

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?



IN DEFENCE OF FOOD

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

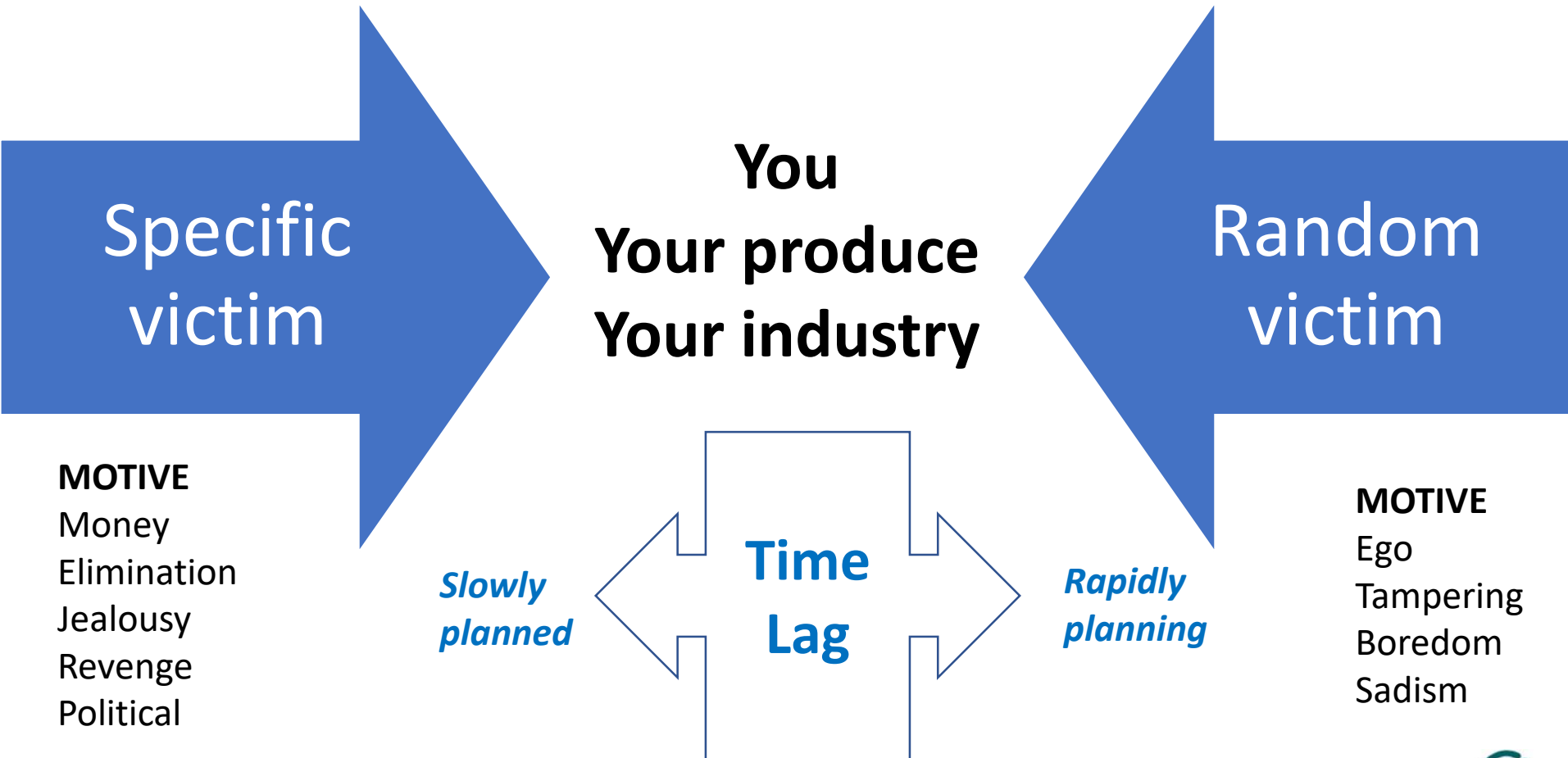
Food Defence

Minimising
intentional
contamination

Food Security

Access to
adequate supplies
of safe food

Relationship: What makes someone pick you or your produce?



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

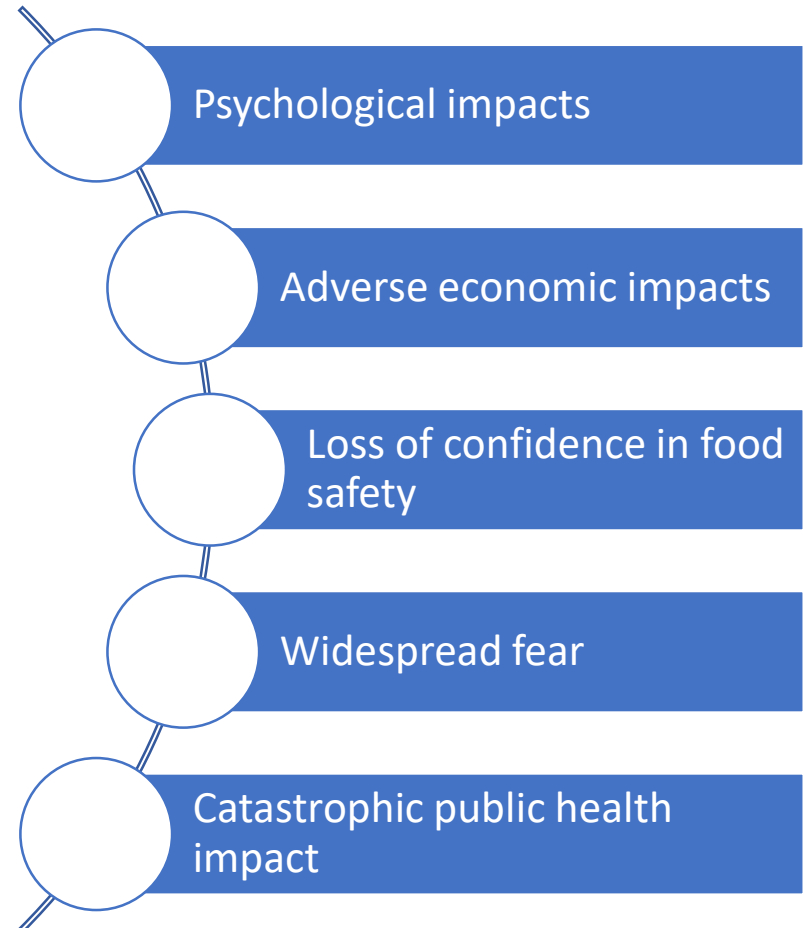


FOOD DEFENCE – Who is acting and in what purpose?

MAIN THREAT CATEGORIES

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

Less common – drivers and suppliers, organised groups



What happens when it is outside your control?

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

A blackmail threat to poison baby formula is a form of "eco-terrorism" says New Zealand's prime minister John Key.



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 1080 in New Zealand.

New Zealand police said that anonymous letters were received by Federated Farmers and Fonterra in November 2014, accompanied by small packages of milk powder, small packages of a concentrated form of 1080.

which subsequently tested positive for the presence of 1080 (sodium monofluoroacetate) unless New Zealand stopped using it for pest control by the end of

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 repeatedly sabotaging food at a Calgary Co-op supermarket by repeatedly placing needles, pins and other sharp objects into food products two years ago.

Judge Gerald Meagher told Tatyana Granada, 45 (right), during sentencing, "This was mean and malicious behavior. It goes beyond the victim. It could have caused danger to members of the public."

