

Crisis Management and Communication in a Globalized World

Food Chain Safety in the 21st Century: Challenges & Achievements

Budapest 22nd November 2012



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We Should Remind Ourselves...

Quality & Safe
Food sustains
LIFE

Quality
Information
sustains
Food Safety



FSAI: Our Role - To Protect...



Consumers Of Irish Food

Irish Consumers



Sh...Crisis Happens...



Ash Cloud: fluoride, heavy metals, particulates...



The Longer the Global Food Chain...



The Harder Weak Links Are to Find!



Predictable or Preventable?



Avian Crisis



Anatomy of A Crisis...

- In Progress or Over
- Possibility of deaths, Injury, Illness
Potential to Impact on Many
- National/Corporate Reputational and
Financial Loss
- Frantic Activity
- “Gold” Day for Media



Emergency Planning

Government

Political Point Scoring

Command &
Control

Deployment

Protection of
Life and Health

Event Cessation
or Reduction

Management of
Priorities

Communications

Scientific "Opinion"

Media Sound Bites!



Most Difficult – Scientific “Opinion”



It's Not Enough To Be An EXPERT Scientist!

You Need To Be an Expert In The Subject

... and an Expert Communicator



FSAI Communications Objectives

- **Ensure maximum awareness of the FSAI**
- Profile the FSAI as an expert independent science-based commentator and consumer protector in relation to food issues
- Highlight the work and outputs of the FSAI and its Scientific Committee
- **Seek to maintain 'share of voice' in an increasingly cluttered media space**
- Encourage media to seek opinion and input of the FSAI across appropriate food issues



FSAI

Communications Strategy & Approach

- **A multi-pronged approach:**
 - **Communication of a range of news announcements**
 - **Drip feeding stories to key national news, food, health and trade Journalists across a range of issues**
 - **Issue management to communicate food incidents and re-enforce**

- **FSAI as consumer protector**



FSAI

Communications Strategy & Approach

- **24x7 rapid response**
- **Position the FSAI's scientific experts as credible commentators on all areas of food safety**
- **Undertake integrated advertising campaigns to support key FSAI information programmes e.g. *make a complaint, safe catering pack.***
- **Utilise social media channels, such as facebook, YouTube and Twitter**



Irish Independent

IRELAND'S BEST-SELLING DAILY NEWSPAPER



HAPPY

BONUS

CASE STUDY: Pork Dioxin Crisis 2008

hunt for source in €1bn pig-meat scare



Shoppers walk past empty shelves that were stripped of pig-meat products yesterday after the health scare alert.

INSIDE

First big trial #21



Background

- **Preliminary laboratory result positive for marker PCBs**
- **Department of Agriculture, Fisheries and Food issues a press statement in relation to contamination with PCBs**



