

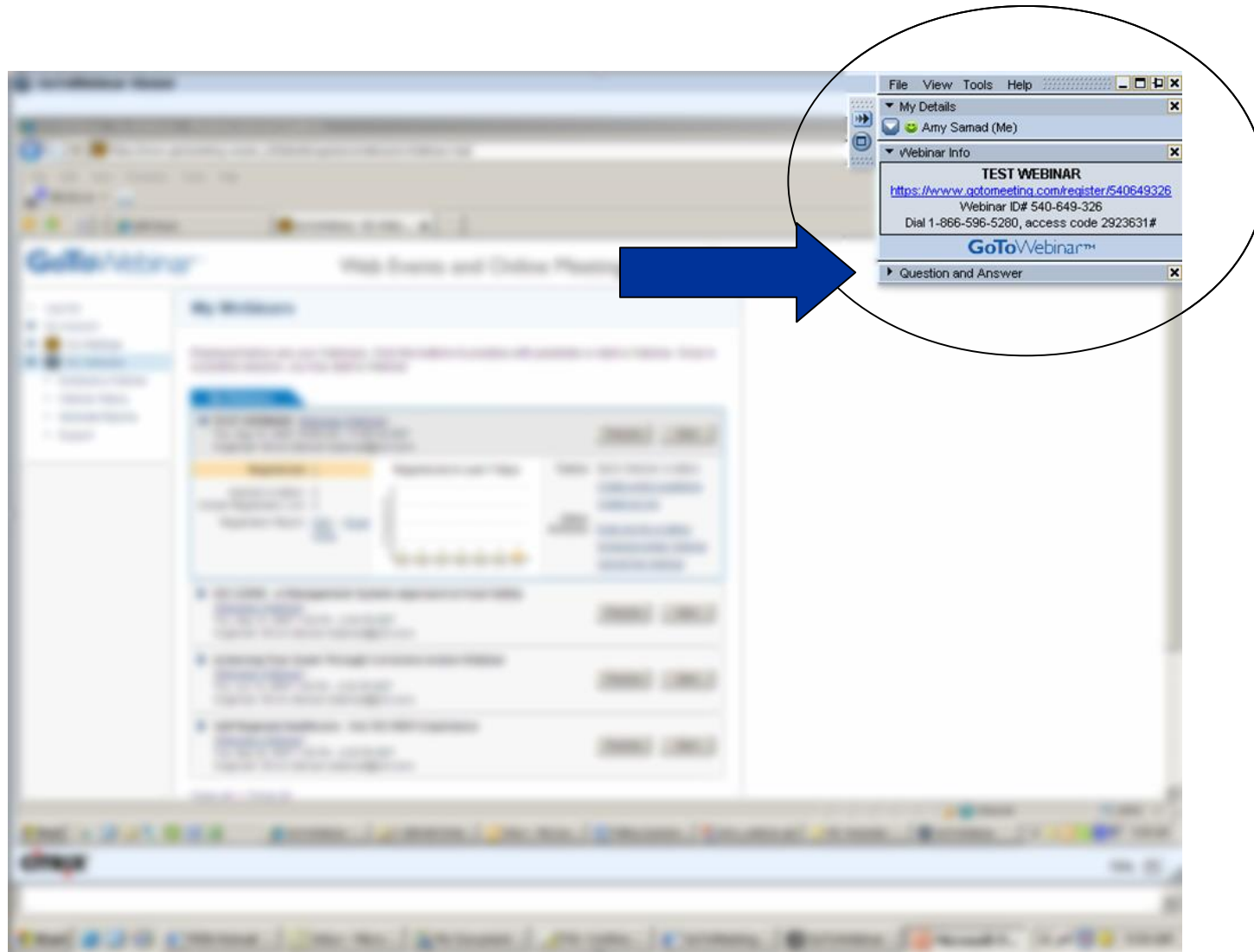


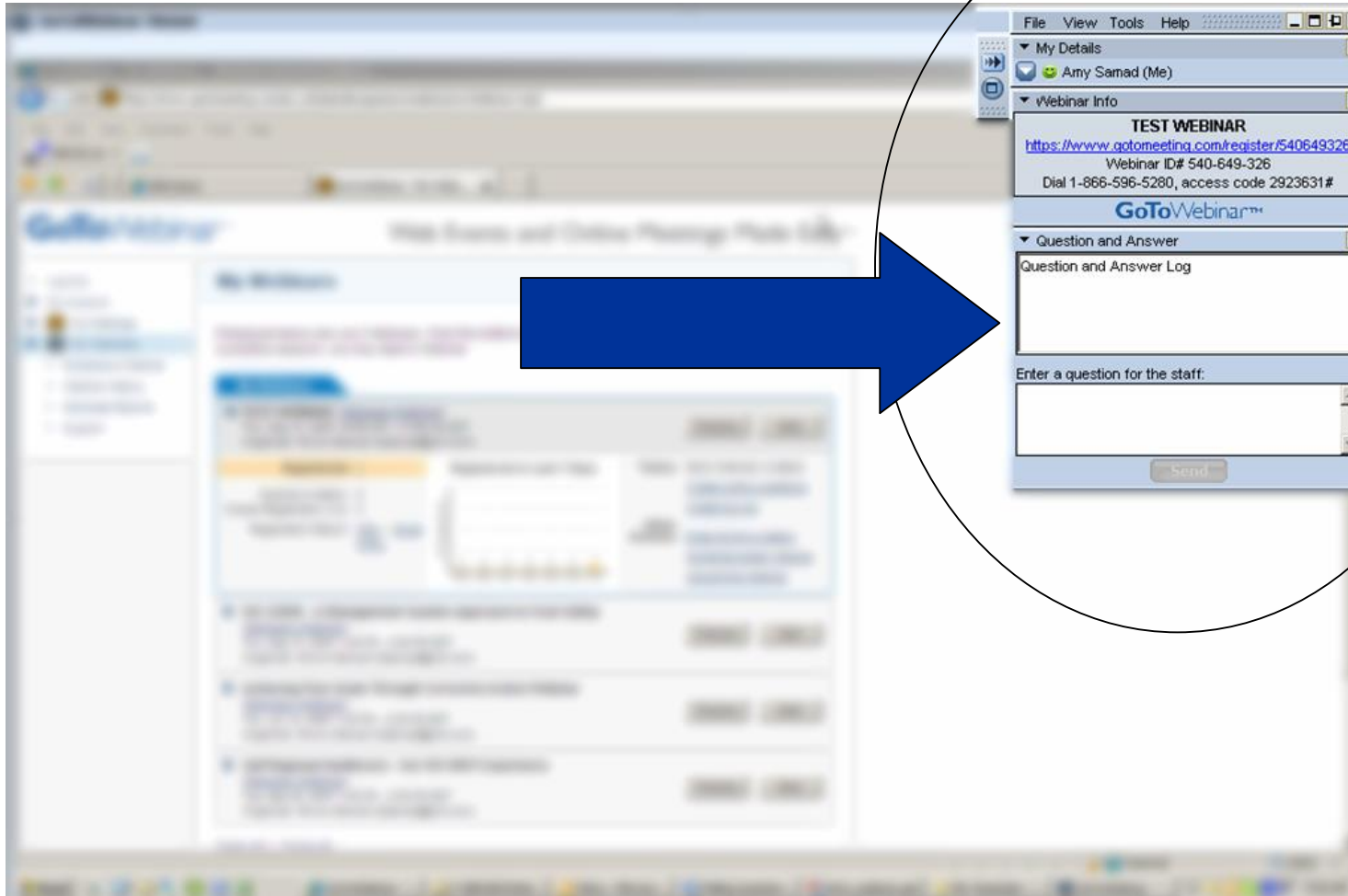
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MANAGING RISK DURING A PRODUCT CRISIS

