

Crisis Management

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NAMI NORTH AMERICAN
MEAT INSTITUTE

The key to success during a crisis...

- Is planning ahead.
- Careful, thorough planning is 50 percent of effective crisis management.
- IARC meat and cancer controversy proves this!



Overview

- Anticipate crises
- Develop crisis management teams
- Develop crisis plans and a crisis resource book
- Gather pertinent information
- Manage crises confidently
- Effectively communicate
- Bring crises to closure



“I don’t have time for a crisis.”

THE ELEMENT OF SURPRISE

Step #1: Assess Vulnerabilities

- Product recall
- Foodborne Illness outbreak
- Social media attack on one of your products
- Product tampering
- Natural disaster
- Worker injury

More Vulnerabilities...

- Environmental crisis
- Animal rights protest
- Strike
- ICE raid or investigation
- Fire
- Accident involving your truck
- Biosecurity issue
- Animal disease outbreak



Unique Company Vulnerabilities?

Protect Yourself With a 'Negative Brainstorm'

- Activist group in your town?
- Angry ex-employee?
- Hostile local official?
- Physical proximity to schools, natural resources?
- Union to desire to organize your plant?
- Do you supply hospitals, nursing homes or schools?

Now That You Have the List...

- Prioritize by likelihood
- Determine who is needed on your crisis management team
- Identify information, images and other resources that might be needed to respond

Forming the Crisis Management Team

- Top management
- Operations
- Technical
- Worker safety/HR
- Communications
- Legal

The First Meeting

- Convey expectations
- Review list of crises to solicit broader feedback
- Begin developing plans based upon most likely crisis first.

Elements of a Plan

- Contact information for each team member
- Tangible actions that may be needed to resolve the crisis
- Communications needed during the crisis
 - Audio and video, press release, letters, web pages, Tweets
- Outside experts who may be needed
- Outside PR firm
- List of customers, media, government and public officials who will need to be contacted
- Messages for customers, media and consumers
 - Don't forget the employees aka 'Community Ambassadors'

Professional Photos Are Best

Put your facility...

In its best light.



About Communications

- Who would be your spokesperson?
- Is training needed?
- What information might you need?
 - Testing data, injury and illness rates, etc.
- What visuals might you need?
 - Ex: Video of the inside of plant, photos of safety equipment used

More on Communications

- What might your messages be?
 - Consider testing them
- How will you distribute statement?
 - Via email?
 - Via PR Newswire?
- If you need to hold a press conference, where will you hold it?

Organizing the Plans

- Place in hard copy format in binders
- Date all documents
- Create clear and easy to find crisis folder to house all documents
- Set future date to review and update
- Plan a drill

Cultivate Allies In Advance

‘Tough to Make Friends in a Crisis’

- Mayor
- Lawmakers
- Chamber of Commerce
- Reporters
- Consumer groups/community reps
- Local university faculty

It's D-Day

- Assemble the team
- Gather information
 - Review the facts
 - Begin media monitoring (Institute can help for 30 days)
- Score the crisis

Scoring: One Approach

- Risk to public health
- Visual appeal/interest
- Emotional appeal
- Protraction potential
- Media/social media interest
- Consumer contact volume
- Customer concern volume
- Critic engagement
- Regulatory engagement
- Legal engagement

- *Score each factor on a 1-10 scale.*
- *Add up*
- *Rate as an A, B, C or D crisis*
- *Repeat as circumstances change*

D-Day Continues

- Create easy email distribution list for crisis (i.e. #Recall)
- Establish time for convening regularly
- Alert your association

D-Day Continued

- Inform allies
- Inform media
 - Tell them what is happening
 - Tell them plan for telling them more, i.e. “We will provide daily briefings at noon” or “We will post updates to our Web site”

Communicating Effectively

- In crisis, communications vacuum tends to occur
 - If you are silent, others will fill the vacuum
- Elements of response
 - Regret
 - Responsibility
 - Remedy
 - Restitution
 - Repair

Choosing a Spokesperson

- Good communicator
- Knowledgeable
- If there are illnesses/injuries, must be very senior person, if not CEO
 - Don't use agency people to offer comments

