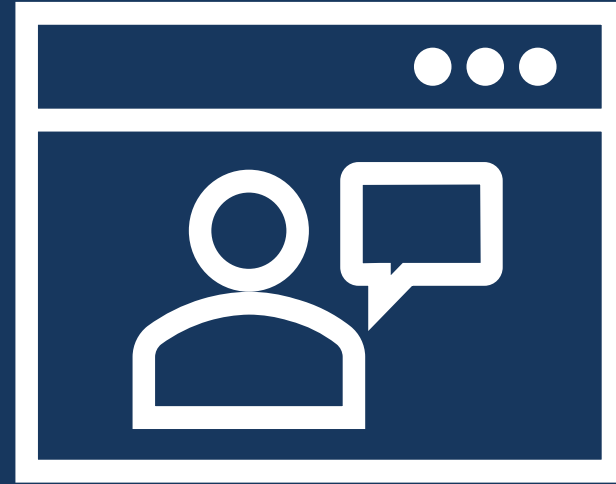




THANK YOU FOR JOINING US.

THIS WEBINAR WILL BEGIN SHORTLY.



Human Foods Program



SERIES TWO | WEBINAR 1

HOW TO TURN A PROBLEM INTO AN OPPORTUNITY

September 3, 2025



WELCOME! WE'RE GLAD YOU'RE HERE!



Recap and materials from "Season One"
Including the whitepaper compilation

HOUSEKEEPING



This event is being recorded and will be posted on the STOP website and YouTube.



You can earn **1 continuing education credit** for this webinar, and 1 each in the series. A form will be attached to a follow-up email and can be found on the STOP website.



Attendees will be muted.

Please use the Q&A function to ask questions.



Attendees can **“up vote” a question**.

We may not be able to get to all of them.



You'll be asked to complete a brief survey after the webinar. Please take **2-3 minutes** to share your feedback!

