An Evaluation of ISO 22000 Food Safety Standards Awareness and Implementation in Zimbabwean Branded Fast Food Outlets: Customer, Employee and Management Perspectives

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Abstract

Globally branded fast food outlets, whose services are usually linked to specific brand images, are expected to provide quality services and adhere to quality standards as stipulated by the International Standardisation Organisation (ISO). In branded fast foods outlets and in entities that handle food, the ISO 22000 is used as an international measurement of quality. Branded fast food outlets must adhere to the rules and regulations of the ISO 22000 standard. Zimbabwe's economy has been on the decline from around the late 1990s and hit rock bottom in 2008. The economic decline impacted service quality. Decline in service quality in branded fast foods directly compromises customer health hence this study sought to assess the levels of awareness and implementation and management's views regarding the usefulness of ISO 22000 certification in addition to determining employee and customer awareness of the quality statute. While management sentiment suggested ISO certification was important with regards to meeting customer's expectations, improving operational efficiency and usefulness as a marketing tool, they seemed to think the ISO 22000 certification did not positively impact food safety as such. Employee sentiments suggested that despite the majority of them having been trained in regard to the ISO 22000 standard, very little if any, of the training and or certification had translated into improved safety at work.

Keywords: Branded fast food outlets, Zimbabwe, ISO food quality standard, management, customer and employee perspectives,

Introduction

Fast-food restaurants are often viewed as a representation of a day-by-day family outing. The concept of "ready-cooked food to go" is as old as cities (Mark, 1999). Variations in the fast-food industry are reflective of historical and cultural differences. The fast food industry in Zimbabwe is largely run on a franchise basis. The franchisees have to meet the expectations of the franchise holder. The advent of franchising in Zimbabwe played a significant role in facilitating the growth and national spread of the branded fast food industry. Branded fast food operators in Zimbabwe include Innscor group (Nandos, Creamy Inn, Chicken Inn, Pizza Inn and Bakers inn), Spurs, Steers, Wimpy, and King Pie. In Zimbabwe, the period 2000-2009 was characterized by

unprecedented economic developments, from a gradual economic decline to rock bottom economic meltdown in 2008 with inflation reaching five billion percent. The historic economic decline also affected the Zimbabwean fast food industry. While in the global arena, the fast food industry during the period in 2007-2009 was implementing the ISO 22000 Food Safety Standards as a way of ensuring customer safety, delivery of wholesome food products and adhering to a set food safety standards that ensure traceability and timeous amelioration of areas of weakness along the food chain, no documented research points to similar developments with regards to the implementation of the ISO 22000 Food Safety Standards in Zimbabwe.

Furthermore, due to the economic meltdown there were unverified claims that the Zimbabwean branded fast food industry continued to survive due to sacrificing quality in the food production chain. More puzzling is the "miraculous resurgence" of the industry in 2009 immediately following the signing of the Global Peace Agreement and dollarization of the economy. The almost immediate resurgence of the Zimbabwean fast food industry was witnessed by increased patronage and the coming on board of new players such as "Food Express." The research therefore undertook to investigate the level of awareness among customers and employees of the Zimbabwean branded fast food industry of the ISO 22000 Food Safety Standards. Additionally, it endeavoured to determine the degree of awareness and implementation of the ISO 22000 Food Safety Standards among the management of the Zimbabwean fast industry operations.

Literature review

According to Keller and Richey (2006) two brand personalities are recognised in business: corporate brand personality and product brand personality. Corporate brand personality is a form of brand personality that is unique to a specific corporate body and differs from the product brand personality in that it (corporate brand personality) encompasses a wide range of associations; including the human characteristics of the corporation in its entirety (Keller, 2003) while a product brand personality typically relates to consumers and their user imagery of a given product brand. Keller and Richey (2006) further argued that a corporate brand personality is a reflection of the values, words and actions of all employees of the corporation. The corporate brand personality has three critical and central dimensions that are vital for market place success: firstly, passion and compassion (heart), secondly creativity and discipline (mind) and thirdly agility and collaboration (body) (Keller and Richey, 2006). The three critical and central dimensions of the corporate brand personality (heart, mind and body) are reported to have an interactive effect such that the effects of one trait or dimension is enhanced by the presence of another (Keller and Richey, 2006). Bernard et al. (2009) assert that a brand can be understood from two major perspectives: the narrow and broad perspective.

The narrow brand perspective hinges on tangible brand features such as name, design and symbol while intangible features such as values, personality and ideas constitute the broad brand perspective (Bernard et al., 2009). At organisational level, branding refers to the processes that include activities to assign a brand to an artefact (Bernard et al., 2009). The latter definition is extensive such that it also includes service branding (Berry, 2000; de Chernatony et al., 2003) and corporate branding (Keller and Richey, 2006). While service branding entails a process of forming a brand for a product of a service provider, corporate branding is the process that focuses on building an organisational brand (Bernard et al., 2009). The entrepreneurial importance of the "branding concept" has led to the evolvement of "brand-oriented" management approaches towards the fast food sector. (Keller, 2007).

Consumers are driven to purchase products or brands not only on the basis of the product/brand functionality and quality but mainly due to the symbolic meanings contained in the brand (Veryzer, 1995). Consumers derive different values from brands. The derived values are known to fall under three categories: firstly, functional values (brand value associated with problem-solving capability of a brand), secondly experiential value (benefits that stimulate senses and lead to sensory enjoyment and mental/cognitive arousal) and thirdly, symbolic brand benefits which largely encompass signal effects shown to others (Keller, 1993). ISO Defined

The acronym ISO stands for International Organisation for Standardisation (ISO, 2010). ISO is a World Regulatory Body that works with affiliate country based standards institutes/bodies, for example, Standards Association of Zimbabwe (SAZ) and South African Bureau of Standards (SABS). ISO membership covers over 150 countries. Together with national standards institutes, ISO develops technology and product standards (ISO, 2010). The product standards are critical in availing guidelines and specifications for adherence to more efficient, safer and cleaner product development and or service delivery thus help ensure a channelling of more standardised products to consumers. ISO 9000 is a family of standards for quality management systems. The ISO is the custodian of the ISO 9000 standards that are administered by accreditation and certification bodies (ISO, 2010). The accreditation and certification bodies are usually and national/country level and are affiliated to the ISO.

