



Panera

BREAD®

Panera Bread Company

Crisis Management Plan

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(Reviewed and Updated May 1, 2014)

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Introduction

The Panera Bread Company is the dominant provider of fresh baked goods, specialty sandwiches, soups, salads, custom roasted coffees and other cafeteria drinks. Panera Bread has been the symbol of warmth and welcome since 1981 when it was founded by Louis Kane and Ron Shaich, and quickly became one of the leading brands in the nation. Since then Panera Bread has expanded internationally and continues delivering fresh bread served in a warm environment.

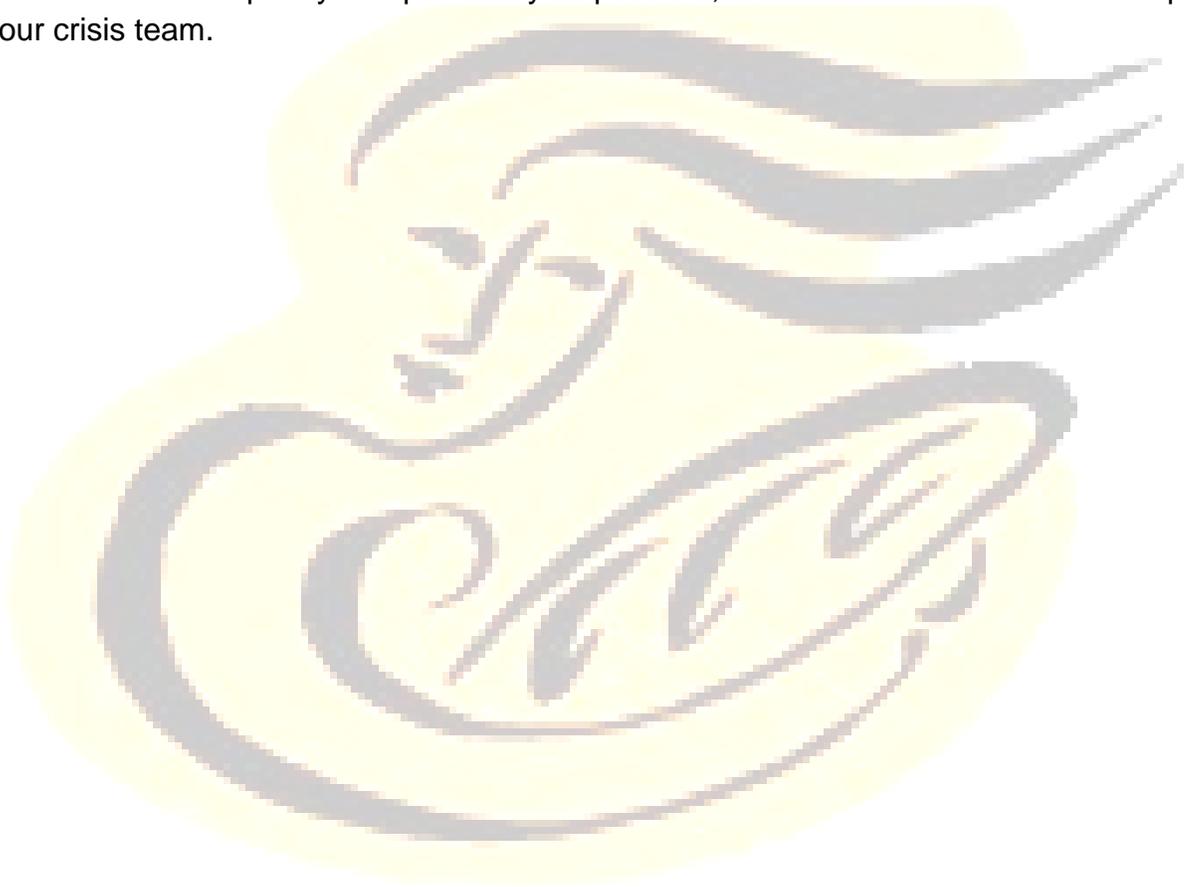
Crisis Team Mission

A loaf of bread in every arm. Panera serves to feed every person who comes through our doors. "We are a symbol of warmth and welcome. We are a simple pleasure, honest and genuine. We are a life story told over dinner. We are a long lunch with an old friend. We are your weekday morning ritual. We are the kindest gesture of neighbors. We are home. We are family. We are friends."

We want everyone to leaving feeling content and satisfied. Our mission is clear: we want to keep our customers happy and continuing to come back for more.

