

# EGG INDUSTRY CRISIS COMMUNICATIONS

## Immediate Response Resource

The following document applies some general principles of crisis communication to provide guidance in the event of an immediate crisis.

It outlines a brief template strategy to help you make informed decisions, manage events and address the situation effectively.



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The IEC's role is to support its members however we are not a media news service and are not responsible for communications directly addressed to consumers via any media channel. Individual country associations are better placed to deal directly with national media.

Our aim is to provide tools to help you deliver an accurate rapid response, establish accountability and minimise impacts by limiting any potentially negative consequences for your business and the egg industry as a whole.

## **Document Overview**

The following documentation applies some general principles of crisis communication to provide guidance in the event of an immediate crisis. It outlines a brief template strategy to help you make informed decisions, manage events and address the situation effectively.

Additionally, this guide contains a number of refined responses that focus on specific crisis situations. These cover the following areas:

- Food Safety
- Egg Nutrition
- Avian Health

These sections are designed to equip you with examples of key messages and an approach to help you develop a suitable media response.

### **Crisis Communication Planning Manual**

To help safeguard your business, the IEC has also developed an overarching response framework document to help you to prepare in the event of future crisis scenarios arising.

Please refer to this document for a more comprehensive guide to crisis management planning.

[It is available to download from the IEC Library.](#)

## **What is a crisis?**

A crisis is a situation which:

- is unexpected or unpredictable
- has elements of the unknown and escalating intensity
- causes acute difficulty or danger
- interrupts normal business operations
- impacts an organisations external reputation
- impacts company and/or industry financial performance
- requires difficult or important decision to be made

## **When facing a crisis, it is important to remember:**

- Communication is a two-way exchange of information - be prepared to engage with your audience; be honest and transparent.
- The goals of crisis communication are to enhance knowledge and understanding, you want to build trust and credibility, encourage dialogue, and influence attitudes, decisions, and behaviours.
- Be sure you are equipped with the facts and only present these as they become available.
- People typically want to know that you care, before they care about what you know.
- People under stress typically have difficulty hearing, understanding and remembering information, so keep your communications concise and reiterate the key points that you wish to convey.

## **KEY CONSIDERATIONS**

- What has happened?**
- What needs to be done?**
- Who needs to know?**
- Who is the spokesperson?**
- Who needs to act?**
- What should be said?**

## Considerations

When initially addressing a difficult situation, it will be helpful to consider the following seven rules for effective crisis communication. Taking time to appraise your approach will help ensure a more successful outcome:

1. **Accept and involve the receiver of information as a legitimate partner:** People have the right to participate in decisions that affect their lives.
2. **Plan and tailor communication strategies:** Different goals, audiences and communication channels, as they require different communication strategies.
3. **Listen to your audience:** People are usually more concerned about psychological factors, such as uncertainty, ethics, responsiveness, fairness and compassion, rather than the technical details of a crisis. As the communicator you must be willing to listen carefully to and understand the audience.
4. **Be honest and open:** Trust and credibility are among your most valuable assets.
5. **Coordinate and collaborate with other credible sources:** Communication is enhanced when accompanied by referrals to credible, neutral sources of information. Few things hurt credibility more than conflicts and disagreements among information sources.
6. **Plan for media influence:** The media play a major role in transmitting information. It is critical to identify the key messages that you wish the media to deliver and to engage effectively with the appropriate media channels.
7. **Speak clearly and with compassion:** Technical language and jargon are major barriers to effective communication. Keep your communications as straightforward as possible so you do not alienate your audience.

## Communication Checklist

When it comes to managing an immediate situation, we have provided the below condensed checklist to follow. If your organisation is intending to develop a crisis communication strategy to refer to in future, then a more comprehensive checklist is available in the IEC's Planning Manual.

Following this crisis communications protocol will help you to generate a comprehensive and appropriate response; considering all the areas that are specifically relevant to any given crisis.

