

Jumbo Supermarkten

Strategic communication management

Issue management advice

Yoen Sweep
18-1-2015
2217005
Els Kersten
2259XADV14

Introduction

In this strategic communication advice three issues regarding the Supermarket-industry will be pointed out for Jumbo Supermarkten. These issues will be further elaborated in this document. After elaborating these issues an issue management communication advice will arise from it.

The chosen issue(s) will be worked out more detailed, including a stakeholder analysis using the stakeholder mapping tool. An internal analysis of the company will give insight in the company. The strategic choices will be based on the core values of the company.

The goal of this advice is to inform and advice the chosen company about an existing issue which can possibly cause a crisis for the company. The advice will include the company's chosen strategy regarding the position to the issue, communication decisions and a conceptual campaign.

Table of contents

Chapter 1.	Jumbo Supermarkten	3
Chapter 2.	Three issue analyses	4
1.1	Issue 1; Over Packaging	4
1.2	Issue 2; Food Waste	6
1.3	Issue 3; Living Conditions Animals	8
Chapter 3.	Chosen Issue	10
Chapter 4.	Stakeholder Analyses	12
4.1	Involved Stakeholders; Over Packaging	12
4.1.1	Stakeholder 1; Customers	14
4.1.2	Stakeholder 2; Activist organizations	14
4.1.3	Stakeholder 3; Producers	14
4.1.4	Stakeholder 4; Media	15
4.1.5	Stakeholder 5; Competition	15
4.1.6	Stakeholder 6; Legislative provisions / Government	16
4.1.7	Table stakeholders	16
4.2	Involved Stakeholders; Food Waste	17
4.2.1	Stakeholder 1; Customers	18
4.2.2	Stakeholder 2; Activist organizations	19
4.2.3	Stakeholder 3; Producers	19
4.2.4	Stakeholder 4; Media	19
4.2.5	Stakeholder 5; Competition	20
4.2.6	Stakeholder 6; Legislative provisions / Government	20
4.2.7	Table stakeholders	20
Chapter 5.	Issue management	21
5.1	What if it turns into a crisis	21
5.2	Claiming issues	21
Chapter 6.	Goal	22
Chapter 7.	Operational	22
Chapter 8.	Strategic	24
8.1	The cooperative strategy	24
8.2	Message	25
Chapter 9.	Timeline	26
Chapter 10.	Sources	27
Chapter 11.	Attachments	30
11.1	Evaluation on crisis day	30
11.2	Reflection on crisis day	30

Chapter 1. Jumbo Supermarkten

I have chosen Jumbo Supermarkten as the company for which I am going to write a strategic issue management document.

Jumbo Supermarkten is a family business and already exists for more than 90 years. The unique formula of the lowest guaranteed price, the widest assortment and the best service, daily contribute to the success of Jumbo. Since the acquisition of Super de Boer (2009) and C1000 (2012) Jumbo Supermarkten is the second biggest supermarket chain of The Netherlands. In total every week approximately 3 million customers shop at Jumbo Supermarkten.

Furthermore Jumbo Supermarkten has the image (and wants to have the image) to be for 'the normal citizen'. This can be seen by, for example, their type of commercials. In their latest commercials they use the same 'normal family' that's lying on the couch, having some irritations and doing groceries. The commercials vary in content but not in feel. Also Jumbo Supermarkten has had commercials with Lotto NL – Jumbo (which they sponsor) and Joop Zoetemelk in it, who remained to be a very normal person even though he has won the Tour de France. In this commercial their motto was: 'In everyone lies a champion' (Jumbo Supermarkten, 2015). These commercials prove that Jumbo is trying to (and probably has, due to their family history company) have the image of being normal.

7 certainties

In 1996 Jumbo introduced a unique formula called the 7 certainties which was based on the lowest prices, the widest assortment and the best service. This came out of a research about the biggest annoyances of shopping customers. The transition to a formula in which the customer is central proved to be a big success. Since the introduction Jumbo kept on growing harder and bigger.

Mission

'Go further where others stop'

Jumbo wants to exceed expectations, every day, everywhere and for every customer. Based on the conviction that it can always be better, cheaper and different, Jumbo has the drive to make the impossible possible by continuing where others stop. Jumbo states that they want to be successful in every market segment in which they operate due to their winning mentality and continuous focus on the customer.

The customer is central

Customer focus is the common thread in the way of working of Jumbo. In everything they do the customer comes first. That is also the basis of their unique formula. Jumbo states that not only the customer benefits from this: 'For the staff it's also nice and fun to work this way.' For a good implementation of working this way by the staff, the 7 certainties are an important tool.

The unique Jumbo formula

Best service + widest assortment x lowest price = The unique Jumbo formula (Jumbo, 2015).

Chapter 2. Three issue analyses

Underneath three issues regarding the supermarket industry will be described briefly using the Issue checklist (Coombs, 2012) (Ferdinand & Korver, 2010).

1.1 Issue 1; Over Packaging

Over packaging concerns a few things. One of these is that a lot of products have packages which they don't even need. Also a lot of products are in packages that are much bigger than the actual product and are most definitely not necessary. Furthermore there is criticism about the fact that every product has its own package while customers keep throwing these packages away while it is also possible to (re)fill your own packages. Moreover people are not able to buy the amount of ingredients that they actually like and have to buy a bulk package; this connects to the Food Waste issue.

Is it an openly debated problem in society?

Over Packaging is an openly debated problem in society. Lately people are showing more care about the environmental state of the earth and about following a healthy lifestyle. Not only by eating more healthy but also by making sure that the choices they make and the way of handling things is good for the environment and don't affect the environment in a bad way. Also green marketing is becoming more important in the decision making process (Global Industry Analysts, 2012).

There are already some new supermarkets that are only selling products without packages like in Berlin and Antwerp (Borromeo, 2014). Most of them are built by using the crowdfunding method. That means that there are a lot of people interested in products in supermarkets without, or with less, packages.

Also lately a lot of new inventive packages have been introduced to the market, such as smart packages (Dainelli, Gontard, Spyropoulos, Zondervan-van den Beuken, & Tobback, 2008). This means that the industry already feels that something has got to change, because apparently they are losing, or able to lose, a lot of customers by going on with the packaging policy being used now.

The main question is: Who is responsible for the reduction of packages? Some people say it's in the hands of the customers. If they don't buy the products anymore the shops won't sell it and the producers will start thinking about producing it differently. However, often the customers have no choice because there is no alternative, on the other hand, the producers can manage the issue before it influences the company's image. Furthermore the shops can stop selling it to make a statement to the producers to lower on packaging. However, this could have a negative impact on the business relationship between the shop and the producer. The shops would also have to find an alternative product with less packaging, which could lead to higher costs.

Is there growing media attention for the problem overtime?