Crisis Communication Plan Purpose

The purpose of the crisis teams mission is to ensure a diligent, timely, and effective response to our stakeholders and to the public in a time of crisis. The needs of our organization are to satisfy our customers, employees, general stakeholders and anyone with a general interest in our company. Panera strives to please all their constituents in regards to food and dietary needs. The benefit of having a crisis team is to have a group of individuals fully equipped to handle crises at a moment's notice and to have a middleman between our publics and our stakeholders and the media. We want to relieve a crisis and quickly and painlessly as possible, and we can do that with the help of our crisis team.



Potential Crises

Crisis Categories and Likely Scenarios of Each:

- Natural Disasters
 - Potential drought or flood could impact our supply of fresh ingredients used to make our products
 - Extreme weather (tornados, hurricanes, earthquakes) could damage establishments around the country
- Rumors
 - Competitors lash out against Panera in the media
 - False information causes customers to protest Panera
- Technical-error products harm
 - Product recall
 - Food recall
 - Contaminated goods cause illness in customers (e. coli, salmonella)
 - Price hike due to shortage of ingredients
- Technical-error accidents
 - Shipping issues cause shortage of a product
 - A problem with a machine in a store causes food to be incorrect temperature
- Challenges
 - Complaints about taste and quality of food from customers
 - Social media posts by partners causes uproar
 - Menu changes
 - Downsizing of establishments due to economic downturn
- Human Error Accidents
 - Customer is accidentally hurt in an establishment (wet floor, faulty chairs)
 - Employee is accidentally hurt by faulty machinery or equipment
- Workplace Violence
 - Employees discriminating against customers (e.g. race, ethnicity, gender)
 - Verbal arguments between employees that could lead to physical violence

Unlikely but highly impactful crises Panera might face:

- Workplace Violence
 - Shooting occurring in any of Panera's locations
- Malevolence
 - Country-wide protest of Panera for menu or price changes (could turn violent and gain media attention that could result in a crisis)
- Human error accident
 - Product contamination due to accident or improper hygiene
- Organizational misdeeds
 - The wrong personnel is hired and causes issues with customers and employees

Panera Crisis Management Team

Crisis Communication Manager: Dana Gleason

Gleason graduated from Illinois State University with a masters' degree in public relations. After working at Edelman for five years, she transferred to the Panera Bread crisis team. Starting from the employee liaison, Gleason was promoted to Crisis Communication Manager, holding the position for the past six years.

- Key decision maker
- Provides guidance to the other team members
- Keeps communication team updated
- Assists team members who need help

Employee Liaison: Stacy Sullivan

Sullivan graduated from Boston University with a masters' degree in communication. She worked in organizational communication for seven years, helping organizations solve their internal problems, before transferring to the Panera Bread crisis team.

- Representative for employees (and their families if necessary)
- Liaison between organization and their employees
- Sits in on board meetings

Legal Advisor: Laurel Arlis

Arlis graduated from Yale University with her law degree and worked for fifteen years in the courtroom before joining Panera Bread's crisis management team. She previously worked on cases with companies such as Monsanto and Tyson, giving her experience with food products.

- Handles legal issues
- Ensures organization stays within the law at all times

Spokesperson: Lauren Vahldick

Vahldick was the President of the United States' press secretary for four years before joining Panera Bread's crisis management team. Her previous experience in this position has given her extensive knowledge and experience communicating with the media.

- Contacts media and holds press conferences
- Announces any new developments in a given crisis
- Liaison between the organization and the public

Director of Media Relations: Mateo Aguirre

Aguirre graduated from Michigan State University with a masters degree in public relations. Previously in agency PR, Aguirre worked on the Panera account for eight years Motion PR before joining Panera's crisis management team.

- Arranges interviews between media and spokesperson
- Monitors environmental scanning
- Gathers and prepares information to be released by spokesperson

Panera Leadership Team

Name	Picture	Title
Ronald M. Shaich		Founder, Chairman & CEO of Panera Bread
William W. Moreton		Executive Vice Chairman
Charles J. Chapman, III		Executive Vice President & Chief Operating Officer
Scott Davis		Executive Vice President & Chief Concept & Innovation Officer
Blaine E. Hurst		Executive Vice President – Technology & Transformation

<p>Roger Matthews</p>		<p>Executive Vice President & Chief Financial Officer</p>
<p>Michael Simon</p>		<p>Executive Vice President & Chief Marketing Officer</p>
<p>Mark Wesley</p>		<p>Executive Vice President & Chief Development Officer</p>
<p>Scott Blair</p>		<p>Senior Vice President & Chief Legal Officer and General Counsel</p>
<p>Mark Borland</p>		<p>Senior Vice President</p>

