DAIRY MANAGEMENT INC.™

International Dairy Foods Association
Milk Industry Foundation
National Cheese Institute
International Ice Cream Association

Crisis Preparedness Toolkit

for Dairy Processing Companies

January 2014

https://www.piersystem.com/external/content/document/1854/405935/1/DMI%20IDFA%20Crisis%20Preparedness%20Toolkit%20Oct%202009%20-%20FINAL%20(2).pdf

Dear Dairy Industry Colleague:

We have all seen recent news coverage of food recalls that demonstrate how important it is for the dairy industry to speak with one voice when food safety is called into question. The public perception of the entire industry can be impacted by the way one entity responds.

In the event of a dairy-related crisis, the U.S. dairy industry will need to communicate quickly, accurately and effectively to preserve and protect public confidence in milk and dairy products. Dairy Management Inc. (DMI) is actively working toward that goal alongside industry partners: International Dairy Foods Association (IDFA), the Milk Processor Education Program (MilkPEP), National Milk Producers Federation (NMPF) and the U.S. Dairy Export Council (USDEC).

Crisis Preparedness Toolkit
As part of this ongoing preparedness effort, DMI has created this Crisis Preparedness Toolkit specifically for dairy processing companies. If your company already has a crisis communications plan, these tools will help you enhance it and if you don't have one yet, it will be the starting point for creating one. The enclosed materials are focused on a communications response, but you will likely find that they are useful in developing operational response plans as well.

Toolkit Goals
Our goals in creating this resource are:

1. To provide a template to develop or expand your company's Crisis Plan;
2. To help your company prepare for public perception crises related to your product and;
3. To further the dairy industry's overall crisis preparedness by uniting the industry with complementary plans.

Getting Started
The Crisis Preparedness Toolkit is organized around the first document called, "Getting Started." As you work through the "Getting Started" checklist, you will be guided through the toolkit via links within the document. There are several types of documents included in this kit: some that you will complete with your Crisis Response Team and will become part of your company's crisis communications plan; and some that are purely instructional or offer tips for your reference. We've tried to make it intuitive for you to lead your Crisis Response Team through, simple to follow and above all, useful.

Please contact us if you have any questions about the content of this kit or if you are looking for general assistance in issues management or crisis preparedness.

Best regards,

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GETTING STARTED

Sometimes the toughest part of crisis preparedness is deciding where to start. Below is a checklist that will help you develop the materials, relationships and procedures for handling crises.

This checklist will serve as your guide as you move through the process. Specific information on how to complete each of these steps is provided in this toolkit, so please refer to the corresponding documents as you begin each step.

☐ **Designate an internal Crisis Response Team.**
(see Choosing and Building a Crisis Response Team and *Responsibilities of a Crisis Response Team)*

☐ **Schedule and conduct your first Crisis Response Team meeting.**
(see First Crisis Response Team Meeting Guide)

☐ **Schedule and conduct second Crisis Response Team meeting to complete your Vulnerabilities Assessment and Risk Map.**
(see Second Crisis Response Team Meeting Guide)

☐ **Use the Risk Map to complete the Scenario-Specific Crisis Grid for your top potential crises.**
(see Scenario Planning, Scenario Planning: Our Scenario-Specific Crisis Grids and *Considerations for Employee Communications)*

☐ **Identify primary and backup spokespeople for all audiences.**
(see Choosing Appropriate Spokespeople, Our Company's Spokespeople and *Interview Tips and Guidelines)*

- Provide them with media relations and interpersonal communications training.

☐ **Create or update media lists in regions or countries where your company has headquarters or plants.**
(see Tips for Developing and Maintaining Media Lists)

☐ **Develop a media protocol and establish procedures for handling the media.**
(see Developing a Media Protocol, Social Media Considerations, News Conference Basics and *Checklist for Planning a News Conference)*

- Determine who will respond to which types of calls (media/customers/board members, etc.) and develop and document a procedure for each type.
- Train staff members on these procedures and create a reference sheet for receptionists and other staff on how to handle incoming calls.
- Prepare digital and social communications channels, including plans for activating dark pages on your website and social media response protocol.

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☐ **Prepare key messages and communications materials.**
(see Developing Key Messages and *Template Media Materials)*

- Developing items such as key messages and company statements, template press releases and media alerts, employee/stakeholder memos and emails now will allow for timelier communication at the onset of a crisis.

☐ **Decide which conference room or other location will serve as the Crisis Communications Center in the event of a crisis and assess your communications capabilities in the space.**
(see Establishing a Crisis Communications Center)

☐ **Develop a Resource List.**
(see Resource List)

- Research and compile a list of potential resources, such as public relations counsel, staffing agencies, IT support and teleconference vendors.

☐ **Monitor local audiences and media coverage for issues that may become crises.**

- Designate staff and process for your own regular media monitoring.
- Tap into DMI's media monitoring as needed. Contact DMI to make arrangements.

☐ **Communicate your plan.**

- Compile procedures and contact lists into binders and/or electronic format.
- Be sure all Crisis Response Team members, spokespeople, company executives, board members, etc., have copies or access.
- Host a meeting/webinar to walk through the final plan.

☐ **Hold a crisis drill.**
(see Crisis Drill Basics)

- A tabletop exercise for your full staff ensures that everyone understands the crisis plan and their individual roles and responsibilities.
- Hold an advanced crisis drill/skill development session for your Crisis Response Team to further hone their skills.

☐ **Update and review all elements of your crisis plan regularly.**
(see Maintenance Checklist)

☐ **Refer to Appendix for supporting information and resources:**
(see Questions to Answer During a Crisis, Crisis Checklist: 11 Things to Do in the First 24 Hours, Resource: Sample Food Communications Audit, Crisis Readiness on Behalf of America's Dairy Farmers and *Links to Diagnostic Tools)*

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CHOOSING AND BUILDING A CRISIS RESPONSE TEAM

The Crisis Response Team comprises a small group of senior team members who are empowered to make strategic decisions for the company, and who are responsible for providing direction on crisis response to the rest of the organization.

The membership of the Core Crisis Response Team should remain constant – ideally five to ten people – but additional individuals (internal or external) who have relevant functions or subject matter expertise can be added as appropriate to a specific crisis situation. Every member of the core Crisis Response Team should have a backup in case s/he is not available.

The CEO can sit on the Crisis Response Team, especially at smaller companies; otherwise, the Crisis Response Team leader is tasked with being a liaison to the CEO.

Please note that the roles listed below are a selection from which to choose and not all roles need to be present within the Core Crisis Response Team. A second tier of members may be formed to accommodate remaining roles from the below list. Suggested roles include:

- **CEO/COO/CFO**
  - Acts as Crisis Response Team leader or appoints someone to team lead
  - May serve as company spokesperson

- **General Counsel and/or outside legal counsel**
  - Advises on the legal implications of company actions and public statements

- **Head of PR/Communications and/or outside PR counsel**
  - Leads communications response in coordination with head of manufacturing/operations
  - Identifies and prioritizes actions based on information from the Crisis Response Team
  - Leads development of key messages and statements, prioritizes key audiences and ensures message delivery
  - Liaises with DMI/dairy organizations to share updates and coordinate messaging and media responses

- **Media Coordinator/Spokesperson**
  - Coordinates company response to media inquiries and updates team regularly
  - Either acts as or coordinates with lead company spokesperson
  - Identifies appropriate third-party experts

- **Head of Sales/Marketing or Member Relations**
  - Coordinates outreach to customers, shareholders and/or members
  - Answers questions or concerns
  - Monitors market for impact on sales and/or crisis progression

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- **Head of Manufacturing/Operations**
  - Leads company's operations response in coordination with head of PR/communications
  - Ensures that business operations are efficient and effective during the crisis
  - Analyzes and reworks existing business processes affected by the crisis

- **Scientific/Technical Experts/Head of Quality Assurance**
  - Provides technical perspective and information on production procedures, composition of product
  - Analyzes and translates test results and tracking information
  - Liaises with Quality Assurance team to make recommendations on assuring product safety given the current scenario
  - May serve as technical spokesperson

- **Head of Human Resources/Internal Communications**
  - Informs employees of procedures and expectations
  - Disseminates up-to-date and accurate information to employees
  - Fields questions and concerns from employees
  - Assesses staffing needs to support long-term crisis response

- **Head of Public Affairs/Government Relations**
  - Coordinates with key government agencies and officials
  - Assures company is up-to-date with current FDA guidelines and government actions
  - Manages non-technical requests and inquiries from state and federal government representatives
  - Manages government requests for technical information or acts in coordination with Quality Assurance team

- **Head of Risk Management or Security**
  - Establishes risk management policies and procedures before crisis
  - Ensures security of premises from media and non-authorized visitors

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RESPONSIBILITIES OF A CRISIS RESPONSE TEAM

The Crisis Response Team is the backbone of a company's crisis response capability. An effective team:

- Facilitates decision-making
- Formalizes responsibilities, accountability
- Improves agility in fast-moving crises
- Enables continuity of tactical response
- Helps streamline internal communications
- Minimizes redundancies, turf battles

The Crisis Response Team also acts as a crucial tool for coordinating the three major components of crisis response in a corporate structure:

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FIRST CRISIS RESPONSE TEAM MEETING GUIDE

The initial gathering of your Crisis Response Team is an important meeting with some specific goals. This team will meet regularly throughout the year, so a productive first meeting is a must. Please note that this meeting can be split into two shorter meetings if that works better for your group.

Objectives for this meeting:

- Align your team's views on crisis preparedness and what constitutes a crisis for your company;
- Understand your company's role and responsibility in a crisis;
- Agree on parameters for how your team will meet and function as a group;
- Complete Stakeholder Inventory template and chart stakeholders;
- Compile a team contact list.

Sample Meeting Agenda

I. **Introductions/Icebreaker**
(All members introduce themselves, describe their roles and what they think their role on the Crisis Response Team is.)
   a. *Pass around Team Contact Sheet to have team members record contact information. Distribute contact sheet via email and at next team meeting* (*see Team Contact Sheet*).

II. **Discussion: What is a crisis to our company?** (*see What is a Crisis*)
(Use the document provided to discuss what crisis means to your company and what escalates an issue into a crisis. Allow team members to talk about previous crises and what potential crises scare them most.)
   a. What is our company's role in a crisis? (*see From Issue to Crisis* and *Core Principles and Goals of Crisis Response)*

III. **Team Dynamics**
   a. How will the team meet and communicate on an ongoing basis?
   b. What will change during a crisis?
   c. What roles and responsibilities does each person on the team have?

IV. **Stakeholder Inventory** *(see Conducting a Stakeholder Inventory, Our Stakeholder Chart* and *Our Stakeholder Inventory)*
(Use flip charts or white boards to discuss stakeholders with the documents above serving as a guide, complete the inventory and chart; encourage team members to divide up stakeholders or stakeholder groups and develop relationships with these groups. Each important stakeholder should have a liaison from your team.)

V. **Questions and Next Steps**
(Discuss and answer questions, address concerns as necessary, determine who will complete the next steps and schedule next meeting.)

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WHAT IS A CRISIS?

For a company, **a crisis is any situation that can permanently change the relationship with your stakeholders, cause investors to lose confidence or allow consumers to lose trust in the organization.** A crisis situation negatively affects the perception of your brand and, if little or nothing is done to mitigate it, can do irrevocable damage.

When does an "issue" become a "crisis"?
Not every situation constitutes a crisis. In fact, you deal with situations every day that can be described as "issues," so it's important to talk about what elevates issues to crises. Ask yourself and your team what events or incidents may cause or threaten to cause:

- Sudden, unexpected or shocking assault on human life, health, safety or property;
- Severe loss of confidence in the company's brand, company leader or a specific product;
- Situation causing critical, unexpected disruption of business operations.

When will your crisis rise to the level of an industry-wide crisis?
For an industry, the definition of a crisis is slightly different. An industry-wide crisis for the dairy industry is an event that *severely* impacts consumer confidence in the safety of milk and dairy products and/or the well-being of dairy producers. An industry-wide crisis may overlap with a company crisis, but every company crisis may not fit the criteria for an industry-wide crisis. It's important to understand the difference and plan for your crises with an understanding of when the Dairy Communication Management Team (DCMT) will take action and when it will not.

Below is a list of examples of some common food industry crises. Some of the examples would be company-only crises; some would have industry-wide implications; and others would cross-over into both categories. Remember that while DMI can be a resource for you during company crises, it will only take action in the event of an industry-wide crisis.

Examples of Individual Company Crises

- Product recall that affects a small amount of direct-to-consumer products
- Workplace violence
- Site-related incidents, e.g., explosions, employee accidents
- Immoral personal conduct of senior management or employees
- Real or alleged illegal, deceptive or unethical business practices

Examples of Industry-wide Crises

- Multi-state outbreak of foodborne illnesses linked to dairy
- Intentional adulteration of widely distributed dairy product
- Terrorist attack impacting dairy supply chain or farms
- Outbreak of foreign animal disease, such as foot-and-mouth disease
- Food safety concerns due to radiation leak

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Examples of Crises that Begin with an Individual Company and May Escalate to Industry-wide if Not Handled Properly

- Ingredient supplier recalls an ingredient in conjunction with foodborne illness outbreak or other public health threat
- A product recall brings to light broader concerns about product traceability
- Employee sabotage, e.g., product tampering, that goes undetected by safety and quality system
- Negligence that leads to sustained and/or extreme environmental damage
- Imported product or ingredient contamination – accidental or intentional, such as melamine in Chinese dairy
- Systemic transportation security breaches

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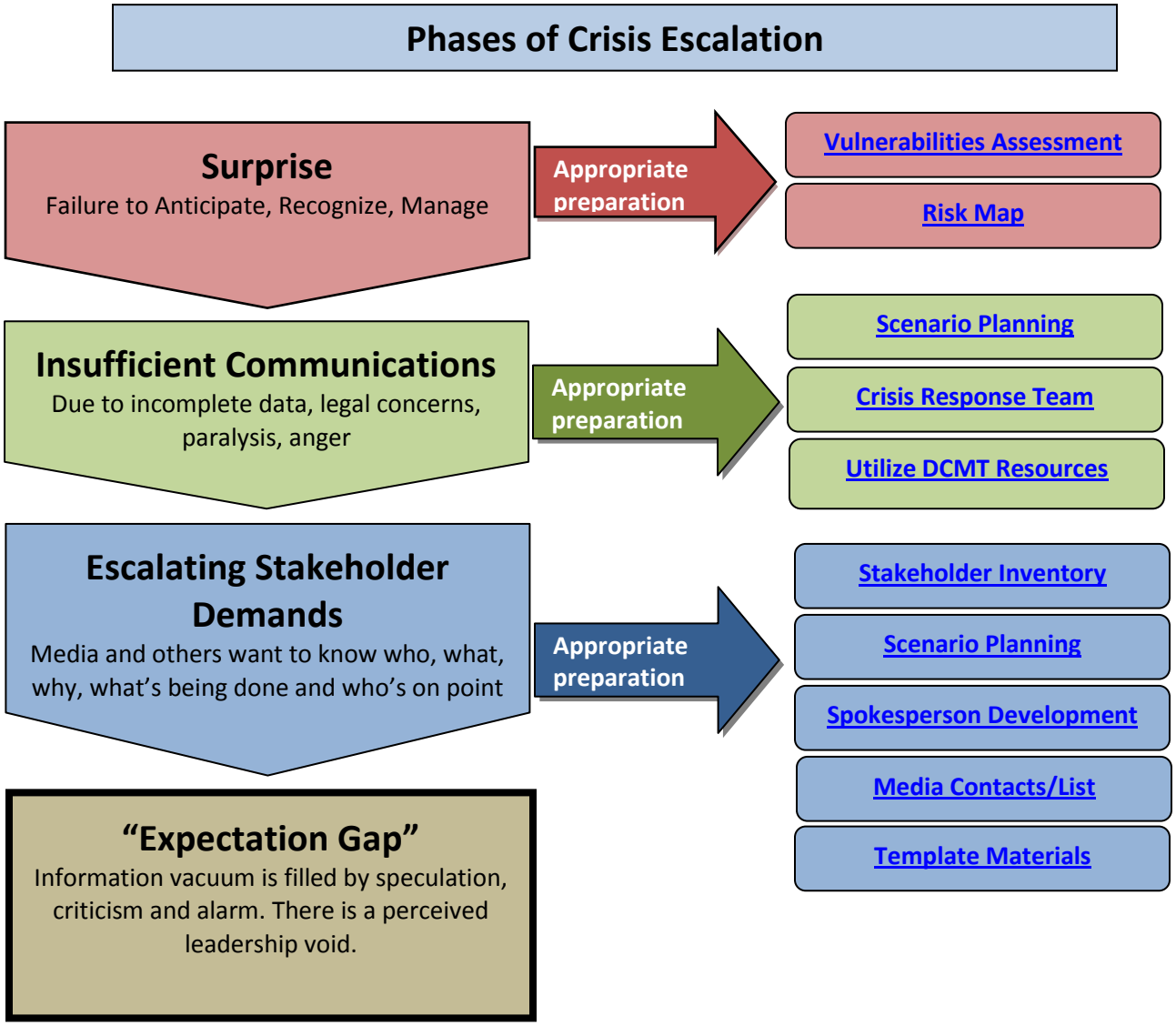
FROM ISSUE TO CRISIS

A simple issue can escalate quickly into a crisis, often due to lack of preparation or action. A good crisis plan recognizes the ways in which a crisis can develop and escalate and seeks to reduce the likelihood that an issue will become a full-blown crisis.