NAMI Crisis Center



LOG IN

Crisis Center

NAMI Crisis Team

Crisis Management 101

Crisis Prep, Vulnerability Assessment and Planning

During the Crisis

Post-Crisis Management

Sample Statements/Letters/Worksheets

Tips for Preparing for a Media Interview

NAMI Product Recall Insurance

External Crisis Resources

Crisis Scenarios

NAMI Members Dashboard

rm01

Crisis Management 101

Every meat and poultry processor faces literally thousands of possible crises - or unexpected events that can interfere with the normal course of business, cause the public to lose its trust in the company or its products and, in some cases, even close an operation. Perhaps the most common crises confronted by most companies include: product recalls, natural disasters, product tampering or threats of tampering, foodborne illness outbreaks, government investigations, civil and criminal lawsuits, unauthorized photography of plant operations, strikes, demonstrations and product boycotts, workplace accidents and release of adverse product safety data. More recently, concerns have arisen about potential crises arising from animal disease outbreaks or biosecurity incidents.

Familiarize yourself with the many resources in this center to ensure you are ready to face the crisis you may least expect.

Get Media Training

- Learn defensive techniques
 - Pre-screening
- Seeing yourself on-camera is essential
- Learn interview formats
- Learn techniques to stay on message

When the Crisis Occurs

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- Don't Go Into Hiding
- Call Your Association
- Be Responsive
- Use Visuals
- Be Human!

Managing Bad News

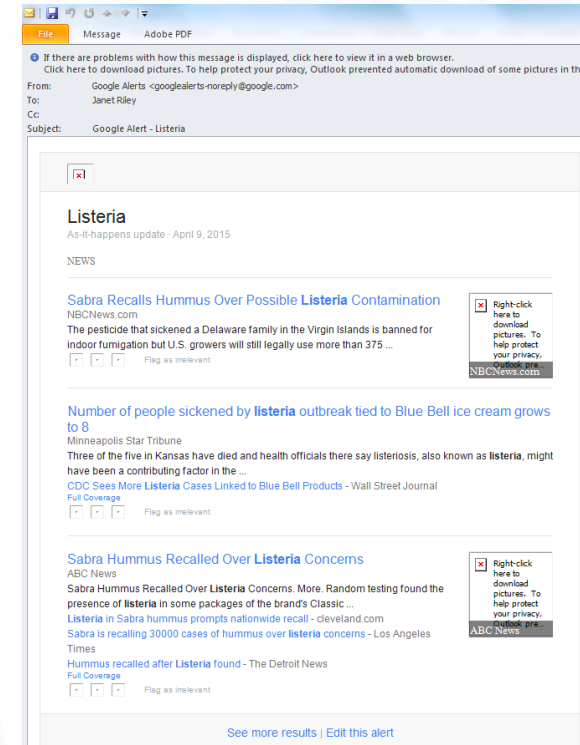
- Effective crisis communication will depend on not being defensive
- Focus on the problem, not on blame
- Separate “intent” from the problem
- Don’t commit to specific corrective actions, but pledge to “do the right thing”

First 24/48 Hours Are Critical

- If You Don't Tell Your Story, Someone Else Will
- Your Initial Response
 - Sets Tone
 - Must Demonstrate Leadership
 - Actions Speak Louder than Words
- Day 1: Story of the Incident
- Day 2: Story of Company's Response

Media Monitoring and Triage

- Begin hourly media monitoring
 - Set up google alerts
- Seek corrections or additions promptly
- Speak to most influential outlets and those closest to you first
 - Use voice mail line, screen messages
 - Return AP call before trade magazine



Proportional Response

- Analyze coverage and respond at commensurate level
- Don't make story bigger by overreacting
 - Contingency statements
 - Web statements
- Don't ignore or hide, either

The Public Agenda

A faint, light-colored world map is visible in the background of the slide, centered behind the text.

- What happened?
- Who is to blame?
- What did you know?
- When did you know it?
- What did you do at the time?

