

Recommendations for optimization of
Management Guideline for Organic Food
Processors by expert interviews with organic
food processing companies in Germany

Some results from the master thesis of Caro Ebner
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Time schedule of the master thesis (May 2019 – February 2020)

May – September 2019

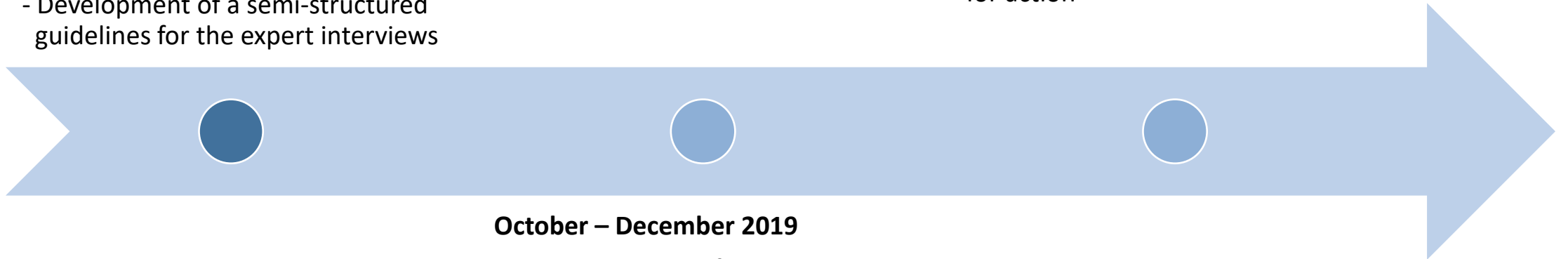
- Translation of the MGOFP into German
- Transfer of the checklist into Excel
- Development of a semi-structured guidelines for the expert interviews

January – February 2020

- Evaluation of the data material
- Development of recommendations for action

October – December 2019

- Implementation of the expert interview
- Transcription and evaluation of the interviews



Expert Interviews

Selection of interview partners

Experts from 4 companies were interviewed

→ Small and medium-sized organic food companies from Germany (fully or partially organic) from various processing sub-sectors

Assessment criteria of the evaluation

- 1 Need in the target group
- 2 Ideas for change
- 3 Reliability / trust
- 4 Expected benefits and effectiveness
- 5 Feasibility

Results

→ Development of a toolbox for optimizing the MGOFP

Example of a recommendation for action:

Recommendation and measures regarding the logic of the order: Re-examine the order of the outline.

Measures:

- Integrate Section 7 "sub contracted processing" into the last subitem of Section 3 ("Production/processing")
- Follow Section 4 "Quality Management" after Section 1 ("Organizational Requirements and Corporate Philosophy")

And a lot of further recommendations

Development of the 5. Draft Management Guideline Excel 26-5-2020

→ Implementation of the recommendations for action

→ Transfer the checklist AND the Description of the MGOFP into an excel sheet

Status	Requirement	Ref. EU-Reg.	Tools	Comments	Responsible	Deadline
Organisational requirements and business policy						
Optional	Senior management shall draw up and implement a corporate policy toward the organic products and for environmental and ethic responsibility. Regular revise the business policy.	Art. 4/5/7	https://www.fibl.org/de/themen/projekt Datenbank/projektitem/project/1588.html https://www.csr-in-deutschland.de/DE/Startseite/start.html https://sdgcompass.org/ https://www.unglobalcompact.org/ https://www.znu-standard.com/ https://epub.wupperinst.org/frontdoor/deliver/index/docId/1191/file/WP112.pdf http://www.kim-sustainum.de/ https://www.fibl.org/fileadmin/documents/de/themen/nachhaltigkeitsanalyse/smart/smart-schader131024.pdf https://shop.fibl.org/chde/mwd/downloads/download/link/id/328/ https://www.amfori.org/content/amfori-bsci			
Responsibility of the business management team						
Compulsory	Clarify personal responsibilities within business management team for organic production and its implementation in accordance to the requirements.					
Compulsory	The content of implementation requirements shall be broken down into specific objectives for the related departments. Responsibilities shall be defined for each department.					
Optional	Regular check of the proper implementation in regulatory and additional agreed requirements for organic production. They should be regularly reviewed. Best once a year.					
Organisational structure						
Design the organisational structure in such a way that organic feedstuffs can be						

1. Organisational requirements and business policy

The organic control system is based on a process-oriented system. This means it will not be checked whether the final product has specific characteristics – the production process makes organic products distinctive.

Especially in the market segment of organic products a high level of credibility is crucial to ensure consumers' trust.

A factor for success is that part of or the overall business management team is well-informed about and at least one of them responsible for the development in this market segment.

The requirements for purchasing, processing, storing, etc. of organic products are quite complex, which makes it essential that there are clear organisational structures and controlling mechanisms implemented. This concerns especially those businesses, which have a parallel production of conventional and organic products.

Those structures and control mechanisms also include descriptions of the entire operational process as well as each production process for organic products and requirements for bookkeeping and documentary.

Next to the organisational structure it is also important, that there are clear responsibilities for organic production throughout the whole business. This can be organized with either one employee overlooking all organic production in the entire business or having single employees being responsible in each department (or both).

The bigger the risks related to the organic integrity are, the more important clear responsibilities become.

Before starting organic production the needed applications to and authorisations from Control bodies/Control authorities need to be there. It is recommended to

Next steps:

- Feedback from project team
- New regulation elements
- Improve the overview on tools
- further recommendations out of ProOrg project
- Finalisation winter 2021