

FMI Foundation Retail Food Safety Forum

Be on the Forefront of Retail Food Safety

June 11-12, 2015 | Chicago, IL
Hyatt Regency McCormick Place

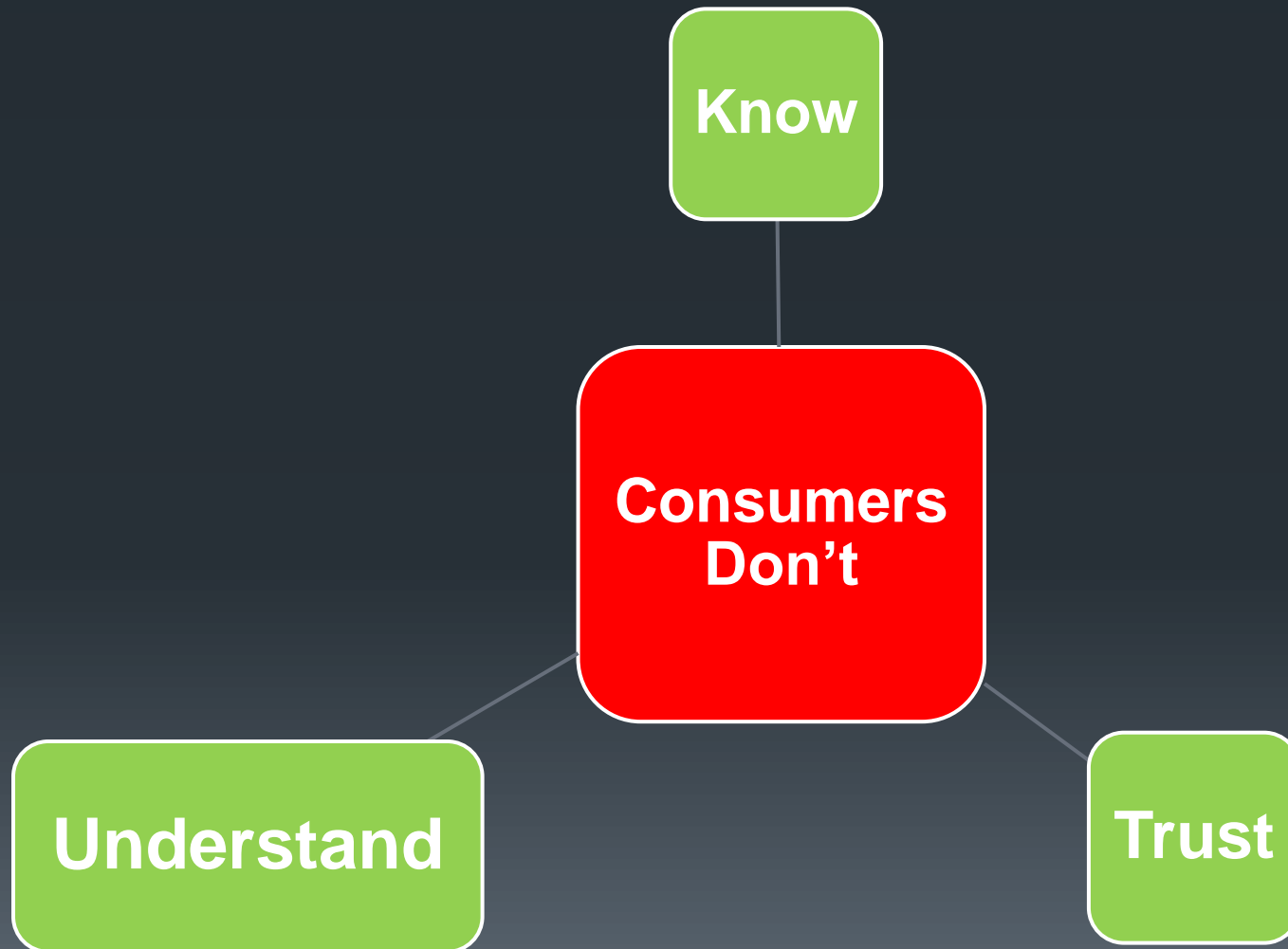


Crisis Communications 101

By Stephen McCauley



Our Industry is Ripe for Crises



Lack of Knowledge



Lack of Trust



Lack of Understanding



What We Say



Avian Influenza
FSMA
Biosecurity
Coccidiosis
RFID Interoperable Traceability
Antimicrobial
Norovirus
mechanically tenderized meat
qualified importer
auditor accreditation
recordkeeping
ionophores
nanotechnology
Antibiotics of human significance
genomics verification program
intelligence
listeria monocytogenes

What Consumers Hear



Blah

What is a Crisis?



What is a Crisis?

- Any incident that potentially has an adverse effect on consumers, an industry, a corporation or product
 - Causes loss of customers.
 - Causes products to be removed from retail shelves.
 - Threatens image with retail trade, consumers or both.

Crisis Types

Includes:

- Product tampering
- Product recall
- Domestic or international terrorism
- Acts of nature