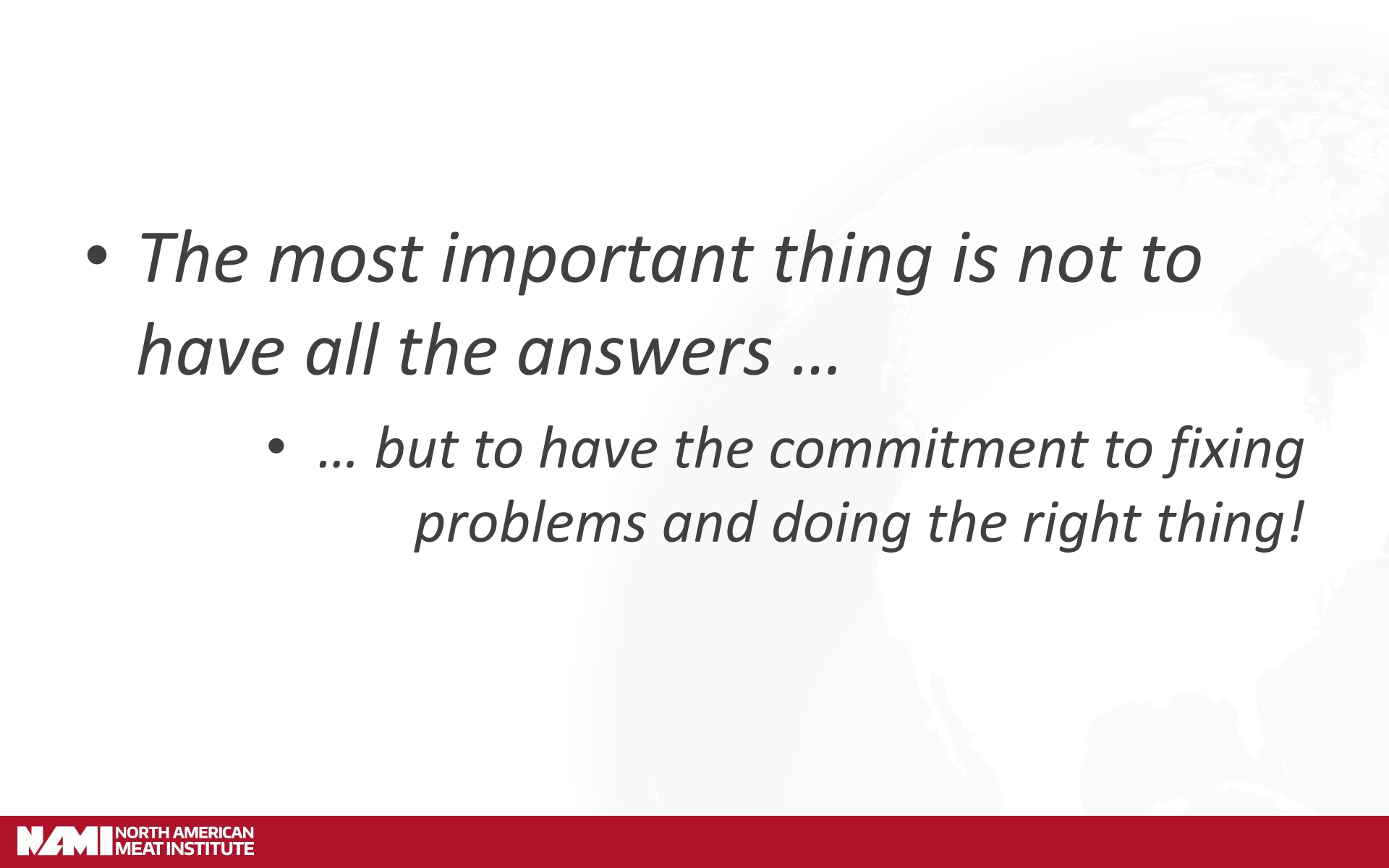
The Media Agenda



- Conflict
- Controversy
- Change
- Human interest
- Drama
- Entertainment

Understand What Not to Say

- We didn't do it!
- It's not us!
- None of your business!
- It was somebody else's fault!
- No comment!

- 
- *The most important thing is not to have all the answers ...*
 - *... but to have the commitment to fixing problems and doing the right thing!*

Use Variety of Channels

- Email
- Blogs
- Hotlines
- Social networks
- Website is critical
- If there are illnesses, speak directly to consumers in letter – not press release
 - Mattel, Maple Leaf sent out video messages



"We work diligently to eliminate it [Listeria]...This week our best efforts failed and for that we are deeply sorry...I commit to you that our actions are guided by putting your interests first."

