FSSC 22000 Business Benefit Case Study

Extended Summary

Date: 26/03/2026

Strictly private and confidential

1. Executive Summary 4
1.1. Why This Study: Demonstrating the Business Value of FSSC 22000 4
1.2. Strategic Way Forward 5
2. Project Background and Introduction 6
2.1. Background of FSSC 22000 6
2.2. Rationale for the Business Benefit Study & Objectives 7
2.3. Scope, Assumptions, and Exclusions 8
2.4. Stakeholder Groups Covered 8
3. Top Strategic Outcomes for FSSC 9
4. FSSC Scheme Aspects and Enabling Services 10
5. Study Design and Approach 12
5.1. Survey and Interview Design 12
5.2. Survey Scale 13
5.3. Data Analysis 13
5. Key Findings 15
5.4. Impact on Certified Organizations 17
5.5. Impact on Certification Bodies 21
5.6. Impact on Brands and Retailers 25
5.7. Correlation Highlights 28
6. Industry Perspective: Impact of FSSC Certification on the Food Safety Ecosystem 29
6.1. Integrated Stakeholder Perspective 29
7. Conclusion 31
8. Recommendations 34

Glossary of Terms

FSSC 22000	Food Safety System Certification 22000
GFSI	Global Food Safety Initiative
FSMS	Food Safety Management System
ISO	International Organization for Standardization (context used: ISO 22000, ISO 9001, ISO 14001, ISO 45001)
HLS	Harmonized Structure (ISO Management System structure)
PRPs	Prerequisite Programs (sector-specific hygiene and operational conditions)
ARs	Additional Requirements (FSSC-specific mandatory requirements)
COs	Certified Organizations
CBs	Certification Bodies
L&D	Learning & Development
DP	Development Programme
CAPA	Corrective and Preventive Actions
NC	Non-Conformity
HACCP	Hazard Analysis and Critical Control Points
GMP	Good Manufacturing Practices
ESG	Environmental, Social and Governance
FLW	Food Loss & Waste
SMEs	Small and Medium Enterprises
FSQA	Food Safety & Quality Assurance

1. Executive Summary

The study demonstrates that FSSC 22000 is perceived not merely as a certification scheme, but as a strategic enabler of resilience, credibility, and sustainable growth. As certification becomes a baseline expectation rather than a differentiator, industry stakeholders seek evidence of how food safety schemes contribute to tangible business value.

The assessment was designed to:

- Move the conversation from "cost of certification" to "value of certification."
- Quantify operational, financial, cultural, and market driven benefits.
- Understand how FSSC 22000 scheme elements contribute to consistency, risk reduction, and trust.
- Identify opportunities to strengthen business value across the ecosystem.

As certification becomes a baseline expectation rather than a differentiator, industry stakeholders seek evidence of how food safety schemes contribute to tangible business value.

Findings are informed by survey data and structured interviews with Certified Organizations, Certification Bodies, and Brands & Retailers operating across multiple regions and food categories.

1.1. Why This Study: Demonstrating the Business Value of FSSC 22000

- **Guiding FSSC's Strategic Direction:** The findings offer FSSC a clear view of what is working well (e.g., Integrity Program, guidance, L&D) and where further value can be created (e.g., financial quantification, digital tools, capacity building). This supports strategic prioritization for the Board and executive team
- **From Compliance to Business Value:** The study aims to move the narrative beyond compliance, by documenting how FSSC 22000 contributes to governance discipline, operational resilience, risk reduction, cost control, and strategic positioning for certified organizations and brands.
- **Responding to a Changing Landscape:** As global supply chains expand and regulatory expectations intensify, certification has become a baseline requirement. Stakeholders now ask not only "Are we certified?" but "What business value does this certification create?" This study was initiated to answer that question specifically for FSSC 22000.
- **Evidence for Decision-Makers and Regulators:** Boards, executives, regulators, and procurement leaders increasingly demand evidence of impact. By showing reduced non-conformities, fewer food safety incidents, and stronger regulatory performance in FSSC-certified sites, the study provides a data-backed basis for internal decision-making and external regulatory endorsement.
- **Enabling Market Development and Capacity Building:** The study confirms that FSSC 22000 is not only an audit scheme but also an internal capacity-building framework. This insight can be used to support SME onboarding, new market penetration, and positioning FSSC certification as a growth-enabling and capability-building tool.

1.2. Strategic Way Forward

Strategic Outlook: As supply chains continue to globalise and regulatory expectations evolve, harmonised and credible food safety schemes will become even more critical.

FSSC 22000 is well positioned to support this transition by combining:

- Robust technical requirements
- Strong governance oversight
- Integrity-driven certification
- Enabling services that deliver measurable business value

FSSC 22000 functions as a common assurance language—reducing fragmentation, enabling trust, and supporting scalable food safety management across global supply chains.

Strategic Way Forward Opportunities:

- **Government Engagement:** Leverage reduced non-conformity data to advocate endorsement rather than duplication of regulatory controls.
- **Financial Quantification Initiative:** Conduct targeted research to generate stronger quantifiable financial metrics and economic impact evidence.
- **Market Development Through Capability Building:** Position certification as a capability-enhancement pathway for non-certified manufacturers.
- **Enhanced Communication of Scheme Upgrades:** Improve structured communication on scheme transitions and updates via portal notifications and executive briefings.
- **Expansion of Digital Learning Formats:** Strengthen audio-visual and interactive training mechanisms to support global accessibility.

This study confirms that FSSC 22000 delivers measurable business benefits across risk management, governance, operational efficiency, and credibility. While financial gains are currently more efficiency-driven than revenue-led, the scheme's structured architecture provides a strong foundation for long-term economic value creation. With strengthened financial quantification, continued integrity oversight, enhanced government engagement, and expanded enabling services, FSSC 22000 is strategically positioned to reinforce its role as a globally trusted, resilience-driven food safety scheme.

Across all groups, FSSC 22000 is consistently associated with consistency, credibility, and comparability—attributes that are increasingly critical in global food supply chains.

2. Project Background and Introduction

2.1. Background of FSSC 22000

FSSC 22000 is a Global Food Safety Initiative (GFSI)–recognised food safety management system scheme, built on the principles of ISO 22000 and aligned with internationally accepted ISO management system frameworks. The scheme integrates HACCP-based food safety controls with sector-specific prerequisite programmes (PRPs), providing a comprehensive and structured framework for managing food safety risks across the global food supply chain.

"Recognition of the FSSC Brand, as a non-profit Foundation supported by over 34,000 Certified Organizations, serves to enhance trust in the consumer goods industry".