PJRF SI – Your Partner for Food Safety





POLLING QUESTION # 1



PJRFSI – Your Partner for Food Safety

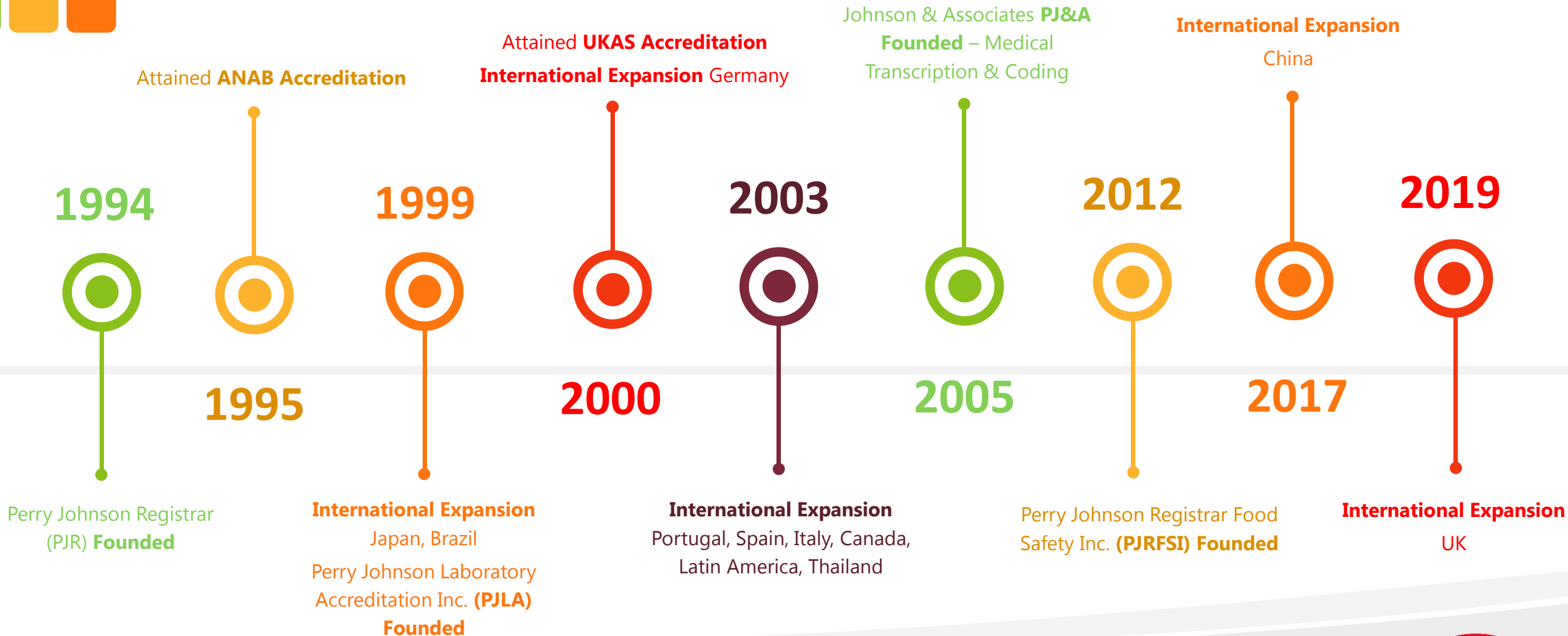
Paul Damaren

Senior Vice President of Food Safety &
Supply Chain, PJRFSI



PERRY JOHNSON, FAMILY of COMPANIES

OUR HISTORY



Working with the Entire Food Supply Chain



Imports



Farm



Marketer



Food Processor



Wholesaler
Distributor



Exports



Retailer



Consumer

Our Services

The Certification and Inspection industry has been deemed an essential service!

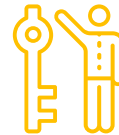
Here is a link of all [Essential Services Canada](#)

Here is a link of all [Essential Services USA](#)



Auditing & Certification

Third party risk-based certification of products and systems provides a solid infrastructure for organizations to maximize business performance, increase efficiency, drive continual improvement and manage risk.



Customer Specific & Second Party Auditing

Protect your brand and minimize recalls by building a robust supplier end-to-end program which will improve supplier processes, mitigate risk. Establish confidence your product vision is protected.



Supply Chain Solutions

Your companies supply chain is very complex and the need to manage these risks globally has never been more important. Perry Johnson Food Safety Inc. can help you control and eliminate many of the risks you face today in your supply chain.



Training Solutions

Speak to us about our customized onsite training options for your company. We conduct training to countless standards globally.

Perry Johnson Registrars Food Safety Inc.

FOOD SAFETY & SUPPLY CHAIN



FIRST PARTY

Customer Specific

Supply Chain Assessments

Food Safety, Quality, Brand Protection

Social Accountability, (SMETA, WRAP, CTPAT) EHS, OHS

Recall, Regulatory



SECOND PARTY

CB Owned Protocols

GMP - Good Manufacturing Practices
GAP – Good Agricultural Practices

GDP/GPP - Good Distribution/Packaging Practices

Cannabis/Hemp (Retail, Manufacturing, Cultivation)

HACCP (Seafood, Laundry)



THIRD PARTY

Accredited, GFSI

SQF, BRC, FSSC,

G.R.M.A. Dietary Supplements, Cosmetics, OTC's

GLOBALG.A.P, GFCP

ISO 22000, PrimusGFS



RETAILER ADDENDA

McDonald's, Costco

Whole Foods

Custom 1st, 2nd, Party programs

Product Attribute Testing



GOVERNMENT

FSMA

FSVP

VQIP

FDA/CFIA

Recognized Globally, Applied Locally

Standards, Accreditation and Scheme Owners



BRCS

FSSC 22000

SQF

GLOBALG.A.P.