Below are four key elements of crisis escalation. To the right, you will see crisis preparedness steps that can reduce the risk that your company will lose control of an issue. Failure to cut off the issue as it develops typically leads to loss of reputation (loss of stakeholder confidence) and loss of control at which point others, such as regulators, will prescribe change for you.



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CORE PRINCIPLES AND GOALS OF CRISIS RESPONSE

- **The public doesn't demand perfection, but it does expect integrity.**
  - Communicate clearly and quickly with the media and others in an open and truthful manner. When trust is low and concerns are high, non-verbal communication (how you stand and gesture) is as critical as what you say, if not more so.
  - View the public as a partner in any situation and listen to its concerns and interests. You must be deliberate, empathetic and compassionate in your response.

- **Successful crisis management is about meeting – or ideally exceeding – stakeholder expectations.**
  - Communicate to consumers, stakeholders and retailers in a way that is empathetic and compassionate, working to maintain confidence in dairy products and the industry.
  - Prove to be a credible and trustworthy communicator and earn trust by being consistent.

- **Crisis communication must be coupled with meaningful action.**
  - Work to contain the crisis, limit the damage and get it behind you – in a way that upholds your reputation.

- **What you say about yourself in a crisis will have less impact than what others say about you.**
  - Depend on the support and expertise of your partners and allies, specifically the scientific communities that can provide credible perspective when yours may be seen as biased.

- **Many types of crises can be averted – and all can be mitigated – if they are detected and managed early enough.**
  - Establish yourself as a continuing and reliable source of real-time information. Such information must be updated and refined based on your ongoing monitoring of the situation.
  - But, be careful not to insert your company into the story when you are not (and may never become) part of it already. Sometimes, waiting and watching can be the best approach. During this time period, refer any media calls to the DCMT.

- **During a crisis, the dairy industry's ultimate objective is to preserve and protect consumer confidence in dairy products.**
  - Industry organizations will follow the government's lead by sharing information with the public only after it has been released by the agencies responsible (such as FDA). Individual companies may choose to release information first as part of a strategy to proactively address the situation.
  - In response to an industry-wide crisis, we will speak as an industry with one voice, using consistent messaging and activities as posted on www.dairyresponse.com. Additionally, the dairy industry's dark site, www.latestdairynews.com, will become public during a crisis when dairy has been called into question and consumer confidence in dairy is affected. The primary audiences for this site are consumers and the media. When activated, this site will feature up-to-date information pertaining to the crisis.

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CONDUCTING A STAKEHOLDER INVENTORY

The term "**stakeholder**" refers to groups or individuals who are directly affected by a company's operations, and whose perceptions and actions determine the ability of the company to succeed. Taking stock of your stakeholders before a crisis helps make sure you communicate with and appropriately prioritize the concerns of your key audiences during a crisis.

The same core stakeholder groups are relevant in most crisis situations, but some stakeholders will vary depending on the situation. For example, law enforcement authorities or regulatory agencies would be important in some situations but not others.

Because each stakeholder group would be affected differently by a crisis, it's important to identify a liaison for each group to facilitate quick and accurate communications. Work with your Crisis Response Team to determine which member of the Team will liaise with which stakeholder group. Knowing the ins and outs of each stakeholder group, such as how they prefer to receive information and where their priorities lie, will allow appropriate and accurate communication in the event of a crisis.

Typical stakeholders for dairy processing companies might fall into the following categories:

- **Employees** *(Headquarters? Plants?)*
- **Suppliers** *(Dairy farmers? Co-ops? Ingredient companies?)*
- **Customers** *(Direct and indirect? Retailers?)*
- **Health professionals** *(Medical? Nutrition? Veterinary?)*
- **Third-party experts** *(Dairy-specific experts? University affiliated? Industry affiliated?)*
- **Government** *(Local? Regional? Federal? Regulatory agencies?)*
- **Emergency Response** *(Local? National? Police? Fire? FEMA?)*
- **Consumers** *(Media? Consumer Interest Group? Local schools? Chamber of Commerce? Online?)*
- **Industry** *(DMI/local checkoff? IDFA? NMPF? Local/state organizations?)*
- **Community** *(Board? Neighbors? Social Media Networks?)*

Use the worksheets on the following pages to identify the contacts at each of your stakeholder organizations as well as the liaison from your company who will be responsible for managing the relationship with that group.

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OUR STAKEHOLDER CHART

Each stakeholder group should have a liaison or "owner" within your company. Fill in the chart below with your Crisis Response Team to determine who will be responsible for each group. Outline the communications vehicles necessary to reach each group. Feel free to change, add or rearrange this chart so it suits your needs.

Consumers

Owner: _____
(should be media relations or communications staff member)

Vehicles:

- Media (through press materials)
- _____
- _____
- _____
- _____

Suppliers

Owner: _____

Vehicles:

- _____
- _____
- _____
- _____
- _____

Customers

Owner: _____

Vehicles:

- _____
- _____
- _____
- _____
- _____

Government

Owner: _____
(should be government relations or public affairs expert)

Vehicles:

- _____
- _____
- _____
- _____
- _____

Employees

Owner: _____

Vehicles:

- _____
- _____
- _____
- _____
- _____

Industry

Owner: _____

Vehicles:

- _____
- _____
- _____
- _____
- _____

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OUR STAKEHOLDER INVENTORY

Fill in the contacts at your company's major stakeholders below. As you are completing this contact inventory with your Crisis Response Team, think about who your business affects directly and indirectly. Feel free to add more contacts in any or all categories. If you do not have a contact at a stakeholder organization, assign someone to develop that relationship. Note: If you have an existing CRM tool, feel free to adapt this template or link to that system.

SAMPLE:

Stakeholder Category:	***Supplier***
Priority:	***MEDIUM***
Organization Name:	*ABC Farms*
Contact Name/Info:	*John Adams* *President & CEO* *123-456-7890* *John.adams@abcfarms.com*
Last Contact Details:	*1/13/2014: MJ spoke with JS re: late shipment. Conversation also covered peanut butter recall and the damage done to that industry.*

Stakeholder Category:	**Supplier**
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	**Supplier**
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	**Customer**
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

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Stakeholder Category:	Customer
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Customer
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Customer
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Health Professionals
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Health Professionals
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

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Stakeholder Category:	Third Party Experts
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Third Party Experts
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Government
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Government
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Emergency Response
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

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Stakeholder Category:	Consumer
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Media
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Industry
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

Stakeholder Category:	Employees
Priority Level:	
Organization Name:	
Contact Name/Info:	
Last Contact Details:	

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TEAM CONTACT SHEET

Include contact details for your Crisis Response Team members here for quick reference. Be sure to include alternate methods of communication, such as home and mobile phone numbers and/or personal email addresses in case you need to get in touch during non-business hours.

Electronic Sharing Suggestion: As Crisis Response Team members may be working remotely and electronic contact cards are becoming increasingly popular, we suggest filling in the blanks below and having a designated employee create an Outlook V-card for each team member (or another format with which your organization is familiar). These could then be emailed to all team members for importing into their contacts.

Crisis Response Team Leader: _____
(Backup:) _____

Core Crisis Response Team Members/Backups:
_____/_____
_____/_____
_____/_____
_____/_____
_____/_____

Potential Situation-Specific Crisis Response Team Members/Backups:
_____/_____
_____/_____
_____/_____
_____/_____

Senior Core Crisis Response Team

Name	**Title**	**Phone numbers** (work, home, mobile)	**Email** (work, home)

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SECOND CRISIS RESPONSE TEAM MEETING GUIDE

Your second Crisis Response Team meeting will accomplish some key steps in your company's crisis preparedness. Allow yourselves to ask tough questions and have tough discussions as you work through this process together.

Objectives for this meeting:

- Revisit and reaffirm Stakeholder Inventory;
- Complete the Vulnerabilities Assessment;
- Use your Vulnerabilities Assessment to plot a Risk Map.

Sample Meeting Agenda

I. **Review First Meeting**
(Distribute copies of Stakeholder Inventory documents and walk through as a group. Note any changes or revisions to the document as you move through it. Discuss progress on developing relationships with stakeholders since last meeting. Pass around Team Contact Sheet to confirm that all details are correct.)

II. **Vulnerabilities Assessment** (*see Identifying Threats: The Vulnerabilities Assessment*, *Our Vulnerabilities Assessment*, and *Prioritizing Our Vulnerabilities*)
(Ask the questions provided to complete the assessment)

III. **Risk Map** (see *Developing a Risk Map* and *Our Risk Map*)
(Plot the Risk Map on a large sheet of paper at the front of the room. Feel free to move items around as necessary.)

IV. **Questions and Next Steps**
(Discuss and answer questions, address concerns as necessary, and determine when the next meeting will be.)

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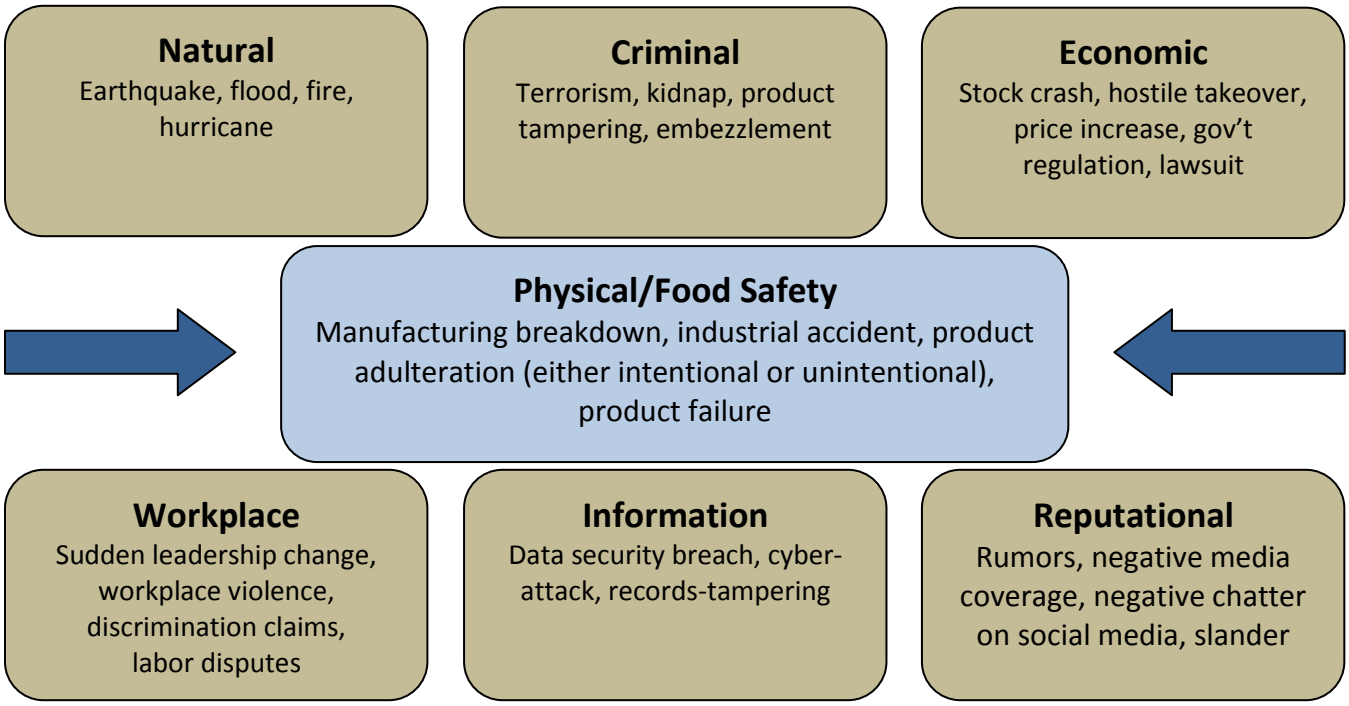
IDENTIFYING THREATS: THE VULNERABILITIES ASSESSMENT

The process of identifying potential crises is called a **Vulnerabilities Assessment** (sometimes called an "Audit" or "Analysis"). This process enables you to anticipate the full range of possible crises. Additionally, because few companies have enough resources to develop specific plans for every possible crisis, this process employs a Risk Map to help you identify the top-priority crises most in need of specific crisis plans (see *Developing a Risk Map).*

This toolkit is focused on food safety crises involving dairy foods and ingredients. The process, however, can be used for any type of crisis planning that your company needs to do. Crises generally fit into one of the categories below, so as you identify potential crises during the vulnerabilities assessment – food safety or other – it may be useful to organize them into categories.



During the Vulnerabilities Assessment process, you will identify a list of potential crisis situations or "vulnerabilities" (refer to the categories above) and then prioritize them as a team on a Risk Map (fully explained on the following pages). A complete assessment may take place over several different meetings and discussions. You may wish to complete a vulnerabilites assessment for each category above.

A Vulnerabilities Assessment is a crucial step in planning for potential crises. If the task seems daunting, consider hiring a consulting firm that specializes in facilitating this type of discussion. Working with an outside organization may help you complete the process faster and more precisely, as well as navigate roadblocks and keep the discussion on track.

DMI's Ingredients Vulnerabilities Assessment was overseen by Bill Zucker at Burson-Marsteller. If you are interested in retaining a PR agency to conduct your own Vulnerabilities Assessment, Bill is now at Ketchum PR and can be reached at 312-228-6893 / bill.zucker@ketchum.com.

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OUR VULNERABILITIES ASSESSMENT

Gather your Crisis Response Team to complete your company's Vulnerabilities Assessment. Include individuals from all areas of the company to bring together different perspectives and expertise and help identify the most complete list of potential scenarios.

Begin a team discussion for the Physical/Food Safety category using the thought-starter questions below. There will likely be a wide variety of potential crises, so be sure to capture everything on large flip chart paper. Try not to limit the discussion – remember, this is a brainstorm – you will have a chance to prioritize the scenarios in the next section.

Using these questions, you may identify scenarios such as:

- *Several people get sick after eating one of our products. The product was distributed nationally, and now the government has issued a mandatory recall.*
- *Our standard product testing detects traces of a contaminant in multiple batches of product over several days. Some of the product has already left to go to our customers.*
- *A supplier informs us that raw product we received three weeks ago was contaminated with potentially pathogenic bacteria.*
- *A disgruntled employee intentionally contaminates several batches of our product as it is leaving our processing facility.*
- *Our product is inadvertently contaminated when it is transported in a truck that wasn't properly sanitized.*

Physical/Food Safety

Manufacturing breakdown, industrial accident, product adulteration (either intentional or unintentional), product failure

- What keeps you up at night? What is your worst fear when it comes to the safety of our product?
- In what ways could our product be intentionally adulterated in our facilities? Unintentionally?
- Where along the supply chain can we identify particular vulnerabilities, for example with dairy producers, our plant infrastructure, distributors, brokers, exporters or transportation vendors?
- In what ways could our product be adulterated when it is outside of our control?
- What other entities do we trust with our product? How might those entities damage or contaminate our product?
- If a food safety issue surfaced with one of our products, how feasible would it be to trace the issue back to the source and how long would it take us?

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- In what ways could the quality of our product be compromised when it's in our control? When it's outside our control?

- If a food safety issue was traced to our company, what are the first steps we would take to address the situation from a public relations standpoint?

- How likely is the discovery of traces of contaminants in our dairy products, such as:
    - Iodine
    - Nitrites
    - Perchlorate
    - Bacteria that causes botulism
    - Polonium 210
    - Benzoil peroxide
    - Cyanuric acid

- Is there any reason to suspect our facilities would be a target for bioterrorism or deliberate tampering?

- Are any of our facilities located near a nuclear reactor or other high-risk entity?

- Have there been any lapses in the integrity of the labeling of our products and how were those addressed?

- What non-dairy ingredients, such as guar gums or sorbic acid, do we use in our processing facilitites and what systems do we have to ensure the quality, safety and source integrity of these ingredients?

- Which countries or regions that are major export markets for our dairy products are of special concern from a security perspective? Why and how are we addressing this?

- Has our product been held up at customs or been otherwise detained by overseas governments in the last 24 months? Why and how was the situation addressed?

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PRIORITIZING OUR VULNERABILITIES

For each scenario you identified in the previous exercise, check the boxes next to the statements that are true. This will help you prioritize each scenario and decide where to plot them in your Risk Map on the following page. Record the total checks in each category – likelihood and impact – and use them to rank your scenarios…but use your good judgement, as some scenarios require a subjective decision based on factors not evaluated here.

(Note: To check the boxes electronically, highlight the statement you wish to check and change the bullet type to a "✓," an "☒" or other differentiating mark.)

Likelihood

- ☐ This situation has already occurred in our company and could happen again.
- ☐ This scenario has happened in a company similar to ours.
- ☐ We have stopped this scenario from occurring in the past but know there is a possibility that it could get through our safeguards.
- ☐ Our location makes us particularly vulnerable to this scenario.
- ☐ Our company policies and procedures related to this scenario have not been updated recently.
- ☐ The issue related to this scenario is escalating, not diminishing (e.g., counts for this specific pathogen have been on the rise in recent years).
- ☐ An outside group (or enemy) has threatened this scenario in the past.
- ☐ This situation requires us to trust others (suppliers, etc.) with our product.

Impact

- ☐ This scenario would affect a large number of our customers or consumers.
- ☐ The implications of this scenario would have a national or international reach.
- ☐ This situation could cause death or severe illness.
- ☐ Our company is the only one responsible for this situation (i.e., blame can be placed squarely with us).
- ☐ This scenario would have long-term affects on the reputation of our company.
- ☐ This situation has the potential to severely impact consumer confidence in our product.
- ☐ This situation has the potential to severely impact consumer confidence in all dairy products.
- ☐ Once this situation occurs, it will likely escalate before we can contain it.
- ☐ This situation will have a significant monetary impact on our business.
- ☐ This scenario would disrupt our ability to produce or deliver product for an extended period of time.