<p>Irene Cook</p>		<p>Senior Vice President, Chief Company & VP Operations Officer</p>
<p>Liz Dunlap</p>		<p>Senior Vice President & Chief People Officer</p>
<p>Thomas Kish</p>		<p>Senior Vice President – eCommerce Customer Service Centers</p>
<p>William H. Simpson</p>		<p>Senior Vice President & Chief Franchise Officer</p>

Key Publics and Stakeholders

Panera's Key Publics and Stakeholders

- Panera customers/rewards holders
- Suppliers/Distributors
- Employees
- Caterers
- Competition: The Corner Bakery, McAlisters, etc.
- Companies/organizations associated with Panera
- Sponsors
- The media
- Farmers used by Panera Bread
- Food and Drug Association

If Panera needed to communicate with its key publics and stakeholders, we would be sure to utilize both verbal and nonverbal forms of communication

- Verbal responses: the written and spoken statements regarding the event
- Non-verbal responses: the actions the organization takes to address the event. Usually communicated verbally as well.
- The statements need to be consistent

Plan for Crisis Preparation and Prevention

In order to prevent a crisis from happening, our team has implemented preventative measures to be utilized before a crisis occurs.

- Monitor and continue positive relationships with Panera Bread stakeholders, both primary and secondary
 - Primary Stakeholders: employees, investors, customers, suppliers and the government
 - Secondary Stakeholders: the media, activist groups, competitors, and anyone who can affect or be affected by the actions of the organization.
- Diagnose vulnerabilities of possible crises and the risks associated with them.
- Create a crisis management team, who will implement environmental scanning through all types of social media, the internet in general and other outlets of information pertaining to the organization.
- Take all issues seriously to prevent it from turning into a crisis.
- Implement corporate social responsibility efforts that will go beyond legal and ethical standards, and create a positive impact on the community outside of Panera Bread.



Media Audit

National Network/Cable Television and Radio

ABC News

47 W 66th St.

New York, NY 10023

Phone: (212) 456-2700

Contact for ABCNews.com (20/20, Good Morning America, Nightline, This Week, etc.):
<http://abcnews.go.com/Site/page?id=3068843>

CBS News

524 W. 57 St.

New York, NY 10019

Phone: (212) 975-1893

Contact for cbsnews.com (CBS NEWS, 60 Minutes, CBS Evening News, CBS This Morning, etc.):
http://www.cbsnews.com/htdocs/feedback/fb_news_form.shtml

CNN

384 Northyards Blvd NW #490

Atlanta, GA 30313

(404) 827-1500

Contact for CNN.com: http://www.cnn.com/feedback/#cnn_FBKCNN_com

Fox News Channel

1211 Avenue of the Americas, 2nd Floor

New York, NY 10036

Phone: (212) 301-3000

Website: www.foxnews.com

Group Senior Vice President, Media Relations Irena Briganti:

Fax: 212-819-0816

E-Mail: irena.briganti@foxnews.com

Contact for other Fox News Shows: <http://www.foxnews.com/story/2010/10/14/contact-us/>

NPR

1111 North Capitol St., NE

Washington, DC 20002

NPR Staff Directory: (202) 513-2000

Corporate Sponsorship: (202) 513 -2093

Main Fax: (202) 513-3329

Contact form: <http://helpqa.npr.org/npr/includes/customer/npr/custforms/contactus.aspx>

Local St. Louis Media

KMOV

1 Memorial Dr.

St Louis, MO 63102

Phone: (314) 621-4444

Fax: (314) 444-3368

Website: www.kmov.com

KSDK NewsChannel 5

1000 Market Street
St. Louis, MO 63101
Phone: 314-421-5055
News Channel 5 at noon email: noonnews@ksdk.com

Riverfront Times News

6358 Delmar Blvd., Ste. 200
St. Louis, MO 63130-4719
Phone: (314) 754-5966
Fax: (314) 754-5955
Additional contact information: <http://www.riverfronttimes.com/about/>

*National Newspapers and Magazines***New York Times**

620 Eighth Avenue
New York, NY
Phone: (212) 556-1234
Email: news@nyt.com

USA Today

1440 Broadway 17th Floor
New York, NY 10016
Phone: (800) 872-0001
Email: news@ustoday.com

The Wall Street Journal

1211 Avenue of the Americas
New York, NY 10036
Phone: (212) 455-6800
Email: news@wallst.com

Chicago Tribune

435 North Michigan Avenue
Chicago, IL 60611
Phone: (312) 677-8909
Email: news@tribune.com

Time Magazine

1271 Avenue of the Americas
New York, NY 10020
Phone: (312) 566-9000
Email: news@time.com

Social Media Strategy

In the event of a crisis, Panera Bread Company will keep its social media up to date by providing key information to its customers and stakeholders.

