FOOD DEFENCE

Risk and Response

We help build better futures for business.
Overview

• Food Defence – what is it?

• Product Tampering

• Strategies to mitigate risk

• You suspect tampering – INK

• Response Steps

• Your food defence plan
Sabotage – it’s been around for a while!

1978 Netherlands
Mercury
Germany, Spain,
England, Morocco

1982 Chicago
Potassium cyanide
Sabotage – it’s been around for a while!

1984 USA
Needles
17 States

2010 USA
Sand & Grit
50 episodes

2003
Supermarket Michigan
Insecticide
111 people
Sabotage – it’s been around for a while!
Sabotage – it’s been around for a while!

What you can see

What you CAN’T see
Sabotage – changes in momentum

1989 UK
Heinz & Cow and Gate
Glass, razor blades, pins, caustic soda
Suspected copy cats

2003 Italy
20 cities
Suspected copy cats
Sabotage – changes in momentum

2006 Australia
Rat Poison
Queensland
Sabotage

Discussion

What are your observations from the above examples?
What is FOOD DEFENCE?

Food defence is the protection of food products from intentional contamination or adulteration by biological, chemical, physical, or radiological agents introduced for the purpose of causing harm.

It addresses additional concerns including physical, personnel and operational security.
Relationship: Food Safety and Food Defence

Food Safety
Minimising unintentional contamination

Food Fraud
Deception, using food, for economic gain

Food Defence
Minimising intentional contamination

Food Security
Access to adequate supplies of safe food
Relationship: What makes someone pick you or your produce?

Specific victim

You
Your produce
Your industry

Random victim

MOTIVE
Money
Elimination
Jealousy
Revenge
Political

Slowly planned

Time Lag

Rapidly planning

MOTIVE
Ego
Tampering
Boredom
Sadism
FOOD DEFENCE – Who is acting and in what purpose?

• Political, religious terrorism
  Driven by change of culture, politics!
  In search of media impact

• Employees
  Driven by wishes of revenge (ie dismissal)
FOOD DEFENCE – Who is acting and in what purpose?

• Sub-contractors
• franchise owners?
• Co packers?

Driven by revenge, repression

• Competitors
Search of destabilization
FOOD DEFENCE – Who is acting and in what purpose?

• Radom individual
• Foolish act

No rational motive, not in direct search of consequence on the consumer, but looking for a collateral effect.
FOOD DEFENCE – Who is acting and in what purpose?

MAIN THREAT CATEGORIES

- 70% of cases observed
  Employees or temporary employees, sub-contractors, infiltrated activists

Less common – drivers and suppliers, organised groups

Psychological impacts
Adverse economic impacts
Loss of confidence in food safety
Widespread fear
Catastrophic public health impact
What happens when it is outside your control?

**Possum pesticide: Blackmailers threaten to poison New Zealand infant milk formula**

New Zealand police are currently investigating blackmail threats made against dairy processor Fonterra.

The threats were made as part of a campaign to stop the use of agricultural pesticide tidio in New Zealand.

New Zealand police said that anonymous letters were received by Federated Farmers and Fonterra in November 2014, a crop-spray by small packages of milk powder.

The letters threatened to contaminate infant and other formula with 1800 locations.

**Sabotage: Woman gets 3 years for tampering food at Calgary supermarket with pins, needles**

A Calgary woman was sentenced to three years in prison for tampering with food products at a Co-op supermarket by inserting objects such as needles, pins, and other sharp objects into food products two years ago.

The woman, 46, was convicted seven of possession of objects and was sentenced to 18 months in prison in connection with the incidents.

The woman was sentenced to three years in prison on Dec. 18, 2009 — just under a month before the store's tampering incidents began.

The judge said the woman's actions were intended to cause panic and were a form of terrorism.
FOOD DEFENCE – Your sphere of focus

- Raw materials
  - Ingredients
  - Packaging material
  - Water

- Plant contractors/services
  - Pest control
  - Cleaning and disinfection
  - Maintenance
  - Temporary workers
  - Construction workers

- Employees
- Visitors

- Perimeter
- Plant
  - Control authorized entry
  - Prevent unauthorized entry
  - Traceability

- Finished products
Strategies to mitigate risk
WORKSHOP – Think like a Bad Guy

Poisoner’s thinking

- **MOTIVE**
  - I want...!
  - no witnesses
  - distance from crime
  - no visible signs

- **INTENT**
  - remove goal obstacle

- **MEANS**
  - access to knowledge
  - access to poison

- **DETECTION**
- **OPPORTUNITY**
  - access to victim
  - knows victim’s habits
THINK LIKE THE BAD GUY.....Why?

https://www.youtube.com/watch?v=5iSb1H3MbDU
THINK LIKE THE BAD GUY.....Why?

https://www.youtube.com/watch?v=ZtjVEBZWweM

A – How do you **Assure** supplies and ingredients are safe and secure?

