



BUSINESS PROCESS REVIEW

Ducore Stealth BV, Pascallaan 15 8218NJ Lelystad,
Netherlands, KvK 39098934

Revised by NORFINNA
the Finnish ISO certification organisation

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Executive Summary

Ducore Stealth BV, a company specializing in data security and ICT services, has demonstrated a commendable commitment to quality management and process optimization. The company's adherence to ISO 9001:2015 standards is evident in its strategic planning, regulatory compliance, and proactive approach to process management. Leadership at Ducore Stealth BV actively promotes the company's mission and values, fostering a supportive and ethical work environment.

Despite these strengths, there are areas requiring improvement to ensure sustained success and enhanced operational efficiency. Notable gaps exist in internal communication, process optimization, and technological adaptation. Additionally, employee empowerment and engagement can be further enhanced through structured programs and recognition systems. Addressing these areas will enable Ducore Stealth BV to leverage its strengths and achieve its strategic goals more effectively.

The following report provides a detailed analysis of the company's operations, highlighting both positive findings and areas for improvement. The recommendations provided aim to support Ducore Stealth BV in its continuous improvement journey, ensuring long-term sustainability and competitive advantage in the data security industry.

Basic Data

Company Name: Ducore Stealth BV

Legal Status: BV

Address: Pascallaan 15, 8218NJ Lelystad, Netherlands

Identification Number: KvK 39098934

Industry: Data Security, ICT

Major Products/Services: Data destruction, wiping

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Quality Management Representative: G Brugman

ISO Standard Version: 9001>2015

Strategic Goals: "We want to serve the world with our datawipe solutions."

External and Internal Factors

Ducore Stealth BV diligently considers the impact of the natural environment, legal and regulatory requirements, and the effects of globalization on its operations. The company's strategy incorporates innovations and technological advancements, ensuring alignment with sector-specific requirements and agreements. However, there is a lack of consideration for social, economic, political, and cultural factors, which could provide a more holistic view of the external environment.

Internally, Ducore Stealth BV's strategy is comprehensive, including assessments of activities, related processes, products, services, and available resources. Competency levels and organizational knowledge are well-considered. However, there is no consideration for the size and complexity of the company, and the maturity of the company is not factored into decision-making processes.

The company identifies and addresses relevant risks and opportunities by considering historical, current, and strategic information. Management has identified and decided which of these factors should be addressed to ensure ongoing success.

Organizational Identity

Ducore Stealth BV maintains clear communication regarding changes in organizational identity. The company has defined its mission, vision, values, and corporate culture, which are known to employees. However, these elements are not documented in writing, and the organizational chart is not regularly maintained.

Leadership

Executive management actively promotes the company's mission, vision, values, and culture, creating an internal environment where employees are engaged and aligned with the company's goals. However, there is a lack of support for managers at appropriate levels to foster and maintain unity of purpose and direction. Communication processes within the company are effective, including feedback mechanisms and proactive communication regarding changes. This ensures that all levels of the company are aligned with the overall strategy and goals.

Executive management establishes a corporate identity, maintains teamwork, fosters trust and integrity, and provides necessary resources, training, and authority to employees. Fair and ethical behaviors are promoted at all levels, contributing to the company's sustainable success. Clear and understandable goals are defined, and discussions to align different functions and levels are encouraged. The company's strategy is regularly reviewed, considering external and internal factors as well as new risks and opportunities.

Process Management

The company has a network of processes that consistently achieve results. All processes are proactively managed, though there is room for improvement in optimizing processes to achieve company goals more effectively. There is a lack of a defined "process approach" to optimize processes fully.

Risks and opportunities are considered when determining processes, ensuring alignment with the company's policies, strategies, and goals. However, there is no assigned person or team with defined responsibilities and authorities for each process. Processes are operational under controlled conditions, and deviations are regularly monitored with appropriate measures taken. The company manages processes and their interactions as a system, regularly reviewing them to ensure control and improvement.

Resource Management

Ducore Stealth BV's finance and HR departments are responsible for the proper allocation and management of resources. Ongoing evaluations are conducted to continuously improve efficiency and minimize risks. Documentation and monitoring mechanisms are in place for managing resources, including waste, water, and electricity consumption.

