


a new approach ...

... if you DARE

risk and  
crisis management

for food and drink organisations



Razor, a specialist communications consultancy, and Campden & Chorleywood Food Research Association (CCFRA) have teamed up to offer a unique risk and crisis management service.

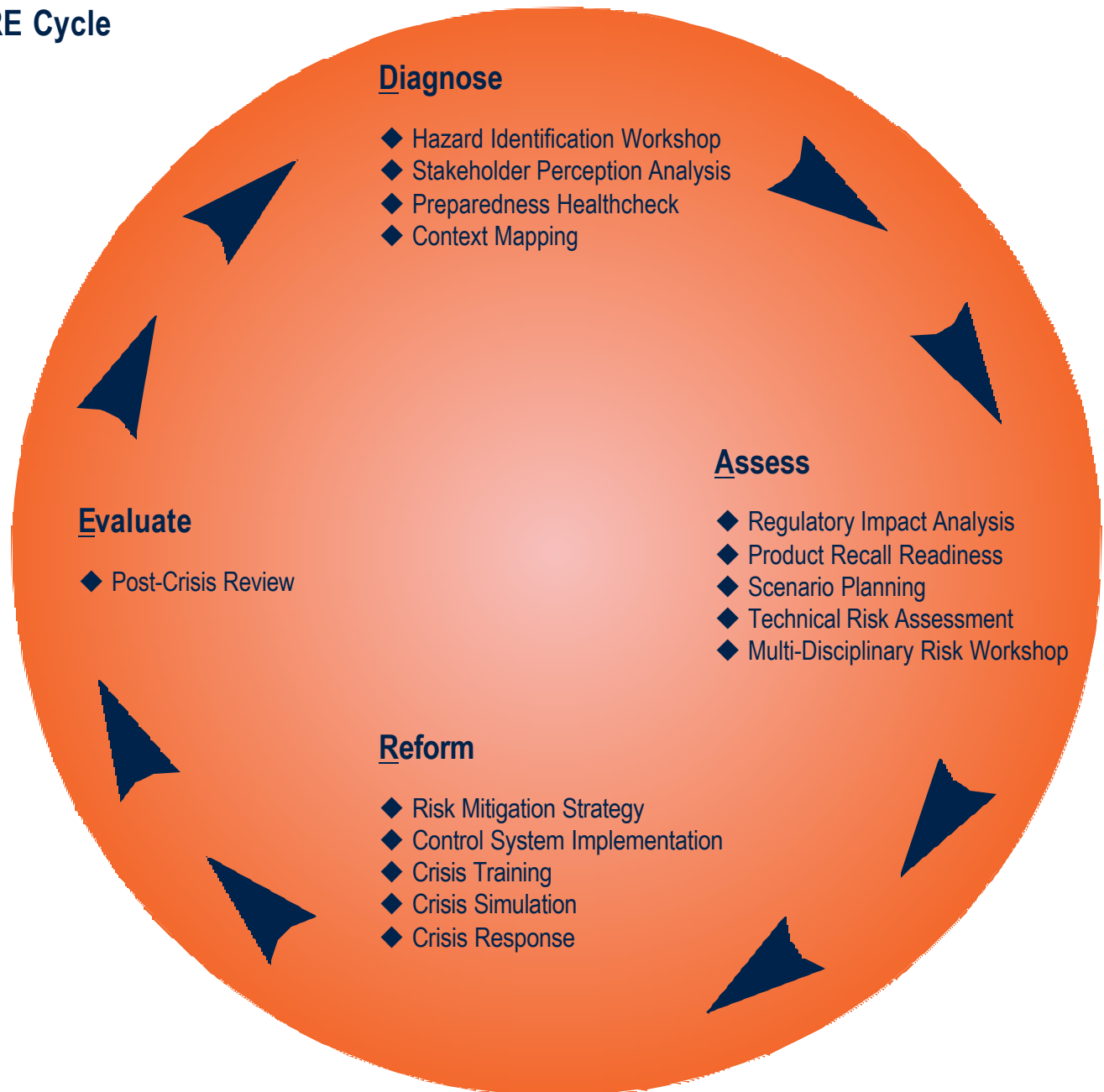
### Key features of the service

- ◆ **Menu of modules:** service modules, following the classic risk assessment and management cycle, each moulded from a wide variety of best-practice industry risk and crisis management techniques
- ◆ **Options:** each module can work as a stand-alone, or with other modules as a bundle. Nor are our service options confined to those we have listed
- ◆ **Flexibility:** we complement your organisation's risk management process - no matter how advanced or rudimentary
- ◆ **Tailoring:** service elements are combined and details designed to fit your brief.