Understanding the Media's Perspective

- Space limitations
- Deadlines
 - Always ask “*What’s your deadline?*”
- Competition, *new* news
- Editors
- Limited “science understanding”
- Not much, if anything, “*off the record*”

Three Key Messages

- What do you want the viewer to know/hear? Three messages.
- Case Study: *E. coli* outbreak
 - Making sure product is removed from commerce immediately
 - Doing a thorough inspection of the plant to determine the source of contamination
 - Taking specific steps to ensure the problem does not reoccur

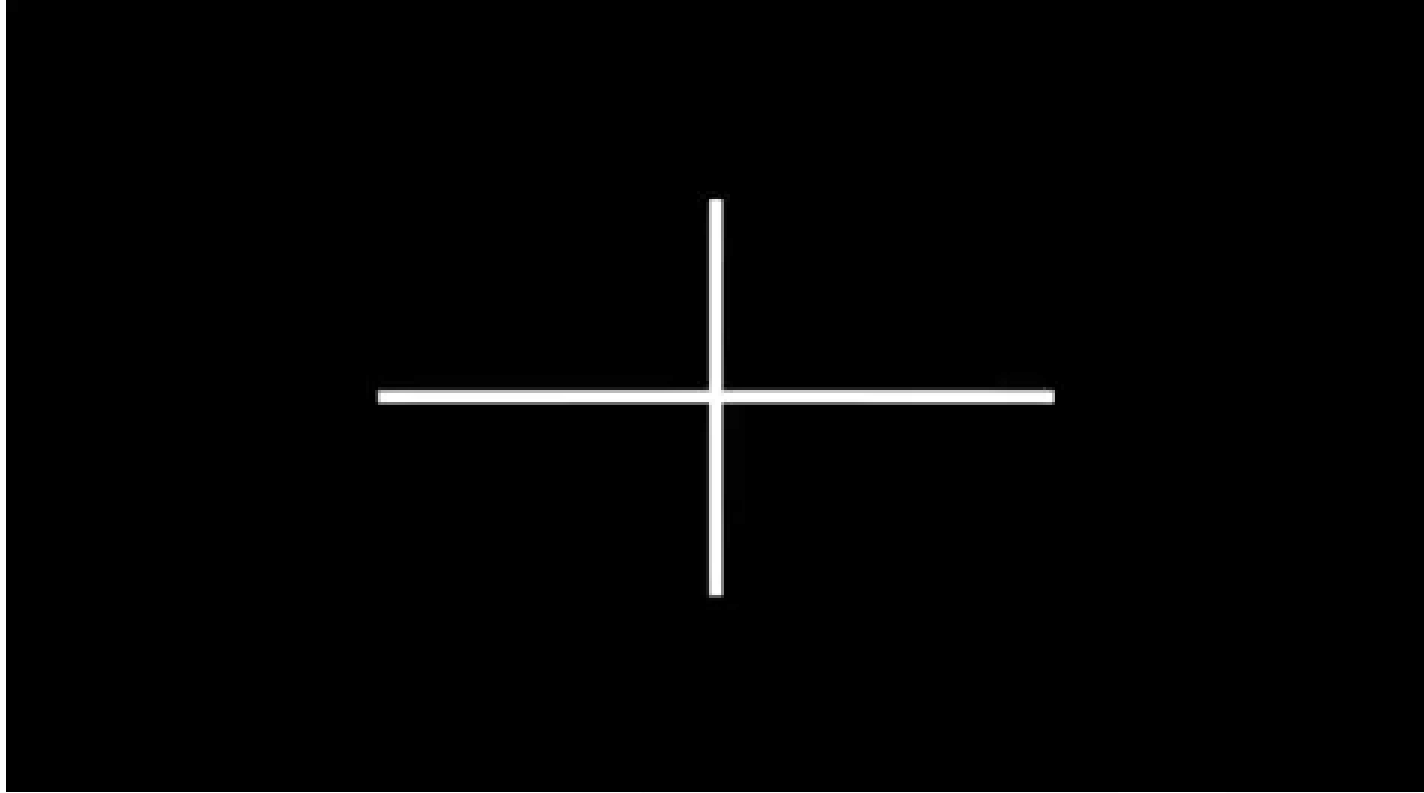
Messages Into Practice

- What might the interviewer ask?
 - How can you answer the question and move to your message?
 - Left field questions
 - Must practice!