Laboratory Results

➤ Crumb Product

➤ Levels detected: **5,200pg/g**

➤ EU Legal Limit in Feed: **0.75pg/g**

➤ Animal Fat

➤ Levels detected: **80 – 200pg/g**

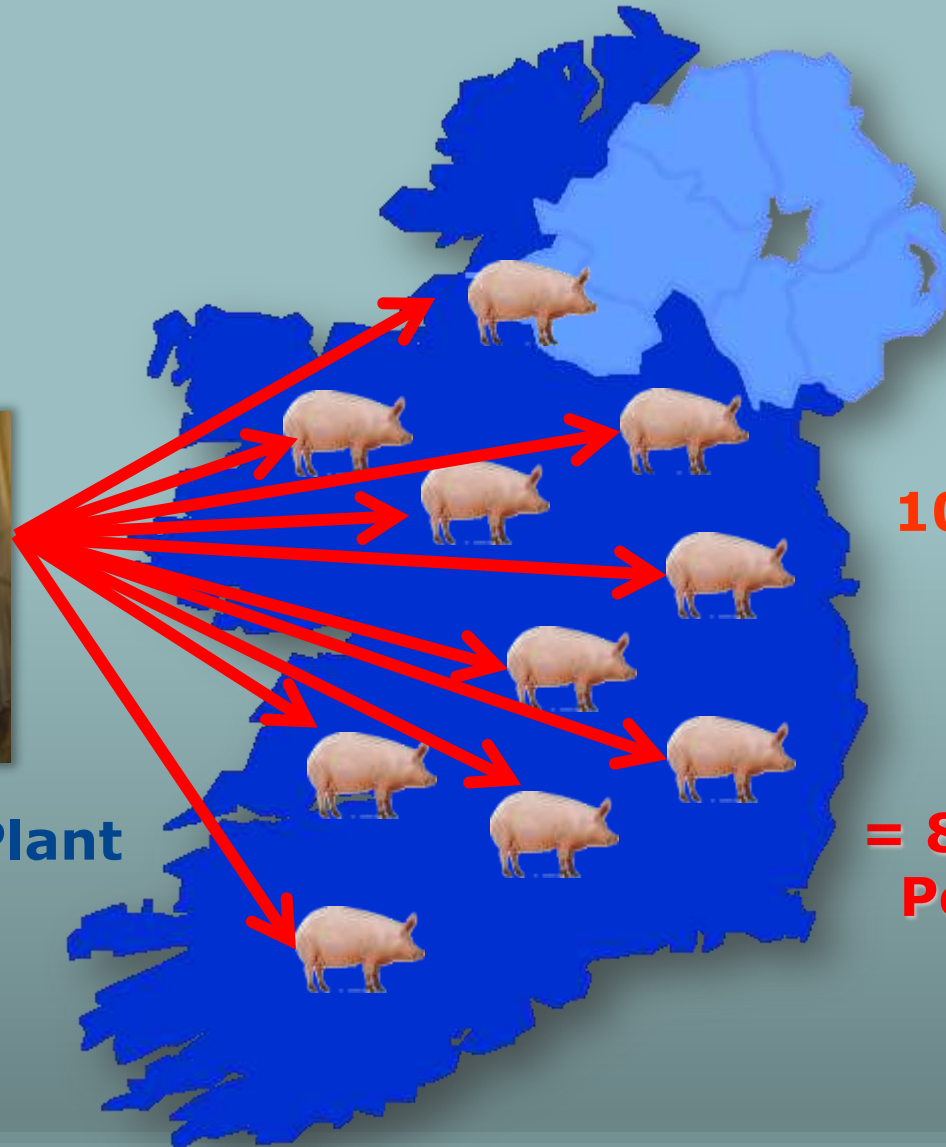
➤ EU Legal Limit in Pig Fat: **1pg/g**



Source of contamination



One Recycling Plant



10 Production Farms

= 8% National Pork Output



98% of National Output

10 Major Processing Plants



**98% Pork
Output**

150,000 t/year



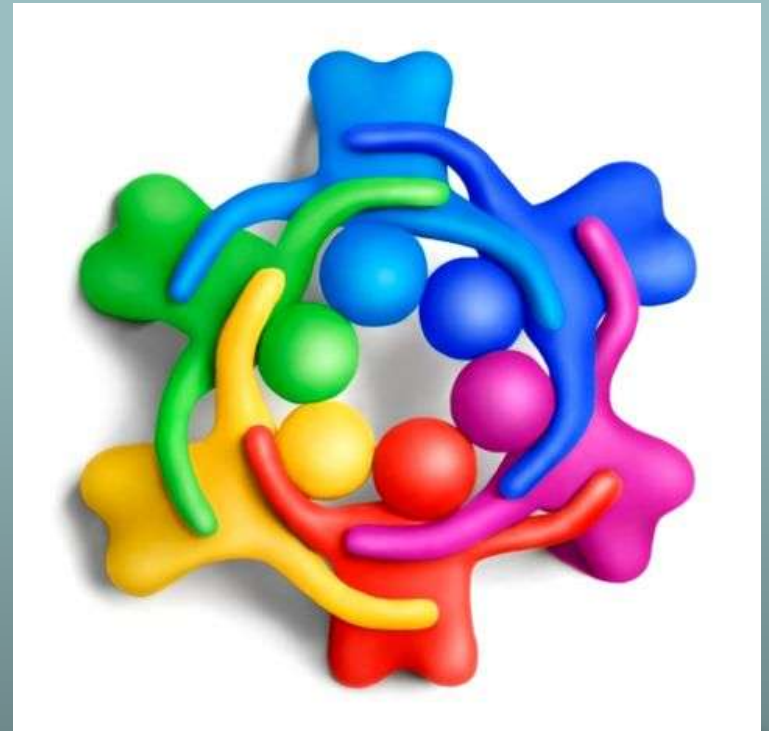
Monday 8th – Thursday 12th December

- **Q&As updated 16 times on website**
- **Advice Line Manned 8am-8pm**
- **Media queries handled**



Cross Agency Partnership

- Department of Agriculture, Food and the Marine
- Department of Health
- European Commission
- European Food Safety Authority
- Environmental Protection Agency
- National Consumer Agency
- Bord Bia



