



Avoid Crisis Nightmares

Identify Gaps & Strengthen Your Response Plan

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June 12, 2019



Agenda

- 1) Understanding Today's Media Climate
- 2) Before & During the Crisis
- 3) Crisis Preparation is Key
- 4) Questions?

Understanding Today's Media Climate



Today's Media Climate

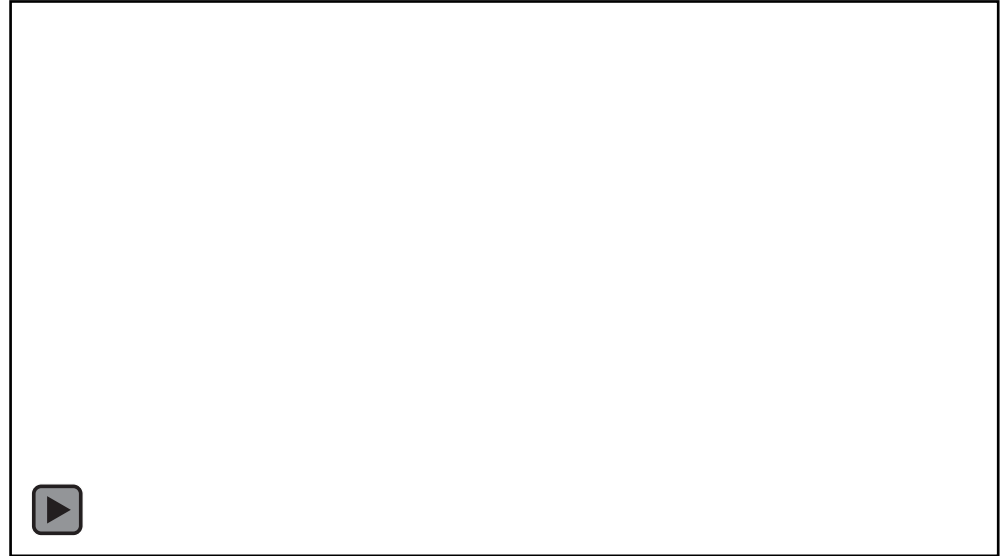
- The media is in high pursuit of murder, mayhem and malfeasance stories
- Over-leveraged financials and splintering audiences have media groping for audience share...



Today's Media Climate

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...and cheap content...



CNN's Newsource provides content to ~800 stations with intro script. ABC, CBS, Fox and NBC have ~200 affiliates

Today's Media Climate

- The media is in high pursuit of murder, mayhem and malfeasance stories.
- Over-leveraged financials and splintering audiences have media groping for audience share...

...and really cheap talent...



Before the Crisis





Show of Hands

Do you have a crisis response plan in place?