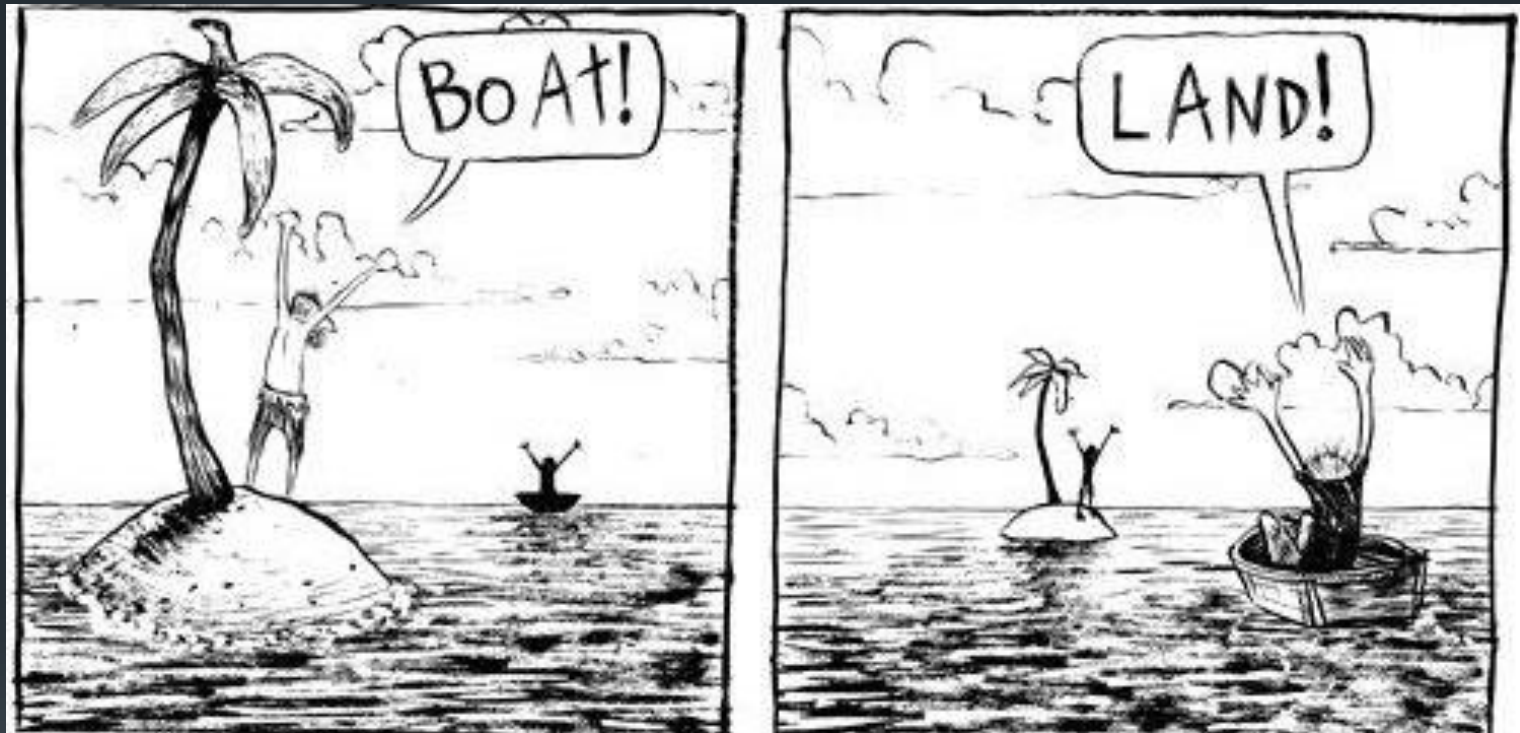
And may also relate to:

- Plant accidents
- Environmental damage
- Crises of Management Misconduct

Corporate Communications Crisis |

- The point at which organization cannot pursue its business mission.

What is a Crisis? -- Perspective



- Not all crises are destructive
- Evaluate difference between “annoy” and “destroy”

What is a Crisis?

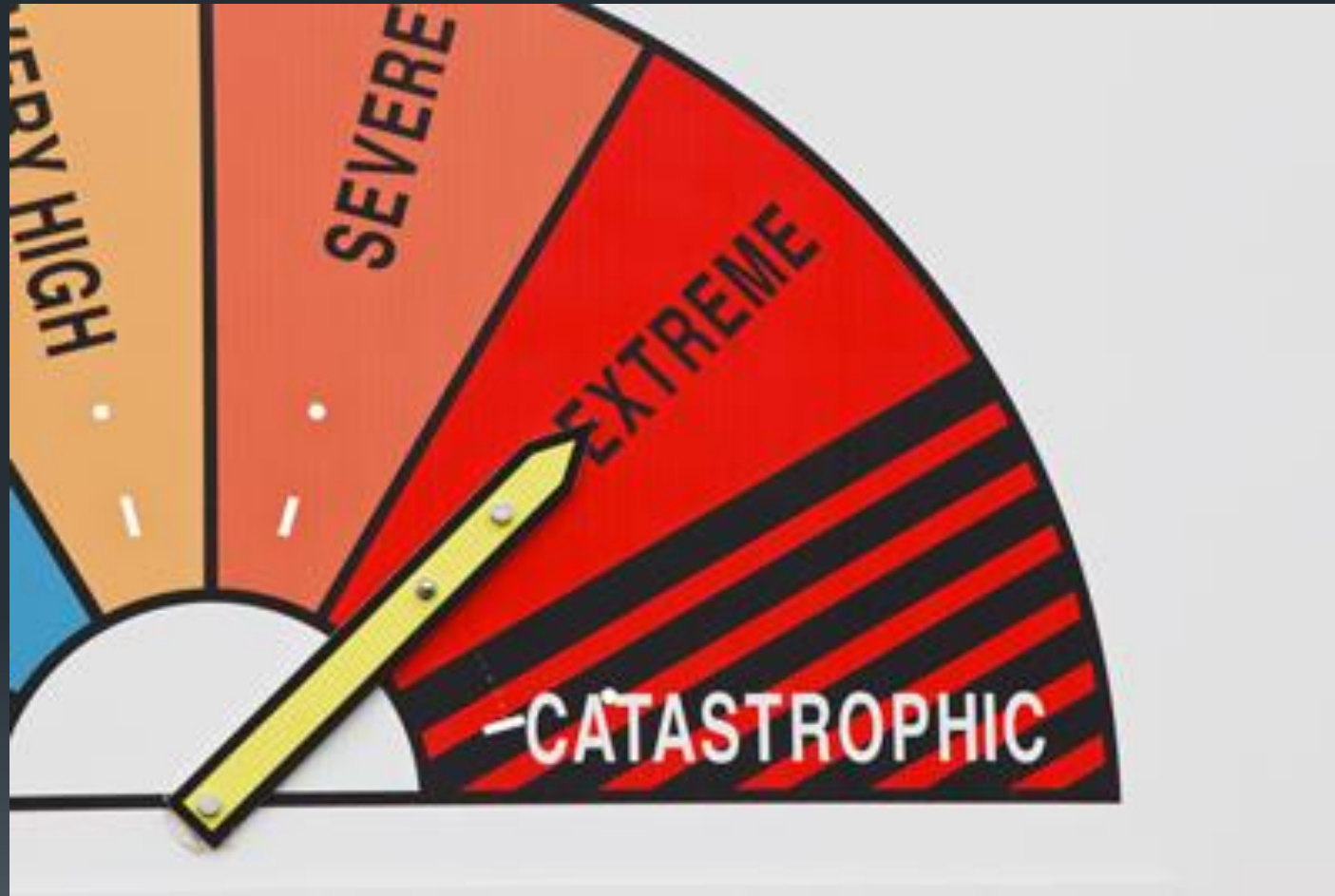


- Every crisis is identifiable yet...
- You cannot identify every possible crisis.