According ISO (2010) any company or corporation that company or organization that has been independently audited and certified to be in conformance with ISO standards for quality management systems is publicly denoted ISO registered or certified. Critical to be noted is the fact that rules and regulations that govern the set standard for the ISO quality management systems are periodically updated as dictated by changes in requirements over time. While certification to ISO standards does not guarantee any quality of end products and services; it certifies that formalized business processes are being applied and presence a platform upon which consumers of goods and services supplied ISO certified companies can have recourse should they feel the product or good or service supplied failed to meet the implied quality as set by the ISO standard for quality management (ISO, 2010).

Role of ISO 22000 in branded fast foods

It is an established fact that high quality products or services are vital to the survival and competitiveness of business in the highly competitive global market (Mammalis et al., 2009). Evidence from business practice has established that companies globally, are implementing quality and safety assurance systems (Mammalis et al., 2009). Safety assurance systems in the food industry require to ensure the safety of food and to show compliance with both regulatory and customer requirements at each step of the food production chain (Trienekens and Zuurbier, 2007). Karipidis et al. (2009) pointed out that implementation of quality assurance systems in the global food market, of which the fast food industry is a key player, help strengthen the food industry and improve its competitiveness. According to Arvanitoyannis et al. (2009), ISO 22000 was developed by the ISO Technical Committee 34 Working Group 8 on the basis of the ISO-72 guide. Faergemand (2008) pointed out the "Food Safety Management System, ISO 22000", was developed by food experts from Australia, Canada, Belgium, Denmark, France Greece, Ireland Japan, the Netherlands, Poland, Sweden, Thailand, United Kingdom, United States of America, Venenzuela, Vietnam and liaison bodies represented by the Confederation of Food and Drink Industries of the European Union. The "old" hazard analysis critical control points (HACCP) as enshrined in the ISO 9000 regulations for the catering industry focused largely the requirement by food industry (including the branded fast food industry) to meet the requirements of food safety

for state organisations. Over the years' food companies in order to adopt quality practices have been implementing quality assurance systems such as the HACCP and ISO 9000 (Ziggers and Trienekens, 1999). Luning and Marcelis (2006) pointed out that the HACCP approach focused in assurance on technological requirements with the ISO 9000 focusing more on management aspects. In contrast the ISO 22000 over and above requiring certified members to meet the requirements for food safety for state organisations, further expects members to meet the food safety requirements for consumers (Arvanitoyannis et al., 2009). Surak (2006) noted that the ISO 22000 is a management standard that shared common elements with other management system standards such as policy, planning, implementation and operation, performance assessment, improvement and management review, it (ISO 22000) therefore strengthened the HACCP in several ways.

Trienekens and Zuurbier (2007) stress the fact that the 2005 ISO 22000 has more protective effect on consumers as it aims at managing safety in the food chain. ISO 22000 therefore holistically provides a tool for total quality management in the food (branded fast food) industry with an inbuilt iterative and interactive capacity to trace and manage urgent and emergency situation within the food production chain. ISO 22000 allows for consumer input/voice into the safety and perceived quality of food thus the new food safety and quality standard (ISO 22000) provides a win-win situation. The new regulations open up the branded fast food industry (and any catering industry) to external auditing which includes the public or consumers. The "openness" so created generates public confidence into branded fast food corporate that adopt and implement ISO 22000 thus boosting the both the brand and corporate personalities of the implementing organization while at the same time providing a platform for consumer concerns to be incorporated in the assurance of food safety and quality not only in the branded fast food industry but throughout the food production chain.

Faergemand (2008) states that Operationalization of the ISO 22000 food safety management system is anchored on four key elements: involvement of the management team, communication, HACCP principles and system management Advocacy for top management involvement in the operationalization of the ISO 22000 food safety management system were borne out of the realization that food safety is not just something to be handled by the quality department but that it (food safety) is a top management issue that required involvement of the management team which develops overall policy (Faergemand, 2008). The realization that food safety hazards may be introduced at any stage of the food chain demanded the inclusion of the "communication" as one of the key elements of ISO 22000. Interactive communication both upstream and downstream in the food supply chain is essential as much as is internal communication which (internal communication) is critical to preventing misunderstandings and thus minimizing risks. Faergemand (2008) argued that the ability of ISO 22000 food safety regulation to incorporate recognized HACCP principles enable the regulation to be dynamic and create a platform upon which strategies and action plans at safeguarding food safety can be implemented. ISO 22000 depends on a structured management system that allows for implementation of relevant parts of ISO 9000/1 thus makes it possible integrate them into one management system together with ISO 14001.

The need for ISO 22000 in branded fast foods

ISO 22000:2005 specifies requirements for a food safety management system where an organization in the food chain needs to demonstrate its ability to control food safety hazards in order to ensure that food is safe at the time of human consumption. It is applicable to all

organizations, regardless of size, which are involved in any aspect of the food chain and want to implement systems that consistently provide safe products. The means of meeting any requirements of ISO 22000:2005 can be accomplished through the use of internal and/or external resources (Arvanitotoyannis, Palaiokostas, and Panagiotaki, 2009).

