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

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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 QMSs alignment typology in the other hand.

Table2: QMSs classification of the case study Fleury Michon /Bleu Blanc Coeur
Table3: Governance adaptation in Fleury Michon/Bleu Blanc Coeur
Table 4: QMSs alignment typology
Figure3: Control mechanisms

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

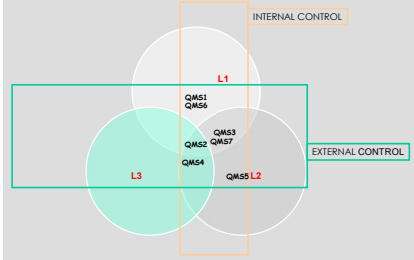
Operationalization
 ✓ Case study approach
 ✓ In depth interviews

Empirical research: application to French case studies
 ✓ Ham of Bayonne: Protected Geographical Indication applied to dry cured ham in the South West of France
 ✓ Le Cochon de Bretagne: a collective pig producer's brand in Brittany, West of France
 ✓ Porcillin/ Saveurs 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

Levels of QMS	Mandatory Risk management global objective	Voluntary Risk management global objective	Voluntary Differentiation strategy
Public	Animal welfare regulation (QMS4) Food safety (QMS2)		CCP (QMS5)
Private Legally mandated		VPF (French origin, traceability, identification) (QMS 3)	ISO norms, FSI (QMS1) private requirements (QMS6, QMS7)
Private			

QMSs composing the scheme Fleury Michon/Bleu Blanc Coeur are classified as in the table (2)

L1: Decentralized level
 L2: Intermediate level
 L3: Centralized level



As observed in the figure (3) QMSs can be checked at various levels and are controlled according to two steps, internal and external parts. Internal controls are done by the company or collective groups like producer groups. Independent certification body guarantees the conformity and credibility of the scheme by external control. Besides, public body exercises control at external level through its sanitary or veterinarian department for safety inspection.

Listing of QMSs including the quality scheme:
QMS1: Quality assurance approach: ISO 9001 and IFS
QMS2: Food safety
QMS3: Traceability system by the VPF (Viande de Parc Française/ French pork programme)
QMS4: Animal welfare
QMS5: French official sign CCP certification (Certification de Conformité Produit) for pork
QMS6: Private specifications (genetics, pig feed, ...)
QMS7: Bleu Blanc Coeur (BBC) specification: use of flax seeds in the diet of pigs to insure the natural presence of omega 3 in the ham.

Governance functions	Level 1 decentralized	Level 2 intermediate	Level 3 centralized
Ownership	QMS6 (Fleury Michon)	QMS1 (AFNOR organization) QMS3 (NAPORC/ French pork Council) QMS7 (BBC Association)	QMS2 (QMS4 QMS5)
Monitoring	QMS1 QMS2 QMS3 QMS4 QMS5 QMS6 QMS7	QMS3 QMS4 QMS5 QMS6 QMS7	
Definition of quality	Creation/modification of standardized list of specification (minimum standard for market access)	QMS1	QMS2 QMS4 QMS5
	Creation/modification of differentiated list of specification	QMS6 QMS7	QMS1 QMS3 QMS4 QMS5 QMS7

This table (3) shows interaction between levels of decision as regard to governance functions fulfilled by each involved QMS. Monitoring are usually done at the company level (Fleury Michon) and at the collective level (producer group partner). Both have also important roles in defining or modifying differentiated list of specifications as regard to quality definition of the approach.

	Complementary	Redundant	Contradictory
Independence	Sub2&Sub3	Sub1&Sub 3 (QMS2&QMS1; QMS3&QMS1)	
Interdependency	Sub1&Sub2		

Subgroup 1: Risk management : QMS2 , QMS3 , QMS4
Subgroup 2: Differentiation strategy: QMS6, QMS7, QMS5
Subgroup 3: Risk management+ differentiation : QMS1

This table (4) gives an overview of QMSs alignment typology considering subgroup of QMSs found in the case of Fleury Michon/Bleu Blanc Coeur.

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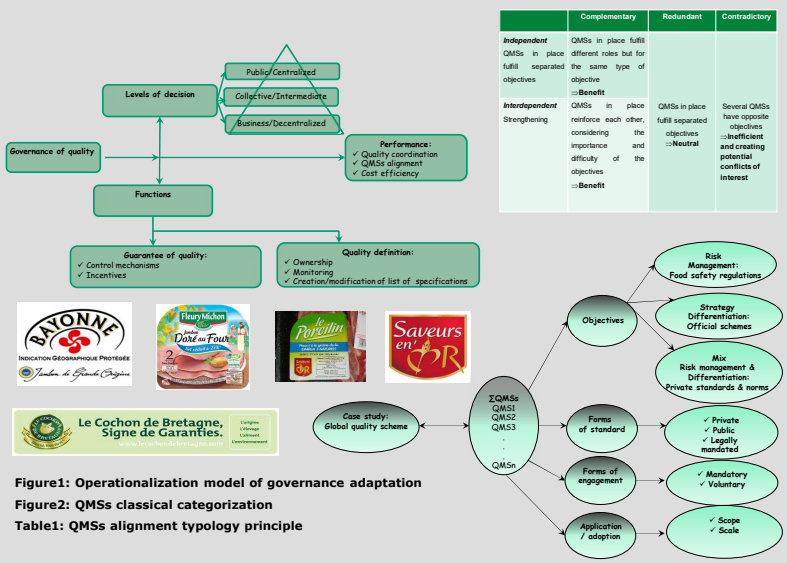


Figure1: Operationalization model of governance adaptation
Figure2: QMSs classical categorization
Table1: QMSs alignment typology principle

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 stake/institutional aspect

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