If you search for over packaging products on Google you get a lot of results regarding journalistic websites that state that there are many products which are being over packaged. Searching for over packaging also leads to a lot of results which state that new supermarkets have opened (or are being crowdfunded) which only sell products without packages ("Nederland krijgt eerste verpakkingsvrije supermarkt", 2014).

Furthermore there are some activists who want to prove the world how much you actually buy when you buy a shopping cart full of groceries and how many space is taken in by just the packages. The issue is already active for a long time, but seems to be catching more lately (more package-free supermarkets are opening doors). Already in 2008 Dutch television program Kassa sent a reporter to go strip-shopping in Dutch supermarket Albert Heijn to show how many packages are used for a small amount of products (Vara, 2008).

Is there a conflict?

There is a conflict between environmental organizations and shops that sell tangible products. Also there is a raising conflict between customers and the shops, because sustainability is getting more and more important due to different campaigns. People are feeling more responsible to care for the environment. People want their food to be consumable for a longer time (why it needs to be packed) but on the other hand they want more sustainable packages or less packages because it is not good for the environment.

Is the problem ready for resolution?

It's hard to say if over packaging is actually ready for resolution. It's definitely ready for change, although some changes will be hard to achieve. That's because a lot of food is packed in a way so that it can be preserved for a longer time. Hence it is possible to sell these products without a package, but people may not want to adapt to buying these products freshly every few days. Because of that the issue would be partly solvable, by providing smaller packages or products without packages if possible, because a lot of articles are packaged in way bigger packages than needed.

Would the solution involve policy decisions?

The solution will definitely involve policy decisions; the supermarket will have to negotiate with suppliers and producers about minimalizing packages and about ordering products without packages. For example oil and wine in crates, so that the customer can bring their own bottles to fill.

Also the supermarket will need a different prize scaling for the products without packages and the supermarket will need some new 'rules' in their terms and conditions for their customers.

It is possible that the government will take measures in this case to like for example raise taxes on packaging or forbid certain non-biodegradable packages.

1.2 Issue 2; Food Waste

Food Waste is currently an issue because there is way too much food being wasted, while at the same time there are a lot of people in the world that are dealing with food shortage. The food is not only wasted by consumers but also by stores and production companies.

Is it an openly debated problem in society?

It is most definitely an openly debated problem in society. The importance of sustainability is increasing fast over the last years. Food waste is an important factor in sustainability.

Food Waste is a bit similar to the 'Over Packaging issue'; it may overlap each other in some ways. Because over packaging isn't only about using too much packaging material for a product but is also about having to buy more than people need, because it's not possible to buy the amount of something as you would like. Which causes that the product will expire and will eventually be thrown away ("#lastpak: weg met te grote verpakkingen", 2015).

A lot of food already goes to waste in the farming process. The foods that don't fit 'the normal' subscription are most likely thrown away. In some cases these products are already used for (for example) sauces and soups. Also a lot of food is wasted at supermarkets and households (Schripsema, Van der Burgh, Van der Sluis & Bos-Brouwers, 2015).

Furthermore the European Commission is aiming at reducing food waste with fifty percent by 2020 (Bräutigam, Jörissen, & Priefer, 2014). Wasting food isn't only an ethical matter; it's also a social, economic and environmental issue. If a third of our food is wasted, roughly a third of agricultural water and other resources could have been conserved. Moreover 50 percent more pesticides are pumped into the environment than anyone really needed.

Roni Neff, an assistant professor of public health at Johns Hopkins University and program director at the Centre for a Liveable Future, states that one of the simplest opportunities to reduce food waste is to change our date labelling policy. According to him sell-by and best-by dates may give consumers the sense that food isn't safe to eat after a given date, when in fact those dates have little, if anything, to do with safety. It's an easy fix to make those labels clearer (Collins, 2015).

Is there growing media attention for the problem overtime?

For example Damn food waste is a Dutch institution that's fighting against Food Waste. They have already gathered a lot of media attention for the issue and are continuing to make people aware of the problem (Damn food waste, 2015).

Also there are already a lot of apps focusing on reducing food waste that are also getting on the news and being highlighted in newspapers.

Is there a conflict?

This is hard to tell; mainly everyone agrees that food waste has to be shortened. Still a survey tells that 41 percent reported that tossing food that had been sitting around for a while didn't bother them (Collins, 2015).

The real conflict is probably between activists and the food sector and consumers. The main problem would be within the customers, for example wrong looking foods are not being sold because customers are not buying these and they can eventually be thrown away. Lately a minor change is noticeable in the buying process. Also products that are expiring in a short time are often not bought; they are being skipped, for products with a longer expiring date.

On the other hand producers of food are trying to sell the biggest amount as possible to make a lot of money, that's why there are a lot of XXL packages to be bought in the supermarket.

Is the problem ready for resolution?

The problem of food waste is ready for resolution. In the survey as mentioned before, Americans (representative) say that they are finally ready to do something about it, with some new approaches to food waste that might push them in the right direction.

Even the European Commission started a campaign to lower food waste and is for example also looking for possibilities to re-educate about or change the 'use by' and 'best before' dates ("Stop food waste", 2015).

Would the solution involve policy decisions?

Yes, it would involve a lot of policy decisions. It is not only possible to own the issue by telling the world that you are doing something about food waste by providing an app for example. Because it will only work counterproductive if despite the app the company still throws away a lot of food that's almost expired or if they are still doing business with producers that are not busy with reducing the food waste in their actions. Briefly there are a lot of choices and deals to be made.

It is very unlikely that the government will take actions to decrease food waste. Because it is very hard to monitor how many food is wasted at a certain place, also because food is being wasted in every segment. For that to happen all companies will need to allow the government insight in their food production and purchase or the government will need to make it compulsory. The biggest probability is that the government will try to educate people about the importance of food waste reduction, just like the European Commission is already doing.

1.3 Issue 3; Living Conditions Animals

The living conditions of animals have gotten extremely worse over the last 40 years because of the rise of very big fabrics that are called Factory Farms ("Factory Farming", 2015). Between 2002 and 2007 the livestock rose with more than 20 percent, while at the same time the number of dairy cows and boiler chickens almost doubled (Food & Water Watch, 2010). In these Factory Farms animals are being handled cruelly. They have no space to move around if they are even able to move, since a lot of these animals are crippled because they got fed very big in a very short time (Solotaroff, 2013). A lot of activist companies are demonstrating against these bad conditions and are trying to create awareness. They push the sector to care for better living conditions of animals.

Is it an openly debated problem in society?

Yes, there are a lot of activists like PETA active that are showing people how the animals we eat are being treated before they get on our plate. It's absolutely cruel to see, but when you eat it, it's not something you think about, probably because it doesn't even look like the animal that fits the meat ("Factory Farming: Misery for Animals", 2015).