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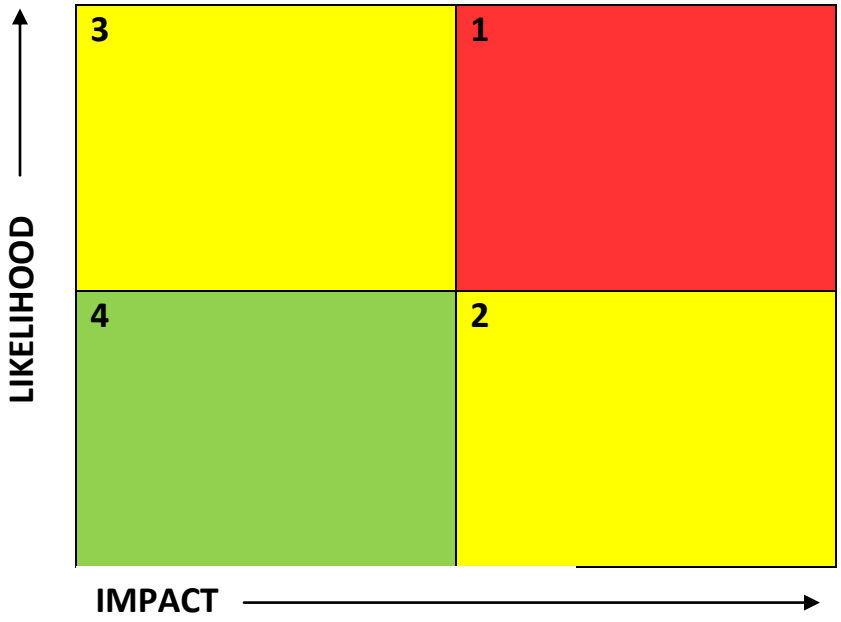
DEVELOPING A RISK MAP

After completing your Vulnerabilities Assessment, plot each possible crisis on a Risk Map based on the **likelihood** of its occurrence and the potential **severity** of its impact on the company and its reputation if it did occur.

These are subjective decisions, so use your best judgment based on your experience and knowledge of the company.



The Quadrants

1. **High likelihood/high impact**: Your highest planning priorities. Two to four scenarios (to start with) should be developed into scenario-specific plans using the process described later in this document. You can add additional scenarios from Quadrant 1 in the future if appropriate.

2. **Low likelihood/high impact**: Your Crisis Response Team, and the overall procedures and policies contained in your crisis plan, should be able to guide you through one of these situations if they occur.

3. **High likelihood/low impact**: These are largely unavoidable, but manageable issues and incidents. They demand attentive management, however, to keep them from developing into crisis situation.

4. **Low likelihood/low impact**: While possible, if they do occur, they are unlikely to put the the company or its reputation at significant risk. Use your issues management plan to address them if needed.

DMI's Risk Map for Dairy Ingredients was overseen by Bill Zucker at Burson-Marsteller as part of the broader Vulnerabilities Audit. If you are interested in retaining a PR agency to conduct your own Risk Map, Bill is now at Ketchum PR and can be reached at 312-228-6893 / bill.zucker@ketchum.com.

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OUR RISK MAP

Plot each possible food safety crisis as discussed in the Vulnerabilities Assessment on the Risk Map based on the **likelihood** of its occurrence and the potential **severity** of its impact on the company and its reputation if it did occur. You can plot the potential crises from all categories on one Risk Map to get a complete picture. The Risk Map may be reproduced or drawn on a large flip chart paper if it's easier to use with a larger group.

3	**1**
4	**2**

LIKELIHOOD

IMPACT

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SCENARIO PLANNING

Scenario planning brings together all of the work you've just completed in your Vulnerabilities Assessment and Risk Map. Start with the top two to four scenarios in Quadrant 1 of your Risk Map (high likelihood/high impact) and create an individual crisis grid for each of these scenarios. Please note that the Risk Map is not a cut-and-dried science. If there are additional scenarios that you and your team want to consider, please create grids for them. Ultimately, you are responsible for the level to which your company is prepared for a crisis.

Your scenario-specific grids will be your communications guide to manage the crisis should it occur. When the grids are complete, you will have outlined a very specific communications response and action steps for each scenario that are tailored to each stakeholder group affected by that scenario. In the event the crisis occurs, you will need to revisit the plan and quickly make any revisions to ensure it addresses the actual circumstances at hand.

Plan to revisit and update your grids on a regular basis (at least annually) to be sure that your stakeholder groups are still appropriate and your messages are current.

Each grid should be broken down into the following sections:

- **Stakeholder groups**: Make sure all audiences affected by the scenario are being addressed.
- **Primary concern or desired communication outcome**: For each stakeholder group, what do you want them to feel or understand as a result of your communications?
- **Key messages:** Input the key messages most appropriate to each stakeholder group given the scenario you are planning for. The messages should be consistent with your corporate messages in tone but tailored to resonate with the intended stakeholder group.
- **Proactive and reactive action steps:** Identify the activities that must be taken immediately to communicate with the affected stakeholders.
- **Point Person**: Assign the person responsible for the actions and his/her back-up.

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Sample scenario grid:

Scenario #2: Dangerous Material (such as glass) Found in Product

Stakeholder Group	Key Concern/ Desired Outcome	Key Messages	Action Steps	On Point
Customers	Maintain relationship as a trusted partner	• Safety of our product is our #1 priority. • We are doing everything in our power to find out how this happened and stop it from happening again. • Through our records, we have confirmed that products shipped to you between (DATE) and (DATE) are impacted by this situation and will be the subject of a voluntary recall.	• Execute recall plan communications to affected customers. • Email/Phone call to unaffected customers. • "Temperature check" with key customers 24 hours later. • Implement plan for product storage.	Michael Harris Rachel Smith
Consumers	Consumer confidence restored and/or maintained	• A routine test of our product line found the possibility that small pieces of glass may have gotten into our product. • We are doing everything in our power to find out how this happened and stop it from happening again. • Consumers should return any recalled product to the store. • Safety of our product is our #1 priority.	• Issue media statement to media in all affected regions. • Prepare spokespersons for possible media inquiries. • Notify operators at consumer hotline/switchboard with instructions on handling complaints and/or questions. • Assess need for outside help for incoming calls and recall questions. • Prepare updates to be shared on social channels and encourage retailers to share the updates with their communities.	Rachel Smith Melissa Miller
Employees	Informed workforce that act as ambassadors for the company	• As important members of our team, we wanted to make sure you are aware of a situation that occurred in one of our plants. A routine test of our product line found the possibility that small pieces of glass may have gotten into our product. • Safety of our product is our #1 priority. • Be assured that this is not a danger in the workplace. The issue is strictly the consumption of these products.	• Send email to plant managers with talking points or post information on the intranet. • Post information or communications on bulletin boards in plants. • Consider need to hold employee meeting.	George O'Conner Jim Brown

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SCENARIO PLANNING: OUR SCENARIO-SPECIFIC CRISIS GRIDS

Refer to Quadrant 1 in your Risk Map and create a scenario-specific crisis grid for two to four food safety crises (likely to happen and have a big impact) using the tables below.

Scenario # X: Brief Description of Scenario

Stakeholder Group	Key Concern/ Desired Outcome	Key Messages	Action Steps	On Point
		•	•	
		•	•	
		•	•	

Scenario # X: Brief Description of Scenario

Stakeholder Group	Key Concern/ Desired Outcome	Key Messages	Action Steps	On Point
		•	•	
		•	•	
		•	•	

Scenario # X: Brief Description of Scenario

Stakeholder Group	Key Concern/ Desired Outcome	Key Messages	Action Steps	On Point
		•	•	
		•	•	
		•	•	

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CONSIDERATIONS FOR EMPLOYEE COMMUNICATION

During a crisis, it is important to maintain direct internal communications with employees to keep them abreast of the current situation. Employees' awareness and knowledge of the current crisis should come from an internal company source to ensure they have accurate information, rather than having them hear it first on the news.

The Crisis Response Team, in conjunction with Human Resources as appropriate for your company, should direct the development of employee messages and communications, which:

- Remind employees of the company's values, rules and expectations, including the company's social media policy and consequences for releasing proprietary information through personal accounts.
- Establish common purpose with employees in managing the crisis and achieving desirable outcomes.
- Provide essential information to keep them informed of current events regarding the crisis and steps that the company is taking to resolve the issue.
- Identify who employees can contact if they have questions or concerns.
- Alert employees that they may receive media inquiries or questions via personal social networks, and direct them on how to handle those inquiries (*see Tips for Managing Your Crisis Team* and *Media Inquiry Form*).

Methods of Communication

There are a number of ways to communicate with company employees. If your company already has a method you normally use for time-sensitive information, it is probably best to stick to it since employees are familiar with that method.

Keep in mind that there's always a chance of internal memos and information being leaked to the public, especially via social media channels. Do not disclose anything on internal communications that you would not want to become public knowledge.

Some options for communicating internally with employees are:

- **Intranet:** Your company may want to use its internal employee website to communicate messages, etc., provided by the Crisis Response Team.
- **Email:** Emailing a memo that has been drafted by a company executive or the Crisis Response Team is a good way to reach employees. Keep in mind that depending on the job, not all employees may have a company email address.
- **Bulletin Board:** Having a designated bulletin board or common area where employees know they can read the most up-to-date information is a good way to ensure all employees are informed, especially in plants.
- **Text Messaging:** Developing a list of employee cell phone numbers to disseminate emergency information, or for larger organizations, using a text/phone message delivery service to reach employees en masse.

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TIPS FOR MANAGING YOUR CRISIS TEAM

When a crisis hits, your Emergency Response Center will be buzzing with activity - phones ringing, emails flying, meetings on-the-go, requests for fast answers and demands for split-second decisions. Clear thinking, an organized and calm approach to managing and disseminating information and a focus on priorities will help you succeed in this environment. Here are 12 expert tips for managing priorities, people and information for effective crisis response.

Priorities

1. Keep your eyes on the prize. Our ultimate goal in a dairy industry crisis is to preserve and protect the public's confidence in the dairy industry over the long- term. Write the goal on a white board in your Emergency Response Center to keep everyone focused. Team members should also keep in mind the three functions for any crisis communication team:

- To gather incident-related information
- To keep the public and key constituents informed
- To gauge public perceptions

Any activities that do not support these functions - or support the greater goal - should be given a lower priority.

2. Rank your audiences. List the audiences who are affected by or need information about the situation and quickly determine your priority for responding or delivering information to them. One crisis management expert suggests organizing your audiences according to the following categories and, if appropriate for the situation, responding to them in this order:

- Those who must respond to the crisis (employees, other dairy organizations, government agencies, local response personnel)
- Those who must comment (farmer spokespeople, scientific advisory panel members, registered dieticians, executives)
- Those with special need-to-know (board members, consumers, producers)
- The news media
- The general public

Apply your agreed-upon prioritization to incoming requests and inquiries as well as outgoing communications.

3. Organize your actions accordingly. Keep three large Post-It sheets labeled "Hot", "Warm" and "Cool" on the wall of the Emergency Response Center. Use these to prioritize your team "to-do's" or action items, with those on the "Hot" sheet being the most urgent either because of deadline or the priority of the audience involved. These sheets can also be used to note the current status of these activities.

People

4. Assess your team at the outset. Even if you've designated roles and responsibilities for crisis team members as part of your crisis plan, re-assess those assignments in the early stages of a crisis. Some team members may be traveling, out-of-reach because of power or equipment failures, or engaged in another aspect of crisis response. Take a roll-call of key team members and adjust assignments accordingly. For a list of typical roles for a dairy industry crisis response team, see the Basic Crisis Preparedness Checklist by clicking here.

5. Don't forget to assign basic support roles. Take a page from the Joint Information Center model: assign staff members to the roles of data-gathering assistant, inquiries assistant and news release assistant. These staff members could have the following responsibilities in support of the broader crisis team:

- **Data-gathering coordinator:** Gather and track all media coverage, incoming information and details about the situation and disseminate to the team.
- **News release coordinator:** Write or edit press releases, manage approvals, proof and distribute the releases.
- **Inquiries assistant:** Track all incoming inquiries and direct them to the appropriate people. (Note: For most organizations, a receptionist or administrative assistant will fulfill this role. Be sure he or she has a "triage list" that indicates who on your staff handles which type of call.)

6. Be flexible: Assign projects based on skill. A crisis allows no time for learning curves and thus occasionally requires flexibility in roles. When an action or task requires specialized expertise or experience - such as a satellite media tour, placement of b-roll, or development of biosecurity guidelines for media - assign the task to the person who can complete it most quickly and effectively.

7. Take care of your team and yourself. Create and adhere to a staffing model that provides appropriate coverage, while allowing team members enough time away from the crisis to get adequate rest. Don't use the crisis as an excuse to stop taking care of yourself and your team. Provide healthy food options to team members. Take regular breaks that may include walking outside to get fresh air and exercise. Don't start, or increase, smoking or drinking alcohol to deal with the stress.

Information

8. Use standardized forms for gathering information. Have multiple paper copies of all relevant forms available in your Emergency Response Center and online. Designate a central drop box or email address for all forms and specify a time of day for collection.

9. Post incident information in central location. As new information becomes available, track it on a large Post-It or dry-erase board in the Emergency Response Center. Information to track could include damage estimates, government actions or announcements and new details gleaned from the media.

10. Hold update meetings daily - same time, same place. For the duration of the crisis, hold a team meeting or briefing every day at the same time. Focus on updating the team about the situation and reviewing "Hot" priorities and assignments for the day.

11. Know where everyone is at all times. Post a sign-in/sign-out sheet and request that all staff members keep it updated with their whereabouts, anticipated time of return, and the best means for contacting them (cell phone, email, IM).

12. Log your daily activities. Create an activities log to track your crisis response. The log should include a timeline and summary of major activities (briefings held, interviews conducted, inquiries received, releases distributed) and final copies of any communication materials. The latest version of the timeline should be distributed to the crisis team each morning to ensure all members are aware of critical events and the communications activities carried out in response to those events.

Sources include:

- The National Response Team: "Joint Information Center Model: Collaborative Communications During Emergency Response," May 21, 2000.
- Griese, Noel L. "How to Manage Organizational Communications During a Crisis," Anvil Press, April 2003.
- Sands, Randy; Vice President, Financial and Professional Services, Weber Shandwick: Email communication regarding emergency response center management in wake of shooting at Case Western University, July 20, 2006.

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CHOOSING APPROPRIATE SPOKESPEOPLE

In a crisis situation, media may call upon your company to respond to inquiries and share information. As part of your crisis preparedness, you should choose at least one primary company spokesperson, as well as one backup spokesperson, who will be prepared and ready to speak to the media should a crisis situation arise. In addition to a primary spokesperson, you should consider choosing and preparing a technical or scientific spokesperson who can speak more in depth and give background on the situation.

The spokespeople will handle all phone and television interviews, telephone press conferences and possibly tours of your company's production facility.

Each spokesperson and back-up spokesperson should take part in a communications (or media) training session. This will allow them to practice delivering the type of information the media wants to hear during a crisis and will increase their comfort level with company messaging. Recommended public relations firms for professional media training are:

Weber Shandwick
Malissa Fritz
952-346-6409
mfritz@webershandwick.com

Ketchum
Bill Zucker
312-228-6893
bill.zucker@ketchum.com

When evaluating the best choices for spokespeople, keep in mind that these individuals will be the face and voice of your company throughout the crisis.

Consider the following criteria when identifying the best spokespeople for your company:

- ***Title:*** Your stakeholders as well as some media may expect that a person of higher rank (such as an Executive Director) will be a spokesperson.
- ***Technical Expertise:*** For technical situations, you will need to have a spokesperson available who understands the science behind your product and processes and can explain it to the media. This spokesperson should be an internal resource/company employee.
- ***Time:*** Spokespersons need to have time to prepare before a crisis, and then time to conduct interviews during a crisis. If your top executive will be too busy to act as a main spokesperson, you may want to consider someone who can dedicate the time to learn the messages and execute interviews.
- ***Poise and Composure:*** Media interviews do not come naturally to everyone. You should select someone who will be able to maintain a calm manner during the most difficult times.
- ***Officers:*** At least one of your company's officers should be prepared to speak with reporters and be considered for the panel of any news conference you may conduct.
- ***Outside Experts:*** In many cases, an expert, such as a scientist, *outside* of your company, may add important credibility and validation to the company's messages. These third-party experts are not substitutes for internal spokespersons but can be valuable additions.
- ***Industry Resources:*** If an interview request is not specific to your company, consider using DMI and/or the DCMT as a resource to help fulfill it. DMI and the DCMT can help with interview or information requests when they are more general in nature.

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OUR COMPANY'S SPOKESPEOPLE

Once you have identified who will serve as your company's spokespersons, list their names, titles and contact information here and file it. This system will ensure that they can be quickly and easily identified and contacted if a crisis situation should arise.

Primary Spokesperson

Name:	
Title:	
Office Phone:	
Home Phone:	
Mobile Phone:	
Email:	
Area of Expertise:	
Media Trained? Y/N	

Backup Spokesperson

Name:	
Title:	
Office Phone:	
Home Phone:	
Mobile Phone:	
Email:	
Area of Expertise:	
Media Trained? Y/N	

Technical Spokesperson

Name:	
Title:	
Office Phone:	
Home Phone:	
Mobile Phone:	
Email:	
Area of Expertise:	
Media Trained? Y/N	

Third Party Spokesperson

Name:	
Title:	
Office Phone:	
Home Phone:	
Mobile Phone:	
Email:	
Area of Expertise:	
Media Trained? Y/N	

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INTERVIEW TIPS AND GUIDELINES

Before the Interview

Understand the interview request. You cannot *control* the outcome of a news interview; however, you can *influence* the outcome by being prepared and knowing what to do.

