

Team of specialists

The management of the company is responsible for forming team of specialists that will gather the **basic information** needed to determine a companies' fraud vulnerability. The companies' management shall ensure that members of this team of specialists will have adequate time and (if necessary) resources available.

Besides assessing a companies' **feed fraud vulnerability**, the team of specialists can also supervise the set up and implementation of feed fraud control plan. In addition to implementation, the team can be designated to a role in maintenance and verification of the fraud vulnerability assessment and the feed fraud control plan.

The size of the team of specialists depends on the organization's size and on the expertise of the team members. Knowledge of various topics is required: e.g. technical expertise as well as expertise in the field of chemistry of feed, toxicology, microbiological knowledge of feed, quality management, supply chain knowledge, purchasing, products, suppliers, producers, transporting and warehouse companies, security, criminology.

In addition to the various fields of expertise, team members should come from the various hierarchical levels of the company. This should ensure support throughout the company.

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Depending on the size of a company the different fields of expertise can come from one person. If necessary a company may deploy the services of qualified external experts.

The following fields of expertise may be represented in the team of specialist:

- a. **Company management:** The companies' management is responsible for developing business goals, and designing strategies related to feed fraud and organizing business resources to achieve those goals. The management demonstrates its involvement in the development and implementation of the feed fraud management system and can be a decision-maker within the team.
- b. **Production of finished products:** ingredients are used to produce feed into finished products. Ingredients have an effect on the finished products (e.g. technological, quality, physical, nutritional). During the processing of ingredients, deviations may get noticed. Knowledge of processing techniques and the finished products can be useful for the vulnerability assessment of feed ingredients.
- c. **Production of ingredients:** Ingredients are processed with the help of specific production processes. Knowledge of the production processes of ingredients is needed to assess possible opportunities for feed fraud.
- d. **Quality:** The quality of ingredients and finished products can be affected by feed fraud. In addition, knowledge of quality systems is useful to assess the general level of quality control of the various participants in the supply chain. Knowledge

of required documentation, import controls and insight into the quality of feed ingredients and finished product and knowledge of microbiological, chemical and physical characteristics is required.

- e. **Purchasing:** Ingredients are purchased on a daily basis. Contact with suppliers provides information about feed ingredients, but also about market situations, other participants in the supply chain, crop yield, the situation (e.g. poverty, corruption, natural disasters) in the country of origin. This information can be used to determine where opportunities and motivations for committing feed fraud are present.
- f. **Storage:** After production, the ingredients can be stored by e.g. a storage company. The situation at this storage company may provide opportunities to commit feed fraud, or the situation in the country of storage may provide motivations to commit feed fraud.
- g. **Transporting:** Ingredients are transported from the producer to the client. This can be straight from the producer to the client or via intermediate storage. The means of transport may change during the route to the client and an ingredient may cross various countries or sites. During transporting opportunities and motivations to commit fraud can be present.
- h. **Business finance:** The financial situation of a company may provide motivations to commit feed fraud. Insight in the financial situation of the supply chain participants is needed to assess the motivations per participant in order to determine the feed fraud vulnerability.
- i. **Human resourcing:** Having certain personal characteristics or persons in certain situations provides motivations to commit feed fraud.
- j. **Laboratory analytics:** Chemical, microbial and physical characteristics of feed ingredients can be analyzed by a laboratory, but may also be analyzed on site e.g. using quick screening tests. It is important that correct methods of analysis are used in order to interpret analytical data correctly. Analytical data can give signals that there is a possibility that fraud has been committed.
- k. **Feed chain:** A feed ingredients “moves” within the supply chain, meeting various opportunities and motivations for feed fraud. How this supply chain looks like affects the vulnerability for feed fraud.

The members of the team of specialist can be HACCP team members but also other fields of expertise and experience should be present to ensure that feed fraud is covered.

Specialist in the team should attend a training in which feed fraud is addressed or the team members should have attained a similar level based on experience.

It is advised that the company records the team members as well as the fields of expertise.