ISO 22000:2005 specifies requirements to enable an organization to plan, implement, operate, maintain and update a food safety management system aimed at providing products that, according to their intended use, are safe for the consumer, to demonstrate compliance with applicable statutory and regulatory food safety requirements, evaluate and assess customer requirements and demonstrate conformity with those mutually agreed customer requirements that relate to food safety, in order to enhance customer satisfaction, to effectively communicate food safety issues to their suppliers, customers and relevant interested parties in the food chain, to ensure that the organization conforms to its stated food safety policy, to demonstrate such conformity to relevant interested parties, and to seek certification or registration of its food safety management system by an external organization, or make a self-assessment or self-declaration of conformity to ISO 22000:2005.

The Webster's Ninth New Collegiate Dictionary (1990) defines safety as the condition of being safe from undergoing or causing hurt, injury or loss hence the Food and Agricultural Organisation/World Health Organisation (1997) defines food safety as the assurance that food will not cause any harm to the consumer when it is prepared and/or consumed according to its intended use. According to Burros (1997) food safety concerns have been and continue to be raised due to the continued importance of food to public health, especially now that a large proportion of the population now depends on fast food and also because of its (food) impact on international trade. Food safety concerns are key to the viability of fast food industry. Motarjemi and Mortimore, (2005) argue that Consumers of fast food products want to feel "safe" and now demand in some instances to be guaranteed of their safety. It has been noted that ensuring food safety in today's complex world is a daunting task that demands concerted effort of all sectors including governments, consumer organizations and all players in the food supply chain including the fast food industry.

According to Jonker et al. (2005) in more recent times food safety and quality has become a critical issue to consumers in light of the food safety scandals such as the mad cow disease (Bovine spongiform encephalopathy) in the United Kingdom and the food safety scandals that have been unearthed in mainland China. The lack of uniformity in pieces of legislation and standards / tools governing the catering industry and the food supply chain in general presented a huge challenge to the fast-growing branded fast food industry. A need therefore arose for a "universal tool or standard" that covers the entire food supply chain. The ISO 22000 provides a universally accepted platform from which branded fast foods (including the catering industry and the entire food supply chain) can be accessed in terms of the food industries and consumer's expectations. Faergemend and Jespersen (2004) point out that failure in food supply chain can be dangerous and has huge associated costs. According to Faergemend and Jespersen (2004) the ISO 22000 specifies requirements for a food safety management system in the food chain where an organization: (i) needs to demonstrate its ability to control food safety hazards in order to consistently provide safe end products at the same time meeting both the requirements agreed with the consumer and those applicable food safety regulations and (ii) aims to boost consumer confidence and trust through the effective control of food safety hazards, including processes for updating the system. The internationally accepted standard (ISO 22000) allows for external

auditing of branded fast foods (and anyone on the food industry) thus inculcates in consumers a sense of confidence in the safety, quality and uniformity of the products. The ISO 22000 as a "standards tool" is thus critical in boosting business confidence via enhancement of consumer confidence and satisfaction and its having in place mechanisms of dealing with emergencies in the food supply chain.

Effectiveness of ISO 22000 in branded fast foods

According to Mamalis et al. (2009) ISO 22000 can be considered as a business management tool that links food safety to business processes and encourages organizations to analyze customer requirements, define processes and keep them in control (Mamalis et al., 2009). It (ISO 22000) enables integration of quality management and food safety management. Pillay and Muliyil (2005) argues that ISO 22000 is intended for any organization directly or indirectly associated with the food supply chain irrespective of size or complexity and is seen as a vehicle capable of bringing transparency since it has been designed to cover every link in the food supply chain. Faergemand (2008) contended that the launching of the ISO 22000 on the 1st September 2005 signalled the arrival of a truly global option for ensuring safe food supply chains. The effectiveness of the ISO 22000 in branded fast foods and the food and catering industry in general is enshrined in two tents of the standard's foundation: the tailor-made-approach and effectiveness through communication.

The flexible design of ISO 22000 enable a tailor-made approach to food safety for all segments of the food chain. The flexibility allows procedures to be food sector (e.g. branded fast foods) specific. Certification to ISO 22000 requires a company to follow local and export market laws and implementation of customer requests. This in itself goes a long way in allowing for local monitoring and auditing by country standards institutes and consumers over and above the need by the organization to meet and maintain international recognition (Faergemand, 2008). ISO 22000 as a system of standards in the food chain (including branded fast foods) crosses all food sector branches and national borders thus effectively ensuring strengthened food safety by the harmonization of working procedures (Faergemand, 2008). Implementation of ISO 22000 in the food industry means that all stakeholders in the food industry use the same methods and language, thus there is a reduction in errors and misunderstandings, hence the system's effectiveness improves and food safety increases (Faergemand, 2008).

Benefits of ISO 22000

Faergemand and Jespersen (2004) point out the ISO 22000 benefits are realised at two levels: the users and other stakeholders such as consumers. Benefits to organizations implementing the standards include among others: an organised and targeted communication among trade partners, resource optimization both internally and along the food chain, improved documentation, better planning and less post-process verification, more efficient and dynamic food safety hazard control, availing control measures to be subjected to hazard analysis, systematic management of pre-requisite programmes, ensuring a valid basis for decision taking, increases due diligence and resource saving by reducing overlaps. Benefits to stakeholders include an enhancement of confidence that the organizations which are implementing the standard have the ability to identify and control food safety hazards. The ISO 22000 food safety management standard benefits are dual in nature. The standard accords benefit to both service providers (fast food industry) and consumers: thus, the standards therefore assist to create harmony between service providers (fast food suppliers) and consumers thus overall boosting business performance while maintaining and catering for customer safety. The fact that service providers can tract sources of