### **Step One: Understanding and Assessing the Situation**

- *You need to gather and process the facts before you act*

### **Step Two: Identify your Crisis Communication Team**

- *Who is the best person to represent your company and manage the crisis?*

### **Step Three: Develop Your Response**

- *Create and delete an effective message*
  - *Within this section you'll also find: Fact sheets, example Message Maps and press releases*

### **Step Four: Communicate with Audiences**

- *Who do you need to inform?*
- *How are you going to reach them?*
- *What are you going to say?*

### **Step Five: Re-evaluate Conditions**

- *Keep on top of your communications as the situation evolves*

### **Step Six: Define Recovery**

- *What lessons can be learned from your experiences?*
- *Can the industry benefit from these events and how they have been managed?*

We finish with some helpful:

### **Media Tips**

- *What to do and what not to do when engaging with the press*

## **Step One: Understanding and Assessing the Situation**

Information gathering is the first critical step. Try to obtain as much of a factual summary of the event/situation as possible. This will be vital in determining the extent of the crisis and the corresponding response. Make every effort to answer the following questions, as this will help you to formulate a full and considered response, as well as providing support for your key messages.

### ***What were the trigger points / impact / location***

- Who or what is involved?
- What is the cause?
- How serious is the problem?
- Do you have concerns for vulnerable consumers?
- Has anyone been hospitalised or is demonstrating adverse health effects?
- What are the effects on markets and / or the environment?
- Where has the situation arisen?
- How widespread is the issue - is it of local, national or international concern?

### ***Create a timeline of events and contact sheet***

- When did you first learn about the issue?
- How long has it been going on?
- Who first learnt of the problem and who is involved? (Collect the relevant names and contact information)
- Will the problem get worse?
- Is there a deadline?
- What will happen if nothing is done?

### ***Relevance***

- Why are you being contacted?

### ***Responses***

- What has been your response so far?
- Are regulatory agencies involved? If so, what are they doing?
- What possible actions can be taken to address the issue?
- Will the company / industry change or stop what has led to the crisis? If not, why?
- What steps can be put in place to prevent future occurrences?

## **Step Two: Identify your Crisis Communication Team**

Decide who the most appropriate person is to respond and implement your crisis communications strategy. When appointing a spokesperson, consider who is the best informed and most suitably equipped individual. The nominated person will need to be rational, level headed and can remain composed and present the facts in a clear and compassionate manner. They must be able to articulate your key messages and engage with the media effectively.

Address the need for third party resources and identify any specialists that can help deliver your responses to this particular crisis e.g. food safety representative, law enforcement, legal advisor, government department etc.

Identify and contact any third parties that might be able to help and maintain your relationship with them throughout the crisis as they can validate and support your position.

Understand the roles and responsibilities of others within the industry, this can include regulators, producers, trade associations, distributors, retailers and customers that have been affected.



## Step Three: Develop an Appropriate Response

### Talking points

It is important when engaging with the media to establish authority and demonstrate the integrity of the egg industry. Generate some key background information to help achieve this by considering:

1. Your company and industry history
2. The economic significance / production volume
3. Any relevant training / certification / special acknowledgments that may help present your business in a positive light

When addressing a specific crisis, it is your primary objective to formulate key messages to provide one clear overall message in a timely manner.

### **Remember the 'Four Rs' of crisis communication:**

Regret	Firstly, start by expressing concern that an issue has arisen, even if no one is at fault.
Responsibility	Whether the cause of the problem was the organisations fault or not, the organisation should be prepared to take responsibility for solving the problem. Your actions will reinforce your words and provide a credible demonstration of the organisations commitment to doing the right thing.
Reform	Your various stakeholder audiences must know the organisation is taking steps to ensure the problem will not happen again.
Restitution	If appropriate, detail how you and the industry will help those who have been affected by the problem.