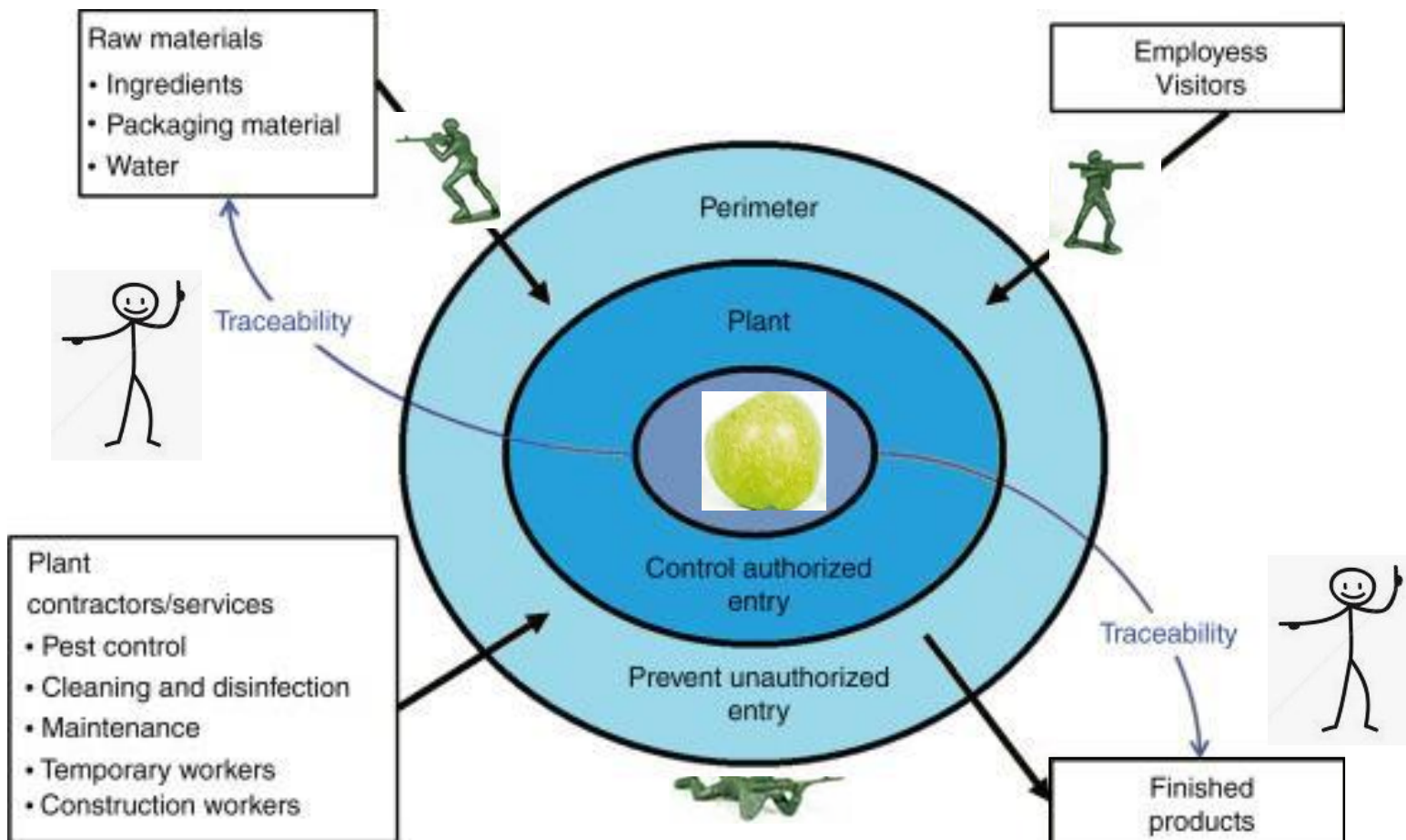
Granada, 45, was convicted on Feb. 17 of four counts of mischief and four counts of trespassing in connection with the incidents at Oakridge Co-op in southwest Calgary on Jan. 13, Jan. 18, Feb. 17 and March 10, 2010.

The judge said the woman's actions were vindictive for having been charged with shoplifting at the store on Dec. 18, 2009 — just under a month before the spree of food-tampering incidents began.

Granada, who defended herself for the sentencing hearing, responded, "You got it wrong. I have children you must think about it. Shameful."