hazards in the food supply chain enables the food industry to timorously react to potential risks and take corrective measures in a well-coordinated but consolidated manner. The standard also provides for training of employees within the food supply industry (including the fast food industry) in both quality service delivery and identification and management of risks in the production chain. Over and above ensuring that the fast industry employee buy-in into rigorous implementation of the ISO 22000 food safety standard, training empowers employees on ways of minimising and avoiding injuries during the discharge of their duties thus help lower the numbers of injuries and potential loss of productivity and health care costs that would accrue from the injuries. Faergemand and Jespersen (2004) argues that Furthermore the ISO 22000 food safety standards add value because their "international" status, allow for harmonization with national standards, provide a reference for the whole food chain, fill in the gap between ISO 9001:2000 and HACCP, are auditable and have clear requirements, provide a system approach, rather a product approach and are suitable for regulators. The global applicability of the ISO 22000 allows for fast growth of the fast food industry since the standards provide a premise upon which food safety can be maintained along the food supply chain.

Management to ISO implementation

ISO 9000 is now a widespread global management practice. A number of factors interplay in the determination of the successful implementation and maintenance of ISO certification: key among them a willingness and an understanding on the part of management of the importance of ISO certification and maintenance of registration/certification. According to Chin et al. (2000) continuous maintenance of the ISO 9000 quality management system is key to meeting the surveillance visit by registrars and for purposes of monitoring and improving the system. (Chin et al., 2000) states that three success factors have been identified for the maintenance of ISO 9000: managerial commitment, teamwork and company-wide ISO 9000 recognition. It is imperative that management develop a constancy of maintenance (of ISO 9000) by continuously recognising the benefits of ISO 9000 certification and understanding how it aligns and supports the company's objectives. Chin et al. (2000) reiterated that management has own the ISO 9000 quality management system and that the ISO 9000 quality management system should never be viewed as the responsibility of the quality manager or a need of the quality management department.

Management has to take full ownership of the ISO 9000 quality management system and put in place company-wide procedures that ensure and enable the maintenance of practices, procedures and documentation necessary for effective maintenance and compliance with the ISO 9000 quality management system requirements. Yehuda (1993) reported that about 10% of ISO 9000 registered American companies failed to meet surveillance audits by ISO registrars. The failure to meet with the surveillance audits is thought to be a phenomenon not unique to America but is reported to transcend across many industries globally (Chin et al., 2000). Olsen (1994) and McCullough and Laurie (1995) concur that ISO 9000 surveillance failures result from a lack of top management (top-team) involvement and understanding of the ISO requirement for the company's quality systems. Additionally, a lack of effective internal corrective measures once system non-compliance and deficiency have been identified compound the issue of failure to maintain ISO certification (Chin et al., 2000). It is imperative that the top-teams in the branded fast food industry have a total buy-in into the importance of ISO 22000 in the industry and put up resources to train staff for the implementation and maintenance of the standards. Implementation and certification of food safety management system according to standard ISO 22000 brings to organization advantages in many areas:

Internal advantages for organization:
- Improvement of hygiene, technological discipline
- Improvement of management and personnel communication
- Review of tasks and explicit specification of individual employees' responsibilities and improvement of work discipline
- More effective checking of processes, employees, suppliers, raw materials and final products
- Decrease of defectiveness, improvement of qualitative indexes
- Operative problems solving, possibility of permanent improvement
- Compatibility with the system of quality management according to standard ISO 9001 and other management systems – possibility of integrated management system generation

External advantages for organization:
- Resumption of consumers trust within the food safety
- Improvement of company's image in the eye of consumer and inspection bodies
- Improvement of legal protection of organization
- Decrease of the pressure from inspection bodies following the increased qualitative and safety standard
- Easier implementation and carriage of new products on the market
- Easier and more effective creation and maintenance of marketing position of the organization within given sector

Standard ISO 22000 provides the manual for building up and maintenance of effectively working food safety management system. A certified organization is qualified to use a certification mark for certified scopes.

EXAMPLE: Certificate ISO 22000   Certification mark ISO 22000

Materials and Methods

Study sites

The study was conducted in four cities, namely Bulawayo, Gweru, Kwekwe and Masvingo, all of the Metro - cities Republic of Zimbabwe. The research in each of the cities was conducted at five branded fast food outlets namely Chicken Inn, Nandos, Food Express, Pizza Inn and Wimpy.

Ethical clearance

A consent letter was sent to management of the respective branded fast- food companies for their agreement to participate and permission was granted through the research protocol graduate committee of Midlands State University. Ethical consideration was approved unconditionally.

Sample size and inclusion criteria

A total of 70 customers of the five branded fast food outlets (Chicken Inn, Food Express, Pizza Inn, Nandos and Wimpy) in the four cities were interviewed. The customers were randomly picked on arrival at the fast food outlet. While gender balancing for gender was not considered, it was the study's requirement that all participant customers have a minimum of Ordinary Level education in order to facilitate comprehension of questions and responding to the questions. A total of 55 employees from the five branded fast food outlets (Chicken Inn, Food Express, Pizza Inn, Nandos and Wimpy) from the four cities were interviewed split as 11 employees per branded fast food in the four cities. A total of a 25 management level staff (managers and supervisors) from the five branded fast food outlets (Chicken Inn, Food Express, Pizza Inn, Nandos and Wimpy) from the four cities were interviewed split as 5 management staff per branded fast food in the four cities. At each branded fast food outlet per city the manager and supervisor were interviewed giving a total of 25 participants from management staff from the five branded fast food outlets who participated in the study

Data collection

Three semi-structured questionnaires were developed: the first focused on getting customer perceptions on quality management and food safety in branded fast food outlets in some Zimbabwean cities; the second focused on assessing the degree of awareness among employees of branded fast food outlets in Zimbabwe's four cities on ISO 22000 Food Safety Standards and the third was designed to investigate the level of awareness among branded fast food outlets managers in Zimbabwe's four cities on ISO 22000 Food Safety Standards and the extend of implementation of the Standards. The questionnaires were designed as described by Saunders et al, 2006. Each questionnaire was followed by an in-depth interview to get clarification on participants' responses on the questionnaires.