**Successful organisations prepare for the future. Foresight is a competitive advantage. Risks and crises can be prevented, minimised, or even turned into opportunities.**



## DARE Cycle



Thorough risk and crisis management is a virtuous circle linked directly to business strategy



## DIAGNOSE

### Hazard Identification Workshop

Food and drink businesses face a multitude of potential hazards - from chemical and microbiological to social and reputational.

To begin a thorough risk identification process, Razor and CCFRA can design and facilitate a workshop to pinpoint the hazards facing your organisation and agree a mode of attack.

Participants can include an expert in communication (Razor), and an expert in scientific and technical analysis (CCFRA), together with representatives of a cross-section of specialisations (or functions) in your organisation - normally including legal/regulatory, operations/manufacture and sales/marketing/communications.

The workshop is structured - using pre-prepared prompts and other analytical tools developed by Razor and CCFRA - to break down organisational silos and take a '360-degree' view of the hazards you need to confront, probably more comprehensively than you have ever done before.

Each identified hazard will then be graded according to its potential impact against your business objectives.

The result is a broad, multi-disciplinary register of hazards, prioritised by potential impact.

## DIAGNOSE

### Stakeholder Perception Analysis

Too often, traditional risk assessment and management depicts the risk landscape only viewed from within. Frequently, 'expert' and public perceptions of the risk posed by an activity or product are at odds.

This is often the case in the food and drink world, of course.

With increasing public knowledge and access to huge quantities of information, the key to good risk communication is understanding the perceptions of your internal and external stakeholders - be they shareholders, customers, regulators, the media, consumers, neighbours or employees.

By taking an agreed list of identified hazards and stakeholders, integrating the latest thinking around risk perception, media and communication and perhaps conducting further benchmarking research, Razor and CCFRA can construct a risk perception profile of your entire organisation, its products and services.

The analysis will act like a mirror held up to your organisation, its products and services - changing the way your organisation sees itself and reinforcing your business strategy.



The analysis will act like a mirror held up to your organisation



## DIAGNOSE

### Preparedness Healthcheck

Most large organisations have plans and procedures in place for assessing and managing risks and crises. But how do yours compare with 'best practice'?

As leaders in scientific food research and the technical and advisory services needed to ensure product safety and quality, experts from CCFRA are perfectly placed to review your supply chain and QA procedures.

Razor, meanwhile, brings vast experience of working with blue-chip companies to manage reputational and operational crises. We can analyse your existing crisis plan, team and resources, plus any supporting materials and related policies, and identify the strengths and gaps. A review of any issues monitoring and risk-identification procedures can also be undertaken.

'Being prepared' is about more than the documents and processes you have in place, however. Attitudes, experience and awareness are often key. Using a tried-and-tested survey mechanic, the Razor/CCFRA team can test the degree to which culture and skills are aligned. Our audits are often carried out alongside our security, corporate governance and business continuity expert partners to achieve a comprehensive review.

The result will be a multi-disciplinary assessment of your risk management capability and crisis readiness in numerous dimensions, including systems, processes and people. You will know how you compare with your peer group businesses.

You will also have a clear benchmark against which progress can be monitored on an ongoing basis, as part of your annual risk and crisis management process.

## DIAGNOSE

### Context Mapping

Risks are also generated from the environment in which an organisation operates.

Consumer empowerment, media invasiveness, supply chain globalisation and regulatory creep are all combining to increase the complexity of the environment for food and drink businesses.