## Preparing Messages

You can improve the effectiveness of your responses by implementing this five-step model during the planning stages:

<b>Your answers should:</b>	<b>How to do this:</b>
1. Express empathy	<ul style="list-style-type: none"><li>• Use personal pronouns – I, we, our, us</li><li>• Indicate through actions and words that you share concerns of those affected by events</li><li>• Acknowledge the legitimacy of fear and emotion</li><li>• Connect to key messages</li></ul>
2. State the key messages	<ul style="list-style-type: none"><li>• Limit the number of words used to a maximum of 27</li><li>• Limit the length to no more than 9 seconds</li><li>• Use positive, constructive and solution orientated language</li><li>• Set messages apart with introductory words, pauses or inflections</li></ul>
3. Provide supporting information	<ul style="list-style-type: none"><li>• Use three additional facts</li><li>• Use visuals, graphics, maps, video or photography</li><li>• Use a personal story to illustrate the facts</li><li>• Cite credible third parties or sources of information</li></ul>
4. Repeat the key messages	<ul style="list-style-type: none"><li>• Summarise or emphasise the key messages</li></ul>
5. State future actions	<ul style="list-style-type: none"><li>• List specific next steps</li><li>• Provide contact information for obtaining additional information or advice</li></ul>

# **Factsheets, Example Message Maps and Press Releases**

- **Food Safety**
  - **Nutrition**
- **Avian Health**

## Creating a Message Map

During a period of crisis, it is essential that all communications issued are accurate and easily understood by your audience.

Message Map development is an effective tool for achieving message clarity and conciseness. Message Maps serve as a visual aid and roadmap for displaying responses to anticipated high concern issues or questions.

Preparing relevant Message Maps for specific situations will help to ensure that your organisation speaks with a unified voice by recording the facts as they stand. The Message Map will be a valuable tool for establishing trust and credibility with stakeholders.

When starting to create a Message Map for a specific crisis you must consider the following aspects:

- Stakeholder – who is the message going to?
- Question or concern – state the issue being addressed to maintain focus
- Key Messages (1-3) – messages should be simple, concise and brief (no more than 27 words)
- Supporting Information – amplifies the key messages by providing additional facts or details

We have provided some example templates for your reference. Each crisis is unique, the key messages and supporting information that you prepare are likely to require a level of personalisation to cover the specifics of any given situation.

As events develop your key messages will also need to evolve to encompass new facts as they emerge and to inform the media of your updated response or actions.

## Food Safety

Food safety is paramount to the integrity and reputation of the egg industry as a whole. Every effort is made to ensure food borne illness is not derived from pathogens in eggs and the industry works to rigorous standards and guidelines to safeguard consumers. However, from time to time, unforeseen events unfold that require a response from egg businesses as the source of an outbreak.

The key areas of concern most commonly relate to:

- RESIDUES
- BACTERIOLOGICAL
- PRODUCT RECALL – TAMPERING

### Talking points

- Which products are affected?
- Which products are unaffected?
- What pathogen has caused the problem?
- What are the risks?
- What actions are being taken by the authorities?
- What actions should consumers take?

## Example Message Map – Residues

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
Our primary concern is to protect the health and safety of consumers who choose to eat eggs and egg products.	The use of <b>(XXX)</b> is illegal in the production of food for human consumption in <b>XXX</b> .	We are working with government authorities, police and retailers to ensure that every security precaution is being taken to provide consumers with complete confidence in the safety of eggs.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
We are doing everything we can to ensure that only safe high-quality products are available for sale and consumption.	The Maximum Residue Limit (MRL) of <b>(xxx)</b> in eggs is set at the detection limit of <b>(0.00X mg/kg)</b> within the <b>European Union. (XXX)</b> is classed as a <b>(WHO Class II moderately hazardous pesticide)</b> .  <b>(Adapt accordingly)</b>	There are no reported injuries or illnesses associated with this event.  <b>(Adapt accordingly)</b>
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
There are stringent production practices in place to ensure food safety and egg quality.	Levels exceeding the threshold of <b>0.XX mg/kg</b> could have possible negative health effects.	A criminal investigation has been initiated.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
<b>Action to date – products recalled – customer advice*</b>	As technology advances it becomes ever easier to detect decreasing amounts of residues within products, making eggs safer by exposing the presence of potentially harmful substances.  <b>(Adapt accordingly)</b>	Following the outcome of the investigation we will make any necessary changes to our policies to further safeguard consumers.

