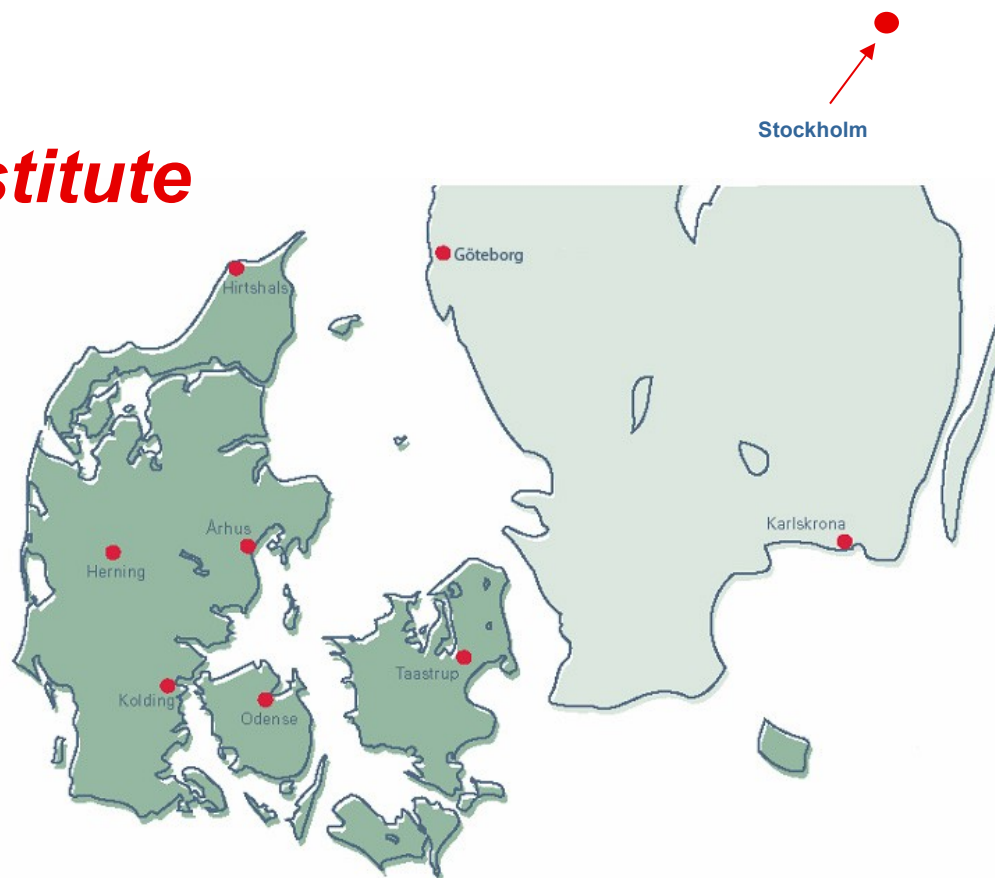




Aspects on Leadership and Quality Assurance

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Quality Assurance

Case #1 Butter blend

- Save money by reducing fat content with 5%
- Quality assurance protocol



Quality Assurance

The business model for butter blend

WHO are we serving WHAT and HOW

WHO	WHAT	HOW
Everyone eating butter Conscious users of fat Quality seekers Traditionalists Gourmets People interested in cooking	High quality butter Premium taste Safety Certainty that cooking will be good	Available in most shops Convenient packaging Quality to be trusted Differentiated fat content

Quality Assurance

The business model for butter blend

WHO are we serving WHAT and HOW

WHO	WHAT	HOW
Everyone eating butter Conscious users of fat Quality seekers Traditionalists Gourmets People interested in cooking	High quality butter Premium taste Safety Adding flavour to cooking 'Butter' with healthier veg. oil	Available in most shops Convenient packaging Quality to be trusted Differentiated fat content



