



# Navigating the challenges in Food Safety Recalls

Linda Jespers-Heijbroek | 02 March 2023

## Topic for today



- Introduction FrieslandCampina
- Quality within FrieslandCampina
- How do we deal with recalls and prepare ourselves
- Dilemma's with recalls



**FrieslandCampina**

nourishing by nature

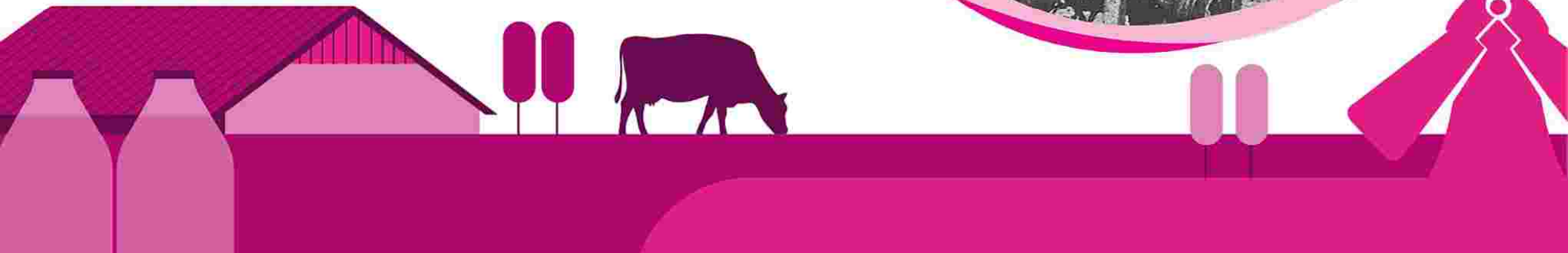
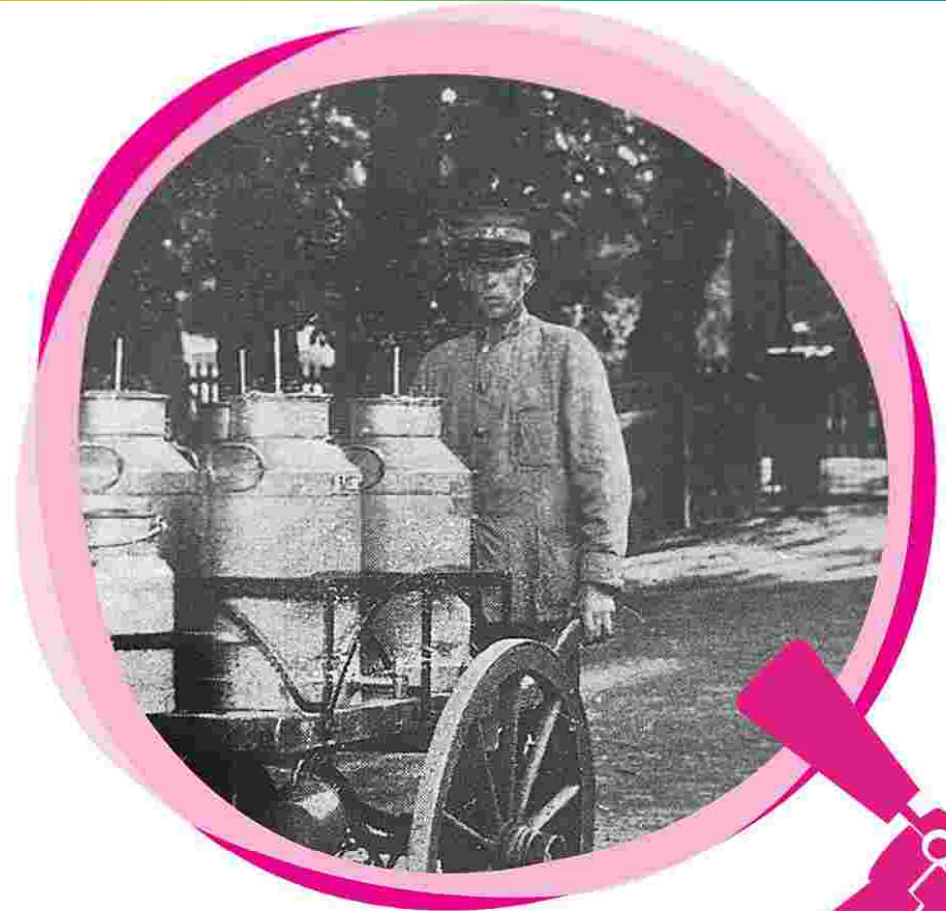
## About FrieslandCampina