Audiences

- Consumers – domestic and international
- Trade partners
- Employees/retirees & their families
- Shareholders
- Competitors
- Regulators
- Federal and state legislators
- Community leaders
- Other opinion leaders

Defining Parameters of a Crisis

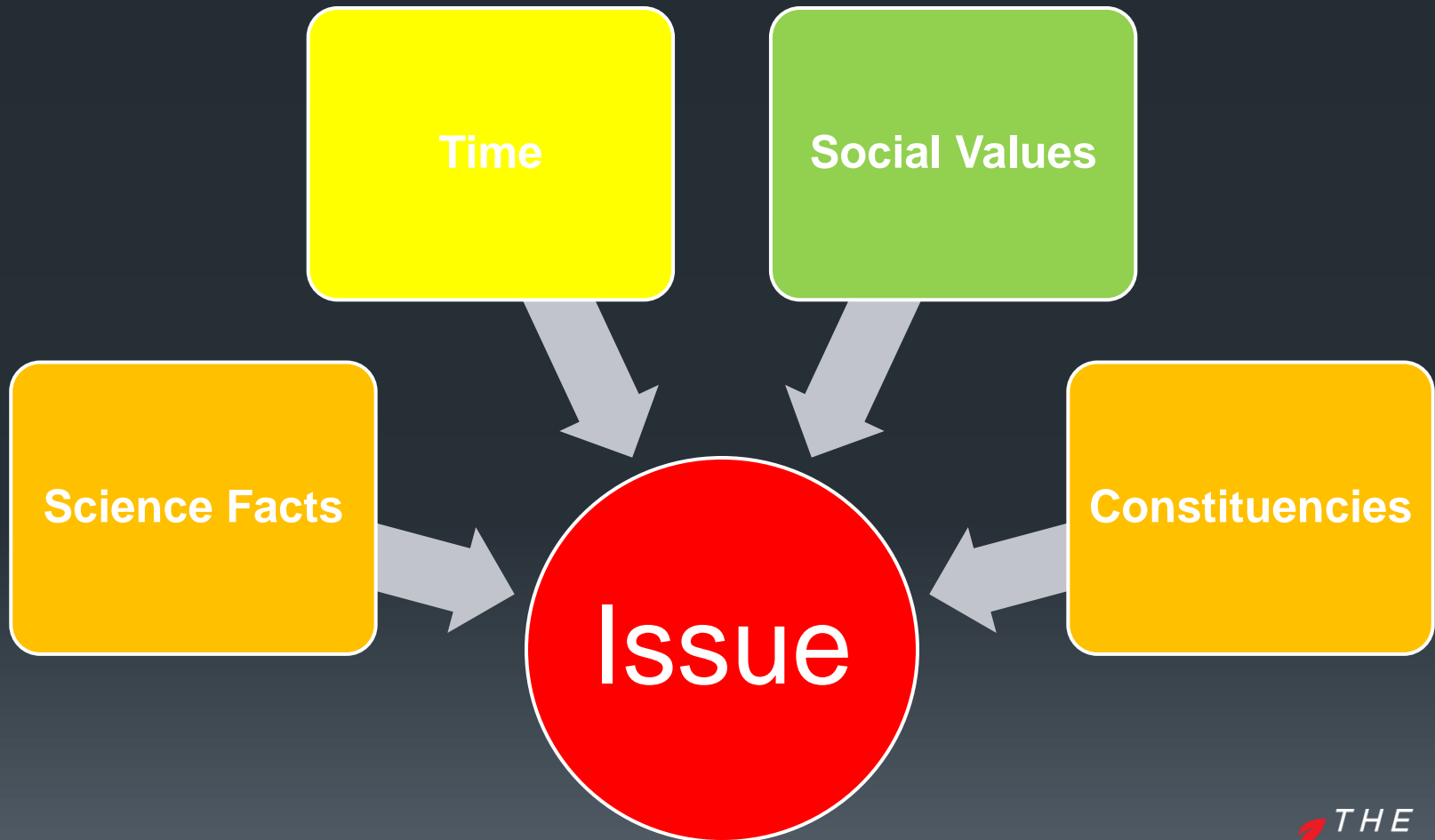


Defining Parameters



Crisis	Minor	Major	Critical
Description	<ul style="list-style-type: none">• Procedures to insure return to normal within a short period of time exist	<ul style="list-style-type: none">• There are uncertainties about the origin of the issue or incident and/or steps to be taken• To be dealt with rapidly to prevent the situation from becoming a critical crisis	<ul style="list-style-type: none">• There is a threat to consumers or the image of an industry and consequently, to the image of your organization
Characteristics	<ul style="list-style-type: none">• No health risk• Malfunction clearly defined and limited• No media coverage	<ul style="list-style-type: none">• Doubts and controversy about effects on health• Potential media coverage• Effective media coverage but with no risk on health	<ul style="list-style-type: none">• Observed or potentially serious health effects, a person's life is at stake• A public figure is concerned• Malicious act or any other criminal act