*\*For additional recall information, please review the Product Recall – Tampering Message Map*

## Example Message Map – Bacteriological (e.g. Salmonella)

Other potential bacteriological threats that may arise include: E-coli / Listeria

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
Our primary concern is to protect the health and safety of consumers who choose to eat eggs and egg products.	Since <b>2016</b> the <b>Advisory Committee on the Microbiological Safety of Food</b> have recognised the low-level risk presented by eggs produced under the <b>Lion Code</b> or equivalent schemes.  <b>(Enter your national quality assurance standard guidelines)</b>	Properly cooked eggs are completely safe to eat.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
The batches of eggs that are possibly affected have been identified and removed from sale. *	Significant efforts have been undertaken to reduce Salmonella in laying flocks which has had a remarkable impact on reducing levels of infection in humans.	Salmonella is killed at temperatures in excess of 160°F / 71°C.
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
The potentially affected eggs make up only <b>XX%</b> of all eggs produced in <b>XXX</b> and have been voluntarily removed from store shelves.	At this time <b>XXX</b> people have reported symptoms of food borne illness including diarrhoea, fever and abdominal cramps.  <b>(update as necessary)</b>	At this time <b>XXX</b> national guidelines recommend consumers <b>XXX</b> with their eggs.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
With prompt action we hope to minimise the risk to the public, anyone with concerns is advised to dispose of eggs purchased <b>XXX</b> and replace with fresh eggs.	In most cases, illness lasts 4–7 days and people recover without antibiotic treatment. Younger children and vulnerable adults are more at risk.	Following the outcome of the investigation we will make any necessary changes to our policies to further safeguard consumers.

*\*For additional recall information, please review the Product Recall – Tampering Message Map*

## **Product Recall - Tampering**

Tampering with eggs or egg products is primarily a food safety issue, any real, perceived or threatened tampering of eggs or egg products is a crisis.

Keep in mind that there are several motivations behind food tampering, these include extortion for personal gain, labour management issues, mischief or possible deliberate subversion by a specific group to raise their profile.

A situation is classified as tampering if:

- Any foreign object or substance found or purported to be in an egg package, including boxes of grade eggs or packages of frozen, liquid or dried processed egg that cannot immediately be attributed to a failure in normal working practices.
- Anyone receives a threat that eggs or egg products have been or will be tampered with, either directly through the introduction of a foreign object or substance or indirectly through injection or ingestion of a harmful substance by layer hens.

### **IN ANY CIRCUMSTANCE OUTLINED ABOVE YOU MUST CONTACT THE POLICE IMMEDIATELY**

- Share what is known or thought to be known with the Crisis Management Team
- Identify what is not known: Follow up should be assigned to determine if information suspected to be true can be verified as true
- Maintain a log as information becomes available:
  - The type and amount of product affected
  - If human illness or injury has occurred, is it being monitored?
  - Details of the companies affected including:
    - Businesses affiliated to those affected
    - Other poultry businesses in proximity to those affected
  - Identify the foreign substance responsible, if any
  - Contemplate a product recall or public warning measures
  - Actions undertaken or required by policing authority
  - Availability of government or industry associated officials that may be able to assist in managing the situation



## Example Message Map – Product Recall (Tampering)

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
Our primary concern is to protect the health and safety of consumers who choose our products.	We are doing everything we can to ensure that only safe, high quality products are available for sale and consumption.	We are working with government authorities, police and retailers ( <b>adapt as necessary</b> ) to ensure that every security precaution is being taken to provide complete confidence in the safety of our products.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
<b>XXX</b> products have been affected with <b>XXX</b> . These have been recalled from retail shelves.	We have established a helpline / website containing more information about the affected products.	At this stage we believe the attack to have been motivated by <b>XXX</b> .
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
We make every effort to earn and build public confidence in our food supply – confidence the public deserves to have.	Our egg products are among the safest in the world and this is the <b>first time</b> there has been an incident of this kind.  <b>(adapt as necessary)</b>	We are fully co-operating with the Police's investigation.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
At this stage we advise consumers to be vigilant for product tampering and if you have any doubts please supply the product as potential evidence to the police.	Thankfully, there are no reported injuries or illnesses associated with this event.  <b>(adapt as necessary)</b>	We will make further changes to our already stringent food security protocols if necessary, to further safeguard consumers.