CANADAGAP

GRMA
GLOBAL RETAILER AND MANUFACTURER ALLIANCE

primus GFS



FDA
FDA FOOD SAFETY
MODERNIZATION ACT

VQIP

PJ
PIRFSI
Cereals Safety Certification Program

**CERTIFIED
GLUTEN-FREE**
NATIONAL FOUNDATION FOR CELIAC AWARENESS
WWW.GF-CERT.ORG

**GLUTEN-FREE
SANS GLUTEN**
CANADIAN CELIAC ASSOCIATION
L'ASSOCIATION CANADIENNE DE LA MALADIE COELIAQUE

IAOB
INTERNATIONAL AUTOMOTIVE
OVERSIGHT BUREAU

APAC
ASIA PACIFIC
ACCREDITATION COOPERATION

ISO

ANSI ANAB
ANSI National Accreditation Board
Your partner in accreditation



**EN
CA**

ACCREDIA
LENTE DI ACCREDITAMENTO

UKAS
MANAGEMENT
SYSTEMS

ema



IAF
MEMBER OF MULTILATERAL
RECOGNITION ARRANGEMENT

ILAC-MRA

PJR FSI
Food Safety, Inc.

Why Perry Johnson Food Safety?

1. PJR – A Brand To Trust

- Previously recognized as the #1 reporting registrar,
 - (Source: www.iaar.org) Industry Association of Accredited Registrars
- Over 30 Years Of Auditing

2. Value Added Partner

- Complimentary plaque to every client
- Complimentary certificate
- Free webinar training
- Free press release & marketing tools for your business
- Option of virtual assessments

3. PJRFSI has the resources, capability, established infrastructure and commitment to support your mission, objectives and requirements.

4. PJRFSI will become your **trusted partner** for the following reasons:

- Our ability to align with your organization to achieve your food risk and brand protection objectives.
- The technical expertise of field-based audit and leadership & account management teams.
- Delivery of real time management information.
- Delivery of a close and transparent partnership with your organization
- Unparalleled expertise to be your partner in food safety management system assessments.



POLLING QUESTION # 2



Neshat Soofi

25+ years in the CPG industry

Experience: E-commerce, Retail, Manufacturing, Supply Chain

Startups to Fortune 500 Companies in US and Canada.

Expertise: Broad Range of Consumer Product

Categories: Cosmetics, Beauty, Personal Care, Food, Beverage, Supplements, CBD, Pet , Household Cleaners



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JIT Experts Hive

“Providing Just-In-Time Expertise to Help Your Business Thrive”



JIT Experts Hive

Mission

Activate & accelerate growth & speed to market by connecting Innovation to Knowledge. Bringing together like-minded companies and experts to create Win/Win.

Who We Are

A network of passionate, experienced hands-on consumer product experts dedicated to helping CPG companies thrive through practical, tested insights & best practices.

Industries

Consumer Product Goods (CPG);
Food, Beverage, Supplements, CBD, Pet, Cosmetics,
Personal Care and other Household Categories.



Who We Serve

Start ups to large global companies: Who regardless of size want to be agile and innovative.

Our Services

Expertise that flexes with your company needs: Product Development & Accelerated Commercialization- Product Quality, Safety & Regulatory Compliance- Supply Chain, Sourcing, Sustainability &



Managing Risk in a Product Crisis!

- Prevention & due diligence are must haves to minimize /mitigate risk
- Despite all control & preventions, incidents happen
- While in crisis how to minimizes further damage to customers & brand
- Many decisions to be made, things to get done, so little time!
- First things First!
 - Initial Product Decision: Minimize risk to consumer health & safety
 - Communication/ Reputation Management: Minimize brand/ reputation Impact
 - Root Cause Analysis & Final Product Decision
 - Corrective Action & Prevention Plan
- Readiness & Response Plan is a Must!
 - Not in the middle of a crisis
 - Not develop & archive
 - **Keep it Fresh!**