Razor and CCFRA (working with your key people) will conduct a review of the external factors that could impact on the future of your product and services, including:

- ◆ Competitor analysis - new players and products
- ◆ Legislation on the horizon (EU and UK)
- ◆ Consumer movements and interest/pressure groups
- ◆ The media agenda
- ◆ Other notable 'trends'

Once this review has been undertaken, an 'influencer map' of 'friends, foes and neutrals' can be created, depicting the key factors that could influence the success of your organisation. The first step in being prepared is to face the future.





## ASSESS

### Regulatory Impact Analysis

Legislation controlling the composition, preparation, marketing and sale of food may be hard to locate, can be difficult to interpret, and changes all too frequently. Environmental controls on the food and drink industry are also becoming ever more important.

CCFRA's specialist Food Law Advisory Team understands the food supply chain, is experienced in the commercial application and interpretation of food law and provides a wide range of information, advice, publications and training.

Working alongside key people within your organisation, CCFRA and Razor will develop a Regulatory Impact Assessment tailored to your organisation - identifying upcoming legislation and anticipating the potential impact on your business, both risk and opportunity.

What's more, Razor will look at the regulatory assessment through the eyes of the media, pressure groups and consumers, to help you understand the potential impact of upcoming legislation on the reputation of your company or brand.

## ASSESS

### Product Recall Readiness

In the aftermath of Sudan 1 and Para Red, no food and drink company can afford to take its product recall procedures for granted. With the complexity of the supply chain now firmly embedded in the public consciousness, and traceability and transparency high on the agenda, you need to be sure that your procedures enable you to withdraw and recall product quickly and effectively.

Razor and CCFRA, alongside your in-house functional heads, can lead a review of your product recall procedures, in light of the overall crisis preparedness context. The team will systematically work through the processes - such as early warning systems and communications mechanisms - and guide functional experts in dealing with gaps or shortfalls. Would each system and process work well? Are resources or checks missing? Does everyone know their part? Are early warning systems in place? Have logical links and information flows been put in place, internally and externally? Is risk assessment applied to product recall as it should be?

Armed with this insight, a process can be designed to help you make the critical decision of whether to recall. A quick impact assessment, coupled with use of a tailored Strategy Checklist, is often the ideal way to aid decision making under pressure.





## ASSESS

### Scenario Planning

Scenario Planning is a means of thinking about and anticipating the long-term future. It involves constructing a number of means in which the future could unfold - a key to ensuring that your risk and crisis planning is geared towards the future, and not just the past and present.

Scenario planning is at the heart of good business risk management. Instead of managing immediate risks, it stretches our horizon to long-term risk planning. Scenario planning is more than a risk-management bolt-on: it is a key part of the strategy development process, potentially allowing you to gain competitive advantage.

Scenarios describe the alternative outcomes the future may hold for any particular development or decision. Understanding these alternatives helps an organisation prepare for all eventualities.

A workshop to predict possible market scenarios that could impact on the decisions your company needs to take in production, marketing and sourcing could be carried out. The workshops are based on regulatory, commercial and pressure group insights and can be run in combination with relevant experts from our alliance members, including an experienced futurologist.

Razor and CCFRA will facilitate the session using a reduced version of the 'Shell model' of scenario planning. Then plans can be compiled to deal with the most likely outcomes and reviews scheduled, in line with business strategic planning milestones, to assess progress towards the outcomes.

## ASSESS

### Technical Risk Assessment

Although the crises that can affect your business can come from many causes, production remains at the heart of a food company. The risks associated with the use of raw materials, ingredients and production methods warrant particular consideration.

As the UK's largest independent membership-based organisation carrying out R&D for the food and drink industry, CCFRA is perfectly placed to undertake a technical risk assessment of your production operations that digs down a layer deeper to determine due diligence and compliance.

The assessment will consider all known biological, chemical and physical hazards in raw material ingredients relevant to your products. It will also consider additional risks arising from specific uses of raw materials and ingredients occurring from manufacturing - such as packaging or food services. Exposure assessment and hazard characterisation yield an overall risk characterisation.

The result of the risk assessment will be a report analysing the potential risks related to all your raw materials, ingredients and production practices, graded according to the severity of the hazard and value of product to the company. There may also be a need to standardise your approach across various operating units in the business.

