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# TeamUp 2024

Case study: Crisis Management

July 9, 2024



# Today's Agenda

## Crisis Management (15 min.)

- Types
- Management
- Case study

## Working on case study (60 min.)

## Feedback

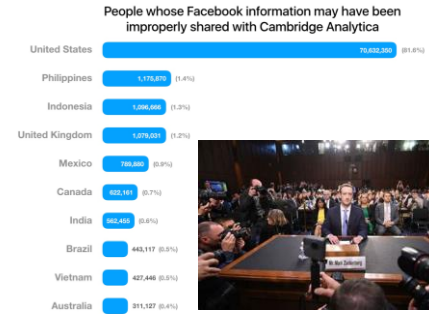
## Next Steps



# Five Most Expensive Corporate Crises

- 1**  **BP Deepwater Horizon (oil leak)**  
Sample cost: \$70 billion in clean-up, settlements, and fines  
Lesson: Create a safety culture
- 2**  **Wells Fargo (sales practices scandal)**  
Sample cost: \$7 billion in regulatory and legal settlements  
Lesson: Live up to your values
- 3**  **JP Morgan Chase (financial exposure)**  
Sample cost: Investment losses of \$6.2 billion  
Lesson: The C-suite needs to stay on top of risk
- 4**  **Facebook (user privacy scandal)**  
Sample cost: \$5 billion fine
- 5**  **Equifax (data breach)**  
Sample cost: \$1.7 billion in settlements, fines  
Lesson: Take crisis prevention and planning seriously

\*Note: Sample cost illustrates one type of expense resulting from the crisis, not a total.



# CRISIS MANAGEMENT - TYPES OF CRISIS

Events that could threaten the existence of a company

Liquidity problems

Insolvency risk

Loss of essential company processes

Loss of important customers or suppliers

Threat of economical success and existence of brand

Influence of brand recognition and evaluation

Confrontational brand crisis e.g. through negative press



Problems within the management of a company

False or non existing decisions

Monopoly of power and power vacuum

Lack of Information for decision making

Problems resulting from absence of Change Mgt.

Users do not accept changes in existing processes and structures

Changes within the company



# CRISIS MANAGEMENT - TYPES OF CRISIS

Continuous possibility that a crisis could occur sometime in the future

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Tendency that hints to the possibility of a crisis e.g. decrease of revenue and profits

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Final stage and current crisis because of illiquidity



# CRISIS MANAGEMENT – FOUNDATION

## CRISIS

UNDER-UTILIZED CAPACITY

FINANCING ERRORS

INCORRECT SALES POLICY

PRIVATE  
CIRCUMSTANCES

EXTERNAL  
INFLUENCES

ACCOUNTING  
DEFICITS

HUMAN  
RESOURCES  
DEFICITS

INSUFFICIENT  
MANAGEMENT  
QUALIFICATION



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# CRISIS MANAGEMENT

## CAUSES FOR CRISIS - areas of development

### EXTERNAL CAUSES

- Social policy
- Tariff policy
- Economic policy
- Market- and business trend



### INTERIM CAUSES

- Banks and creditors
- Suppliers
- Customers
- Competitors



### INTERNAL CAUSES

- Company structure
- Management / Employees
- Procurement
- Performance



EXTERNAL CAUSES  
(exogenous)

INTERNAL CAUSES  
(endogenous)



# CRISIS MANAGEMENT

## CAUSES FOR CRISIS - factors

### EXTERNAL FACTORS

- High competition
- Increasing commodity prices
- Currency changes
- Natural disasters
- Globalization
- Market saturation
- Leap in technology
- Market entry of new provider

### INTERNAL FACTORS

- Lack of leadership inexperienced
- Outdated production technology
- Organizational deficiencies
- Strategic problems
- Missing efficiency
- Bad financial structure
- Overpriced acquisitions
- Insufficient controlling



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# CRISIS MANAGEMENT PROCESS

## CRISIS MANAGEMENT

Phase  
Measures

### Active crisis management

#### CRISIS PREVENTION

- Risk analysis
- Scenario technique
- Early detection systems
- Crisis handbook
- Crisis team
- Crisis training



### Reactive crisis management

#### CRISIS SOLVING

- Risk classification
- Organization
- Information search
- Crisis-PR
- Immediate measures
- Coordination crisis plan