With a team of social media experts, Panera will respond to the crisis with a message that is clear, complete and correct using social media vehicles such as:

- Facebook
- Twitter
- www.panerabread.com
- YouTube
- Instagram
- Vine
- Email

In order to maintain a consistent message through all the platforms, the team of social media experts will meet in the event of a crisis and construct a message that will explain the crisis and address the actions being taken by the organization to limit its impact. There will be one main message that will be posted on the Panera website and the Panera Facebook page. Using the rest of the social media platforms, the team will direct everyone to the main statement posted on the website and Facebook.

All of the messages need to be consistent and represent the values of the organization. To ensure consistency, all of the posts will be read and approved by the head of the social media team. In the event of several consumers posting negative comments about the company, the social media team will:

- Not delete any of the messages posted by consumers (unless they are inappropriate, offensive or obscene).
- Respond to as many tweets and emails that the company receives directing them to the main press release stating what we are doing to resolve the issue.
- Not post after hours (depending on the work day).
- Alert the public about other things not involving the crisis to alleviate the magnitude of the crisis.

Potential Third Party Supporters and Experts

Name	Title	Relationship	Contact
Lek Kadeli	Acting Assistant Administrator for Office of Research and Development with the United States Environmental Protection Agency (EPA)	Panera Bread has worked with the EPA to help regulate plastic recycling in Panera Restaurants	Phone: (202) 564-6620
Jacie Brandes	Midwest Executive Multimedia Director for Chicago's FORTUNE 500 company	Panera Bread has been listed on the FORTUNE 500 list for the last few years and Panera's relationship with the company would be beneficial in a crisis	Phone: (312) 321-7969
Dr. Rob Van Dam	Assistant Professor in the Department of Nutrition at the Harvard School of Public Health	Van Dam has conducted several health studies and experiments on the effects of fast food intake that could relate to a potential crisis	Email: VanDam@HarvardRole.com
Dr. Joseph Mercola	Alternative medicine specialist focusing on carbohydrate intake and moderation	Dr. Mercola has done studies concerning healthy life style that could relate to a crisis	Phone: (773) 835-4901

Immediate Response Checklist

This section outlines the processes and procedures for Panera Bread Company staff and crisis management team on how to handle a crisis situation.

1. Identify The Crisis

- Determine the level of the situation and prepare all information that would be needed for the crisis
- Request assistance from Crisis Communication Team through the Communication Administrator. If unreachable, sequentially contact members of the Crisis Communication Team.
- Coordinate with the Crisis Communication Team

2. Asses and Review Crisis

- Gather and record all facts involving the crisis
- Asses the nature of the crisis, including potential damage to stakeholders
- Communication Administrator contacts the appropriate members of the Crisis Communication Team
- Determine the format of the Crisis Communication team meeting, either face-to-face or conference call.
- Contact additional employees to secure their involvement

3. Meeting of Crisis Communication Team

- Debrief the crisis, including recent updates
- Appoint a Crisis Communication Manager specific to the circumstance of the crisis

4. Pan Crisis Communication Response

- Ensure the planning and execution of a crisis response
- Create key messages and public statements for the spokesperson
- Monitor the media via media relations

Communication Channels Worksheet

		Channel of Communication
Internal	CEO	Conference call, informational meeting, email, newsletter
	Board Members	Email, informational meeting, newsletter
	Employees (Corporate)	Email, informational meeting, newsletter
	Employees (Stores/Catering)	Email, informational meeting
	Suppliers	Email, informational meeting
External	Customers	Website, social media, advertisements, email
	Family Members of Employees	Email, phone call
	Media	Press conference, spokesperson reaching out via email/phone, statements, social media
	Sponsors	Email, phone call, newsletter

Key Messages Worksheet

Natural disaster crisis	Workplace violence crisis	Rumor crisis
Key message 1: Panera is continually working on how to improve the safety of our customers and employees	Key Message 1: Panera Bread does not accept violence in our workplace	Key messages 1: Panera Bread believes being transparent and honest is extremely important to a successful business
Supporting point 1: depending on the natural disaster either 1) evacuate the facility or 2) take cover in back room with no visible windows or glass doors	Supporting point 1: It is our concern to keep a safe work environment for all of our employees	Supporting point 1: Panera Bread will address any accusing rumors and investigate these issues further if needed
Supporting point 2: Call officials (police/fire department/ ambulance) and wait for word that it's safe to leave your location from police/media	Supporting point 2: Call officials (police/ambulance) and we will keep the public updated with the conditions of employees that were victims to any work violence	Supporting point 2: Talk to (department/ restaurant) regarding these rumors. Panera Bread, we pride ourselves on always being open with our customers, so if further actions need to be taken to address the issue, we will comply accordingly.