Data analysis

Data was collated and tallies on responses to each particular question were made. This followed by computation of respective percentage response to each question by the different participants or respondents.

Results

Tables 1-3 show the demographic characteristics of the customer, employee and management respondents/participants, respectively. Tables 4-6 show the customer perceptions on quality management and food safety in branded fast food outlets, awareness among employees of branded fast food outlets in Zimbabwe's four cities on ISO 22000 Food Safety Standards and awareness among branded fast food outlets managers in Zimbabwe's four cities on ISO 22000 Food Safety Standards and the extend of implementation of the Standards, respectively.

Table 1: Demographic traits of Customer Respondents/Participants

	Branded Fast Food Outlet					
Parameter	Chicken Inn	Food Express	Nandos	Pizza Inn	Wimpy	Total
1. Gender						
a) Male	2(2.86)	0(0.00)	4(5.72)	1(1.43)	5(7.15)	
b) Female	12(17.16)	14(20.02)	10(14.30)	13(18.59)	9(12.87)	70
2. Age (years)						
20-30	9(12.87)	8(11.44)	9(12.87)	13(18.59)	10(14.30)	
31-40	5(7.15)	4(5.72)	4(5.72)	1(1.43)	2(2.86)	
41-50	0(0.00)	2(2.86)	1(1.43)	0(0.00)	2(2.86)	70
51+	0(0.00)	0(0.00)	0(0.00)	0(0.00)	0(0.00)	
3. Level of education						
Secondary	0(0.00)	5(7.15)	3(4.29)	2(2.86)	0(0.00)	
Certificate	4(5.72)	2(2.86)	5(7.15)	4(5.72)	5(7.15)	
Diploma	6(8.58)	2(2.86)	3(4.29)	2(2.86)	5(7.15)	70
Degree	4(5.72)	5(7.15)	3(4.29)	6(8.58)	5(7.15)	

Figures in parentheses indicate the percentage (%) of total customers who participated.

Table 2: Demographic traits of Employee Respondents/Participants

	Branded Fast Food Outlet					
Parameter	Chicken Inn	Food Express	Nandos	Pizza Inn	Wimpy	Total
1. Gender						
a) Male	10(18.20)	3(5.46)	5(9.10)	7(12.74)	4(7.28)	
b) Female	1(1.82)	8(14.56)	6(10.92)	4(7.28)	7(12.74)	55
2. Age (years)						
20-30	9(16.38)	8(14.56)	9(16.38)	10(18.20)	8(14.56)	
31-40	2(3.64)	3(5.46)	2(3.64)	1(1.82)	2(3.64)	
41-50	0(0.00)	0(0.00)	1(1.82)	0(0.00)	1(1.82)	55
51+	0(0.00)	0(0.00)	0(0.00)	0(0.00)	0(0.00)	

3. Level of education

Secondary	8(14.56)	8(14.56)	6(10.92)	7(12.74)	9(16.38)
Certificate	3(5.46)	2(3.64)	3(5.46)	2(3.64)	1(1.82)
Diploma	0(0.00)	1(1.82)	1(1.82)	2(3.64)	1(1.82) 55
Degree	0(0.00)	0(0.00)	1(1.82)	0(0.00)	0(0.00)

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Figures in parentheses indicate the percentage (%) of total employees who participated.

Table 3: Demographic traits of Managerial Respondents/Participants

	Branded Fast Food Outlet					
Parameter	Chicken Inn	Food Express	Nandos	Pizza Inn	Wimpy	Total
1. Gender						
a) Male	4(16.20)	4(16.00)	5(20.00)	3(12.00)	5(20.00)	
b) Female	1(4.00)	1(4.00)	0(0.00)	2(8.00)	0(0.00)	25
2. Age (years)						
20-30	1(4.00)	3(12.00)	5(20.00)	2(8.00)	1(4.00)	
31-40	4(16.00)	2(8.00)	0(0.00)	3(12.00)	4(16.00)	
41-50	0(0.00)	0(0.00)	0(0.00)	0(0.00)	0(0.00)	25
51+	0(0.00)	0(0.00)	0(0.00)	0(0.00)	0(0.00)	
3. Level of education						
Secondary	0(0.00)	0(0.00)	0(0.00)	0(0.00)	0(0.00)	
Certificate	0(0.00)	3(12.00)	0(0.00)	0(0.00)	2(8.00)	
Diploma	4(16.00)	1(4.00)	5(20.00)	3(12.00)	3(12.00)	25
Degree	1(4.00)	1(4.00)	0(0.00)	2(8.00)	0(0.00)	

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Figures in parentheses indicate the percentage (%) of total managers who participated.

Managements Perceptions on Branded Fast Foods in ISO 22000 as per food Outlet
Chicken Inn

Knowledge and implementation of ISO 22000 **-** A 100% of the management were neutral with regards to knowledge about the ISO 22000.

ISO 22000 impact on food safety - Also 60% indicated that their organisation was not ISO 22000 certified while 40% were neutral.

ISO 22000 impact on operational efficiency - 80% of the management were neutral with regards to impact of ISO 22000 on food safety and 20% disagreed to the fact that ISO 22000 improved food safety. There was a mismatch with regards to management's view on impact of ISO 22000 certification reducing customer complaints   and certification improving reliability and certification reduced customer complaints and some disagreed that certification improved reliability.