You are not obligated to respond to questions on the spot. If you need more time to prepare, schedule a time that honors the reporter's deadline and stick to it. Even 15 minutes of preparation will allow you to review key messages and focus.

Before responding to any questions, be sure to know the following:

- **Basics:** The name of the reporter and what publication or broadcast outlet s/he is representing
- **Sources:** Why the reporter wants to interview someone from your company and who else is being contacted for information
- **Information:** What information is being requested (statistics, background, personal opinion, organizational policy, reaction to an event or disclosure)
- **Logistics:** When and where the interview will take place, how long it will last and where the reporter can be reached (if by phone)
- **Other attendees:** If anyone will be joining the reporter on the interview (this helps determine, subtly, if a cameraman will be attending)
- **Deadline:** The reporter's deadline for completing the story
- **Story Run-Date:** The probable date or time the story will run in a print publication or be broadcast on television or radio

During the Interview

1. **Focus on your audience and what you would like to convey to them.** Keep in mind that the ultimate audience is *not* the reporter but rather the readers, viewers and listeners of the reporter's story. Think about what you would like your next door neighbor or your family members to hear.

2. **Know your key messages and stick to them.** Reporters will often try to get you to speculate or give "off-the-cuff" responses. Sticking to your key messages will help you to stay on track and communicate the "voice" of your company and the industry.

3. **Stay calm.** A steady, calm demeanor (but not bored or disinterested) communicates that your company is trustworthy and in control. Do not react angrily or defensively to a reporter's questions.

4. **Be concise, straightforward and sensitive.** Speak in simple, clear terms. Avoid jargon or "industry-speak" that the average person may not understand. Crisis situations tend to be emotional, so it's important to be compassionate and sincere and not sound like a bureaucratic robot.

5. **Never say "no comment."** This can be perceived as an attempt to conceal information or guilt. If you cannot comment on a reporter's question, provide a response such as, "I am not the best source for those details because I am not aware of the facts" and then move on to a key message point and refer the reporter to an industry group.

6. **Admit when you don't know.** Especially in the early phase of an incident, you are not expected to have all the answers. If you don't know the answer to a reporter's question, let them you know will seek the information and get back to them. Then keep your promise.

7. **Don't speak "off-the-record."** Assume everything you say to a journalist can and will be reported.

8. **Correct yourself.** If you mistakenly give misleading or incorrect information, correct yourself immediately, even if it means calling the reporter back to clarify a point.

9. **Convey positive actions.** Body language and image traits communicate just as strongly as words. Don't create bad images in front of the camera such as putting your hands in front of it, ducking or covering your head, running from the reporter or ordering them off the property.

10. **Don't repeat a reporter's negative language.** For example:
    Reporter: "How do you respond to those who say you were too slow to act?"
    Spokesperson: "I can tell you that we took action immediately when we learned of the situation. Our priority is always the safety of our employees and customers…"

11. **Assume all cameras and microphones are on, and all reporters are listening.** Especially in a high-pressure crisis environment, remember that you may be overheard or that a supposedly informal conversation with a reporter may be recorded. Keep all comments not intended for the public behind closed doors.

12. **Be ready to spend some time on the phone.** A bulk of media interviews during a crisis are over the phone. Have a quiet area where you can do the interview to cut down on background noise and allow you to concentrate.

13. **Have a 20-second summary.** Since many interviews are short, be prepared to summarize the situation, no matter how complex, in 20 seconds. This may take some practice, but it's a great way to organize your thoughts and determine what messages are crucial to deliver.

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DEVELOPING A MEDIA PROTOCOL

During a crisis, your company will be inundated with calls and requests from the media, so it's important to have a protocol in place to handle them. Dealing with the media can be challenging, especially if you're not used to doing so.

Once the Crisis Response Team has been mobilized and spokespeople have been alerted that they are needed**,** implement your media protocol based on the following guidelines:

- ☐ Develop key messages, statements and media materials (fact sheets, press releases, Tweets, Facebook posts, etc.) based on the available information. It's important to consider how you will share the messages and where you will direct followers to go for more information (blog, website, etc.) before a crisis occurs. Keep in mind that the first communications to the public during the initial hours of a crisis will be an important reflection of your company's character (*see Template Media Materials*). In an industry-wide crisis, the DCMT will activate www.dairyresponse.com, which will house real-time updates and situation-specific communications materials. The initial statement in a crisis needs to show the company is:
  - Aware and concerned
  - Taking all possible steps to get the facts and manage the situation
  - Working with organizations/companies affected by the crisis, law enforcement, the dairy industry, etc. (as applicable)
  - Committed to keeping the media and other affected groups informed

- ☐ Implement both traditional and digital real-time media monitoring for news specific to your company, and tap into DMI's media monitoring for industry news. Regular monitoring will give you an idea of the kind of information that's already out there and what people are saying, and will help determine if there is misinformation that needs to be cleared up.

- ☐ Post information to your own blog.

- ☐ Determine if a live news conference or teleconference is necessary at this time, and if it is, begin planning (*see News Conference Basics*).

- ☐ Make certain all employees know that any media calls should be directed to the Crisis Response Team and should not be handled by employees without previous authorization. Provide them with guidelines about how to respond to and document media calls (*see 13 Expert Tips for Effective Communication in a Crisis and Media Inquiry Form*) and remind them to review the company's social media policy.

- ☐ Be certain that reception personnel know what to do if a reporter arrives at your company without an appointment and requests an interview. Here are some general rules to follow:
  - Alert the Crisis Response Team
  - Do not allow the reporter to enter the office while waiting
  - Do not answer questions about the company

☐ If contacted by a reporter about a situation you are not aware of, do not respond to the reporter immediately. Gather the information you need in order to determine the best response. This includes:

- Reporter's affiliation, name, phone number and email address
- What the reporter knows (or believes s/he knows) about the situation
- Exactly what company or companies are involved
- What the reporter's deadline is – i.e., the latest time at which the reporter can receive the company's response and still include that response in the story

A good response might be:

"We will be happy to help you the best we can. I am not familiar with the situation you are discussing, but I will try to get information and contact you as soon as I can. May I please have your name, organization and contact information (phone number and email address)? Also, can you please tell me your deadline so that we can be sure to return your call in time?"

☐ Always be courteous, even if a reporter is behaving badly.

☐ Remind employees that anyone associated with your company may be viewed as a voice of the company during a crisis, even on their personal web pages and in social media outlets. Encourage them to allow designated spokespersons to communicate with the media – both traditional and online.

☐ Ensure office or site security is notified that media may be arriving on the premises and that they should refrain from commenting on the situation. Also provide specific instructions as to where security should direct media to go if they arrive on-site.

☐ Maintain accurate and up-to-date information and facts – as provided by the Crisis Response Team – on the company's website for reference by the media.

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TIPS FOR DEVELOPING AND MAINTAINING MEDIA LISTS

Advance building and maintenance of comprehensive media lists is one of the most critical aspects of responding effectively to a crisis situation.

Building an Effective Media List

In general, a media list should include media contacts with whom your company or your staff has existing relationships, as well as contacts from key consumer and trade print publications, and TV and radio stations in regions that are important to your company.

Take some time now to update your contact list, enter the business cards that you have collected and contact the journalists on your list to be sure all of their information is still current. In a crisis situation, you will be inundated with media calls. Be sure to capture all of the media contact information and add it to the list for future reference.

The best media lists include all types of information available on every contact. All contact names, titles, street/mailing addresses, phone numbers, fax numbers, mobile phone numbers (if available) and email addresses should be included. It's likely that you will communicate with most media via email; however, a fax is sometimes the only way to ensure delivery of an alert to news desks or wire services, as well as TV and radio stations. You may also want to include the status of your last contact with that journalist so that any of your staff members could use the list and know exactly where you stand with each reporter.

Be sure that your media list has the following components (each of these can be individual tabs on the excel document):

- **Key contacts.** These should be the first 20 people/outlets you would want to contact if a crisis situation should arise. They include people with whom your company has existing relationships, important outlets and people you feel confident will treat your company and the dairy industry fairly in a crisis. Take extra time to make sure these people have received your company's statements and have all of the information that they need to complete their story. It is also wise to keep track of Twitter handles for news outlets and individual journalists so you can monitor them for story releases or related content.

- **All daily newspapers in regions important to you.** This tab includes major newspapers in localities or states where you have headquarters or major facilities. In addition to your regular contact at the outlet, you may consider including the news editor and medical/health editor as well as the agriculture, agribusiness or farming editor. Because you won't know when the news might break and who might be on-duty at the time, it's important to have several contacts at each outlet, as well as a main newsroom number.

- **All television stations with news operations in your regions.** Include the assignment editor, the news director and the medical/health reporter at each station. You may also want to include the evening news producer at each station. Also be sure to include the newsroom fax number, as many news operations use this as a primary mode for communication.

- **Wire reporters from each media market in your regions.** This list may include *Associated Press, Reuters, Bloomberg* and *Dow Jones,* as well as statewide news wire services.

- **AM and FM radio stations across your state.** Include mainstream news and talk radio stations and farm radio broadcasters with the largest reach. Contacts at the radio stations should include the news director, assignment editor (if they have one) and agriculture editor or reporter.

- **Dairy and/or food trade journals**.

- **Bloggers and active online influencers.** These may be the same or different than your key media targets; it will depend on your region and specific area of focus. (*see Social Media Considerations*).

Using Your Media List

While having an up-to-date, comprehensive media list is useful day-to-day, it will prove invaluable during a crisis situation.

Develop a system to "blast out" information to your entire media list or to select parts of your media list. Information often needs to be sent quickly to news media. By setting up a system in advance to get the news to all of your contacts simultaneously, you can save time in the critical, early hours of a crisis. There are a few ways to accomplish this:

- Many email programs such as Microsoft Outlook include a mail merge feature that will allow you to send the same email to all or designated recipients only on the media list. By using mail merge, emails appear to the recipient as if they've been individually sent to that person.

- You also may be able to contract with a media list vendor (such as Cision, PR Newswire or software such as Vocus) to make distribution easier. Usually, the vendor can house your list on their system (they may even be able to create a list for you) and send your information simultaneously to your entire list. It's important to get the list loaded into the vendor's system in advance, so when you need to send something quickly, all you have to do is notify the vendor to send. The vendor can usually distribute a release or alert to your entire list in under 10 minutes (see *Resource List*).

- Continue to make updates to the list as you receive them (and remember to notify vendors when you add, subtract or change contacts on your list so they are consistent).

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NEWS CONFERENCE BASICS

News conferences are an efficient way to get your company's messages to all stakeholders at one time rather than spending time granting individual interviews to multiple news outlets. Keep in mind that some reporters don't like news conferences since everyone comes away with the same story. It's important to still grant individual interviews to some reporters, especially those on the "key contacts" portion of your media list. It is also important to consider inviting influential bloggers in certain situations.

There are two main types of news conferences:

- **A live news conference (also called a press conference)** occurs when reporters are invited to a specific location where one or more spokespersons will make a statement in-person about the situation followed by a Q&A period. Everything at a news conference is considered on the record. Typically, reporters from all types of media (print, radio, television, web) will be invited. Reporters can record comments and photographers will take pictures of the participants and any props available. This may also be streamed live via Google+ or other such channels.
- **A telephone news conference (also called a teleconference)** is essentially the same as an in-person news conference except that it is conducted over the telephone. Using a conference call vendor, you can arrange a teleconference very quickly. Your spokespeople dial into a special number and reporters are invited to dial into a different number. Reporters' phones are muted until the call's operator opens their lines one at a time to ask questions. Typically, the spokesperson gives an opening statement, followed by a Q&A period. Reporters press a number on their keypad if they would like to ask a question. Audio clips and images from the news conference can be made available via online channels.

In most instances, a telephone news conference is preferred over an in-person news conference, as it takes the burden off reporters having to drive to the news conference destination. Here are pros, cons and tips for both types of news conference:

Live News Conference

Pros:

- Your busy spokespeople can fulfill a large number of media requests in one short period of time.
- You will appear to have greater conviction in your message because you are willing to stand before reporters and answer questions.
- Broadcast media will appreciate the chance to get the audio or video they need to better tell their stories.
- If the spokesperson does a good job, the positive results will be multiplied by the number of media outlets present.

Cons:

- The Q&A portion can be very difficult, with reporters feeding off of each other's tough questions. One reporter may ask a question that would never have occurred to another reporter, and now the issue is on his radar screen too.
- Live news conferences can be logistically challenging and time consuming for the staff people who need to set them up.
- You will need to allow some time for reporters to get from their newsrooms to your office or news conference location.
- Live news conferences can be challenging to spokespeople who may not be used to the high-pressure atmosphere of speaking in front of many reporters and cameras.
- If your spokesperson makes a misstep, the negative results will be multiplied by the number of media outlets present.
- Some reporters prefer one-on-one treatment, which cannot be given at a news conference.

Tips:

- Make sure there is an easy way for your **spokespersons to get in and out** of the news conference without having to walk through a swarm of reporters.
- Just like a speech, spokespeople should remember to **make eye contact** with reporters in different parts of the room.
- **Rehearse** a mock press conference for the benefit of staff that will need to deal with logistics and spokespeople who will need to get used to the atmosphere.
- Set a **reasonable time limit** for the news conference and stick to it so the Q&A doesn't go on too long. Don't be afraid to say, "We have time for one more question."
- Consider livestreaming the conference online (via Ustream, Google+ Hangouts, or any number of other services) to expand the reach if the crisis geography and media attention warrant. At a minimum, it is wise to record the news conference for internal purposes, and would be good content to post to your website and social channels to further assert your authority and extend the reach of the information presented.

Telephone News Conference

Pros:

- Much quicker and easier to organize than a live news conference.
- Spokespeople can more easily use notes, since they are on the phone. You can even use hand gestures to help lead your spokesperson to the right message.
- Spokespeople can also be in multiple locations as long as they have access to a quality phone line (preferably not a cell phone).
- Reporters can dial-in without leaving their desks, allowing them to listen as they are writing their stories for deadline.
- Allows access to a wide variety of reporters, decreasing the demand for interviews.

Cons:

- Television reporters can get information, but no video "sound bites" from a teleconference. They may still demand in-person interviews.
- The Q&A portion is also difficult, though a little easier because your spokesperson has notes.

Tips:

- Establish a relationship with a **conference call vendor** before you need to host a teleconference. Find out what they will need from you during a breaking news situation.
- Try to put your spokespeople in a **comfortable environment** with a **quality phone**.
- Print out **messages and answers to tough questions** in large type to make it easy for them to find and deliver the best answers possible.
- Set a reasonable **time limit** for Q & A.

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CHECKLIST FOR PLANNING A NEWS CONFERENCE

Much of the preparation for live press conferences and teleconferences is the same, although there are distinct differences. Use the checklist and guidelines below to ensure your news conference is well organized and effective.

To Do in Advance

Live News Conference

- ☐ Decide in advance on several locations where a potential press conference may take place (your office or a neutral location such as a hotel are the most likely, though it is possible the need will arise for a small news conference outside an affected production facility). Begin to make similar preparations at each of the locations.
    - When making advance arrangements with a neutral/non-affiliated location, make sure the staff at the location understands the confidential nature of the arrangements. They must agree to keep all details confidential until after the conference concludes.
- ☐ Make sure that all audio/visual and other equipment you might need will be available at that location. Things to consider include a podium, microphones, a mult box (for media to plug into for recording audio) and chairs or a large area for media to stand.
- ☐ Arrange for a "holding room" near the main press conference room where spokespeople can wait comfortably until the conference begins. There should be a telephone in the holding room. Make sure that spokespeople can enter and exit the press conference room or area quickly without walking through the crowd of reporters.
- ☐ Determine livestream options in advance (whether through conventional methods, online or both), and plan your time and equipment needs accordingly (you might need anything from a webcam to professional A/V assistance, depending on the size and scope of your crisis).

Telephone News Conference

- ☐ Contact a telecommunications company that specializes in large conference calls (Global Crossing, AT&T, etc.) and secure an operator-assisted conference call (date and time indefinite).
- ☐ Your conference call should have a few lines for spokespersons to dial into (since they may be in various locations) and, depending on the situation, at least 70 participant lines that can be dialed into using a separate number. Be sure that the participant lines are muted until the facilitator signals the operator to begin questions.

Both

- ☐ When considering the time of day to hold the press conference or teleconference, consider the schedule of media outlets. Most deadlines are near the end of the day, so early afternoon or mid-morning are the best times for press conferences. In a breaking news situation, media will usually appreciate the soonest available time.
- ☐ Prepare a list of potential spokespeople in advance. Because the press conference/teleconference may happen under a tight deadline, there is a possibility that your main spokesperson will not available. Be sure to have backups in place.
- ☐ Media train all potential spokespeople. Make sure they are comfortable delivering the messages, and as messages change, be sure to walk them through the new messages.
- ☐ Develop a list of potential "tough questions" in advance and talk through them with your spokespeople to ensure that they will have thought through those answers in advance.

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To Do the Day Of

Once a time for the press conference/teleconference has been set, confirm all arrangements and set preparations in motion, such as:

Live News Conference

- ☐ Confirm exact location of room and room number as well as holding room location.
- ☐ Confirm audio/visual and other equipment.
- ☐ Station staff members in the room approximately 20 minutes before the press conference begins to greet media as they arrive and answer logistical questions. Media may arrive early to try and get one-on-one interviews with a spokesperson before the rest of the media get the story.
- ☐ Have a sign-in sheet at the door for media to put their name, phone number, fax number and email address. Tell them you will contact them with future announcements.
- ☐ When the press conference has concluded, the facilitator should thank the media and escort the spokesperson out of the room back to the holding room. Reporters may try to approach the spokesperson for a one-on-one interview. You will need to decide in advance whether to honor those requests. If you decide not to, politely decline the requests and keep the spokesperson moving to the holding room.