Razor will consider the risks identified from an 'emotion v fact' perspective, providing each ingredient with an 'emotional risk' score (dependent on potential impact, severity and factors that heighten the public's perception of the risk) that will also form part of the spreadsheet evaluation.





## ASSESS

### Multi-Disciplinary Risk Workshop

Razor and CCFRA can use the common ground of potential reputational damage to facilitate a multi-disciplinary risk assessment, in the form of a 'risk workshop' that will bring together experts from different functions across your organisation.

Sessions should be attended by a wide cross-section of senior managers from the business, providing an excellent team-building exercise. Participants will be asked to consider threats facing their area of the business.

Each workshop is tailored but the essential elements are common to most. The first stage may be to report back on progress so far (in Diagnosis and Assessment work) and then to assess identified or new risks according to degrees of realism/severity. Then prioritised risks are scored (according to tailored metrics) and entered on a risk grid. This process takes place against two separate criteria: the likelihood of occurrence and the potential impact on the business.

The final part of the process is to review and report on the findings of the day:

- ◆ Recording all risks/threats and grouping and prioritising these
- ◆ Identifying any opportunities that arise
- ◆ Discussing issues of control and ownership and agreeing areas of responsibility
- ◆ Assessing the impact of the risks on the business plan and strategy.

## REFORM

### Risk Mitigation Strategy

So you've identified the major risks facing your business, and prioritised them.  
What next?

A team from Razor, CCFRA and representatives of your business can take a defined list of risks facing your business - identified through a previous element of the Razor /CCFRA service, or using your own system - and devise a plan to mitigate them.

Options to manage risks include transference, avoidance, knowledge and research, acceptance or control. Razor and CCFRA will work with you to create a set of evaluation criteria to decide which option is the most suitable for each risk, while specialist partners from Razor's network - such as insurance, business continuity or security specialists - can be involved to offer expert advice, as required.

As a result of the project, your organisation will have a risk management plan (or risk register) in place, detailing risks, actions, responsibilities and deadlines. The plan will be consistent with best practice in the field, and compliant with recommendations for an integrated approach to risk management made in numerous recent corporate governance initiatives.





## REFORM

### Control System Implementation

We will help you to consider the detailed range of critical control options for managing risks in your organisation. The combination of technical, communications and management expertise brings a uniquely comprehensive perspective to the challenge.

The work can include analysing the effectiveness of existing controls in your organisation and establishing enhanced control measures.

Attention might focus on controls for specific ingredient-related hazards throughout the production cycle, leading to a balanced programme of control measures commensurate with the level of risk.

Control options that can be considered for ingredient hazards include:

- ◆ Auditing and inspection (in-house resource, third-party or supplier self-audit)
- ◆ Specifications (buying vs technical) - who sets and who monitors for compliance (self-audit)?
- ◆ Analysis and testing - frequency, sample size, methods, evaluation of results
- ◆ "Certificates" of assurance.

Communications specialists from Razor will ensure that channels and resources of communication related to such information are crystal clear, in addition to advising on structures to ensure that the identification and reporting of business risks are embedded throughout your organisation.

## REFORM

### Crisis Training

During an incident or crisis period, saying nothing is rarely, if ever, an option. Even if the crisis is not full blown, you need to be prepared to take questions on it. Key spokespeople will need to rehearse messages and develop a position.

Media and communications training is a crucial part of Razor and CCFRA's Crisis Handling Training offer. We have media trained clients all over the world and coached senior spokespeople to deal with highly complex issues in front of the camera. You'll get practical tips and support every step of the way, whether it's a controversial corporate issue, a major structure change in your multi-national or a product recall that is testing consumers' trust.

But media training isn't the only area where skills can be honed. We offer a range of courses designed to de-mystify what's required in a crisis. For example:

- ◆ Introduction to crisis management - *crisis auditing, writing a crisis plan, structuring a crisis team*
- ◆ Managing the media in a crisis - *handle interviews in the toughest environments*
- ◆ Dealing with interest groups - *developing policies and action plans to handle interest groups*
- ◆ Crisis management for frontline staff - *training specifically for reception and security staff*
- ◆ Running a crisis press office - *learn how to handle an onslaught of calls.*





## REFORM

### Crisis Simulation

Razor and CCFRA simulations are renowned for creating realistic crisis situations that both test and support crisis teams. We've designed and run a wide range of simulations: we've interrupted board meetings at blue-chip companies to throw in a disaster, asked chemical companies to demonstrate how they would deal with a tanker spill and challenged food manufacturers to handle contamination and recall of leading brands.