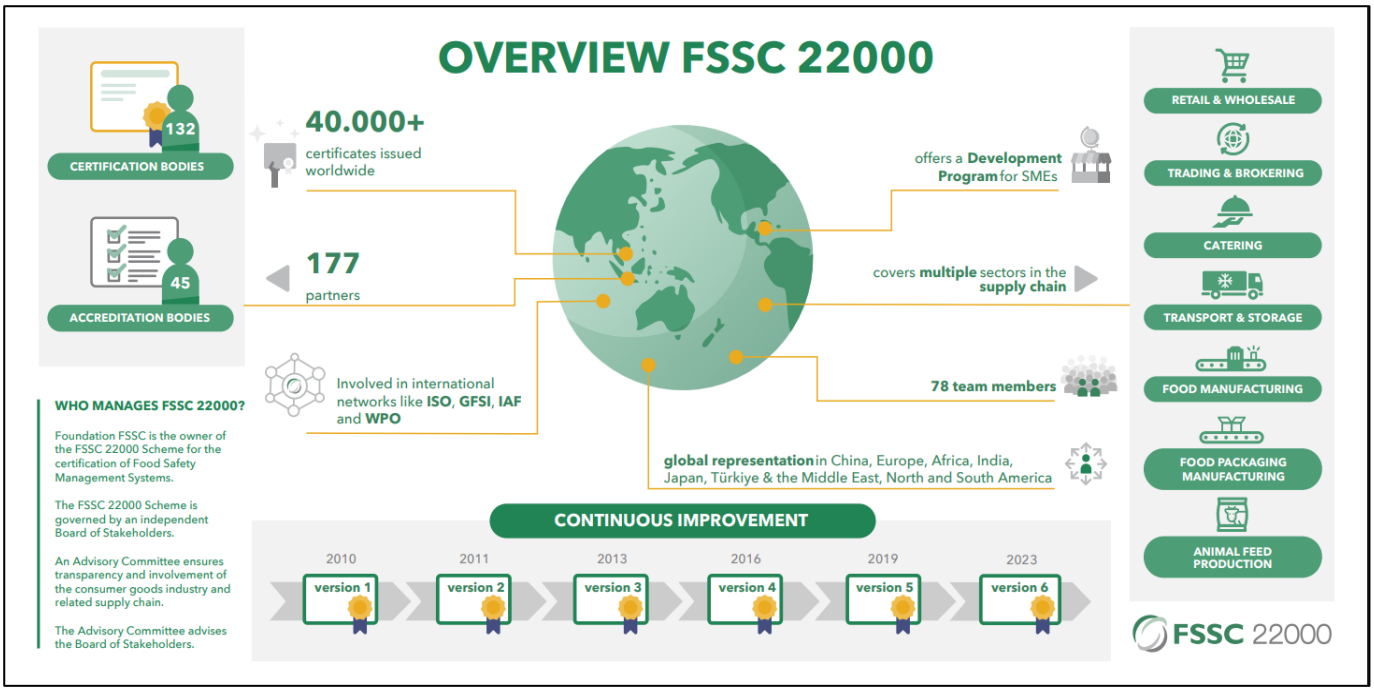
-FSSC Annual Report 2023

Over more than 15 years of implementation, FSSC has established itself as a management system–based scheme that delivers consistency, credibility, and trust across diverse geographies and food sectors. Its design leverages ISO's Harmonised Structure, enabling alignment with other ISO management systems and supporting integrated governance models within organisations.

Collectively, the FSSC 22000 architecture supports:

- ✓ Harmonisation across standards, enabling integrated and single audit pathways.
- ✓ Unified documentation and processes, improving audit readiness and consistency.
- ✓ Reduced audit duplication and associated costs (audit days, administration, travel)
- ✓ Improved management oversight through integrated risk and performance controls
- ✓ Easier onboarding for organisations already operating ISO-based management systems.

Figure 1: Overview of FSSC 22000



Source: FSSC

2.2. Rationale for the Business Benefit Study & Objectives

While FSSC 22000 is widely recognised as a credible and robust food safety certification scheme, stakeholders increasingly seek to understand its business relevance beyond compliance. As certification requirements mature and expectations from regulators, buyers, and consumers continue to rise, organisations are evaluating certification not only in terms of cost, but in terms of operational efficiency, risk mitigation, and value creation.

The primary objectives of the Business Benefit Case Study are to:

- Assess the business impact and value creation associated with FSSC 22000 adoption for COs, CBs, and Brands/Retailers, framing value across People, Planet, and Prosperity
- Evaluate stakeholder value derived from key scheme components, including standard harmonisation, guidance documents, digital solutions, learning and development, the development programme, and integrity assurance.
- Examine how harmonisation across differing brand and market requirements contributes to reduced audit duplication and process complexity.
- Define the economic and operational win through practical comparisons of certification-related costs and benefits.
- Assess operational outcomes such as improved regulatory compliance, reduced food safety incidents and recalls, and enhanced product quality.
- Understand how scheme credibility, global relevance, and knowledge dissemination contribute to broader food safety and sustainability outcomes.

2.3. Scope, Assumptions, and Exclusions

The scope of the assessment includes:

- Certified Organisations implementing FSSC 22000
- Brands and Retailers mandating FSSC certification within their supply chains.
- Certification Bodies under the FSSC 22000 scheme for auditing and certification operation.

- **Harmonisation of Standards:** Single-audit leverage, reduction in audit duplication, documentation uniformity
- **Guidance Documents:** Implementation clarity, audit readiness, and risk mitigation (food safety, food fraud, food defence)
- **FSSC Digital Assurance Platform (for digital enablement):** Certification transparency, process tracking, and administrative efficiency
- **Learning and Development:** Capability building, consistent interpretation, and continuous improvement
- **Development Programme:** SME onboarding, certification readiness, and market access enablement
- **Integrity Program:** CB performance oversight, complaint handling, and trust protection

The analysis is based on a combination of qualitative and quantitative survey data and the related stakeholder interviews.

Exclusions

The study does not cover:

- *Non-FSSC certification schemes*
- *Unrelated food safety or sustainability programmes*
- *Financial audits or cost structures beyond certification-related impacts*

2.4. Stakeholder Groups Covered

The Business Benefit Case Study focuses on three primary stakeholder groups:

Certified Organisations (COs)

Food manufacturers, processors, and supply chain operators implementing FSSC 22000

Certification Bodies (CBs)

Licensed entities responsible for auditing, certification delivery services

Brands and Retailers

Organisations mandating FSSC certification to manage supplier risk and ensure food safety integrity.

3. Top Strategic Outcomes for FSSC

Regulatory Assurance

FSSC-certified sourcing leads to fewer incidents, fewer recalls, and stronger regulatory and consumer protection.

Non-Conformity Reduction

Lower regulatory non-conformities at FSSC-certified sites, demonstrating that robust certification supports risk-based regulatory oversight and strengthens the case for government collaboration

Strategic Enabler

FSSC 22000 is seen as a strategic enabler, not just a compliance tool—supporting resilience, credibility, and sustainable growth across the supply chain

Profit resilience

Positive financial performance,; with clear potential to generate more quantifiable evidence of revenue enhancement and long-term financial value through further targeted studies.

Operational efficiency

Strong operational gains through fewer non-conformities, reduced audit load via harmonized requirements, and improved process control and productivity

Credibility reinforcement

The Integrity Program is considered central to credibility, reinforcing disciplined certification practices and strengthening trust among COs, CBs, brands, regulators, and accreditation bodies.

Continuous development

FSSC guidance documents and L&D are highly valued for supporting interpretation, implementation, and ongoing professional development.

Organizational strengthening

Organizations increasingly use FSSC 22000 frameworks, training, and tools to build internal skills and competencies, even before certification

Environmental stewardship

Alignment with ESG, FLW, and GHG goals, as improved food safety and process control reduce waste, support sustainability outcomes, and strengthen investor confidence.

Strategic opportunities

Clear opportunities for FSSC 22000 to expand value through data-driven insights, sector guidance, enhanced digital tools, and focused financial studies

4. FSSC Scheme Aspects and Enabling Services

FSSC 22000, a globally recognized GFSI-aligned scheme, acts not only as a compliance framework but as a strategic driver of efficiency, risk reduction, and market access. It delivers value across the food safety ecosystem by supporting COs in system maturity, CBs in consistent assurance, and Brands & Retailers in trusted supplier management.