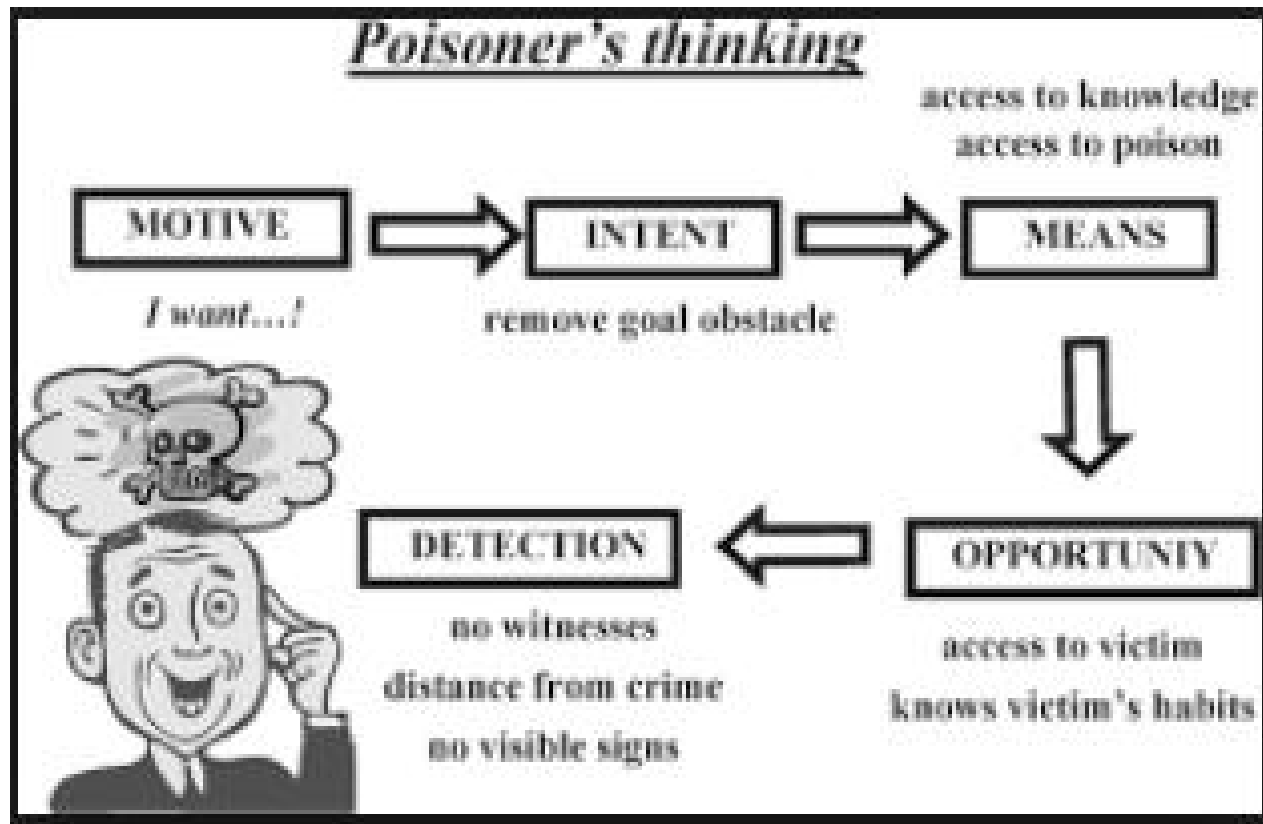
FOOD DEFENCE – Your sphere of focus



Strategies to mitigate risk



WORKSHOP – Think like a Bad Guy



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.L.E.R.T – Risk Management

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

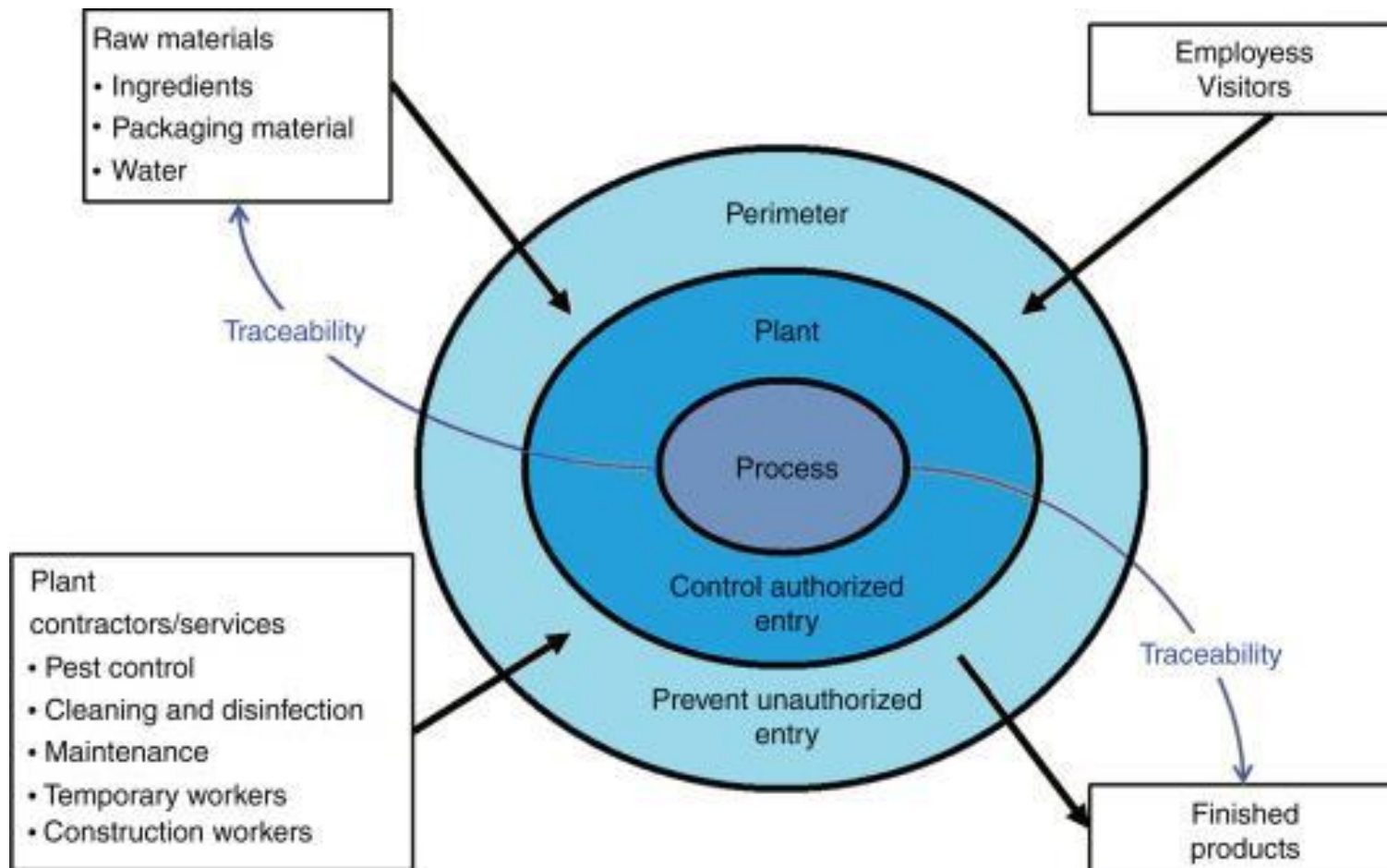
L – How do you Look after the security of the products and ingredients in your facility?

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



Strategies to mitigate risk



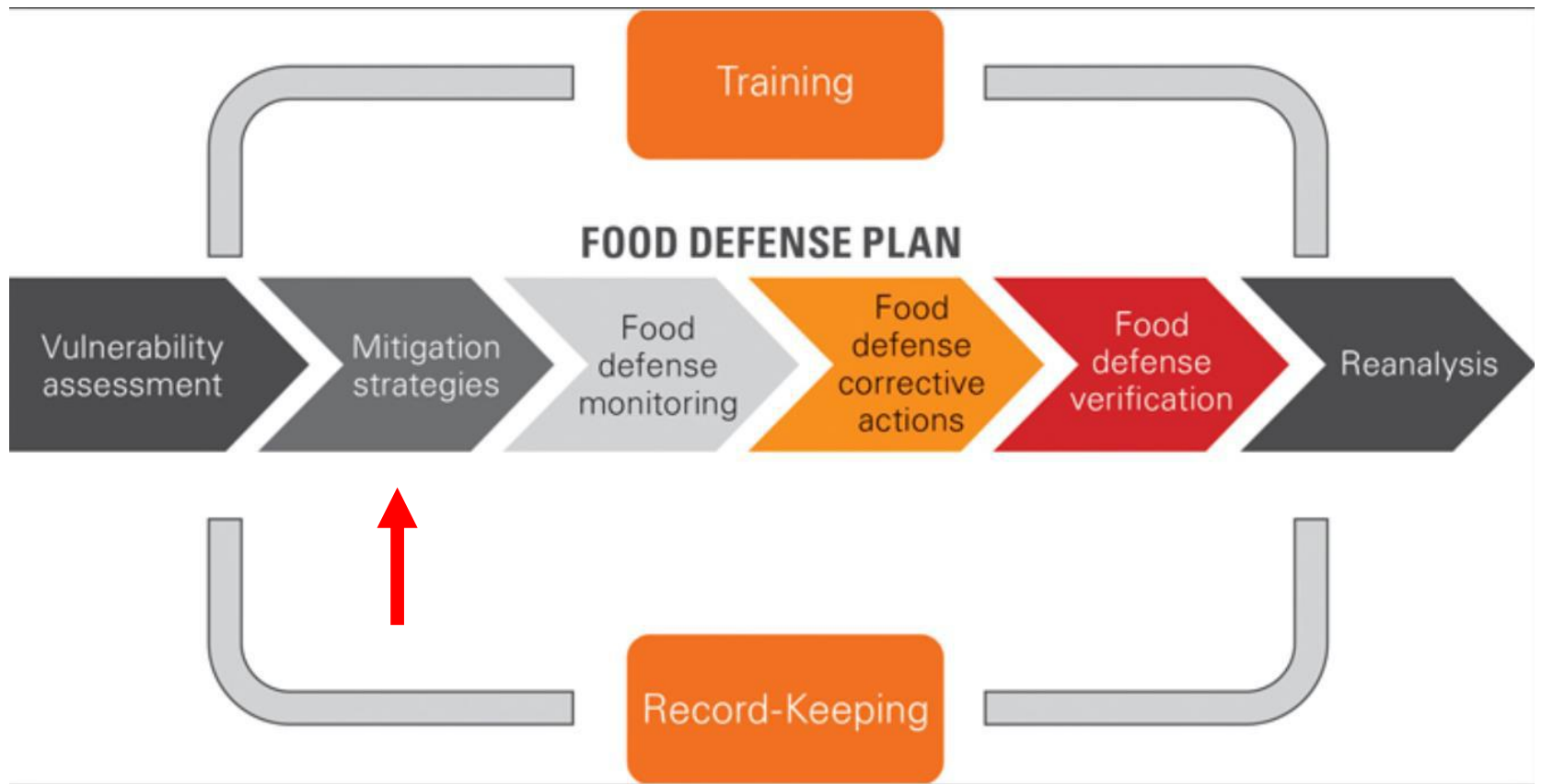
Vulnerability Assessment: 9 Questions to consider