ISO 22000 certification impact on marketing - 80% of the management were neutral with regards to cost of ISO certification and the majority of the management did not view ISO 22000 certification as a tool that gives a competitive advantage to marketing.

Pizza Inn

*Knowledge and implementation of ISO 22000 -*Major management result highlights include – an indication of lack of knowledge of ISO 22000 (80% neutral) and lack of certification of organisation,20 % disagreed that Pizza Inn is certified and with regards to certification.

ISO 22000 impact on food safety- A similar trend was reflected with regards to ISO 22000 impact on food safety – most responses were in disagreement and neutral category an indication that management seemed not aware of the impact of certification on food safety. 60% of the management thought cost of certification is high.

*ISO 22000 impact on operational efficiency -*80% of the management were neutral to the impact of ISO 22000 on "trust improvement" after certification, which is indicative that Pizza Inn is not certified. This coincides with the 80% who were neutral with regards to their knowledge of ISO 22000

ISO 22000 certification impact on marketing- Most of the management were on the neutral sid e pertaining to marketing issues.

Nandos

Results follow a similar trend to the out brands under the Innscor group, for example, 80% of the management at Nandos responded "neutral" to knowledge of ISO 22000, 60% disagreed that "maintenance of ISOO 22000 certification is relatively easy" and 40% were neutral with regards to cost ISO maintenance. Also a majority did not seem to think that ISO certification would improve operational efficiency, 40% disagreed and 40% were neutral on marketing issues.

Wimpy

Knowledge and implementation of ISO 22000 – A total of 100% had no knowledge of ISO 22000 and similarly (split as "40% disagree" and 60% strongly disagree).

ISO 22000 impact on food safety-("40% neutral" and 60% disagree) displayed no knowledge of the impact of ISO 22000 certification on food safety

ISO 22000 impact on operational efficiency–. A large proportion (60%) disputed that maintenance of ISO 22000 certification is "relatively easy."

ISO 22000 certification impact on marketing– Any analysis of the key questions asked reveals a lack of basic knowledge of ISO 22000 certification as reflected by a mismatch in responses between knowledge of ISO 22000 and ISO 22000 impact on food safety and operational efficiency and marketing implications.

Food Express

Knowledge and implementation of ISO 22000 –80% of the management confirmed knowledge of the ISO 22000 food safety standards and 20% indicated that their organization was ISO 22000 certified

ISO 22000 impact on food safety- While 60% were neutral with regards to the cost of maintenance of ISO certification, 40% thought it was costly.

ISO 22000 impact on operational efficiency–. While 60% concurred that certification has reduced customer complaints and 20% concurred that certification has improved reliability, 20% felt that certification has not improved food safety

ISO 22000 certification impact on marketing–. 80% indicated that the cost of certification is high and also 20% indicated that ISO 22000 certification improved administration and customer retention value marketi

Overall / Combined Branded Fast Food - Managements Perceptions

Table 4: Combined Fast Food Outlets Management Perceptions about ISO 22000 Certification

1. Knowledge and implementation of ISO 22000	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I know about the ISO 22000	0%	8%	72%	12%	8%
My organisation is ISO 22000 certified	0%	32%	36%	24%	8%
Attainment of ISO 22000 certification has been easy	12%	24%	32%	32%	0%
Maintenance of ISO 22000 certification is relatively easy	8%	40%	32%	20%	0%
2. ISO 22000 impact on food safety	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
ISO 22000 certification has improved food safety	16%	28%	40%	12%	4%
ISO 22000 certification has improved perceived risk	8%	12%	36%	28%	16%
ISO 22000 certification satisfy customer needs for food safety	0%	20%	20%	32%	28%
ISO 22000 certification reduced customer complaints	0%	0%	36%	52%	12%
ISO 22000 certification has improved reliability	0%	32%	32%	28%	8%
3. ISO 22000 impact on operational efficiency	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
ISO certification cost is high	0%	20%	40%	28%	12%
ISO certification improved company asset administration	0%	4%	28%	36%	32%
ISO certification improved company operation procedures	0%	8%	28%	40%	24%
ISO certification has improved company efficiency	0%	4%	28%	60%	8%
ISO certification will reduce company costs in the long run	0%	20%	28%	40%	12%
4. ISO 22000 certification impact on marketing	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Trust has improved after ISO 22000 certification	16%	24%	40%	12%	8%
ISO 22000 is a valuable marketing tool	0%	12%	36%	36%	16%
ISO 22000 certification is a competitive tool	8%	16%	32%	32%	12%
ISO 22000 is a differential advantage for the company	12%	52%	24%	8%	4%
The aims of ISO 22000 certification have been attained/reached	12%	28%	44%	12%	4%

Management perspective combined (Table 4): Only 20% of the interviewed managers confirmed knowledge of ISO 22000 food safety standards and 32% confirmed that their

organisation was ISO 22000 certified and also 32% indicated that ISO certification is relatively easy (Table 4). On ISO 22000 impact on food safety, only 16% agreed that certification has improved food safety, 44% indicated that certification has improved perceived risk and 60% indicated that certification satisfies customer needs for food safety (Table 4) and 36% indicated that certification has improved reliability. While 41% concurred that the cost of certification is high, 64% agreed that certification improved administration of company assets and improved company efficiency (Table 4). 20%, 52% and 44% regarded ISO certification as having improved trust, as a valuable marketing tool and as a competitive tool, respectively (Table 4).

