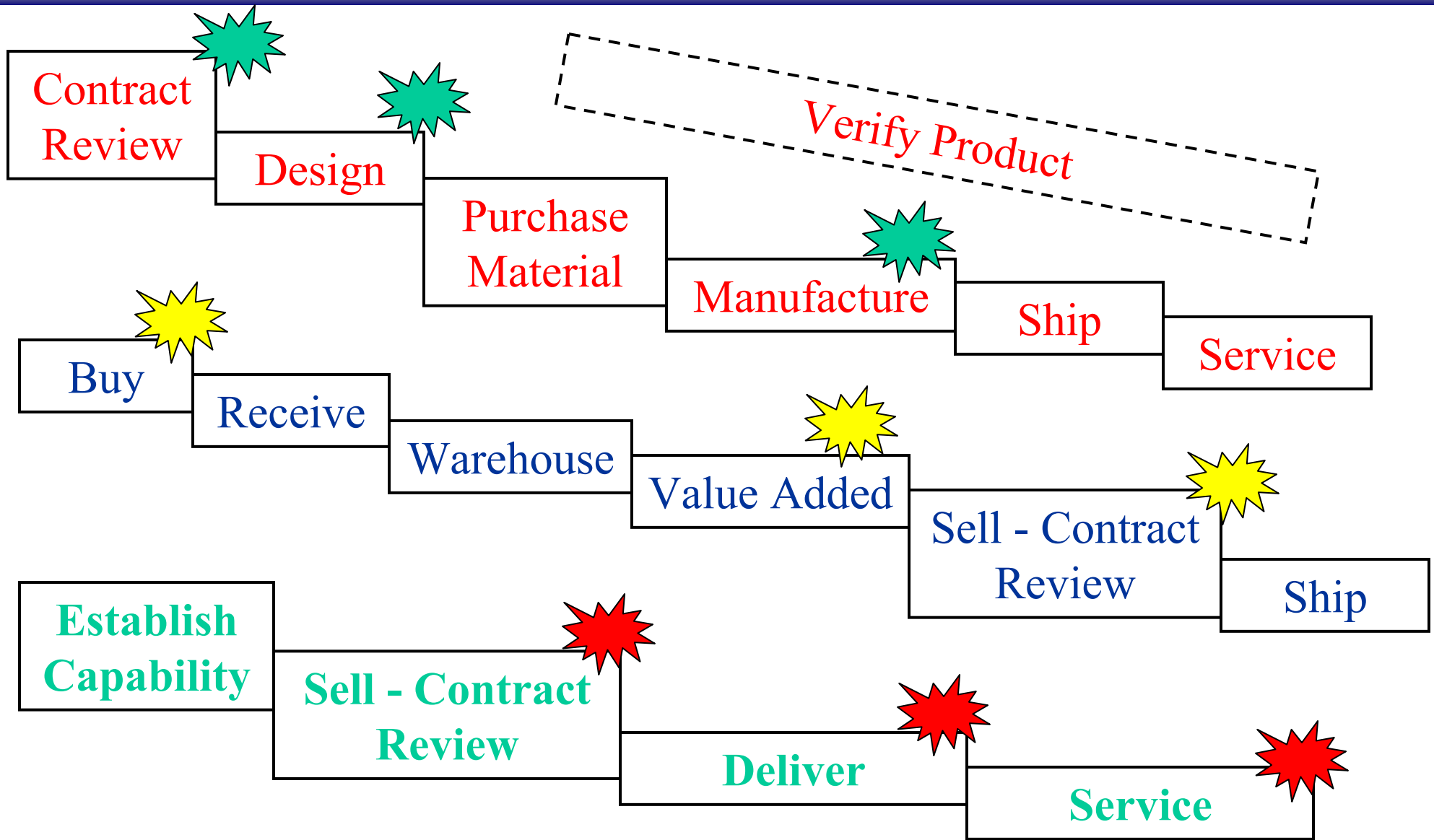
**High Level - Historic**

**Low Level - Proactive**

**Operational Metrics = Operational Improvement**



# What Processes are Strategic?



# Metrics & Objectives At Relevant Functions & Levels Within Distributor

## Warehouse

- Stock Availability/Shortages
- Inventory Accuracy
- Cycle Time (Pick to Ship)

## Quality

- Defective Product or Service
- Damaged Boxes
- Returns
- Internal Audits

## Human Resources

- Speed to find people
- Orientation
- Turn Over

## Store

- New vs. Repeat Customers
- Inventory Accuracy
- Product Pricing Accuracy
- Presentation
- Cleanliness Scorecard

## Customer Service

- Responsiveness
- Complaints
- Rain Checks

## Pack Out

- Correct Bar Codes
- Incomplete Contractor Order
- Wrong location

***Get it to a fixable level***

***Cause or Effect?***

# ISO ..... Metrics & Objectives At Relevant Functions & Levels Within The Organization

## Sales

- Orders
- New vs Repeat Orders
- Complaints
- Quotes vs Orders
- Missing Info

## Installation

- Out of box failures
- Fed Ex Missing Parts
- Customer Not Ready
- Forgot Parts
- Missing Info

## Customer Service

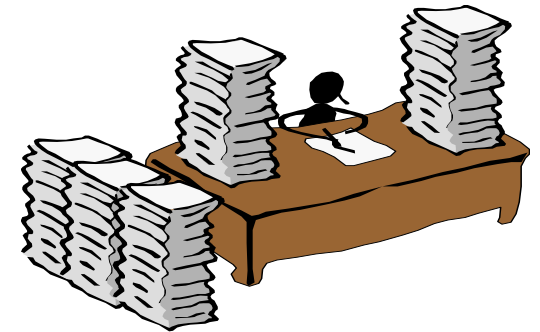
- Responsiveness
- # RMA's

## Finance

- # Receivable Days
- Follow Up to Collect
- Cycle Time – Establish Credit

## Repair / Service

- On Time to Promise Date
- Availability of Parts
- Types of Repairs
- # Repeat Repairs



*Get it to a fixable level*

*Cause or Effect?*

# Internal Auditing

## 8.2.2 Internal audit

Conduct internal audits at planned intervals to determine

- a) Conforms to the planned arrangements
- b) Requirements of this International Standard
- c) Organization Requirements
- d) Is effectively implemented and maintained.

**Internal Audit is a:**

**Tool to identify when Metrics are needed**

**User of Metrics to determine effectiveness**