INTEGRATED MANAGEMENT SYSTEMS: THE A. PETTI SPA EXPERIENCE

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ABSTRACT
Recent trends show a marked inclination towards a common vision of the various dimensions of quality in the agro-food sector. The model proposed integrates some or all of these aspects, highlighting similarities and synergies where possible to avoid unnecessary duplication and fragmentation. In this context, the paper analyses the management tools and standards for quality adopted by A. Petty S.p.A. in order to explore the opportunities and the main elements of criticality that derive from a strategic drive towards Integration of Management Systems (IMS) to improve business performance.

Keywords: integration, management, quality.

INTRODUCTION
The growing importance of the issues relating to quality management and aspects linked to the application of relevant tools is due to the evolution of the recent socio-economic scenario. It appears in fact obvious, that it is no longer possible for businesses to survive in highly competitive environments without following, or better, managing a structured path of quality, through programs oriented to Quality and to Environmental and Social Quality Management.

The voluntary adoption of Management Systems - Quality ISO 9001:2015, Environment ISO 14001:2015, Health and Safety OHSAS 18001:2007, Food Safety ISO 22000:2005, as well as the Standard British Retail Consortium (BRC) and International Food Standard (IFS) - represents, especially for organizations operating in the agro-food sector, an strategic value option. The respective characteristics of such systems enable synergistic integration in order to address business issues, environmental performance and security management from a holistic perspective.

Integration between management systems however is no mandatory requirement for an organization in the event it decides to adopt two or more systems of management but is rather, an opportunity to promote synergies for more efficient management systems, use of resources, more streamlined bureaucracy and paperwork and the experience acquired. However, many challenges have to be faced to obtain such benefits and to avoid the failures related to the integration process.

At present, various models for the integration of standardized MSs have been developed both at theoretical, geographical, and empirical levels. The multitude of theoretical approaches found in the literature on the integration of MSs, lead to the conclusion that there is no “one size fits all” methodology on which to build an integrated structure (Karapetrovic 2003, Beckmerhagen et al. 2003; Pojasek 2006; Jørgensen et al. 2006). Every integration process...
depends on the specific characteristics of the organizations involved, particularly in reference to dimension, number of pre-existent MSs, and sector features.

The implementation of IMS in A. Petti S.p.A., for example, fosters a holistic view of the continuous improvement of quality in the agro-food sector for maximizing effectiveness and efficiency in both internal and external organizational performance to facilitate the spread and potential growth of competitiveness and sustainability in the sector.

Therefore, the paper structured in four parts starts with a synthesis of aspects related to the systemic approach to the different dimensions of quality in the agri-food Italian sector.

Subsequently it is presented with a reality which is representative of the agri-food system Italian - A. Petti S.p.A. - that has distinguished itself for having made an Integrated Management System and is carried out an analysis of the evolution of such a system, in the light of the recent revisions of the standard ISO 9001:2015 and ISO 14001:2015. This in order to examine the contribution that the Integrated Management System can make to building the sustainability of the organization in its three dimensions: economic, environmental and social.

In the final section outlines the main considerations highlighting the main opportunities that can result from a strategic orientation towards integration of management systems in terms of improving business performance.

THE SYSTEMIC APPROACH TO QUALITY IN THE AGRI-FOOD SECTOR IN ITALY

The agri-food sector Italian is a reality of great importance both for the numerous and diversified sectors and branches of activity of which it consists\(^1\), both for the peculiarities that distinguish the relative output. These range from products coming from the agricultural world having different qualitative characteristics, possibly certified, to products obtained from industrial changes more or less complex, characterised by diverse added value.

The sector is characterized by the predominant presence of small and micro-enterprises, many of which are family run. This peculiar feature generates a competitive gap in respect of large international companies, but favors, on the other hand, greater organizational flexibility and a strong propensity to product and process innovation, which places the Italian companies in market segments (also ester) characterized by consumers of mid-high likely to purchase food quality.

Organizations operating in the agri-food sector italian, in fact, by the time they attribute to the quality a decisive role for the purposes of its strategic orientation for the acquisition, retention and the progressive improvement of the competitive advantage.