We tailor our simulation exercises entirely to meet your needs. They can be anything from a two-hour desktop exercise to full-scale role-play exercises lasting several days or 'drip-fed' over weeks.

Underpinning the exercise is our commitment to making tests as realistic and practical as possible - the realism of the scenario is key. We spend time with you to identify an appropriate scenario, before intensive research is undertaken to ensure that events unfold as realistically as possible.

A detailed scenario chronology is then created, with a set of realistic interventions and implications to test crisis planning, decision-making and the crisis team dynamic.

The whole event is managed by a team of Razor and CCFRA facilitators, including trained observers who keep a close eye on the operation of your crisis team. A highly constructive feedback session and report follow, identifying strengths and areas for improvement.

## REFORM

### Crisis Response

We can be on call to help when the unavoidable happens.

Keeping the elements of a crisis centre operating in the midst of a live crisis demands not only organisational and people management skills, but also the ability to operate under pressure.

Razor and CCFRA team members can take over the team facilitation and logistics of running a crisis room and adjacent comms team, leaving the crisis team to concentrate on taking the right decisions.

Often, a crisis demands specialist input from complementary disciplines - hazard response, medical, insurance, legal, security or regulatory expertise, for example. We work with a network of independent specialists and can call on their advice to help assess risk and advise on appropriate action.

In addition, Razor's core expertise is media relations. In fact, many of us are former journalists. We are well versed in leading very busy press offices - whether dealing with a national product recall or another international or regional headline-grabbing story. If you need it, we can set a strategy, develop the media materials and act as a spokesperson.

Well prepared companies survive crises. But you must be seen to be behaving this way. We always give realistic advice on what is feasible and how the media will react.





## EVALUATE

### Post-Crisis Review

For many organisations, the unwanted experience of dealing with a serious incident or crisis (such as a major product recall) provides a kick-start to establishing more attentive risk assessment and management processes.

A team from Razor and CCFRA can combine their expertise to help you answer the question "how might we be better prepared next time?"