These living conditions, called 'factory farming' as well, are not only very cruel for the animals. They are also a big cause of diseases within the farming industry but also for humans (Ross, 2010). Furthermore Factory Farms contribute to climate change a lot, the industry accounts for an estimated 18 percent of the world's greenhouse gas emissions (Worldwatch Institute, 2012).

The living conditions are debated in the news a lot. In The Netherlands there is a lot to do about the living conditions of chickens, also called 'Plofkip' in Dutch. Supermarkets are selling a lot (almost only) of chicken that comes from Factory Farms, although there is a lot of resistance against this. The last few years the supermarkets are selling less Factory Farmed chicken than before. The main reason they were selling this was because of the cheap prices, also the customers bought the bulk packages excessively. Nevertheless lately customers are beginning to give more resistance towards factory farmed meat because of the rising attention for it. For the same reason Dutch supermarkets, especially Jumbo, started selling chicken which lives under better circumstances (Wakker dier, 2015) (Wakker dier, 2016).

Is there growing media attention for the problem overtime?

The media attention for the problem is already in a high stage, but is still increasing due to the effort of numerous activists that keep bringing it to the customers' attention. These activists won't stop harming the companies' image publically until the supermarkets and other chains don't sell products using Factory Farmed meat or ingredients anymore.

Is there a conflict?

There is a huge conflict between activists and supermarkets and other chains and Factory Farms. The customers are in the middle of this, but start caring more due to the campaigns of the activist organizations. The supermarkets and other chains are already developing in the matter due to the good work of the organizations and are selling less Factory Farmed meat and products than before. Most chains have already designed a plan to slowly evolve towards selling meat of animals that had a better living circumstance.

Is the problem ready for resolution?

Even though more sustainable meat is a lot more expensive, the issue is ready for resolution. Due to the actions of the activist organizations, chains and consumers are more aware of the cruelties animals go through before they end up on the plate or in the supermarket. That's why these stakeholders are all ready to make a change and make sure the animals will be handled better. Recently Jumbo already designed a planning together with the activists to better the living conditions, the first new conditions already started in January this year (2016) (Wakker dier, 2016).

Would the solution involve policy decisions?

Yes, the company would need to make a statement by searching for new suppliers of meat and would need to investigate all suppliers to take a credible statement inside the issue. Also they would need to inform the customer about the policy changes and about the possibility that the prices of meat would rise.

Politics are not yet involved in this issue, but there is a high chance that when the resistance of this problem increases, politics will eventually meddle with the issue. There is a possibility that shops eventually have to pay taxes for selling Factory Farmed meat. Or that only a specific amount of Factory Farmed produced meat is allowed to be sold in a given period.

Chapter 3. Chosen Issue

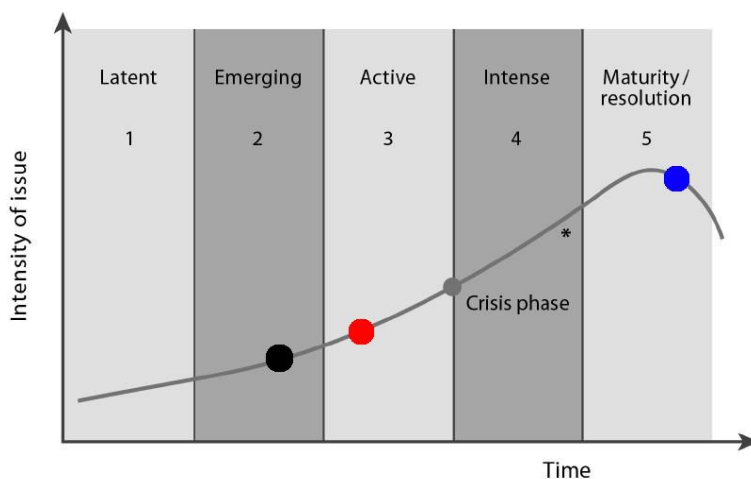
To put the issues in scale they are placed in the 'Issue Lifecycle' and the 'Risk Threat assessment matrix' beneath.

RED = Over Packaging

BLACK = Food Waste

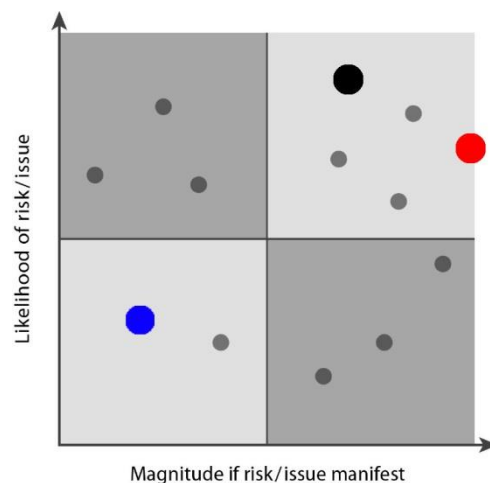
BLUE = Living Conditions Animals

Issue Lifecycle (Dalton, 2011)



*Not all issues logically progress into a crisis

Risk Threat assessment matrix (Dalton, 2011)



For Jumbo Supermarkten I have chosen two of the issues as described above; Food Waste and Over Packaging. Both are a bit overlapping, and by doing something about over packaging it is also possible to do something to reduce food waste at the same time, also they can be combined in the same statement and strategy. I didn't choose the issue Living Conditions Animals because this issue is already in the resolution phase; Jumbo is already in touch with the activist organizations and has come up with a planning for the next few years to better the conditions.

Over Packaging

Over Packaging is really rising as an issue lately and it is quickly emerging up to the active phase. Most likely it will only be a matter of time until the majority of the consumers will strive for fewer packages and will eventually ignore products or companies that provide way too many packages than necessary; nevertheless at this point the issue is still in the emerging phase. Not all people will start trying to use products without packages or banning packaged products, but they will probably want the sector to adapt the packages to smaller packages if possible, especially now all different types of garbage need to be divided in the right way (due to governmental decisions). If the issue will further develop, it will possibly have a great negative impact on Jumbo because Jumbo has a lot of (over) packaged products in their assortment. That's why it is best for Jumbo to prevent the negative impact as a result of over packaging, because preventing is better than curing.

Food Waste

The Food Waste issue is already getting a lot of attention, but it still doesn't really seem to have social consequences yet for people who waste food and don't care about the issue. In my opinion that means that the issue is already in the active phase for quite some time and isn't really moving forward to a crisis fast, but this can change quickly if media will give it more attention. Furthermore it is possibly going to grow fast when people and companies keep wasting food instead of making sure that they have done everything to overcome this. As you can see in the Risk threat matrix the issue is likely to develop and will hurt Jumbo Supermarkten at its hardest, especially the image will be damaged if it will get a lot of media attention. This is because a lot of people are still starving to death or are not having the resources to buy food, whilst at the same time Jumbo doesn't do everything to overcome throwing away food and spills tons of food every month. Jumbo would have to change a lot to make sure that they do not waste as many foods as they do now, but the changes won't be very drastically, because the changes do not influence the total process. The magnitude to Jumbo could get bigger if other companies already take steps to claim the issue when Jumbo is not. If other companies already take actions, the problem will be focussed more on Jumbo than when all companies still waste evenly as much food. Jumbo should be the first to step up and claim the issue so that their reputation will get boosted instead of damaged, also in that way the focus of the issue by media and activists will automatically be drawn to the competition.