Customers Perceptions on Effectiveness of ISO 22000 as per Branded Fast Food Outlet

Chicken Inn Fast Food Outlet Customer Perceptions on Food Safety, Quality Standards and ISO 22000 Awareness

Chicken Inn customer perceptions: 35% of the interviewed customers were regular customers 71% of the customers agreed that they were "happy" with the hygienic standards practiced by staff with 42.84% saying that "overall quality delivery" impressed them. Only 28% of respondents concurred that management allowed them to air displeasure or complaints. While 71% agreed to an awareness of regulations that govern fast food outlets only 14% were aware of the ISO 22000 food safety standards.

Pizza Inn Fast Food Outlet Customer Perceptions on Food Safety, Quality Standards and ISO 22000 Awareness

Pizza Inn customer perceptions: 71% of the customers were regular customers at Pizza Inn and more than half (57%) were impressed with the hygienic standards by staff but none was impressed by the overall quality delivery. 57% of the customers indicated that management at Pizza Inn allows them o air displeasure or complaints and nearly 50% were aware of regulations that govern fast food outlets but only 14% were aware of the ISO 22000 food safety standards and none knew of their rights as enshrined in the ISO 22000 standard.

Wimpy Outlet Customer Perceptions on Food Safety, Quality Standards and ISO 22000 Awareness

Wimpy customer perceptions: 64% were regular Wimpy customers and 20% were happy with the staff hygienic standards and less than half were impressed with the overall quality delivery. Interestingly most of them were not aware of regulations that govern fast food outlets and 80% were not aware of the ISO 22000 food safety standards .

Food Express Outlet Customer Perceptions on Food Safety, Quality Standards and ISO 22000 Awareness

Food Express customer perceptions: More than 50% of the customers were regular customers and expressed satisfaction with hygienic standards and 49% were impressed with the overall quality delivery. About 54% concurred that Food Express management allowed them to air complaints and about 49% concurred that management allowed them to air complaints. While

about 49% were aware of regulations that govern fast food outlets, only 35% indicated their awareness of the ISO 22000 food safety standard.

Nandos Outlet Customer Perceptions on Food Safety, Quality Standards and ISO 22000 Awareness

Nandos customer perspective: 57% of the customers were regular at Nandos and were "happy" with the hygienic standards by staff however only 7% were impressed by the "overall quality delivery). While nearly 50% were aware of the regulations governing fast food outlets and ISO 22000 food safety standards, only 35% were aware of their rights as enshrined in ISO 22000 standards.

Overall / Combined Branded Fast Food Customers Perceptions on Effectiveness of ISO 22000

Table 5: Overall Fast Food Outlet Customer Perceptions on Food Safety, Quality Standards and ISO 22000 Awareness

Knowledge and implementation of ISO 22000	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I am a regular customer at this fast food outlet	0%	8.57%	32.82%	45.71%	12.86%
I am happy with hygienic standards practiced by staff	11.43%	12.86%	10%	52.86%	12.86%
I am impressed by the overall quality delivery	14.29%	15.71%	42.86%	28.57%	0%
Management allows me to air my displeasure/complaints	2.86%	14.29%	27.14%	48.57%	7.14%
I am aware of the regulations the govern fast food outlets	5.71%	7.14%	22.86%	45.71%	18.57%
I am aware of the ISO 22000 food safety standards	11.43%	25.71%	18.57%	31.43%	12.86%
I am aware of my rights as enshrined in ISO 22000 standards	10%	31.43%	18.57%	25.71%	14.29%

Overall customer perceptions: Combined regular customers were 45%, and customers who were pleased by hygienic standards practiced by staff were 52%. Customers who were aware of the regulations that govern fast-food outlets were 45% whilst those who were of the ISO 22000 food safety standards were 31% and those aware of their rights as enshrined in ISO 22000 standards were 25%.

Employee Perceptions on application of ISO 22000 Strategies as per Food Outlet

Nandos Food Outlet Employee Perceptions

Nandos employees' perceptions: 63% indicated their awareness of ISO 22000 food safety standards but none (0%) agreed that certification had improved safety at work and 45% indicated that they been trained in food handling as per the ISO 22000 standards.

Chicken Inn Food Outlet Employee Perceptions

Chicken Inn employees' perceptions: While over 80% and about 45% indicated that they had been trained in ISO 22000 food handling and awareness of ISO 22000 food safety standards, respectively, only 27% indicated that communication had improved with management.

Pizza Inn Food Outlet Employee Perceptions

Pizza Inn employees' perspective: While about 91% were aware of ISO 22000 food safety standards only about half (45%) admitted being trained in ISO 22000 food handling and safety and none (0%) indicated that certification had improved safety at work.

Wimpy Food Outlet Employee Perceptions

Wimpy employees' perspective: Over 80% of the employees were aware of the ISO 22000 standards and claimed to have been trained in ISO 22000 food handling and safety.

Food Express Food Outlet Employee Perceptions

Food Express employees' perspective: About 64% of the employees were aware of the ISO 22000 food safety standards and about 55% indicated that they were trained in ISO 22000 food handling and safety and also about 55% indicated that communication with management has improved with ISO 22000 certification.

Overall / Combined Employees Perception on application of the ISO 22000
Table 6: Overall Fast Food Employees Perception of ISO 220000

Knowledge and implementation of ISO 22000	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I am aware of the ISO 22000 food safety standard	1.81%	0%	30.9%	54.54%	12.73%
I have been trained in ISO 22000 food handling & safety	7.27%	16.36%	12.73%	50.9%	12.73%
ISO certification has improved safety at work	12.73%	20%	38.18%	29.09%	0%
ISO certification has improved communication with management	3.64%	16.36%	25.45%	49.09%	5.45%

Overall employees' perspective: Overall 30% were not sure whether they were aware of the ISO 22000, 54% were aware of ISO 22000 whilst 50% agreed that they were trained in ISO 22000 whilst 38% were neutral and only 29% agreed that ISO 22000 Certification has improved safety at work.