Crisis Communications Approach

- Central source of information – impartial and independent
- Distilling scientific information into layman's terms at all times
- Staying focused on our remit
- Recall had to be undertaken
- Appealing to common sense and rationale



Influences on Communications

- Scientific analysis of the health threat
- Media frenzy
- Increased levels of public fear
- Trade issues
- Blame and compensation
- Point scoring



Nuts and Bolts

- Crisis strategy confirmed – clear to FSAI objectives
- Press team established - 24 hour availability to media
- Key communications messages devised
- Spokespeople designated
- Twice daily communications meetings
- Media logging system activated



Our Early Communication to reduce the perception of risk



**Dioxins are familiar known risks.
Science understands them.
We are investigating.
We will do everything necessary to
reduce risk.**



Nuts and Bolts

- Daily press briefing
- Daily press statement with advice/recommendation
- Q&As monitored, refined and updated **16 times** – for use by all audiences
- Media monitored – online, print, broadcast
- Serious inaccuracies or misinformation corrected, as appropriate
- FSAI Advice Line manned from 8am – 8pm



Recognising Media role in Consumer perception of risk



Daily Press Conference

Intergovernmental sharing of press releases

Quick response to journalists

Consistent messages and honest answers



The Message

We Have Identified Toxins

We Have Recalled Product

We Have Identified Cause

There is No Health Risk

We Will Keep You Informed



Simple



No Matter How Strong the Message...



It Can Sink in



Maybe Not Simple...

385 Articles in National Press

200 Articles in Daily Press

872 Journalists Delivering the Message?

17 Television Programmes

200 Internet News Items



Did They Deliver The Simple Message?

Journalists Compete With Journalists

After 36 hours >1,700 newspaper articles on the crisis in titles spanning the globe

All pork is recalled

Total recall of pork and bacon after health scare

Routine tests triggered huge recall

IN PIGS' FEED

toxins 'were off the scale'

EU food authority has few concerns over Irish pork



All pork is recalled after toxin find in pigs

Edwin Kennedy
 All Irish pork products were recalled after the discovery of a toxin substance in slaughterhouse pig feed. The toxin was not found in the meat itself but in the feed.

No cause for health concerns, says watchdog

Ray Ryan
 Agribusiness Correspondent

CONSUMERS SHOULD NOT BE WORRIED BY THE RECALL OF PORK PRODUCTS AS THERE IS NO CAUSE FOR HEALTH CONCERNS, SAYS THE FOOD SAFETY AUTHORITY.

Food safety authority's helpline gets 'unprecedented' number of calls

Edwin Kennedy
 A HELPLINE set up by the Food Safety Authority of Ireland in the wake of the recall of Irish pork products last Saturday has received an unprecedented number of queries related to the issue of tainted or purchased products.

Total recall of pork and bacon after health scare

Consumers told not to eat pork and bacon after dioxins found in feed and fat samples



WHAT YOU SHOULD DO
 If you have bought any of the recalled products, you should not eat them. You should dispose of them in a safe way. If you have any questions, you should contact the Food Safety Authority on 1800 400 400.

Pork products recalled after toxin found in pig carcasses

Ken Foss
 Public Affairs Correspondent

THE government and the Food Safety Authority of Ireland (FSAI) are recalling all pork products from pigs produced in the Republic following the discovery of dioxins in animals at several farms.

The decision to withdraw the products was made last night after laboratory tests confirmed yesterday that dioxins were present in pig and pig feed at the farms.



PIG RECALL: A TONNAGE OF PORK THE EUROPEAN UNION

EU food authority has few concerns over Irish pork

Group says eating average amount of meat with highest level of dioxins poses no risk

THE European Food Safety Authority (EFSA) has said it has few concerns over the safety of Irish pork products. The authority said that eating an average amount of meat with the highest level of dioxins poses no risk to consumers.

Routine tests triggered huge recall



Public given assurances over dioxin health threat

by Ray Ryan

What not to eat

THE public has been assured by the watchdog that the recall of pork products is not a health threat.

What not to eat
 Could I have some... Shelves empty... massive probe into tainted meat!

PORK BANNED

All pig meat recalled by safety chiefs in toxic meat scare



FEARS ENGINE OIL WAS PUT IN PIGS' FEED

IT IS BELIEVED THAT ENGINE OIL WAS PUT IN PIGS' FEED AT SEVERAL FARM SITES IN THE REPUBLIC OF IRELAND. THE FOOD SAFETY AUTHORITY OF IRELAND HAS SAID IT IS CONDUCTING A MASSIVE PROBE INTO THE Tainted meat scare.