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

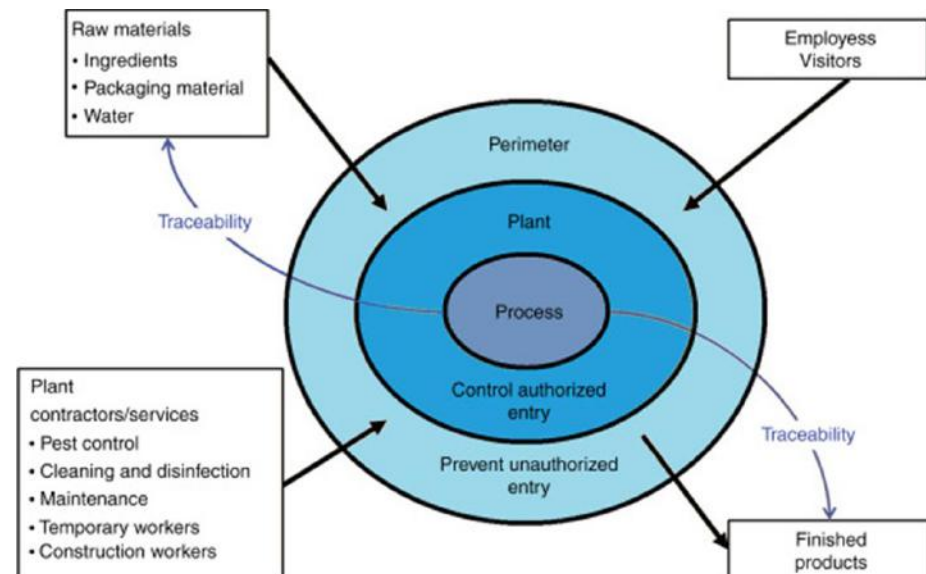
5. Do you have an inventory system for stored materials?
6. Is access to your water supply limited?
7. Is mail opened away from sensitive areas?
8. Do you have screening and training procedures for your workforce?
9. Is access to sensitive areas limited?

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



PEOPLE F.I.R.S.T

F – **Follow** your company's food defence plan and procedures

I – **Inspect** your work area and surrounding areas

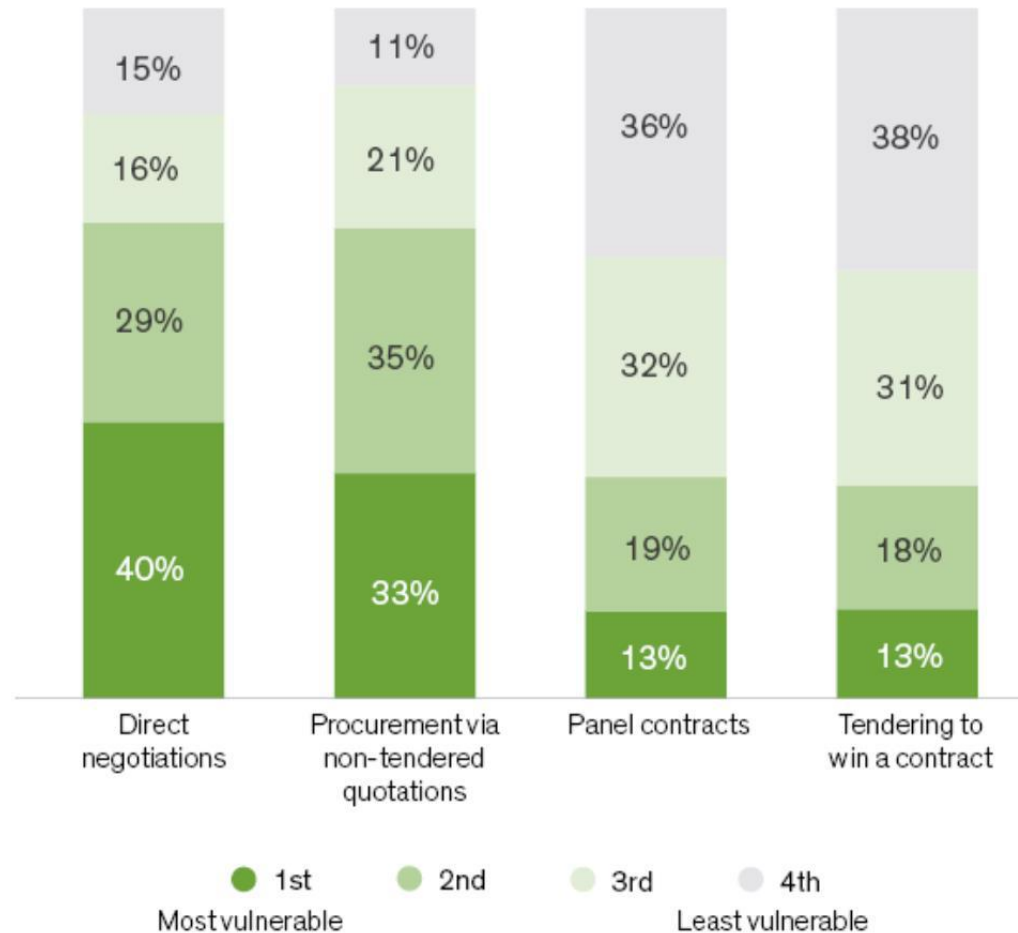
R – **Recognize** anything out of the ordinary

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



Source: <http://www.ibac.vic.gov.au/publications-and-resources/HTML/perceptions-of-corruption-survey/vulnerabilities-within-the-procurement-process>

APPROVED SUPPLIERS – Raw Materials

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

F11 Supplier table (example)

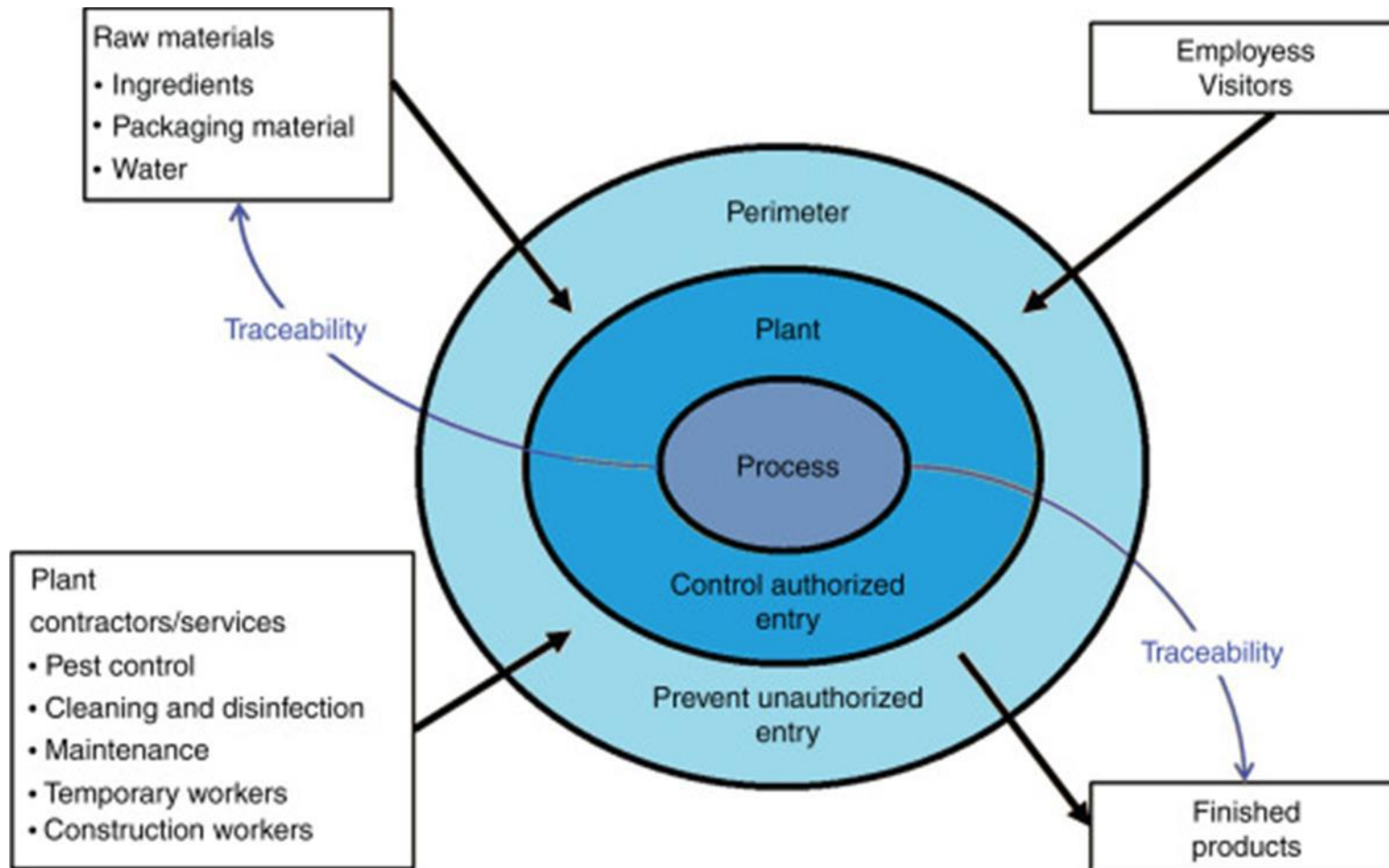
Business name: *Great Australian Produce*