Quality Assurance

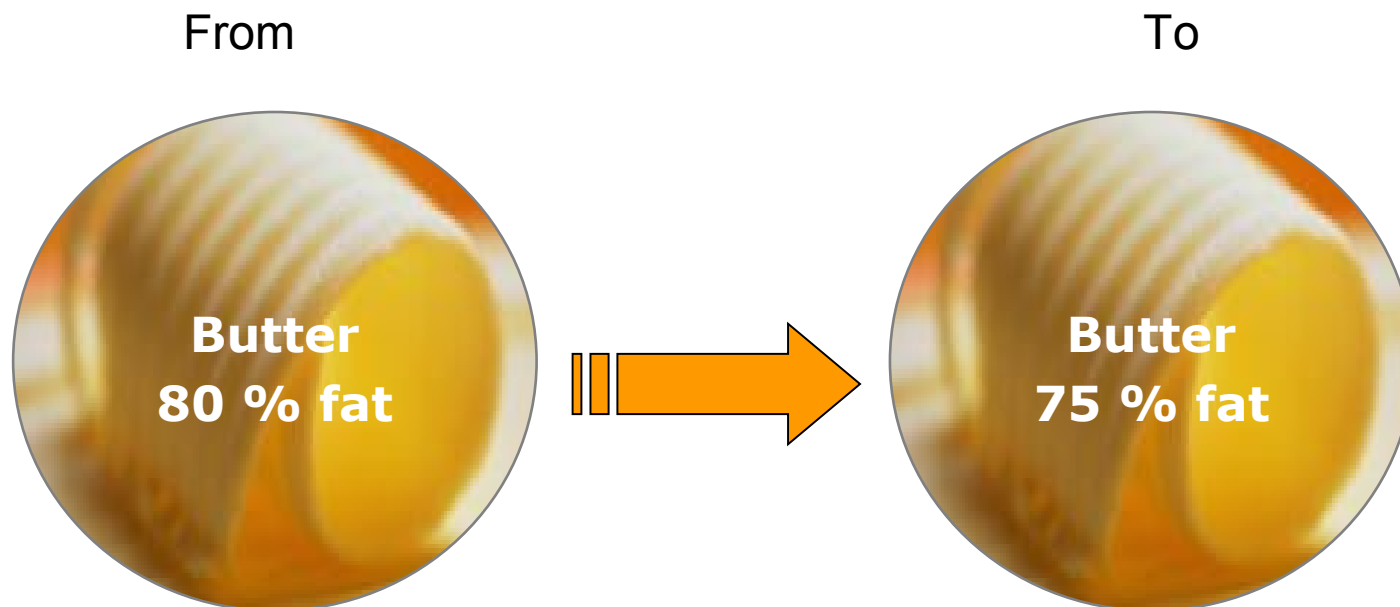
Facts about butter and butter blends

Fat content: 80%

Water content: 19%

Salt and carbohydrates: 1%

Quality Assurance



On the bottom-line: savings on the ingredients+no effect on the business model! (for the consumers it's the same product)