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\(^1\) A reality articulated that covers a segment of consumption which is worth 220 billion Euros: for 67 % in domestic consumption and for the remaining 33% in consumption “outside home”: bar, restaurants, canteens and catering. Most enterprises - about three quarters - is engaged in the agricultural production, 2.6% is involved in the processing, 3.3% in the commercial intermediation, 8.5% in the distribution and the 1.4% in food & beverage. These joins then an important induced undertakings outside the die that it offer essential services like transport, packaging, logistics, energy, technical means and equipment for agriculture and the food industry, communication services and promotion (Accredia 2005).
The systemic approach to quality in this sector is of particular importance because it represents the point of convergence between the expectations of consumers increasingly attentive and looking for original products, typical, eco-compatible, ethical and decision-making processes of the producers that in order to ensure consumers the suitability of the products and of the agri-food processes a certain standard.

In recent years, in fact, the concept of the quality of food products, understood as the capacity to meet specific needs of consumers, it is expanded and among the fundamental elements on which it is based, in addition to the organoleptic and nutritional characteristics, use (preservability, ease of use, packaging, etc), culture (tradition, geographical origin, typicality, etc.) have also been considered environmental factors and ethical-social (environmental protection, security of workers, fair trade, etc.).

The first reference to quality aspects is the national and Community legislation which protects the hygiene of food products and gives a guarantee under the nutritional aspect. The second reference is voluntary certification based instead on free choices of "quality" operated by the production companies, based on the characteristics that distinguish the agro-industrial products and representing "value" further to the consumer.

The certification of voluntary compliance is based, therefore, on impressive requirements and differentiating a product, often identified thanks to the work of research and diffusion of new expectations of quality expressed by the market, with respect to which becomes more and more the nodal orientation of enterprises.

The peculiarities of the sector, however, mean that there are different levels of certification of conformity of the qualitative characteristics of agricultural and food products with different degrees of implication of the accreditation.

In addition to the voluntary certification of management systems, in line with the standards ISO 9000, ISO 14000, SA 8000, OHSAS 18000 and common to all the sectors, the agri-food sector is characterized by wide affirmation of further types of certification (product, die, process, system).

They range for example from Community trademarks of typicality, i.e. the Protected Designation of Origin (PDO), Protected Geographical Indication (PGI) and Traditional Specialty Guaranteed (TSG), to the organic production method, all governed by Community Regulations (Proto et al. 2010).

Also the large-scale retail trade, in view of the increasingly significant role which it plays in the agri-food sector, has introduced new standards to which the agricultural holdings and the processing can adhere, undergoing rigorous checks and verifications of compliance.

Among the numerous standard, there is the GlobalGap (formerly EurepGap), founded in 1997 by an initiative of the Euro Retailers produces Working Group (EUREP), the association of the major European distributors, which promotes the use of good agricultural practices (Good Farming Practices - GAP) in primary production\(^2\).

\(^2\) The requirements included in this standard, exclusively directed to the agricultural sector, are referred to the various phases that characterize the work undertaken by the (selection and crop rotation, use of fertilizers and pesticides, irrigation systems, systems for the collection, handling and preservation of the product, safety of the operators, etc.).
Other important standards drawn up to facilitate the selection of suppliers by the large-scale retail trade are the BRC - British Retail Consortium and the IFS - International Food Standard\(^3\).

In recent years, the ISO has published a standard, for voluntary adoption, aims to harmonize the different standards for the development and management of safety and food traceability: the standard 22000:2005 Food Safety Management Systems - Requirements for organizations throughout the food chain\(^4\).

The voluntary instruments for the dissemination of quality in the agro-food sector Italian are already largely consolidated, with the exception of ethical tools that require a different sensitivity of the companies (Table 1).

The implementation of the management systems and the relative "certification" (quality, environmental and ethical), constitute, in particular, occasions for the improvement not only of the effectiveness and efficiency of internal processes, but also of relations with the socio-economic context in which the organizations operate.