Foundations of a Robust Crisis Management

**Response Plan
&
Team Readiness**

**Root Cause Investigation
&
Correction & Prevention Plan**



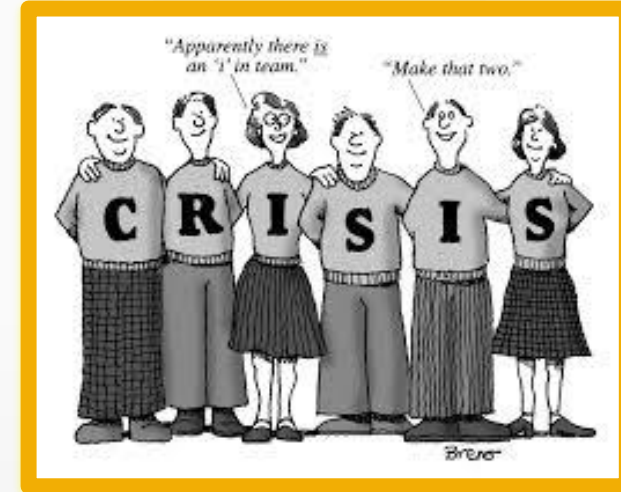
**Clear Decision Rights
&
Timely Execution**

**Communication
&
Reputation Management**

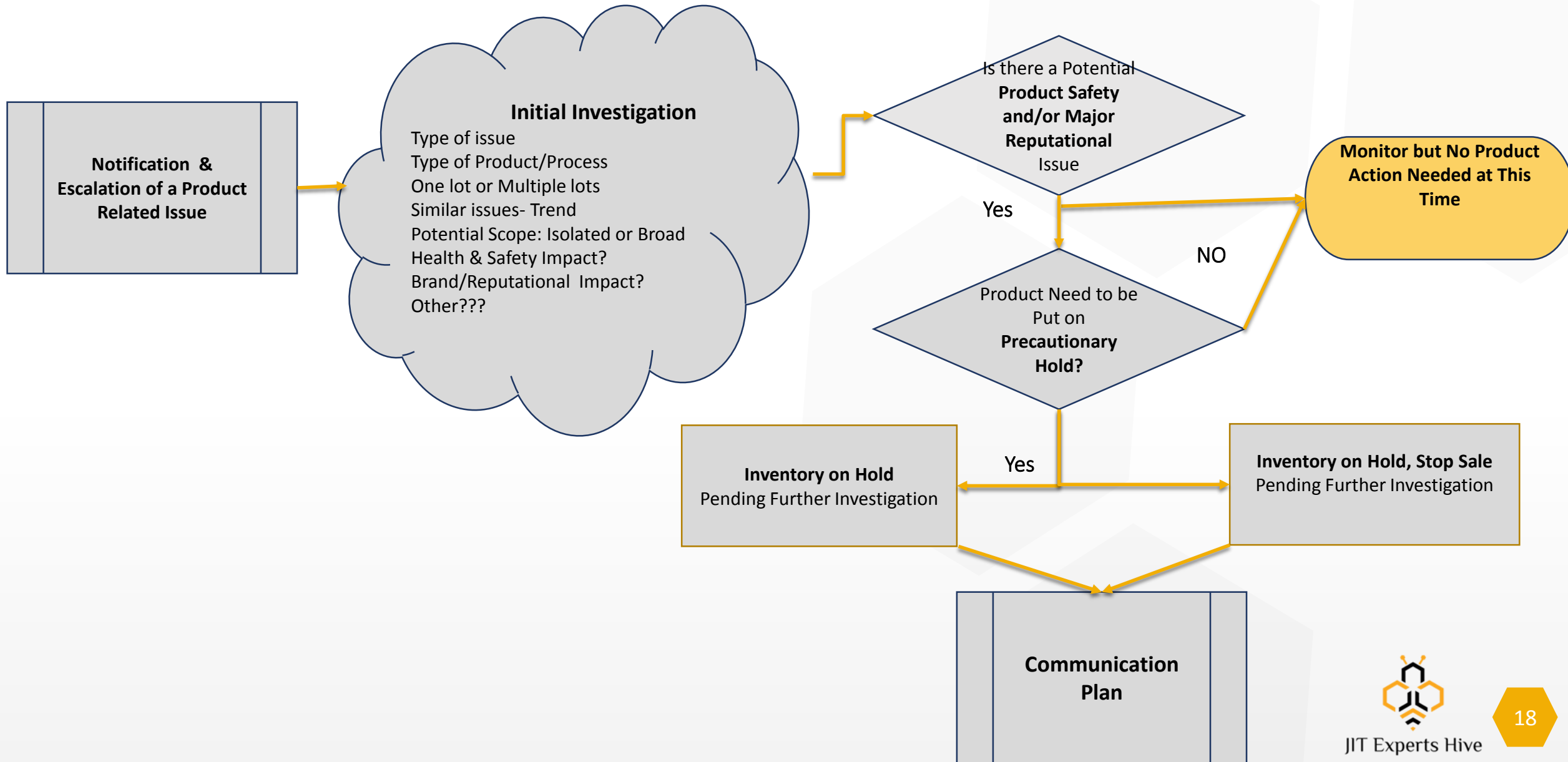


Crisis Management Team & Other Stakeholders

- The most important element
- Cross Functional & Back ups
- Not all the Stakeholders part of the team, e.g., Decision Makers, Supplier, Agencies!
- Clear Process & R&R RACI
 - ✓ RACI: Responsible, Accountable, Consult & Inform
 - ✓ Clear “Escalation Process” by Type of Incident
 - ✓ Action & Decision: What, Who, When, How
 - ✓ Communication
- Fast & Better Decision Making & Execution