Pig feed toxins 'were off the scale'

Some dioxin levels in pig feed samples were off the scale, the Food Safety Authority of Ireland has said. The authority said that the levels of dioxins in the feed were significantly higher than the maximum permitted levels.

PIGGY IN THE MIDDLE



YOU'VE SAVED OUR BACON



Painters pipping out on pork after butchers and their shelves with sausages and rashers as the supermarkets restock pigmeat gets all-clear

Food safety body took 'correct' action to manage dioxin crisis

The government faced a... Sarah McElverney and M...

IRISH PORK & BACON APPROVED

The Department of Agriculture, Fisheries and Food

Bord Bia
Irish Food Board

Cowen says 'immediate and clear action' was taken



Japan praises Irish handling of pork scare

HARRY MCGEE
of the world's biggest markets. [Mr Ishiba] commended us very strongly on the action we took when we had the pork recall incident over dioxin. It was his view and that of his department that we which pork products, mostly frozen, are worth more than €20 million. He said that following the meeting, there were many opportunities for increasing agricultural exports," Mr Smith said. The possibility of the Japanese market being reopened for Irish beef was also raised during meetings the Minister held with the minister of agriculture and

Butchers back in business after health alert



SHOPPERS JOY AS PORK GOES BACK ON SHELVES

...but pig farmers face uncertainty as bail-out promised

...be tops week?