## Sample Media Release – Tampering Recall or Warning

- A) Potential / Definite Threat to Human Health
- B) Actual Human Illness / Loss of Life

### STATEMENT BY XXXXXX

The primary concern of **XXX** egg industry is to protect the health and safety of consumers who choose our products. We are doing everything we can to ensure that only safe, high quality products are available for sale and consumption.

- A. We have been informed that there is a **(potential)** threat to the safety of **XXX (BRAND OR TYPE OF PRODUCT)**. The **XXX** is advising the public not to consume these eggs. We are working closely with government regulators and police to identify the true nature of the situation. There have been no reported injuries or illness associated with this event. **(IF TRUE)**
  
- B. We have been informed that there has been an **illness / death** following the tampering of eggs. **(IF DEATH ADD... 'We are deeply saddened and offer our sincere sympathies to the family and friends.)** We are treating this matter with utmost urgency and are working closely with government regulators and police to identify the true nature of the situation and to ensure that those responsible are brought to justice.

The full list of affected products may be found on the **XXX** website.

The **XXX** egg industry takes pride in the safe, high quality products we provide to consumers. We work closely with regulators, law enforcement officials, scientists and others to ensure that our products are always safe and high-quality.

The **XXX** egg industry is working with the police to ensure that those responsible are brought to justice. We are working closely with government authorities and retailers to ensure that every security precaution is being taken to provide consumers with complete confidence in the safety of eggs. Producing safe and high-quality products is our primary objective and a matter of pride.

**XXX** operate on-farm inspection programmes to monitor production practices guarding the safety and quality of food, access to barns and processing stations is controlled and retailers have secure premises.

Consumers may call the following number or visit the following websites for more information about this situation and about eggs in general: **(LIST NUMBERS AND URL)**

**ENDS**

#### Notes to editors:

For more information please contact...

***Also use this section to promote relevant egg benefits to support your press release***

## Fact Sheet – Egg Nutrition

### Egg Benefits

Whatever the situation, it is important to remember the egg industry has many positive messages to communicate. It is essential not to lose sight of this in a crisis and to ensure that constructive benefits are also highlighted.

- Eggs are a low-cost, easy-to-prepare source of protein and nutrients
- Eggs are packed with 6g protein, making them the least expensive source of high-quality protein
- One egg has varying amounts of 14 essential nutrients including choline and vitamin D
- A nutrient-rich large egg has 70 calories
- Eggs can play a role in weight management, muscle strength, healthy pregnancy, brain function, eye health and more
- The high-quality protein in eggs can reduce hunger and facilitate weight loss as well as help with weight maintenance
- The high-quality protein in an egg is essential for building and maintaining lean body mass
- Eggs fit into the healthy dietary patterns recommended by public health organisations.
- Egg proteins are easily digested, especially when cooked and contain essential amino acids
- Research shows that eating meals with 20 – 30 grams of protein, such as eggs, helps build and maintain muscle and can boost strength and function in active people of all ages
- Eating 20 - 30 grams of protein sources rich in essential amino acids, such as an egg, has been shown to promote muscle growth and repair
- Consuming protein along with carbohydrates within two hours of exercise aids muscle recovery
- Eggs are among the few foods that supply both choline and lutein, nutrients that are important for brain development, memory and life-long learning
- Choline is essential for brain health. It plays a role in early brain development during pregnancy and infancy, particularly in areas of the brain that are used for memory and learning

Additional resources available from: <http://www.eggnutritioncenter.org/materials>