Date
FOR IMMEDIATE RELEASE
Email: press@panerabread.com

Contact: (Media Relations)
Phone: (224) 627-9503

PANERA BREAD PRESS RELEASE TEMPLATE

One sentence (7-10 words) describing major point of the release

CITY, (Date)- Summary lead less than 30 words. Addresses the main purpose for press release and contains any information necessary for stakeholders unaware of message.

Expression of concern or empathy (if necessary). Reassurance of Panera's good intentions and compassion for their stakeholders.

Description of the who, what, where, when, why, and how of the story. Who is affected? What is going on? Where this is taking place? When did this occur? Why is this important? How did it occur?

Repeat key messages and offer supporting points. Should include at least two key messages and description for what steps Panera is taking to resolve the situation. Opportunity to show transparency and regain the trust and support of stakeholders.

Quote about what actions the company is taking, voicing compassion or concern, or tying into key messages listed above.

For more information, contact: spokesperson information, links to website, etc.

--more--

¹About Panera Bread

Panera Bread Company owns and franchises 1,777 bakery-cafes as of December 31, 2013 under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names. Our bakery-cafes are principally located in suburban, strip mall and regional mall locations. We feature high quality, reasonably priced food in a warm, inviting, and comfortable environment. With our identity rooted in handcrafted, fresh-baked, artisan bread, we are committed to providing great tasting, quality food that people can trust. Nearly all of our bakery-cafes have a menu highlighted by antibiotic-free chicken, whole grain bread, and select organic and all-natural ingredients, with zero grams of artificial trans fat per serving, which provide flavorful, wholesome offerings. Our menu includes a wide variety of year-round favorites complemented by new items introduced seasonally with the goal of creating new standards in everyday food choices. In neighborhoods across the United States and in Ontario, Canada, our customers enjoy our warm and welcoming environment featuring comfortable gathering areas, relaxing decor, and free internet access. Our bakery-cafes routinely donate bread and baked goods to community organizations in need. Additional information is available on our website, <http://www.panerabread.com>.

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¹ Panera. (n.d.). Panera Bread. *Panera Bread*. Retrieved April 30, 2014, from <https://www.panerabread.com/en-us/home.html>

PANERA BREAD COMPANY
3630 S. Geyer Rd
Suite 100 St. Louis, MO 63127
(314)-984-1000

Backgrounder

For Immediate Release
FOR MORE INFORMATION,
CONTACT:
Mateo Aguirre
Director of Media Relations
224-627-9503
press@panerabread.com

Panera Bread Company is a provider of fresh baked goods, specialty sandwiches, soups, salads, custom roasted coffees and other cafeteria drinks. The company provides its goods and services under their trademark names including Panera Bread, Paradise Bakery & Cafe and Saint Louis Bread Co. As a pioneer of cafe-style food and beverages, Panera has appealed to a broad customer range throughout the years.

Ron Shiach founded Panera Bread in March of 1981 as a Massachusetts corporation under the name Au Bon Pain Co., Inc. and reincorporated in Delaware in June 1988. In December 1993, he purchased Saint Louis Bread Company and in August 1998, sold the Au Bon Pain division and changed the name to Panera Bread Company.

In May of 2010, Shiach stepped down as CEO, giving the title to Bill Moreton. In 2012 the two decided to share the title, as Co-CEO's. With his love for the company, Shiach decided to take back his title as CEO in August of 2013. With continued success, Panera now has over 1,500 cafe-bakery's in 42 states, the District of Columbia and Ontario, Canada. They have grown from serving approximately 60 customers a day at our first bakery-cafe to currently serving nearly 6.5 million customers a week system-wide, and are currently one of the largest food service companies in the United States.