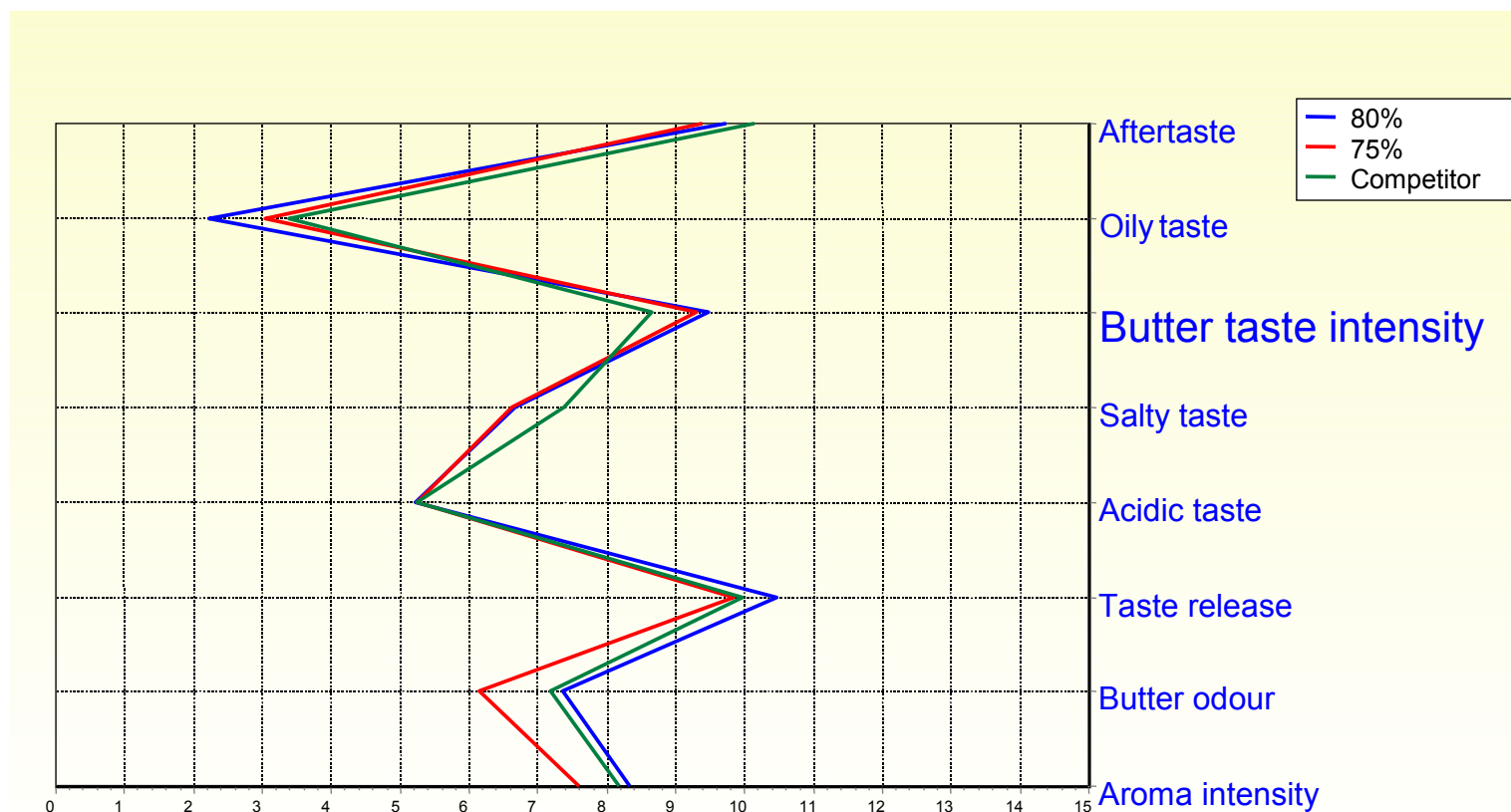
Quality Assurance

Change of product formulation

3. Adjust and test the production (temp., time, mixing speed)
4. Experimental design for optimisation and 'robustness'
5. Consumer testing to find important sensory attributes
6. Find key process parameters affecting the relevant sensory attributes

