Contents

Preface  xiii

1  Quality Management in the Food Industry  1
  1.1 Introduction  1
  1.2 Definition of Quality Control  1
  1.3 Quality Control in the Food Industry  2
  1.3.1 Quality Control (Raw Material)  3
  1.3.2 Quality Control in Production (Processes and End Product)  4
  1.3.3 Issues Related to the Quality Control  6
  1.3.3.1 Late Adopters  6
  1.3.3.2 Difficulties Identifying and Prioritising Hazards (Microbiological and Chemical)  6
  1.3.3.3 Lack of Scientific and Quantitative Method to Assess Critical Points  6
  1.4 Quality Assurance  7
  1.4.1 Current Good Manufacturing Practice (cGMP)  7
  1.4.2 HACCP (Hazard Analysis of Critical Control Point)  8
  1.4.3 ISO  9
  1.4.4 British Retail Consortium  9
  1.5 Quality Management System in the Food Industry  9
  1.6 Statistical Thinking  10
  1.7 Summary  12

2  Food Industry and its Contribution to the Global Economy  13
  2.1 Introduction  13
  2.2 What Is the Role of Food Industry in the Global Context?  14
  2.3 Several Classifications of Food Industry from Several Sources  15
  2.4 How is the Food Industry Different from Other Industries?  18
  2.5 Customers and Consumers  19
  2.6 Government Plan  20
  2.7 Summary  20
## Contents

4  **An Introduction of SPC in the Food Industry: Past, Present and Future**  43
4.1  Statistical Process Control: A Brief Overview  43
4.2  Quality Control in the Food Industry: Before SPC  44
4.2.1  Inspection! Inspection! Inspection!  45
4.3  The Evolution of SPC in the Food Industry  48
4.4  The Principle of Current Quality Control  50
4.4.1  Control in Raw Material  50
4.4.2  Control in the Finished Product  51
4.4.3  Control in Processing  51
4.4.4  The Practicality of SPC in the Food Industry  53
4.6  Summary  60

5  **Tools in SPC**  61
5.1  Basic Quality Tools  61
5.2  SPC Tools  61
5.3  Cause-and-Effect Analysis  62
5.3.1  What?  62
5.3.2  Why?  62
5.3.3  When?  62
5.3.4  How?  62
5.3.5  Where?  64
5.4  Pareto Diagram  66
5.4.1  What?  66
5.4.2  Why?  66
5.4.3  When?  67
5.4.4  How?  67
5.4.5  Where?  69
5.5  Process Flowchart  69
5.5.1  What?  69
5.5.2  Why?  69
5.5.3  How?  69
5.5.4  When?  71
5.5.5  Where?  71
5.6  Histogram  71
5.6.1  What?  71
5.6.2  Why?  72
5.6.3  When?  72
5.6.4  How?  72
5.6.5  Where?  73
5.7 Scatter Diagram 73
  5.7.1 What? 73
  5.7.2 Why? 73
  5.7.3 When? 73
  5.7.4 How? 74
  5.7.5 Where? 74
5.8 Control Chart 74
  5.8.1 What? 74
  5.8.2 How? 75
  5.8.3 Assumptions 75
  5.8.4 Why? 75
  5.8.4.1 Process/Product Monitoring 75
  5.8.4.2 Process Prediction 76
  5.8.5 How? 76
  5.8.6 Types of Control Charts 77
  5.8.7 Variable Control Chart 77
  5.8.7.1 Xbar Chart and R Chart or Xbar and S Chart 77
  5.8.7.2 Exponentially Weighted Moving Average (EWMA) Chart 78
  5.8.7.3 Cumulative Sum (CUSUM) Chart 79
  5.8.8 Attribute Control Chart 80
  5.8.8.1 Proportion Defective Chart (p-Chart) 80
  5.8.8.2 Number Defective Chart (np-Chart) 81
  5.8.8.3 c-Chart 81
  5.8.8.4 U-Chart 82
  5.8.9 Run Chart 82
  5.8.10 Interpreting Control Chart Signals 83
  5.8.11 Rules for Interpreting a Control Chart 83
  5.8.12 Where? 84
5.9 Common Mistakes 85
5.10 Summary 86