Core Forces Shaping the Issue





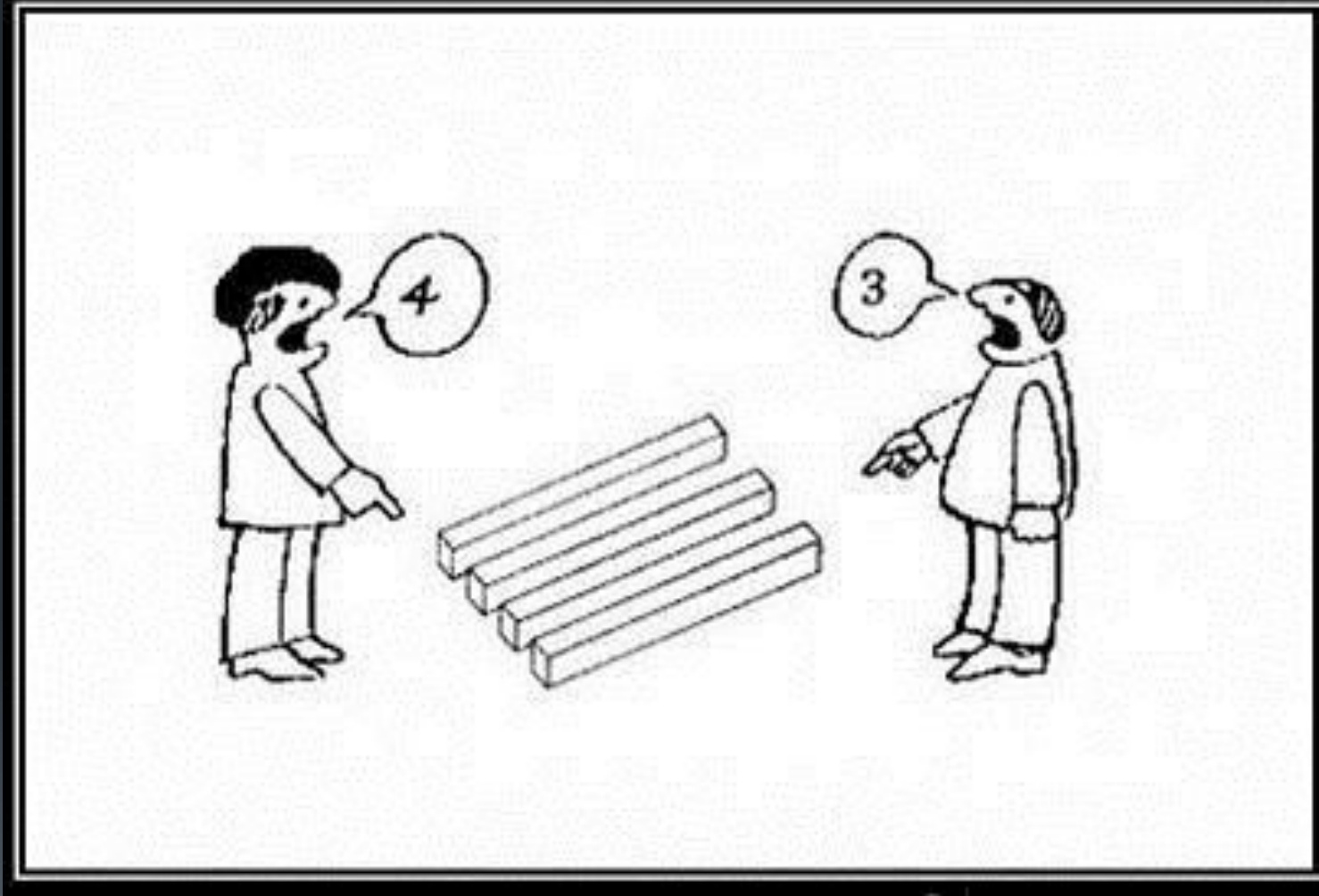
~~Mistakes~~
Mistakes are
opportunities
to learn.

Learning From Other's Mistakes

Not Familiar with Facts



Not Prepared to State Clear Position



Individuals Tell Conflicting Stories



No Materials to Support Position



Media Inquiries Ignored



Solution



**KEEP
CALM**

AND

**BUILD A CRISIS
MANAGEMENT PLAN**

Why Have a Plan?



Literally/Financially

Logistically

Mentally

What Can a Plan Do?