1st: Initial Product Decision



2nd : Communication/ Brand Protection

Inventory & Potentially Production on Hold
Pending Further Investigation

Initial Internal Communication:

- ✓ Manufacturing (Owned-Contract)
- ✓ Suppliers
- ✓ Warehouse/DC/FC
- ✓ Sales/ Marketing/Social
- ✓ Inventory Team (Lock at cash register, OOS)
- ✓ Customer Contact Team
- ✓ Your Boss!
- ✓ Other??

Inventory on Hold, Stop Sale
Pending Further Investigation

Internal & External Communication

- ✓ Manufacturing (Owned-Contract)
- ✓ Suppliers
- ✓ Warehouse/DC/FC
- ✓ Sales/Marketing/Social
- ✓ Inventory Team (Lock at cash register, OOS)
- ✓ Customer Contact Team
- ✓ Your Boss!
- ✓ Leadership
- ✓ PR
- ✓ Legal Counsel
- ✓ Regulatory Agency
- ✓ Other??

- ✓ Throughout the whole process, not a one-time deal
- ✓ Internal : clear direction on what, who, when, how & where (system, Forms)
- ✓ External Key Partners: suppliers, customer, regulatory agencies,..
- ✓ What to say and what not to say
- ✓ Minimize safety risk & reputational/Brand risk
- ✓ Have communication protocols, contact info, templates,... ready & available