However, it is necessary to highlight that the systemic approach to quality in the agri-food sector Italian has highlighted the evolutionary dynamics different - spatially and temporally - by type of production chain, with considerable differences between agricultural and industrial sectors and logistic. The agricultural sector has encountered many difficulties in expressing its own operational interpretation of the philosophy of quality, difficulty in part attributable to the known factors of inefficiency that characterizes the structure of this sector in Italy, among which should certainly be counted the uneven growth, fragmentation, the reduced dimensions, the spatial dispersion, as well as the rigidity of productive factors and the lack of vocational training.

It should also be noted that most of the companies of the Italian agri-foods sector continues to slight the advantages offered by the ISO standard 22000 preferring especially use the BRC and IFS schemes whose recognition is essentially limited to the countries of origin.

A major challenge for companies in the Italian agri-food sector is to promote mutually reinforcing development of different forms of certification (product, process / supply chain system) related and complementary. This is achieved through proper management of resources, a synergistic implementation of the output, a correct analysis of the results achieved in each of the matters under consideration.

\(^3\) The first was drawn up by the BRC, the organization that represents the main operators in the large-scale distribution in Great Britain, while the IFS, was developed jointly by organizations that represent the great German distribution and French. They are both directed to processing factories and are aimed at ensuring, with reasonable certainty, constancy and uniformity of the quality requirements of the products.

\(^4\) This standard, contemplating the mandatory application of the HACCP system, it integrates the methodology by providing the identification and control of all the dangers inherent in the exercise of the activities of the organization and relating the healthiness and safety of the food, up to the moment of its consumption.
Table 1 - Certification of Management Systems registered in Italy in the agri-food sector

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2016</th>
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<tbody>
<tr>
<td>ISO 9001</td>
<td>310</td>
<td>307</td>
</tr>
<tr>
<td>ISO 14001</td>
<td>60</td>
<td>93</td>
</tr>
<tr>
<td>OHSAS 8001</td>
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<td>43</td>
</tr>
<tr>
<td>SA8000</td>
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<tr>
<td>ISO 22000</td>
<td>26</td>
<td>818</td>
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<table>
<thead>
<tr>
<th>Sector</th>
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<th>2016</th>
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<tbody>
<tr>
<td>Agricultural</td>
<td>3360</td>
<td>3.538</td>
</tr>
<tr>
<td>Food</td>
<td>735</td>
<td>838</td>
</tr>
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<td></td>
<td>52</td>
<td>503</td>
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<td>59</td>
<td>230</td>
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Source: Processing of data Accredi 2015 e Social Accountability Accreditation Services 2015

THE IMPLEMENTATION OF INTEGRATED MANAGEMENT SYSTEMS IN A. PETTI S.P.A.

In the sectorial system Italian food, consisting for the most part by SMES, the company "Antonio Petti SpA" constitutes a reality representing the sector of vegetable tinned Italian and, in particular, campano. The A. Petti P.p.A. S.p.A., located in Nocera Superiore (SA) operates from 1925 in the district of “Agro- Nocerino Sarnese” and is a well known company producing processed tomatoes.

In recent decades, the pressures emerging from the competitive arena in which the company A. Petti S.p.A. operates, have led management to redefine their approach, strategies, and organizational planning in order to achieve better economic, environmental and ethical performance (Salomone at al. 2013).

In particular, the A. Petti S.p.A. has strengthened the ability of planning and control of business activity in order to contemplate, in managerial practices, aspects related not only to the safety and healthiness of the product offered but also to safeguard the environment and health and safety at work as well as the dimension ethical-social. This through a systemic approach to the "quality" of performance, analyzed in its many dimensions.

In this perspective, the A. Petti S.p.A. has therefore felt the need to go beyond the "Total Quality" assured by the ISO 9000 standards series, and has also implemented other Management Systems (environmental and ethics) and Product Certifications (e.g. BRC and

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5 The district of Agro Nocerino Sarnese" has a specialization in the agri-food sector and reveals a significant interaction between the different phases of the system agribusiness, i.e. production and distribution of equipment, machinery and technical means, tasks properly agricultural and those relating to processing, storage and marketing of products.