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

Input material/service that may introduce a food safety risk	Name of supplier	Evidence of compliance/ mode of approval	Date approved	Completed by	If no longer sourcing from supplier	
					Date removed	Reason for removal
<i>Chemicals</i>	<i>AG Chem Services</i>	<i>Agsafe accredited</i>	<i>12/2/16</i>	<i>A Grower</i>		
<i>Fertiliser</i>	<i>Fert suppliers</i>	<i>Certified to AS4454 for all product supplied</i>	<i>12/2/16</i>	<i>A Grower</i>		
<i>Fertiliser spreading</i>	<i>Fertspread</i>	<i>Written declaration</i>	<i>14/2/15</i>	<i>A Grower</i>		
<i>Packaging</i>	<i>ABC Cartons</i>	<i>Certification</i>	<i>20/2/16</i>	<i>A Grower</i>		
<i>Equipment calibration</i>	<i>Northern Scales</i>	<i>Certification</i>	<i>20/2/16</i>	<i>A Grower</i>		
<i>Portable toilets</i>	<i>Dunny Hire</i>	<i>Written declaration</i>	<i>20/2/16</i>	<i>A Grower</i>		
<i>Transport</i>	<i>Transfruit</i>	<i>Written declaration</i>	<i>23/2/15</i>	<i>A Grower</i>	<i>23/2/15</i>	<i>Poor service, incorrect storage temps</i>
<i>Transport</i>	<i>Fruit-trans</i>	<i>Certification</i>	<i>24/2/15</i>	<i>A Grower</i>		

PROPERTY AND ACCESS





CHEMICAL / HAZARDOUS GOODS



Storage

Inventory



Waste

CHEMICALS / HAZARDOUS GOODS

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:

Authorised person	Authorised for (Y or N)		Supervisor's signature	Date
Alex Grower	Storage	Y	<i>A Grower</i>	8 th March 2016
	Handling	Y		
	Application	Y		
	Disposal	Y		
Fred Care	Storage	Y	<i>A Grower</i>	8 th March 2016
	Handling	Y		
	Application	Y		
	Disposal	Y		
Dee Good	Storage	Y	<i>A Grower</i>	8 th March 2016
	Handling	Y		
	Application	Y		
	Disposal	Y		
	Storage			
	Handling			
	Application			
	Disposal			

CHEMICALS / HAZARDOUS GOODS

F4 Chemical inventory (example)

Business name: *Great Australian Produce*

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

*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*

WATER STORAGE AREAS / TANKS

F6 Water source record (example)

Business name: *Great Australian Produce*

Water source	Preharvest (including block, crop and mode of water use)	Postharvest (including crop and mode of water use)	Completed by	Date completed
<i>Bottom Dam</i>	<i>Carrot and Zucchini Veg blocks, overhead irrigation</i>	<i>Carrot - pre washing (only if required).</i>	<i>Alex Grower</i>	<i>21/2/16</i>
<i>Top Dam</i>	<i>Avocados, all blocks, drip irrigation</i>	-	<i>Alex Grower</i>	<i>21/2/16</i>
<i>Bore 1</i>	<i>Spray application, all crops</i>	-	<i>Alex Grower</i>	<i>21/2/16</i>
<i>Town water</i>	-	<i>All postharvest water used on Avocados and Zucchini's. Final wash water used on carrots.</i>	<i>Alex Grower</i>	<i>21/2/16</i>

WATER STORAGE AREAS / TANKS

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)? pH = 4.5-5.0; FAC = 50-60ppm

Frequency of monitoring: Twice a day

Date/time	Result	Is water treatment effective? (Yes/No)	If no, detail the action taken	Checked by
12/2/16 10am	Ok - pink	Yes		Alex Grower
12/2/16 2pm	Ok - pink	Yes		Fred Care
13/2/16 10am	Ok - pink	Yes		Alex Grower
13/2/16 2pm	Ok - pink	Yes		Fred Care
14/2/16 10am	Fail - green	No	Adjusted dosage of chlorine, retested water, re-washed produce.	Alex Grower
14/2/16 2pm	Ok - pink	Yes		Fred Care

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

<http://www.live5news.com/story/29681330/report-woman-burns-down-farm-vehicles-causing-nearly-200k-worth-of-damage/>

FACILITIES



CONTRACTORS /
SERVICES



PEST CONTROL



CLEANING &
SANITATION



MAINTENANCE



CONSTRUCTION

DON'T FORGET STORAGE AREAS

Facilities Checklist

F8 Facilities audit checklist (example)

Page 1 of 2

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).

Requirement	Checked by: <i>Alex Grower</i>	Checked by:	Checked by:
	Date of check: <i>18/3/16</i>	Date of check:	Date of check:
	Yes, No or N/A	Yes, No or N/A	Yes, No or N/A
Cleaning: Staff facilities; production area; product contact surfaces; equipment; storage areas.	<i>Yes</i>		
Comments/actions	<i>As per cleaning plan</i>		
Packing environment: Appropriately equipped and maintained; adequate lighting.	<i>No - light out</i>		
Comments/actions	<i>Light replaced, staff made aware to report to manager</i>		
Equipment: Clean; maintained.	<i>Yes</i>		
Comments/actions	<i>As per cleaning plan</i>		
Scales and cool rooms: Calibrated.	<i>Yes</i>		
Comments/actions	<i>Calibration records sighted</i>		
Packaging: Appropriate for use; clean and free of foreign objects; appropriate stored.	<i>Yes</i>		
Comments/actions	<i>Shed protocol</i>		

VEHICLES / DELIVERIES



As a minimum:

CHECK 1 representative sample per receipt / load

RECORD check

FINISHED PRODUCT

As a minimum:



