This article describes the framework of a Product Recall Team and the responsibilities of all affected persons and parties.

**Key words**
Product recall, Product Recall Management, Team, Product Recall Manager, responsibilities.

**Abstract**
If products have defects and are thus linked to possible or actual harmful effects to customers or consumers, it is in most cases the duty of the manufacturer, its customer (as the industrial processor of the product) or an official authority to order a recall. The recall of defective products covers all measures designed to stop the further spread of products with the objective of preventing loss or damage. This includes return or repair and, if necessary, the safe disposal of products. In practice, there are three basic different categories of recall, based on who initiated it, how it is executed and what form it takes. There are also different types of recall in each category.

A company that recognises the need to take out insurance against the costs of a recall action is already at least partially aware of the risks involved. Like risk management in general, developing a recall plan is not a one-off event. Changes at the company affecting the organization, staff, and of course the products themselves must be incorporated in an up-to-date recall plan, which in turn may produce a competitive advantage for the company and other positive cost effects.

**1. Introduction**

The recall of a product is generally a management decision. An exception can exist when a product recall is forced by an authority/government agency.

Recalls, in general, are based on a company’s total commitment to product safety, moral, ethical, legal requirements and financial considerations. A product recall can be for the purpose of destroying, checking, re-flashing, replacing or altering the product. Under each of these conditions, the recall decision is made by the company’s top management or designated Product Recall Management Team.\(^1\)

The key to a successful product recall is planning and prevention, which will be lead and managed by a Product Recall Management Team. This team will be making many decisions that may have significant ramifications affecting the company, the suppliers, customers, consumers, etc. This team should comprise a group of key persons (directors or senior managers) representing different related functions of the recall affected organization. In the following will be analyzed the position and allocation of responsibilities of the team members and in addition, further external contact members.

**2. Internal parties**

**2.1 Background**

During product recall situations, speed of communication is of the essence and contacting the right person without delay is essential. In addition, it is essential that the Product Recall Management will be provided with all necessary data and with contacts (from other affected parties, e.g. supplier, customers, etc.) that they know who deal with product recall incidents within their own organization. It is the responsibility to provide the Product Recall Management members with the correct contact data and no assumptions should be made on behalf. The data must be accurate and up to date. In addition, it has to be visible and clear what is internal and what is external.

In the following chapters will be shown and described all affected parties/persons.

**2.2 Product Recall Management Team**

**2.2.1 Standard Product Recall Team**

First of all, the members of the Product Recall Team are nominated and assigned clearly defined tasks.

The team consists of responsible persons/leaders (including her deputies) that bring knowledge from specified ranges. One person (the chairman) \(^2\) has to be equipped with a clear and final empowerment which takes over the entire

---

\(^1\) Dependent on different literatures there will be used different terms e.g. Incident Management Team, Crisis Management Team, Product Safety Committee. In this article will be used the term Product Recall Management.

\(^2\) The Product Recall Manager can be a member of “The Board of Directors”. It is different from organization to organization and their size, e.g. group, subsidiary or private company.
team and the total responsibility for communication. The chairman represents the Product Recall Manager position.

The structure and the responsible positions of the team members are dependent of the organization and size. But the “standard” team should consist of the members of the Board of Management. The Managing Director and the heads of the Sales and (R&D) Research and Development divisions should also be automatic choices for the recall team, because these are very important divisions.

The further places in the team can be allocated according to requirements and company organization. Generally, directors or senior managers from other divisions are involved as well, which will be mentioned in chapter 2.2.2. In addition, it is important to define how the decisions in the recall team should be taken.

The data to be entered is designed to ensure the availability of the team members during and outside office hours. It includes telephone numbers, fax numbers and e-mail addresses at the company as well as the private and mobile phone numbers of each member of the recall team. Please find attached a potential spreadsheet of a potential contact list in appendix I.

The Product Recall Management Team is the means through which any crisis within the organization will be met. It is a coming together of trained people whose purpose it to use their training, knowledge and experience to counter any threat that could impact on business operations. Other staff members, who will normally operate from their usual place of work, will support team members. The staff in the support cells will be allocated to specific functions and responsibilities during the response to crisis. The people will also require training, but to a lesser extent than who have a role on the term. Please find in the following table 1 affected standard positions and their interdepartmental tasks.

### Table 1: Standard Product Recall Team with interdepartmental tasks.

<table>
<thead>
<tr>
<th>Department</th>
<th>Possible tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management (= Leader of the Recall Team = Recall-Manager)</td>
<td>• Meeting of final decisions by the Managing Director of the company (in coordination with the Top Management, if a subsidiary is affected) • This person represents a communication with a central position</td>
</tr>
<tr>
<td>Technic/Design/R&amp;D</td>
<td>• Examine the uncertain products regarding constructional errors</td>
</tr>
<tr>
<td>Sales/Customer Service</td>
<td>• Customers have to be informed and served with best service</td>
</tr>
</tbody>
</table>

2.2.2 Extended Product Recall Team

As already mentioned, further places in the Product Recall Management can be allocated according to requirements and company organization. Generally, directors or senior managers from other divisions can be involved as well in the recall situation and cover an extended recall team. The members of this team might include, for example, the company Lawyer, the PR-Manager, the Plant Manager, etc. The data to be entered here is the same as for the permanent members of the main Product Recall Team. This structure allows more flexibility, lower bureaucracy, faster decision making, unnecessary involving of leading staff/managers their division is not concerned, etc.

