

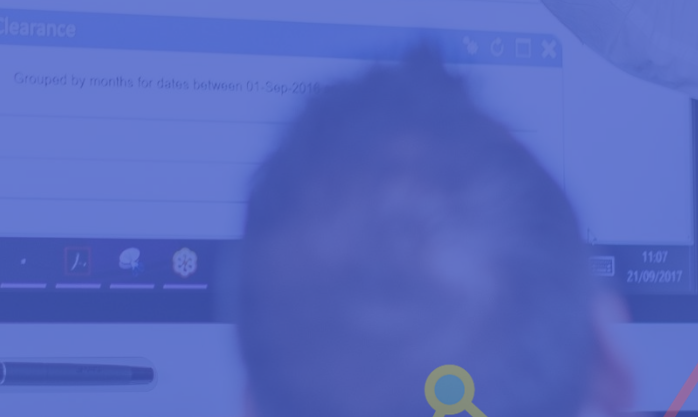
# Food Safety Insights

## 10 Case Studies from Food Safety Experts



86% of food safety professionals think another horsemeat scandal is likely in the next few years.

- Survey of 120+ Food Safety Professionals at the Food Safety Trends Conference



Thank-you to the following brands for their contributions:



An effective management system takes more than a single software solution or achieving a certificate for the wall. It takes time, energy, commitment and investment.

Qualsys' software and solutions give businesses the tools and knowledge they need to effectively plan, monitor and improve performance.

We've worked with worldwide brands such as Sodexo, BT and Diageo, as well as hundreds of SMEs, to help them make good practice natural and invisible.

Founded in 1995, Qualsys Ltd is now one of the largest privately-owned governance, risk and compliance software providers in the UK.

Our software solutions are used every day in more than 100 countries across the globe, helping all kinds of businesses meet a wide range of standards and regulations.



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#### Brands we work with



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# Welcome

## How to use this booklet

Welcome to the Global Food Safety Trends booklet, created by Qualsys Ltd, to share the scope, challenges and complexities of the modern food safety function.

In September, Qualsys Ltd attended the Food Safety Trends Conference at London Museum of Dockland to meet with global food manufacturers, processors and retailers.

The day-long conference focused on hot topics in food safety, including culture and employee training, food labelling, adulteration, auditing and food safety management systems in rapidly growing organisations.

Thanks to the input from 120 + delegates from across the food industry – from around the world, across more than a dozen food and drinks sub-sectors, and from organisations large and small—we have put together this shareable booklet of case studies to help provide insights, ideas and raise awareness of common food safety management challenges.

We hope you find the booklet interesting and useful. If you have any questions, please feel free to contact the team at Qualsys.

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01.

## Accountability

### Changing QESH culture through drama workshop

#### Issue: Accountability:

“A culture developed whereby quality was seen to be the accountability of the quality department rather than everybody’s responsibility.

In audits, we even heard people say ‘Quality should have noticed it and put it right.’”

#### Solution: Changing QESH Culture Through Drama Workshops

Sue Ashford, Associate Director of QESH at Coca Cola European Partners discussed how improving accountability started with reviewing the employee training process.

Ashford explained how ‘Live Drama Bootcamps’ became an essential part of their employee training programme. This non-conventional approach involved using a drama group to portray typical situations in a manufacturing operation and participants had the opportunity to change the outcome of scenarios. They injected humour to motivate QESH personnel and the operations staff to make essential changes.

## 02.

# Engaging team with quality

## 3 Key Pillars for Cultural Change

### Issue: Engaging Entire Organisation with Quality

“The quality team are only consulted when something goes wrong.”

### Solution: 3 Key Pillars for Cultural Change

John Carter, VP Quality and Sustainability of Dairy at Danone shared how he has improved engagement with quality in a number of ways:

1. **Leadership Engagement** – communicate what you need from top management.
2. **Local Manager Awareness** – engage local area managers by discussing the vision and requirements.
3. **Quality team review** - consider the language used by the quality team, if they are using negative words such as ‘crisis’ and ‘nightmare’ you need to find a way to change the words and language used by the quality team.

[More from John Carter here](#)

03.

## Controlling a Rapid Expansion

### A global quality management system

#### Issue: Controlling a Rapid Expansion

“Our company has rapidly grown over the past few years by acquiring lots of new businesses. It is an incredible challenge to ensure every factory across the globe is performing to the required standard.”

#### ”Solution: Managing Quality on a Global Scale

Ferrero is amongst the market leaders in the confectionary sector. The family-owned company that began with a small patisserie on a backstreet has grown into a £6 billion empire which spans 53 countries.

At the conference Salvatore Ranchetti, Group Quality Director of Ferrero shared how Ferrero is managing quality for its global operations from one quality management system. By consolidating and integrating all quality processes, Ferrero is able to ensure each factory is meeting their goals, anywhere across the globe.

If your organisation is growing rapidly, Qualsys has a free downloadable template:

[How to Audit Growth](#)



## 04.

# Leadership Engagement

## Start with Why

### Issue: Leadership not engaged

“I am always demonstrating the cost of poor quality, but quality is always a bolt-on at the end of a project. Rather than seen as a cost-saver, it is seen as a necessary overhead.”