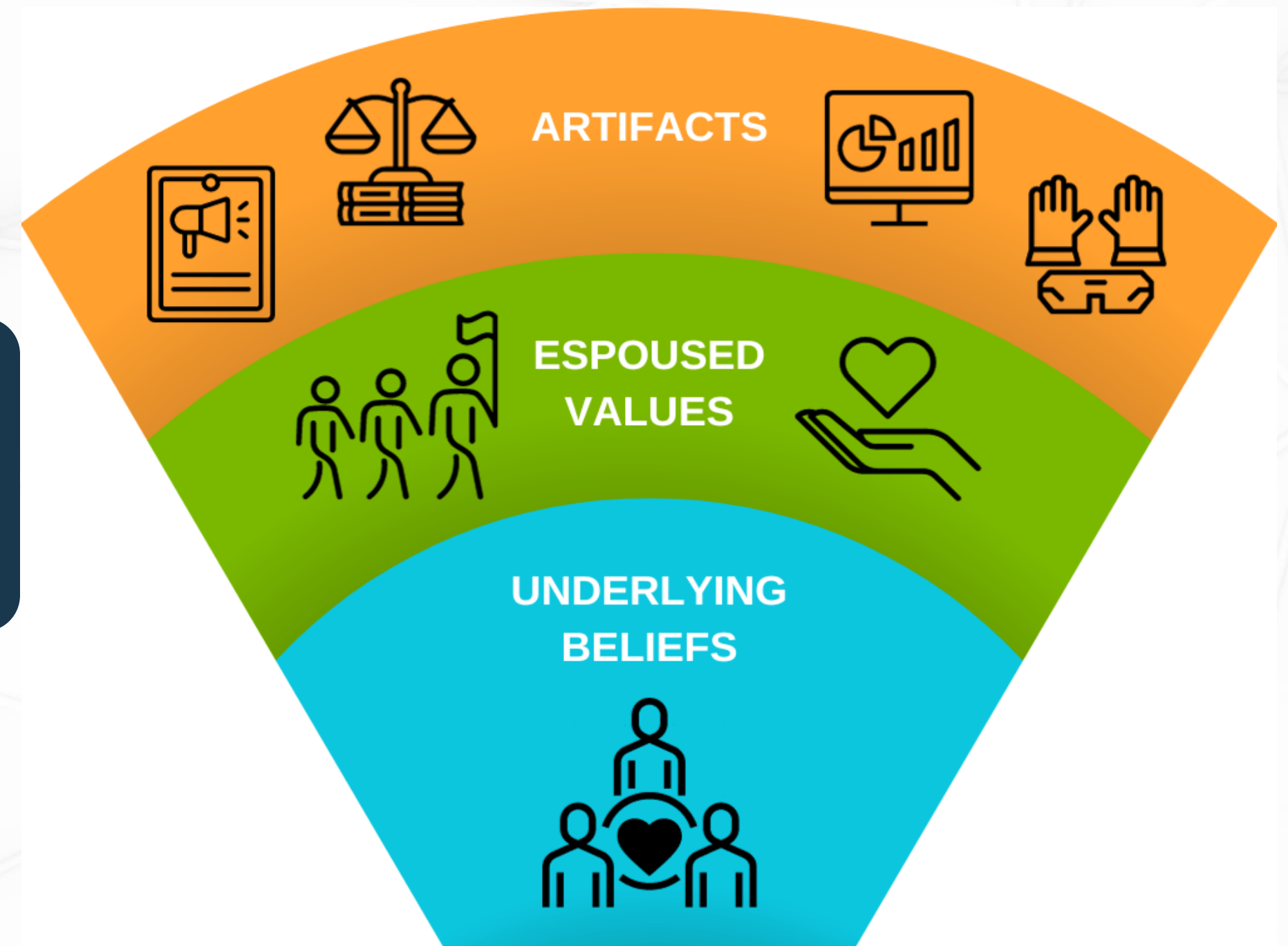
AGENDA

- 1 Opening Remarks:** Steve Hermansky (FDA) & Lone Jespersen (Cultivate SA)
- 2 Speaker #1:** Sherry Brice (WK Kellogg)
- 3 Speaker #2:** Stefanie Evans (Danone)
- 4 Audience Q&A**
- 5 Closing Comments & Next Webinar**

OPENING REMARKS

Steve Hermansky

SERIES TWO OVERVIEW



Source: Edgar Schein, levels of organizational culture



Turning Problems Into Opportunities

September 3, 2025

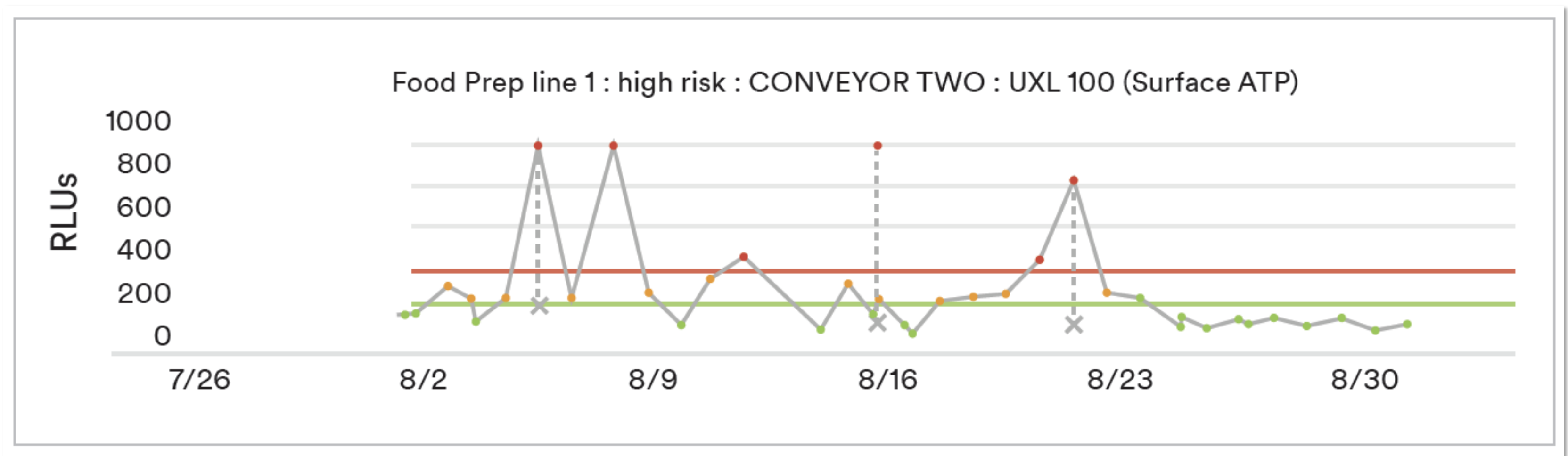
Dr. Lone Jespersen

Cognitive Framing

A strategy in which the same information is presented in different ways to influence a decision.