INSPECT

RELEASE

CHECK 1 representative sample per dispatch / load

RECORD check

Effective: 1 November 2006

PRODUCE:	APPLE		
TYPE	Red	VARIETY	Pink Lady
CLASS	One	NOTES	

GENERAL APPEARANCE CRITERIA	
Colour	Pink-light red flush over > 50% of fruit surface; pale green-cream ground colour; white flesh with greenish tinge.
Visual Appearance	Skin smooth to slightly bumpy and stem intact. Stems may be missing provided that the break is clean and there is no torn flesh or skin. No foreign matter. Generic industry fruit sticker showing PLU number or bar code and produce variety (Supplier branded stickers preferred.) Stickers to cover a minimum of 85% of fruit intended to be sold loose, except pre pack fruit.
Sensory	Crisp, juicy flesh; no objectionable odours or tastes.
Shape	Round to round-conical, flattened at base/apex. No irregular curvatures or distorted shapes.
Size	Evenly sized fruit (as pre-ordered per requirements). Apples supplied in 1.5 kg pre-packs to be 64 - 67 mm diameter.
Maturity	Harvested ripe, minimum penetrometer value (11mm plunger); 5.8 - 6.0 kg. Brix > 13.5° (Soluble Solids) at receipt

MAJOR DEFECTS	
Insects	With evidence of live insects.
Diseases	With fungal or bacterial rots of the skin or flesh (eg Anthracnose, blue mould, grey mould). With sunken spots surrounded by red/ black halo (Apple scab).
Physical/Pest Damage	With cuts, holes, cracks or wounds (that break the skin). Stem punctures should not exceed 3 pieces per carton. With deep, soft bruises that have distinct edges and are indented or water-soaked lesions
Physiological Disorder	With brown discoloration of the skin (superficial scald). With internal breakdown or browning (senescent fruit). With Bitter pit / Lenticel injury. With translucent core flesh (watercore); with brown core or internal cavities (brown heart)
Temperature Injury	With skin discoloration (sunburn). With flesh browning, wrinkled skin, water-soaked appearance (freezing damage).

MINOR DEFECTS	
Physical/Pest Damage	With minor superficial bruises eg flat/ sunken areas slightly darker than skin colour with no distinct edges or indented > 2 sq cm With healed injuries in skin (eg hail marks, limb rub), affecting in aggregate > 1 sq cm.
Skin Marks/Blemishes	With stem end russet affecting > 6 sq cm. With scattered cheek russet affecting > 2 sq cm.
Physiological Disorder	With dropped shoulders > 15° angle from the calyx.

CONSIGNMENT CRITERIA	
Tolerance Per Consignment	Total minor defects (within allowance limit) to be < 2 defects per apple. Total minor defects (outside allowance limit) must not exceed 10% of consignment. Total major defects must not exceed 2% of consignment. Combined Total not to exceed 10%.
Packaging & Labelling	Packaging manufactured from new food grade materials or sanitised returnable crates. All labelling must meet the current legislative requirements. Labelling to identify grower's name/brand (plus grower's name/code if via a packhouse), address, contents, class, size and/or minimum net weight. Produce to identify Country of Origin (eg. Produce of Australia) on outer container.
Shelf Life	Produce must provide not less than 14 days clear shelf life from date of receipt.
Receival Conditions	Compliance with Quarantine Treatments (if required) for Interstate Consignment. Stacked onto a stabilised pallet as pre-ordered. Refrigerated van with air bag suspension, unless otherwise approved. Pulp Temperature 4 - 10° C. (12° C acceptable for the first 2 weeks of its season)
Chemical & Containment Residues	All chemicals used pre/postharvest must be registered and approved for use in accordance with the requirements of the APVMA regulatory system. Residues, Contaminants and Heavy Metals to comply to the FSANZ Food Standards Code ML's and MRL's.
Food Safety Requirements	Produce is to be grown and packed under a HACCP based food safety program that is subject to an annual third-party audit. A copy of current certification to be forwarded to receiver.

SECURITY

PHYSICAL

- Perimeters
- Lighting
- Access points
- Storage
- Keys

INCOMING

- Paperwork

INSIDE

- Mail / IT
- Changes in inventory
- Emergency Response
- Storage (products / packaging)



SECURITY - RESOURCES



NSW Police Force Farm Security Assessment

COPS Event No. (Police Use Only)

Date Time

Name

Address (Street)

Suburb/Town

Postcode

Telephone No

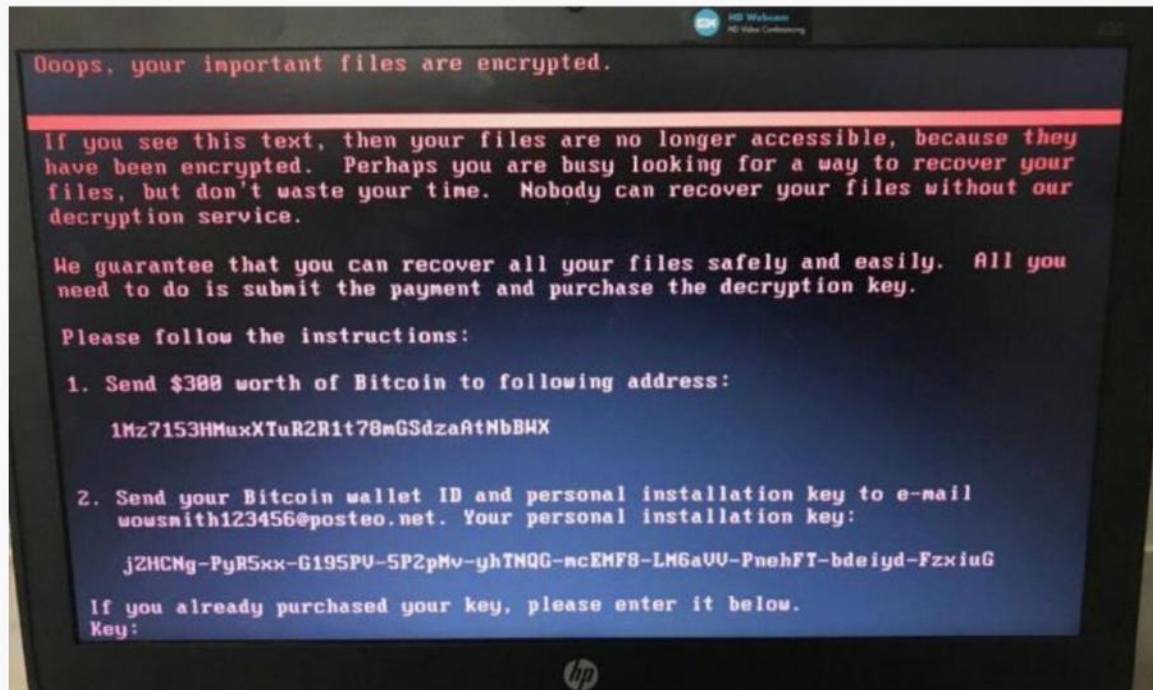
No.	Question	Yes	No	N/A	Comment
RMB Number / Property Name					
1	Is the RMB number and property name clearly visible from the road?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2	Are these visible at night?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>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

High Tech Crime

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)