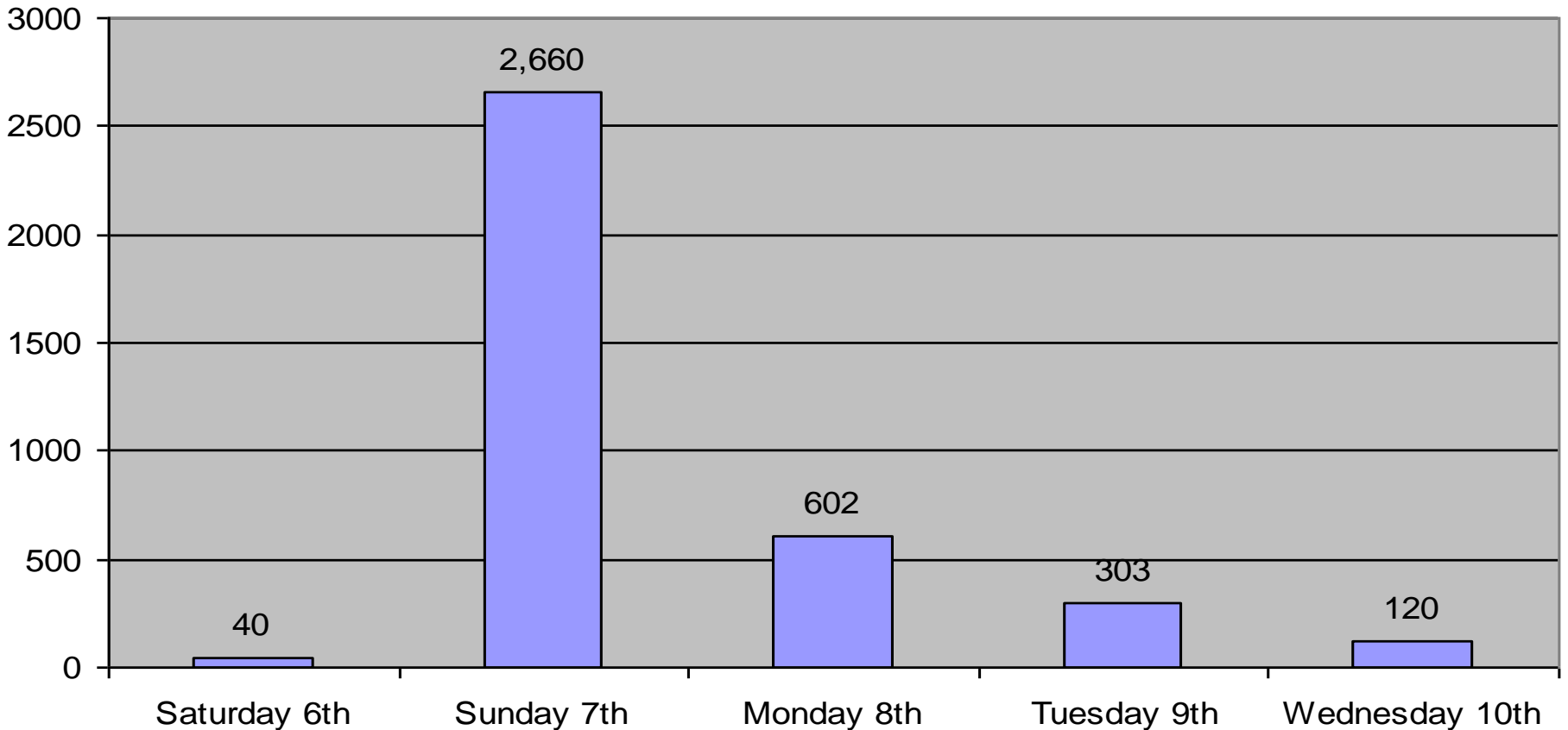
Is see pork and bacon get all-clear



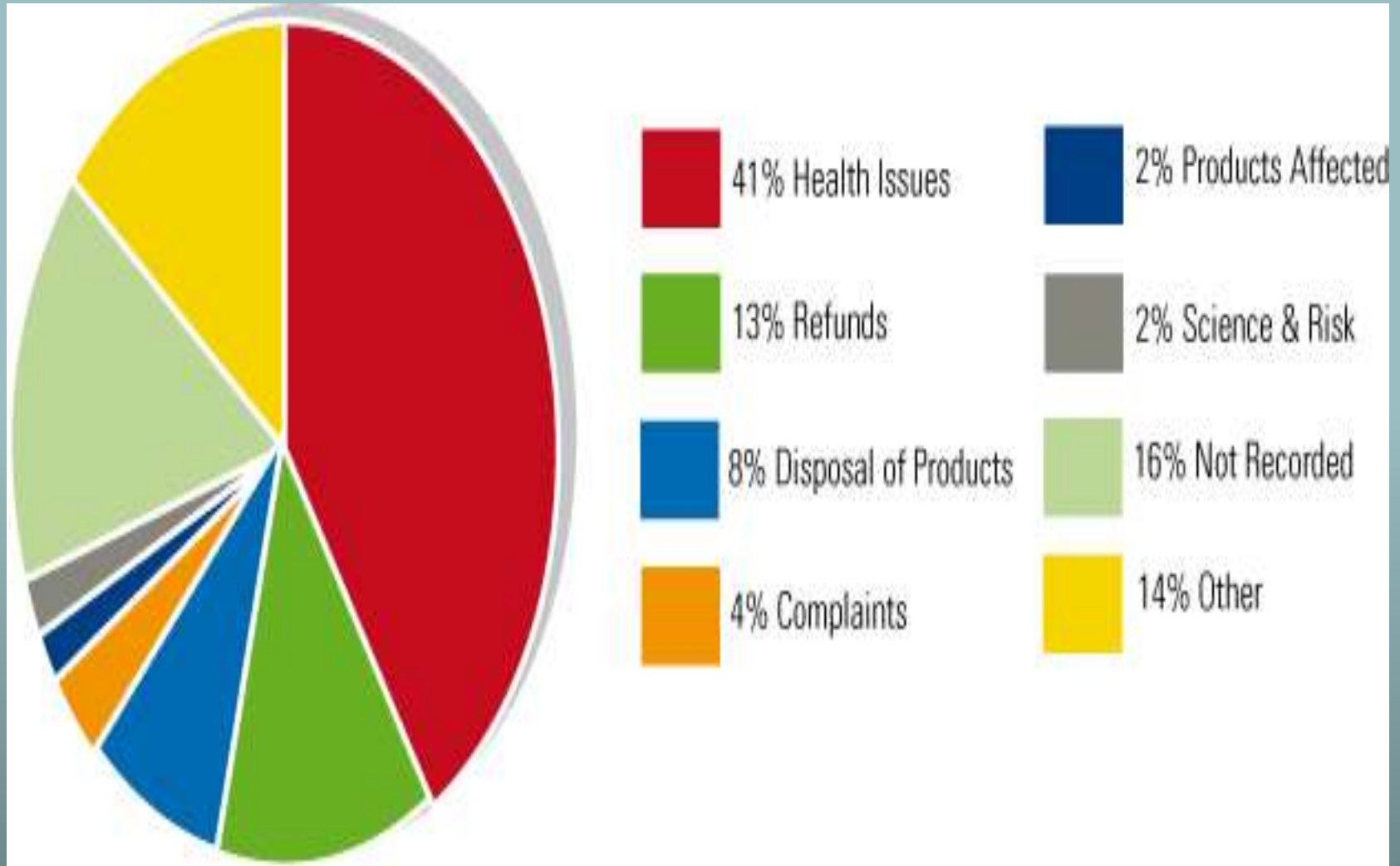
...APPROVED

Advice Line Calls (3,725)