Traditional EMP visual

Today's message to a Management Team "0.1% positives over the past 24 hours"



Traditional EMP visual

Pros

- Good for process control
- Helps technical decisions
- Predict the future

Cons

- Difficult to understand the significance of without translation
- Can be disconnected from business decisions
- No emotional attachment

Making Numbers Count

420,000 people die every year due to
foodborne illness

OR

Almost enough people to populate a
city the size of Manchester or Miami

The Williwaw Management team


Bernie


Emily


Lee


Armitra

Austin 


Kirsten

Alternative EMP visual

Assumptions and process:

- All Williwaw Managers consume three meals per day, 365 days a year
- All consume the delicious Williwaw products
- Daily EMP positive rate is translated into number of at-risk meals and plotted on visual
- Calculation - $0.1\% = \text{one at-risk meal}$



Kirsten



Expectations

- Draft two key messages to communicate
 - What made this weeks EMP results significant to our business
 - Why was this weeks EMP results personal to me?
- For Kirsten,
 - This week our results meant we could deliver 99.9% of our fish to our customers knowing it was safe and meet our joint standard. This was due to the hard work of all of you and especially line 4 sanitation crew who found and removed two Salmonella positives.
 - This week I got the meal contaminated with Salmonella based on our 0.1% positive. For those of you who have never had food poisoning let me share...



Sherry Brice
Chief Supply Chain Officer
WK Kellogg

**Reputation is a
fragile thing**



WK
Kellogg
Co

Leadership is about integrity,
honesty and accountability.
All components of trust.

Simon Sinek

@quikforu

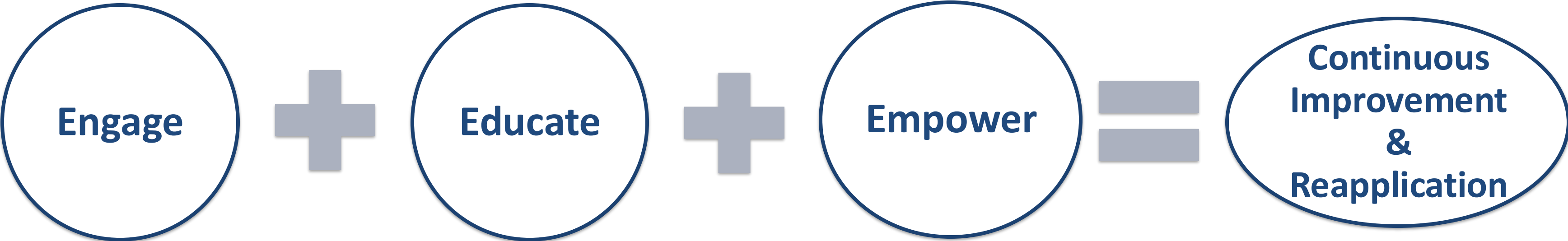


*Kellogg
Co.*

How WK Approaches Problems & Opportunities



WKKC's Approach to Food Safety Culture



AUDIENCE TAKEAWAYS

1

**Lead by Example
(Engage)**

2

**Plan, Do,
Check, Act**

3

**Embed &
Design**



Stefanie Evans, Ph.D.

Vice President, QFS Sourcing and Design

Danone

Stefanie Evans, Ph.D.

9/3/2025

HOW TO TURN A PROBLEM INTO AN OPPORTUNITY

*INTEGRATE ROOT CAUSE ANALYSIS INTO THE FABRIC
OF YOUR COMPANY.*



DANONE IS A LEADER GLOBALLY, WITH A UNIQUE HEALTH-FOCUSED PORTFOLIO IN FOOD & BEVERAGES

MISSION:

Bringing health through food to
as many people
as possible

VISION:

**One Planet.
One Health**

DANONE NORTH AMERICA BRANDS

BEVERAGE Creations



Infant NUTRITION



Plant-Based



Specialized NUTRITION

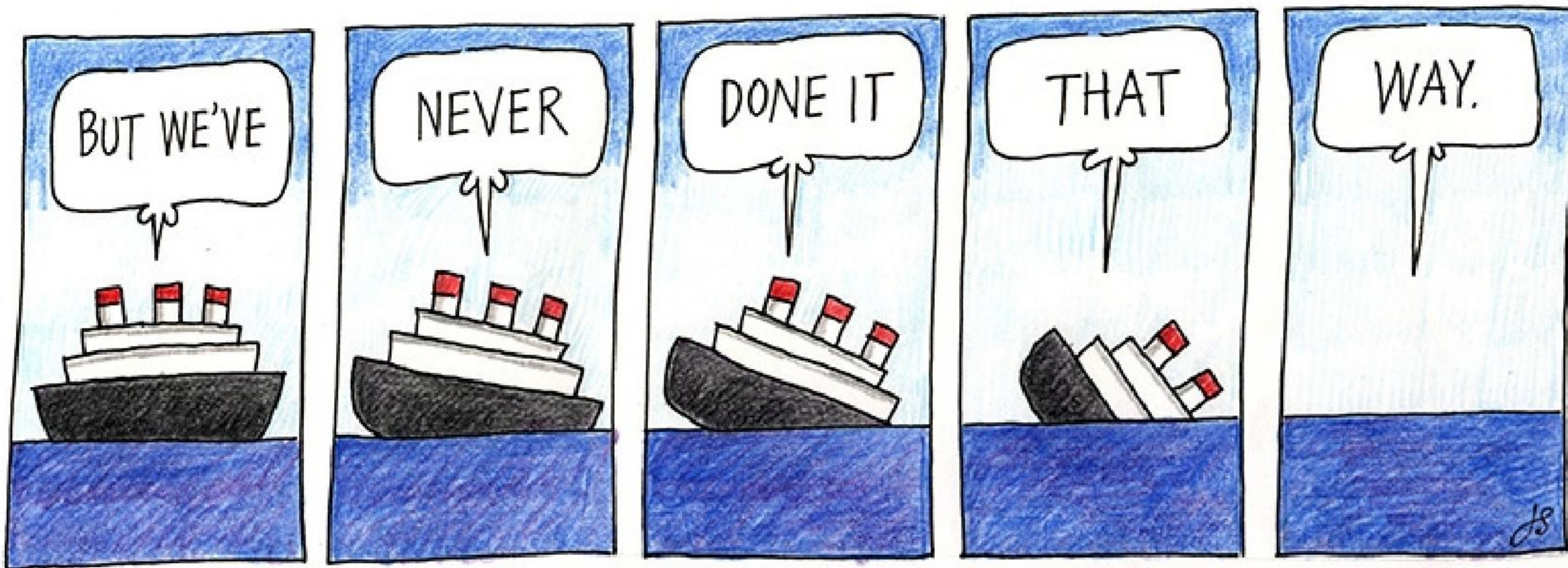


YOGURT



Opinions expressed are solely my own and do not express the views or opinions of my employer."

THE IMPORTANCE OF CHALLENGING OLD BELIEFS



PROBLEM: THE IMPORTANCE OF CHALLENGING OLD BELIEFS

A HISTORICALLY SAFE PRODUCT RESULTS IN RECALLS & OUTBREAKS DUE TO PATHOGEN CONTAMINATION
WEAK SIGNALS ARE IGNORED OR NOT CONSIDERED AS A SIGNAL

WHAT WAS THE TRUE ROOT CAUSE?

PROBLEMS ARE RARELY ATTRIBUTED TO ONE **SIMPLE** ROOT CAUSE

A TRUE CAPA CAN'T BE DEVELOPED UNTIL ALL CONTRIBUTING FACTORS HAVE BEEN IDENTIFIED

DON'T STOP TOO SOON, DON'T FIND AN 'ANSWER' AND BE DONE

ENGAGE PEOPLE NOT CLOSE TO THE ISSUE FOR DIFFERENT VIEWS

HOW DO YOU INTEGRATE RCA INTO THE FABRIC OF YOUR THIRD PARTIES?

PARTNERS AND RELATIONSHIPS ARE CRITICAL

Opinions expressed are solely my own and do not express the views or opinions of my employer."