Chapter 4. Stakeholder Analyses

4.1 Involved Stakeholders; Over Packaging

Activists and activist organizations are very much involved in the issue and able to affect Jumbo. Activists have a high influence on the issue and a high involvement to the subject. At the time that they feel like things need to change at the company, it can quickly develop into a big crisis because they will not reconsider naming a company by name in their campaigns.

The producers of products are probably the most involved stakeholders, even while they may not realize it themselves or may not be busy with the rising issue yet. The producers of products need to adapt the most; this is best realizable by influence of their stakeholders like Jumbo and Albert Heijn and influence of customers.

Media, Competition and Legislative provisions/government are not all already highly involved in the issue but are all able to give the issue more attention. When they do this it could have a high impact on the lifecycle of the issue. Once one of these aforementioned stakeholders starts making actions concerning the issue then it is case for Jumbo to take actions immediately, probably by then they are already too late. That's why Jumbo has to act now. Media are active in the issues, but they are not aiming at Supermarkets such as Jumbo yet. Politics and legislative provisions can become stakeholders in the issue if there will become a change of law or stricter rules. The competition can become of major importance for Jumbo inside the issue if they are first to react and claim the issue.

Furthermore general stakeholders to the company as employees and managers (also employees, but on a different scale) are not really involved in the issue yet but will eventually get involved if Jumbo chooses to claim the issue.

To rank and identify stakeholders a stakeholder mapping tool is used, the stakeholder mapping tool that is used is the Stakeholder mapping tool from Freeman, R. E. (1984). In this mapping tool the stakeholders are put in a scheme which tells what the influence of the stakeholder is to the issue and what the importance of the stakeholder is to the company. By using this stakeholder mapping tool it is possible to clarify which stakeholders should be given the most attention in the monitoring/problem solving phase. The stakeholder mapping tool is found on the next page. The most important stakeholders to the issue and company in the mapping tool will be described further in the next pages.

Stakeholder mapping tool; Over Packaging (Freeman, Strategic management; A stakeholder approach, 1984)

	Importance of stakeholder to company				
Influence of stakeholder on issue		Unknown	Little / No Importance	Moderate Importance	Significant Importance
	Unknown				
	Little / No Influence				Employees / Managers
	Moderate Influence		Activists		
	Significant Influence			Activist organisations	Media Customers Producers Legislative provisions / government competition

(Carpenter, Bauer, & Erdogan, 2012)

4.1.1 Stakeholder 1; Customers

Customers are one of the most important stakeholders of Jumbo and they also have a high influence on the Over Packaging issue. If a significant group of customers decides that they are not going to buy products with too large- or poorly degradable packages anymore, this can have drastic consequences for as well producers of products as sellers of products, like Jumbo. Customers mainly have great influence on the company because if they decide that they want change they can easily start shopping at a different store. Also they have a great influence on the issue because we live in a customer oriented society, so when customers like aforementioned, start to protest against the policy of packaging, fabrics and stores will have to change because otherwise they will probably not survive due to the review society and strength of media.

Jumbo has to take into account that the customers should be communicated to in a form of togetherness, this will make them want to commit to the actions that Jumbo wants to make to claim/prevent the issues/crisis.

4.1.2 Stakeholder 2; Activist organizations

Activist organizations have a lot of influence on the Over Packaging issue because sustainable factors are the main reason for the issue to exist. When sustainability is one of the key factors of an issue it is clear to say that activist organizations will claim the issue and will try to repair it. By trying to repair the issue the organizations do not shun to hurt companies' reputation with their actions. If they think that something has to be done about it, they will do whatever it takes to make people aware of the issue and to make people aware of the faults that are being made by specific companies, such as probably a big supermarket chain like Jumbo.

Jumbo should communicate to these organizations in a pro-active way. They should be open for critic and try to solve the issue in cooperation with the activists. Like this it would be less likely that the activists will aim their campaigns on Jumbo, since they are being cooperative with the activists to solve the problem.

4.1.3 Stakeholder 3; Producers

Producers are a big stakeholder in the issue. Producers often use packages that are not biodegradable, that are larger than needed or that are not even needed. It is probably not that they are doing this deliberately. Packages probably became larger because consumers wanted more information about the product and what you can do with it on the package and because producers were willing to market the (or other) product(s) by giving it a nice look and feel (or share information). By changing the ways of packaging producers can easily make sure that the issue won't affect their company and they can instantly make a difference, by using biodegradable packages for example.

Jumbo should cooperate with their stakeholders such as the producers of the products that Jumbo sells. They are in the position to ask the producers to change their way of packaging before Jumbo will take off products again, this should also be communicated to Jumbo's

customers in a clear way so that they understand the purpose of why a product isn't in store at the moment. In this way Jumbo and the customer can (if necessary) put pressure on the producers to change the packages.

4.1.4 Stakeholder 4; Media

The most influential stakeholders in almost all issues are media, because people easily buy what the news tells them or what they read in journals. If the media hits you as a company, you are most likely to get big reputational problems. This is because media reaches many people at once. When an issue gets bigger and activist organizations are putting companies under the daylight, news castings and journals normally also pick it up and put it on their agenda. It is very important to be very good prepared if it comes to this. Stakeholders collect most of the information about organizations from news castings and journals. That's why media coverage is very important to an organization's reputation (Coombs, 2007).

For Jumbo it is better to bring out news by claiming and controlling the issue than being on the news negatively as a surprise. The media has a big influence on both the issue as on the company, but isn't moving until activist organisations draw attention to a certain company or issue or until a scandal occurs.

4.1.5 Stakeholder 5; Competition

The competition isn't a great stakeholder of the issue yet. Nevertheless they could potentially be one of the most impactful stakeholders on the issue if they decide to be the first to claim the issue. That's why they are put in the significant influence spot in the tool above. There are already some supermarkets which only sell products without packages, those already have a significant influence on the issue. They are not big competitors for a big chain as Jumbo yet, but they could be if audience arises. If other big competitors of Jumbo, like Albert Heijn, Lidl and Plus, start claiming the issue, this could have great impact on Jumbo, since by then they would be (one of) the only big supermarket chains which isn't handling the issue in a right way yet.

