



How Not to Put the "No" in Innovation: How to Make Food Safety and Product Development Collaborations Work!

Moderator: Kara Baldus, Hydrite Chemical Co., United States

Organized by: The Wisconsin Association for Food Protection and Wisconsin Institute for Food Technologists

Sponsored by the  **IAFP**
FOUNDATION

Please consider making a contribution

Webinar Housekeeping

- For best viewing of the presentation material, please click on 'maximize' in the upper right corner of the 'Slide' window, then click 'Escape' to return to normal view.
- Questions should be submitted to the presenters during the presentation via the **Questions section** at the right of the screen. Questions will be answered at the end of the presentations.

Webinar Housekeeping

- It is important to note that all opinions and statements are those of the individual making the presentation and not necessarily the opinion or view of IAFP.
- This webinar is being recorded and will be available for access by IAFP members at www.foodprotection.org within one week.

Today's Moderator



Kara Baldus

Hydrite Chemical Company, United States

Kara Baldus is a Food Safety Program Manager for Hydrite Chemical Company where she is involved in the food industry training and microbiological support.

Ms. Baldus has 25 years of food microbiology experience, working in the contract laboratory and food industries prior to joining Hydrite. Much of her career has been spent on the control of foodborne pathogens in the manufacturing plant environment and continuous improvement of food safety systems such as Hazard Analysis Critical Control Point (HACCP), environmental monitoring programs (EMP), and Preventive Controls. She is a member of the International Association for Food Protection and on the education committee for the Wisconsin Affiliate.

Today's Panelists



Kari Jacobsen-Gagnow
Sargento, United States

Kari is a Technology Principal at Sargento where she has worked for the last 15 years. She has also worked for ConAgra Foods in their frozen division and also Bird's Eye Foods. She has a BS in Food Science from Iowa State University.



Joseph Meyer
Kerry, Inc. , United States

Joe Meyer is the Global Microbiology Lead for Kerry. He provides microbiology and food safety systems support to Sanitation, Quality, R&D and Kerry manufacturing and co-manufacturing facilities worldwide.

Joe has over 30 years of food industry experience. He worked for KraftHeinz, Miniat Holdings, Covance Laboratories, Kellogg, ConAgra Foods and Kraft Foods/Oscar Mayer prior to joining Kerry. Much of his career has been spent on the control of foodborne pathogens in the manufacturing plant environment, rapid methods for identification and genetic characterization foodborne pathogens, and continuous improvement of food safety systems such as Hazard Analysis Critical Control Point (HACCP).



How NOT to put the NO in InNOvation

Kari Jacobsen-Gagnow

May 19, 2021



Do any
product
developers
feel like this
guy?



This is exactly
what you need.
Trust me!





Food Safety



Food Safety

Product Development Food Scientists



*Create new
innovative
food
products*







Food Safety *within the Company*

- Have set policy/guidelines /rules
- Educate throughout company
 - Easy to understand
 - Apply to daily work
 - Add variety/fun to message
 - Repeat



Food Safety *within Innovation*

- Team member on every New Project Team
 - Active in all steps
 - Hear what is going on at meetings
 - Open place to ask questions (both ways)
- Process Identified
 - Forms
 - Easy to understand
 - Easy to use & fill out
- Offer alternatives instead of an immediate VETO

Real Life Example:

Ready to Eat vs. Ready to Cook???

Cheese, Vegetable & Grain item

- Procurement Sourcing Challenge
- 10 different suppliers
 - Reams of documents
 - Audit
 - Documents meet Actual practice
 - Meet our internal standards
- 3-4 years of product development
 - 4 product development scientists

Key Take-Aways

- Better to be Pro-Active vs. Re-Active
- Don't Rush
- Balanced Resources on Teams
- Communicate, communicate, communicate





KERRY

Taking the “*no*” Out of Innovation

WAFP/WIFT Webinar
May 19, 2021



© Kerry 2020 | 18



© Kerry 2020 | 18

Topics to Cover

- **Why food safety says “no”**
- **Strategies to remove the “no”**
- **Don’t forget FSMA**

What food safety **wants to hear...**

- Don't worry about using existing assets. We'll just buy new and build another production room (or plant).
- We've built in an extra 6 weeks in the project timeline to be able to complete some extra testing.
- You food safety guys are being too kind to us. Can't you give us a few more forms to fill out?
- Let's block an extra couple hours for cleaning and sanitation for this new production line.
- That ramp up schedule looks pretty optimistic. Let's back off a little and develop some history as we go.