This section outlines:

1. The individual scheme aspects that form the structural backbone of FSSC 22000, and
2. The additional FSSC services and platforms that enhance implementation effectiveness, assurance quality, and business outcomes.

Together, these elements establish the foundation for the business case analysis presented in subsequent sections.

The table below presents an overview of the core FSSC scheme aspects derived from a literature review of the official FSSC scheme documents.

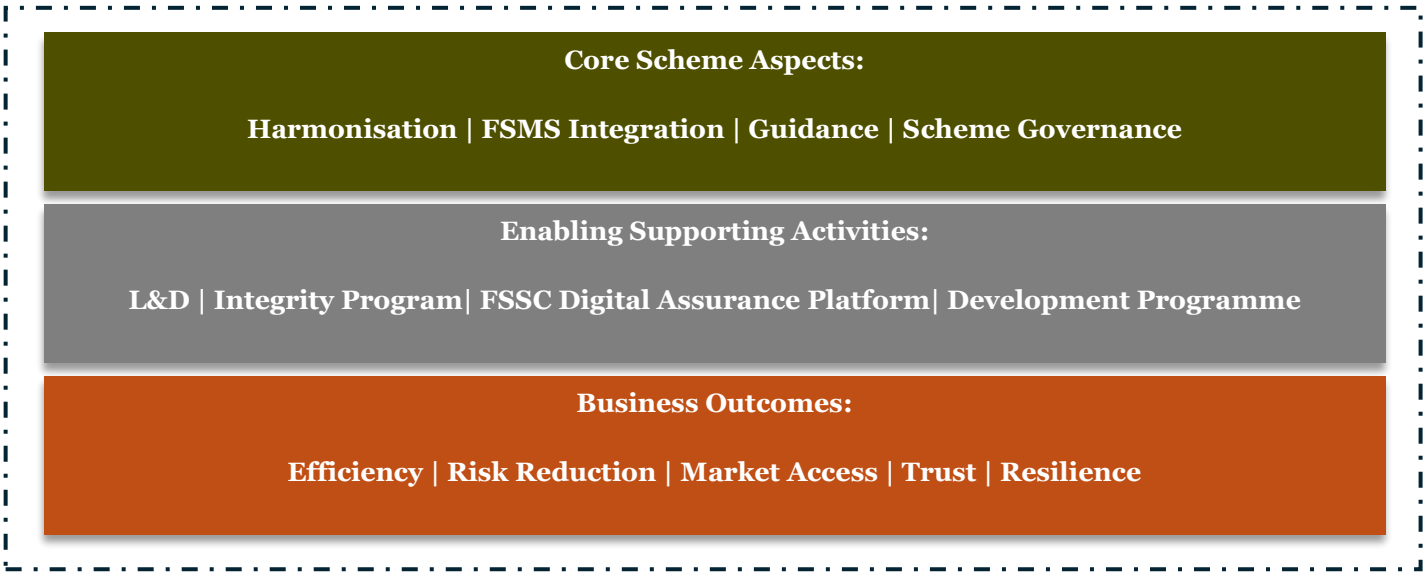
Table 1: Overview of Core FSSC Scheme Aspects and Business Relevance

Key Scheme Aspect	Strategic Purpose	Intended Outcome	Business Relevance
Harmonization of ISO based Management System standards	Aligns FSSC 22000 with ISO management system standards (ISO 9001, ISO 14001, ISO 45001)	Integrated audits and unified governance	Reduced audit duplication, lower OPEX, improved consistency
FSMS Integration (ISO 22000+PRPs+ARs)	Establish a comprehensive food safety system	Robust hazard control and compliance	Reduced incidents and recalls, improved productivity
Guidance Documents	Translate requirements into practical implementation	Stronger risk management and audit readiness	Lower nonconformities, faster CAPA closure
Development Programme (SMEs)	Enable progressive maturity for smaller organizations	Increased compliance and market access	SME onboarding, export readiness
Integrity Program for Scheme Oversight	Maintain credibility and global consistency.	Reliable and trusted certification outcomes	Buyer confidence, scheme integrity

Source: Literature Review done on FSSC Scheme Documents

The figure outlines how FSSC's core elements and services generate business value, progressing from requirements to outcomes. It highlights clear links to efficiency, risk reduction, market access, and trust.

Figure 2: FSSC Value Creation Architecture – Introduction



5. Study Design and Approach

Assessment of Business benefits of the FSSC 22000 scheme was conducted via a two-step process:

01 – Online Survey	A structured survey across COs, CBs, and Brands/Retailers assessed FSSC 22000 performance through quantitative ratings and qualitative feedback on harmonization, guidance, digital tools, and learning initiatives.
02 – Interviews	Follow-up interviews with selected stakeholders explored their survey feedback in depth, offering detailed insight into FSSC 22000's practical impact on operations, risk management, and market positioning.

5.1. Survey and Interview Design

Structured to evaluate FSSC's business benefits on two sets of indicators i.e. Strategic Benefit Dimension and Scheme-Specific Aspects

Strategic Benefit Dimensions

Operational Performance	**Financial Performance**	**Market and Consumer benefits**	**Company Brand Building**	**Reputation and Brand Protection**	**Employee and Organizational Benefits**

Scheme-Specific Aspects

Harmonization of ISO based Management System standards

Guidance documents

FSSC Digital Assurance Platform

L&D Initiatives

Development Programme

5.2. Survey Scale

Responses were captured using a 7-point Likert scale:
i. Strongly Agree
ii. Agree
iii. Somewhat Agree
iv. Somewhat Disagree
v. Disagree
vi. Strongly Disagree
vii. Not Sure

Furthermore, the respondents were given the opportunity to provide reasons and explanations supporting their selected Likert Scale. In addition, if respondents were unable to answer a particular question, they were provided with alternative response options from the list below:

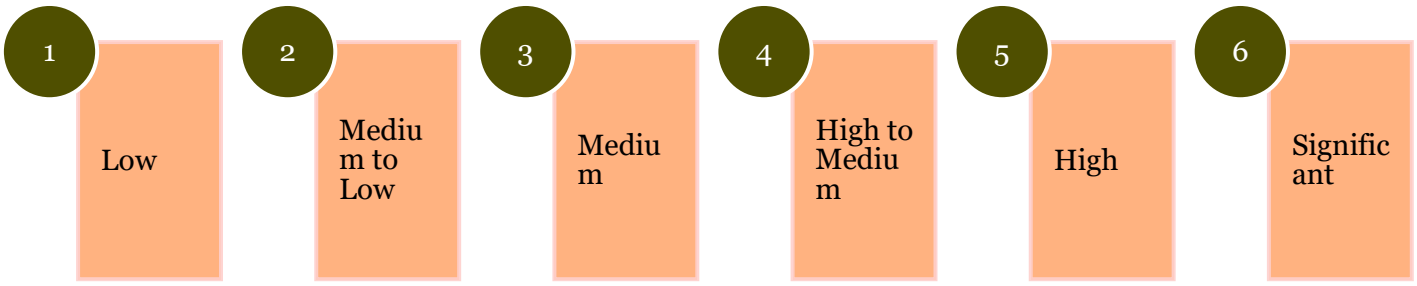
1. Data currently not available
2. Planning to ascertain these details
3. Data collection is currently in progress.

Likert Scale	Numbering
Strongly Agree	7
Agree	6
Somewhat Agree	5
Not Sure	4
Somewhat Disagree	3
Disagree	2
Strongly Disagree	1

5.3. Data Analysis

4.4.1. Quantitative Analysis

Perception scores (1–6) were generated by converting all Likert scale responses into their corresponding numerical values and calculating aggregated averages for each stakeholder group. These average scores were then mapped to predefined interpretation categories ranging from "Low" to "Significant."