The nodal industry is that of vegetable preserves, in which they operate a plurality of small and medium-sized enterprises devoted principally to the processing tomatoes, representing about 65% of enterprises Italian canning. The sector of vegetable preserves Italian and campano, however, in addition to representing an economic reality of absolute importance in the context of the agri-food sector national, in terms of number of enterprises, turnover, flows for export, etc., constitutes a driving element for the dissemination of quality products and for the affirmation of the Made in Italy.
IFS) that has improved the effectiveness and efficiency of process outputs and the relationships with the socioeconomic context in which the company operates (Figura 1).

Fig. 1 - The pathway toward the implementation of the Integrated Management Systems (IMS) in A.Petti S.p.A.

The adoption of such systems has, however, resulted in a substantial production of documents and data and has required significant resources, especially professional, dedicated to the collection, testing, archiving, analysis and review of this documentation.

The A. Petti S.p.A., thanks to the high level of cultural maturation has, therefore, decided in 2012 to undertake a path of strategic integration, organizational and management of different systems, taking advantage of, where possible, similarities and synergies within the international and European standards reference avoiding fragmentation and duplication.

The management systems, in fact, presented in addition to a strong affinity terminology, a same load-bearing structure, they provided a similar reference documentation, but above showed significant similarities methodological approach, and, therefore, had a not only formal complementarity, but also substantial.

As regards the methodology used, it is, in all standards, always oriented to the PDCA cycle; Therefore, whatever it is the organization management structure there are identifiable integration elements such as the definition of its own political and strategic objectives, on which are both organized resources, defined responsibilities, documentation and processes and planned the activities of analysis and evaluation of the business management efficiency, intervention measures and, finally, monitored and evaluated the objectives achievement with a view to continuous improvement.

Particular attention is paid by all the operational tools to the management review - as an important instrument proficiency testing, adequacy and effectiveness of the System or of the implemented Systems in order to identify opportunities for improvement - in terms of both internal and external communication, essential to promote the information dissemination and sharing, at all the levels, its values and its operation modes and in reference to internal audit - in order to verify the correct application and effectiveness in achieving the desired requirements - as well as preventive actions, training, human resources involvement to the
financial, technological and structural optimization necessary to implement, maintain, continually improve the adopted Systems.

A driving force in an Integrated Management System implementation in the company A. Petti S.p.A. has been generated from the Management which has expressed its commitment and has assumed the responsibility for IMS implementation, through a variety of actions, such as communication, goal setting, business planning, Management review, the insurance of the required resources availability to implement, maintain and improve the IMS and the definition of roles and responsibilities.

However, the crucial first step from which A. Petti S.p.A needs to begin to implement an integration process is the all company activities analysis and the potential benefits and obstacles that may arise.

Subsequently, this integration was carried out through the definition of a working team specially dedicated and a methodological criteria as well as through a broad involvement of human resources. Then it was carried out a preliminary a critical analysis of the existing documents.

In particular, by the critical analysis of existing documentation in the company and business processes is highlighted the need for a significant rationalisation and optimisation of documentation present.

Once evaluated the convenience to implement an IMS was important to provide a "unique" documentation, not only appropriate to the organization activities and size, but which also that it takes into consideration relationships, similarities and differences of the various Systems to adopt. Such documents includes Manual, procedures, operating instructions, documents and the registration forms.

In particular, the Manual drafting, which describes the organization IMS, while requiring considerable effort, has the advantage of providing an overall picture, to catch and highlight all the integration factors, and thus, to avoid duplication.

It is the framework document for all IMS procedures, in which the interactions between the processes are described. In addition, the Manual has to be continually updated and include the policy, objectives as well as the IMS purpose and scope.

The procedures adopted by A. Petti S.p.A. - which describe the conditions under which to perform certain activities - were divided and structured in conformity with following level of integration:

- common or general system procedures, or rather unique for certain activities, such as management review, the internal audits and training of the staff involvement management, as well as the devices monitoring and measuring or even the all parties concerned satisfaction evaluation;
- partially integrated procedures, if common to only some Systems, such as emergency management or the environmental impacts assessment and risks expected in the environmental systems, etc.;
- not integrated procedures, if they relate only to a single System, such as control over product quality, waste management, etc.
Finally, also the recordings, needed to provide the IMS evidence of conformity and operation, were divided into common or general, partially integrated or non-integrated, depending on which refer to recordings processes for which it is initially proceeded to the integration or less. An example of the first is the management review minutes, while not integrated recordings can be, for example those related to emissions.