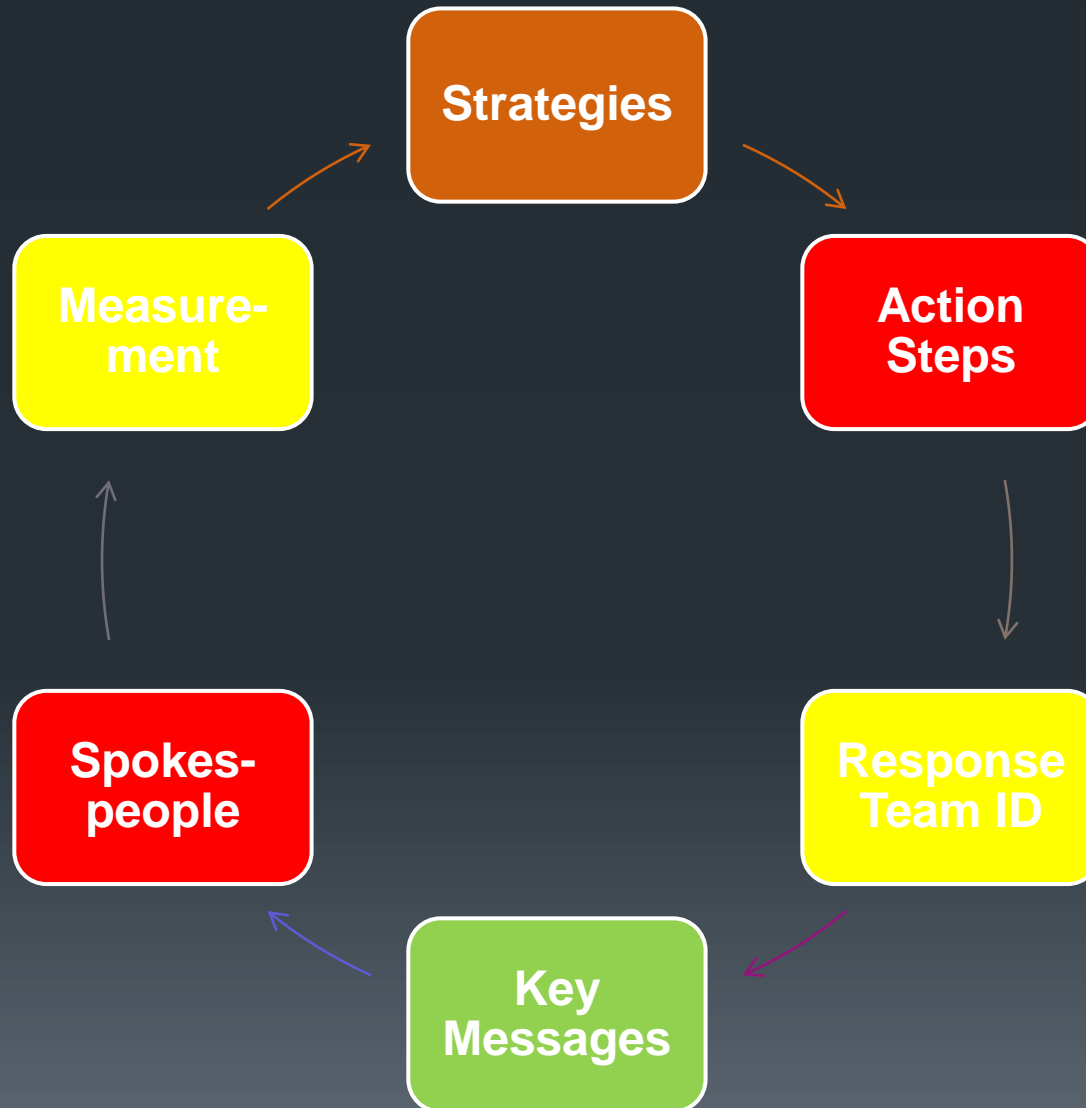
**Protect Brand
Reputation**

**Protect
Customer
Relationships**

**Reassure
Consumers**

**Ensure
Balanced
Media
Coverage**

What's in the Plan?



Is the Plan Enough?

“Practice isn’t the thing you do once you’re good. It’s the thing you do that makes you good.” - Malcolm Gladwell

Top 10 Principles for All Crises



#10

Be Prepared



Make a plan

#9

Act Immediately

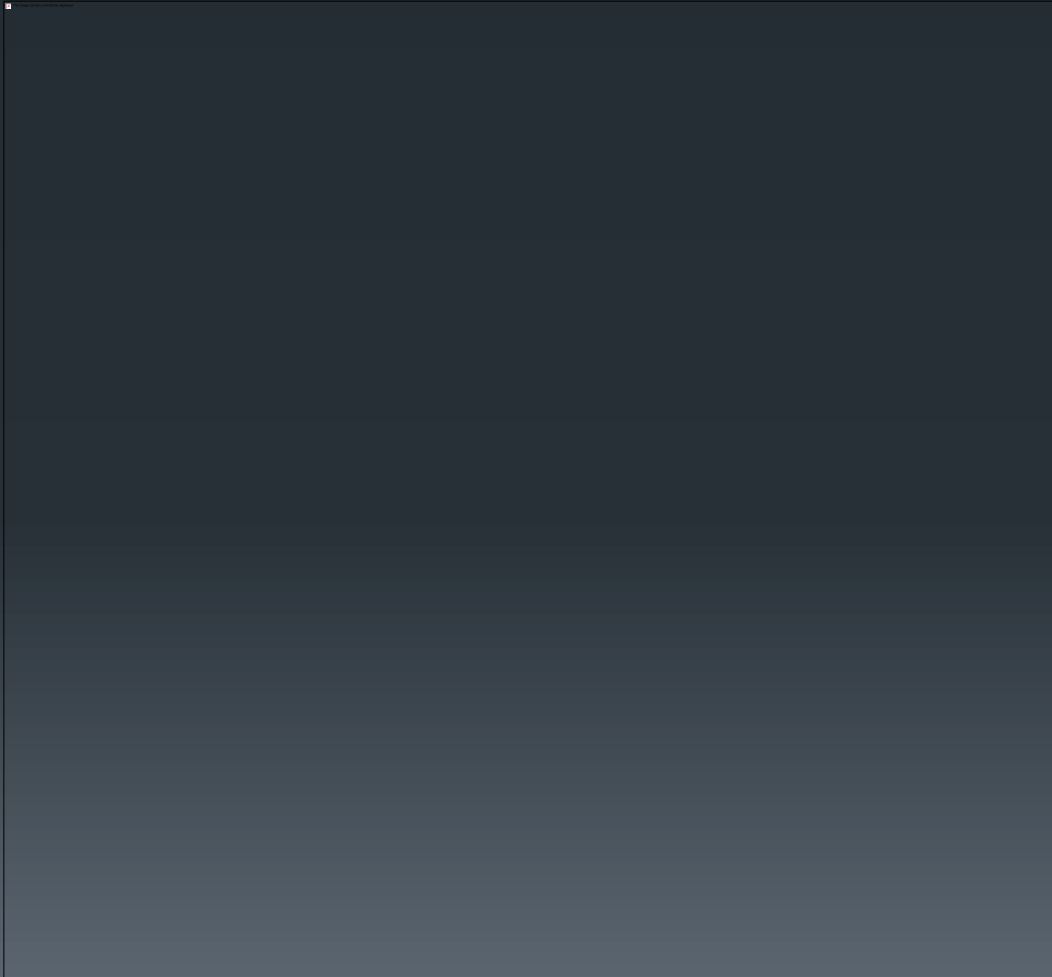
- Find out as much as possible about what happened and why