4.4.2. Qualitative Analysis

Insights from interviews were used to contextualize survey findings, validate patterns, and highlight practical examples of business benefits such as cost savings, improved audit efficiency, enhanced market access, and strengthened food safety culture.

4.4.3. General Information on Survey and Interviews

- **Total completed survey responses:**
  - Certified Organizations (COs): 94
  - Certification Bodies (CBs): 21
  - Brands/Retailers: 19



- **Total one to one interview conducted:** Across all three stakeholder categories, interviews were held to capture deeper insights into operational improvements, financial outcomes, and strategic advantages linked to FSSC 22000 adoption.

Total number of interviews conducted for each stakeholder is as follow:

Certified Organizations	6
Certification Bodies	5
Brands and Retailers	3

5. Key Findings

The FSSC 22000 certification programme has been instrumental in driving business value and strengthening food safety management systems across the global food industry over the past 15 years. The scheme has created a unified platform for diverse stakeholders to collaborate and take shared responsibility for food safety and compliance. This has led to a significant cultural shift within organizations, where structured food safety management is now embedded as a core element of operational and strategic decision-making. By harmonizing standards and promoting continuous improvement, FSSC 22000 has laid a robust foundation for enhancing operational efficiency, mitigating risks, and enabling sustainable growth across the food value chain.

To build on these overarching findings, the subsequent sections examine in depth how this value materializes across the three major stakeholder groups within the FSSC ecosystem: Certified Organizations (COs), Certification Bodies (CBs), and Brands & Retailers. Insights are drawn from the global perception survey, qualitative and quantitative impact assessments, and some interviews conducted across regions and industry segments. Together, these data sources offer a comprehensive, evidence-based understanding of how FSSC 22000 influences operational performance, strengthens assurance mechanisms, and enhances trust throughout the food value chain. The following sub-sections present a detailed synthesis of these impacts, highlighting both the consistency of benefits observed and the unique value drivers experienced by each stakeholder group.

A more detailed, cross-stakeholder synthesis of these findings is presented in the dedicated Conclusion chapter.

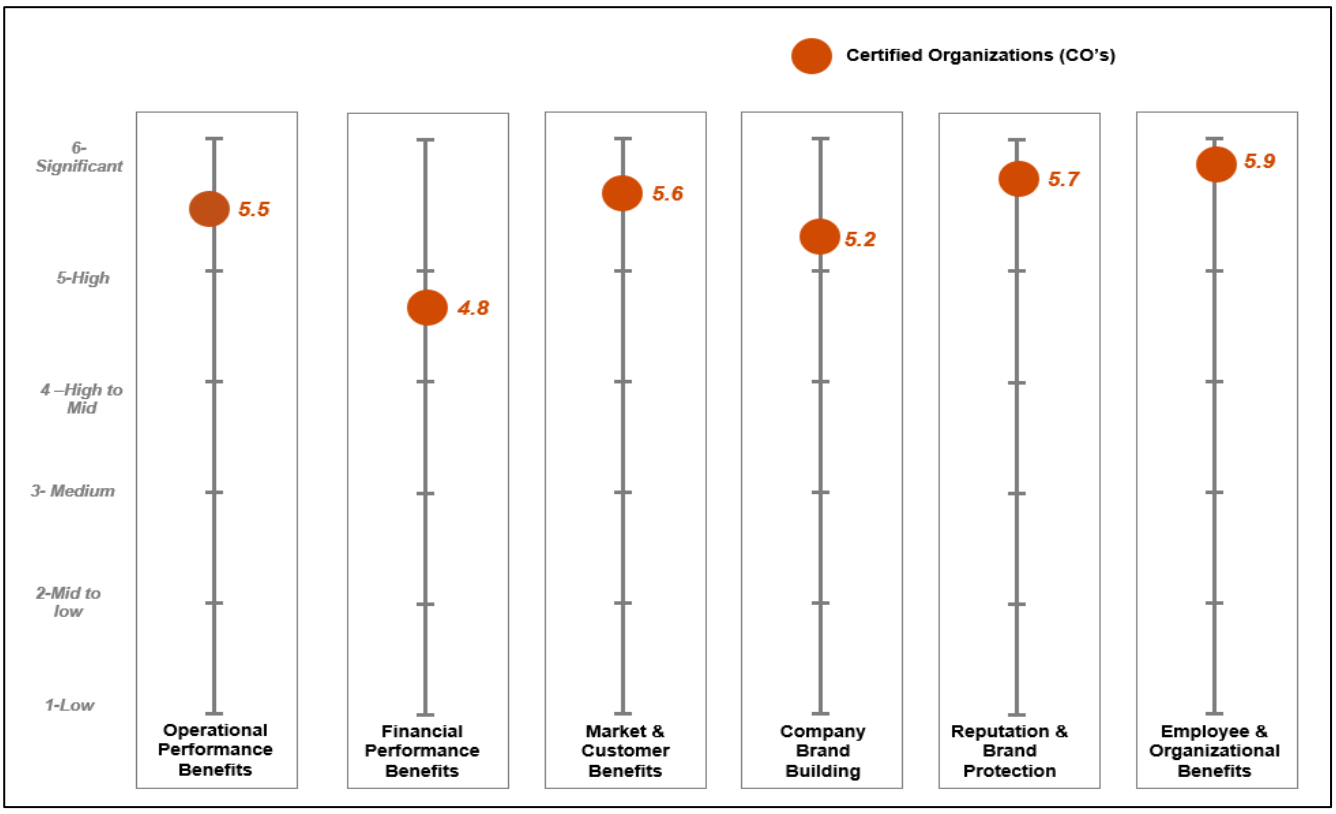
Impact on Certified Organizations

5.4. Impact on Certified Organizations

- ***Scores ranging 5.2–5.9 :*** Strong positive resonance in most of the business domains.
- FSSC 22000 is viewed as a strategic management system, not just a compliance tool.
- Highest impact areas include operational performance benefits, market and consumer benefits, reputation and brand protection and employee and organizational benefit.

FSSC 22000 has transformed food safety programs, driving stronger operational discipline and a measurable uplift in food safety culture across the business.

Figure 3*: Average Perception Scores of Certified Organizations Across Six Benefit Dimensions*



Implication

- Prioritise cultural maturity scaling.
- Standardise CO best practices globally.

Linked Scheme Features

FSMS integration • ISO harmonization • Guidance & L&D.

5.4.1. Top 5 Quantified Benefits

Operational Performance Benefit	**96%** Respondents indicated that Food safety and risk control have improved after certification through standardized processes and stronger compliance.
Financial Performance Benefit	**81%** Respondents indicated that FSSC 22000 has helped achieve cost savings and profit improvements after certification.
Reputation and Brand Protection	**94%** Respondents indicated that FSSC 22000 has significantly improved regulatory compliance after certification.
Reputation and Brand Protection	**92%** Respondents indicated that FSSC 22000 has strengthened brand protection after certificate
Employee and Organizational Benefit	**97%** Respondents indicated that Food safety and quality culture have improved after certification.

"Our supply chain has strengthened significantly, with improvements observed among both our suppliers and customers, who have enhanced their systems as well."