Discussion

In this discussion, the concept of branding has been revealed and it is important that branded fast foods invest in the maintenance of consumer sensitive corporate and product brand personalities. The results above showed the effectiveness and implementation of ISO in customer and employees of the branded fast foods. The role, effectiveness, benefits and the need for ISO 22000 was revealed by the above results. The results also shown above reveals that the modern history of the brand fast food industry is characterised by tremendous growth in terms of market share and contribution to economic growth and clearly shows that the key role that management of any business, including the branded fast food industry, must play to enable the implementation and maintenance of certification of any quality management system such as the ISO 22000 food safety standards. Results show a dominance of males 84% (21) in fast food outlet management compared to the 16% (4) females in management (Table 1). The majority of fast food outlet managers in this study were in the age brackets 20 – 30 (48%) and 31 – 40 (52%). Results show

no managers in the age groups 41 year and above (Table 1). Managers who are holders of certificates, diplomas and degrees constituted 20%, 68% and 16%, respectively. Results point to the fact that most of the managers in the fast food outlets are young adults that are relatively well educated. In conclusion, the dominance of males in the fast-food outlets reflects a normal trend as it is the norm for males to be cooks and chefs. Recommendations are that females are encouraged to take positions in managerial posts.

Customer perceptions

Out of the total 70 customers who were interviewed, 58 (82.86%) were females and only 12 (17.14%) were males. 92.85% of the customers were in young age group split as 70.07% in the 20 -30year bracket and 22.78% in the 31 -40 age group bracket with only 7.15% of the customers in the age group 41 years and above (Table 2). A small fraction (14.3%) of the customers was educated to only secondary school level. The majority of the customers (85.7%) were spread among certificate, diploma and degree holders (Table 2). In a nutshell women eat more often than men in fast-food outlets and the dominance of age 20-30 is due to group influence, income and small family sizes. Recommendations are that branded fast-food outlets should incorporate as special type of cliental such as pensioners and tailor made products must suit a specialised type of cliental. In conclusion, most of the customers are not aware of the food standards and ISO 22000. Recommendations are that the management should enlighten the customers through the use of enticing and innovating adverts as a marketing strategic tool.

On combined Customer Perceptions, most of the regular customers in each of the five branded fast-food outlets in Zimbabwe are not aware of the safety standards that are used in the branded fast-food sector. ISO 22000 standards is not known by most of the regular customers in all five fast-food outlets. Recommendations are that branded fast-food outlets should collaborate and make use of ISO 22000 in relationship with other competitors and market themselves as branded fast-foods outlets to build more safety, trust and loyalty with their customers. Additionally, a lack of effective internal corrective measures once system non-compliance and deficiency have been identified compound the issue of failure to maintain ISO certification (Chin et al., 2000). It is imperative that the top-teams in the branded fast food industry have a total buy-in into the importance of ISO 22000 in the industry and put up resources to train staff for the implementation and maintenance of the standards. Implementation and certification of food safety management system according to standard ISO 22000 brings to organization advantages in many ways.

Employee and Management Perception

Males at 52.78% constituted the majority of employees in the surveyed fast food outlets with females at 47.22% (Table 3). Of the total employees interviewed 3.64% (Table 3) were older than 41+ years, the rest were in the age groups 20 -30 (80.08%) and 31 – 40 (16.28%) (Table 3). In conclusion employees constituted a fair number regardless of the sex and gender showing that there is balanced recruitment. In conclusion, the results indicate that employees were not trained at all in ISO 22000 and they are merely employed without training and some of the branded fast-food outlets do not have a standard uniform, which according to the ISO 22000 standard is important in the differentiation of businesses in the branded fast-food outlet industry. The results also revealed that Food Express has complete up to the head gear uniforms whereas there is a need for the Inscor Group to adhere to the certification of ISO 22000 fully. Recommendations are

that branded fast food outlets should come up with in-house training for their employees on ISO 22000 and they should also lobby for collaborative training of their employees nationally. On combined Employee Perceptions, employees must be provided with a full set of staff uniform including head gear, to avoid imbalances in perception and service provision in the branded fast-food sector. Recommendations are that employees should also be given safety clothing to reduce accidents at work as per expectations of the ISO 22000 standards on hygiene and the safety of employees.

Conclusion

ISO 22000 standards should be adopted and implemented by the branded fast-food outlets in Zimbabwe so as to enjoy the merits and benefits of the ISO Certification. According to Surak (2006) the implementation of ISO 22000 Food Safety Standards is the key to the serving of wholesome, good quality meals in all fast food outlets globally. Adoption and implementation of the ISO 22000 Food Safety Standards by fast food outlets is one of the major strategies employed by fast food outlets to garner public confidence the service provider's quality assurance and service quality. Most of the Food Express management confirmed knowledge of the ISO 22000 food safety standards and indicated that their organization was ISO 22000 certified. While some were reluctant with regards to the cost of maintenance of ISO certification, 40% thought it was costly. While 60% concurred that certification has reduced customer complaints and most of the management concurred that certification has improved reliability, 80% felt that certification can improve food safety but indicated that the cost of certification is high even though indications are that ISO 22000 certification improved administration of company assets. A 100% concurred that ISO 22000 certification will reduce company costs in the long run if implemented fully in their organisations. In conclusion Food Express shows that it is the only branded fast-food outlet that has implemented the ISO 22000 although there is no appropriate training on the ISO 22000 standards. It is recommended that Food Express should train and further educate their staff on the ISO 22000 implementation as a means to quality enhancement.

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