#8

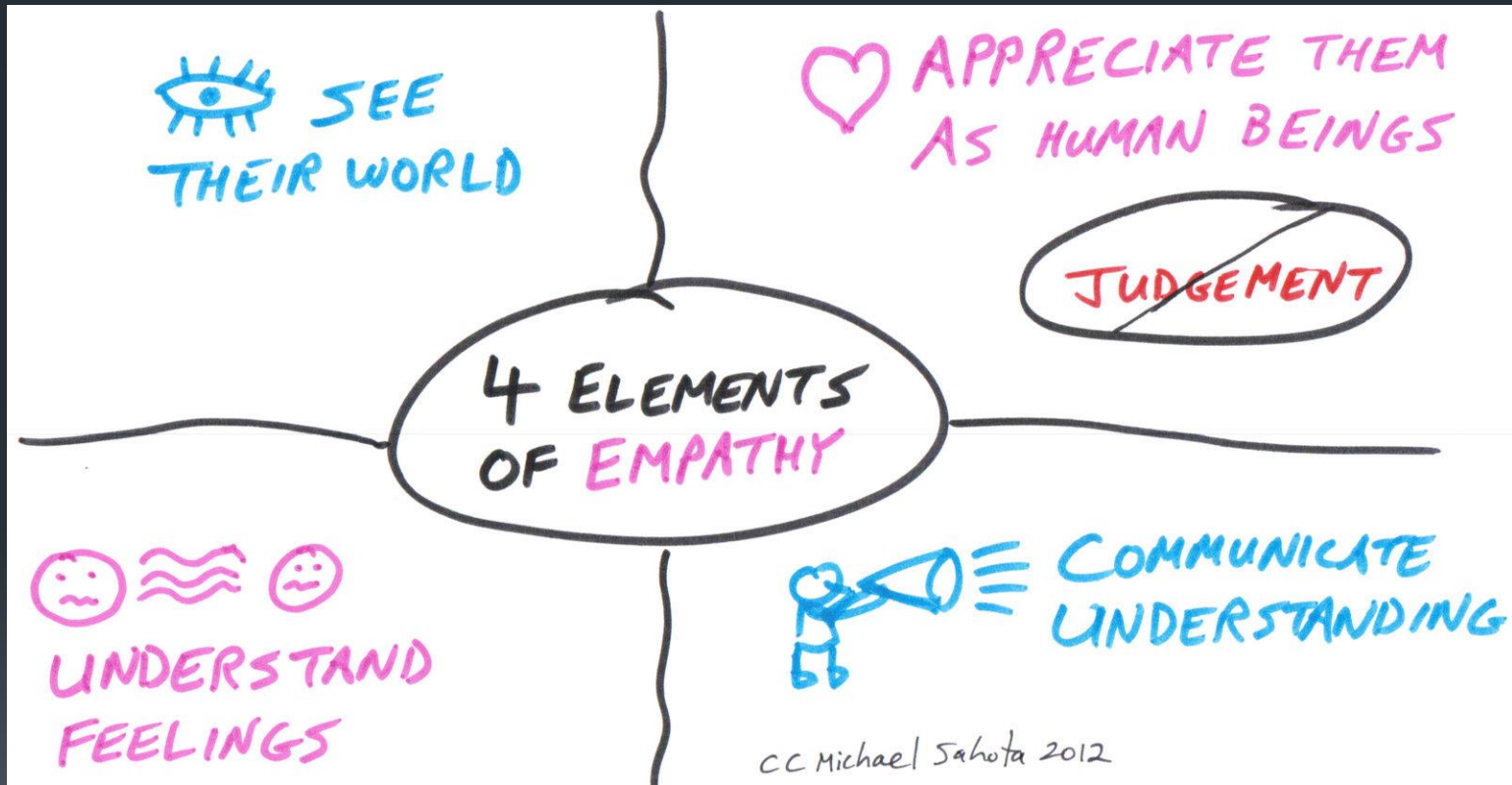
Don't Allow For Surprises

- Share all possible information quickly



#7

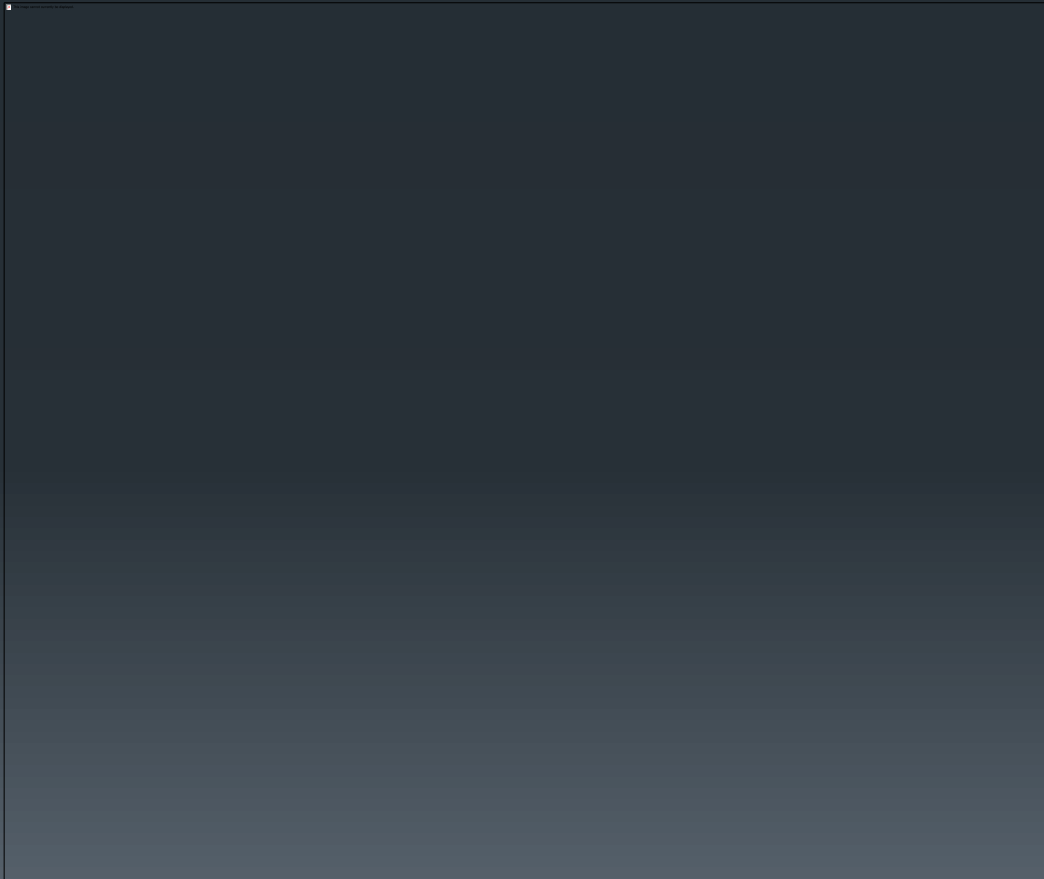
Demonstrate Empathy



#6

Do Not Overreact

- Different issues demand different levels of response – and in some cases, no response at all.