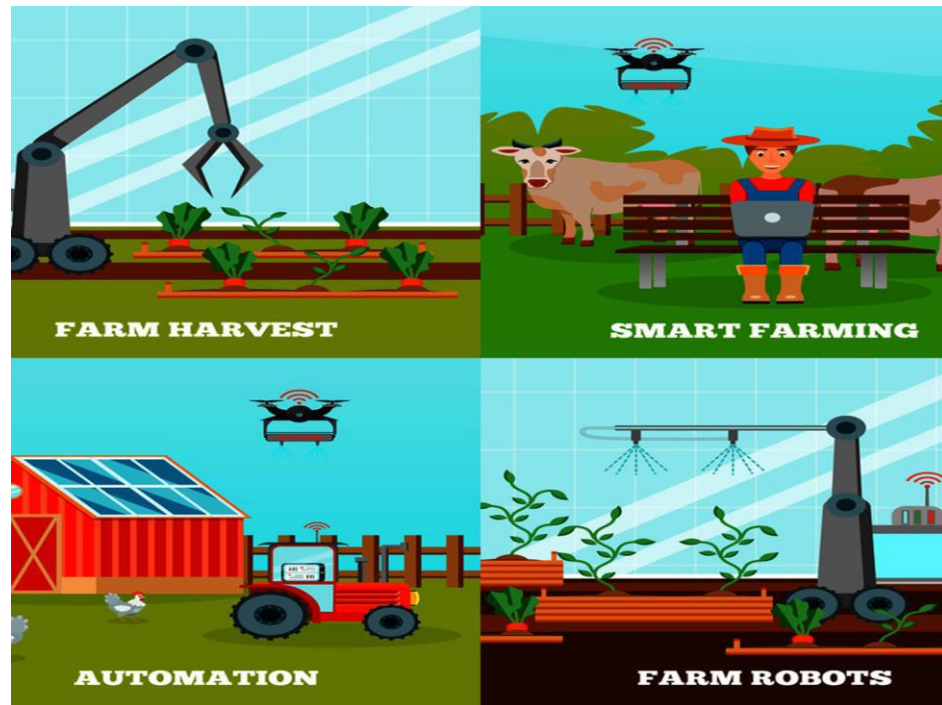
A quadcopter drone is shown in flight over a lush green field. The drone is black with blue and yellow accents. It has four white propellers and a camera mounted underneath. The background is a blurred green field under a bright sky.

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



MONITORING & VERIFICATION



INSPECTIONS (I.E.
FACILITIES, SECURITY
SYSTEMS, LIGHTING)



VISITOR CONTROL



TRAINING



DOORS / ACCESS
POINTS



APPROVED
SUPPLIERS –
RANDOM SAMPLE



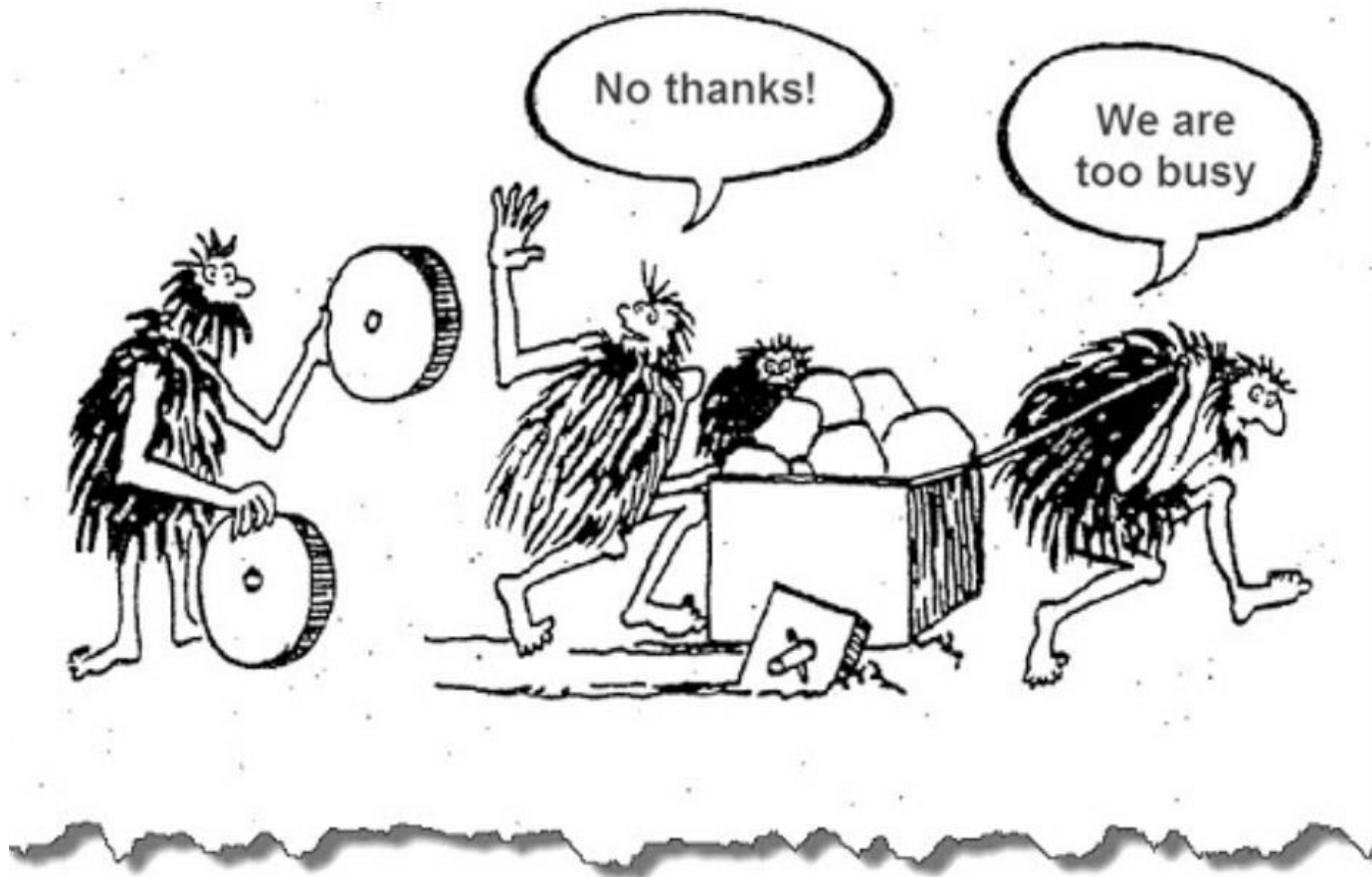
CHEMICALS –
RANDOM SAMPLE



TEST YOUR PLAN

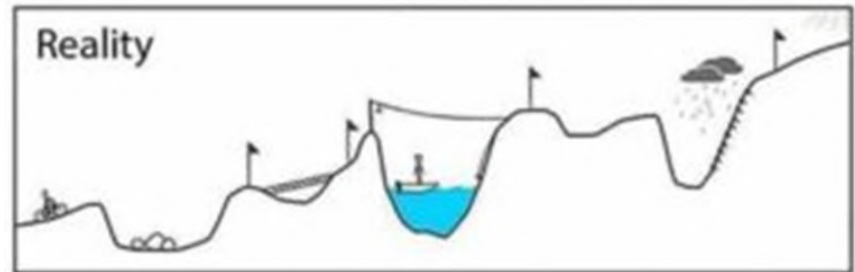
MANAGEMENT REVIEW

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







✓ Queensland

- ✓  Everton Park
- ✓  Redbank Plains
- ✓  Gatton
- ✓  Gladstone

✓ NSW




- ✓  Police Statement
- ✓  Condell Park
- ✓  The Ponds
- ✓  Tweed Heads
- ... 6 more

✓ Victoria

- ✓  Mildura
- ✓  Ballarat
- ✓  Seymour
- ✓  Yarram
- ✓  Preston
- ✓  Deer Park



✓ South Australia

- ✓  Jamestown
- ✓  Littlehampton
- ✓  Morphett Vale

✓ Western Australia

- ✓  York
- ✓  Spearwood
- ✓  Kelmscott
- ✓  Bull Creek

✓ Tasmania

- ✓  Kingston
- ✓  Rosny Park

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



Case study – Insights to assist if product tampering OCCURS

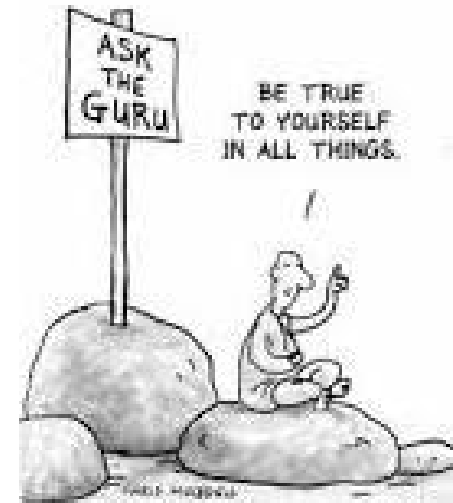
Meanwhile ... in the background

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



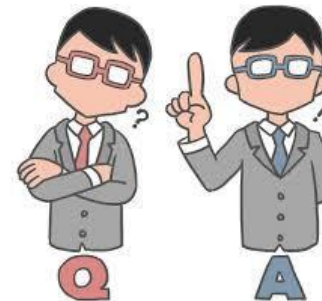
Case study – Insights to assist if product tampering occurs

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?