The implementation of these procedures and integrated recordings made it possible to considerably reduce the number of the same - through the elimination of duplication and by integrating, where possible, several types of documents - and provide a considerable bureaucratic simplification.

All documents were examined together with Company staff in order to enlighten everyone and to discuss suggestions: this was preliminary to the operative phase of application of the IMS.

The integrated system provides for application to all levels and all business processes related to each other directly or indirectly, affecting the quality of products/services offered or that interact with the environment, so as to ensure that they comply with the requirements of customers and other conditions applicable. To this purpose, the company has defined the relevant processes for quality management, environment and product safety, dividing them into “primary” and “support”. The primary processes are directly related to the production of concentrates and tomato sauce and customer satisfaction (purchase orders, warehousing, procurement, manufacturing and controls), the processes of “support”, however, are those without immediate impact on the final customer but which support the activities of the company by determining the correctness and efficiency of the primary processes (such as resource management, measurement, analysis and improvement, managerial responsibility) (Salomone et al. 2013).

The realization of an IMS in A. Petti S.p.A. was facilitated by its own peculiar characteristics, such as flexibility and adaptability to the environment changing conditions in which it operates, to its mobilization ease and speed of existing resources and the strategies and behavior modification on the basis of contingent situations. These characteristics have favored the cultural, management and organization change processes, needed to support the strategies promotion oriented to the effectiveness, efficiency and responsibility environmental and social.


The standards ISO 9001:2015 and ISO 14001:2015 recent versions provide for new concepts and principles, fundamental and strategic in terms of improving organizational performance even in relation to the conditions and market scenarios.

The processes management, risk-based thinking, the activities harmonization associated with the strategic direction and organizational knowledge and its place oneself in the target market are current issues that the A. Petti S.p.A. aims to address and manage in advance in order to implement them in a useful and beneficial way for the organization.
The A Petti S.p.A. aims in the coming months to adapt its IMS to the ISO 9001 and ISO 14001 new requirements by following the steps outlined below: The first step is aimed at identifying any gaps or deficiencies in the current system and the definition of the adjustment path to take through an appropriate comparison of IMS deployed and implemented with the ISO 9001 and ISO 14001 new requirements.

The A. Petti S.p.A., by a careful business processes evaluation and a context and stakeholders analysis, will carry out a mapping and risk assessment and will finalize the gap analysis between the current procedures and what is required by the new standards.

The risks, in fact, have to be identified, assessed and managed as an integral part of the Integrated Management System, and considered one of the elements that contribute to improving the organization's performance.

The second step includes the main stakeholders involvement (management, employees etc.) and the upgrade of the existing system. As a result it will be expected some checks through internal audits to assess the correct implementation and, therefore, preparation for re-certification according to the new standards.

It is necessary to highlight that the IMS adjustment process will inescapably incorporate the major changes envisaged by the new standards through:

- the new "High Level Structure" - HLS application.
- According to this structure, in fact, the risks identification and assessment and the opportunities associated with a given management system is a prerequisite to be able to properly set the planning and define, therefore, appropriate actions to effectively manage these risks and opportunities.
- a risk-based thinking consolidation, in order to support and improve the IMS planning
- In interpretative key provided by the same ISO 9001 and ISO 14001, the risk concept tends to widen, calling organizations to develop approaches to risk management aimed not only to govern the threats that might prevent to achieve their business objectives, but also to seize and exploit the potential opportunities related to them. Among the risks to be considered there are, therefore, also the risks associated with maintaining compliance with the legislation (which might entail sanctions consequences, fines, certification suspension or loss, etc.) and risks associated with potential positive and negative impacts on corporate business.
- The recent standards contain specific requirements for the risks identification, assessment and management and opportunities, which involve a review and a reorientation of the A. Petti S.p.A. Integrated Management System. This in order to finalize the IMS also to the prevention and risk reduction and the enhancement and amplification of the opportunities related to their management. It is important to consider that this type of risk analysis considers the environment as a source or through risk and the business as a target of its risk.
- greater consideration of the organizational context (relevant issues, stakeholders)
- Among the most significant new standards innovations, there is the introduction of a new requirements set related to the organization identification and understanding which adopts and develops an IMS, the context in which it operates and instances coming from this.
The introduction of this new "anchor" for the organization's environment, will induce the A. Petti S.p.A. to require, in particular, to identify and take charge of the stakeholders needs and expectations, emerging from the context, which become real requirements for the organization. In fact, it is called to identify stakeholders, assess the their needs and expectations relevance, based on this evaluation, determine which - between the needs and expectations identified and assessed - are significant as to be become IMS actual requirements.