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# Our cooperative heritage inspires us to continuously improve



We are proud of our history, which dates back to 1871, when a few Dutch farmers decided to combine forces to start up a cheesemaking factory. This small enterprise has grown into one of the world's leading players in the global dairy industry: FrieslandCampina.



# 150 years of dairy expertise



**1879**  
Establishment of  
Arnhemse  
Melkinrichting



**1913**  
Establishment of  
CCF in Leeuwarden



**1965**  
Merger of  
Coberco in  
Zutphen



**1997**  
Merger of Coberco,  
Friesland Dairy  
Foods, De Zuid-  
Oost-Hoek en De  
twee Provinciën



**2004**  
Friesland Foods  
receives Royal  
designation on its  
125th anniversary



**2012**  
Acquisition of  
Alaska Milk  
Corporation in  
the Philippines



**2016**  
Acquisition of  
majority stake  
(51%) Engro Foods  
in Pakistan



**1871**  
Establishment of  
'Vereeniging tot  
Ontwikkeling van  
den Landbouw  
in Hollands  
Noorderkwartier'



**1872**  
Nine farmers take  
over cheese factory  
'De Volharding' in  
the Dutch  
Wieringerwaard



**1880**  
Establishment of  
the first dairy  
cooperatives



**1926**  
Establishment of  
De Meijerij  
Veghel / De  
Melkindustrie  
Veghel



**1989**  
Establishment of  
Campina Melkunie



**2001**  
Establishment of  
Campina



**2008**  
Merger of  
Friesland Foods  
and Campina



**2014**  
Acquisition of  
Olam Ivory Coast  
and DEK in Italy



**2018**  
Acquisition of  
Friesland Huishan  
Dairy in China



We have a strong global brand portfolio

Passion  
for nutrition

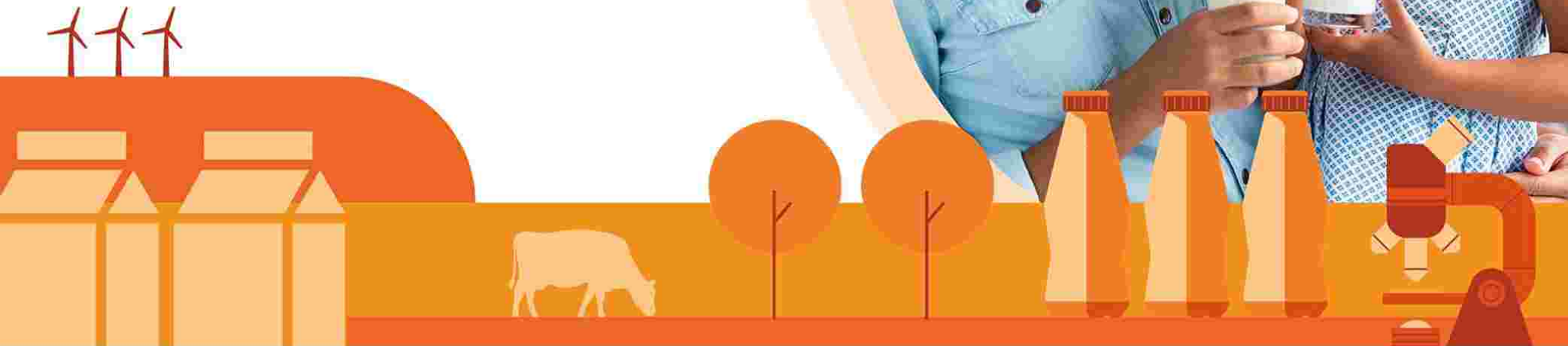


# Through continuous innovation we nourish growth for all of us



We are committed to providing people with affordable dairy products with valuable nutrients from milk.