HOW WE TURNED A PROBLEM INTO AN OPPORTUNITY

REBUILT OUR CO-MANUFACTURING SYSTEM

ENGAGED OUR INTERNAL PARTNERS

PUT IN CHECKS AND BALANCES

DEVELOPED A DIGITAL SYSTEM TO LOG RCA'S, CAPA'S

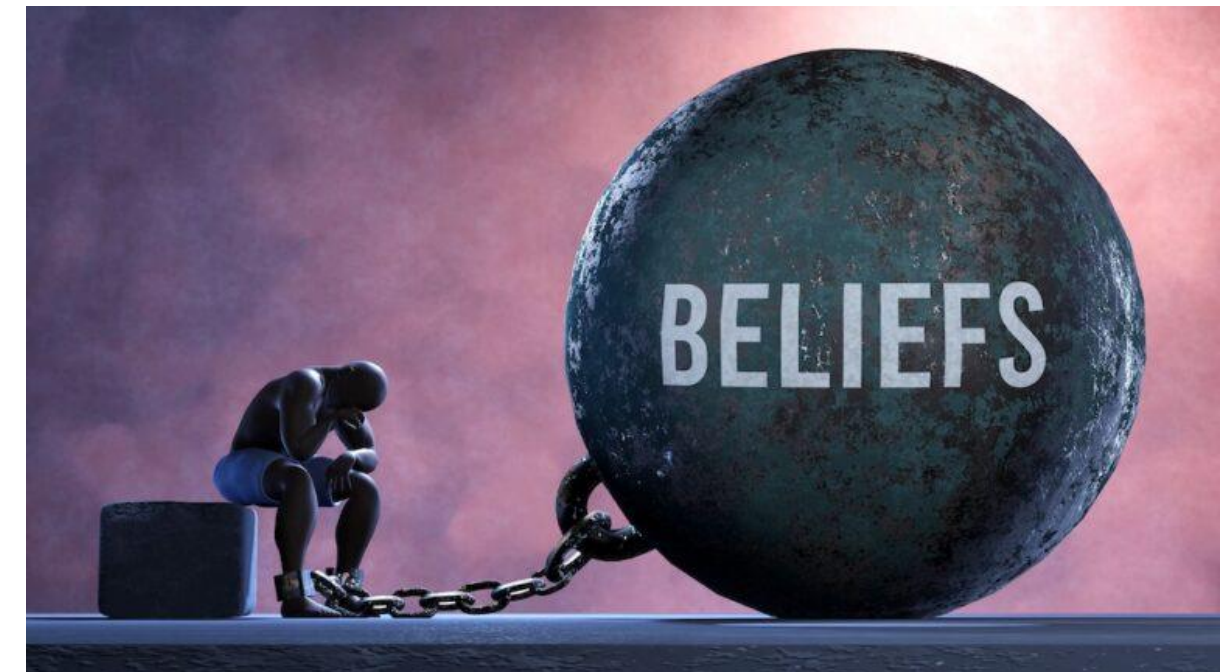
CHALLENGED ALL OF OUR 'OLD BELIEFS'

ADDED A PROCESS TO LOOK AT WEAK SIGNALS

FOCUS ON FOOD SAFETY AND QUALITY CULTURE



AUDIT



Opinions expressed are solely my own and do not express the views or opinions of my employer."

3 KEY TAKEAWAYS

THIRD PARTY RELATIONSHIPS ARE EXTREMELY IMPORTANT, CHOOSE THEM WISELY

EXPECT THE UNEXPECTED- CHALLENGE EVERYTHING

**DIG UNTIL YOU FIND THE DIFFICULT TRUE ANSWER, NOT THE EASY SOLUTION, ROOT
CAUSE ANALYSIS IS NOT A NEAT TIDY PROCESS**

*Opinions expressed are solely my own and do not express the views
or opinions of my employer."*

A photograph of a globe being held by several hands of different skin tones against a clear blue sky. The globe shows green continents and blue oceans. The hands are positioned around the globe, with some fingers resting on the surface. The overall image conveys a sense of global unity and environmental stewardship.

THANK YOU

Audience Q&A



NEXT WEBINAR

October 29, 2025 @ 11am Central

INTERROGATE YOUR ASSUMPTIONS

Understand and verify the assumptions that underpin your company culture.



Ghita Hansen
Novonesis



Bob Reinhard
Conagra



Learn more & register!