Teleconference

- ☐ Double-check exact participant dial-in number.
- ☐ Confirm that the operator will be taking names and company names from the participants when they dial in.

Both

- ☐ Alert media of the details of the conference including exact location or exact participant phone number.
- ☐ Finalize a media alert at least two hours in advance of the conference and fax/email to media outlets on your list. (In the first hours after an announcement, news media will understand if you give them less notice. They will find a way to cover the story with as little as 15 minutes for a teleconference and one hour for a press conference). Make follow up calls to select media to make sure they are aware of the conference and confirm their attendance. Try to have a tentative list of attendees before the conference begins.
- ☐ Write a statement or talking points to be delivered at the conference. Be sure the remarks deliver the messages you want to convey clearly and concisely. The remarks should last 10 minutes at the most, fewer in the earlier stages of a story. For teleconferences, it is possible to have several people make brief remarks.
- ☐ Initiate a "batting practice" session with your spokespeople. Rehearse the statement s/he will deliver several times out loud and walk through the messages. Anticipate the questions you might receive from the media in the room and practice answering them with the situation in mind until you and the spokesperson are comfortable with the answers. Make sure the practice session takes place behind closed doors and is not located near the press conference.
- ☐ Assign a press conference facilitator. This should be a member of your staff. This person's role will be to thank the media for coming/dialing in, introduce the spokesperson and enforce the time limits of the conference.

- ☐ Start the conference on time. If the location is difficult to find or if the media was alerted at the last minute, you may want to delay a few minutes, but the start should be delayed no more than 10 minutes. For an operator-assisted teleconference it may take more time to get all participants on the line, so look to the operator to let you know when all reporters in the queue have been allowed into the conference.
- ☐ Once the remarks have concluded, open the floor to questions. You may want to set a tentative time limit for the Q&A portion. As the time limit approaches or if you feel the reporters are asking questions that your spokesperson is not answering appropriately, the facilitator or the spokesperson should say, "Our time is almost up, but we'll take two more questions."
- ☐ Consider handing out printed copies (for a press conference) or emailing the statement and online resources (for a teleconference) at the conclusion of the conference.

To Do as Follow Up

- ☐ Check in with the top-tier reporters an hour or two after the press conference to see if they need any additional information or interviews.
- ☐ Alert your monitoring service to look out for stories.
- ☐ Reconvene team and spokespersons after conference to briefly determine key learnings, tough questions, etc.

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SOCIAL MEDIA CONSIDERATIONS

Social media tools such as blogs, podcasts, social networks, microblogs, virtual worlds and sharing services/communities, such as YouTube and Flickr are technologies individuals use to instantaneously share their insights, express their opinions and communicate within the context of globally distributed conversations.

In the event of a crisis involving dairy, a company can use social media to its advantage by monitoring the online activity (blog posts, videos, Facebook comments and updates, Twitter hashtags etc.) related to the situation to help inform the overall response and, when appropriate, by proactively engaging in the dialogue to promote public health or protect brand image. In general, consumers assume a two-way dialogue with companies and organizations via social channels (rather than one-way communications), so it is important to keep that in mind when planning your social media response strategy.

Online Monitoring

Identify and monitor bloggers who frequently write about your company and the dairy industry.

- A key word blog search on Google is a good first step (www.blogsearch.google.com). There are also a number of paid services that can help you identify and monitor influencers, including TRAACKR, Appinions and Little Bird.
- Keep an eye on social and online media during a crisis through key word searches and Google News alert notifications (www.google.com/alerts). Other tools you might consider if budget allows include: Sysomos, Radian6 and Brandwatch.
- If you find a blog or blog entry that concerns you, first assess the blog to gauge its online influence. Please note, there are currently very few *free* tools to accurately determine the exact influence of a blog, but the following guidelines may be helpful in deciding how important the particular blog is:
    - **Activity:** How frequently that individual is posting on a company or topic; how long have they been blogging?
    - **Feedback:** Quality and quantity of discussion and comments
    - **Authority:** In-bound links, based on Technorati (To see if the blog has a strong following, cut and paste the link into the search window on www.Technorati.com to see how many other websites have linked to the post. A high authority/rank means an influential blog.)
    - **Popularity:** Traffic to a blog (www.quantcast.com) provides the number of monthly visitors to a website or blog
    - **Visibility:** Is the individual quoted in the mainstream media (newspapers, broadcast outlets)? Does s/he contribute to, or is s/he affiliated with, mainstream or trade media? Is s/he cited by journalists as a source on the topic?

The influencer analysis tools mentioned above, while requiring an additional paid investment, can automatically do much of this work for you. It is good to plan for staff time and resources to do additional manual research on influencers after the tool compiles your list, but because the tools can quickly aggregate numerical indicators of influence, they can save significant time and energy in the early hours of a crisis response situation.

- Blogs and other social media are regularly monitored through DCMT channels; however, if you see something of note, report the link to DMI.
- Just like traditional crisis response, stop and think before posting comments or emailing online media authors.

Blogs

When you need to get the word out in a crisis, consider both internal and external blogs as tools. If you have a company blog, consumers will expect timely and frequent updates. Don't overlook your blog as a key place to share key messages and other important information. An important decision to consider in advance is whether or not you will allow comments on posts about crisis situations. There are pros and cons to each side. The positive is that you are perceived as open and transparent vs. closed and defensive. Make this decision in advance so it does not slow down the post's approval process or cause unexpected problems once posted.

Externally, consider bloggers with whom your company has a strong existing relationship. The best people to engage with bloggers are company executives or designated spokespeople who have also been the "voice" of the company in mainstream media.

When engaging with bloggers, follow these guidelines for the best results:

- **Personalize contact.** Address them by name and mention a recent post that prompted you to engage with them.
- **Be transparent.** Accurately state who you represent (your company), your title/role within the company and your name.
- **Reiterate.** Re-state the blogger's original message so they know you listened.
- **Acknowledge.** Underscore the importance of the blogger and his/her issue or topic raised.
- **Compliment and correct.** Compliment the blogger's detail, loyalty or message whenever possible and when appropriate. Also, if the blogger has posted misinformation or facts, politely correct him/her with the correct facts.
- **Provide valuable information**. Reference websites or other credible and accurate sources of information that may be helpful to them.
- **Answer questions.** Address specific questions; people appreciate when you answer their concerns.
- **Be human.** Always use a friendly, positive tone; refrain from defensive, blaming or combative tones.
- **Response length.** Keep responses short and right to the point.
- **Contact information.** Give the blogger various ways to contact you (such as your email address) if needed and appropriate.
- **Think before you send.** Remember that anything you write in an email or say to a blogger is public and fair game for posting.

There are some instances where it's best not to engage a blogger and to work with other blogs to get your message across. Remember:

- Some blogs, especially in times of crisis or criticism, will be uniformly hostile.
- Dissenting views can be treated ruthlessly.

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Social Media

Social media and networking websites, such as Facebook or Twitter, are places where information can spread fast and may take on a life of its own. These sites can provide good opportunities to deliver information in real time to consumers all over the world. Here are some tips to keep these sites working for you instead of against you:

- At any time, but especially during a crisis, everyone associated with your company becomes a face for the company. Employees may be seen (and quoted) as representatives of the company, even on their personal sites. It is crucial to put a policy in place now to remind employees of the power of social media in influencing perceptions of the company, and to inform them of the potential consequences of violating your company's social media policy (i.e. releasing insider information during an event that could have legal consequences for the individual and the company).
- Appoint a designated company spokesperson to be the voice of your company online during a crisis and update frequently throughout the day. This can be another good place to reinforce key messages and other information. These updates may then be retweeted, shared on Facebook, linked to on blogs or forwarded around in their entirety via email, further extending the reach.
- When you find articles or blog posts that are fairly well written and include information that may be useful to consumers, consider using social media to forward the information around and extend its reach.
- If you are in a situation where elevating the voice of grassroots dairy producers would be useful, contact DMI to use the myDairy advocates social media network.

Most importantly, make sure to pause any pre-scheduled tweets or Facebook posts you may have developed for marketing purposes, at least until you have communicated to your audience about the issue or crisis at hand. If an audience sees marketing posts go up in the middle of a crisis when the company hasn't responded yet, or has posted limited information, it could inflame an already angry crowd and cause further problems.

Online Video

- Be aware that mainstream media news outlets often use YouTube clips without permission. Even amateur videos can play a strong role in how your crisis is perceived.
- In YouTube, click on "Statistics and Data" below the video window to see video responses, ratings, comments and which websites are linking to the content. This tool will help inform you about the video's popularity and how it's being received by the public.
- Video is often more engaging and emotional than the written word, so even videos with <100 views can be important depending on content and associated videos.
- As with blogs and other social media, be strategic and cautious when leaving comments or sending emails to content creators.

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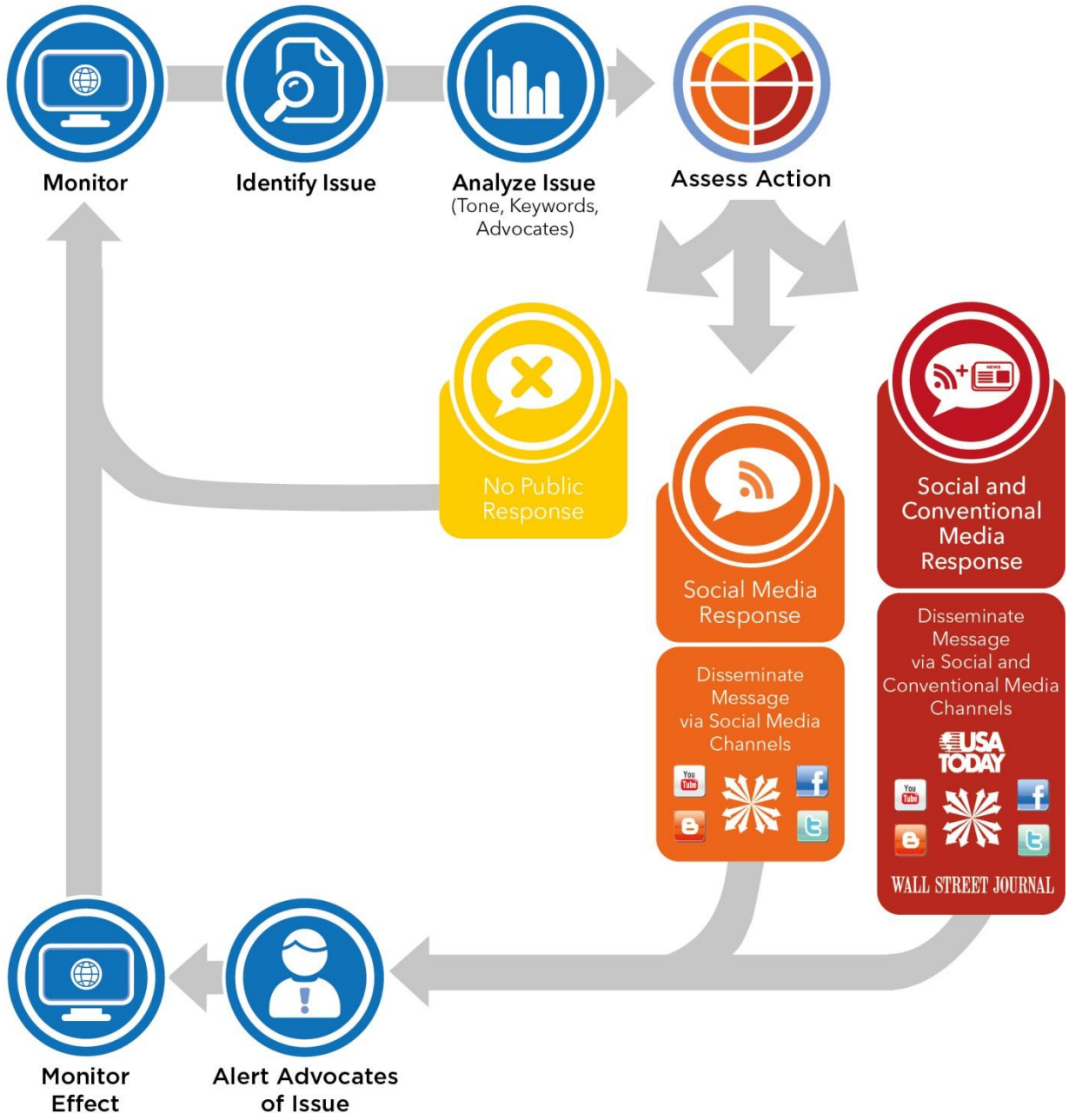
SOCIAL MEDIA CRISIS PLAN



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SOCIAL MEDIA CRISIS PLAN

Every social media crisis response plan should include the following action items. These steps will help you determine if a response is necessary and how the response should be made, in a timely manner.

1. MONITORING:
Monitor the social media space daily, scouring digital conversations for issues, trends or topics of interest. This process enables the discovery of issues as they arise.

2. ISSUE IDENTIFICATION:
Not all negative conversations are "issues." Individuals can express many points of view. Online chatter may be considered harmless at the time of discovery. However, if the content has the potential to spread, or if the issue is severe enough to require further consideration, you should investigate further. For blogs or forums, you might review the following to determine how likely it is to spread:

- Viability of statements/content (is it subjective/opinion or a claim of factual information?)
- Number of inbound links or followers of the post site
- Number of on-topic comments
- Contains any damaging/impactful videos or images
- Number of posts about the topic
- Quality of posts

The same methodology holds true in Twitter: number of followers, number of tweets, do they also blog, etc.

At this stage, the content can still be deemed benign if it does not meet certain criteria outlined by the above items. Even if a post has been viewed 1,500+ times and/or has several comments, it still may not require further follow-up.

Sometimes posts are entirely unsubstantiated, misinformed or too subjective. They may not have a significant following or impact. In some cases it is better *not* to take any action other than monitoring if it would only draw attention to an issue.

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3. ANALYZE ISSUE/CRISIS:
If you determine an issue meets the necessary criteria, the cycle moves to the analyze stage. Again, this determination is based on the assessment listed above; only those significant stories/posts/videos/images move to the analyze stage. This analysis allows you to prepare an informed, effective response and includes the following:

Definition of tone: What is the nature of the issue? Is it an opinion that is gaining traction? Does it reflect poorly on the organization?

Determination of keywords: In order to respond to an issue in the social media space, it is imperative to understand the keywords used by the antagonists. Often, people don't use official terminology. Knowing how the issue is being discussed can help refine the monitoring process, and help determine the language to use when/if responding.

Questions to consider:

- Nature of claim? Validity?
- Who is this coming from? Are they influential (or could they be)?
- Is a response necessary?
- What should that response be? What method and through what channel should that communication come through (traditional, tweet, direct message, post, etc.)?
- Do we think this issue will grow?
- What other communications elements should we consider in our recommended response and are other assets needed (video, links, images, etc.)?
- What is the role of legal counsel?

Further Considerations before Action:

- Is it a factual statement with inaccurate sub-information that implicates the brand and/or industry partner?
- How many key participants are driving the coverage and conversation?
- Who are the upset and concerned people or groups? What are their influence, reach, and network worth? (Followers, blog platform, etc.)
- Based on date and time of the claim's inception, how fast is the issue being spread among core opponents and their networks (e.g. total volume of blog posts, articles, number of retweets, number of times your user name is mentioned or @mentions, etc.) in a given amount of time?
- How pervasive is the claim and how many unique users are talking about it?
- How many platforms is the claim being spread across?
    - Infiltrates company's owned social communities
    - Micromedia coverage
    - Blog coverage

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4. ASSESS ACTION/RESPONSE:
The next phase is assessing necessary action based on the analysis outlined above. Issue severity is defined by color – *Yellow*, *Orange* and *Red* – and each has a different protocol for reaction to the issue uncovered.

Upon identification of a crisis, a "strike team" must be assembled with the following responsibilities:

Core Communications Team:

- Crisis Team Lead is responsible for activating the crisis team once an issue has been flagged
- Go to www.DairyResponse.com or latestdairynews.com for the latest information and communication updates
- Determine who will be responsible for public communication efforts, internal communication and online monitoring

Community Management Team:

- Increase monitoring of social pages and platforms (needs to be checked nearly round the clock depending on the issue and channels' activity levels)
- Immediate flagging of any problem posts and comments to the communications team
- Posting of any statements to channels and monitoring for responses
- Team should monitor both traditional and social media, and broadcast if warranted

5. ALERT ADVOCATES:
Who are the advocates who can help spread your point of view or response? Additional voices may be able to help spread the message to the community in question. One message from your organization may have little effect.

The analyze phase can help inform a plan of action – defining what, if any, the response will be as well as to whom it will be sent. In some cases, the response will not be directly to the source of the content, but to influencers or partners.

After the Crisis

- Work with the monitoring and analytics teams to prepare a recap analysis and track the lifeline of the crisis.
- This report should include key learnings and high-level analysis on trigger points and themes that arose from the issue.

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DEVELOPING KEY MESSAGES

Company Key Messages

A key message document is an important tool for your company to create and use during periods of crisis *and* periods of calm. General company key messages should be woven throughout all communications materials – both internal and external – and should convey information about your company's beliefs, expertise and culture. Company leadership and spokespeople should be a part of the message development process and all employees should be exposed to them.