Crisis Communication Planning: Beyond the Basics

Incident Level Definitions

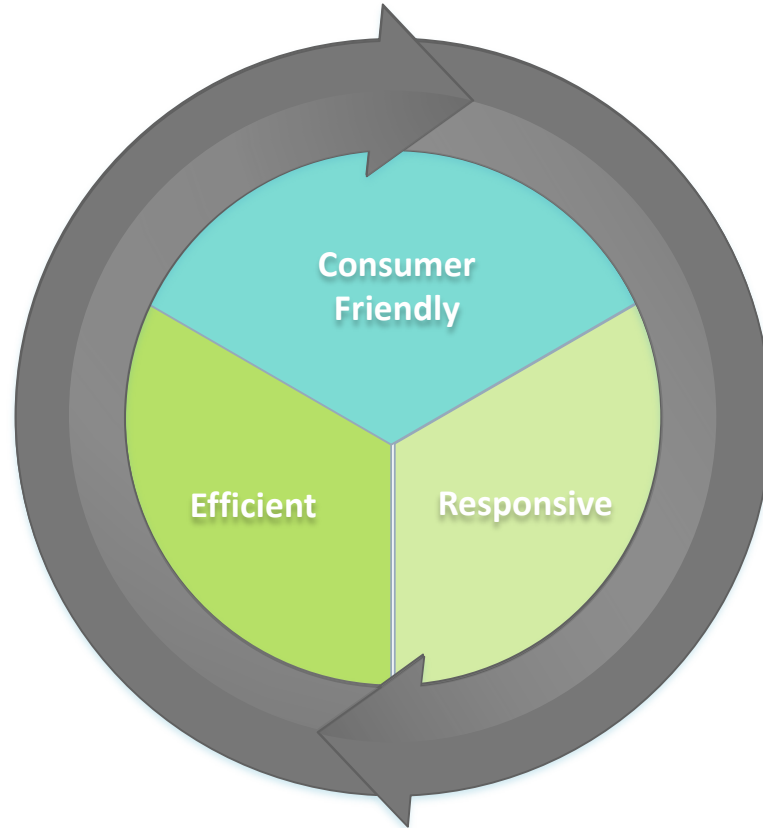
LEVEL	DESCRIPTION	EXAMPLES
LEVEL 1	<p>Incident did not involve injury; the event is characterized as inconsistent with normal course of operations.</p> <p>Voluntary product withdrawal (Class III) - a routine situation that includes a voluntary product withdrawal when there are quality issues but no risk of illness from the product.</p>	<p><i>False claims or damaging rumors, unrelated ICM issue (does not include any physical harm to humans or facility), voluntary product withdrawal (Class III)</i></p>
LEVEL 2	<p>Instance of workplace injury or violence; may escalate to a level 3.</p> <p>Precautionary recall (Class II) - This is a priority situation in which a product deficiency may cause temporary or medically reversible adverse health consequences and where the probability of serious adverse health consequence is remote. Class II recalls pose moderate risk to brand reputation, which can usually be mitigated by acting swiftly.</p>	<p><i>Workplace violence (lower severity) or accident, precautionary recall (Class II)</i></p>
LEVEL 3	<p>Death, injury or potential injury has occurred and immediate action is required. Legal action may be involved.</p> <p>Hazardous Recall (Class I) - This is an emergency situation that poses immediate or serious long-term, permanent health risks or death to the public. Class I recalls pose significant risk to brand reputation.</p>	<p><i>Large-scale workplace violence (higher severity, large number of people involved), natural disaster or warehouse explosion, cyber attack, hazardous recall (Class I) or Enogen Contamination Issue</i></p>

Crisis Communication Planning: Beyond the Basics

LEVEL 3 INCIDENT			
EVENT	MESSAGING	OUTREACH	TIMING
FIRE/FLOOD/NATURAL DISASTER	<p>We're relieved none of our employees were injured, and we're currently determining the extent of damage the storm/incident caused. Fortunately, we have a great team working hard right now to get us back up and running soon.</p> <p><i>Depending on severity: This unexpected natural disaster caused extensive damage and tragedy.</i></p>	<ul style="list-style-type: none"> • Website copy and video • Media statement, Q&R • Social media response • Customer outreach • Farmer outreach • Employee outreach • Regulator outreach 	<ul style="list-style-type: none"> • Within 24 hours or appropriate to situation
<p>CYBER ATTACK</p> <p><i>Confirmed:</i></p> <p><i>Not confirmed:</i></p>	<p>After receiving reports of unusual activity, our team quickly investigated and confirmed a data breach. We're working diligently with law enforcement and computer forensics experts to determine the nature and scope of the breach. We're committed to resolving this issue and plan to release additional information as soon as we have it.</p> <p>After hearing reports of potential unusual activity, our team has launched a full investigation to determine all the facts and we plan to provide an update as soon as we know more. In the meantime, we encourage all of our customers to be mindful of unusual activity.</p>	<ul style="list-style-type: none"> • Website copy and video • Media statement, Q&R • Social media response • Customer outreach • Farmer outreach • Employee outreach • Regulator outreach 	<ul style="list-style-type: none"> • Within 24 hours or appropriate to situation

CONFIDENTIAL

Crisis Communication Messaging Principles



Messaging Principle #1: Consumer-Friendly

Amy's Kitchen
March 24 · 🌐

To Amy's Consumers - Your health and safety are of the utmost importance to us all here at Amy's. Once we learned that one of our organic suppliers recalled their spinach for possible health effects we immediately contacted the FDA and voluntarily recalled the specific lots of frozen foods identified in the link below. We understand that what you want most of all is information and to have your questions answered. We are responding to those questions through social media, telephone calls and emails just as fast as we can, and have set up a call center specifically for this recall. The number for that call center is 1-866-672-0626.