### Recovery

#### CRISIS POSTPROCESSING

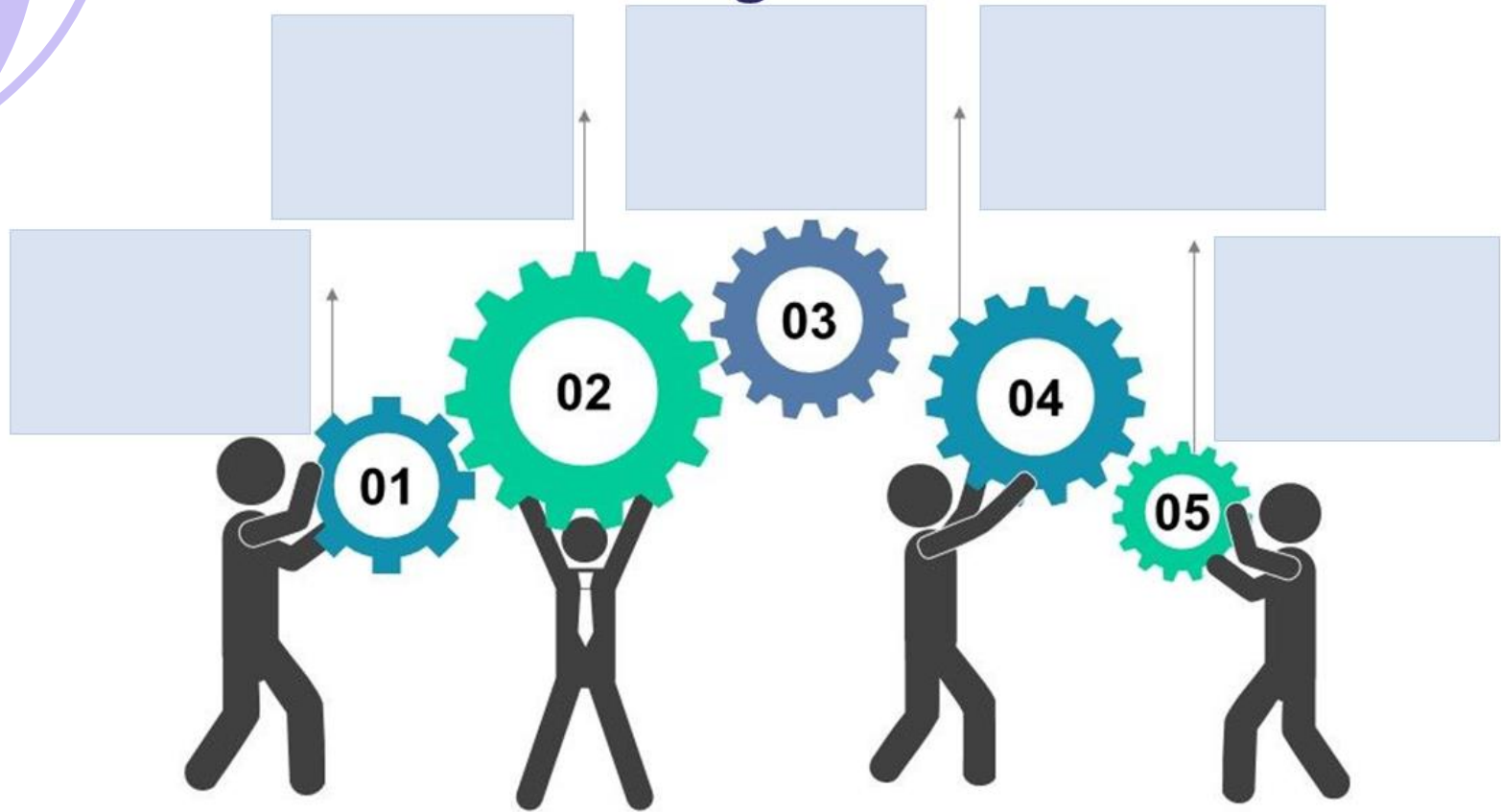
- Update of crisis strategy
- Process optimization
- Documentation of crisis events