## Example Message Map - Egg Nutrition: Cholesterol and Heart Disease

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
The guidelines of the World Health Organisation has not placed an upper limit for cholesterol intake.	The World Health Organisation has called for accelerated action to tackle the world's leading killer – heart disease.	Eating eggs is a delicious, economical way for people to consume high-quality protein and nutrients associated with a range of health benefits.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
This is consistent with recommendations of other expert groups like the American Heart Association and the American College of Cardiology.  <b>(insert relevant national authority guidelines)</b>	More than 40 years of research have demonstrated that healthy adults can enjoy eggs without significantly impacting their risk of heart disease.	Eggs are packed with 6g of protein, making them the most affordable source of high-quality protein.
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
Based on the totality of scientific evidence available there is no association between cholesterol intake and cardiovascular disease.	The risk of heart disease is reduced by a balanced and nutritious diet.	Eggs can contribute to increased protein intakes associated with lower blood pressure.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
Evidence suggests egg consumption does not result in an increase in blood cholesterol levels, nor does it increase the risk of cardiovascular disease in healthy people.	Studies show that eggs are associated with a 12% reduction in the risk of a stroke.  <b>(amend as applicable to your location)</b>	Eggs have been shown to increase feelings of fullness during the day which can help people to eat less.

## Avian Health

Healthy birds are essential to a healthy egg industry. Not only does disease pose a potential risk to our livelihoods, there is also the underlying threat of possible cross contamination into humans.

We consider appropriate messaging for:

- Avian Influenza
- Newcastle Disease

### Example Message Map – Avian Influenza

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
Sadly, Avian Influenza continues to present a significant challenge to egg businesses.	Maintaining food security in endemically infected areas remains our primary objective.	AI is a complex issue and a 'one size fits all' solution does not exist.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
This outbreak has affected <b>XXX (number of birds / farms / locations)</b> .	An AI Expert Group is delivering practical resources to the industry by working closely with international organisations including OIE and WHO to mitigate the threat of AI.	Despite its best efforts the disease has cost the industry <b>XXX</b> over the past <b>XXX</b> years and has resulted in the culling of <b>XX</b> million birds.
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
AI can be transmitted through wild birds, rodents and traffic, including the movement of personnel and equipment.	The AI Expert Group has created a range of tools including a Biosecurity Checklist, this provides practical guidelines for egg producers to reduce risks and helps prevent the spread of disease.	Vaccination is a possible option and is being reviewed further to assess its effectiveness and practicability.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
Although it is possible for humans to contract the avian influenza virus from birds, human-to-human contact is more difficult without prolonged contact.	Regional adaptations and implementation of our biosecurity protocols have had significant success during recent outbreaks and helped to avoid further infection.	We continue to seek better mechanisms to improve transparency and reduce risk, with the ultimate goal of eradicating the disease from the commercial egg industry.

## Example Message Map – Newcastle Disease

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
It is with regret that we have identified an outbreak of Newcastle Disease.	Eggs are safe to eat as the virus cannot be passed to humans through egg consumption.	We have been without Newcastle Disease in commercial poultry for <b>XX</b> years.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
Newcastle disease is a contagious viral bird disease affecting many domestic and wild avian species; it is transmissible to humans.	The virus is transmitted to laying hens through wild birds, rodents, and traffic, including the movement of personnel and equipment.	Where vaccination programmes are in place, they have proved to be highly effective.
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
Exposure of humans to infected birds can cause mild conjunctivitis and influenza like symptoms, but otherwise poses no hazard to human health.	Stringent biosecurity measures can help egg producers minimise the spread of the disease through effective standards.	No treatment for Newcastle Disease exists, but the use of prophylactic vaccines and sanitary measures reduces the likelihood of outbreaks.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
This outbreak has affected <b>XXX (number of birds / farms / locations)</b> and is now contained thanks to a rapid response.	The implementation of robust biosecurity protocols has had significant success in reducing the number of reported cases of the disease.	The industry is working closely with leading scientists to monitor and manage the virology to ensure the vaccines available remain effective.

## Step Four: Communicate with Audiences

There is likely to be a range of audiences that you should be reaching out to as a situation develops. Honest, open, and timely exchanges are your priority.