We love cooking for you and appreciate the trust you place in our company to provide quality organic options. So, like you, we are extremely concerned and disappointed about what happened with this supplier. We have strict requirements that our suppliers must meet before we will use their ingredients, and insist on those high standards throughout our relationship with the supplier. Rest assured that we have been in contact with the supplier and are approaching this matter with the urgency that you would expect.

Know that we strive to provide an experience with our brand that reflects our care for our consumers, and are here to provide whatever information that we can.

Please read the full RELEASE here: <http://AmysRecall.com/>

Amy's Kitchen Recall

FOR IMMEDIATE RELEASE – March 22, 2015 – Petaluma, California – Amy's Kitchen, Inc. is voluntarily recalling approximately 73,897 cases of select code dates and manufacturing codes of the products identified on Attachment A. This recall is

AMYSRECALL.COM

837 Likes 154 Comments 466 Shares

👍 Like 🗨 Comment ➦ Share

RECALL UPDATE:

Voluntary Recall Update: March 25, 2015

Amy's Kitchen is a family-owned company that has always deeply cared about our customers. This is why we wasted no time in contacting the FDA and proceeding with a voluntary recall after receiving a recall notice from one of our organic spinach suppliers. We understand that consumers are rightfully asking how this happened and what we have done in response. Here is what happened:

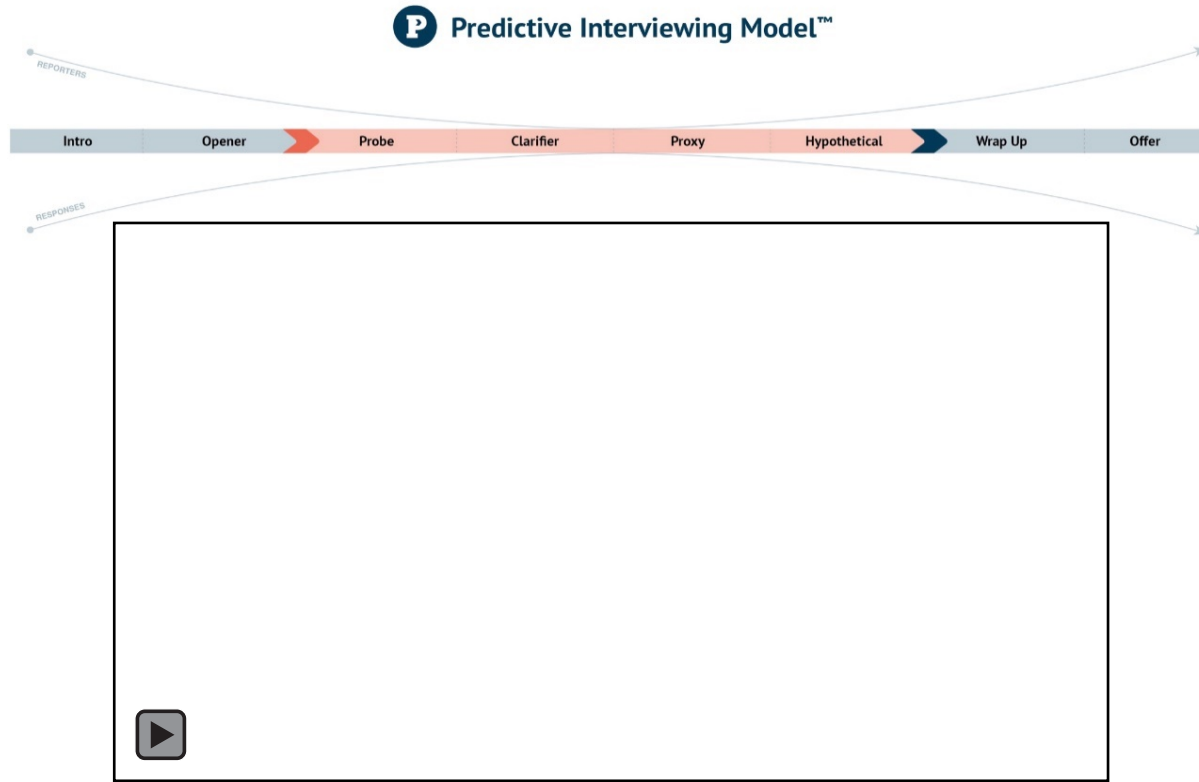
One of Amy's many food safety practices is to require all of our suppliers to test their products and send Certificates of Analysis to us confirming the safety of the ingredients. Consistent with this practice, one of Amy's organic spinach suppliers, Coastal Green Vegetable Company, supplied organic spinach with written confirmations that the spinach was tested and safe to use. After receiving these confirmations, we began using the spinach in our products. Coastal then issued a recall of the spinach, and advised us that the spinach in fact tested positive for *Listeria* -- meaning that the earlier written confirmations provided with the spinach were wrong. We have also been advised that the responsible person at Coastal no longer works there.