Case study – Insights to assist if product tampering occurs

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!**



Anthony Houston, of Houston's Farm, at the company's Cambridge site. Picture: NIKKI DAVIS-JONES

Food and Wine

Tasmanian lettuce grower Houston's Farm hit hard by interstate salmonella scare

DAVID BENIUK, Mercury
February 14, 2016 12:00am

LETTUCE grower Houston's Farm could begin shedding casual staff within a week if a sales slump sparked by an interstate salmonella scare is not turned around.

Houston's sales dropped 40 per cent last week after a Victorian producer's packaged lettuce products were found to contain the bacteria.

Case study – Insights to assist if product tampering occurs

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

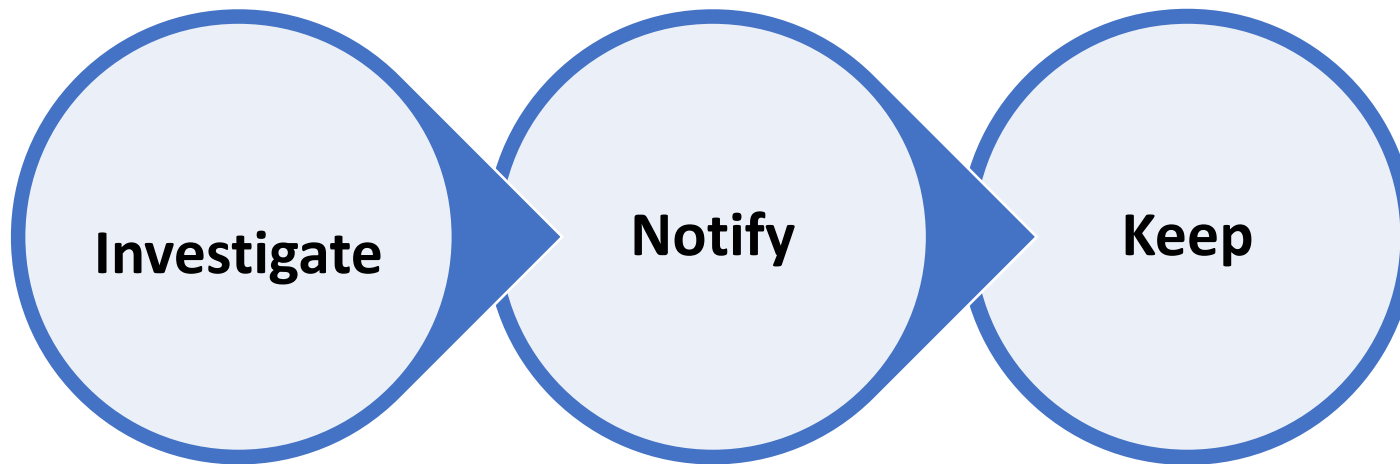
Consumer relationships – what do you need to do to regain trust?

- 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**



**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**



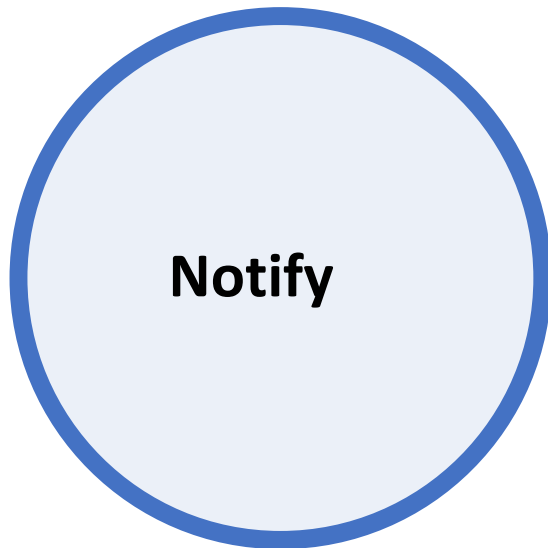
Investigate the “what”

- 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:



Investigate

- *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**



Resolve if this is an acute or chronic occurrence

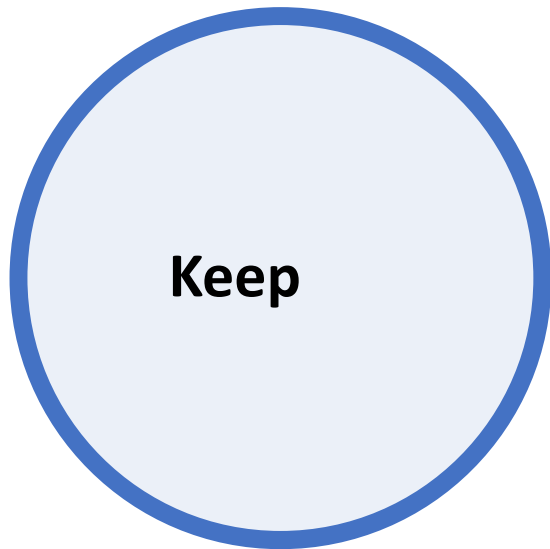
Product recall

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.



What if you suspect tampering?

Crisis & Recovery communications

CEO	Team member with sales or customer experience	Team member Social media	Team member Traditional media
Coordinates all communication	Manages hotline with technical team	Monitor on-line media trends related to the crisis	Advertising alerts
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
Crafts key messages and distributes – <i>sets the parameters also for how you will respond to social media</i>	Captures all enquiries and contact points on database (including intent to repurchase)	Reputation monitoring (FB, Twitter, Youtube) – work with Sales to understand how these trends can impact on strategy	Stories of YOUR journey – be sensitive to what social media is telling you.
Handles media and influencer coms	Analyses and reports on inquiry trends	Monitor customer feeds for trends	Involve key influencers including politicians
Don't forget to tell YOUR story	Captures data related to refunds or other offers		

Your Food Defence Plan



IN DEFENCE
OF FOOD

Your Food Defence Plan

F12 Food defence vulnerability assessment and control plan (example)

Business name: *Great Australian Produce*

Input/end product	Food defence threat	Control plan
<i>Water</i>	<i>Open (public/unauthorised persons) access to production areas and water source. Potential for deliberate contamination of water source, resulting in contamination of crop.</i>	<i>Access to production areas/growing sites/water sources is restricted to authorised persons.</i>
<i>Ground water</i>	<i>Contamination of ground water as a result of fracking activity (coal seam gas) in region.</i>	<i>Review of coal seam gas fracking activity and input areas. Consideration of alternative water sources if required.</i>

Completed by: *A Grower*

Date completed: *1/3/16*

Your Food Defence Plan

WORKSHOP – Build / Review your Plan

F12 Food defence vulnerability assessment and control plan (example)

Business name: *Great Australian Produce*

Input/end product	Food defence threat	Control plan
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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*



We help build better futures for business.