

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 changing stakeholder expectations regarding energy performance is a waste of time (if the boss says so)

Threat § 4.2 ★

The company's objective being, among other things, to optimize its energy performance, knowing the evolution of stakeholders' 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 50001
2. A service can be certified ISO 50001
3. The management system of an organization can be certified ISO 50001
4. Any organization with more than 100 people shall be ISO 50001 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 50001. Certification is voluntary for any organization, whatever the size

MCT 02 in the 7 principles of quality management we can find (even if the boss has no opinion):

1. Quality approach
2. Engagement of people
3. Policy
4. Risk approach

§ 0.2



Only engagement of people is part of the 7 principles of quality management, along with customer focus, leadership, the process approach, improvement, evidence-based decision-making, and relationship management. The quality approach is a broader concept than a principle. The policy is based on the 7 principles and provides a framework for setting objectives. The risk approach is included in ISO 50001 version 2018 but not in the 7 principles of quality management.

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

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

§ 0.3



In the DEMING cycle, the data analysis 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 The analysis of the needs and expectations of stakeholders is independent of the energy management system

Bad practice § 4.2 ☆☆

It is necessary to identify the stakeholders concerned by the energy management system and to analyze their needs and expectations

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 SCOPE OF THE EnMS

Situation: we need to maintain the scope of the EnMS in the form of a procedure

Challenge: what must we do to determine the scope of the EnMS?

Solution 1: justify each non-applicable requirement in a document

Solution 2: maintain the scope of the EnMS (sites, processes, products and services)

Solution 3: base the scope of the EnMS on the business context, the requirements of stakeholders and the products and services provided

§ 4.3



All these activities are useful for determining the scope of the EnMS