In response to Coastal's recall notice, we have taken the following steps:

1. Amy's immediately contacted FDA and worked with FDA to voluntarily recall the impacted products.
2. Amy's placed a hold on all spinach received from Coastal,
3. Amy's has suspended all future orders of spinach from Coastal pending further investigation and a re-qualification of Coastal as an organic spinach supplier, and
4. Amy's has been actively trying to answer all questions from consumers and set up a call center specifically in response to the recall.

We have received a lot of questions from consumers about whether heating the product will kill any *Listeria*, about medical questions concerning symptoms from *Listeria* and about the scope of the recall. We do not want to cause confusion relating to the recall, and have advised consumers to review the recall notice, to destroy or return any recalled products, and to consult with their physician regarding any medical questions. We have also received an outpouring of support from our fans, and cannot tell you how much that means to the company.

Messaging Principle #2: Responsive



Messaging Principle #3: Efficient

Average Length of a Soundbite

Hallin's (1991) vs. Apron's (2015) Sound Bite Study

Hallin				
25 political candidate video tapes and a stopwatch				8.9 seconds
Apron				
3 Texas Newspapers A1 story, first quote 2012 to 2014	<i>Houston Chronicle</i>	<i>Dallas Morning News</i>	<i>Austin American-Statesman</i>	Totals/Avg
Quotes examined	937	939	935	2,811
Avg. print quote word count	25.63	23.59	25.51	24.91
Sound bite length in seconds	9.21	8.48	9.16	8.95

Other Considerations

- Regular messaging review
- Emergency contact tree
- Social/media monitoring
- Social media response policy
- Pop-up video sets and editing capability
- Spokesperson training



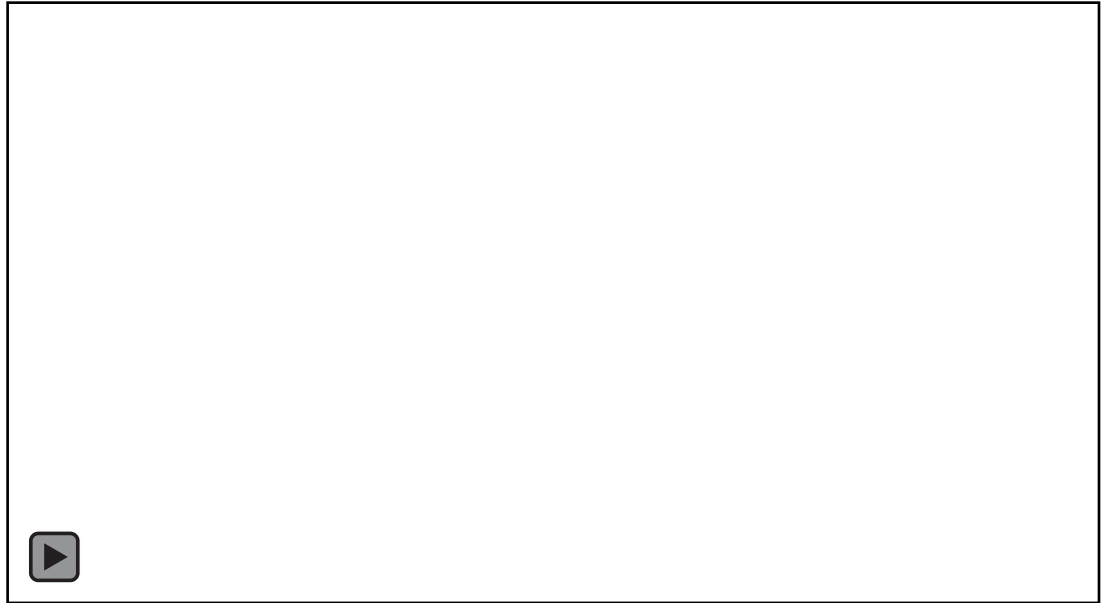
UPDATED FOR IMMEDIATE RELEASE MARCH 10, 2017