Many times, key messages become less of a document and more a part of the fabric and philosophy of the company. Eventually, they'll become ingrained in company culture.

Generally, messages are organized under three to four themes. For example, you may have three key messages or statements with several supporting messages under each main statement. The supporting messages are generally proof points such as examples, statistics or anecdotes.

Crisis Key Messages

During a crisis, additional key messages that are specific to the situation are crucial to keep all external messaging consistent and to make sure your company is giving the most accurate information possible to the media and other stakeholders. Crisis key messages should be built on your main key messages and should be similar in language in tone.

DMI conducted an intensive study – both qualitative and quantitative – to determine what type of messaging consumers want to hear during a food safety crisis. The research found that consumers are very specific about the way they prefer to receive their information as outlined below. This hierarchy of information delivery may help as you develop your company's crisis key messages:

1. First, they want the basics: who, what, where. In particular, they want to know which retailers or foodservice establishments sold the affected product.
2. Then, they want to know what they can do to protect themselves. How can they take action and make sure their families are safe?
3. Finally, what is being done about the situation? They want reassurance that the problem is being proactively managed and that it is being addressed through a coordinated effort.

Following this hierarchy as you build your crisis key message will help you develop messages that resonate with consumers and deliver the information they are looking for. The next page shows ways to translate this framework into your messages. Work with your Crisis Response Team to build your key messages.

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Key Messages During a Food Safety Crisis:

1 What's the problem?
- What is it?
- Where is it? (use map or visual)
- Who's affected?

2 What can I do to protect myself and my family?
- Specific action steps and precautions
- Communicate symptoms
- Share websites

3 How is the problem being fixed?
- Explain what gov't and industry are doing to control and manage the problem (include details)
- Emphasize cooperation between gov't and industry

Messaging to be avoided
- Safety assertions ("safety and security are top priorities") without proof or action being taken
- Accolades for the industry
- Broad statements that seek to minimize the problem

Here's how key messages for a specific crisis might fit into this hierarchy:

1 What's the problem?
- Food borne illness outbreak
- FDA advising do not eat cheese
- Infant formula recalled

2 What can I do to protect myself and my family?
- Follow FDA advice
- Call Dr. if you have symptoms and ate cheese/ formula
- Latestdairynews.com

3 How is the problem being fixed?
- Dairy industry working with FDA
- Searching to find potential source
- Preparing for comprehensive trace-back and trace-forward

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ESTABLISHING A CRISIS COMMUNICATIONS CENTER

If a situation is expected to generate a large number of media inquiries, the Crisis Response Team may choose to centralize its communication functions in a "Communications Center." A centrally located conference room at the company is a good place to establish this center.

The Crisis Response Team, as well as any additional internal or external (agency partners, etc.) communications staff, will be headquartered in the Communications Center. All non-communications staff will be instructed to forward or direct all media inquiries to the Communications Center; they should not engage in further discussion with reporters.

Most importantly, the Communications Center should be equipped with the technology necessary to get information out quickly and efficiently. In advance of a crisis situation, you should assess your communications technology:

- Determine phone system capacity and overflow options.
- Assess email load capabilities.
- Assess fax system capabilities.
- Identify computers for social monitoring, and compile account passwords in a central (and secure) location so any Crisis Response Team member can access the company's accounts to post statements or pause pre-scheduled posts.
- Equip your Crisis Response Team members with the technology they need to work remotely as required. Necessary items may include:
    - Laptop computers, cell phones with text message capabilities and/or wireless Internet devices (e.g., Blackberry or wireless card)
    - Portable printer and fax machine
    - Tape recorder with extra tapes or digital voice recorder
    - Video recorder and editing software for quick uploading
    - Internet hotspot device(s)

Any of the following may also be helpful if your team will be gathering in a Communications Center:

- Printed copies of your crisis plan, crisis response guidelines, media lists, message documents, templates, etc.
- Communication team and facility phone lists
- Printed copies of media inquiry log-sheets
- Telephone with dedicated telephone number which can be distributed to media
- 3-4 telephone lines for incoming/outgoing calls, including one line to remain open for urgent communications with crisis team
- Televisions with cable/satellite (best to set up a "TV bank" of televisions to monitor various channels simultaneously) and a radio
- Water and other refreshments
- Powerstrip/surge protector for laptops and other electronic devices
- At least two computer(s) with wired on-line access; additional wired computer portals connected to monitors for social monitoring
- Printer connected to computers
- Copier (in the room or nearby)
- Fax machine (in the room or nearby)
- Paper shredder
- White board with dry erase markers
- Wall calendar
- Flip charts and markers
- Stationery supplies (pens, pencils, stapler, etc.)
- Lock and/or security when not occupied

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RESOURCE LIST

Outside vendors may need to be contacted quickly during a crisis. Use this template to organize your resources as well as any other pertinent information about these organizations (such as account numbers or account history).

Type of Resource	Contact Name/Contact Info	Notes/Other Info
Public Relations Consultant	Recommended public relations firms: *Weber Shandwick* *Malissa Fritz* *952-346-6409* *mfritz@webershandwick.com* *Ketchum* *Bill Zucker* *312-228-6893* *bill.zucker@ketchum.com*	*DMI works with Weber Shandwick on crisis preparedness* *Bill Zucker's team created version 1.0 of this Crisis Preparedness Toolkit on behalf of DMI's Ingredients Marketing group*
Temp/Staffing Agency		
Media List/Media Database Vendor		*Cision, PR Newswire, Vocus, etc*
Information Distribution Vendor		*Such as PR Newswire*
Teleconferencing		

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Consumer Hotline Management		
Media Monitoring		
Social Media Monitoring		*Such as Brandwatch, Sysomos, Radian6 (for broad monitoring), Geofeedia (for location-specific tweet tracking)*
Influencer Identification		*Such as TRAACKR, Appinions, Little Bird*
IT Support		

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INDUSTRY CONTACTS

Numerous industry contacts are available to assist your company during various crisis situations. The following list will help you identify who to call with questions or for assistance.

IDFA Contacts:	Peggy Armstrong IDFA Vice President of Communications 202-220-3508 parmstrong@idfa.org Clay Detlefsen IDFA Vice President of Regulatory Affairs & Counsel 202-220-3554 cdetlefsen@idfa.org Cary Frye IDFA Vice President of Regulatory & Scientific Affairs 202-220-3543 cfrye@idfa.org Marti Pupillo IDFA Director of Communications 202-220-3535 mpupillo@idfa.org
Additional Industry Contacts:	Donna Armstrong MilkPEP Senior Manager of Communications 202-220-3518 darmstrong@milkpep.org Chris Galen NMPF Senior Vice President, Communications 703-294-4356 cgalen@nmpf.org Stacey Stevens DMI Vice President, Media and Industry Affairs 847-627-3244 stacey.stevens@rosedmi.com David Pelzer DMI Senior Vice President, Communications 847-627-3233 david.pelzer@rosedmi.com

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CRISIS DRILL BASICS

A Crisis Drill is a dress rehearsal for a crisis. Ideally, it takes place in advance of a crisis and is an important step in preparing your company for potential crisis situations. Just as with any major event, a rehearsal or drill is often the best way to demonstrate to your Crisis Response Team what to expect in an actual crisis environment and how their functions will need to integrate to manage the situation.

A good crisis drill is set up to mimic the events and inquiries that would occur in a real scenario and should unfold as realistically as possible. It is typically condensed into a half- or full-day session and encourages decision makers to respond as they would in an actual crisis, although questions and feedback are encouraged as part of the learning process.

Purpose: Why It's Important

- Until an actual crisis situation occurs, it is difficult to envision the level of attention required and the high volume of inquiries you should expect to receive. If done correctly, a crisis drill feels real enough to elicit a similar emotional, and many times physical, reaction to the situation.
- Various stakeholder groups, i.e., government regulators, media, shareholders, government and elected officials, require different responses that become apparent in delivering responses during a drill.
- Needs and gaps in responsibilities that might otherwise go undetected will surface in a practice session.

Structure: What Participants Can Expect

- **The Scenario:** A scenario likely to affect your company will be developed and details will be given to you periodically – similar to how they might unfold in an actual crisis situation.
- **Get Into the Moment:** Treat the situation as if it were actually occurring.
- **…But Be Able to Suspend Reality:** In order to keep the drill focused and on schedule the situation will require a "suspension of reality" at select points in the day.
- **Look at the Situation from All Sides:** You will be asked to address all issues that would arise and you should use any tools or reference materials that you might normally have at your disposal.
- **Use Resources:** Feel free to consult with third-party experts, government or regulatory contacts and resources throughout your company, just as you would do during a real situation. Throughout the exercise, drill organizers will let you know when they have arranged for you to be in touch with those resources and they will provide contact information.
- **A Team Approach:** The group may be divided into teams to focus on different aspects of the crisis and accomplish more in the given timeframe.
- **Identify the Spokesperson:** Just as in a real crisis, all participants are not required to answer calls coming into the room – you should identify the appropriate spokespeople and allow them to practice conducting interviews and answering questions.
- **Open Lines of Communication:** Debate and discussion are encouraged.
- **Mistakes are OK:** This is a learning experience and a wonderful training tool for your entire team, so making mistakes and learning from them is the purpose of the drill.

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Resource: Who to Lead

- Third-party leadership of the crisis drill session provides structure, an unbiased outlook and expert guidance from a larger perspective. Global public relations firms Weber Shandwick and Ketchum have extensive experience leading crisis drills for the dairy industry.

  Contact:
  Weber Shandwick
  Malissa Fritz
  952-346-6409
  mfritz@webershandwick.com

  Ketchum
  Bill Zucker
  312-228-6893
  bill.zucker@ketchum.com

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TEMPLATE MEDIA MATERIALS

On the following pages, you will find a series of sample media materials that can be used if your company is involved in a crisis situation. These template documents have been developed to serve as an outline so you can drop in the appropriate facts and information related to the specific situation you are facing. They can be tailored to work for any crisis situation, but for the purposes of this toolkit, we have chosen one specific crisis scenario to use as a consistent example. The scenario is as follows:

SCENARIO:

There has been a recent outbreak of food illnesses and deaths in the U.S. related to Staphylococcal Enterotoxin B (SEB) that was found in Protein-Sure brand baby formula and Morning Glory brand cheese products; both products have been recalled. The FDA has traced the SEB back to contaminated whey protein, an ingredient found in both of these products, which was produced at one of your company's production facilities.

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MEDIA ALERTS

Sending a media alert to newsrooms and specific reporters is an effective way to notify your target media outlets about an event or piece of news from your company. Media alerts are generally emailed or sent by fax. If you email the alert, copy and paste the text into the body of the email, rather than sending it as an attachment – some spam filters may reject emails with attachments. News desks at TV stations usually have a general email address, but faxing the alert to the news desk remains the most effective way to ensure it is seen.

Below are two media alert templates: one to alert the media you have a spokesperson available for interviews and one to alert the media that your company is holding a news conference as well as provide the details (date/time/location) of the news conference. Insert your company logo at the top of the alert if appropriate.

News Conference Media Alert Template:

-MEDIA ALERT-

[INSERT COMPANY NAME] to hold news conference addressing [INSERT CRISIS SITUATION SUCH AS RECALL, CONTAMINATED PRODUCT, ETC.]

WHAT ***Include a brief description – one or two sentences – about the specific event taking place to which you want to alert the media.***

Example:
[INSERT COMPANY NAME] will hold a news conference to provide updates and information about the [INSERT CRISIS SITUATION].

WHY ***Include general background information about the current crisis situation and why your company is holding this news conference.***

Example:
Earlier today, FDA confirmed that the recent outbreak of food illnesses and deaths related to Staphylococcal Enterotoxin B (SEB) found in Protein-Sure baby formula and Morning Glory cheese products has been traced to whey protein, an ingredient found in both contaminated products, produced by [INSERT YOUR COMPANY NAME] at its [INSERT LOCATION] production facility.

On March 1, both Protein-Sure and Morning Glory recalled all products sold under their brand names due to the recent outbreak of food illnesses and death from U.S. consumers who ingested those products.

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WHO ***Include the name of all individuals and organizations that will participate in the press conference.***

Example:

- John Doe, President, XYZ Dairy Company
- Jane Roe, Vice-President for Quality Assurance, XYZ Dairy Company

WHEN ***Provide the date and time of the news conference. Be sure to include time zone.***

Example:

- Monday, April 13, 2014 at 10:00 a.m. EST

DIAL IN ***If you will be hosting a teleconference, provide the dial-in information and passcode or meeting ID. Reminder: the reporters' lines should be muted for the beginning of the call until your spokespeople have delivered their remarks and are ready for questions.***

Example:

- Toll-free dial in: 888-123-4567
- Meeting ID: 98765

(OR)

WHERE ***If the news conference will be in person, include the name and address of the news conference location. If not a well-known location, include driving directions.***

Example:

- XYZ Dairy Company
  Auditorium A, located on the First Floor
  123 State Road
  City, State 12345
  (At the intersection of Main Street and State Road off exit 42 from I-75)

CONTACT ***Provide 24-hour contact information for a company representative who can provide logistical information and respond to follow-up questions.***

Example:

- Mary Smith
  (321) 456-7890
  (321) 456-3323 cell
  msmith@xyzdairyco.com
  COMPANY URL and/or URL of third-party Website with situation-specific information such as FDA.gov or latestdairynews.com

# # #

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Spokesperson Media Alert Template:

-MEDIA ALERT-

[INSERT TITLE OF SPOKESPERSON] of [INSERT COMPANY NAME] available for interviews regarding [INSERT CRISIS SITUATION]

WHO ***Include name of spokesperson, title, company name and credentials.***

Example:
John Doe, Ph.D., Chief Scientist, Acme Dairy Company

WHAT ***Explain how your spokesperson will contribute and add something to the reporter's story.***

Example:
Mr. Doe, president of Acme Dairy Company, is available to speak with the media regarding the recall of Protein-Sure baby formula and Morning Glory cheese products. He can:

- Provide perspective on the current recall and update you on the most recent activities and recalled products.
- Give background on Staphylococcal Enterotoxin B (SEB), and how to protect your family from it.
- Inform you of the measures Acme is taking to ensure this doesn't happen again.
- Discuss the overall food safety policies and procedures in place in this country.

WHY ***Give a brief background on the situation the spokesperson will be addressing.***

Example:
Earlier today, FDA announced that the recent outbreak of food illnesses and deaths in the U.S. related to Staphylococcal Enterotoxin B (SEB), that has resulted in a recall of all Protein-Sure baby formula and Morning Glory cheese products, may be caused from the whey protein ingredient in the products that was produced in our [INSERT LOCATION OF PRODUCTION FACILITY OR PLANT] facility and was potentially contaminated with SEB.

WHEN ***Provide specific dates and times when spokesperson is available or ask reporters to contact the company to schedule an interview.***

Examples:
Mr. Doe is available for interviews until 8:00 p.m. EST TODAY and from 7:00 a.m. until 12:00 noon EST TOMORROW.

Interviews available upon request. Please contact Mary Smith (below) to schedule an interview.

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CONTACT ***Provide 24-hour contact information for a company representative who can provide background information and coordinate interviews.***

Example:
Mary Smith
(321) 456-7890
(321) 456-3323 cell
msmith@xyzdairyco.com
COMPANY URL and/or URL of third-party Website with situation-specific information such as FDA.gov or latestdairynews.com

# # #

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MEDIA STATEMENTS

A media statement is a written document that gives information as well as a company's or person's perspective on a situation. They are generally used when organizations need to get information out quickly to a wide range of media outlets.

Benefits of a Media Statement

During a crisis, a media statement is many times the most effective way to give consistent information to various media outlets simultaneously. When you have time-sensitive news, a statement is more efficient than attempting to conduct multiple interviews. A statement is also more easily controlled than a news conference, and reporters don't have the option to ask "follow-up" questions without scheduling an interview.

A written statement allows you to acknowledge the situation and react to it in a controlled environment. But remember that the media will use the statement for direct quotes in their articles. For that reason, statements should always be attributed to a specific company spokesperson so the quotes are attached to a person and do not come across as impersonal.

Disadvantages of a Media Statement

Some reporters will not be satisfied with just a statement. Print reporters will want to ask follow-up questions, and broadcast reporters will want an interview on tape. Tougher reporters could choose to say you "refused an interviewed but did release a statement." Finally, before deciding to issue a statement, you must consider the environment and other voices speaking out about the issue – including academic experts, activists or associations. If they are willing to do one-on-one interviews, their messages and opinions will be more prominent in the coverage than yours.

When to Issue/Post a Statement

If the situation appears to be contained, and you are not sure whether it will generate any media interest, keep the statement on hand and share it with reporters individually in response to inquiries.

If you have begun fielding media calls, post the statement to your company and/or brand's home page. If the situation appears to be contained, post it to an interior section – the "In the News" page, for example.

If media interest is intense, consider issuing/posting daily or weekly statements and be sure to update your statement in response to significant developments at any point in time.

Content Guidelines

- Refer only to confirmed facts.
- Acknowledge the seriousness of the situation and express empathy and compassion for those affected.
- State confidence in the safety of dairy ingredients/products (if appropriate) and your company and/or the dairy industry's ability to handle the situation and protect the public.
- Direct requests for additional information to the government entity leading the investigation (USDA, FDA, Homeland Security).

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Distributing a Statement

Email is generally the best way to distribute your statement to the media. Use your media list to send individual emails to the contacts on your list or consider hiring a distribution service to "blast" the statement out to your list. For the most important media contacts on your list, a follow-up phone call is a good way to make sure they have received the statement and allows you to answer any questions they have.