Media Log Sheet

Caller: _____

Media Employee/Family Public Board/Shareholder

Date: _____ Time of Call: _____

Organization: _____

Phone number: _____

Fax: _____

Address: _____

Inquiry: _____

Deadline: _____

Person taking call: _____

Reply made by: _____

Date/Time: _____

Reply: _____

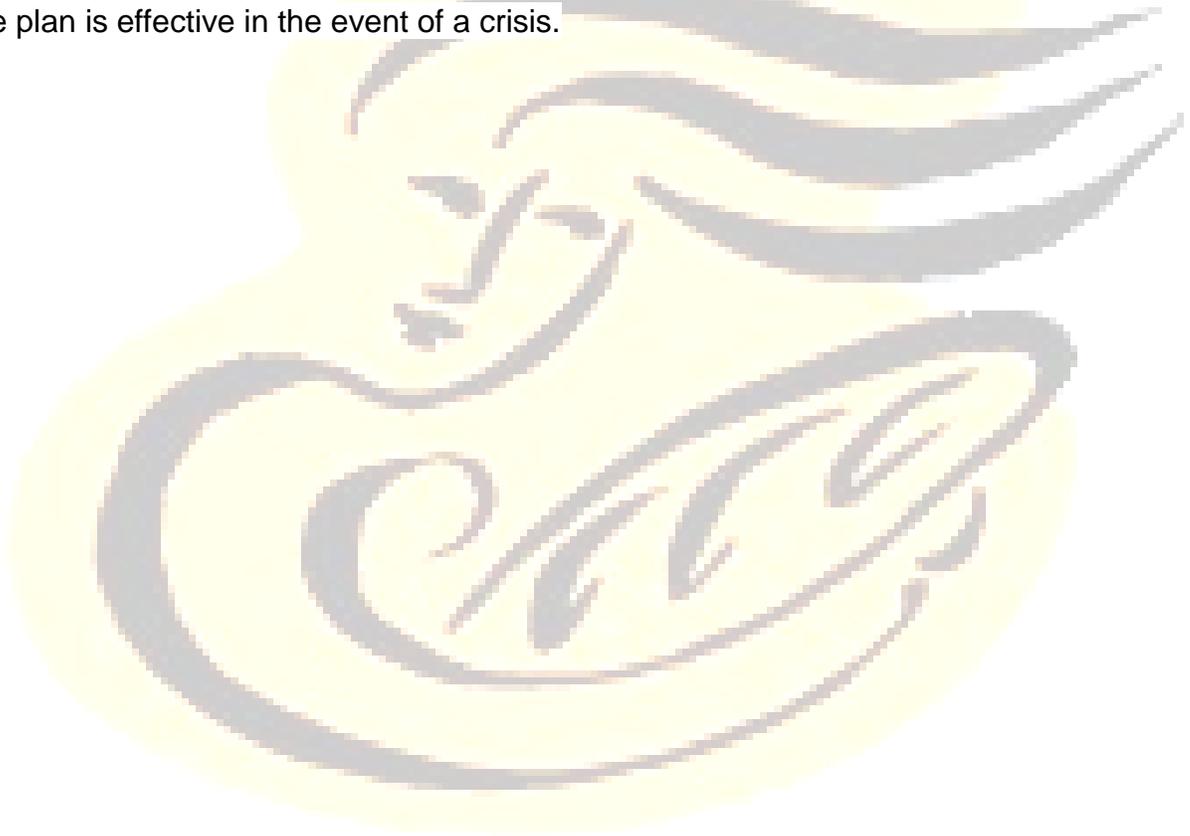
Crisis Management Team Contact Sheet

Roles	Crisis Management Team Members	Where they will be stationed during a crisis	Contact Information
Crisis Communication Manager	Dana Gleason	Main Administrative offices of Panera Bread	Email: danagleason1@gmail.com Phone: (708) 355-1815
Employee Liaison	Stacy Sullivan	Media Center	Email: stacy.sullivan66@gmail.com Phone: (630) 306-7384
Legal Advisor	Laurel Arlis	Media Center, Emergency Operation Center	Email: laurel.arlis@gmail.com Phone: (630) 740-9650
Spokesperson	Lauren Vahldick	Media Center	Email: laurenvahldick@gmail.com Phone: (630) 808-7333
Director of Media Relations	Mateo Aguirre	Media Center	Email: mateo.aguirre11@gmail.com Phone: (224) 627-9503

Procedure for Testing Crisis Management Plan

To fully prepare for the event/likelihood of a crisis, the Crisis Management Team will participate in a mock crisis semiannually. All members of the team should be aware of the location of the Crisis Management Plan and be able to apply the plan to the specified crisis.

All members of the Crisis Management Team will follow and refer the the Crisis Management Plan and enact/use all portions of the plan as if the crisis had actually occurred. Worksheets and evaluations will be used through the mock crisis to ensure the plan is effective in the event of a crisis.