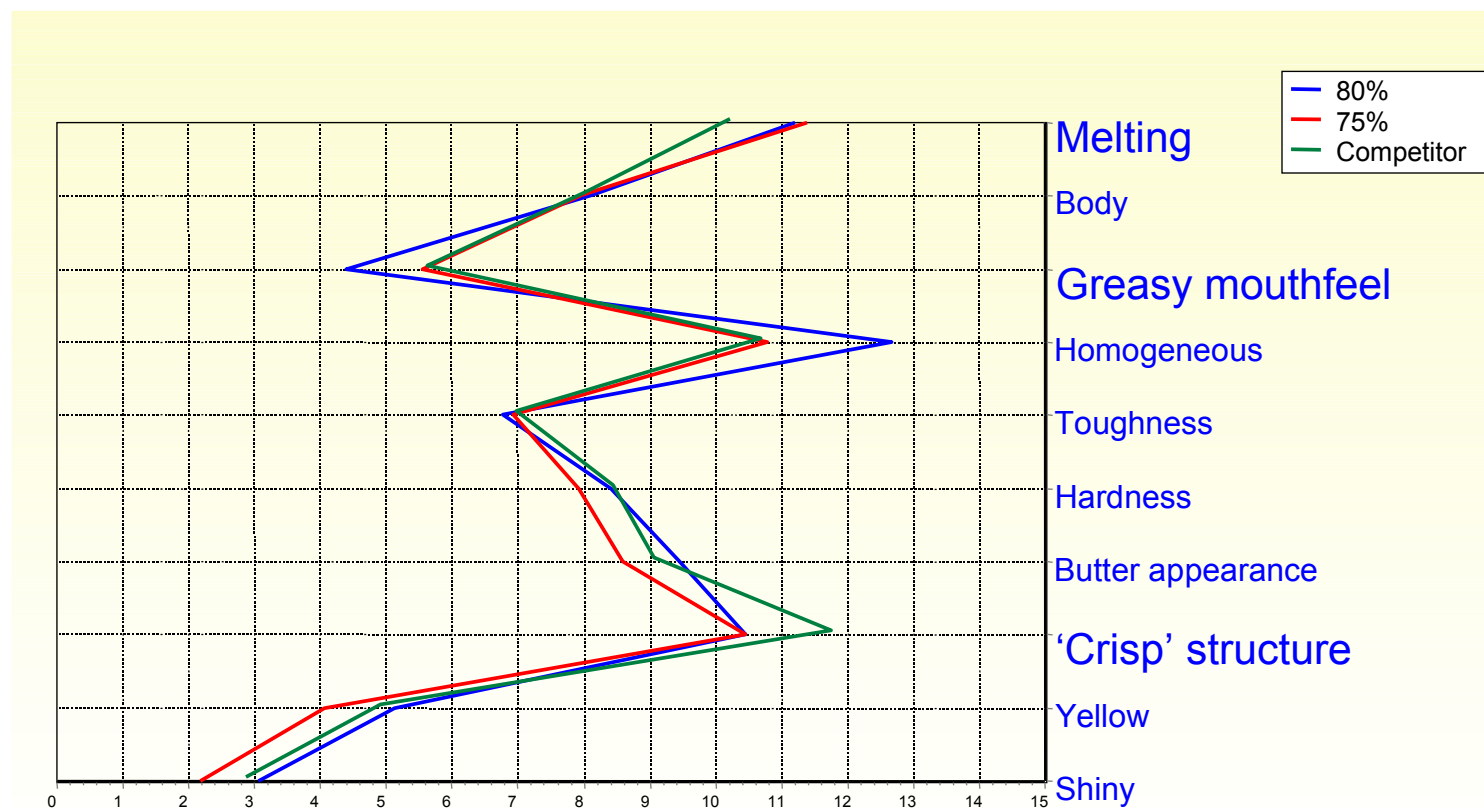
Quality Assurance

Sensory attributes to be adjusted and assured



Quality Assurance

Sensory attributes to be adjusted and assured





Quality Assurance

Consumers' required sensory attributes - Process to be adjusted

Butter taste

- Amount of fermented milk

Melting

- Mixing speed and cooling profile

Greasy mouthfeel

- Mixing speed and cooling profile

'Crisp' structure

- Mixing time and processing temperature



Quality Assurance

Summary of case #1

- Identification of production factors causing change in sensory attributes
- Identification of attributes important to consumers' quality perception
- Linking important sensory attributes to process adjustments
- Testing of 'robustness' of production
- Top management involved in implementation quality assurance protocol!



Quality Assurance

Case #2 Transfer of semi-hard cheese production

Background:

A cheese with a strong brand with a unique taste.

Production of branded cheese in older dairy to be transferred to newly built dairy.

New production begins short time before closure of the older dairy



Quality Assurance

The business model for semi-hard cheese

WHO are we serving WHAT and HOW

WHO	WHAT	HOW
Everyone eating semi-hard cheese	Better than average cheese Premium taste	Available in all supermarkets Available in most shops Convenient packaging Quality to be trusted Convenient sliced cheese



Quality Assurance

Case #2 Transfer of semi-hard cheese production

The transfer of the semi-hard cheese:

- New production in parallel with old
- Use of micro-flora from old production
- Quality match-studies (sensory, physical, chemical)
- Closure of old production

Quality Assurance

Case #2 Transfer of semi-hard cheese production

Six months after the transfer of the semi-hard cheese:

- Storage condition changed because problems
- Changes in cheese-making processes
- Problems with micro-flora
- Complaints from consumers



Quality Assurance

Case #2 Transfer of semi-hard cheese production

Solution to quality problems:

- New micro-flora (different from original)
- Optimisation of the cheese -some preference studies
- Sales campaigns



Quality Assurance

Case #2 Transfer of cheese production

Production and market situation years after:

- Price for the semi-hard cheese product is on the level of private label
- Decreased sales numbers and profit
- Production stabilised, though, a general opinion is that the cheese is not the same as before
- Market increase in speciality cheese



Quality Assurance

Summary of Case #2

Transfer of cheese production:

- Production transferred
- Problems with the cheese making process
- Problems solved by changing the production
- New product, same brand and a long time with complaints from consumers, decreasing sale
- Top management not involved