The company provides a safe and suitable work environment, considering physical factors like heat, humidity, light, and noise. Facilities are provided for employees, promoting productivity, creativity, and well-being. However, psychological aspects and ergonomic design need more attention to ensure a conducive work environment. The company considers environmental, sustainability, and social responsibility aspects when selecting external providers. Partnerships and alliances are strategically managed to enhance capabilities and create mutual value. Factors such as dependency, availability, reliability, and security are considered in managing infrastructure. However, the impact of infrastructure on the company is not adequately considered.

Ducore Stealth BV treats natural resources as a strategic matter, considering current and future consumption impacts. However, strategic actions regarding natural resource consumption and identifying potential risks and opportunities need more emphasis. Empowerment and motivation of employees are crucial areas needing improvement. There are no mentoring or coaching programs, and incentives for independent performance are lacking. Regular employee reviews are not conducted, which could help in identifying and addressing performance issues.

Management considers technological developments and the financial resources required for adopting technological changes. However, processes to identify technological developments and innovations need to be implemented more effectively.

Analysis and Evaluation of Corporate Performance

There is no defined methodology for benchmarking in the company. Internal audit processes do not adequately assess the implementation, effectiveness, and efficiency of the company's management system. Internal audits serve to identify problems, non-conformities, risks, and opportunities. However, audit reports do not include compliance information, and audits are not performed by competent persons uninvolved in the audited activities.

The company evaluates its progress against its mission, vision, strategy, and objectives. However, suitable performance indicators and monitoring methods for effective measurement and analysis are lacking. Self-assessment processes are in place to measure, analyze, and evaluate performance. These assessments identify best practices and support continuous improvement, although elements of the management system are not assessed independently.

Improvement, Learning, and Innovation

Improvement, learning, and innovation are identified as key aspects for ongoing success. These elements contribute to achieving desired results in products, services, processes, and management systems. Processes enabling effective innovation to exist, generally leading to improvements. However, there is a lack of structured processes to plan and prioritize innovation initiatives and emergency plans for risk reduction.

The company promotes improvement and innovation through learning. However, there are no systems for learning and knowledge sharing in place. Employee competence improvement is recognized and supported, but networking and knowledge exchange need more emphasis. Improvement activities are related to both products and processes. The company provides necessary resources for improvements, but recognition systems for carried-out improvements are lacking. The improvement method is not consistently applied across all processes.

Compliance with Management System Standards

Ducore Stealth BV uses Microsoft SharePoint for document management but lacks version control. Collaboration within the ISMS is ensured, but there is no integrated Information Security Management System (ISMS) in place.

ITAD (IT Asset Disposition) Process

Audit reports are comprehensive, listing all relevant details except for transport order numbers and purchase prices of received devices. The company maintains detailed and secure databases for customer orders, transport orders, and processed devices. Databases are backed up regularly and mirrored on multiple servers.

The company has had no incidents in its security chain for at least three years, indicating robust incident management processes. Each customer order is unique and part of the integrated management system. Orders include all necessary details, ensuring traceability and accountability.

Data erasure certificates are detailed and comprehensive, listing all relevant information and ensuring compliance with data security standards. Certified data erasure software is used, meeting ISO 27001 standards. Certificates are stored securely and retrievable for at least five years. Erasure lanes certify multiple devices at once, connected to a central server for monitoring.

Findings and Recommendations

Despite numerous strengths, Ducore Stealth BV can enhance its operations by addressing certain gaps. Recommendations include:

Internal Communication and Documentation: Implement regular updates to the organizational chart and ensure all vision, mission, and values are documented and communicated.

Process Optimization: Establish a defined "process approach" and assign specific responsibilities to process owners.

Technological Adaptation: Enhance processes for identifying and implementing technological developments.

Employee Empowerment and Engagement: Introduce structured mentoring, coaching programs, and recognition systems to motivate employees.

Benchmarking and Internal Audits: Develop and implement a benchmarking methodology and enhance the internal audit process to ensure comprehensive assessments.

Learning and Knowledge Sharing: Establish systems for continuous learning and knowledge sharing to foster innovation and improvement.

Version Control and ISMS Integration: Implement version control in document management and consider integrating an ISMS for enhanced security management.

Ducore Stealth BV demonstrates strong strategic initiatives and compliance with various standards. However, improvements in internal communication, process management, employee empowerment, and technological innovation will enhance their overall effectiveness and long-term sustainability. Implementing the recommendations in this report will support the company's ongoing success and alignment with industry best practices.