*Date for revision: November 1, 2014



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Panera Bread Company

Crisis Management Plan

Part II – Response to *New York Times* Article

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Crisis Response Strategy

On Sunday June 9, 2014, The New York Times published a front-page headline 'Independent Analysis of Chain Restaurant Food Reveals Nutrition Irregularities.' With Panera as the main focus, the article talks about an independent testing lab that found many calorie counts were off by as much as 30%. The fat numbers associated with this were also found to be incorrect across Panera locations.

Social Media sites such as Facebook and Twitter were used to publicly voice peoples concerns, such as the trending hashtag #sothatswhyimfat. Within a week of publication Panera has seen a drop in sales and the crisis needs to be addressed quickly and efficiently.

We will be using a combination of the Rebuilding Posture by utilizing an apology and the Bolstering Posture by reminding the public of our good relationship with its stakeholders. These two tactics allow our organization to take responsibility for the crisis and remind our stakeholders that they are our number one priority.

The crisis was a result of an internal mistake on behalf of Panera. A full apology would be the most effective compared to a partial apology because the crisis needs to be physically fixed. Our stakeholders would not respond to a partial apology because expressions of concern and guilt will not fix the incorrect nutritional information at Panera locations. With a full apology there is the possibility of legal liability, which could cause problems for Panera. But we feel with the combination of a Bolstering Posture, the legal threats to Panera could be minimized since Panera has continually had a positive reputation with its stakeholders.²

² Coombs, W.T (2012). Ongoing crisis communication: Planning, managing, and responding (3rd ed.) Thousand Oaks, CA: SAGE Publications, Inc.



June 11, 2014
FOR IMMEDIATE RELEASE
Email: press@panerabread.com

Contact: Mateo Aguirre
Phone: (224) 627-9503

Panera Bread Response to *New York Times* Article Rumors
Takes responsibility and apologizes for nutrition irregularities

ST. LOUIS, Tuesday, June 11, 2014- Panera Bread released a statement after *The New York Times* front-page article reviewed irregularities in Panera's nutritional data. The article alleged that an independent testing lab found various menu items to be off as much as 30% with both calorie and fat counts.

Panera takes full responsibility for these unintended miscalculations. It was never the company's intention to mislead their customers and have taken appropriate measures to ensure corrections have been made immediately. Panera has decided to go a new way with the nutritionist who made these inaccuracies and have hired a new and highly-qualified nutritionist. In addition, a new procedure has been implemented in their efforts to ensure this information remains accurate in the future.

Panera is confident these irregularities will not happen again and apologies for any inconveniences this may have caused their customers. They will continue to voluntarily disclose nutritional information and provide menu items for a wide range of diets.

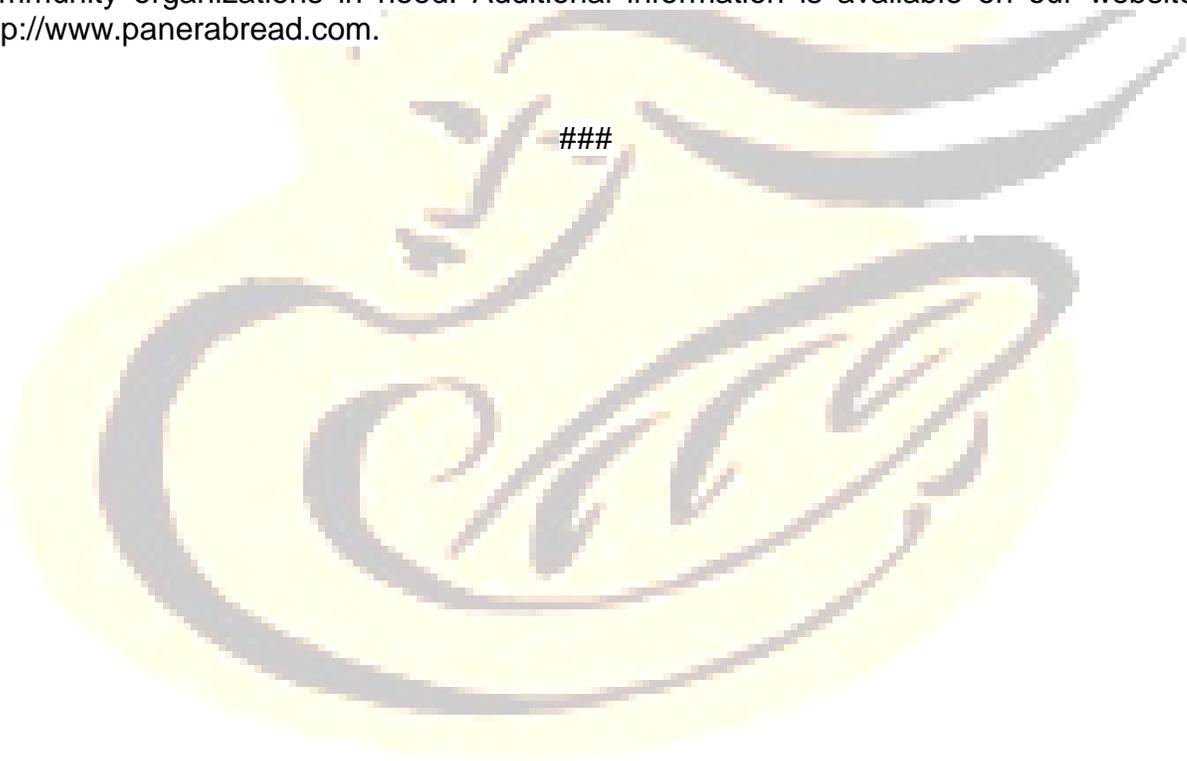
CEO, Ronald Shaich, addressed the situation at a press conference, "It is my deepest apologies that we have let down our customers, who are always our number one priority. We are taking every measure to correct the situation and hope to continue doing business with our loyal customers."