Calls to advice-line on pork recall

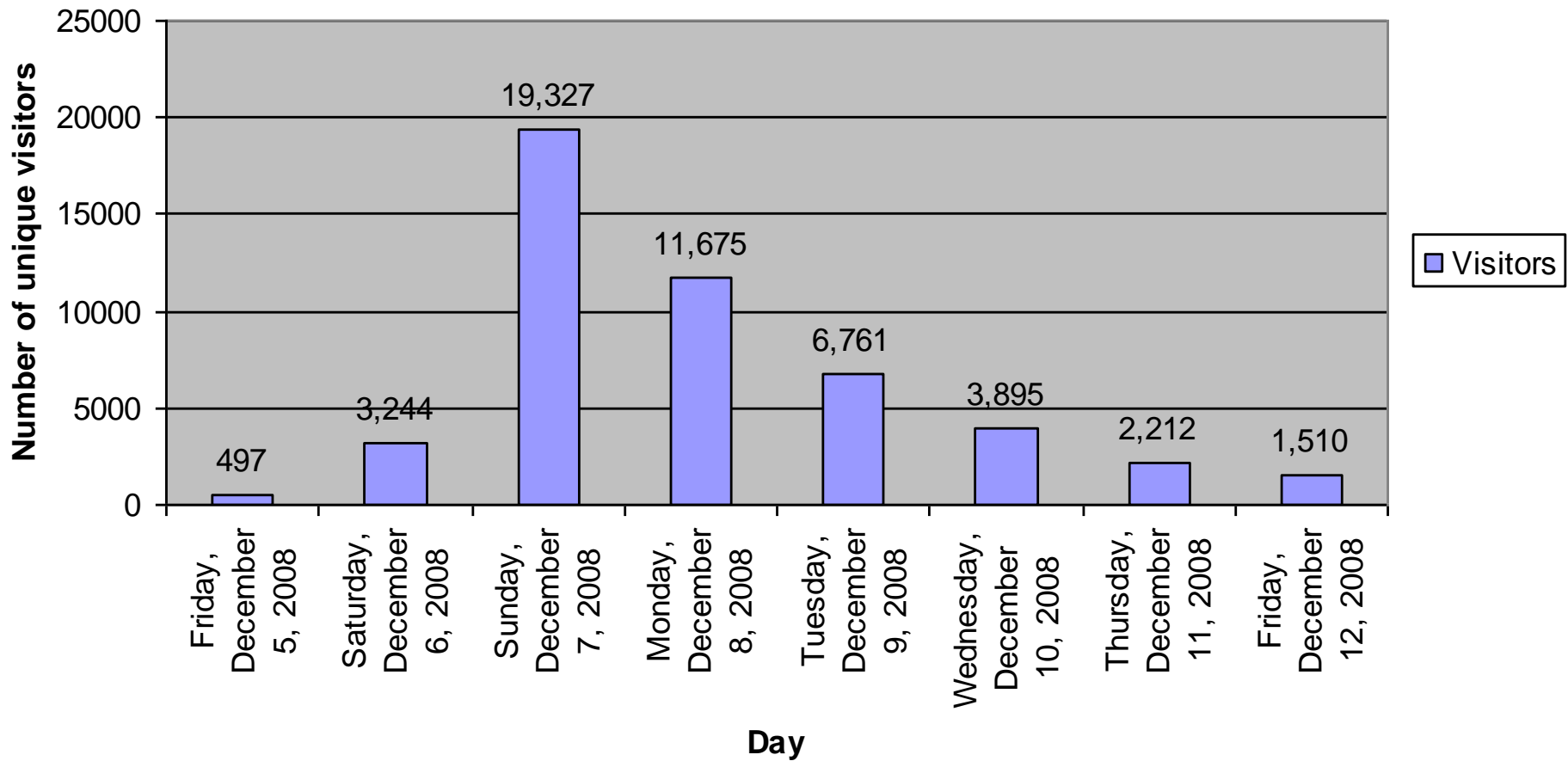


Category of Calls



Website Visitors (42,402)

Visitors to Website



International Press quotes...

“the Irish food industry is real about food safety”

“We tell our children that telling the truth is the best policy”

“the Irish proved to have the science and the forensic systems to deal with the issue”

“The whole point is that consumers can now see that the authorities have a way of investigating the full extent of a contamination incident”



Lessons to be Learned

- CRISIS PLANNING
- Value of Phone/Computer system
- Need a formal 'runner' as part of crisis team
- Media monitoring linked to Advice Line
- Out-of-hours contact details for all staff
- Messages for consumers, industry, colleagues and media

Please Explain to Our Viewers Why YOU allowed Citizens Die Due to Food Contamination?



