



**FOODSERVICE  
CONFERENCE  
& EXPOSITION**



# How to Take Action Before the Crisis Strikes

An ounce of prevention...

Foodservice Conference and Expo 2007

Monterey, California

Saturday, July 14

11:00am – 12:15pm

**Produce  
Marketing  
Association**

# Today's Agenda

- Overview
- Review principles, myths, realities
- Define crisis team
- Establish crisis/media protocols
- Examine crisis scenarios and responses
- Manage a crisis
- Evaluation



# Overview

- Crises vary
- Preparation essential
  - PMA events all have a plan
- Training and practice
- This is an exercise



# Principles

- More than communication
- Media interest
- Others benefit
- Facts are unclear, still developing



# Myths

- All crises are avoidable
- Enough prep ensures a happy outcome
- A crisis is really an opportunity
- “Responsible” companies are not attacked
- All crises are essentially PR problems
- Be transparent and people will trust you
- Just use the Tylenol model and it will work



# Realities

- Address potential crises when identified
- Resolve it before it's a full-blown crisis
- Minimize key audience impacts
- Your response enhances your image
- You get closure as soon as possible
- Reputation-repair begins quickly
- Current/future employees remain proud to work for you
- You learn



# Crisis Team

- Members: 6 to 10
- Roles, responsibilities
- Subject matter experts
- Contact information



# Crisis/Media Protocols

- Media/crisis training
  - Spokesperson and backup(s)
  - Answers and bridges
  - Practice until it's natural
- Communications protocols
  - Who – audiences
  - Where – contact info
  - How – best delivery methods



# What If?

- Identify types of crises
- Vulnerability analysis
- Plan for top scenarios
- Prevention efforts



# The Roles

- Mippy's
  - Family-oriented regional restaurant chain
- Brambleberry Cup
  - Mippy's signature dish of fresh brambleberries
- ITM Wholesale
  - Supplies Mippy's brambleberries
- Thorny Farms
  - Leading (only) brambleberry shipper



# Vulnerability Exercise

- Identify 3 vulnerabilities for the company
- Rank by likelihood and impact

10 minutes



# Crisis Catalyst

- Alert team, assess crisis, brief management
- Safety, security first
- Situation analysis\*
- Messages, standby statement\*
- ID audiences, messages, matrix\*
- Other resources
- Media strategies



# Situation Analysis

- Key Facts
- Critical Unknowns
- Time Drivers
- Issue Drivers
- Key Messages
- Key Audiences



# Standby Statement

- Immediate
- Use as needed
- Update regularly
- State facts
- Tell what you are doing
- Get your messages out
- Empower consumers



# Message Matrix

- Identify audiences
  - Internal, external, government, media/consumers, allies, customers, suppliers, legal counsel, etc.
- Develop messages, message matrix

Audience	Key Messages	Tool/Means	Responsibility	Status
Employees		Newsletter meeting	PR/President President	7-16 issue 7-14
Customers		Phone calls	Sales team	9/14 complete
Media		Release Interviews	PR Spokesperson	



# The Phone Rings...

- Something's happened
- All the facts aren't in
- It looks like it might be your company
- You have to act now



# Situation Analysis

- Key Facts
- Critical Unknowns
- Time Drivers
- Issue Drivers
- Key Messages
- Key Audiences

10 Minutes



# Standby Statement

- Immediate
- Use as needed
- Update regularly
- State facts
- Tell what you are doing
- Get your messages out
- Empower consumers

5 Minutes



# Message Matrix

- Identify audiences
  - Internal, external, government, media/consumers, allies
- Develop messages
- Develop message matrix

10 minutes



# Evaluation

- Evaluate situation – what improvements does your company need so this doesn't happen again?
- Evaluate plan itself – what else is needed?
- Evaluate performance – how did you do?
- How will you do it better next time?  
(There will be a next time)





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