Moreover it would be a good step to be (one of) the first big supermarkets who reduces or doesn't use (over) packaging anymore. With the upcoming care for the environment and media attention on the problems of over packaging and food waste, the need for a transition in society occurs. A sustainability transition generally refers to a "radical transformation towards a sustainable society as a response to a number of persistent problems confronting contemporary modern societies" (De Araújo Avelino, 2011). In this case, the persistent problems who confront the contemporary modern society are over packaging and food waste. Participants in the transition area need to have leadership abilities (De Araújo Avelino, 2011). When Jumbo decides to step up and be a frontrunner in reducing packaging, it could create a transition towards less packaging and food waste. Furthermore, the empowerment of frontrunners is an essential aspect of transition management (De Araújo Avelino, 2011). Hence, if Jumbo really wants to make a difference, and distinct itself from other supermarkets, they should be the frontrunner in reducing over packaging and food

waste. When this is what society wants, it could lead to a sustainable transition and increase the popularity of Jumbo.

For Jumbo it is case to be the first to claim the issue because if one of the big competitors is first to claim it then it will have a great impact on Jumbo.

4.1.6 Stakeholder 6; Legislative provisions / Government

Legislative provisions could have great impact on the issue and on the process of Jumbo's chain. If the government starts to interfere with the issue this could mean a big change in business operations for Jumbo and their suppliers. The government isn't going to do this from one to the other day, but if they chose to take actions Jumbo will have to react very quickly. The government can for example choose to raise taxes on non-biodegradable packages or something alike. This will mean that products will become more expensive or will need another way to be sold.

Preventing is better than curing, so it is very important for Jumbo to claim the issue than repair it afterwards.

4.1.7 Table stakeholders

Stakeholder	Powerful/Influential?	Interest	Active/Visible?	Important/Not important?
Customers	Yes	Ideological	Not active yet	Very important
Activist Organizations	Yes	Ideological	Yes	Very important
Producers	Yes	Varying	Not active yet	Very important
Media	Yes	Commercial/Ideological	Yes	Very important
Competition	Yes	Commercial/Ideological	Not active yet	Important
Government	Yes	Political	Not active yet	Very important

4.2 Involved Stakeholders; Food Waste

There are a lot of stakeholders that (can) have an influence on both the Food Waste issue and the company. Just like with the Over Packaging issue Activists and activist organizations are very much involved in this issue and are able to affect Jumbo if they choose to. Activists have a high influence on the issue and a high involvement to the subject, because there are still a lot of people with a food shortage or even without food. When activist organizations decide to lay their focus on Jumbo the issue can quickly turn into a personal crisis for the company. Activist organizations will not reconsider naming a company in their campaigns and are have the power to strongly influence a company's image.

The producers of products (fabrics and farms) are one of the most involved stakeholders. A lot of food is wasted during the process at fabrics already; Jumbo is in the position to involve these stakeholders to better the issue together.

Media, Competition and Legislative provisions/government are all stakeholder with a very high influence on the company and the issue. Most of them are not necessarily a high influence on the issue but they are all in the position to become one of the main stakeholders of the issue. Once one of these aforementioned stakeholders starts making actions concerning the issue then it is case for Jumbo to take actions immediately. That's why Jumbo has to act now. Media are active in the issues, but they are not aiming at Supermarkets such as Jumbo yet. Politics and legislative provisions can become stakeholders in the issue if there will become a change of law or stricter rules. The competition can become of major importance for Jumbo inside the issue if they are first to react and claim the issue.

Furthermore general stakeholders to the company as employees and managers (also employees, but on a different scale) are not really involved in the issue yet but will eventually get involved if Jumbo choses to claim the issue. Also if employees are not satisfied about the way that Jumbo handles the food waste issue they can also put extra pressure on the company (talking to media) what can lead to a crisis.

To rank and identify stakeholders a stakeholder mapping tool is used, the stakeholder mapping tool that is used is the Stakeholder mapping tool from Freeman, R. E. (1984). In this mapping tool the stakeholders are put in a scheme which tells what the influence of the stakeholder is to the issue and what the importance of the stakeholder is to the company. By using this stakeholder mapping tool it is possible to clarify which stakeholders should be given the most attention in the monitoring/problem solving phase. The stakeholder mapping tool is found on the next page. The most important stakeholders to the issue and company in the mapping tool will be described further in the next pages.

Stakeholder mapping tool; Food Waste (Freeman, Strategic management; A stakeholder approach, 1984)

	Importance of stakeholder to company				
		Unknown	Little / No Importance	Moderate Importance	Significant Importance
Influence of stakeholder on issue	Unknown				
	Little / No Influence				Employees / Managers
	Moderate Influence		Activists		Customers
	Significant Influence			Activist organisations	Media Producers Legislative provisions / government competition

(Carpenter, Bauer, & Erdogan, 2012)

4.2.1 Stakeholder 1; Customers

One of the most important stakeholders of Jumbo is its customers, but they do not have a very high influence on the Food Waste issue. Although they are in the position to put pressure on the company to lower its waste, they are not one of the key players in this issue. As mentioned in the chapter about the Food Waste issue the attention for sustainable problems is rising among people.

Customers mainly have great influence on the company because if they decide that they want things to change they can easily start shopping at a different store. Also in the current time someone's opinion is easily heard due to the world of internet, in that matter companies need to keep everybody satisfied more than ever.

4.2.2 Stakeholder 2; Activist organizations

Activist organizations have a lot of influence on (almost) every issue that concerns environmental or sustainable factors; the same applies for the Food Waste issue. They are always busy with claiming an issue and they will not stop their campaign until they succeed. Because of this it is very smart for a company to make sure that everything that's concerning this issue is handled in the right way so that they cannot influence the company's image. If Jumbo doesn't act in time it could be that the activist organizations will launch a campaign about Jumbo, this can have very negative consequences for the company. Jumbo now throws away tons of food a month while it is or still eatable or preventable to throw away.

Jumbo should communicate to these organizations in a pro-active way. They should be open for critic and try to solve the issue in cooperation with the activists. Like this it would be less likely that the activists will aim their campaigns on Jumbo, since they are being cooperative with the activists to solve the problem.

4.2.3 Stakeholder 3; Producers

Producers are one of the biggest stakeholders because most of the Food Waste happens even before it gets to the supermarket or let alone the customer. Most food waste is already being done in the producing phase in fabrics. The 'not good looking ones' or the ones with a wrong ingredient in it or something alike are often thrown away, which creates a lot of food waste, whilst it is still consumable. These producers are probably not going to do a lot about it from their own perspective, but may want to reconsider to, for example, sell failed products. This can already lead to a massive decrease of Food Waste. From Jumbo's perspective it is good to involve third parties to their issue management campaign, when claiming the issue, because this will show that Jumbo isn't only looking to itself as a company but is willing to be a key factor in the Food Waste issue.