2008 versus 2012



The Power of Social Networking

Truth Or Lies – Millions Will know in Seconds...

Just Press SEND...



What is Social Networking?



Social Networking is Kids Stuff...



Kids chatting...



Yes, but who are they chatting with?



Millions of followers – Council makes U-Turn...



Change In Dissemination...



- Discussed
- Validated
- Concise
- Controlled
- Scientific Language



...and then came TWITTER!



Social Media Effectively Means...



- Information
- Misinformation
- Untruths
- Misunderstood
Data
- Opinions

...just press the Button



Why Is This Important?

Non-Scientific Journalists
“interpretation”

Scientists in Germany Warn of Food Danger

... it is speculated that many will die

Experts differ on Food Crisis...

Food industry in turmoil...



Grab All Food Safety
Content From Twitter

Shift



Need to “upgrade” risk communication

- Media/Public Hear About Crisis At Same Time as Authorities
- Authorities Have to Manage Crisis and Media Together
- Potential for Severe Illness or Loss of Life High
- High Speed “Wrong” Conclusions Cost €millions
- Social Media = Loss of “Safe Space” for Reflective Decision Making

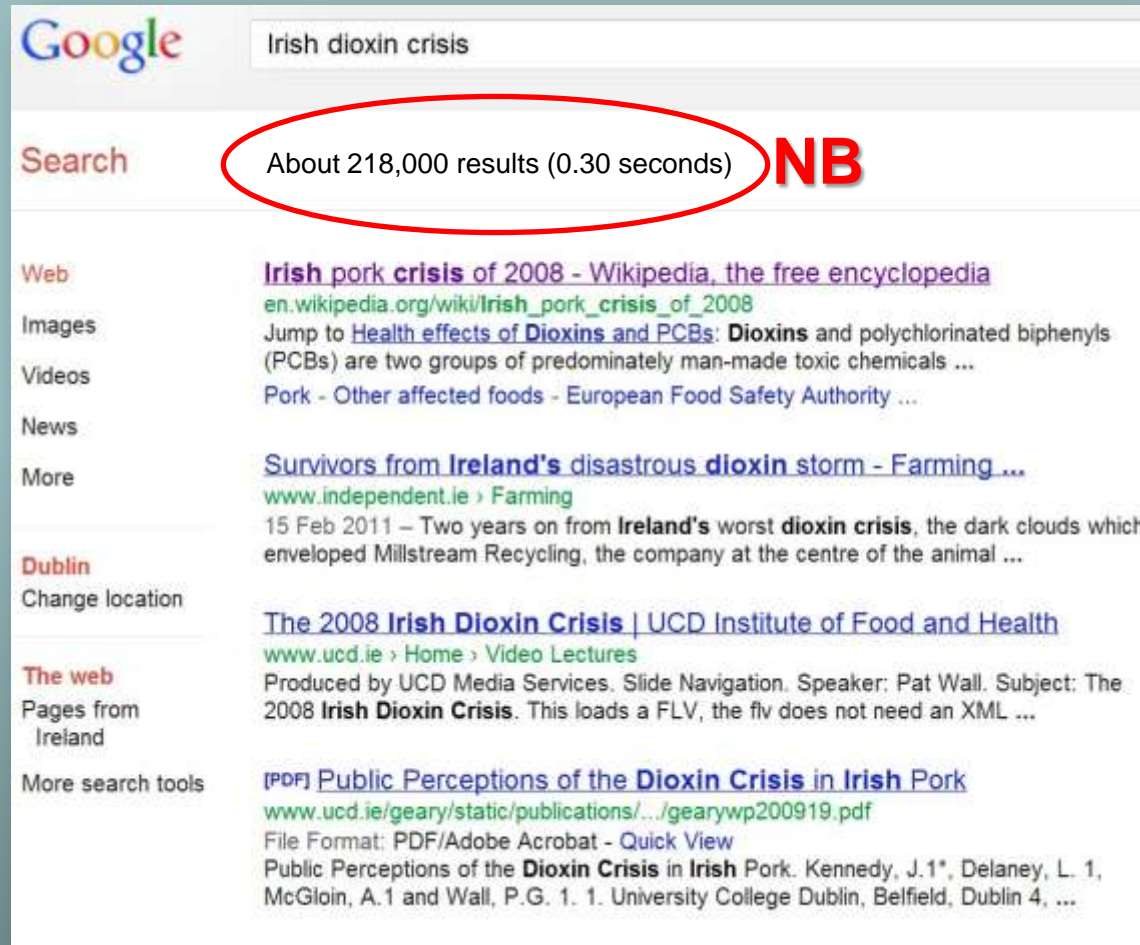


Important Fact...

