

Yummy Snacks: Options for Crisis

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Option for Crisis

Background

Yummy Snacks is a 100 million dollar food manufacturer who has grown quickly from its start fifteen years ago. Two days ago, we received an urgent telephone call from a section manager at CDC (Center for Disease Control). Over a dozen people in all parts of the country had been hospitalized with the Salmonella virus. According to the CDC, one of the few items that linked almost all of those hospitalized was that each had eaten our Zippy Do Da Cakes.

As a result of this difficulty, the senior leaders of Yummy Snacks are under considerable pressure to react. However, we know that our reaction can make or break the future of the company. We must review the options, and review them quickly, so that we respond in a manner that is in keeping with our corporate values and safeguard our future existence.

This is a critical time for our company. We have just expanded our territory and opened up three new manufacturers and four new distribution centers. We do not have deep pockets or the resources to weather an extreme downturn in business.

About Infection

The Salmonella virus has been much in the news lately. Salmonella presents with flu-like symptoms, and has a resistance to many known antibiotics, but is not nearly as bad as it is presented in the media. People who are elderly or already sick are in the most danger.

Statement of the Problem

The basic problem is that we don't know whether or not it was actually the Zippy Do Da Cakes that caused the problem, or if any other type of snack might be affected. We don't know if this was accidental or sabotage. We don't know if someone has a grudge against our company or the people who got ill. We don't know if this is the end, or just the beginning. We don't know if any of our employees are involved.

We don't know much – except that some people have gotten ill and except for one or two, they all ate our Zippy Do Da Cakes.

Options

The senior leaders of the company must make a decision quickly about our immediate response.