4.2.4 Stakeholder 4; Media

Media are the most influential stakeholder in almost all issues; people are easily affected by what the media tells them, this results in a very powerful position for the media. The attention for Food Waste and how to reduce it is something that is the news quite often lately. It is important for Jumbo to stay out of the focus here, to do that Jumbo needs to step forward as quickly as possible to claim the issue and change their operations concerning Food Waste. Also while doing this; Jumbo can use the media in their advantage by showing what they are doing to reduce it, which will most likely result in the media comparing it to competitive supermarkets which are not as involved as Jumbo. For Jumbo it is better to bring out news by claiming and controlling the issue than being on the news negatively as a surprise.

4.2.5 Stakeholder 5; Competition

The competition isn't a big stakeholder of the issue itself at this point but for Jumbo the competitors can be very important in relation to the Food Waste issue. Some competitors are already dealing with Food Waste a little better than Jumbo, if the competitors get further ahead this could cause negative publicity for Jumbo. If they decide to claim the issue before Jumbo has taken actions then the publicity in the media as a result to the competitor claiming the issue can have a huge impact on the company's image. For Jumbo it is case to be the first to claim the issue.

4.2.6 Stakeholder 6; Legislative provisions / Government

The government is able to have a great impact on the issue; they could for example start fining excessive food wasting. If the government choses to interfere with the issue it could have a great impact on the issue's lifecycle, it is possible that it will rise to the resolution phase very quickly. Until it doesn't interfere with the issue the government isn't of any meaning to the issue.

4.2.7 Table stakeholders

Stakeholder	Powerful/Influential?	Interest	Active/Visible?	Important/Not important?
Customers	On company only	Ideological	Not active yet	Important
Activist Organizations	Yes	Ideological	Yes	Very important
Producers	Yes	Varying	No	Not important
Media	Yes	Commercial/Ideological	Yes	Very important
Competition	Yes	Commercial/Ideological	Not active yet	Very important
Government	Yes	Political	Not active yet	Very important

Chapter 5. Issue management

5.1 What if it turns into a crisis

If over packaging will develop into a crisis for Jumbo Supermarkten it will most definitely be a non-intended/accidental crisis (Coombs, 2007). Of course Jumbo could have known packages to be bad for the sustainability of the planet, but on the other hand they provide the customer of what they want to buy and they just purchase products from the producing companies. If activist organizations will focus on the supermarket industry as the problem for the over packaging issue, this could become a big crisis for Jumbo. It can also become a big crisis for Jumbo if customers will start finding it more important and will step over to (new) supermarkets with less or no packages.

As for the food waste issue, the responsibilities lie with Jumbo a little more, it is more likely to be an intentional-strong crisis responsibility. Jumbo could have known that wasting food by throwing away all the broken products and products that are only usable for the last day would affect the environment. Let alone that there are still a lot of people in the world that are dealing with a food shortage. But because a significant part of mankind is wasting a lot of food, it would not be focussed on Jumbo only easily (Timmermans, 2015). The chance for this to happen gets bigger when Jumbo's competitors are first to claiming the issue and adapting their strategy to it.

5.2 Claiming issues

When the issues turn into a crisis for Jumbo this will cause a lot of damage to the image of Jumbo and probably (in connection) also to the profits of the company. That's why it is very important for Jumbo to make sure that these issues will not turn into crisis for the company. Rather than making the issues turn into a crisis and influence the company it is case to use the issues in the company's advantage to gain a better image and get positive (free) media attention. Moreover if Jumbo could be the first to claim the issues and to take action, it could also negatively affect their biggest competitors' image.

Chapter 6. Goal

The goal is to communicate, and educate people, about the importance of the Over Packaging and Food Waste issue under an overarching name.

The campaign will be held under an overarching name so that the communications are not all focussed only on the issues itself but more on an underlying statement that reflects on all the issues.

Chapter 7. Operational

Underneath the operational parts of the strategy are being described, on the next chapter the strategic part will be described.

There is a lot that Jumbo is going to change to claim the issues. To claim the Over Packaging issue Jumbo will need to negotiate with the producers of the products they sell. By cooperating with different stakeholders, such as producers, activist organizations and customers, the issue will be better manageable. Jumbo will need to convince producers about the importance of lowering on unnecessary packaging or starting to use biodegradable packages, what it can mean for the environment but also for their image and reputation. Also Jumbo is going to take off a few 'clear' products which they are going to sell without package (customers can bring their own packages), like oil and care products. Furthermore Jumbo encourages producers to remove packages from products that don't need packages, like for example toilet scents. If a producer is not willing to lower on packages or use biodegradable packages Jumbo is in the position to put pressure on it by stop purchasing their products, nevertheless this is not necessary. This is unnecessary because all biodegradable packages or products without an extra package are being labelled with therefor designed prominent labels. This will also encourage other producers to also lower on packaging or start using biodegradable packages because these products will eventually sell more. Furthermore it makes it easier for the customer to choose a less environmental impactful product.

As for the Food Waste issue Jumbo is going to give away expiring and broken products to regional institutions. Also Jumbo is going to sell failed products, such as fruits and vegetables and other failed products that will be sold at a lower price (think of wrongly baked breads or other failures). At this point Jumbo throws every expiring or broken product away, nothing is given away to charities or other institutions. Products that are one day from expiring are removed in the evening, at this time it is scanned and thrown in a bin. From now on the products that are removed will be driven to De Voedselbank in the morning, which the people that come there can consume that same day. Moreover there are a lot of products that brake throughout a day in a supermarket. Think of broken cookies (inside package) and a dented can of soup, all of these are also thrown away in the bin, after scanning it. From now on these products will be used for sampling inside the shop or will be stored to eventually cook a meal or soup with which can be tasted inside the shop and which is also a warm welcome for the customers. Also the customers will be educated about the importance

of reducing Food Waste and how to reduce Food Waste at home by signing inside the shops, social media, commercials and the Jumbo magazines.

Also Jumbo will send a press release to all kinds of media in Holland about their campaign and the actions they made to overcome over packaging and food waste in the hope that they will get a lot of free publicity. Furthermore close contact is being held with the activist organizations, in the hope that they will start putting more pressure on Jumbo's competitors; which can be bad for their image.

Jumbo can use these issues to also claim another issue. When thinking about the Food Waste it is mainly about food that doesn't look 'good' anymore in the opinion of people. While thinking about the Over Packaging it is about removing packages so that the product alone stays, it doesn't need an extra-large hypermodern package with it. People buy it because of the product not about the coverage of it.