Promise to Fix...Without Over-Promising

- BP Oil Spill...
 - Having a “modest impact”
 - “It will be down to a trickle”
 - “This has a seventy percent chance of success”
 - “We have turned the corner”
- Better: “We are using every means possible to fix the problem as quickly as we possibly can.”

When You Over Promise, They Might Call Your Bluff



Remember: It's Not About You



Media Key, But Not Only Vehicle

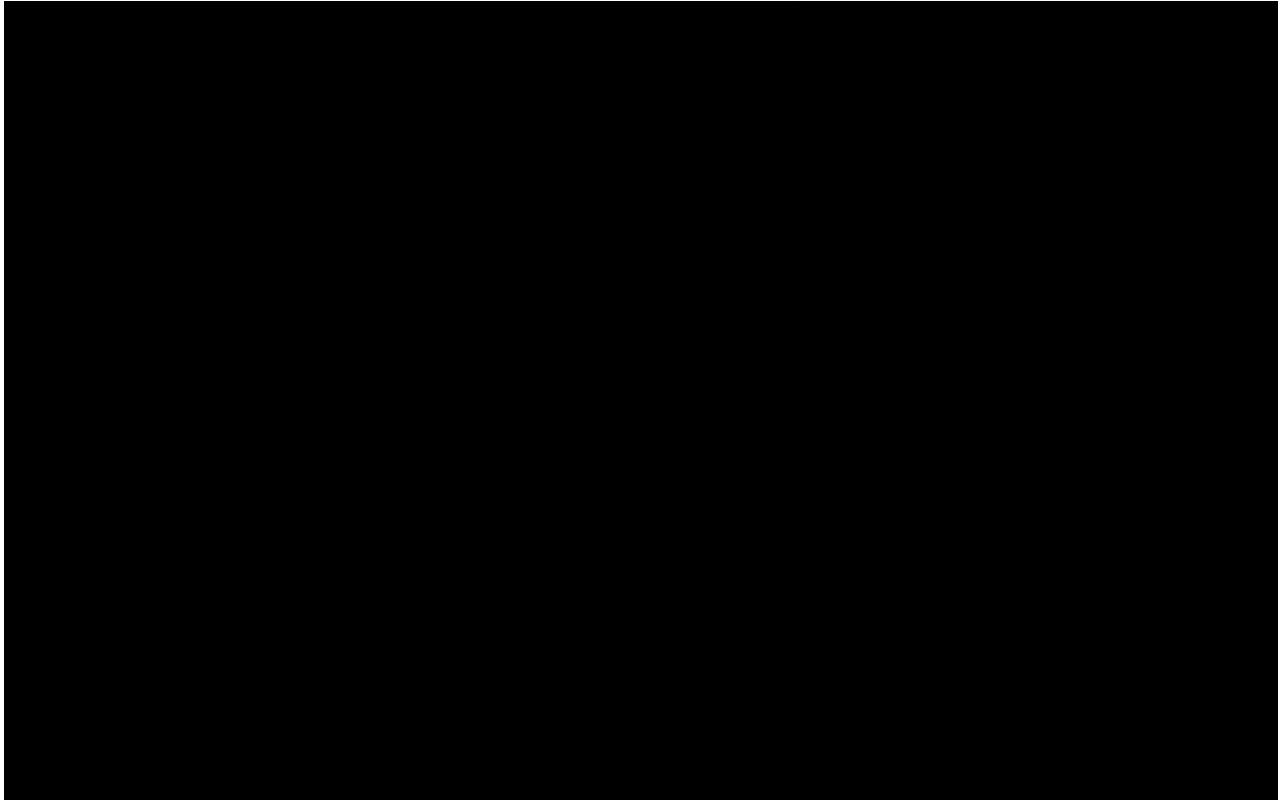
- Media are ‘filter’ for message
- Juxtapose black against white, good against bad
- Media’s definition of balance: spokesperson from each camp, regardless of size or credibility of constituency

