
*Responding to the Food Industry's
2AM Call:
Food Safety Crisis Communications Planning
and the Use of Social Media*

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Who are these guys?



I have an odd past...



Social Times Your Social Media Source



PORTER
NOVELLI >



Our Journey Today

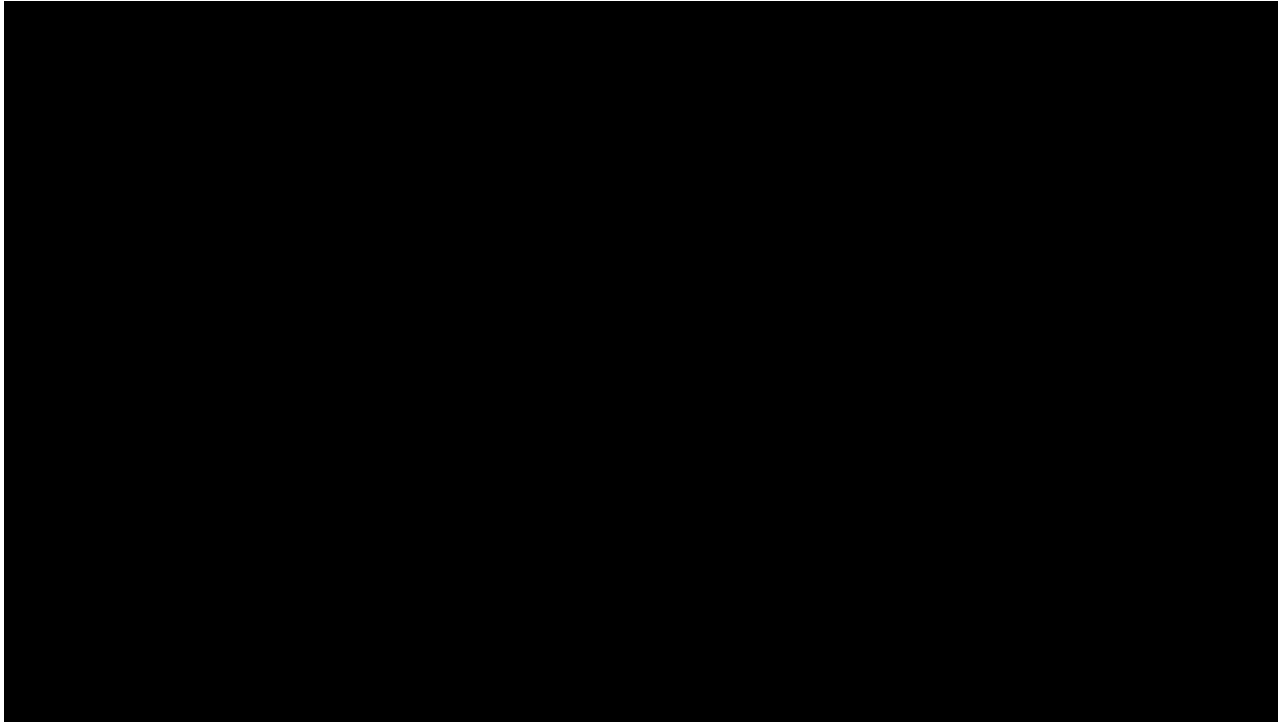
- **Setting the Table**
 - A Look at Recent Crises
 - The Food Landscape and What It Means for Crises Comms
- **Before “IT” Happens**
- **“IT” is Happening**
- **“IT” Happened**

A photograph of a long, straight road stretching into the distance under a hazy sky. The word "START" is painted in large, white, capital letters across the road surface in the foreground. The road has white lane markings and a double yellow line in the center. The background is a soft, out-of-focus landscape with some trees and a building in the distance.

START

Setting the Table

We see this more and more



GMO

RESEARCH INTEGRITY

FSMA

LABELLING

DEMAND

FOOD POLITICS

QUALITY

CLEAN

PLANT-BASED

TRUST

VALUES

COLORS &
FLAVORS

SNACKING

MARKETING

TECHNOLOGY

Crisis Management VS Crisis Communications

- ▶ **Crisis management** is the process by which an office deals with a major unpredictable event that threatens to harm the office, its stakeholders, or the general public
- ▶ **Crisis communication** is a sub-specialty of the public relations profession that is designed to protect and defend an individual, company, or office facing a public challenge to its reputation.