What food safety **hears...**

- We need to hit the launch date so we're going to parallel path all ten formulas.
- We need a decision now because it takes 8 weeks to print labels. Can't you just do some accelerated testing?
- You food safety guys keep changing the rules and giving us more forms to fill out.
- This is a brand new line so we should be able to clean it in half the time.
- We need to extend shelf-life so we can do a prebuild in order to hit the ramp up schedule.

It's the unknown unknowns that lead to “no”

There are known knowns; there are things we know that we know.

There are known unknowns; that is to say, there are things that we now know we don't know.

But there are also unknown unknowns – there are things we do not know we don't know.

-Donald Rumsfeld



Food safety **also hears...**

- Frozen, meat and tomato sauce entrée
- I meant refrigerated
- With a 90 day shelf-life
- With cream and cheese sauce varieties
- With organic fresh green peppers
- And peanuts
- And a seafood variety
- Microwavable

Strategies to remove the “no”

- Define the sandbox
- Teamwork and communication
- Change management process

Define the Sandbox (and the sand)

- This is the most difficult step of the process
- Clearly define the product/product category
 - Known “safe harbors” for food safety and quality
 - Identify timeline impact for addressing each unknown
- Knowing the manufacturing location can help
 - Type of facility (processes, process capability, environment, etc.)
 - Current food safety plan with current hazards and preventive controls
 - Product/process knowledge and training
 - Resources available
- Changing the agreed upon sandbox definition will likely cause delays and/or create issues

Outside the Sandbox

- **Leverage predictive models**
- **Spoilage Vs Safety**
- **Standardize challenge studies**
 - Requirements and protocols
 - Pass/fail criteria
 - Opportunity for expanding future sandbox
- **Be knowledgeable about what has failed in the past and why**
 - Is there a newly available ingredient or technology that changes things?
- **Be curious and aware of emerging trends**
 - Is there an opportunity to do prework?

All models are wrong,
but some are useful.

George Box, British statistician (1919 – 2013)

Teamwork and Communication

- **Marketing, R&D, Quality (plant/crop), Food Safety (plant/crop), Regulatory, others**
- **Engagement early in the process**
- **Need to keep everybody on the same page**
 - Agreement on the sandbox
 - Impact of any changes
- **Not only this product, but what's in the pipeline**
- **Team is accountable and resources not released until 30/60/90 day reviews complete**

Change Management Process

- **Well established change management process**
 - Who is accountable for what and when
 - Order to the chaos
 - Update/versioning of specs, procedures, etc.
- **Expansion of team as needed to include purchasing, IT, etc.**

Don't forget FSMA (may also lead to “no”)

- **Approved suppliers**
 - Approval required **before** receiving the ingredient
 - Temporary exception may be possible with justification
 - For serious hazards requiring a supply-chain-applied control
 - Documented onsite audit **before** using the raw material
- **Food Safety Plan validation**
 - Before the Food Safety Plan is implemented (ideally) or
 - Within the first 90 calendar days of production or
 - Within a reasonable timeframe with written justification by the preventive controls qualified individual
- **Food Safety Plan reanalysis**
 - Significant change in product or process

Summary

- **If you want to remove the “no”, you need to “know”**
 - What’s in the sandbox and what’s out
 - Standardized rules and pass/fail criteria
- **Communicate early and often**
- **Engage the entire team**
- **Watch out for unknown unknowns**



Discussion/Question?





Questions?

Questions should be submitted to the presenters via the **Questions section** at the right of the screen.



Contact Information

- Kara.Baldus@Hydrite.com
- Kari.Jacobsen_Gagnow@sargento.com
- Joseph.Meyer@Kerry.com



The Organizers would like to thank WAFP Education Committee and WIFT board

WAFP:

Erika Bognar

Adam Borger

Gina Mode

Kristina Feye

Kim Destromp

WIFT:

Jake Parr

Nick Gauger

Skyler Kontio

Laura Williams

Nicole Gaudino

Caitlin Donohue

Sean McCormack



International Association for
Food Protection®

Join us for these upcoming webinars:

- **May 25** Process Validation to Meet FSMA Regulations – Tips & Tricks from Case Studies
- **May 26** Digitalizing Environmental Monitoring Programs to Unlock Their True Value in Ensuring Safe Quality Products
- **June 8** Processing Water - I Thought It Was Sanitary
- **June 9** Low Water Activity Food Safety Series Part 4: Grain Based Foods and Ingredients



International Association for
Food Protection®

This webinar is being recorded and will be available for access by **IAFP members** at www.foodprotection.org within one week.

Not a Member? We encourage you to join today.

For more information go to:

www.FoodProtection.org/membership/

All **IAFP webinars** are supported by the IAFP Foundation with no charge to participants.

Please consider making a donation to the [IAFP Foundation](http://www.IAFPFoundation.org) so we can continue to provide quality information to food safety professionals.