A Holding Statement

During a crisis, the media is hungry for detailed information and a response from the company and/or industry involved. If you need more time to gather accurate information and prepare a formal statement, you can draft a very brief holding statement. That statement can be given verbally by those fielding media calls or it can be emailed to reporters with the promise that more information will be coming soon. For example:

> *"Thank you for calling [INSERT company name]. We're aware that [summarize situation] has been reported in [city/state] and we're working with the authorities to determine the facts. [INSERT KEY MESSAGE IF APPROPRIATE] We will respond to additional questions as soon as possible. In the meantime, please visit [insert URL of your company or government agency] for information".*

NOTE: If this is an industry-wide crisis, refer to www.latestdairynews.com if active.

If you will be using a holding statement verbally, make sure that all people who have contact with the media have the same statement to deliver.

Translating a Media Statement to Social Channels

Character limits on Twitter and Facebook posts can pose a challenge when distributing official information about an event or crisis. Should you decide to distribute a media statement publicly via social channels, here are some tips to keep in mind:

- Know that you won't be able to fit everything into one tweet or page post. Start with the most pressing message, i.e. "official statement released by industry leader" or "public health emergency declared" and then rely on a link to take people to the full statement on your website. If need be, you can publish two or three tweets in succession to announce a large amount of information.
- Including a link to more information conveys credibility, even if people don't click on the link. But you can track those who do by shortening the link via a tool like Bit.ly (set up an account in advance and tie it to your organizations Twitter account so that it's ready when you need it.) Check the link analytics during your post-mortem to see how many people clicked through.
- Consider your normal "voice" on social channels and how it should best be used when distributing serious information. If your brand is normally upbeat, casual and witty on Facebook and Twitter, a straightforward tweet with media release info might seem out of character – and be noticed by your followers. Yet, you would not want to be perceived as not taking an issue seriously enough, so your tone on social channels is crucial during a crisis.
- If you start off a tweet with naming a government agency by their twitter handle, i.e. @FDA, make sure to include a period before the "@" sign so it shows up to all of your followers. This counts as one character against your character limit.

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Media Statement Template (Recall):
Below is an example of a media statement that could be used in the event of a product recall. Before using this template, please insert relevant information about your company and the specifics of the crisis situation.

Statement on Announcement of [INSERT CRISIS SITUATION]

[INSERT NAME AND TITLE OF PERSON GIVING STATEMENT]
[INSERT COMPANY NAME]
[INSERT CITY AND STATE WHERE STATEMENT ORIGINATES]
[INSERT DATE (and time if applicable)]

Include specific information about the situation in the first paragraph:
"[INSERT TIME INFORMATION, e.g., "Earlier today"], the [INSERT GOVERNMENT BODY OVERSEEING RECALL, e.g., "the United States Food and Drug Administration (FDA)"] announced that the recent [INSERT SITUATION, e.g., "outbreak of food illnesses and deaths related to Staphylococcal Enterotoxin B (SEB)"] in the U.S. has resulted in a recall of all [INSERT RECALLED PRODUCT NAME(S), e.g., "Protein-Sure baby formula and Morning Glory cheese products"]. We learned that this contamination may have been caused by the [INSERT INGREDIENT NAME, e.g., "whey protein"] that was produced in the [INSERT COMPANY NAME AND LOCATION OF PRODUCTION FACILITY OR PLANT] facility and was potentially contaminated with [INSERT PROBLEM, e.g., "SEB"]. The problem was identified through a routine test at our facility.

Use middle paragraphs to talk about what your company is doing:
"We are working closely with [INSERT GOVERNMENT AGENCY OR OTHER ENTITY] to investigate and resolve this issue as quickly as possible. We take pride in our products and hold the safety of those products to the highest quality standards. We have long-established processes in place to prevent incidents like this, so we are working diligently to identify the cause and correct it so this does not happen in the future.

The last paragraph should include specific information about what consumers can do to keep themselves and their families safe:
"The recall includes [INSERT COMPANY NAME, BRAND NAME (S), LOT NUMBERS AND ANY OTHER SPECIFIC INFORMATION ABOUT THE PRODUCT]. For more information on the recalled product(s), consumers can contact their local supermarket where they may have purchased one of these potentially contaminated products. As an additional precaution, consumers can [INSERT ADDITIONAL PRECAUTIONS HERE IF ANY].

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Sample Twitter and Facebook Posts

Using the above statement, you could craft a series of tweets and Facebook posts:

Twitter:

- ".@FDA has announced a recall of all Protein-Sure baby formula and Morning Glory cheese products; more info: http://bit.ly/123456 (1 of 2)" = 137 characters
- "(2 of 2) FakeDairyCo is working closely with @FDA to investigate & resolve this issue as quickly as possible; more: http://bit.ly/123456" = 138 characters
- "For information about recently recalled products, please contact your local supermarket. More info: http://bit.ly/123456"

Facebook:

- "The FDA has announced the recent outbreak of SEB in the U.S. has resulted in a recall of all Protein-Sure baby formula and Morning Glory cheese products made by our company. The problem was identified during a routine test at our facility, and we are working closely with the FDA to investigate and resolve this issue as quickly as possible. For more information on recalled products, please contact your local supermarket or visit bit.ly/123456." = 447 characters

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Q & A

A Q&A document, or a list of expected – and often tough – questions that the company is likely to receive during a crisis along with approved answers, is an excellent tool for helping ensure spokespeople are prepared and that questions are answered consistently. Since you will field many of the same questions from different stakeholder groups, it is best to have a general set of Q&As, as well as customized ones to address each audience's unique interests and concerns.

The Q&A is intended for internal use only. The answers are suggestions and are usually delivered as verbal responses to questions asked by external audiences during media interviews, conversations with customers, employee meetings or other forums.

How to Develop a Q&A

- Assign a member of the Crisis Response Team to create a list of potential questions. These should include the following:
  - What happened and where? How did it happen? What are you doing about it?
  - Details of the problem, i.e., what amount of [INSERT CONTAMINANT] was found in the product? What symptoms of illness should consumers look for? Which product codes are affected? Where was the product distributed/sold?
  - Broader questions that may arise, i.e., what is the company's past safety record? How much will this cost the company?
  - Sections that address concerns of different audiences, i.e., employees, customers, suppliers.
- Circulate the list to other members of the Crisis Response Team from various areas of the company to capture the different stakeholder viewpoints. Have other Team members add tough questions and responses.
- The goal is to come up with a list of questions that forces the Crisis Response Team to determine how it will respond to various audiences and challenging questions. It may take some work to complete the Q&A and immediate answers might not be available.
- In developing responses, it's important to steer the conversation back to the company's key messages. Do this by acknowledging the question, bridging to a key message and then delivering the message. For example:
  - "I understand your concern. While I don't have the exact details available at this time, I can tell you that we're cooperating with the government and local authorities, and the safety of our employees and the community remain a top priority."

Things to Keep in Mind

- Think like an investigative reporter as you develop your questions. Preparing for the toughest possible questions will make your spokespeople quicker on their feet and more confident.
- But don't forget the easy ones! Sometimes we've spent so much time preparing for the tough questions that spokespeople stumble over the nuts-and-bolts. Be sure to include basic questions, even though the answers may seem obvious.
- As new information becomes available or your company's situation changes, the Q&A document should be updated accordingly.
- While a Q&A is an internal-only document, it is necessary to vet it with the company's legal department and any external legal counselors who are engaged.

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Sample Q & A

Situation

Q1: How did this happen?
A1: [INSERT RESPONSE – only state what you know, don't speculate]

Q2: How does [INSERT ISSUE, e.g., SEB] affect humans? Are kids affected more severely than adults?
A2: [INSERT RESPONSE]

Q3: Now that this has been detected, what steps are you taking to make sure it doesn't happen again?
A3: [INSERT RESPONSE]

Q4: When will it be safe to consume [INSERT PRODUCT, e.g., whey protein] again?
A4: [INSERT RESPONSE]

Q5: What steps is [INSERT COMPANY] taking to ensure the safety of your [INSERT INGREDIENT, e.g., whey protein] ingredients moving forward?
A5: [INSERT RESPONSE]

Q6: How did you identify the problem? Who identified it?
A6: [INSERT RESPONSE]

Q7: What kind of procedures or checks do you have in place to catch problems like this? Was it a fluke that you caught it this time?
A7: [INSERT RESPONSE]

Q8: What specific end products was this ingredient intended for?
A8: [INSERT RESPONSE]

Supplier Relationship

Q9: Did the problem start on the farm? Doesn't someone check the product before it leaves the farm?
A9: [INSERT RESPONSE]

Q10: What tests are in place to detect this throughout the supply chain?
A10: [INSERT RESPONSE]

Business/Logistics-Related

Q11: I know officials are still figuring out how this happened. During this time, will your plant stay open and continue to process [INSERT INGREDIENT, e.g., whey protein]? If so, how do you know it is safe for human consumption?
A11: [INSERT RESPONSE]

Q12: What actions have you taken to sanitize your plant?
A12: [INSERT RESPONSE]

Q13: How will this affect [INSERT COMPANY] financially? What if the outbreak is more widespread?
A13: [INSERT RESPONSE]

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FACT SHEET

Reporters need context for their stories as the situation unfolds, and that usually means they need some basic facts about the company, the crisis and the U.S. dairy industry as a whole. Fact sheets can also be useful for creating online and social content, especially when timelines are short.

A template fact sheet is below. A table format is generally the easiest to complete. Feel free to change the categories or delete something that isn't appropriate for your company or the situation at-hand. Completing as much of the fact sheet as you can in advance will help ensure a timely response.

COMPANY BACKGROUND	*Insert information about your company and relevant websites.*
STATISTICS	*Insert statistics about your company. This category could include number of employees, number of facilities, etc.*
CURRENT INFORMATION	*Insert details about the current crisis.*
FACTS ABOUT [FOOD SAFETY ISSUE]	*Insert facts and statistics about [food safety issue].*
WHAT CONSUMERS CAN DO [OR OTHER INFORMATION RELEVANT TO THE CRISIS]	*Insert the steps your company is taking to solve the problem(s) and resources to access more information (dairyresponse.com, etc.).*
DAIRY INDUSTRY INFORMATION	*Insert general information about the dairy industry that relates to the crisis at hand.*
CONTACT	*Insert contact information of company spokesperson.*

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MEDIA INQUIRY FORM

Organizing media inquiries during a crisis can be a daunting task. You may receive dozens of requests for interviews in the first hour alone. It's important to have a system to track and prioritize those calls as they come in.

If you must make a statement to the media, constituents or others prior to the DCMT's initial conference call, please keep the following guidelines in mind:

- Refer only to known, previously released facts about the situation as provided by an authoritative body.
- Acknowledge the seriousness of the situation and express empathy and compassion for those affected.
- Direct requests for additional information to the government entity leading the investigation (USDA, FDA, Homeland Security).

Contacts:

- Peggy Armstrong
  IDFA Vice President of Communications
  parmstrong@idfa.org
- Donna Armstrong
  MilkPEP Senior Manager of Communications
  darmstrong@milkpep.org
- Marti Pupillo
  IDFA Director of Communications
  mpupillo@idfa.org
- Stacey Stevens
  DMI Vice President, Media & Industry Affairs
  stacey.stevens@rosedmi.com

The media request form that follows is a tool to track those calls. You have a few options for using this form:

- **Electronic***:* You can store the blank form in your computer and ask everyone who is fielding inquiries to type the information into the form. File the requests in a shared folder on your computer system or email them in batches to the appropriate people. Be sure to save each media request as a separate document so they are not lost or overwritten. Organize them in electronic folders to keep track of those that are completed, in progress, need attention or are urgent.

- **Print***:* You can copy a large number of blank forms and ask everyone who is fielding inquiries to hand-write the information. Organize the forms in colored folders to keep track of those that are completed, in progress, need attention or are urgent. You can also copy the form on colored paper to help you team prioritize the requests. For example, a red form might indicate "respond immediately" for a wire service request, while a blue form would indicate "respond within 24 hours" for a request from a weekly trade publication.

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MEDIA REQUEST	URGENT!!	DATE OF CALL:
	TIME OF CALL:	CALL TAKEN BY:
	COMPLETED?:	

REPORTER INFORMATION	
Media Outlet:	**TV RADIO NEWSPAPER MAGAZINE WIRE WEB/BLOG**
Reporter Name:	**Phone Number:**
Email Address:	

ARTICLE BACKGROUND	
Deadline:	**Topic:**
Story Angle/Description:	
Request for *(interview, statistics, background, visuals?):*	
Specifics:	

ACTION	
Information Provided:	
INTERVIEW	
Date/Time:	**Spokesperson:**
Primary Questions:	

FOLLOW UP
(Update Media List? Third-Party Expert Interview? Additional Resources/Background? Additional?)

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MAINTENANCE CHECKLIST

Congratulations! You've finished the initial steps of crisis preparedness for your company! But now is not the time to put your crisis plan on a shelf and forget about it. Crisis plans must be living, ever-evolving documents that you revisit and enhance with new information regularly. Continue to build momentum and cultivate a culture of preparedness at your company.

This checklist outlines annual steps to keep your plan current and your team ready to respond. This list should be revisited on a yearly basis to make sure crisis plans are fresh and information is up-to-date. Consider scheduling the crisis plan maintenance to occur at the same time each year, perhaps to coincide with a company anniversary, special date or other milestone that occurs each year.

- ❑ **Review and update plan.**
  - Review your scenario-specific crisis grids and update content to reflect changes in staff and procedures or lessons learned through local or national trainings and recent crises.
  - Review crisis response team rosters and roles and responsibilities list. Update as necessary to reflect changes in staff, contact information and team structure.

- ❑ **Update your contact lists.** Critical lists include:
  - Crisis Response Team members
  - Other staff members, such as company executives, who should be notified immediately if a crisis occurs
  - Reporters from relevant media outlets
  - Spokespeople

- ❑ **Provide a crisis plan orientation session for new employees and board members.**

- ❑ **Gather your Crisis Response Team to practice.**
  - Gather your Crisis Response Team on a quarterly basis to conduct a tabletop crisis discussion or drill.
  - Consider doing a more formal drill to test your level of crisis preparedness. This type of drill can be facilitated either by your team or an outside group.
  - In subsequent sessions, include company leadership – both headquarters and plant-based.

- ❑ **Provide refresher trainings in media relations and interpersonal communication for spokespeople and Crisis Response Team members.**

- ❑ **Confirm the location and status of your designated Crisis Communications Center.**
  - Is the designated location still available for your use?
  - Is it stocked with appropriate supplies, including copies of your response plan and procedures, boards or charts to write on, contact lists and regional maps?
  - Are adequate telecommunications systems, including phones, faxes, televisions, monitors still available? What about computer and email access?

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- ❑ **Reassess your organization's communication systems.**
  - Do you have capacity to handle additional incoming calls, emails and faxes?
  - Is there a voicemail system in place to handle overflow calls?
  - Do your IT systems and website servers have adequate back-up systems?
  - Does your Crisis Response Team have the technology to work remotely?

- ❑ **Participate in the regional crisis trainings or other crisis-related sessions offered by DMI.**

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QUALITY & SAFETY KEY MESSAGES FOR DAIRY PROCESSORS

These messages and proof points provide U.S. dairy processors the information and tools to proactively and reactively maintain and build YOUR reputation as a safe and reliable source of dairy foods.

By highlighting the quality and safety of your products, these messages can be adapted and tailored for individual company use with buyers, potential customers, the news media and other external audiences to help U.S. suppliers gain a competitive advantage. Whether you're speaking in public, talking to the media or answering questions one-on-one, suggested messages about domestic dairy products can serve as talking points and also ensure that our industry speaks with one voice.

Our Priority is Ensuring Food Quality and Safety:
The safety and quality of dairy foods products is our top priority. We [insert name] are at the forefront in providing wholesome, top-quality products to our customers and consumers.

- State-of-the-art technology, stringent regulatory standards and years of collaboration with our customers has made the U.S. a trusted dairy foods supplier to both domestic and global buyers.
- Food safety and security are top priorities for our industry. Our products are among the safest and most extensively tested in the world.
- Dairy processors have worked closely over the years with regulatory officials to establish safety regulations including the Pasteurized Milk Ordinance (PMO), USDA Dairy Plant Survey Program and the Hazard Analysis and Critical Control Point (HACCP) system. We continue to collaborate with federal and state authorities, including the Department of Homeland Security (DHS), to safeguard U.S. dairy products in our post-9/11 world.
- To make sure we're prepared for any possible breach of quality assurance, the dairy industry maintains a sophisticated Issues Management and Crisis Preparedness system to facilitate a coordinated, industry-wide response and protect the public's confidence in dairy over the long term.

1. Stringent Testing and Regulatory Safeguards Are Enforced:
Product safety and quality testing protocols in the plant include an integrated and multi-layered system of checks and balances starting with state inspection of all dairy farms twice a year, plant inspections by USDA and FDA and adherence to Good Manufacturing Practices (GMPs), HACCP programs and the Pasteurized Milk Ordinance (PMO).

- The PMO contains a set of requirements for milk production, milk hauling, pasteurization, product safety, equipment sanitation and labeling from the farm through processing.
- Milk is routinely sampled and tested by state regulatory authorities according to stringent procedures outlined in the PMO. The FDA and the individual states monitor PMO compliance by the dairy industry on a nationwide basis.
- Overall, less than one percent of foodborne illness outbreaks in the U.S. involve dairy products, according to data from the FDA and Centers for Disease Control and Prevention (CDC). Frequently such illness is related to the consumption of unpasteurized or "raw" milk, which is not recommended for human consumption. Raw milk is pasteurized for use in the production of dairy foods products.