POLLING QUESTION # 3

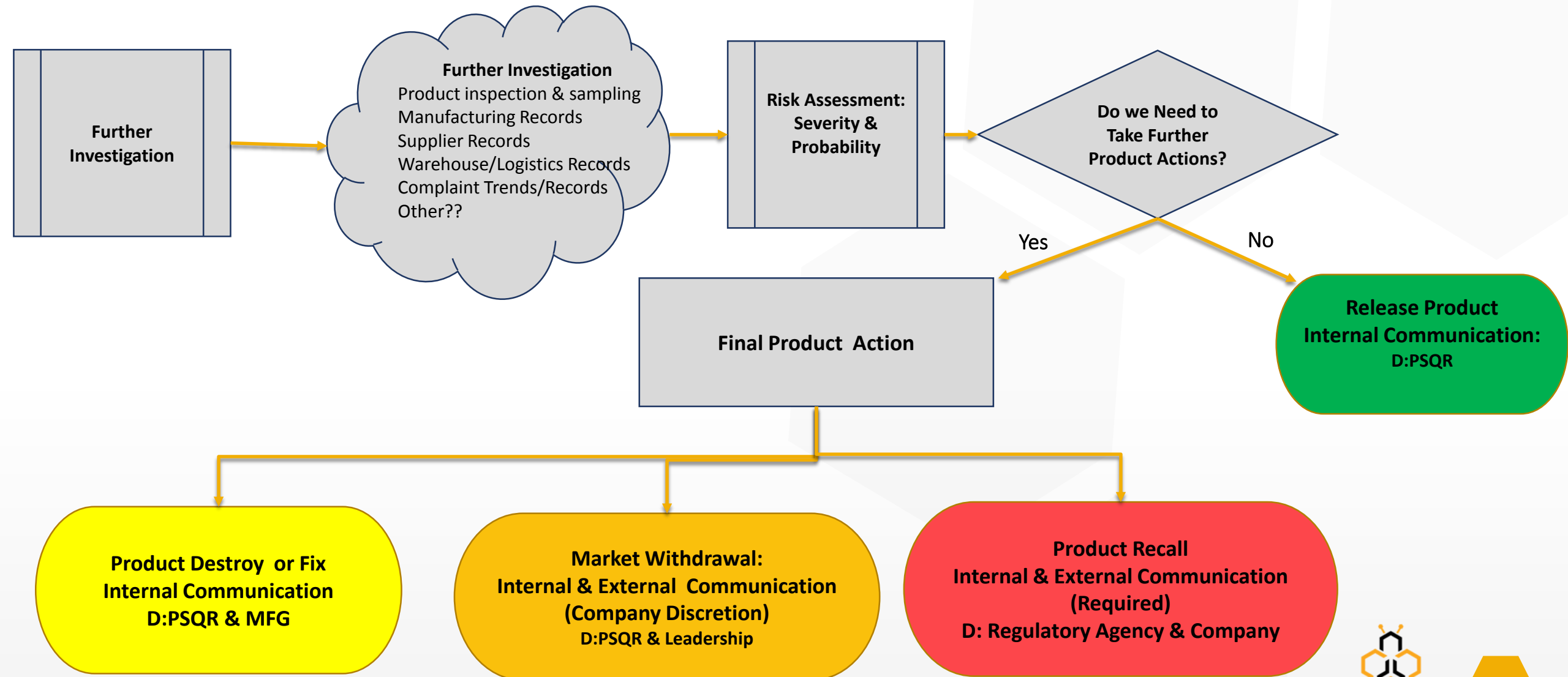




***" ON A POSITIVE NOTE, THE MASSIVE RECALLS DO
INCREASE BRAND IDENTIFICATION. "***



3rd: Investigation & Risk Assessment



Product Incident Risk Assessment

**Safety or Reputational
Impact Severity**

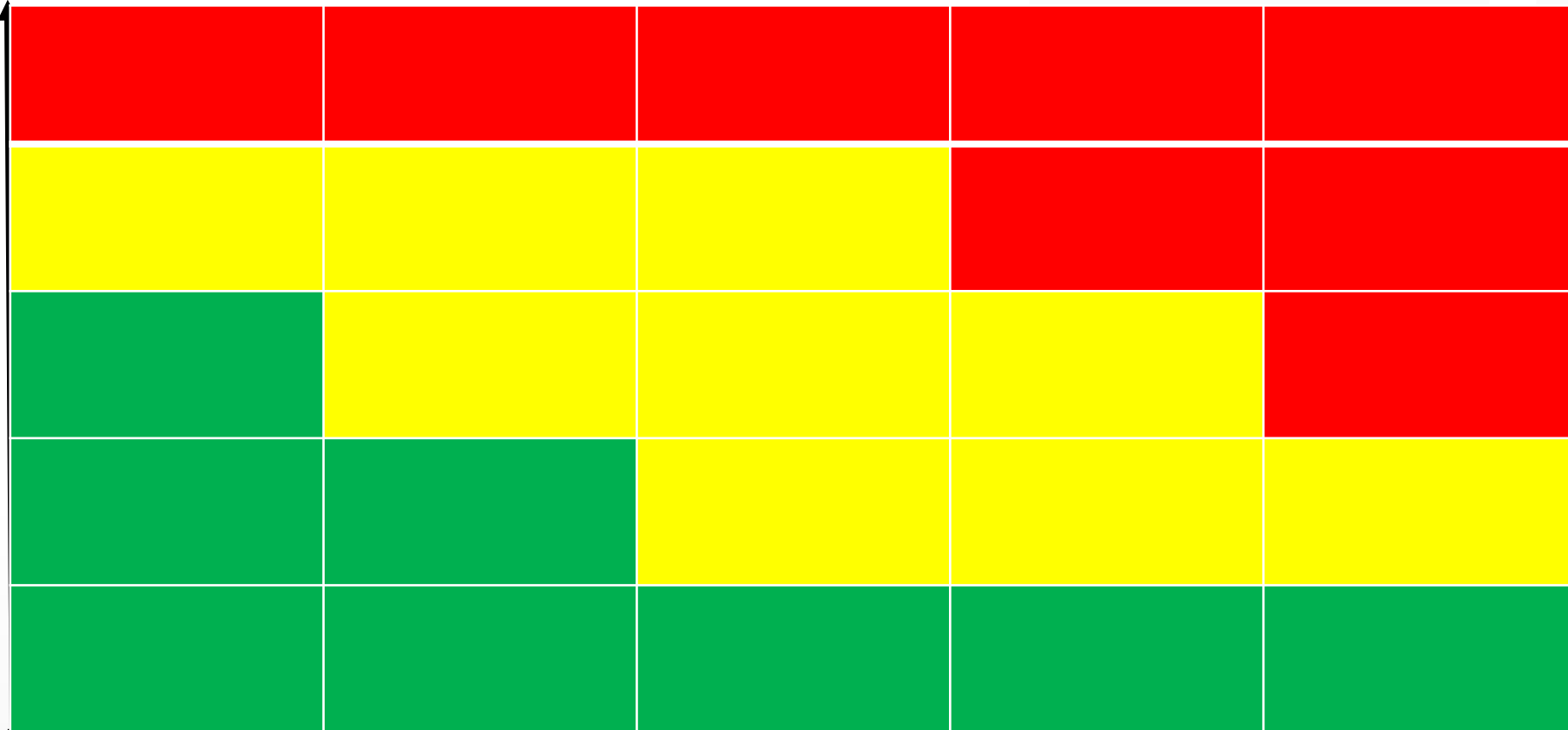
Extensive
Impact

Major Impact

Medium Impact

Low Impact

No Impact



Probability

Highly Unlikely

Unlikely

Possible

Likely

Very Likely



Product Hold & External/ Market Action



Product Hold & No External Action



No Product Hold



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Last but not Least!

Corrective Action & Preventative Plan

- Identify Root Cause(s)
- Implement Corrective Actions
- Establish Preventative Controls/Measures
- Assure Management Commitment
- Check CAP & Preventative Controls Effectiveness
- What Worked, What Didn't Work? Do a Postmortem
- Plan, Do, Check, Act

Both for the Incident & the Crisis Management Process



Incidents Happen, Systematic Failure Shouldn't!

- Check the adequacy of your programs when not in CRISIS
 - ✓ Keep the process fresh for the team
 - ✓ Find gaps and fix it
 - ✓ Have forms, contact info., links to regulatory,..... handy and part of your SOP
- When in Crisis
 - ✓ Stay calm
 - ✓ Don't become defensive, get into excuses, finger pointing or blaming game
 - ✓ Use a check list
- First Things First:
 - ✓ Stop further consumer health & safety risks (pull product, stop production,...)
 - ✓ Minimize brand & reputational damage (get advice when needed; legal counsel, PR & communication,..)
 - ✓ Root cause analysis and CAP after initial damage control
- Don't do it alone:
 - ✓ Internal team & external partners/advisors
 - ✓ Bring in experts when needed
- Communication throughout the Crisis
 - ✓ Keep emotions out
 - ✓ Factual, concise & timely (Use SBAR or other communication tools)
 - ✓ Right people, Right time, Right message



Remember 1, 2, 3 Rule!





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Contact Us:



952-240-0321
952-219-0222



jitexpertshive.com



info@jitexpertshive.com



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POLLING QUESTION # 4



UPCOMING WEBINARS



Date: Thursday March 4th, 2021 – 2pm est.