- a more significant attention to the expected results from the IMS achievement
- greater attention to the products use and at product all life cycle levels
- greater involvement and control of suppliers
- increased attention to external communication and less concentration on the documentation
- un strengthening of the leadership requirements.

The leadership theme from the Top Management assumes, in fact, a crucial importance in the new standard structure, both as seek to offer a good example at all organization levels, and as the need to "assimilate" completely business and environmental priorities in business strategies and to make available sufficient resources for this purpose.

All these innovations are linked by the only common thread of the A. petti S.p.A manifold will to promote a greater IMS entrenchment in business reality, at all action levels: from the Top Management strategies, to the relationships with suppliers and other players in the sector, to tie the organization's destinies even with its context and with the stakeholders that make it up. A practical fairly ambitious goal, however, that wants to pursue the highest aim to give dignity to the improving strategies of the organization business and environmental performance, bringing them into the business decisions heart, making them enter the cockpit, giving, then, "substance" the corporate sustainability and environment.

It is the A. Petti S.p.A. task, finally, to define improvement opportunities and the actions necessary to achieve the intended outcomes, based on the outcomes of the three key tasks that define the performance evaluation - measurements and monitoring - internal audit and management review. Non-compliance and corrective actions do not serve "only" to keep the IMS efficiency, but can have multiple purposes in corporate operations, including for example:

- strengthen the employees involvement and motivation;
- develop continuous improvement ideas;
- show the System "transposition" and its roots to the verifier;
- improve and make efficient control instruments by management and assessment tools of an organization's performance;

In practice, the non-compliance, as emphasize the new standards have a positive connotation in the system management and have to be "lived" by the company in a constructive and functional to the system itself effectiveness. The deviations from the requirements, or by the compliance obligation, are promptly detected by the organization's staff and are used as an incentive to improve.
In full coherence with this approach, with reference to the indicators use that have been previously defined "of control" for the system performance evaluation, a particularly significant indicator is represented, for example, by the ratio between the number of non-compliance reported from the inside, and the number of non-compliance reported by the external auditor: the higher this ratio, the more the system proves to be able to respond to one of its main objectives - to continuously supervise compliance with the standards, registering promptly any differences and showing compliance with the reference standards within the third party verification. In this sense, the non-compliance should be vested in the system daily routine, and be detected not within the regular internal audits, but also, continuously, from the "base", that is, from the staff who is in line to operate.

Conversely, a good reactivity "indicators" system encompasses sizes primarily aimed at quantifying the actions taken as a result of the evidence arising from the audits, in terms of corrective actions and, more generally, as a result of reports of non-compliance also not attributable to internal audits cycle. In the new standards, and, therefore, in the IMS of A. Petti S.p.A. will disappear "formally" preventive actions: this absence is clear and consistent with the innovations standards. It is clear that in the new standards setting, the System is focused on risk prevention, so the explanation of specific requirements on the preventive actions will lose its meaning.

Referring finally to the continuous improvement concept, is now definitively clear that it includes both the supply chain - in the Life Cycle Perspective - and the risk, in terms of the IMS ability to reduce the risk in both its fundamental meanings: as a risk for the environment and as a risk for the organization.