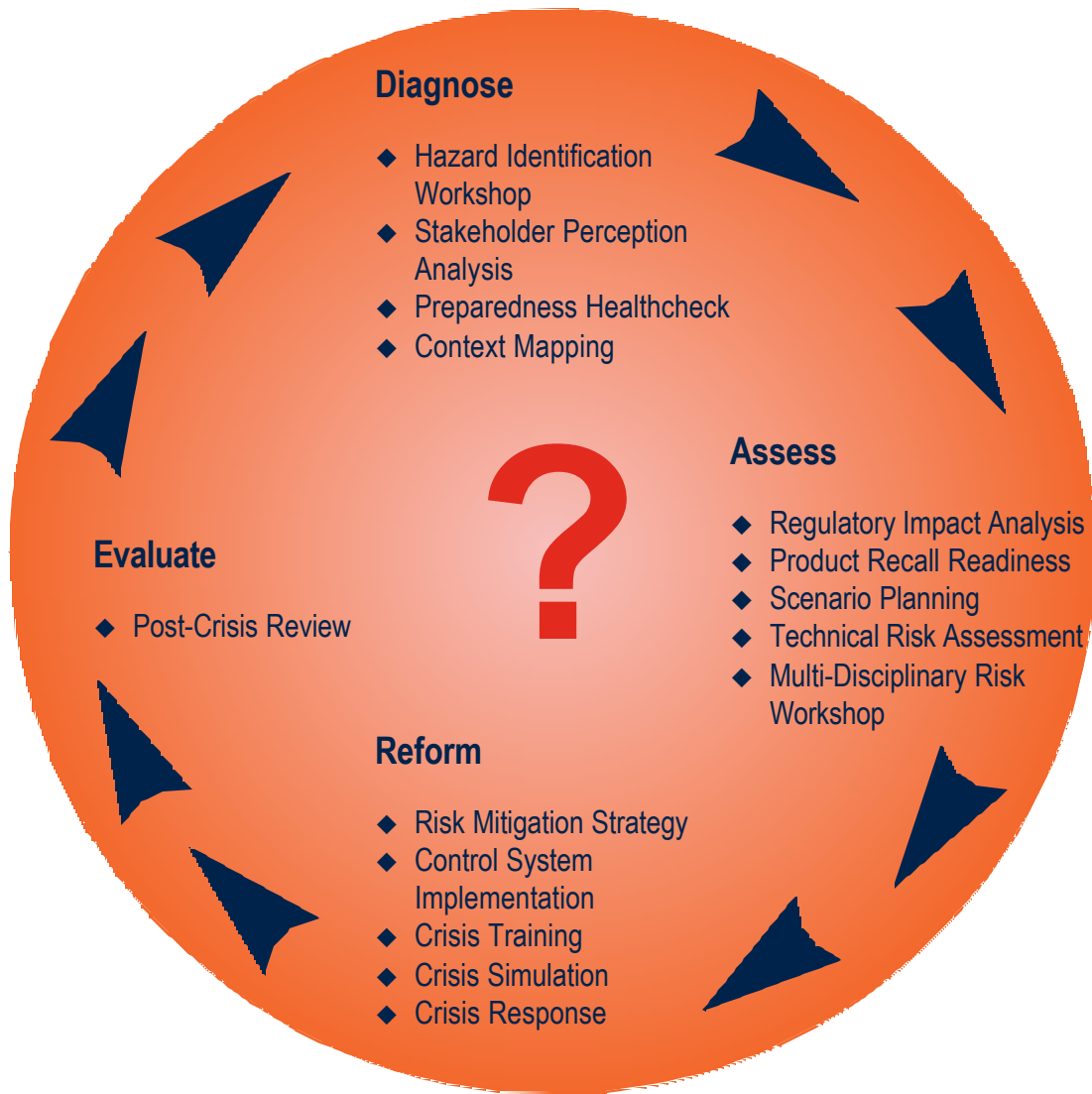
Through analysis of records and a series of interviews, our team can deconstruct the crisis, paying particular attention to how it was identified and handled. A workshop can be undertaken with all members of the crisis team, facilitated by us, to capture emotional and logical reactions to the crisis, focus on the achievements and achieve consensus on principal areas for improvement.

The story of the crisis can be modelled - by using an adaptation of 'fault tree analysis', for example - to identify critical decisions, within parameters agreed with you.

Once the analysis has been undertaken, the team will produce an in-depth report that includes the findings, plus a series of recommendations for improving preparedness.

Learning from the past reduces future threats and strengthens your team.

## Where are you on this cycle?



Where can we help you?

## Razor

Razor is a communications consultancy with a simple ethos: we both build and protect the reputations of organisations, services or brands.

We are increasingly recognised as a leader in the field of issues, risk and crisis communication management, with particular specialisms in the food and drink sector.

We offer strategic communications services to a range of organisations across Europe and the USA.

Chris Woodcock  
Managing Director  
Razor  
6 & 7 Bignell Park Barns  
Chesterton  
Oxfordshire  
OX26 1TD

[www.razor-pr.com](http://www.razor-pr.com)  
+44 (0) 1869 353800  
[chris.woodcock@razor-pr.com](mailto:chris.woodcock@razor-pr.com)



## CCFRA

CCFRA Group is the world's largest independent membership-based organisation carrying out R&D for the food and drink industry worldwide.

It is committed to providing industry with the research, technical and advisory services needed to ensure product safety and quality, process efficiency and product and process innovation.

A continuous programme of investment ensures leading-edge processing and analytical facilities for research and contract work.

Dr Mike Stringer  
Director of Food Technology Division  
CCFRA  
Chipping Campden  
Gloucestershire  
GL55 6LD

[www.campden.co.uk](http://www.campden.co.uk)  
+44 (0) 1386 842003  
[m.stringer@campden.co.uk](mailto:m.stringer@campden.co.uk)



Campden & Chorleywood Food  
Research Association Group