Webinar Title – Elevating Your Food Safety, the When, Where & Why. A Brand Owner Perspective

Webinar Description – Join Eric Hall, CEO of So Good So You as we discuss when it is beneficial for an organization to elevate their level of food safety beyond federal and customer requirements. With the goal of continuous improvement, how do you ensure your food safety team is evolving and staying ahead of the growth of the rest of the organization? And, how are you ensuring your teams are two steps ahead of your organizational needs by continuing to “level up” and stay fresh and relevant?

at the When are those decisions necessary? And is it relevant to everyone?

Speakers: Eric Hall, CEO, So Good So You



Date: Tuesday March 9th, 2021 – 2pm est.

Webinar Title: Food Safety Management Systems, Are They Equally Applicable to All Areas of the Supply Chain?

Webinar Description - How do manufacturer requirements in today's environment impact the hospitality industry? Do you provide end products to a restaurant or hospitality group? Are the same standards and programs being used and are they similar or different in today's world?

Speakers:

Dr. Bizhan Pourkomaillian, Global Director, Restaurant & Distribution Food Safety, McDonald's Corporation



Date: Thursday March 11th, 2021 – 2pm est.

Webinar Title - Enterprise Risk Management - Volume 1 - Effectively Communicating Risks from the Shop Floor to the Boardroom
Risk During a Product Crisis

Webinar Description - Join Neil Marshall, Managing Director of Guv Consulting International LLC, former GFSI Board member and former Global Director Quality & Food Safety at The Coca-Cola Company along with Giannis Stoitsis, Co-Founder and Chief Information Officer of Agroknow as they discuss the keys to risk and prevention, Horizon Scanning and using technology to actually "predict" risk in your business. You will hear about tools you can use to support your company's objectives.

Speakers:

- Neil Marshall, Managing Partner, Guv Consulting International LLC, former GFSI Board member and former Global Director Quality & Food Safety at The Coca-Cola Company
- Giannis Stoitsis, Co-Founder and Chief Information Officer of Agroknow



<https://www.pjrfsi.com/webinars/>





You've
got **QUESTIONS**
we've got **ANSWERS**