To the organization, in fact, is asked to look to its environmental aspects from the perspective of the "Life Cycle", or to consider not only what happens within the physical boundaries and decision of their company, but also to understand what happens before and after them, and groped to positively influence the suppliers and customers, distributors and end users behavior and choices in order to direct them towards environmental improvement. It is difficult to fight or deny this trend significance, regardless of the standard ISO 14001, is already long been taking on the role and growing importance in the A. Petti S.p.A. strategies in view of the emerging need by the growing globalization, offshoring and outsourcing of many processes, by an increasingly strong and direct relationship with the customer, from the need to offer guarantees on the entire supply chain.

The improvement objectives identification, and the definition of environmental programs and actions to pursue them effectively, are the privileged setting for the Life Cycle Perspective integration in the Integrated Management System. It is in the decision making processes, in fact, that the tools information capacity such as Life Cycle Assessment (LCA) express their full potential. Apart from the utility considerations, for business decision makers, to have adequate information and detailed data on the environmental impacts associated with different alternatives for possible improvement - now widely recognized - it is useful to focus on a

6 The Life Cycle Assessment is a methodology for the calculation of the ecological footprint of a product/service in its life cycle. It is based on an objective process and timely for the evaluation of environmental loads connected to the product/service in question, through the identification and quantification of the energy and of the materials used and waste products from extraction to the treatment of raw materials, to manufacture, transport, distribution, use, re-use, recycling and final disposal "full LCA". 
particular aspect of the program, its efficiency and economic environmental interventions sustainability. The LCA methodology matrix can find effective application in the IMS field, in search of opportunities for eco-efficiency. The so-called Life Cycle Costing, for example, provides guidance on how to integrate the accounting business "conventional" with an approach that allows for identification of strategic opportunities and the scope for longer-term efficiency.

This interpretation might help to overcome the actual standard limitations in urging certified organizations to adopt and implement environmental programs and objectives concerning supply chains, relationships with suppliers, the characteristics of its products and services, the competitive opportunities related to "green" niches market and all those areas, being more related to the environmental aspects defined as "indirect", are today very little developed by organizations.

It is necessary, however, to emphasize that the strong innovations introduced by the standards may constitute a concern source for organizations that to date in the requirements implementation have given importance to the standards compliance formal aspect, even worse, for those organizations that they have considered it a mere formality. Definitely there is not concern for the A. Petti S.p.A. which has always understood the standard requirements meaning and has incorporated them into strategies and business work mode, it has translated them into effective tools and management approaches for their own company and has developed them in order to pursue its own performance continuous improvement and, at the same time, of its competitiveness.

RESULTS AND CONCLUSIONS

The complex and articulated integration process undertaken by the Petti S.p.A and the subsequent adaptation of IMS to recent standards highlight many advantages both in organizational terms and in terms of economic and financial.

Among the main related to internal processes emerge the ability to reduce the conflicts and inefficiencies between the various systems, optimization of resources and the resulting synergies, the improvement of the aspects related to the management of risk and the possibility of performing internal and external audit as efficient and effective as well as the simplification of bureaucratic aspects and organizational. In general the S.p.A. achieved improvements in organizational efficiency and effectiveness.

In other words, the integration between management systems has represented an opportunity, that the same standard suggest, to promote synergies in terms of the resources used and the experience acquired, and can be a formidable lever for the affirmation of new governance models oriented to improve performance in a holistic approach.

The weak points that emerged during the process of implementation have focused on the need for a change in attitude between employees and management, difficulties in attempting to re-

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allocate roles, responsibilities and skills and resources for training, knowledge sharing and dissemination.

As concerns the strong points relative to external processes, these mainly involve the worldwide spread of multiple MSs in the agro-food sector and the enhancement of synergies, best practices to meet strong competition on the global market and the widespread adoption of tools for continuous improvement and benchmarking (Salomone et al. 2013).

The experience of A. Petti S.p.A. may be a propulsive factor and driving force for the oriented other organizational realities involved in the improvement of their economic, environmental and social performance through a systemic vision of quality. A vision that requires the adoption of different instruments to the continuous improvement of the effectiveness and the efficiency of the processes involved.

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