-Asst. Control Manager, Malaysia Based Packaging Producer

5.4.2. What CO's Have to say

Market Trusted: *"FSSC certification significantly elevates our customer credibility—buyers trust our systems more, accelerating approvals and strengthening long-term partnerships."-* ***General Manager, Indonesia***

Culture Advancing Shift: *"The most significant transformation is the cultural shift—organizations are now elevating food safety beyond basic HACCP/GMP compliance and embedding it as a strategic priority across teams and leadership."-* ***Quality System , Malaysia***

Market-Aligned: *"Customers increasingly expect recognized, credible certification. FSSC's road acceptance and alignment with existing systems strengthen customer confidence and ıpport seamless market access."-* ***Director, Product and Service Quality***



Growth-Critical for Market Expansion: *"Certification is viewed as foundational to business growth—without FSSC, the organization acknowledges its market presence would be significantly smaller, as certification is essential for expanding within the food sector."-* ***Head of Quality Management, Germany***

Supplier Risk Confidence Improved: *"When suppliers hold FSSC certification, procurement confidence increases substantially. Basic checks such as certificates, TDS, COA, allergen, and GMO documentation become more streamlined, reducing scrutiny effort while maintaining a strong, risk-based assurance approach."-* ***QA, South Africa***

Impact on Certification Bodies

5.5. Impact on Certification Bodies

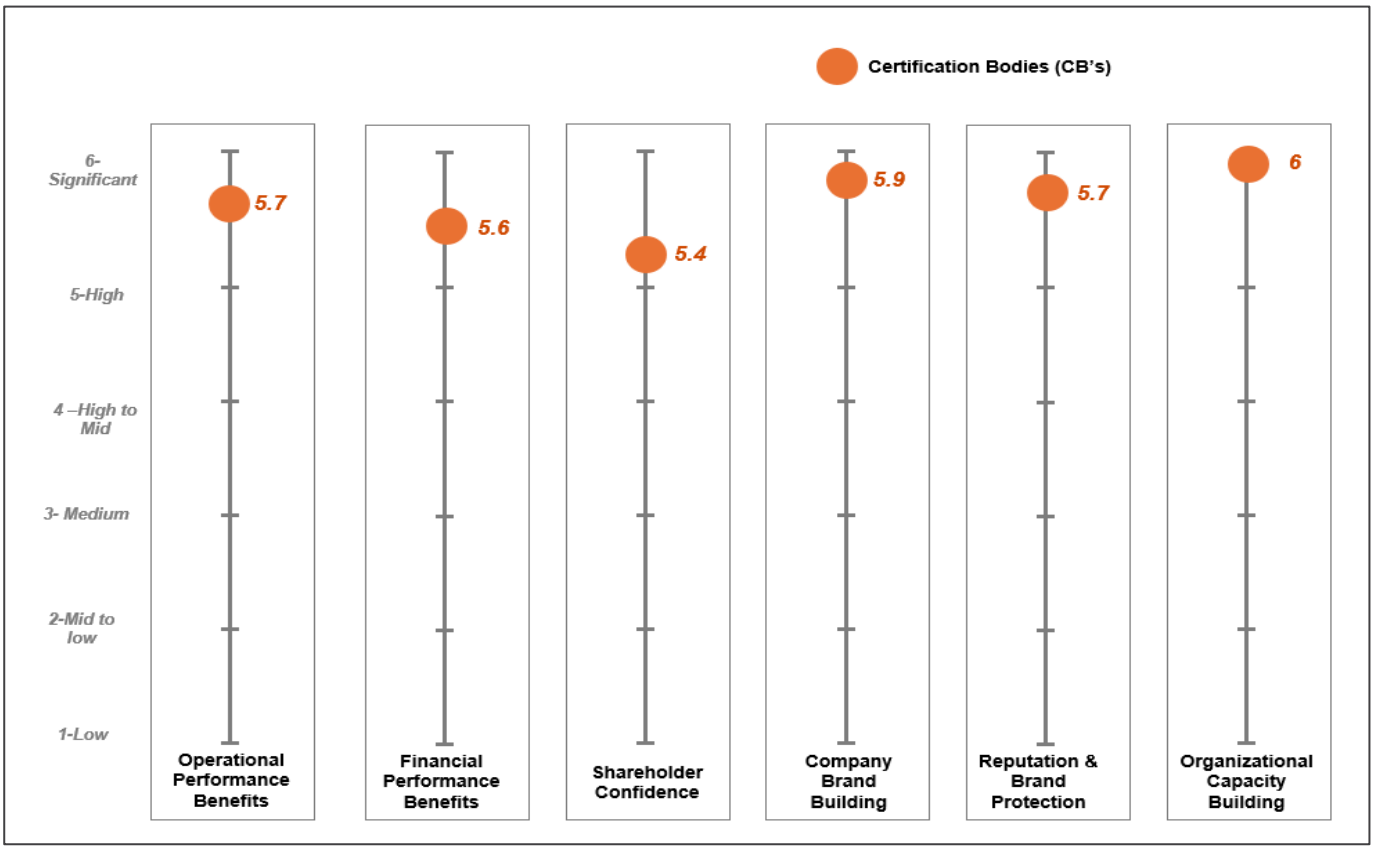
FSSC 22000 acts as a business accelerator for CBs—driving scale, credibility, and operational excellence.

Key Messages:

FSSC act as a strategic enabler of scale, credibility, and sustainable growth, tightening audit integrity, improving transparency, and creating

- ***Scores ranging 5.4–6.0 :*** High significant scores across all business domains.
- Strongest improvements in organizational and capacity building, brand building, and operational performance.
- CBs view FSSC as one of the most commercially viable and credible schemes.

Figure 4: Average Perception Scores of Certification Bodies Across Six Benefit Dimensions



Implication

Improve data driven governance using portal analytics

Linked Scheme Features

Integrity Program• L&D • FSSC Digital Assurance Platform

5.5.1. Top 5 Quantified Benefits

Operational Performance Benefit	**90%** Respondents indicated that Audit processes have become more standardized and efficient after onboarding with FSSC.
Financial Performance Benefit	**95%** Respondents indicated that Onboarding with FSSC 22000 has driven revenue growth through increased certification demand.
Company Brand Building	**95%** Respondents indicated that Onboarding with FSSC has improved global recognition and acceptance.
Company Brand Building	**91%** Respondents indicated that Onboarding with FSSC has improved brand reputation and market share.
Organizational Capacity Building	**95%** Respondents indicated that onboarding with FSSC has improved support for credibility of audit processes and certification.

"FSSC 22000 has become an operational enabler and credibility platform for Certification Bodies—standardizing audits, elevating auditor trust, and strengthening stakeholder engagement to deliver predictable, scalable certification performance across markets"

5.5.2. What CB's have to say

Essential for Competing in GFSI-Driven Markets: *"FSSC 22000 is a market-critical offering in GFSI-driven sectors. Many clients will not engage with a CB that cannot provide FSSC certification. The Development Program also strengthens competitiveness against alternative schemes like BRCGS, especially for entry-level and emerging-market clients."* ***- Scheme Manager, South Africa***

High-Value Revenue Engine: *"From a Certification Body perspective, FSSC 22000 is one of the most powerful revenue engines in the portfolio. Its global relevance and consistently high market demand make it a priority standard, driving stable volumes and strong year-round commercial performance." –* ***FSSC CM Manager, South Africa***



Core Revenue Driver with Clear Growth Potential: *"FSSC 22000 remains the highest revenue-generating standard within the portfolio and is a strategic focus area for future growth. Strong demand signals and expanding global applicability position it as a key contributor to sustained, scalable commercial performance."-* ***Reviewer, Poland***