L – How do you **Look** after the security of the products and ingredients in your facility?

E – What do you know about your **Employees** and people coming in and out of your facility?

R – Could you **Report** on the security of your products while they are under your control?

T – What do you do and who do you notify if you have a **Threat** or an issue at your facility?
FOOD DEFENCE – Your sphere of focus

- Raw materials
  - Ingredients
  - Packaging material
  - Water

- Plant contractors/services
  - Pest control
  - Cleaning and disinfection
  - Maintenance
  - Temporary workers
  - Construction workers

- Employess
- Visitors

Perimeter
- Control authorized entry
- Prevent unauthorized entry

Plant

Process
- Traceability

Finished products
- Traceability
Strategies to mitigate risk
1. Is your outside perimeter secure?
2. Is access within your operation limited?
3. Are your processes secure?
4. Is your shipping and receiving secure?
Vulnerability Assessment: 9 Questions

5. Do you have an inventory system for stored materials?
6. Is access to your water supply limited?
7. Is mail opened away from sensitive areas?
8. Do you have screening and training procedures for your workforce?
9. Is access to sensitive areas limited?
Strategies to mitigate risk
Strategies to Reduce Risk

• Vulnerability Areas
  • People
  • Property & Access
  • Approved Suppliers and Raw Materials
  • Plant and Equipment
  • Finished Products
YOUR PEOPLE

Key line of defence
“Eyes and Ears”
PEOPLE

Employees
• Identification
• Background Checks
• Restrictions
• Training

Non Employees
• Log book
• Identification
• Supervision
• Restrictions
F – Follow your company’s food defence plan and procedures
I – Inspect your work area and surrounding areas
R – Recognize anything out of the ordinary
S – Secure all ingredients, supplies and finished product
T – Tell management if you notice anything unusual or suspicious
 APPROVED SUPPLIERS – Raw Materials

Figure 12: Perceptions of the easiest procurement methods to corrupt

- Direct negotiations: 40% (1st most vulnerable)
- Procurement via non-tendered quotations: 33% (2nd)
- Panel contracts: 19% (3rd)
- Tendering to win a contract: 13% (4th least vulnerable)

• Vulnerabilities in the procurement process
• Transparency – know your supplier

F11 Supplier table (example)

Business name: Great Australian Produce

Suppliers of materials and services that may introduce a food safety risk are identified. These may include:

- Agricultural chemicals – supplier, application
- Agronomist/technical advisor
- Bins, tubs, crates, packaging
- Calibration – scales, thermometers, cool rooms
- Chemicals – cleaning, water treatment
- Contract cleaning – food contact equipment, premises
- Contract labour
- Fertilisers and soil additives
- Laboratory testing
- Pest control
- Planting materials
- Portable toilets
- Produce
- Transport
- Water

<table>
<thead>
<tr>
<th>Input material/service that may introduce a food safety risk</th>
<th>Name of supplier</th>
<th>Evidence of compliance/ mode of approval</th>
<th>Date approved</th>
<th>Completed by</th>
<th>If no longer sourcing from supplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemicals</td>
<td>AG Chem Services</td>
<td>Agsafe accredited</td>
<td>12/2/16</td>
<td>A Grower</td>
<td></td>
</tr>
<tr>
<td>Fertiliser</td>
<td>Fert suppliers</td>
<td>Certified to AS4459 for all product supplied</td>
<td>12/2/16</td>
<td>A Grower</td>
<td></td>
</tr>
<tr>
<td>Fertiliser spreading</td>
<td>Fertsread</td>
<td>Written declaration</td>
<td>14/2/15</td>
<td>A Grower</td>
<td></td>
</tr>
<tr>
<td>Packaging</td>
<td>ABC Cartons</td>
<td>Certification</td>
<td>20/2/16</td>
<td>A Grower</td>
<td></td>
</tr>
<tr>
<td>Equipment calibration</td>
<td>Northern Scales</td>
<td>Certification</td>
<td>20/2/16</td>
<td>A Grower</td>
<td></td>
</tr>
<tr>
<td>Portable toilets</td>
<td>Dunny Hire</td>
<td>Written declaration</td>
<td>20/2/16</td>
<td>A Grower</td>
<td></td>
</tr>
<tr>
<td>Transport</td>
<td>Transfruit</td>
<td>Written declaration</td>
<td>23/2/15</td>
<td>A Grower</td>
<td>23/2/15 Poor service, incorrect storage temps</td>
</tr>
<tr>
<td>Transport</td>
<td>Fruit-trans</td>
<td>Certification</td>
<td>24/2/15</td>
<td>A Grower</td>
<td></td>
</tr>
</tbody>
</table>
PROPERTY AND ACCESS