*Disclaimer

- ▶ Time of the 'Spin Doctors' is over
- ▶ Your process will breakdown
- ▶ The public, the media and your team will not know all the details and get angry/confused
- ▶ The office will be perceived as inept, at best, and criminally negligent, at worst
- ▶ Full resolution is a long term game that often happens after the media spotlight



- ▶ Methods used to respond to both the **reality and perception of crises**
- ▶ Establishing **metrics to define what scenarios constitute a crisis** and should consequently trigger the necessary response mechanisms
- ▶ Communication that occurs within the **response phase of emergency** management scenarios
- ▶ Respond to a crisis in a **timely fashion** makes for a challenge
- ▶ Must be **open and consistent** communication throughout the hierarchy to contribute to a successful crisis communication process



Something To Remember...

The credibility and reputation of offices is heavily influenced by the perception of their responses during crisis situations

Why is this important?



- ▶ Four elements are common to most definitions of crisis:
 - I. Threat to the office or people
 - II. Team is surprised
 - III. Decision times are reduced
 - IV. A need for change

Why is it important to define what a crisis is?

Is this list the same for everyone?

Common Types of Crisis

- ▶ Natural disasters
- ▶ Malevolence
- ▶ Technical breakdowns
- ▶ Human breakdowns
- ▶ Challenges
- ▶ Mega-damage
- ▶ official misdeeds
- ▶ Workplace violence
- ▶ Rumors



All crisis managers look like Brad Pitt and save the world through casual observation



Bombay Sapphire gin is being recalled for having too much alcohol

Bombay Sapphire London Dry Gin is being recalled because some bottles contained nearly double the alcohol content listed on the label: 77 percent instead of the standard 40 percent. The affected products were sold only in Canada.

May 5th, 2017

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Cookie dough company closes in wake of recalls for Listeria

BY CORAL BEACH | FEBRUARY 5, 2017

The owners of a cookie dough company responsible for recalls of Blue Bell and Blue Bunny ice cream and other products in 2016 have ceased operations, thanking the FDA for its oversight.

The recalls and investigation began in September 2016 when Blue Bell found Listeria contamination in its cookie dough ice cream that had been made with dough from Aspen Hills Inc.

Jon Austin, a spokesman for Aspen Hills owners Thomas and Nancy Lundeen, released a statement on their behalf late this past week, after the couple responded to a warning letter from the Food and Drug Administration.

"After much consideration, our owners have decided to end their involvement in the company and are actively looking to wind up their affairs through a sale or other orderly disposition. While that process is underway, we have ceased production as of the end of December," Austin said.



Before “IT” Happens

Pre-Crisis

OR

“Just another day at the office”



Before “IT” Happens (Creating a Response Book)

It is Going to Happen

- Look to see ‘what could become a problem’ and get in front of it
- Know your stakeholders-
Mapping
- Start planning a response for all the things you can’t control

Build a Team

- A small team of 4 or more high level workers who are empowered to make decisions and not scared
 - Leadership
 - Comms
 - Legal
 - Emergency Response

Bigger the team the harder to manage



Is the New Coke With Added Fiber Actually Good for You?

by THE LIVESTRONG.COM TEAM | Last Updated: Apr 28, 2017



Advertisement

PEOPLE ARE READING

- 1 The Best and Worst Things to Say to Someone Who Is Depr...
- 2 The 5 Worst Pieces of Fitness Advice
- 3 The 30-Day Abs Challenge

Before “IT” Happens

Spokesperson Training

- What they need
 - The right skills
 - The right position
 - The right training
- If you don't have the right person... make them
- Everyone else who “Could” be on camera needs base training

If they respond first... they are the spokesperson

Digital Media Prepping

- The public is digital first
 - Facebook
 - Twitter
 - News Stories
- Website
 - Learn these terms:
 - Dark pages
 - Dark Posts
- Someone needs to know this too

You can't count on others to post the right stuff

The Proper Speaker

What skills do we want the proper speaker to have?