Global Market Leadership & Strong Competitive Position: ***"****Holding a substantial share of FSSC certificates worldwide positions the organization as a global leader. This scale reinforces credibility, increases market influence, and strengthens competitive positioning within the certification ecosystem."-* ***FSSC/FSMS GPM, Greece***

Impact on Brands and Retailers

5.6. Impact on Brands and Retailers

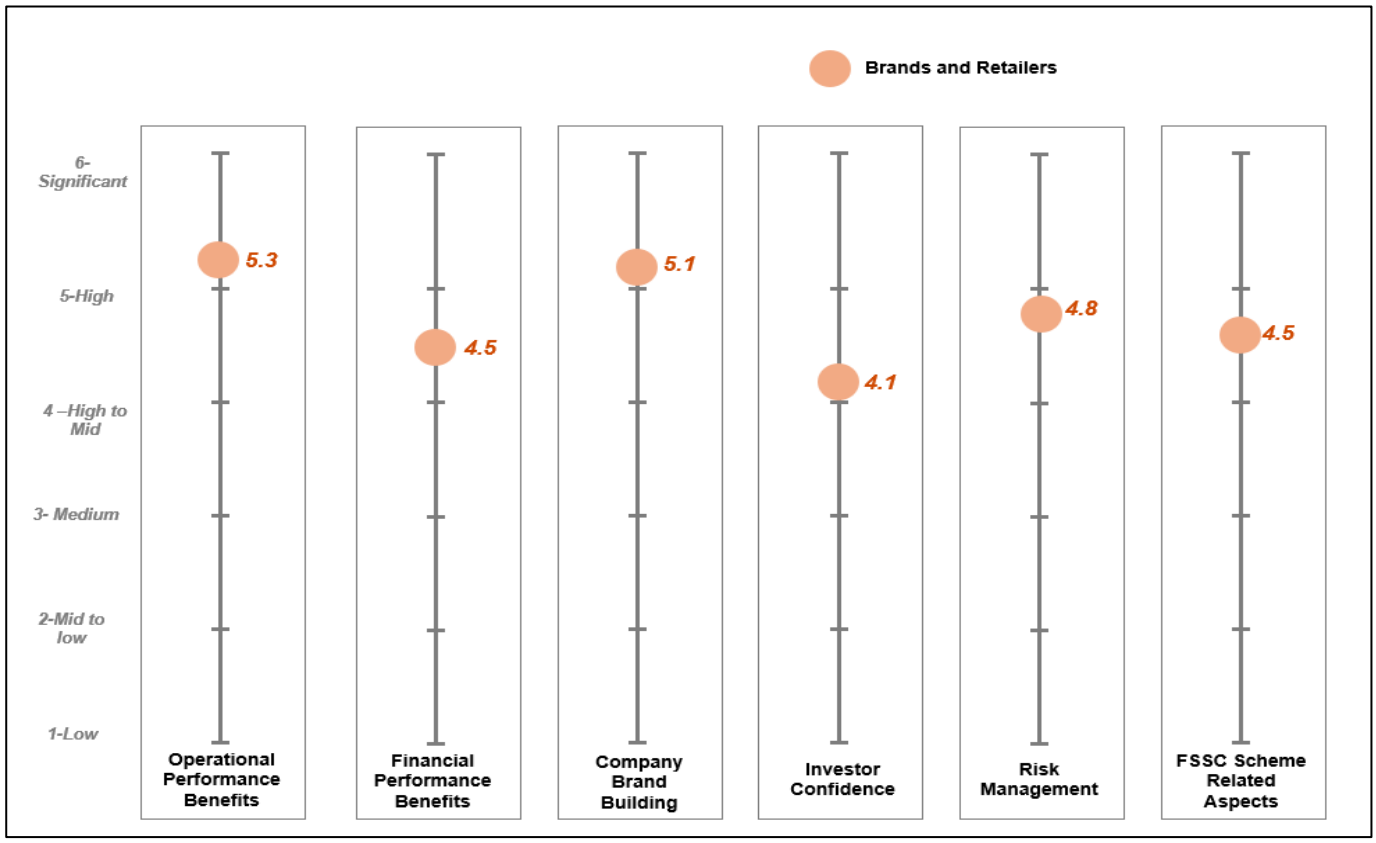
Brands and Retailers view FSSC 22000 as a strategic risk-management and supply-chain assurance tool.

Key Messages:

- **Scores ranging 4.8–5.3 :** High scores in some of the business domains.
- Strongest benefits: Operational reliability, brand building, risk reduction.
- Consistently high agreement in reduced non-conformances and improved traceability.

FSSC 22000 is viewed not merely as a compliance framework but as a strategic enabler for market differentiation and trust building.

Figure 5: Average Perception Scores of Brands and Retailers Across Six Benefit Dimensions



The six dimensions that follow distil how FSSC 22000 operates as a strategic lever for Brands and Retailers—elevating execution, widening market access, de-risking operations, and building durable internal capacity across stakeholder groups.

Implication

Institutionalize FSSC reliance across global vendors.

Linked Scheme Features

Industry Portal• L&D •Development Programme •Guidance

5.6.1. Top 5 Quantified Benefits

Operational Performance Benefit	**95%** Respondents indicated that sourcing from FSSC certified organizations has improved supply chain reliability.
Operational Performance Benefit	**90%** Respondents indicated that sourcing from FSSC certified organizations has improved overall product quality and safety.
Financial Performance Benefit	**95%** Respondents indicated that sourcing from FSSC certified organizations has helped avoid additional costs related to non-compliance or supply chain inefficiencies.
Financial Performance Benefit	**95%** Respondents indicated that sourcing from FSSC certified organizations has improved market accessibility and business growth.
Risk Management	**84%** Respondents indicated that sourcing from FSSC certified organizations has decreased consumer food safety incidents and reduced overall risk.

"Working with suppliers and manufacturing partners that have FSSC22000 certification ensures that the principles of Food Safety Management are in place and externally verified."

-Head of Quality, Global Food and Beverage Company

5.6.2. What Brands and Retailers have to say



Accelerated Market Entry & Supplier Onboarding: *"Any FSSC-certified supplier is immediately acceptable, allowing our company to unlock pre-existing in-market suppliers and enter new geographies far faster."-* ***Senior Manager, Global FSQA***

Enterprise Value: *"FSSC gives us confidence, consistency, and a common language—making supplier expansion scalable."-* ***Head of Quality, Europe***

Customer Gate: *"Many clients won't engage without certification—or require store-level certification—so acceptance is faster when credentials are in place."-* ***Head of QA and Sustainability***

Correlation Highlights

5.7. Correlation Highlights

This section analyses the relationship between FSSC 22000 scheme services and key scheme aspects with business indicators across three stakeholder groups—Certification Bodies (CBs), Certified Organizations (COs), and Brands & Retailers.

The correlation signals are based on:

- Mapping key FSSC scheme aspects and services.
- Aligning them with business indicators captured through stakeholder surveys.
- Interpreting cause–effect linkages between scheme features and observed business outcomes.

Across all three stakeholder groups, the correlation analysis demonstrates that FSSC scheme services function as a common value backbone, delivering differentiated benefits while maintaining system-wide coherence.

- COs benefit from credibility and scheme scalability
- CBs benefit from operational efficiency and service quality.
- Brands & Retailers benefit from risk reduction and market & consumer trust.