--more--

³About Panera Bread

³ Panera. (n.d.). Panera Bread. *Panera Bread*. Retrieved April 30, 2014, from

Panera Bread Company owns and franchises 1,777 bakery-cafes as of December 31, 2013 under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names. Our bakery-cafes are principally located in suburban, strip mall and regional mall locations. We feature high quality, reasonably priced food in a warm, inviting, and comfortable environment. With our identity rooted in handcrafted, fresh-baked, artisan bread, we are committed to providing great tasting, quality food that people can trust. Nearly all of our bakery-cafes have a menu highlighted by antibiotic-free chicken, whole grain bread, and select organic and all-natural ingredients, with zero grams of artificial trans fat per serving, which provide flavorful, wholesome offerings. Our menu includes a wide variety of year-round favorites complemented by new items introduced seasonally with the goal of creating new standards in everyday food choices. In neighborhoods across the United States and in Ontario, Canada, our customers enjoy our warm and welcoming environment featuring comfortable gathering areas, relaxing decor, and free internet access. Our bakery-cafes routinely donate bread and baked goods to community organizations in need. Additional information is available on our website, <http://www.panerabread.com>.



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Key Messages

Dedication to the community

- We give back to local communities by donating our time, food and dollars to the fight against hunger.
- The Panera Bread Foundation's non-profit Panera Cares Community Cafes work with customers to help feed those in need.

Support Healthy Living and Lifestyles

- The Panera Bread Power Menu helps target nutrition and lifestyle goals and can be adjusted for each individual customer depending on what area they want to focus on.

Panera Bread apologizes for misinformation

- Panera Bread wishes to be open and honest with their costumers and create a positive and healthy environment for every community.
- Panera Bread strives for constant and continuous open communication with our costumers. Please feel free to find more feedback on the issue at panerabread.com



Social Media Strategy

With the times changing, social media has become a very important tool used to communicate with customers, publics and stakeholders during a crisis. Since our customers are expressing their concerns mostly via social media, using it to respond back to our customers is the best strategy.

When dealing with the *New York Times* article, Panera's social media crisis team will respond as soon as the article is published to ensure that our customers know we are trying to resolve the crisis as quickly as possible. First and foremost, a press release explaining the issue and the measures being taken to resolve the issue will be placed on the Panera Bread website and Facebook page. On the rest of the social media platforms, there will be links to the same press release.

Once that initial step is taken, we will post a video on the Panera YouTube channel with the CEO of Panera, Ronald M. Shaich, issuing an apology for letting our customers down. His sincerity in the video is key in order to regain the trust of the customers. The video will be shared across all social media platforms as well as emailed to all of the My Panera cardholders.

When it comes to dealing with Twitter and the hashtag #sothatwhyimfat, the Panera social media team will create a new hashtag to compete with the old one. #sothatwhyitsgood will showcase how all of Panera's ingredients are grown and produced. This will launch a campaign that will be transparent and show the public that Panera is a healthy conscious company. This will also be a good way to take the negative attention off of Panera while still rebuilding their image and giving them more credibility.

References

Coombs, W.T (2012). *Ongoing crisis communication: Planning, managing, and responding* (3rd ed.) Thousand Oaks, CA: SAGE Publications, Inc.

Panera. (2014). Panera Bread. *Panera Bread*. Retrieved April 22, 2014, from <https://www.panerabread.com/en-us/home.html>