We do this in many markets throughout the world. We are constantly innovating and researching the current and future trends. We look forward to the future with confidence.





## We aim to contribute to a better planet



Our member dairy farmers and employees devote their full attention to nature, the environment and society with the objective of staying relevant for the next generations. We are on our way towards a climate-neutral future and aim to make the entire value chain sustainable: from grass to glass.





Our purpose as a starting point

nourishing by nature



**Better nutrition  
for the world**



**A good living for  
our farmers**



**Now and for  
generations to come**



FrieslandCampina

nourishing by nature



## Quality and safety



Integral quality system

# Fokus

To safeguard the safety and quality of our products throughout the entire production chain

*Foqus encompasses all stages of the dairy value chain:  
from grass to glass*



**Our license to be trusted by consumers**  
**Our license to be your supplier**

**Feeding and  
caring**



**Milking**



**Collecting**



**Processing**



**Packaging**



**Distributing**



**From grass to glass**



A pastoral scene featuring a large, leafy tree in the center. Several cows are in a green field; some are lying down in the foreground, while others are standing near the tree. A white barn is visible in the background under a clear blue sky. A decorative curved line separates the text from the image.

How do we prepare for  
worse case scenario's

## Preparation is Key



- Detailed and practical crisis manual
- Practice!
- Annual crisis simulation training with external agency
- Evaluate and take learnings after each crisis / issue
- Regular update of crisis manual and supporting documents

# Crisis Manual Plan



- Crisis Organisation
- Roles & responsibilities
- First Response Protocol



- Tools & templates
- Checklists
- Contact names & numbers



- Communication plan
- Drumbeat of meetings
- Messages



- Action plan
- (Social) Media
- Consumers
- Customers

# First Response Protocol

First Response Protocol	
Roles & Responsibilities Facts & assumptions	Confirm respective <b>roles and responsibilities</b> What do you <b>know</b> for sure and what do you <b>believe</b> has occurred
Scenarios	Develop <b>worst case</b> and <b>most likely</b> scenarios
Objective(s)	Set your objectives (i.e. hat Indicators must we achieve to solve the problem and return to <b>normal business</b> )
Response Options	Consider available and possible options and <b>choose</b> the <b>best option</b>
Action list and priority: * Action * Stakeholders * Key Messages	What <b>actions</b> must we complete to achieve the chosen option What needs to be done <b>now</b> and what can <b>wait</b>
	Identify the range of stakeholders and prioritize according to the <b>interest</b> and <b>influence</b> they have
	Establish the key messages which must be conveyed to stakeholders
Repeat	<b>Repeat</b> this protocol. Decide when and where the <b>next meeting</b> is



## Practice & Dummy Recall

- Tip: use an external agency to build a crisis training case
- Ensure the case is broad, and covers a worse case scenario
- Stress test in a short time period of 3-4 hours
- Evaluate, gather learnings and implement improvements directly



## Dilemma's in decisions

# Dilemma's in decision making

- The **cost** of the recall: Companies must consider the cost of the recall, which can include the cost of the recall itself, any additional costs associated with repairing or replacing the product, and costs associated with reputational damage.
- The **timing** of the recall: Companies must consider whether the recall should be done immediately, or whether they can wait until a later time when it may be less costly.
- The **impact on customers**: Companies must consider how the recall may affect customers, both in terms of inconvenience and financial loss.
- The potential **legal implications**: Companies must consider the potential legal implications of a recall, such as potential liabilities and fines, as well as potential lawsuits.
- The potential **impact on the company's reputation**: Companies must consider the potential impact that a recall could have on their reputation and brand image.
- The **impact on food waste and sustainability**

Thank you!