Jumbo is a supermarket chain that aims at the normal person and looks at every person as evenly worthy. For example everybody is a champion was one of their statements this summer (as mentioned in chapter 1). To communicate the issues as issues isn't really the strategy that fits best, because it will have a very formal soulless approach. Jumbo has to give a meaningful statement which isn't all focussed on the aforementioned issues. Because Jumbo thinks that everyone is equal they of course also believe that everyone is beautiful. If you look to the above stated problems (issues) and solutions it's all mainly about the outside that's being removed and the inside that's most important. In that matter I think it would fit Jumbo to also take a short statement in the beauty issue and using this as the campaign to claim the Over Packaging and Food Waste issues with. This is the perfect chance for Jumbo to also make a statement in the beauty issue while referring to both the Over Packaging issue as also the Food Waste issue.

The statement will be: True beauty comes from within, we don't need covers.

The different actions that Jumbo has to go through to succeed are: Educate, Convince, Adapt and Declare.

- Educate; the producers and customers
- Convince; the producers and customers
- Adapt; their own operations
- Declare; All actions that have been made and the importance of the issue

Chapter 8. Strategic

Underneath the strategic part of the campaign will be described, the operational part is described in Chapter 7. This will only contain the strategic decisions.

Jumbo is going to be the first of the big supermarket chains to claim the Over Packaging and Food Waste issues and to frame them in the way that Jumbo wants their stakeholders to see them in.

8.1 The cooperative strategy

Jumbo will take a pro-active role in the issues. The statement that is used to get it under attention is an informal sentence. A lot of different media are used to bring the issues and what Jumbo is doing under attention. The campaign will partly be an ongoing campaign; taken measures and in shop signing. The communication will be spoken and written as well; it will be spoken in commercials on Television and radio and written on all different kind of outings inside the shop and on internet. There will be different campaigns for different stakeholders; the producers are being communicated with in another way then the customers. The main stakeholders where the strategy is based on are producers and customers. Nevertheless activist organizations and media are also involved in the campaign. Jumbo will discuss what they are all doing to prevent over packaging and food waste with the activist organizations. In the hope that the activist organizations are going to use this to put pressure on Jumbo's competitors by confronting them with campaigns. Moreover Jumbo will send press releases to all different kinds of media about all their actions to prevent over packaging and food waste, this will result in a lot of positive free publicity.

For the Over Packaging issue Jumbo is informing the customer about the products, which have biodegradable packages or from which the packages are removed, with the therefor designed labels in front of it and why this is so important. Also Jumbo will try to persuade the customer in buying products with better or no packages by using different channels such as; Social media, commercials, labels, signing inside the shop and the Jumbo magazine.

Jumbo will communicate with the producers in an informing and formative way. Because Jumbo needs to inform them about the important facts about changing packages and needs to further discuss this for it to succeed.

Jumbo will state that they don't think all these products need covers anymore, which is out of time. People are more conscious and not easy to influence by peripheral matters anymore. That's why producers need to go back to normal and show customers what they are actually receiving.

Within the Food Waste issue Jumbo will also inform and persuade the customers. They will be informed about the importance of reducing food waste and how to reduce food waste at home. They will be informed by the Jumbo Magazine, tips on social media and signing in the shop.

The suppliers in this matter will be contacted by Jumbo (especially the fruit and vegetables producers) about the possibility to sell their failed products. Also other producers will be informed by a letter asking if they have any interest in selling their (if so) failed products too.

8.2 Message

True beauty comes from within, we don't need covers.

This message is supposed to be a little vague because it means a lot of different things and it overlays all issues.

- Looking from the beauty perspective it states that the inside of people is the thing that's most important.
- Looking from the Food Waste perspective it states that even though products may look different it still tastes the same (most important).
- Looking from the Over Packaging perspective it states that packages are not making the product but that the product (inside) is the leading factor.

The statement will be stated on every outing of Jumbo concerning the campaign. Also it is showed on the label in front of products with biodegradable or no packages and in front of failed products.

Chapter 9. Timeline

The campaign will be an ongoing process. If Jumbo will fall back into old habits the chance on a crisis arises again. I have not put the timeline in a time-based schedule because it depends on how fast the internal processes are being managed, this may take more time than can be overseen right now. Also it is not developing in a crisis yet, so it is better to take time and make sure no faults are made.

Jumbo will first internally need to change the process of Food Waste, this focusses on employees and the internal process. Then Jumbo will need to educate stakeholders (producers of products) about the importance of the over packaging issue, while doing that they will need to convince (at least some for a start) them to start selling their products without packages or with biodegradable packages.

If the processes are internally clear and manageable (new ways implemented/adapted in establishments) Jumbo can start to communicate their campaign. From this point they will take control (claim) the issues and will report about it in cooperation with associated activist organizations. They will use the CRA (Care, Responsibility, Action) strategic at this point. Jumbo will tell that they care about the environment and that it's time to stand up and to reward the producers that hold account with the environment, to stimulate the process. Also Jumbo will state that they feel responsibly in this matter and want to make a change but that they also think responsibility lies within producers as also within customers, that's why Jumbo expressly invites them all to make a change together. Jumbo will actively educate the customers in how to deal with best before dates.

After the process as described before, Jumbo will recommend the products with biodegradable or no packages. In this way Jumbo wants to make sure that other producers will want to follow the same line, because it's better for their image.

Chapter 10. Sources

- #lastpak: weg met te grote verpakkingen. (2015, May 26). Retrieved from <http://www.rtlnieuws.nl/editienl/lastpak-weg-met-te-grote-verpakkingen>
- Borromeo, L. (2014, September 16). Berlin duo launch a supermarket with no packaging. Retrieved from <http://www.theguardian.com/sustainable-business/2014/sep/16/berlin-duo-supermarket-no-packaging-food-waste>
- Bräutigam, K.-R., Jörissen, J., & Priefer, C. (2014). The extent of food waste generation across EU-27: Different calculation methods and the reliability of their results. *Sage journals*, 32, 683. Retrieved from <http://wmr.sagepub.com/content/32/8/683.long>
- Carpenter, M. A., Bauer, T., & Erdogan, B. (2012). *Management Principles*. Retrieved from <http://2012books.lardbucket.org/pdfs/management-principles-v1.0.pdf>
- Collins, N. (2015, June 10). America's Big Food Waste Problem. Retrieved from <http://www.psmag.com/business-economics/stop-wasting-food>
- Coombs, W. T. (2007). Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory. *Palgrave journals*, 10, 164. Retrieved from <http://www.palgrave-journals.com/crr/journal/v10/n3/pdf/1550049a.pdf>
- Coombs, W. T. (2007). Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory. *Palgrave journals*, 10, 166. Retrieved from <http://www.palgrave-journals.com/crr/journal/v10/n3/pdf/1550049a.pdf>
- Dainelli, D., Gontard, N., Spyropoulos, D., Zondervan-van den Beuken, E., & Tobback, P. (2008). Active and intelligent food packaging: legal aspects and safety concerns. *Trends in Food Science & Technology*, 19, 103-104. Retrieved from https://www.researchgate.net/publication/229351726_Active_and_intelligent_food_packaging_Legal_aspects_and_safety_concerns
- Damn food waste. (2015, October 28). Ontstaan damn food waste. Retrieved from http://damnfoodwaste.com/?page_id=34
- De Araújo Avelino, F. R. D. (2011). *Power in transition Empowering discourses on sustainability transitions*. Retrieved from repub.eur.nl/pub/30663/PhD%20Thesis%20Flor%20Avelino.pdf
- Factory Farming. (2015). Retrieved from <https://www.voiceless.org.au/the-issues/factory-farming>