### Solution: Start with Why

Chris Moore, Compass Group UK & Ireland shared how sometimes it is necessary to try a different tact as cost of poor quality can be difficult to imagine. Instead, telling your leadership team about the potential reputational and brand damage is more effective because for some people find it is easier to imagine the damage to a brand.

Using examples in your industry of where there has been poor risk management, document control and staff training can make sure quality is central to all operations.

## 05.

# Reducing the Risk of Allergen Contamination

## Reviewing all processes

### Issue: Reducing the Risk of Allergen Contamination

“How can we reduce the risk of allergen contamination?”

### Solution: Review all processes

Reducing the risk of allergen contamination is a challenge for many food manufactures. From ensuring that raw materials have not been transported in a vehicle which has also carried wheat or a flavouring has not been manufactured in a factory which also processes nuts.

You must be sure that allergens are not contaminating food in processing, storing, cleaning or transporting of products. Could cleaning products contain an allergen? Could open bags of food with allergens contaminated allergen-free foods? Have you validated that the test is suitable for identifying allergens?

One manufacturer shared how laboratories did not detect allergens because the test was incorrect – it did not work on heat treated egg.



06.

## Food Fraud

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### Traceability

#### Issue: Food Fraud

“Recent crises highlighted the complexity of food supply networks and international food trade increases the possibility of food fraud. How can we protect the brand from supply chain vulnerabilities?”

#### Solution: DNA Barcoding

John O’Brien, Deputy Head of Nestlé Research Centre shared how big data enabled ‘Systems Thinking’ to prevent food contamination and fraud. O’Brien illustrated how Nestlé Research Centre is using advanced science to identify food fraud.

## 07.

# Barriers to entry

## Industry Collaboration

### Issue: Barriers to entry

“I’m concerned about where unfit products go. Let’s say a food product fails our audit because we found that there were too many pesticides, should we expect this supplier to destroy it or is it resold elsewhere?”

### Solution: Industry Collaboration

Roy Kirby, Global Director of Food Safety at Mondelez International shared how the Food Integrity Network (FIIN) has been established for food stakeholders and experts to exchange knowledge and expertise in food authenticity. The aim is to rapidly share information and intelligence to assure the integrity of the food chain.

[Read more about FIIN](#)

08.

## Keeping up with Legislative Changes

### Trustworthy Sources of Information

#### Issue: Keeping up with Legislative Changes

“It is very challenging to keep up to date with all of the current industry standards and to prepare your organisation for all of the upcoming legislative changes. What is the best way to keep up to date?”

#### Solution: Trustworthy sources of information

Stephen Pugh an EU Food Labelling specialist consultant said there are two major changes that food safety professionals should be aware of:

##### Brexit:

- There will be a change in the role of government
- Possibly a move towards industry-led guidance
- You become more responsible

##### New Regulations

- Voluntary ‘COOL’ (Country of Origin Labelling)
- Labelling Database
- ‘May Contain’ Labelling

[Access Pugh’s list of trustworthy resources](#)

09.

## Identifying Food Crime

### Who to Contact

#### Issue: Identifying food crime

“Sometimes you audit a supplier and your audit does not find anything, but you just have that feeling that something is not quite right, who can I tell?”

#### Solution: National Food Crime Unit

The FSA's National Food Crime Unit has been set-up to confidentially deal with issues where you suspect there may be dishonesty, said Andy Morling, Head of Food Crime.

There are increasing numbers of food crime reported every year, you should contact the National Food Crime unit if you have suspicions including:

- Food or drink contains things it shouldn't
- Methods for producing, processing, storing, labelling or transporting food are not right
- Food or drink is not what it claims to be

To contact the Food Crime Unit:  
[foodcrime@foodstandards.gsi.gov.uk](mailto:foodcrime@foodstandards.gsi.gov.uk)

+44(0) 207 276 8787



10.

## Reduce Food Waste

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Investing in science to reduce food wastage

Issue: Food Waste

“Many nutritional foods are underutilised because the current processing methods cause high levels of harmful compounds which lead to acute and long term health issues, meaning that billions of pounds worth of potential food source goes to waste.”

Solution: Purification

Dr Nikos Mavroudis, who heads up Food Engineering and Separation of Actives at Northumbria University explained how 22 Million tonnes of Nigerian Cassava leaves are wasted every year as a range of harmful compounds are contained within. But Nigerian Cassava leaves, like many other wasted products, are a product high in protein, amino acids and vitamins.

“The application of SMB-IEC can be a helpful tool for orange juice deacidification, without inducing chemical contaminants. On the basis of separation principles SMB-IEC, this can also be valuable for purification of unwanted/ toxic components within complex fluids.”

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Ready to speak to an expert?

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# Schedule a discovery call

During the call, we listen to your questions, find out what you're looking for and tell you whether our solution can meet your needs. We can also give you an overview of our pricing. The call usually lasts 15 minutes. If we're a good fit for you, we'll arrange the next steps.

[Click here to arrange a discovery call](#)