“IT” is Happening

“IT” is starting to happen

Monitoring

- Two forms of intelligence
 - On the Ground
 - Satellite
- Teaching on the ground how to recognize a crisis
- Setting up satellite with the internet and Boolean (Hear something before it becomes a trend)

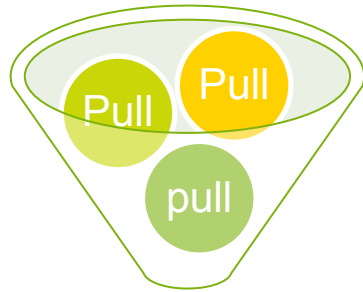
More on Boolean on the next slide

Alert Systems

- At DoD we had these books
- Core team group and back-ups
- SMS (Text) system works best
- Have access to briefing books via Dropbox or Box.com
 - Security can be an issue

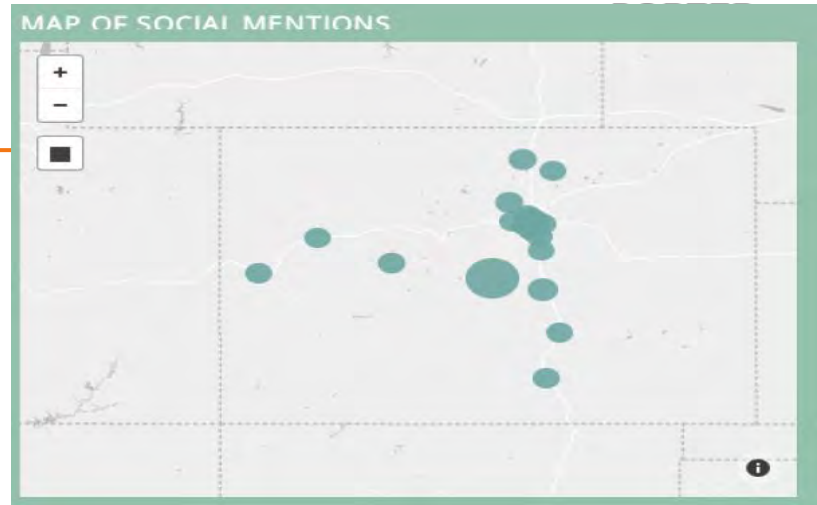
It will be a holiday or a someone will be on vacation

More on Boolean



Filter

My County AND (danger word AND danger word AND danger word) NOT (stupid chatter AND other stupid chatter)



“IT” is Happening

Who are Stakeholders

- Who are the internal and external stakeholders that matter to your office
- Each group is ‘nuanced’ but core message has to remain the same

The MEDIA is NOT primary a stakeholder... they are a tool to reach stakeholders... you don't reach out to Twitter do you?

How do We Message Stakeholders

- Official Holding Statements on all Channels: (We are assessing the situation, we are in control)
 - SEO/SEM
 - Media
 - Social Media
 - Calling
 - Door to Door
 - The Dreaded Press Conference
 - Media Alerts
 - YouTube
 - Phone

Stakeholders WILL influence other stakeholders

Coffee or Red Bull



Not so much a joke as a warning... also you want to figure out food, water and shelter pretty early.

“IT” is Happening

Assess the Crisis Situation

- If all the previous steps have been outlined you should have a good idea of what a response could be
- Take a ‘moment of pause’ and see if this is a real crisis
- If the answer is yes... deploy all response levels

More on this in a following slide

Finalize and Adapt Key Messages

- Use holding statements as starting point
- Deploy crisis specific (train derailed or plant exploded) information
 - Think of this as writing a Wall Street Journal piece
- Spokesperson on point and on message all day

This seems redundant from stakeholder messaging but this is a more timed response

Understanding Response Levels

Mild

- Increase listening report frequency
- Additional listening surrounding red flags
- Review and prepare message points
- No official message response

Medium

- Enact all lower level plan procedures
- Deploy Dark web pages
- Deploy pre-approved message points only
- Direct all questions to now live web Dark pages
- Selective message response
- Message with hashtag

High

- Enact all lower level plan procedures
- Release pre-approved press release
- Deploy SEO/SEM keywords
- Offer spokesperson and panel member interviews
- Live Tweet and Facebook responses for every message

This is just an example of response level escalation yours will be different but should be defined

Some thoughts on voluntary recalls...

Aunt Jemima frozen pancakes, waffles and French toast recalled

By Faith Karim, CNN
Updated 3:29 AM ET, Sat May 6, 2017



There's a Major Recall on Aunt Jemima Products

Frozen pancakes, waffles and French toast were recalled.



By Laura Roth, May 6, 2017

CNN reports that Pinnacle Foods, a New Jersey-based food company, is recalling Aunt Jemima frozen pancakes, waffles and French toast over fears of a listeria contamination.

The voluntary recall was issued Friday night after the presence of Listeria monocytogenes were identified at a production plant. It affects frozen products distributed in the United States and Mexico, but does not include dry mixes and syrups.