Who	How	What
Employees	<ul style="list-style-type: none"> <li>• Email or newsletter</li> <li>• Personal contact</li> </ul>	<ul style="list-style-type: none"> <li>• What do they need to know about the problem?</li> <li>• How is the company resolving the situation?</li> <li>• What are the employees expected to do regarding the situation?</li> </ul>
Retailers / producers / processors	<ul style="list-style-type: none"> <li>• Information pack / letter</li> <li>• Personal contact</li> <li>• Email or newsletter</li> <li>• Free phone number</li> <li>• Website</li> <li>• Advisory board meeting</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• What do they need to know about the source of the problem?</li> <li>• What actions do they need to take to resolve the situation?</li> <li>• What information will they provide to their consumers, customers and/ or employees?</li> </ul>
Wholesalers	<ul style="list-style-type: none"> <li>• Free phone number</li> <li>• Phone calls</li> <li>• Website</li> <li>• Media</li> <li>• Electronic communications</li> </ul>	<ul style="list-style-type: none"> <li>• Does the incident involve a wholesaler?</li> <li>• Are there other companies that could have been impacted by the wholesaler?</li> <li>• Is the wholesaler prepared to communicate?</li> <li>• Does the situation create uncertainty in other wholesalers' minds?</li> </ul>
Industry associations	<ul style="list-style-type: none"> <li>• Conference calls</li> <li>• Personal meetings</li> <li>• Email</li> <li>• Website</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Could the association be an ambassador for you?</li> <li>• Will the association help solicit testimony from experts on the issue?</li> </ul>
Regulatory agencies	<ul style="list-style-type: none"> <li>• Conference calls</li> <li>• Personal meetings</li> <li>• Email</li> <li>• Website</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• What actions are they taking regarding the situation?</li> <li>• What are the implications of their actions?</li> </ul>
Consumers	<ul style="list-style-type: none"> <li>• Website</li> <li>• Free phone number</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• How will consumers react?</li> <li>• To whom will they direct their questions?</li> <li>• What information have they already received?</li> <li>• Is it accurate?</li> </ul>
Media (Local and national press / radio / TV / trade press)	<ul style="list-style-type: none"> <li>• Initial response statement</li> <li>• News release</li> <li>• Website</li> <li>• External Q&amp;A</li> <li>• News conference / briefings</li> <li>• Advertising</li> <li>• Third-party groups</li> <li>• By-lined editorial</li> <li>• Email</li> </ul>	<ul style="list-style-type: none"> <li>• Will the news media receive information on the situation whether you give it to them or not?</li> <li>• Will the organisation's reputation be affected unless information is released through the media?</li> <li>• Is there a broader, national industry group that can more appropriately handle the situation?</li> <li>• Can this become an industry issue rather than an individual organisations issue?</li> </ul>

**Keep a Record**

- Whenever possible generate a key contact list across each group so that the relevant information is saved on file for future reference.
- Maintain a log:
  - Who has been contacted?
  - When were they contacted?
  - How were they contacted?
  - What information was supplied?
  - Record details of any follow up that is required



## Step Five: Re-evaluate Conditions

As new information emerges, you will need to change your messages accordingly. As a situation develops it may have a higher impact on the groups within your outreach strategy.

Your business role should be continuously reevaluated, and your Crisis Communications Team should evolve their messaging to reflect the most up to date information.

Remember to keep the media up-to-speed as events and circumstances evolve.

## Step Six: Define Recovery

Once the crisis has been resolved, you should consider a plan that addresses:

- The reason for the crisis
- Any changes in procedures or protocols that might be needed to prevent future incidents from occurring

The aim in defining recovery is to restore the industry to its former or an improved condition.

Following a crisis, the IEC will work with our members to help define recovery and provide opportunities whenever appropriate to do so, to inform delegates at conferences about the lessons learned and steps that will help to avoid future issues.

We will continue to assess, review and where necessary revise the crisis communications strategy on a regular basis in response to industry and external developments.

### **Crisis Communication Planning Manual**

In addition to this Immediate Response Resource you may find it helpful to refer to our comprehensive guide to crisis management planning.

[It is available to download from the IEC Library.](#)

## Media Tips

Start by considering the media outlet you are likely to have to engage with:

- Local and / or national press
- Local and / or national radio and TV
- Specialist trade publications / journals

### **The best way to manage the media is to be prepared!**

Consider these steps before taking calls or responding to enquiries.

