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Nalini Rakotonandraina, Loïc Sauvée

To cite this version:

HAL Id: hal-04322669
https://normandie-univ.hal.science/hal-04322669
Submitted on 5 Dec 2023

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Quality Management Systems Alignment in European Pork Chains: A Governance Perspective

Rakotonandraina, N., & Sauvée, L.
Institut Polytechnique LaSalle Beauvais, France
(nalin.rakotonandraina@la-salle-beauvais.fr; loic.sauvee@la-salle-beauvais.fr)

Abstract: This research proposes an analytical framework in order to assess the alignment of quality management systems (hereafter QMSs) understood as the concrete implementation between different QMSs in European pork chains. The approach uses the concept of governance of quality in the analytical part, defined as a set of functions to solve quality coordination problems. Thus QMSs are analyzed through a governance of quality perspective by considering its fulfilled functions and levels of decision as regard to institutional environment. Four case studies in French pork chains are used to illustrate the analysis. Results contribute in their theoretical part to the institutional economics theory in line with previous works on alignment and at empirical level give managerial perspectives on the alignment of QMSs in terms of efficiency in the one hand (cost, QMSs coherency, quality controls and specific roles of actors) and highlights complementarity and redundancy devices as regard to the QMS alignment typology in the other hand.

Objectives
✓ To provide a governance perspective on QMSs in pork chains
✓ To propose a framework to investigate the question of alignment of QMSs within pork chains
✓ To identify the main “alignment situations” between QMSs in real cases

Research questions
✓ How to characterize the functions related to the governance of quality?
✓ What objectives do the QMSs fulfill from the quality point of view?
✓ What are the properties of different governance structures?

Design
Theories
Governance of quality: objectives, functions and levels
Alignment between QMSs: an analytical framework based on a governance perspective

Operationalization
✓ Case study approach
✓ In depth interviews

Empirical research: application to French case studies
✓ Ham of Bayonne: Protected Geographical Indication applied to dry cured ham in the South West of France
✓ Jambon de Bretagne: a collective pig producer’s brand in Brittany, West of France
✓ Porcind/ Sauveurs en OR: pig producer brand coupled with a collective regional brand in the Nord-Pas-de- Calais region in France
✓ Ham Fleury Michon with omega 3 /Bleu Blanc Coeur: national processor’s brand associated with a collective nutritional brand

Results
✓ Synthesis based upon case study categories
✓ Background theories about governance of quality
✓ Managerial implications: Global synthesis/Recommendations to public and private stakeholders on cost efficiency, effectiveness of QMSs and control redundancy

Further research
✓ Comparison of the same category of case studies in different countries and country comparison:
  situation at state/institutional aspect

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