Notifications Messages

Lauren Harris-Pincus and 16 others follow

Layne Lieberman, RD @LayneWorldRD · 19h
Aunt Jemima Frozen Pancakes Waffles & French Toast Slices **#Recall** Due to Possible Listeria Contamination fdagov/FDAgov/Safety/...

Logan @loganvostrejs · 20h
All frozen **Aunt Jemima** pancakes and waffles are on a severity 1 **recall** for Listeria. If you have siblings or you eat them throw them out!!!

Rachel Singer Gordon @mashpomom · 23h
Big **Aunt Jemima** recall heads up:

Pinnacle Foods Inc. Voluntarily Recalls Aunt Jemima...
Pinnacle Foods Inc. is voluntarily recalling all "Best By" dates of Aunt Jemima Frozen Pancakes, Frozen Waffles, Frozen French Toast Slices distributed nationally in ... investors.pinnaclefoods.com

SafetyRecalls.org @Safety_Recalls · 24h
Pinnacle Foods (PF) Announces Voluntary **Recall** of **Aunt Jemima** Frozen Pancakes, Frozen Waffles & Frozen French ... - zpri0t

Search: a contamination

People Photos Videos Pages Places Groups App

John Beauford I hate these things. They get cold, 3 minutes after you take them out.
Like · Reply · 5 · 4 hrs

Erica Jackson I was in the store the other week and was going to buy some.
Like · Reply · 3 hrs

Nita Perkins Aw naw not Aunt Jamima. 😞
Like · Reply · 1 · 3 hrs

Kimberly Hamann Good grief. More contaminated food!
Like · Reply · 1 · 4 hrs

Antonio White Just got some eggo waffles.
Like · Reply · 1 hr

Chris Zavala

Waffle Day is Happy Day!
Only eat one waffle today, and you will stay happy. Aunt Jemima's waffles are the best for happy days!

Like · Reply · 14 mins

Ernest Strickland More frozen food recall I will cook my own food
Like · Reply · 1 hr

Matt Hoff I just ate 3 of them
Like · Reply · 1 hr

“IT” Happened

“IT” Happened

- “What did we learn from this?”
 - A formal analysis:
 - What was done right
 - What was done wrong
 - What could be done better next time
 - How to improve various elements of crisis preparedness
 - Update response books and prepare for the next one

'I can't lose my house': Outrage after Flint sends foreclosure warnings over tainted-water bills

By Avi Selk [May 4](#) 



Good Practice

- Pre-programmed Listening
- Multi-level Alert System
- Manager Allowed to Speak
- Legal On Board with Messages
- Pre-approved Messages
- Own SEO/SEM
- Keep Consistent
- On Top of All Communication Channels
- Communicate Internally
- Fast Response
- Holistic

Common Faults

- Did Not Monitor Properly
- No Alert System
- Did Not Allow for Authorization
- Became Too Legal
- Failed to Address Search
- Failed to Keep Consistent
- Didn't Listen to What was Needed

Common Question: Should We Apologize?

- Legal will always say no
- Research says post crisis people want to hear compassion
- If genuine sympathy is offered to victims with possible offers of compensation (money, time, respect) this can elevate positioning post crisis

Lessons Learned OR Professor History



Back to The Nutshell

	Before	During	After
Monitor	Weekly monitoring, visual reports	Daily/hourly monitoring, recommendations	Weekly monitoring
Communicate Internally	Make employees aware of pending product launch; inform key employees of potential issue	Keep employees informed as appropriate; direct to main site collection point; work with key employees to address issue	Continue to direct follow-up questions to main collection point
Engage	Create positive influencer and influencer detractor lists	Retouch positive connections; monitor and engage detractors	Continue to monitor; direct late conversations to approved sites messaging to close conversation loops
Plan	Pre-construct web pages/sites; develop pre-approved messages, communications center (SharePoint)	Turn on pre-constructed pages/sites, full time team communication, updates	Revise sites/pages as necessary; drive traffic to sites/pages as appropriate
Communicate Externally	Turn action into voice	Update main site; push information to collection point	Resume pre-issue communication plans; push to collection point as appropriate
Evangelize	Build corporate collateral; maintain goodwill	Use goodwill from ongoing projects (e.g., corporate social responsibility, positive messaging); consistent talking points	Maintain goodwill
SEO/SEM	Research and build crisis list	Deploy crisis list (e.g., Facebook, Google, YouTube, Yahoo)	Evaluate and redeploy as necessary

Thank you!



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