6 Team Formation, Team Dynamics and Training 87
  6.1 The Team 87
  6.2 Team Dynamics 88
  6.2.1 Team Structure 88
  6.2.2 SPC Team Characteristics 91
  6.2.3 Team Maturity 93
  6.3 Training 94
  6.4 Consultant 97
  6.5 Follow-Up in-House Training 97
  6.6 Measuring Training Effectiveness 98
  6.7 Summary 100
### 7 SPC Readiness Self-Assessment Tool 103
- 7.1 Ready...? 103
- 7.2 Concept of Readiness 104
- 7.3 History of the Readiness Concept 105
- 7.4 An Approach to Assessing SPC Readiness in the Organisations 107
- 7.5 Key Components of SPC Readiness 108
- 7.6 Top Management Support 109
  - 7.6.1 Capable Measurement System 109
  - 7.6.2 Organisational Culture 109
  - 7.6.3 Employee Involvement 110
  - 7.6.4 Urgency to Change 111
- 7.7 Identifying the Readiness Level 112
  - 7.7.1 How to Use the SPC Readiness Assessment Tool? 112
- 7.8 Summary 116

### 8 Critical Aspects in SPC Implementation Process 117
- 8.1 Introduction 117
- 8.2 Key Findings from an Empirical Study in the UK Food Manufacturing Industry 117
- 8.3 CSF of SPC Implementation 120
- 8.4 Gap Between the Importance of SPC and the Frequency of Actual Practice 122
- 8.5 Common Barriers to SPC Implementation 124
- 8.6 Process Performance Measurement 126
- 8.7 Summary 128

### 9 Roadmap for the Deployment of SPC 129
- 9.1 A Cookbook Approach 129
- 9.2 Phase Awareness: Sell the Program 129
  - 9.2.1 Step 1: Top to Bottom 131
  - 9.2.2 Step 2: SPC Awareness Sessions 133
  - 9.2.3 Step 3: SPC Training 133
- 9.3 Phase Preparation 135
  - 9.3.1 Step 4: Corporate SPC Vision Create/Creating a SPC Corporate Vision 135
  - 9.3.2 Step 5: SPC Team Establishment 136
  - 9.3.3 Step 6: Develop Strategic Plans for the SPC Implementation 137
- 9.4 Phase Initiation 138
  - 9.4.1 Step 7: Process Prioritisation 138
  - 9.4.2 Step 8: Process Description 139
9.4.3 Step 9: Process Synthesis  140
9.4.4 Step 10: Measurement System Analysis (MSA)  140
9.4.5 Step 11: Control Chart  141
9.4.6 Step 12: Establish Out-of-Control-Action-Plan (OCAP)  143
9.4.7 Step 13: Process Capability  144
9.4.8 Step 14: Reflection  146
9.5 Phase Institution: Company-Wide Implementation  147
9.5.1 Step 15: Communicate the Success of Initial Project  147
9.5.2 Step 16: Company-Wide Training  147
9.5.3 Step 17: Progress Evaluation Systems  148
9.6 Phase Sustainability  148
9.6.1 Step 18: Maintenance of In-house Expertise  148
9.6.2 Step 19: Towards Learning Organisation  149
9.6.3 Step 20: Reward System  149
9.7 Summary  150

10 Case Studies  151
10.1 Application of the Control Charts in the Industries  151
10.2 Case Study 1 Monitoring Fish Product Packaging (Grigg, Daly, and Stewart, 1998)  152
10.2.1 Problem Statement  152
10.2.2 Processes  152
10.2.3 Sampling  152
10.2.4 Type of Data  153
10.2.5 Construction of the Control Chart  154
10.2.5.1 Determine the Target Level  154
10.2.6 Interpret $\bar{x} - R$ Chart  154
10.2.7 Conclusion  156
10.3 Case Study 2 Monitoring the Sausage Production  156
10.3.1 Problem Statement  156
10.3.2 Processes  157
10.3.3 Sampling  158
10.3.4 Type of Data  158
10.3.5 Construct Control Chart  159
10.3.6 Interpreting the $p$-Chart  160
10.3.7 Conclusion  161
10.4 Case Study 3 Controlling Microbiological Hazards on the Food Products  161
10.4.1 Problem Statement  161
10.4.2 Process  162
10.4.3 Sampling  162
10.4.4 Type of Data  162
10.4.5 Construct Control Chart  162
10.4.5.1 Modification of the Data 162
10.4.6 Interpret the Charts 167
10.4.6.1 The Individuals Chart 167
10.4.6.2 The CUSUM Control Chart 167
10.4.7 Conclusion 168

References 169

Index 181