

Crisis Management. Bakeries.



What's the starting point?

First of all, it's important to keep a cool head. One can find positives in any crisis:

- Human behaviour has already been widely researched. Within phases of consumer behaviour in a crisis and there are distinct patterns of behaviour within each of these phases.

What are the positives in **this** crisis:

- Unlike in the case of natural disaster, the infrastructure has not been destroyed
- In contrast to conflict, there has been limited "suffering" for the majority of people
- While many shops and services has been closed down, bakeries in many countries are classified as providing essential basic products and will remain open.

How to respond to the four phases during a crisis:

Phase 1: Hoarding/stockpiling

The effects of this phase will seem familiar to everyone who has been shopping recently. In this phase, items will be purchased irrespective of price and it is the "basic range" of products which is sought after. In turn, consumers (and providers) can forego supplementary products to save costs.

Phase 2: Variety

Weekly changes to the **basic range** of certain product groups maintain variety.

Phase 3: Price sensitivity

As awareness of prices returns, a strong focus on **offers** will help sales

Phase 4: USPs in the foreground

Standing out from your competitors shouldn't fade into background as you try to retain and increase custom.



Crisis Team

A crisis team among your staff should assess the following points on a regular basis:

Employees

- Are stores staffed?
- How is the atmosphere/mood?
- Are people fit to work?
- Are rest periods being observed?

Customers

- Behaviour/mood?
- How are the positively formulated behavioural requests being received? Are there any signs of aggression or resistance?
- How to deal with customers' desire for small talk?

Product range

- How is the availability and quality of the basic ranges?
- What are the daily sales of the different products groups?

Behaviour of management staff

- Who is still on board?
- How is the mood?
- Which stores should be "merged" to ensure local provisions?
- How to react to employee questions in a consistent manner?

The Daily Bullet Points – Sales

With a focus on sales, these topics should be dealt with on a daily basis:

Customers

- Show "security" in your supply, for example with well-considered product presentation and create a positive shopping atmosphere

Product range

- Offer a carefully considered basic range of products with good availability and daily stocktaking of sales and waste

Behaviour of management staff

- Management staff should project a sense of security and stability for employees
- Motivational behaviour should be greatly increased

Employees

- Allay fears of job insecurity
- Alleviate fears of financial pressure
- Take measure to reduce fear of infection
- Spend more time with staff planning and ensure rest times for employees



Regular Psychological Crisis Communication – Internal and External Tactical Communication

Employees

- Address the fears
- Moderately prepare for different scenarios
- Provide information proactively and thus offer solutions to allay fears

Customers

- Ensure security in the provisions and coverage
- Include positive wording on the signs/notices. A1 street signs are well suited for this: in phase 1, for example, you could display the basic range on signs and publish regular messages of “reassuring security”

Product range

- Confirm the usual consumption behaviour. Purposefully use chocolate in cake and individual treats during one of the above phases, for example to spark ideas of comfort, feelings of happiness childhood, memories...

Behaviour of management staff

- Make sure they understand your appreciation: “It’s great that you’re here”, “Enjoy” your hero status“

Secure your own resources

While it is vital to focus foremost on employees, customers, product ranges and the behaviour of management staff in this crisis, it is very important to not let your own personal care slide. Don’t forget to:

- Build a crisis team
- Delegate tasks and responsibilities
- Maintain your own fitness and work/life balance
- Look at your self-motivation

Remember that one “positive” in this crisis is that the scenarios are known and are therefore plannable.