#5

Tell the Truth

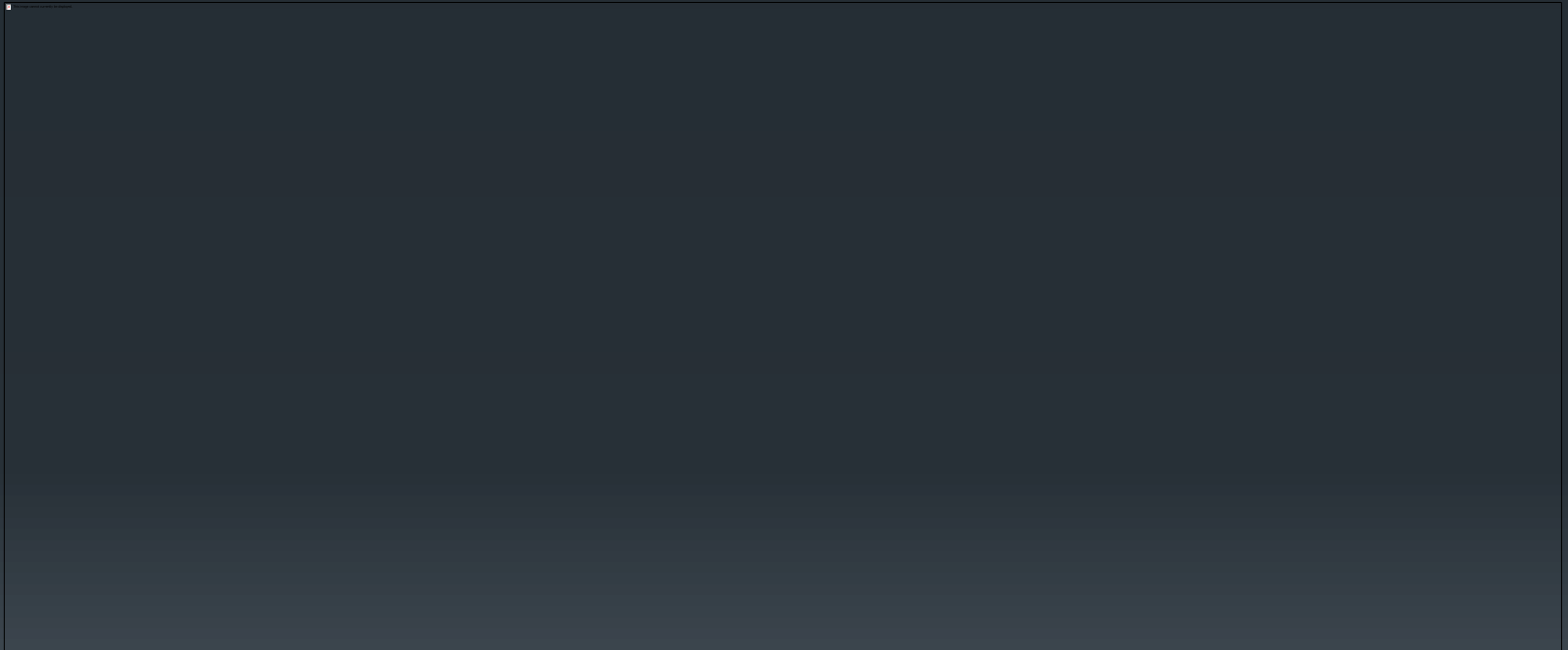
- Be transparent. Communicate the facts honestly and clearly.