VULTO CREAMERY VOLUNTARILY EXPANDS THEIR RECALL OF ALL RAW MILK CHEESES BECAUSE OF POSSIBLE LISTERIA MONOCYTOGENES CONTAMINATION

Out of an abundance of caution, Vulto Creamery, Walton, New York, is recalling ALL of its cheeses which include by name the following: Ouleout, Miranda, Heinennellie, Willowemoc, Hamden, Walton UMBER, Andes, & Blue Blais due to potential contamination of Listeria monocytogenes. Listeria monocytogenes is a bacterium which can cause serious and sometimes fatal infections in young children, frail or elderly people, pregnant women and others with weakened immune systems. Although healthy individuals may suffer only short-term symptoms such as high fever, severe headache, stiffness, nausea, abdominal pain and diarrhea. Listeria infection can cause miscarriages, stillbirths and fetal infection among pregnant women.

Other Considerations

- Regular messaging review
- Emergency contact tree
- Social/media monitoring
- Social media response policy
- Pop-up video sets and editing capability
- Spokesperson training



During the Crisis



The Role of Communications

Food Safety Team Goal:

Fix the Problem

- Have we identified the root cause?
- Have we isolated the issue?
- What corrective actions need to be taken?



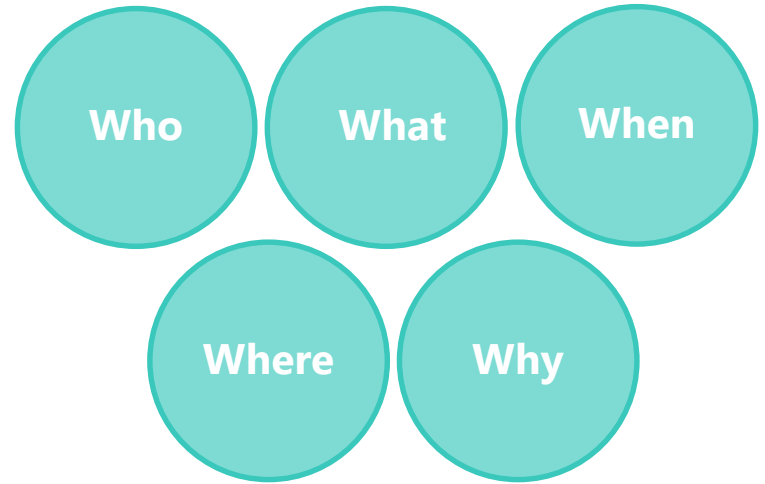
Crisis Communication Team Goal:

Protect the Brand

- What happened?
- How did this happen?
- What are we going to do to make this right?
- How do we maintain brand trust and update consumers in real-time?

What We Need

- A seat at the table
- Access to key personnel for quick approvals
- Information/details/updates – as quickly as possible (5W's)
- A forum to share back with you what consumers are saying and discuss recommended next steps



Crisis Preparation is Key



EXIT

**ARE YOU READY?
¿ESTÁS LISTO?**



Opportunity? You've Got to Be Kidding!

- Focus on Recovery from Day 1
 - Resumption of business on every level
 - Coming out the other end stronger, more capable
 - Continuously improving



IF YOU
DON'T 
KNOW
IT'S TOO
LATE



Preparedness Starts on Day One

- Teaching, training, preparation becomes action
- Social influences are powerful
- Practice, practice, practice
- Communication is key
- Consider all stake holders (internal & external)
- Measure effectiveness
- Continuously improve on it
- Your future depends on it!



ARE YOU PREPARED?



KNOW YOUR WAY!
¡SABER CÓMO FUNCIONA!



**IF AN ALARM GOES OFF!
TAKE ACTION!**

Recap

- The time to learn about crisis management is NOT when you're in the middle of an event
 - Plan, train, prepare
 - Use tests often to strengthen and fortify
 - Think outside the box – consider the 'what if's'



Alchemy's Employee Engagement Solutions for Your Crisis Response Plan

- Educate your employees with multilingual Crisis Response courses
- Keep Crisis Response fundamentals top-of-mind with huddle guides and signage
- Drive continuous improvement with an on-the-job coaching app
- Stay audit-ready with automatic documentation and real-time reporting



Q&A



THANK YOU