### Table 2: Extended Product Recall Team with interdepartmental tasks.

<table>
<thead>
<tr>
<th>Department</th>
<th>Possible tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Management/Product Security (incl. Traceability Management)</td>
<td>• Admission and evaluation of complaints • Examine the uncertain products for material-technical errors in the laboratory</td>
</tr>
<tr>
<td>Purchasing/Warehouse</td>
<td>• Informing the suppliers • Examining warehouse stocks which have to be secure and if necessary close</td>
</tr>
<tr>
<td>Marketing</td>
<td>• Looking for new suppliers (Re-sourcing) • Only consider suppliers with identification systems/Traceability</td>
</tr>
<tr>
<td>Public Relations</td>
<td>• Ensure a smooth information flow inward to the recall team and outward concerning media and national authorities, etc. • Focusing a strategy of rectifying a critical situation</td>
</tr>
<tr>
<td>Legal Dept.</td>
<td>• Legal/liability examination and security • Contact with national authorities e.g. the German Kraftfahrt-Bundesamt (KBA)</td>
</tr>
<tr>
<td>Finance</td>
<td>• Forming of resettings (but just with concrete suspicion)</td>
</tr>
<tr>
<td>Risk Management</td>
<td>• Evaluation of risks and future risks • Additional risk analysis as postventive action</td>
</tr>
</tbody>
</table>

---

3 - Product safety in Europe – A guide to corrective action including recalls - [www.europa.int](http://www.europa.int)

4 - Product safety in Europe – A guide to corrective action including recalls - [www.europa.int](http://www.europa.int)
2.3 Product Recall Manager

The Product Recall Manager will chair the Product Recall Management Team and is responsible for establishing the nature and extent of any crisis, the level of threat such a crisis brings to business, and for developing a strategy and tactics to negate them. The Product Recall Manager is therefore an essential figure in planning for a crisis, and training the organization to meet a crisis, and must therefore have the authority and influence to make significant decisions to take unilateral action where necessary. Finally, the Product Recall Manager has a “central” position regarding communication. He leads the internal communication and monitors all information which leaves the organization to external parties, e.g. official authorities/agencies. Please find attached in appendix II a potential spreadsheet (guide only) of potential steps which will be monitored by the Product Recall Manager.

2.3.1 Preparation of corrective actions

The following part extends to the planning of a recall and the associated single steps. The illustration 1 includes all quality-assurance measures and stands in a close relationship with the recall of products. Therefore they should be submitted before, while and after a product recall and analyzed regarding weak points in a separate view.

The recall guide contains all relevant elements and/or guidelines of a crisis plan, which are necessary for the preventive danger removal. The details of such guidelines permit rapid corrective activities, the supply of necessary resources as well as complete and immediate information of the consumers in crisis situations. The illustration below shows substantial contents of a recall guide.

![Illustration 1: Substantial contents of the recall guide.](image)

This guide has to show the developed communication of the management (more in chapter 4) and consist a contact list of all affected supply chain members. These are all internal relevant Product Recall Management Team members (those are all persons within the organization) and all relevant contact persons in other external organizations, e.g. official authorities, media, service providers, etc.

2.3.2 Ending the product recall and ending report

From a practical point of view the product recall will finish when you are satisfied that the quantity of affected stock remaining unaccounted for presents an insignificant risk to the consumer or user. (Note that, if the risk is unacceptable, you may need to repeat the public relations and advertising until suitable results are achieved).

Letters should be sent to customers confirming that the incident is closed and expressing your thanks for their help and support. You could not have achieved a successful recall without them.

The file will remain open until all costs relating to the incident have been made or recovered.

You will have taken steps to prevent a recurrence of the problem but certainly is never guaranteed. You may also have other products in your portfolio that may also present a risk at some stage. The recall you have just experienced should be analyzed in detail with the following in mind:

- How effectively did your Product Recall Plan and process deal with the incident?
- What changes are required based on the lessons learned?
- What changes are required to the plan to aid handling future events?

The staff will have gone through a difficult period, from those dealing directly with the incident, through to those on the production line. Their efforts should be recognized and thanks should be given as appropriate.

2.3.3 Ending report

In the company guidelines it is finally specified that a careful documentation of all accomplished measures takes place. This concerns in particular the production of a final report which should contain data concerning the following aspects:

- Error cause.
- Introduced measures with proof.
- Procedure of the actions/whole event.