- Raw materials
  - Ingredients
  - Packaging material
  - Water

- Plant contractors/services
  - Pest control
  - Cleaning and disinfection
  - Maintenance
  - Temporary workers
  - Construction workers

- Employees/Visitors

- Traceability

- Process
  - Control authorized entry
  - Prevent unauthorized entry

- Finished products
CHEMICAL / HAZARDOUS GOODS

Storage

Inventory

Waste

optimum
**F4 Chemical authorisation record (example)**

**Business name:** Great Australian Produce

When an authorised person is not present, this chemical storage area is to be kept locked.

*Alex Grower* is responsible for the security, storage, handling, application and disposal of chemicals used on this property, and the training and supervision of workers who store, handle, apply and dispose of chemicals.

The following workers are authorised:

<table>
<thead>
<tr>
<th>Authorised person</th>
<th>Authorised for (Y or N)</th>
<th>Supervisor’s signature</th>
<th>Date</th>
</tr>
</thead>
</table>

F4 CHEMICAL AUTHORISATION RECORD (EXAMPLE)
## F4 Chemical inventory (example)

**Business name:** Great Australian Produce

<table>
<thead>
<tr>
<th>Date received</th>
<th>Place of purchase</th>
<th>Product name</th>
<th>Batch no. (where available)</th>
<th>Label expiry date/ DOM*</th>
<th>Quantity (including container size)</th>
<th>Permit no. and permit expiry date (if applicable)</th>
<th>Disposal of chemical/container</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>Rural-Buying Service</td>
<td>Weedmaster Duo</td>
<td>177421-0533</td>
<td>MD 11/13</td>
<td>5 L</td>
<td>12/4/16</td>
<td>3x rinse Drummuster</td>
</tr>
<tr>
<td>11/12/15</td>
<td>Norco</td>
<td>Vertimec</td>
<td>5566792</td>
<td>MD 03/15</td>
<td>1 L</td>
<td>Per 14618 2020</td>
<td></td>
</tr>
<tr>
<td>11/12/15</td>
<td>Norco</td>
<td>Lepidex</td>
<td>S-3345231</td>
<td>MD 04/14</td>
<td>10 L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29/1/16</td>
<td>Norco</td>
<td>Bulldock 25 EC</td>
<td>26754M</td>
<td>MD 10/15</td>
<td>5 L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14/2/16</td>
<td>Norco</td>
<td>Success Neo</td>
<td>8765-99985</td>
<td>MD 10/15</td>
<td>5 L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28/2/16</td>
<td>Rural-Buying Service</td>
<td>Weedmaster Duo</td>
<td>214878-0533</td>
<td>MD 10/15</td>
<td>5 L</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*DOM = Date of Manufacture

Stored chemicals are checked at least annually to identify and segregate chemicals for disposal that have:
- exceeded the label expiry date
- exceeded the permit expiry date
- had their registration withdrawn
- containers that are leaking, corroded or have illegible labels

**Checked by:** Fred Care  
**Date checked:** 12/4/16
### F6 Water source record (example)

**Business name:** Great Australian Produce

<table>
<thead>
<tr>
<th>Water source</th>
<th>Preharvest (including block, crop and mode of water use)</th>
<th>Postharvest (including crop and mode of water use)</th>
<th>Completed by</th>
<th>Date completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bottom Dam</td>
<td>Carrot and Zucchini, Veg blocks, overhead irrigation</td>
<td>Carrot - pre washing (only if required)</td>
<td>Alex Grower</td>
<td>21/2/16</td>
</tr>
<tr>
<td>Top Dam</td>
<td>Avocados, all blocks, drip irrigation</td>
<td>-</td>
<td>Alex Grower</td>
<td>21/2/16</td>
</tr>
<tr>
<td>Bore 1</td>
<td>Spray application, all crops</td>
<td>-</td>
<td>Alex Grower</td>
<td>21/2/16</td>
</tr>
<tr>
<td>Town water</td>
<td>-</td>
<td>All postharvest water used on Avocados and Zucchinis. Final wash water used on carrots.</td>
<td>Alex Grower</td>
<td>21/2/16</td>
</tr>
</tbody>
</table>
### F6 Water treatment monitoring record (example)