Table 2: Suitability Framework for FSSC 22000 Scheme Aspects

Scheme Aspect	Stakeholder		
	COs	CBs	Brands & Retailers
GFSI Benchmarking Recognition	Very High	Very High	Very High
ISO Management System standard's Alignment	Very High	High	High
Auditor Competence Framework	High	Very High	High
Food Safety Management System (FSMS)	High	High	High
FSSC Digital Assurance Platform	Medium	High	Medium
Integrity Program	Medium	High	Medium
Learning and Development (L&D)	High	High	High

6. Industry Perspective: Impact of FSSC Certification on the Food Safety Ecosystem

Across global food supply chains, certification is increasingly expected to do more than demonstrate compliance—it must enable trust, consistency, and risk management at scale. FSSC 22000 has evolved into a shared industry assurance mechanism, influencing how food safety is governed, delivered, and relied upon across the value chain.

FSSC as an Industry Enabler
By combining international benchmarking, structured governance, and risk-based food safety requirements, FSSC supports a certification environment that is both technically robust and broadly accepted.

This has resulted in:

- Greater harmonisation of food safety expectations across markets
- Improved confidence in certification outcomes
- Reduced fragmentation in supplier assurance approaches.

The industry increasingly views FSSC not merely as a certification scheme, but as part of the infrastructure underpinning global food safety assurance and governance.

6.1. Integrated Stakeholder Perspective

From the perspective of Certified Organizations (COs), FSSC certification plays a significant role in structuring and strengthening internal food safety management systems. Findings from the business case study indicate that organizations value FSSC for its clarity, international recognition, and ability to integrate with existing management practices.



Food safety certification is no longer viewed as a standalone compliance activity.

FSSC is increasingly functioning as an industry-wide assurance infrastructure that supports alignment, trust, and scalability across global food supply chains.

Taken together, the impact of FSSC certification reflects a shared assurance model, where value is created through alignment rather than fragmentation:

- *COs reinforce system credibility and global acceptance*
- *CBs deliver consistent and dependable certification outcomes*
- *Brands & Retailers rely on certification to manage risk and protect brand integrity*

To complement the qualitative insights presented across stakeholder perspectives, this data snapshot provides a consolidated industry-level view of the key impacts associated with FSSC certification. The table synthesizes recurring themes observed across Certified Organizations, Certification Bodies, and Brands & Retailers, highlighting how FSSC contributes to improved alignment, trust, efficiency, and risk management within the food safety ecosystem. Rather than detailing stakeholder-specific benefits, this snapshot captures the shared outcomes that emerge at system level when FSSC certification is adopted across the value chain.

Table 3: Industry Wide Impact of FSSC 22000 Certification

Industry Dimension	Observed Impact
Assurance consistency	Improved alignment across regions and CBs
Supply chain trust	Increased confidence in certified suppliers
Operational efficiency	Reduced duplication of audits
Risk management	Stronger baseline food safety controls
System credibility	Enhanced trust in certification outcomes

Building on the industry-wide impact themes identified across stakeholders, this infographic illustrates how FSSC certification functions as a shared assurance framework across the food safety ecosystem. It visually connects FSSC certification at the core with its reinforcing impacts on Certified Organizations, Certification Bodies, and Brands & Retailers, and highlights the common outcomes that emerge when these impacts interact. By presenting the industry perspective in a single view, the framework reinforces FSSC's role in enabling alignment, trust, and resilience across global food supply chains.

7. Conclusion

FSSC has made considerable progress in advancing its core objective of strengthening food safety management across global supply chains through a harmonized, credible, and scalable certification framework. The findings from this business case study demonstrate that FSSC 22000 has evolved beyond a compliance mechanism to become a widely trusted assurance platform—supporting operational excellence, risk mitigation, and market confidence across the food industry.

FSSC 22000 is perceived as a step-change from basic compliance to system-based food safety management, driving stronger internal prioritization and organizational discipline.

-Quality System, Malaysian Oleochemical Company

The certification indirectly supports cost avoidance and loss prevention, enabling data-backed investment decisions in manpower and systems.

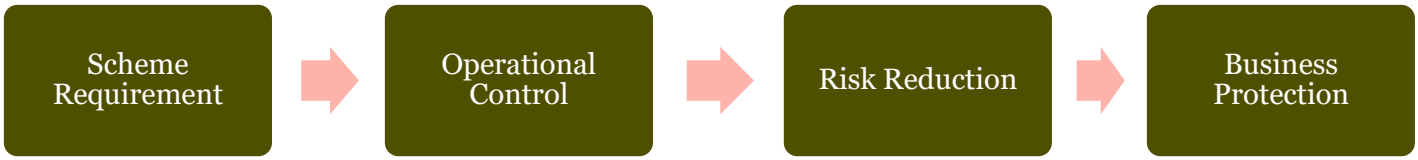
-QA, South Africa based Beverage Company

FSSC 22000 is no longer perceived solely as a certification requirement; it is increasingly relied upon as a strategic enabler of trust, efficiency, and resilience across the global food value chain.

Core Values Delivered by FSSC 22000:

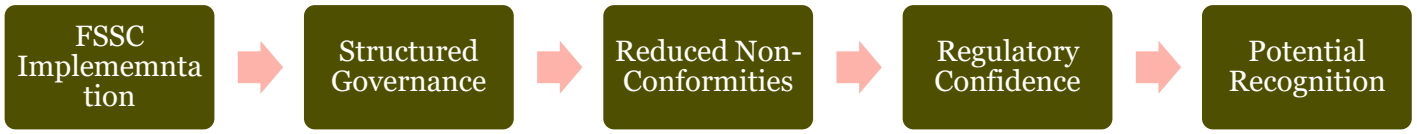
- **Risk Reduction and Incident Prevention**

Across all stakeholder groups, FSSC 22000 is consistently associated with fewer food safety incidents, stronger preventive controls, and lower recall exposure. Harmonized requirements and structured FSMS implementation strengthen day-to-day operational control and reduce the likelihood of consumer-facing events.



- **Regulatory Alignment and Reduced Non-Conformities**

Regulators and brands observe that FSSC-certified organizations show fewer non-conformities during regulatory inspections, evidencing that structured third-party certification supports compliance maturity. This positions FSSC 22000 as a credible mechanism that can complement government oversight and enable future risk-based regulatory reliance, reinforcing the scheme's relevance in public–private food safety governance.



- **Operational and Financial Resilience**

While financial gains are primarily rooted in cost avoidance, efficiency improvements, and waste reduction, the study confirms strong operational uplift across system maturity, supply chain standardization, and process discipline. Financial performance is positive, indicating that FSSC 22000 supports stable, predictable, and resilient operations rather than short-term revenue expansion.



Stakeholder Summary

- **Certified Organizations (COs):** Certified Organizations report that FSSC 22000 serves as a mature management system that strengthens food safety culture, enhances capability, and supports sustained operational discipline. Certification also improves customer acceptance and reinforces market credibility.

- **Certification Bodies (CBs):** Certification Bodies experience improved audit consistency, stronger governance discipline, and enhanced commercial positioning. FSSC 22000 provides a credible, scalable, and commercially viable scheme that supports professional competency and delivers reliable global assurance outcomes.

- **Brands & Retailers:** Brands and retailers rely on FSSC 22000 as an effective risk-mitigation and supplier-assurance tool, helping standardize expectations, reduce audit fatigue, streamline supplier onboarding, and protect brand reputation. FSSC certification enables trust, comparability, and efficiency across global sourcing networks.

FSSC as Shared Assurance Infrastructure

FSSC 22000 certification generates value across the food industry and how these effects combine into broader sector-wide outcomes. In Figure 26, At the top, FSSC 22000 is shown as the common framework that underpins food safety certification. This single standard connects three key stakeholder groups: Certified Organizations, Certification Bodies, and Brands & Retailers.