#4

Never Speculate

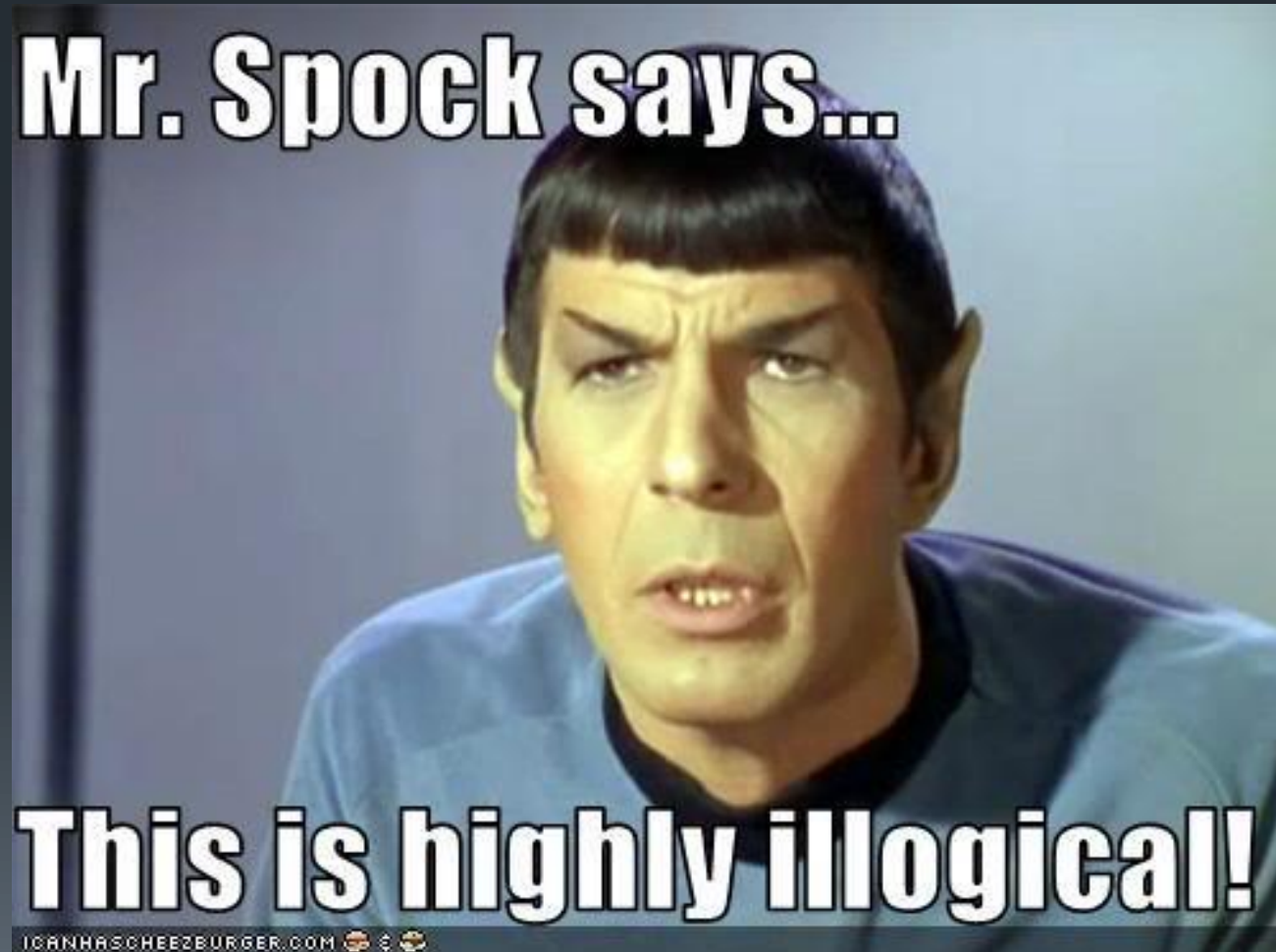
- Share only verified, factual information.



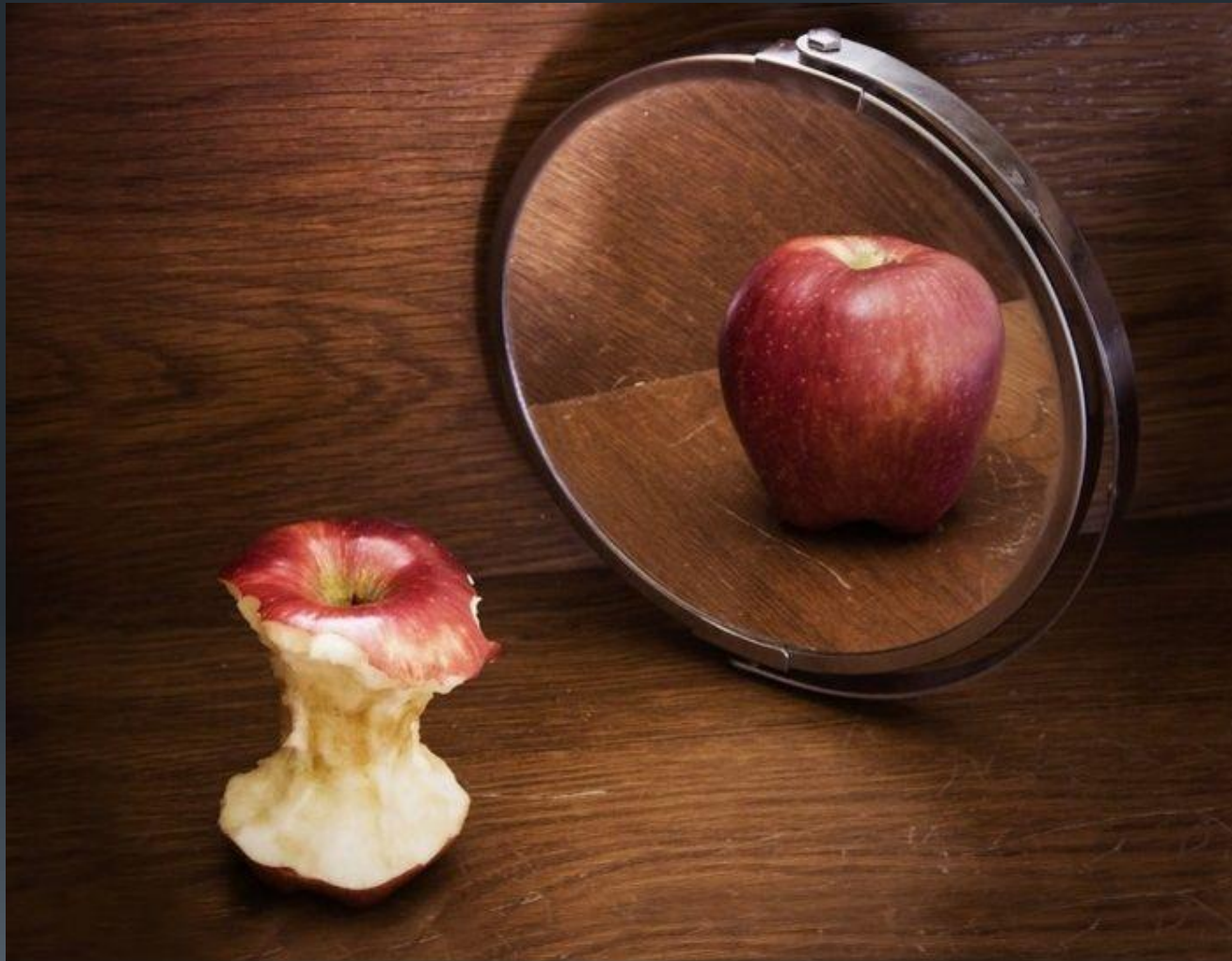
#3

Be Prepared for the Illogical

Especially when dealing with consumers and the media.



#2 Deal with Perceptions As Realities



#1 Be Willing To Do More Than Expected



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