**Business name:** Great Australian Produce  

**Method of water treatment:** Chlorination  

What is monitored/checked to ensure treatment is effective (e.g. pH, freely available chlorine)? $\text{pH} = 4.5-5.0; \text{FAC} = 50-60 \text{ppm}$  

**Frequency of monitoring:** Twice a day

<table>
<thead>
<tr>
<th>Date/time</th>
<th>Result</th>
<th>Is water treatment effective?</th>
<th>If no, detail the action taken</th>
<th>Checked by</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/2/16 10am</td>
<td>ok - pink</td>
<td>Yes</td>
<td></td>
<td>Alex Grower</td>
</tr>
<tr>
<td>12/2/16 2pm</td>
<td>ok - pink</td>
<td>Yes</td>
<td></td>
<td>Fred Care</td>
</tr>
<tr>
<td>13/2/16 10am</td>
<td>ok - pink</td>
<td>Yes</td>
<td></td>
<td>Alex Grower</td>
</tr>
<tr>
<td>13/2/16 2pm</td>
<td>ok - pink</td>
<td>Yes</td>
<td></td>
<td>Fred Care</td>
</tr>
<tr>
<td>14/2/16 10am</td>
<td>fail - green</td>
<td>No</td>
<td>Adjusted dosage of chlorine; retested water, re-washed produce.</td>
<td>Alex Grower</td>
</tr>
<tr>
<td>14/2/16 2pm</td>
<td>ok - pink</td>
<td>Yes</td>
<td></td>
<td>Fred Care</td>
</tr>
</tbody>
</table>
FACILITIES

Report: Woman burns down farm, vehicles causing nearly $200k worth of damage

By Ray Rivera | July 31, 2015 at 4:54 PM EST - Updated July 11 at 10:15 AM

FACILITIES

CONTRACTORS / SERVICES
PEST CONTROL
CLEANING & SANITATION
MAINTENANCE
CONSTRUCTION

DON’T FORGET STORAGE AREAS
### Facilities Checklist

**F8 Facilities audit checklist (example)**

**Business name:** Great Australian Produce

**Location/area:** Packing shed

For produce packed for retail sale (this includes, but is not limited to, retail crates and pre-packs).

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Checked by: Alex Grower</th>
<th>Checked by:</th>
<th>Checked by:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cleaning:</strong> Staff facilities; production area; product contact surfaces; equipment; storage areas.</td>
<td>Yes, No or N/A</td>
<td>Yes, No or N/A</td>
<td>Yes, No or N/A</td>
</tr>
<tr>
<td>Comments/actions</td>
<td>As per cleaning plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Packing environment:</strong> Appropriately equipped and maintained; adequate lighting.</td>
<td>No - light out</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments/actions</td>
<td>Light replaced; staff made aware to report to manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equipment:</strong> Clean; maintained.</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments/actions</td>
<td>As per cleaning plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Scales and cool rooms:</strong> Calibrated.</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments/actions</td>
<td>Calibration records sighted</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Packaging:</strong> Appropriate for use; clean and free of foreign objects; appropriate stored.</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments/actions</td>
<td>Shed protocol</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
VEHICLES / DELIVERIES

As a minimum:

CHECK 1 representative sample per receival / load

RECORD check
As a minimum:

**INSPECT**

**RELEASE**

**CHECK 1** representative sample per dispatch / load

**RECORD** check
SECURITY

PHYSICAL
• Perimeters
• Lighting
• Access points
• Storage
• Keys

INCOMING
• Paperwork

INSIDE
• Mail / IT
• Changes in inventory
• Emergency Response
• Storage (products / packaging)
## NSW Police Force Farm Security Assessment

<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMB Number / Property Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Is the RMB number and property name clearly visible from the road?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Are these visible at night?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fences and Gates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Are boundary fences and gates in good condition?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Are gates securely fitted and can they be locked?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Warning Signs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Are there warning signs displayed on the boundary fences and gates on the property?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscaping</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Are trees and bushes around the homestead trimmed to reduce concealment opportunities?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Is there security lighting (eg sensor lights) installed around the homestead and sheds?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Do you have light timers inside the homestead or sheds?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Petya cyber attack: Cadbury chocolate factory in Tasmania hit by ransomware

ABC Radio Hobart

Updated 28 Jun 2017, 4:55pm
INFORMATION

• Sensitive
• Computer Systems – where is your data?
• Trend Analysis

Safeguard your information

In the past six years, identity thieves have stolen more than $107 billion*. Here are some do’s and don’ts to help protect your information.