- For Certified Organizations, FSSC 22000 strengthens food safety management systems, supports regulatory and customer compliance, builds confidence in controls, and fosters continuous improvement.

- For Certification Bodies, the scheme provides clear requirements that drive consistency in audits, improve audit quality, and standardize product (certification) delivery.

- For Brands & Retailers, FSSC 22000 serves as a risk mitigation tool, increasing confidence in suppliers and supporting brand protection across complex supply chains.

The lower part of the figure shows how these stakeholder-specific benefits accumulate into shared industry outcomes: higher levels of trust between actors, better alignment of expectations and practices across the supply chain, and greater resilience of the overall food system in the face of evolving risks and global challenges.

Figure 6: FSSC 22000 Certification-Industry Wide Impact Framework



Leveraging future benefit from key findings

- **Clear Evidence of Risk Reduction and Governance Strength:** The study provides FSSC with clear evidence of measurable risk reduction, stronger regulatory alignment, and improved operational resilience among certified organizations. These findings reinforce FSSC 22000's credibility as a trusted, governance-driven global assurance framework.

- **Opportunity for Strategic Amplification**: A key opportunity now is strategic amplification. By leveraging insights around regulatory endorsement, structured risk reduction, and internal capability building, FSSC can strengthen its role as a public–private bridge in global food safety governance. Enhancing financial quantification, digital learning formats, and communication clarity will further elevate the scheme's value from operational assurance to demonstrable economic impact.

- **Strengthening government engagement emerges as a priority:** The reduced non-conformity evidence provides a strong basis for regulatory recognition, risk-based inspection reduction, and deeper public–private collaboration. Parallelly, the capability-building insight opens pathways for market expansion, particularly in emerging regions and SME segments, positioning FSSC certification as both a compliance mechanism and a strategic enabler for growth.

- **Reinforcing FSSC's Broader Value Proposition:** The study also reinforces the broader value proposition of FSSC—governance discipline, operational resilience, and cost control—supporting compelling messaging to boards, global brands, and procurement leaders. However, the limited financial metrics highlight an opportunity to launch a targeted financial impact research initiative to quantify savings, recall avoidance, and efficiency gains. This will strengthen FSSC's positioning as an economic value driver.

- **Enhancing Communication and Scheme Upgrade Experience:** Finally, improving communication and scheme upgrade processes—through clearer transition guides, enhanced portal communication, and accessible audio/video explainers—will support smoother adoption and better strategic understanding among senior decision-makers.

8. Recommendations

While FSSC 22000 has delivered consistently positive outcomes across stakeholder groups, the study also highlights opportunities where further evolution could amplify industry-wide value.

1. Scope to Further Simplify and Enhance Implementation Experience

Although stakeholders universally acknowledge the robustness and credibility of FSSC 22000, some indicate that implementation and ongoing management can be resource-intensive, particularly for organisations at earlier stages of maturity.

- Certified organisations perceive strong operational and cultural benefits, yet note opportunities to further simplify documentation, guidance interpretation, and internal alignment across functions.

- Continued refinement of guidance materials, clearer implementation pathways, and practical tools could help reduce effort without compromising rigour.

FSSC is well positioned to enhance usability while maintaining scheme integrity—supporting broader adoption, especially among small and mid-sized organisations.

2. Value-Added Use of Digital Platforms (Both FSSC Digital Assurance Platform and Industry Portal) and Data

Stakeholders recognise the potential to leverage data generated through FSSC certification more strategically.

- Certification Bodies recognize the value of the FSSC Digital Assurance Platform in enhancing transparency, audit efficiency, and governance. They request that any portal upgrades be communicated widely and that practical training on new features be made readily available.
- Brands and Retailers see an opportunity to further integrate certification evidence into supplier risk-profiling and decision-making processes. They therefore request clearer communication on how to use the industry portal, so they can fully leverage the platform that FSSC has specifically developed for them.
- Certified Organisations could benefit from clearer benchmarking insights and performance tracking to support continuous improvement.

Enhanced analytics, dashboards, and insight-driven reporting could transform certification data into actionable business intelligence—strengthening the business case for all stakeholders.

3. Expanding Awareness and Consistency Across Geographies and Value Chain Segments

While FSSC 22000 enjoys strong recognition in global and export-oriented supply chains, stakeholders note variation in awareness, maturity, and reliance practices across regions and industry segments.

- Some emerging markets and domestic-focused value chains show lower levels of engagement.
- Greater alignment between buyer reliance models and certification outcomes could further reduce duplication and audit fatigue.

Targeted outreach, regional capability building, and closer alignment with buyer assurance models can consolidate FSSC as a global baseline.

4.Strengthening the Role of FSSC as an Industry Collaboration Platform

Stakeholders value FSSC as a neutral convenor aligning certified organisations, certification bodies, and brands/retailers.

- The scheme already harmonises requirements and expectations across the ecosystem.
- Deeper, structured dialogue on reliance, continuous improvement, and shared accountability can accelerate convergence.

By doubling down on its convening role, FSSC can reinforce trust, reduce fragmentation, and drive collective progress.

5. Government Engagement and Regulatory Endorsement

Evidence of reduced regulatory non-conformities presents a strong opportunity to advance public–private alignment.

- Position FSSC certification as a validated risk-reduction mechanism within national oversight systems.
- Advocate endorsement and reliance, rather than duplicative regulatory controls.
- Engage regulators with data-backed outcomes demonstrating compliance improvements.

This approach elevates FSSC's strategic role within national food safety ecosystems and optimises regulatory resources without compromising consumer protection.

6. Strengthening Financial Quantification and ROI Evidence

While operational and governance benefits are clear, quantified financial metrics remain limited.

- Conduct a focused financial impact study to establish cost/benefit evidence across sectors and regions.
- Develop ROI benchmarks and quantify recall avoidance, cost savings, efficiency gains, and insurance stabilisation effects.

A robust economic evidence base will support board-level decisions and position FSSC as a proven value driver, not just a compliance scheme.

7. Certification as a Platform for Internal Capability Building

FSSC functions as a structured framework that strengthens competence, discipline, and cross-functional accountability.

- Position certification as an organisational development tool that builds systems, skills, and culture.

- Encourage non-certified manufacturers to adopt FSSC as a pathway to institutionalise good practices.

- Integrate this narrative into market development and SME-onboarding strategies.

Framing certification as a capability catalyst helps link food safety outcomes to operational excellence and growth.

8. Integrity Program as a Strategic Asset

The main objective of the Integrity Program is delivering Credibility & Trust; this is delivered through better Governance and Oversight of CB performance.

- The Integrity Program underpins disciplined certification practices and reduces reputational risk.

- Continued strengthening and visible communication will sustain confidence among regulators, accreditation bodies, and buyers.

A visibly robust Integrity Program reinforces FSSC's legitimacy as a trusted global assurance framework.

9. Enhancing Enabling Services and Communication

Stakeholders rate FSSC's guidance and L&D resources highly, with opportunities to further improve accessibility and change management.

- Expand audio-visual and digital learning modules to support diverse user groups.

- Improve portal-based communication of scheme upgrades and transitions; provide clear scheme-to-scheme transition guides.

- Offer concise executive briefings to help senior leaders understand implications and benefits of changes.

Sharper enablement and communication will strengthen implementation consistency and senior-level engagement.

FSSC 22000 is evolving from a certification requirement into a strategic enabler—driving risk reduction, operational resilience, governance discipline, and demonstrable value across the global food ecosystem.