“Control” of Information Is Gone Forever!



...and you can't recall it!



Google Irish dioxin crisis

Search About 218,000 results (0.30 seconds) **NB**

Web [Irish pork crisis of 2008 - Wikipedia, the free encyclopedia](#)
en.wikipedia.org/wiki/Irish_pork_crisis_of_2008

Images Jump to [Health effects of Dioxins and PCBs](#): **Dioxins** and polychlorinated biphenyls (PCBs) are two groups of predominately man-made toxic chemicals ...

Videos [Pork - Other affected foods - European Food Safety Authority ...](#)

News

More [Survivors from Ireland's disastrous dioxin storm - Farming ...](#)
www.independent.ie > Farming

Dublin 15 Feb 2011 – Two years on from **Ireland's** worst **dioxin crisis**, the dark clouds which enveloped Millstream Recycling, the company at the centre of the animal ...

Change location

The web [The 2008 Irish Dioxin Crisis | UCD Institute of Food and Health](#)
www.ucd.ie > Home > Video Lectures

Pages from Ireland Produced by UCD Media Services. Slide Navigation. Speaker: Pat Wall. Subject: The 2008 **Irish Dioxin Crisis**. This loads a FLV, the flv does not need an XML ...

More search tools [\[PDF\] Public Perceptions of the Dioxin Crisis in Irish Pork](#)
www.ucd.ie/geary/static/publications/.../gearywp200919.pdf

File Format: PDF/Adobe Acrobat - [Quick View](#)

Public Perceptions of the **Dioxin Crisis** in **Irish** Pork. Kennedy, J.1*, Delaney, L. 1, McGloin, A.1 and Wall, P.G. 1. 1. University College Dublin, Belfield, Dublin 4, ...



Trial by Twitter

I have identified
the virus as...

Linked in

How many samples
did you test?



I disagree with your
methodology...

You are wrong, my
tests say it's...

facebook



Instant global dissemination...

Monsanto Roundup weedkiller and GM maize implicated in 'shocking' new cancer study

French GM-fed rat study triggers furore



Total Clarity?

Who do I believe?



To Effectively Communicate Today...

- We Must Understand How People Consume Information
- Wild Tweets – Not Controlled Press Releases
- Know The “language” of Social Media
- In-house Expertise = Instant Response



What Do Scientists Need?

Perhaps a PhD in Tweeting?



A Very Good Place to Start...

Do NOT Read During a Crisis – It's Too Late!



Tools and Channels

1. Media relations
2. Websites
3. Printed publications
4. Digital publications
5. Meetings and workshops
6. Public consultations
7. Partner/stakeholder networks
8. Social networking (Facebook, MySpace, etc.)
9. Blogging
10. Microblogging (Twitter)



Research tells us.....

- **“The honesty and credibility of food risk managers has been related to trust in risk management actions and institutions”**
- **“consumers require information about how food risk management practices are being operationalised”**
- **“risk professionals should develop effective communication channels with media sources as well as directly with the public”**
- **“if a food safety incident does occur, responsive communication regarding the prompt responses of food risk managers.....should be provided in order to improve consumer trust in risk management practices”**
- **“the public are more likely to positively evaluate food risk management if they are aware how regulatory bodies...have learned from past incidents”**



Need to have a presence.....

facebook Search for people, places and things

Food Safety Authority of Ire... Home

Admin Panel Edit Page Build Audience Help Show Create Page

Food Safety Authority of Ireland
1,282 likes · 27 talking about this

Government Organization
Welcome to the FSAI's official Facebook page. Here you'll find updates on the latest food safety news in Ireland. For more info, click here <http://www.fsai.ie/>

About Photos Likes Notes 18 Events

MONDAY MORSELS!
If a product is labelled "keep refrigerated" or "keep chilled" and is

Hospital Ex

Edith Riegler @ Follow
Kush Organic M Follow
NWED Ireland @ Follow

Thinking of s
fsaiTV Subscribe

Business Start-Up Pack
...
... SERVICE SECTOR

This video is public.

Now
October
September
2012
2011
2010
2009
Founded

See Your Ad Here
Food Safety Authority of Ireland



**Good risk communication
isn't a one off event, it is
part of a comprehensive
system of engagement with
people**

**Building Trust when
there is No Crisis**