Create a complex password with letters, numbers and symbols and don’t reuse them on multiple accounts.

Look for security-enabled web addresses which begin with “https://” when banking and shopping online.

Think about what you post on social media as cybercriminals look for “too much information.”

Don’t send any personal identifying information in an email.

Don’t click on links or open attachments in emails from people you don’t know — delete them.

Don’t use public Wi-Fi to conduct personal banking or financial transactions.
High Tech Crime – Next Wave

Australian Federal Police:

• Computer intrusions (i.e. malicious hacking)
• Unauthorised modification of data including destruction of data
• Disrupted denial of service (DDoS) attacks using botnets
• The creation and disruption of malicious software (i.e. viruses, worms, trojans)
New Technology

• What do we need to consider with food defence?
Wireless and Mobile Technologies

- Mobile Devices
- Instant Messaging
- Wireless Networks
- Drones
- RFID
Strategies to mitigate risk

- Training
  - Food defense verification
  - Food defense corrective actions
  - Food defense monitoring
  - Mitigation strategies
  - Vulnerability assessment

- Record-Keeping
MONITORING & VERIFICATION

- Inspections (I.E. Facilities, Security Systems, Lighting)
- Visitor Control
- Training
- Doors / Access Points
- Approved Suppliers – Random Sample
- Chemicals – Random Sample
- Test Your Plan
MANAGEMENT REVIEW

Commitment, Planning and Resources
What if you suspect tampering?

- How do you find out?

- What happens next?
What happens?

WHO RECALLS FOOD IN AUSTRALIA?
FSANZ can’t order or force a food recall. Only Australian states and territories have enforcement powers to mandate, order or force a recall if necessary.

FOOD BUSINESSES
Must notify their business customers and local food enforcement agency that a food recall is needed.
Must provide information to FSANZ about the recalled food.
Must notify the public of the recall

ENFORCEMENT AGENCIES
Confirm that a recall is needed and work with the food business to recall the food.
Check that the business is effectively recalling the food.

FSANZ
Coordinates the recall with the relevant jurisdiction and food business.
Informs government, industry and international government contacts of the recall and advises consumers via the FSANZ website and social media platforms.
Case study – Insights to assist if product tampering occurs

If it’s your product ... or product type!

Even if it is your product, you may not be in control of the initial message or its timing
Insights to consider if product tampering occurs
Insights to consider if product tampering occurs
Case study – Insights to assist if product tampering occurs

If it’s your product … or product type!

All communication ... honest, transparent, relevant, timely, non-defensive, and delivered with humility.

When was the last time you did a dry run on your crisis communications ... did you consider every form?
Case study – Insights to assist if product tampering occurs

If it’s your product ... or product type

• **Know the key product and issue elements**

• Alert your colleagues FAST (don’t forget front line)

• **ONE media contact** –
  • They decide how/when/where and who responds

• Spokesperson – CEO/QA ... it is **NOT** sales!
Case study – Insights to assist if product tampering occurs

Collateral impacts - best solved with good relationships (customers, media advisors)
Case study – Insights to assist if product tampering occurs

Meanwhile ...

... perceptions of product
Meanwhile ... in the background

Look through a customer and consumer lens ...
➢ Their perception is your reality
➢ Brand owner - every piece of feedback required FULL investigation
➢ Precautionary withdrawals

Pressure test your vulnerabilities
• Walk your chain ... don’t make assumptions
Case study – Insights to assist if product tampering occurs

5th February 2016
54 cases Mixed salad *Salmonella anatum* (no deaths reported)

“Maurice Blackburn has received several consumer rights inquiries in relation to the *Salmonella* outbreak” Ms D. Loannou

Did you involve your legal team in your crisis communications dry run?
11 February – 143 cases

Victorian Health Department said 143 people were believed to have fallen ill with salmonella after eating a range of pre-packaged lettuce products produced by Tripod Farmers.