Understand the Power of Visuals

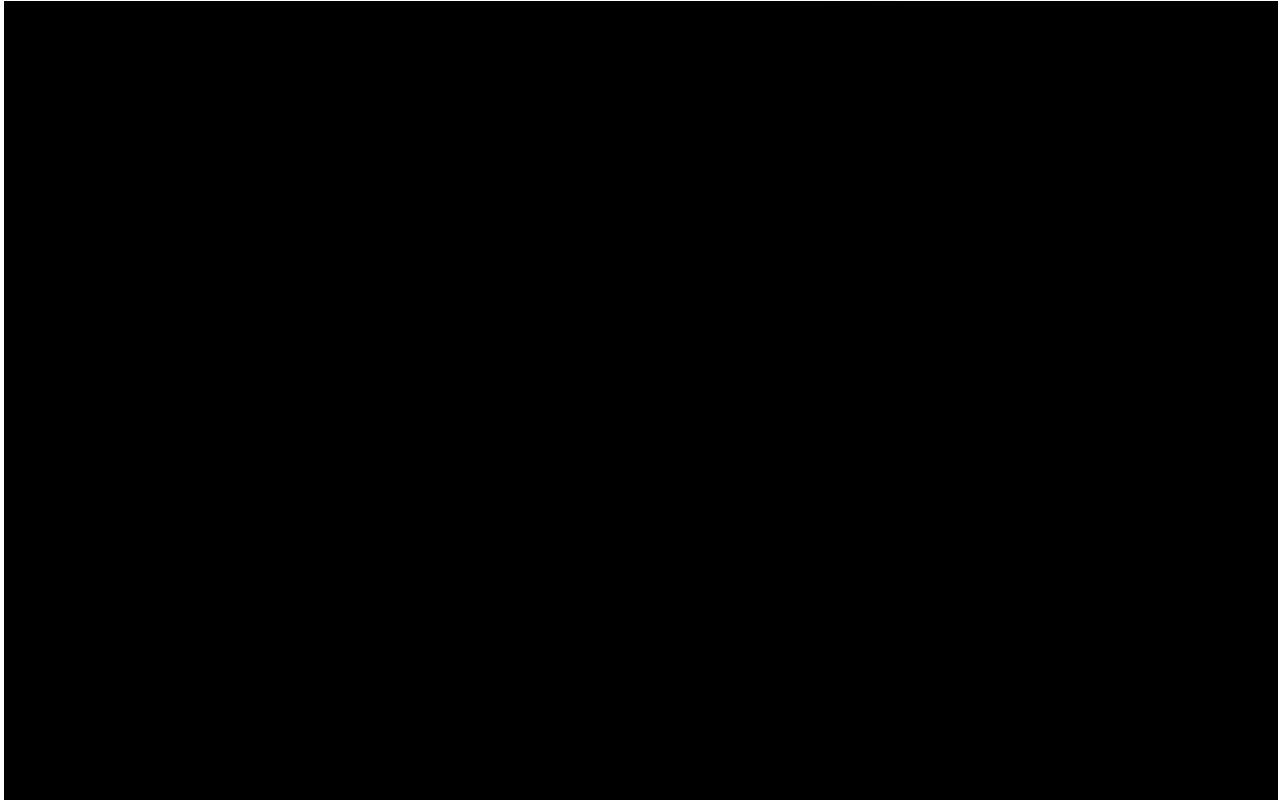
- Posture
- Smile
- Maintain eye contact
- Dress in dark, solid colors; no distracting jewelry, hairdos, sunglasses, etc.
- Lean into the camera
- Dress for the occasion
 - Office/store
 - White lab coat
 - Kitchen
 - Family photos



Three Point Trick



Same Message/Different Perceptions



Social Media

- Don't ignore!
 - 69% of Adults use Social Networking Sites
- Track and respond
 - Search and quantify hashtags i.e. “#AcmeMeatRecall”
 - Read how others are responding and assess whether your messages are working
- Utilize messages
- Treat with respect
- Remember: the internet lives forever

After the Crisis

- Evaluate company response/refine processes
- Update materials, processes
- Communicate relevant changes to media and customers
- Incorporate Lessons into next drill

A faint, light-colored world map is visible in the background, centered on the Americas. The map shows the outlines of continents and oceans in a very light grey or white tone against the white background.

Questions and comments?

Thank you!

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