# CRISIS MANAGEMENT PROCESS



# Crisis Management Workflow



# CRISIS MANAGEMENT – CRISIS COURSE-MATRIX

	PHASE 1 Prevention		PHASE 2 Detection		PHASE 3 Alleviate crisis		PHASE 4 Restart		PHASE 5 Learnings	
<b>LEVEL 1</b> Content / Processes	What	How can a crisis and its serious consequences be prevented?	happened	How can an emerging crisis be detected?	when?	How can the damage of an occurred crisis be limited?		How will at least the positive level before the crisis be reached again?		How can benefits be drawn from a concurred crisis?
<b>LEVEL 2</b> Information	Who		is		collecting		which		Information?	
<b>LEVEL 3</b> Organization	Who		is taking		over which		task		and part?	
<b>LEVEL 4</b> Communication	Who		Will be		when		informed		and how?	
<b>LEVEL 5</b> Psychology	Which effects		will be triggered		by events,		information and		actions?	



# CRISIS MANAGEMENT

## Case Study - Who can't pay and who won't pay?

Work in 1:1 meeting rooms on your task for 60 min.:

- examine each debtor's case
- analyse their current situation, their ability to pay etc.
- use the table to rank the four debtors  
(explain on which factors, considerations etc. you have based your decision and recommendations).

**Come back to the main session at 17.15h**



# CRISIS MANAGEMENT Case Study - Feedback



Please rank companies in Slido

## Please give your feedback:

Multiple Choice Poll 12 votes 12 participants

We identified some of the most promising strategies to address similar crisis. - 6 votes



We revealed some unexpected chances that we will explore to manage financial flow crisis. - 2 votes



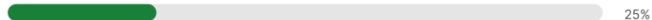
We will elaborate our crisis management strategy to prepare for similar situations. - 7 votes



Lessons from this case study will help us improve our business plan and financial strategy. - 7 votes



We need to better prepare and educate ourselves on what strategies would work best in crisis situations for our business model. - 3 votes



## Ranking the companies:

Ranking Poll 9 votes 9 participants

Share

- Bonnetti Pasta**  
3.89
- Pineapple Limited**  
2.89
- Jo & Jen**  
1.78
- Hopfner**  
1.44



slido



# Next Steps



**Session 8: Working together co-founders**



**Session 9: Working together co-founders**



**Friday: hang-out**

**9<sup>th</sup> July**

**16:00 - 17:30 CET**

**Case study with potential co-founders**

**11<sup>th</sup> July**

**16:00 - 17:30 CET**

**Case study with potential co-founders**

**12<sup>th</sup> July**

**16:00 - 17:00 CET**

**Q&A and more!**

**Week 1**

**Week 2**

**Week 3**

**Week 4**

**Week 5**



<b>Week 1</b> Let's get started	<b>Week 2</b> Speed dating	<b>Week 3</b> Get to know your potential matches	<b>Week 4</b> Working together: Case studies	<b>Week 5</b> Preparing your proposal
Session #1 <b>Matchmaking Kick-off</b> <i>17th June 16:00 - 17:30 CET</i>	Session #4 <b>Speed dating Prototyping</b> <i>25th June 16:00 - 17:30 CET</i>	Session #6 <b>Get to know three co-founders</b> <i>2nd July 16:00 - 17:30 CET</i>	Session #8 <b>Working together co-founders</b> <i>9th July 16:00 - 17:30 CET</i>	Session #10 <b>Preparing proposal with co-founder</b> <i>16th July 16:00 - 17:30 CET</i>
Session #2 <b>Tech pitch</b> <i>19th June 16:00 - 17:30 CET</i>	Session #5 <b>Speed dating Business Model</b> <i>27th June 16:00 - 17:30 CET</i>	Session #7 <b>Get to know three co-founders</b> <i>4th July 16:00 - 17:30 CET</i>	Session #9 <b>Working together co-founders</b> <i>11th July 16:00 - 17:30 CET</i>	Session #11 <b>Preparing proposal with co-founder</b> <i>18th July 16:00 - 17:30 CET</i>
Session #3 <b>Biz Pitch</b> <i>21st June 16:00 - 17:30 CET</i>	Friday hang-out <i>28th June 16:00 - 17:00 CET</i>	Friday hang-out <i>5th June 16:00 - 17:00 CET</i>	Friday hang-out <i>12th July 16:00 - 17:00 CET</i>	Last call <i>19th July 16:00 - 17:30 CET</i>





# Next Steps

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- ❑ Pick your co-founder



# Contact Us!

Do you have any questions?

[teamup@eitfood.eu](mailto:teamup@eitfood.eu)



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