- Factory Farming: Misery for Animals. (2015). Retrieved September 28, 2015, from <http://www.peta.org/issues/animals-used-for-food/factory-farming/>
- Food & Water Watch. (2010, November 30). Factory farm nation: map charts unprecedented growth in factory farming. Retrieved from <http://www.foodandwaterwatch.org/news/factory-farm-nation-map-charts-unprecedented-growth-factory-farming>
- Global Industry Analysts. (2012, April 27). Green marketing: A global strategic business report. Retrieved from http://www.prweb.com/releases/green_marketing/ecological_marketing/prweb9449966.htm
- Jumbo Supermarkten. (2015, June 17). In iedereen schuilt een kampioen. Retrieved from <http://www.jumbo.com/content/in-iedereen-schuilt-een-kampioen/>
- Nederland krijgt eerste verpakkingsvrije supermarkt. (2014, November 24). Retrieved September 20, 2015, from <http://www.nu.nl/ondernemen/3936426/nederland-krijgt-eerste-verpakkingsvrije-supermarkt.html>
- Ross, S. M. (2010). Food for thought, part 1: foodborne illness and factory farming. *Holistic Nursing Practice*, 24, 169-170. Retrieved from http://journals.lww.com/hnpjournal/Fulltext/2010/05000/Food_for_Thought,_Part_I___Foodborne_Illness_and.8.aspx
- Schripsema, A., Van der Burgh, M., Van der Sluis, A., & Bos-Brouwers, H. (2015). *Verwaarding van voedselreststromen uit supermarkten* (Rapport nr. 1549). Retrieved from <http://edepot.wur.nl/340319>
- Solotaroff, P. (2013, December 10). In the belly of the beast. Retrieved from <http://www.rollingstone.com/feature/belly-beast-meat-factory-farms-animal-activists>
- Stop food waste. (2015, December 09). Retrieved October 14, 2015, from http://ec.europa.eu/food/safety/food_waste/stop/index_en.htm
- Timmermans, A. J. M. (2015). Dossier Voedselverspilling. Retrieved October 10, 2015, from <http://www.wageningenur.nl/nl/Dossiers/dossier/Dossier-Voedselverspilling.htm>
- Wakker dier. (2015, December). Plofkip en supermarkten. Retrieved December 28, 2015, from <http://www.wakkerdier.nl/plofkip-campagne/supermarkten>
- Wakker dier. (2016, January 13). Nieuwe \"betere\" kip van Lidl blijkt gewoon plofkipras. Retrieved from <http://www.wakkerdier.nl/persberichten/nieuwe-betere-kip-van-lidl-blijkt-gewoon-plofkipras>

Worldwatch Institute. (2012). Rising number of farm animals poses environmental and public health risks. Retrieved from <http://www.worldwatch.org/rising-number-farm-animals-poses-environmental-and-public-health-risks-0>

Chapter 11. Attachments

11.1 Evaluation on crisis day

It was much harder than I eventually thought it would be, it's hard to come up with the right words and it is even harder to react in the way that you're (by the ways of crisis management) supposed to.

The preparation was very short, in such a short time it was very hard to discuss the issue with your group, define the reaction-strategy for the press conference and put your speech/words on paper which you wanted to bring to light. There was no time left to think of possible questions or to practice the text. I think to put it into practice like we did on crisis day is very instructive.

11.2 Reflection on crisis day

With my group we were handling Netflix; we chose to put three spokesmen on the table. One was the director of Netflix, another the investigator from the police and the third one was me; Head of ICT from Netflix. It was pretty hard because I don't really know much about hacking and stuff like that (Netflix was hacked). But I think I managed quite well with the information that I did know a bit off. Sometimes I had to say that we were not sure yet and that we were going to investigate that later but I reacted on it and tried to give a statement as clear as possible because we discussed to be very open in our approach.

As the head of ICT I put a little statement on paper. At first the director of Netflix gave the main statement, then I gave an additional statement about the more technical parts that were involved in the issue because I was the head of the ICT department.

Statement (in Dutch)

Bij Netflix hebben wij, zoals bij alle andere grote bedrijven, veel te maken met cyberaanvallen. Te allen tijde hebben wij een cyberpreventieteam actief om cyberaanvallen tijdig te signaleren en af te wenden. Helaas is het de hackers ditmaal gelukt via een erg geavanceerde cyberaanval enkele persoonsgegevens te bemachtigen alvorens wij de aanval af konden wenden. Door adequaat optreden van ons cyberpreventieteam hebben zij geen betaalgegevens buit kunnen maken, er zijn enkel enkele voornamen buitgemaakt. Op dat moment heeft ons cyberpreventieteam de aanval afgewend. Wij zijn continu bezig met het verbeteren van ons cyber-immuunsysteem om de hackers een stap voor te blijven. Wij hebben deze naar aanleiding van dit voorval nogmaals onder de loep genomen en aangepast waar nodig.

Graag willen wij u aansporen om uw betaling via I-deal te verrichten om zo eventuele risico's aanzienlijk te verkleinen.

I was a Journalist of Nu.nl. As a journalist you learn that asking hard answerable questions aren't there to annoy the spokesman but there to make sure that nothing is overlooked. By this a journalist can even help the company with hard questions to make sure not another crisis will occur, one which the stakeholders have not counted on.

I have asked some hard questions which they sometimes could not answer really easily. With the Pathé crisis situation the spokesmen told they were afraid of a bomb. They cleared the area for a few hours. Afterwards they still kept Pathé closed. I asked why Pathé was still closed, because if they would say that it was for further investigations I would have stated that the lives of many were put at risk. They managed to answer that question in a great clarifying way.

Also I stated that I heard rumours were going around that a countermovement was arising that stated to 'attack' Pathé Tilburg if the movie did not return in theatres. If this might be right, which side would you pick?

They didn't manage to answer this question quickly and it wasn't really satisfying me. They stated that they made this choice out of safety, but by this countermovement it could get unsafe again, if words are true.

Film Festival Berlin gave a very short press conference and stated that the attacks might have come from North Korean terrorists and the moderator already stopped questioning after 3 questions. That was a weird choice while a lot of people died in that specific crisis situation.

I returned to Nu.nl with a nice headline for on the front cover stating: Berlin Film Festival goes for North Korean approach, press is gagged!

I think crisis day was really worth it and I have learned a lot of it.