#### **Remember:**

- *The media's role is to objectively tell all sides of a story, even if views are unpopular*
- *Do not expect reporters to present only your perspective*
- *Never tell a reporter how to report a story*
- *Do not expect a reporter to make you look good; make yourself look good by providing clear, concise information*
  
- **Know who is calling**  
When a reporter calls, ask some questions to determine whom you are talking to and what they need. If you do not know a reporter, get his/her name, employer and phone number and clarify what information she/he is seeking from you.
  
- **Identify yourself**  
Do not assume a reporter knows who you are or what you do just because they have called. Provide your name, title, company or agency name and names of other people or programs you are discussing.
  
- **Respect deadline**  
Reporters live by unbending deadlines. If a reporter calls for immediate comment, try to help or point them to someone who can, but be aware of giving a quick response if you have inadequate information.
  
- **Respond promptly**  
Return media calls promptly. If a reporter catches you unprepared, find out what he/she is looking for and offer to call back in a few minutes. Gather your thoughts, anticipate questions, plan your response and call back quickly. If you have an appointment for an interview, be there. Dodging a reporter will not make the story disappear; it will just be reported without your perspective.
  
- **Tell the truth**  
Never lie. Always tell the truth. If you do not know or are not sure, say so and do not guess. Your credibility is at stake, being truthful does not mean telling all you know, use good judgment.

- **For the record**  
Anything you say to a reporter is fair game for a story. If you do not want it reported, do not say it. Asking a reporter to go “off the record” is not appropriate and do not ask reporters not to print something after you say it.
- **Avoid no comment**  
“No comment” sounds suspicious. If you really cannot comment, explain why. *“We are gathering that information and will provide it when it is finalised.”* Or *“Our policy does not allow us to comment on personnel matters.”* It is OK to say you do not know and offer to find out.
- **Use your key points**  
Before interviews, identify the three main points you want to make. For each point, develop three responses that support or help communicate that point.
- **Dump the jargon**  
Technical terms and acronyms are confusing or meaningless to the public. Be a translator by using everyday language and examples. Relate your information in ways that everyone can appreciate — why is this important and what does it mean to their lives, community, families or livelihoods?
- **Lead with the bottom line**  
Remember to provide key facts or points first. Add details if time allows, as your key message can get lost in too much detail and technical information.
- **Talk slowly**  
Reporters will write furiously as you talk, and some may use tape recorders. Ensure you talk slowly and clearly and leave nothing to chance.
- **Short, sweet, stop**  
Keep your answers brief, as your main message may get lost unless you discipline yourself to provide concise answers. Radio or TV reporters often must tell an entire story in 20 seconds to a minute. Answer the question and stop talking.
- **Do not babble**  
Listen to questions and think about your answers before you start talking.
- **Do not ramble**  
It is OK to pause briefly to gather your thoughts before answering.
- **Summarize thoughts**  
After discussing the subject, concisely summarise key points in everyday language. *“My major points are: 1. ... 2. ...3. ...”* This may plant the idea of a story outline in the reporters mind.

- **Be proactive**  
Answer the reporters' questions and volunteer information to make key points. Reporters may welcome another angle or idea but offer ideas as suggestions and not as directives. Reporters are not likely to let you see a story before it appears, but always invite them to call back for help or clarification.
- **Potential pitfalls**  
Always have the facts before you comment and stick to what you know even if this disappoints a reporter. If you are unprepared or unqualified to answer, refer reporters to someone who can help. Avoid personal views or speculation and do not let reporters put words in your mouth. Reporter: *"So you are saying ..."* You: *"No, let me clarify ..."* Do not repeat inaccuracies, even to correct them.
- **Feedback**  
It is OK to tell reporters when they do a good job. If they make a mistake, explain what is at stake. If it is a major error in fact, tell the reporter or editor, but do not quibble over minor misunderstandings. Remember, you are building long-term relationships.
- **Do not assume reporter knowledge**  
Do not assume that a reporter is knowledgeable just because he/she is covering the story. Most reporters are generalists who cover diverse topics and have little time to background themselves on breaking stories before reporting them. Provide simple information to help.