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2. U.S. Suppliers Meet the New Challenges of a Global Food Supply:

The globalization of the food supply chain has raised new questions and concerns about the sources and international standards for dairy products and ingredients. U.S. dairy processors are successfully meeting these challenges to the satisfaction of customers and consumers alike.

- The U.S. dairy industry remains committed to security and safety and continually evaluates its practices and compliance to keep America's dairy foods safe.
- Since the events of September 11, 2001, the dairy industry has been working closely with the Department of Homeland Security (DHS), FDA, USDA and other government agencies to further safeguard the food supply.

***3.* HACCP Helps ID Potential Hazards Before They Occur:**

HACCP is a structured and scientific process used throughout the food industry to identify and control potential hazards in processing BEFORE they occur. Although voluntary from a regulatory standpoint, HACCP is nearly universally employed by the U.S. dairy processing sector.

- The U.S. industry's commitment to quality and safety begins on the 49,000 dairy farms across the country. Visit www.dairyfarmingtoday.org/Quality-And-Safety/Ensuring-Quality/Pages/EnsuringQuality.aspx for more information.
- "Good Manufacturing Practices" (GMPs) have been developed by FDA to ensure high standards of sanitation during the manufacturing, packaging and storage of dairy foods products.
- The U.S. has additional regulations and programs governing processing facilities – including GMPs – to ensure that customers and consumers enjoy safe and wholesome products.
- GMPs in dairy processing plants include multiple protocols and safeguards: cleaning and sanitizing of food-contact surfaces; good air quality; appropriate employee hygiene; quality control of incoming ingredients and materials; and equipment maintenance, to name a few.

4. Safeguards Ensure Antibiotic-Free Products:

Every shipment of milk entering dairy processing plants is strictly tested for common animal drug residues and quality assurance. The U.S. dairy industry conducts more than 3.8 million tests each year to ensure that antibiotics are kept out of the dairy food chain.

- Dairy farmers remove cows being treated with antibiotics out of the milking herd and keep them quarantined from the milk supply until their milk tests free of antibiotics.
- When the truck arrives at the milk processing plant, a milk sample is taken from the truck and tested for antibiotics. Any shipments of milk arriving at processing plants that test positive for antibiotic residues are disposed of immediately, never reaching the public.
- In the rare instance that a load tests positive, all of the individual farm samples that the driver collected are tested to identify which farm's milk contained the antibiotics. State regulatory action is taken against the farm, and the farm may lose its license to produce milk. According to the most recent U.S. Food and Drug Administration (FDA) data, only 0.017% (17 thousandths of 1%) of all truckloads of raw milk tested positive for medicinal animal drug residues in fiscal year 2012.

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5. On-Farm Security Programs Protect Animal Health:

Since the events of September 11, 2001, America's dairy farmers and processors have been working closely with the DHS, FDA, USDA and other government departments to further safeguard the milk supply from a variety of possible threats.

- USDA and DHS have developed comprehensive measures for pre-harvest security (physical protection of people, animals, equipment and property) and biosecurity (protection of people and animals against the introduction and spread of disease and toxins). This includes:
  - Maintaining healthy herds through proper feeding, housing and veterinary care
  - Securing buildings, grounds and restricting access to areas where milk, feed, farm chemicals and animal health products are stored
  - Sealing or locking milk storage tanks, in accordance with state regulations
  - Keeping records of visitors and deliveries
  - Screening visitors and utilizing personal disinfection and appropriate biosecurity apparel
  - Requiring livestock haulers to clean and disinfect vehicles before transporting milk supplies, livestock or feed to or from dairy farm operations.
- Visit www.usda.gov/documents/PreHarvestSecurity_final.pdf for USDA's Pre-Harvest Security Guidelines and Checklist.

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QUESTIONS TO ANSWER DURING A CRISIS

Analyze Situation, Outline Strategy, Determine Next Steps

During a crisis, consider the following questions as you gather for the first time to discuss the situation. Ask your Crisis Response Team:

- What do we know about the situation?
- Who is aware of the situation, and specifically, what do they know?
- Who can we contact to find out more?
- Given the situation, what is our organization's role?
- What outcome do we want to achieve?
- Who needs to be alerted to the situation?
- Within the government and the industry, who do we need to be communicating with?
- Who are our most critical audiences and allies?
- What do we need to tell them?
- When do we need to tell them? What might happen next that we should prepare for? (For example, how will health professionals and consumer advocates respond to this information? What about the media?)
- How do we respond given the information that we have?
- What steps will we need to take immediately if this crisis worsens?
- What background information or communication materials do we need to have ready?
- Who will complete each task we've outlined?

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Managing and Communicating About the Crisis

Consider the following questions as you work to determine your organization's role in a crisis. Ask your Crisis Response Team:

Information

- Is this a brand-specific or product-specific crisis?
- Do you have the information you need to make a decision about your organization's involvement in this crisis; if not, what additional information is required?
- Does this crisis have regional or national implications?

Involvement

- Which organization, individual or entity has the primary responsibility for responding to the current situation?
- Define the role your organization can play in responding to the crisis.
- Does your organization's involvement require approval from anyone (e.g., Board); if so, from whom?

Resources

- What resources (staffing, skill set, technology, etc.) are need to fulfill your organization's role and are those resources readily available? If not, what is needed to obtain those resources?
- Which partners, if any, are available to help you fulfill your role and what's needed from those partners?

Stakeholders

- Identify the top three to five stakeholders with whom the CEO needs to communicate.
- What do those stakeholders need to know or hear from you?
- What expectations do those stakeholders have of you and your organization?

Activities

- What are the top three activities your organization can take to address the current situation and the expectations of your stakeholders?

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CRISIS CHECKLIST: 11 THINGS TO DO IN THE FIRST 24 HOURS

1. Mobilize the Crisis Response Team (*see Tips for Managing Your Crisis Team*).
   - Agree on immediate actions, messages
   - Clarify roles
   - Establish protocol for follow-up meetings

2. Get the facts and verify the information.
   - Remember that early information often proves to be inaccurate

3. Develop key messages and statements for traditional media outlets, websites and social media networks. Initial response typically focuses on themes of:
   - *Concern* – We are aware and concerned.
   - *Clarity* – Here are the facts as we know them; here's what we don't know and what we're doing to find out.
   - *Control* – We are on top of the situation and taking action.
   - *Communication* – We will continue to keep you informed.

4. Centralize communications.
   - Establish a Crisis Communications Center (see *Establishing a Crisis Communications Center*) for the Crisis Response Team

5. Brief and consult with company executives.
   - When appropriate, alert employees of the situation (see *Considerations for Employee Communications*)

6. Inventory stakeholder groups (*see Our Scenario-Specific Stakeholder Grids*).
   - Be sure all audiences are being addressed
   - Specify communications approaches for each

7. Gauge stakeholder perceptions and expectations.
   - Gather input through informal stakeholder discussions, information from consumer hotlines, opinion polling, social channels, etc.

8. Implement real-time media monitoring.
   - Traditional and social/digital

9. Identify and embrace allies.
   - Begin to reach out to key supportive third-party organizations and individuals who may be speaking publicly about the situation or are otherwise influential
   - Coordinate efforts and messages with Dairy Communications Management Team (DCMT), if appropriate

10. Evaluate the need for additional resources.

11. Plan for tomorrow.

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RESOURCE: SAMPLE FOOD SAFETY COMMUNICATIONS AUDIT

DMI and the U.S. Dairy Export Council conducted an audit of the dairy ingredients sector, surveying recognized experts to identify potential vulnerabilities and provide recommendations for addressing them. This interview process revealed information regarding existing preparedness and food safety protocols as well as emerging issues that can be addressed to help mitigate potential threats.

Consider these findings as you complete your *Vulnerabilities Assessment*.

- **Increased education and communication**: Stakeholders identified a strong need to continue addressing emerging issues by enhancing communication efforts.

> *"Let customers and consumers know what security measures were put in place, communicate things that industry has done about being proactive on safety – the plans and measures in place."*
>
> *—U.S. dairy ingredients buyer*

- **Industry collaboration and alignment**: Stakeholders called for greater industry alignment and collaboration to help mitigate risks.

> *"Where are my ingredients coming from and are they safe – anything that industry can do to reassure customers would be best to maintain the image of and faith in [our] products. Short term areas we will be thinking about are primarily origin of ingredients. More people will want to know specifics of sourcing. And more collaboration and education will be happening."*
>
> *—U.S. dairy ingredients buyer*

- **Preventive measures and self-evaluation**: Stakeholders advocated more self-evaluation by ingredients suppliers to help alleviate risks.

  - **Unified issues management and crisis preparedness**: Stakeholders indicated they would benefit from a **renewed** focus on issues management and a unified approach to crisis preparedness.

> *"Self-policing is always in the best interest of industry. Overall, the U.S. industry wants to do the right thing."*
>
> *—U.S. dairy ingredients consultant*
>
> *"Develop some sort of communications tools to share with food manufacturers that use dairy ingredients to give them an understanding where testing is done; how manufacturers are trying to ensure that their products are safe."*
>
> *—U.S. dairy ingredients stakeholder*

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CRISIS READINESS ON BEHALF OF AMERICA'S DAIRY FARMERS

In the event of a crisis – such as a foot-and-mouth disease outbreak or the intentional or accidental contamination of the milk supply – the U.S. dairy industry will need to communicate quickly, accurately and effectively to protect public health and preserve consumer confidence in the safety and wholesomeness of dairy foods over the long term. This is the goal of the Dairy Industry's Crisis Readiness Program, launched in 2001.

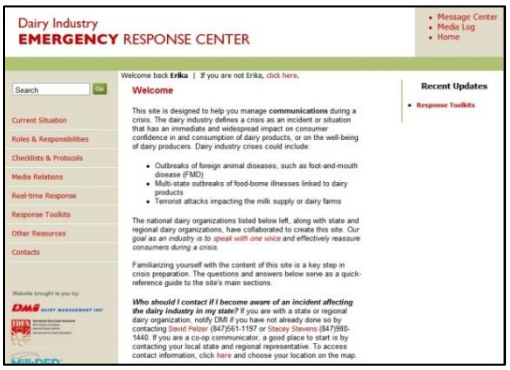
The program is managed by the Dairy Communications Management Team (DCMT) – senior communication staff members from Dairy Management Inc. (DMI), Innovation Center for U.S. Dairy, International Dairy Foods Association (IDFA), the Milk Processor Education Program (MilkPEP), National Milk Producers Federation (NMPF) and the U.S. Dairy Export Council (USDEC). Together the DCMT maintains a dairy industry crisis communications plan; conducts dairy industry crisis trainings; and develops crisis preparedness materials and resources.

The Crisis Plan

The crisis plan is designed to help the industry speak with one voice, with coordination via three websites:

www.dairyresponse.com

The objective of this public-facing site is to help producers communicate about animal health issues. The site provides basic information on FMD, BSE, Johne's Disease and biosecurity. During a crisis, this site is updated with news and other critical information for producers. Dairyresponse.com also serves as the portal for industry communicators to access the password-protected section of the site.



www.dairyresponse.com – Emergency Response Center (ERC)

This is the password-protected side of dairyresponse.com. This site section is private and the primary audience is dairy industry communicators. The objective of this site is to help communicators prepare for and respond to crises. The site features the industry's crisis plan and supplementary documents, including: roles and responsibilities, preparation checklists and crisis action lists, relevant links and references and media tips. In the event of a dairy industry crisis, the site will be updated in real-time to feature situation updates, key messages, media reports and other information pertaining to the situation at hand. There is also a Message Center for secure back-channel communications between dairy communicators.

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www.latestdairynews.com

This is the dairy industry dark site. **This site only becomes public during a crisis when dairy has been called into question and consumer confidence in dairy is affected.** The primary audiences for this site are consumers and the media. When activated, this site will feature relevant industry communication regarding the crisis, relevant background information on the situation for both consumers and the media and clear direction on actions and activities (if any) that are being taken or implemented. In the case of an FMD outbreak, www.FootandMouthDiseaseInfo.org will also be updated with news and information on the outbreak.

YouTube Videos

There are two brief, informative videos on food safety and foot-and-mouth disease that, in a crisis, will be posted to YouTube to help share the industry's messages. Posting to YouTube will ensure the videos are easily shareable.

Crisis Resources & Tools

New resources, trainings and preparedness tools ensure continuous testing and improvement of both national and local crisis plans. For example:

- An e-newsletter, Dairy Response Update, analyzes news headlines, provides updates on industry crisis preparedness activities and spotlights best practices.
- Key messages are translated, in advance, into Tweets, Facebook posts and YouTube videos.
- Annual crisis drills and media trainings challenge participants to practice their roles in the response plan in the context of a fictional scenario.
- Dairy industry representatives participate in government workshops and drills, as opportunities arise.

The Dairy Industry's Crisis Social Media Response Strategy will allow us to engage audiences through:

- Posting of credible information to LastestDairyNews.com, DairyResponse.com, DairyGood.org, DairyFarmingToday.com and other industry sites
- Activation of Advocate Channels: Facebook, Twitter and YouTube
- Monitoring of Badvocate Channels/Blogs
- Engaging the industry-wide Crisis Network – that means you!

Making the Right Connections

The dairy industry works to build relationships with federal, state and local government agencies, and local animal health emergency first responders, and works to integrate our plan with the government's Incident Command System (ICS) and Joint Information Center (JIC) structure. While our focus is on communicating messages about dairy food safety to the public, we can facilitate the government's operational response by circulating information to dairy producers and the dairy supply chain.

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Industry-wide Approach to Crisis Response

The dairy industry's ultimate objective is to preserve and protect consumer confidence in dairy products in the event of a crisis. During a crisis, we will:

- **Follow the government's lead.** It is the responsibility of the U.S. government agencies and their affiliated state and regional offices to lead operations during a crisis. The dairy industry will only share information that has been officially released by these agencies and defer to the appropriate government agencies if asked to comment on emergency response operations.
- **Respond only as appropriate.** The dairy industry will communicate with the media and the public in incidents or situations that have an immediate and widespread impact on consumer confidence in and consumption of dairy products, or on the well-being of dairy producers.
- **Speak with one voice.** Statements and key messages will be crafted for the crisis at hand and distributed to industry communicators at all levels.

During a crisis, the dairy industry will strive to meet these goals:

- Work to contain the crisis, limit the damage and get it behind us — in a way that upholds the reputation of dairy products and dairy ingredients.
- Communicate to consumers, stakeholders and retailers in a way that is empathetic, compassionate, and maintains confidence in dairy products, foods that contain dairy ingredients and the industry.
- Communicate clearly and quickly with the media and others in an open and truthful manner. When trust is low and concerns are high, non-verbal communication (how we stand and gesture) is as critical as what we say, if not more so.
- Establish ourselves as a continuing and reliable source of real-time information. Such information must be updated and refined based on our ongoing monitoring of the situation.
- Prove ourselves to be credible and trustworthy communicators and earn trust by being consistent.
- View the public as a partner in any situation and listen to their concerns and interests. We must be deliberate, empathetic and compassionate in our response.
- Depend on the support and expertise of our partners and allies, specifically the scientific communities who can provide credible perspective when ours may be seen as biased.

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LINKS TO DIAGNOSTIC TOOLS

There are several diagnostic tools available to the public through government entities. Below is one diagnostic tool that may be a first step for companies looking to assess their crisis response systems.

CARVER + Shock
Food & Drug Administration (FDA)
http://www.fda.gov/ForConsumers/ConsumerUpdates/ucm094560.htm

This risk-assessment tool helps food processors protect their products from deliberate contamination. Following the acronym CARVER, this approach focuses on six attributes that are used to evaluate targets for an attack.

1. **Criticality**: What impact would an attack have on public health and the economy?
2. **Accessibility**: How easily can a terrorist access a target?
3. **Recoverability**: How well could a system recover from an attack?
4. **Vulnerability**: How easily could an attack be accomplished?
5. **Effect**: What would be the direct loss from an attack, as measured by loss in production?
6. **Recognizability**: How easily could a terrorist identify a target?

The CARVER tool also evaluates a seventh attribute: the psychological impacts of an attack or **"shock" attributes** of a target. For instance, the psychological impact tends to be greater if there an international distribution of the contaminated ingredient or if there is a large number of deaths involved. Additionally, companies may want to explore the tools available at the National Center for Food Protection and Defense (NCFPD).

Resources for Professionals
U.S. Food and Drug Administration (FDA) Food Defense Plan Builder
www.fda.gov/Food/FoodDefense/ToolsEducationalMaterials/ucm349888.htm

- The Food Defense Plan Builder is a user-friendly software program designed to assist owners and operators of food facilities with developing personalized food defense plans for their facilities. This user-friendly tool harnesses existing FDA tools, guidance, and resources for food defense into one single application.

National Center for Food Protection and Defense (NCFPD)
www.ncfpd.umn.edu/index.cfm/education/resources-for-professionals/

- **Food Defense Research Database** – www.foodshield.org
  Created by NCFPD, the Food Defense Research Database is a repository of food defense publications, projects, presentations, and reports about intentional or catastrophic events in the food and agriculture sector.
- **Diagnostic Tools and Gap Analysis for Food Firms' Defense Practices** – https://webapps.cfans.umn.edu/TFIC/Main/index.html
  The Food Industry Center at the University of Minnesota has developed a tool to identify gaps in best practices for food defense for an individual food firm. Educators can use this tool as an

educational exercise for students or to develop course delivery materials on food defense best practices.

- **Food Recall Case Studies** – http://foodindustrycenter.umn.edu/Publications/CaseStudies/index.htm
  The Food Industry Center at the University of Minnesota has published learning modules on recent high-profile food recall events. Educators can develop and assignment and direct students to these modules, or develop other course delivery materials from these publications.