You can’t control pitch and pace of all messaging … but always know and work to control your own!
Meanwhile ...

**Check your sales and marketing strategies**
- Range rationalisation
- If your SKU is part of the collateral damage, don’t ignore it
- Consider product launch timing

**Consumer relationships – what do you need to do to regain trust?**
- Feedback - get out and seek it
- Know pitch and pace of consumer
- Be part of the consumer journey for information
What if you suspect tampering?

Remember **INK**

- Investigate
- Notify
- Keep

*KEEP CALM AND WRITE IT DOWN*
What if you suspect tampering?

Remember **INK**

- Question individual who called
- Which product
- What date
- Where did you purchase it
- When did you identify problem?
- Can you get the product AND packaging back?
What if you suspect tampering?

Remember **INK**

Investigate the “what”

- Follow your procedure
- Check your samples

(if you don’t have any, go and buy one!)
What if you suspect tampering?

Remember **INK**

**ALWAYS INVESTIGATE FIRST**

Be ethical, transparent, and honest – remember who this could impact!

Follow your crisis management plan

Who do you call and when?
What if you suspect tampering?

Remember **INK**

You will be asked questions:

- **Identify origin (produce, packaging, packing)**
- **Were there any issues that occurred on the day?**
- **Inspect equipment of any clues**
- **Know your team**
- **Did you have visitors or contractors on site?**
What if you suspect tampering?

Remember INK

- Investigate
- Resolve if this is an acute or chromic occurrence
- Product recall
- Third party investigation (police, regulator, customer)
- Your Corrective Action
What if you suspect tampering?

Remember **INK**

- Complete final reports
- Share information with appropriate parties
- Retain samples of product in question under proper storage conditions
- Be available
What if you suspect tampering?

Rumination #12: The most dangerous part of a crisis is the aftermath because everyone wants to forget it and move on.

Crisis

Aftermath

"Crisis over! Time to relax."
## Crisis & Recovery communications

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>CEO</td>
<td>Coordinates all communication</td>
</tr>
<tr>
<td></td>
<td>Manages hotline with technical team</td>
</tr>
<tr>
<td></td>
<td>Monitor on-line media trends related to the crisis</td>
</tr>
<tr>
<td></td>
<td>Advertising alerts</td>
</tr>
<tr>
<td>Team member with sales or customer experience</td>
<td>Works closely with marketing on key messages</td>
</tr>
<tr>
<td></td>
<td>Consumers will look to your Facebook and Web for communications</td>
</tr>
<tr>
<td></td>
<td>Public service announcements</td>
</tr>
<tr>
<td>Team member Social media</td>
<td>Captures all enquiries and contact points on database (including intent to repurchase)</td>
</tr>
<tr>
<td></td>
<td>Reputation monitoring (FB, Twitter, Youtube) – work with Sales to understand how these trends can impact on strategy</td>
</tr>
<tr>
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<td>Stories of YOUR journey – be sensitive to what social media is telling you.</td>
</tr>
<tr>
<td>Team member Traditional media</td>
<td>Analyses and reports on inquiry trends</td>
</tr>
<tr>
<td></td>
<td>Monitor customer feeds for trends</td>
</tr>
<tr>
<td></td>
<td>Involve key influencers including politicians</td>
</tr>
<tr>
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<td>Captures data related to refunds or other offers</td>
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### Regular stakeholder review meetings with CEO (understands who your leadership team is talking with)

- Works closely with marketing on key messages
- Consumers will look to your Facebook and Web for communications
- Public service announcements

### Other points

- Regular meetings with key stakeholders
- Monitoring social media trends
- Capturing customer feedback
- Handling media and influencer communications
- Monitoring crisis trends

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### What if you suspect tampering?

- Analyze data related to refunds or other offers
- Involve key influencers including politicians

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**Optimum Standard**
Your Food Defence Plan

IN DEFENCE OF FOOD
### F12 Food defence vulnerability assessment and control plan (example)

**Business name:** Great Australian Produce

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<th>Control plan</th>
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<td>Open (public/unauthorised persons) access to production areas and water source. Potential for deliberate contamination of water source, resulting in contamination of crop.</td>
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Completed by: A Grower  
Date completed: 1/3/16
What makes your Plan functional?

Meets all **FOUR** of the following:

1: **Developed** – documented and signed

2: **Implemented** – practices are followed

3: **Tested** – monitored and validated

4: **Reviewed and Maintained**
Thank you for your participation.