---

5 Dependent on different literatures there will be used different terms e.g. Incident Manager, Crisis Co-ordinator. In this article will be used the term Product Recall Manager.
• Impacted costs.
• Introduced measures with proof for the prevention of possible repetition errors.
• Reaction of the public.

This final report serves particularly to learn from recognized errors in order to be better prepared in the future with the occurrence of similar circumstance constellations. The final report gives reference points, what can be improved company-internally in the processes. These questions should be the subject in the regular meetings of the Product Safety Committee which is lead and monitored by the Product Recall Manager. The committee is responsible to outline improvement potentials and to take care by appropriate measures for the constant improvement by the Recall Management.

The final report, which is a task for the Product Recall Manager, has also the object to document to the public prosecutor's office/court that all rules were adherence during a product recall even hazard product remain in the market field and can occur later still accidents.

3. External parties

3.1 Background

This chapter covers the names and tasks of external parties, whose services are absolutely essential for the success of a product recall action. In principle, this should always include a contact person from a professional consultancy and an expert in crisis management and dealing with the public (e.g. an expertised PR-Agency; if possible with a focus on crisis/product recalls). It is also a good idea to nominate an independent testing laboratory (e.g. for material analysis), an institute, an authority or a product recall expert from the insurance.

3.2 Customer

The success of a product recall depends on how quickly it can be performed and how many customers can be reached in this short and turbulent time. Besides the absolute necessity of being able to trace the products, an up-to-date list of customers is also a prerequisite for a success product recall. The Management of the company can decide on the basis of their own structure and organization whether they want to use a similar spreadsheet of contacts like in appendix I. But it is recommended that the own customers do not know who are the suppliers/original sources of components or (sub-) products. But it is important to consider that companies must have easy access to necessary, complete and up-to-date lists in the crisis of a product recall, which may also involve products supplied some time ago.

Product backtracing plan

Wholesalers and retailers as well as all other customers must be able to recognize products which could be uncertain. In addition the manufacturer must be able to pursue the customers back who bought his products. A containment of the incorrect product regarding damage delimitation is guaranteed by the following measures:

• Marking of components which are contained in the product.
• Marking at the product, e.g. manufacturing code 30qQ (i.e. week 30 in the year XXXX).
• Match marking numbers.
• Warehouse strategy FiFo; automatically by EDP (Electronical Data Processing) system.
• Warehouse time examination (periodically).
• Traceability from incoming of the goods in warehouse to dispatching of the goods to the customer.
• Generally for the identification and backtracing of different product types are used bar codes.

Customer data base

The manufacturer and its retailers and/or retail middlemen record across the supply chain corrective measures. These should contain the following information:

• Name, Address, post zip and telephone number of the consumer.
• Brand, model description and date of purchasing of the product.

The following recordings can be consulted as sources for the above mentioned information:

• Sales vouchers and documents for business customers should follow which products were supplied.
• Documentation of retailers over products which bought customers.
• Also warranty and/or registration maps can prove as useful.
• Service and support documentation can represent a source of customer information.
• Manufacturer who sold products over Internet and by mail-order catalogue identifies also on this way its customers.

The manufacturer has all information about its customers in the customer data base as well as customer of those customers. This information is enough into the third commercial level.
3.3 Supplier

The success of a product recall depends on the own supplier who maybe delivers a defective component which will be assembled in the final product as well. A backtracing of the components have to be ensured all the time because of the identification and stopping to deliver further defective units through the whole supply chain and into the warehouses.

Supplier data base

The main supplier is able to identify the reference number of the sub-supplier at the parts which are built into the final salable products if a safety problem is caused by a component unit of another sub-supplier.

3.4 Crisis specialists and PR consultant

To be on safe side and to ensure that everything is running correct (especially the external communication), it is proposed to be consulted by crisis specialists and PR consultants. In particular, for certain and especially high-safety products, assembled product groups or special sectors of industry, e.g. the automotive industry with their complex supply chains, there are specialists whose experience and expertise may be invaluable to the company in the event of a product recall. These experts can provide support in publicizing or carrying out a recall situation. Such specialists may include professional crisis management counsellors, trade associations, interest groups, etc.

3.5 Consulting

External support by specialized management consultations is possible if the own crisis management and their corrective measures should fail or not experienced with special situation. As classical Risk Management consultings there are some national and international offerers. The market settled down it in few respectable offerers. In the case of doubt one should inquire about the expert's assessment and capacity of the consultant. In principle you should be fallen back to independent consultants, who do not work for example exclusively for an insurance or as a part of an insurance.

By the experiences, neutrality and objectivity of the consultant will be an important part in enterprise-threatening situations.

Such crisis consultants support enterprises with the identification and minimization of risks regarding business crisis situations, including product contamination and product recall. They evaluate threats, analyze weak points and recommend special reactions and mastering strategies. Selected crisis and emergency teams would drive through simulated crisis situations and training measures in order to prepare enterprises for an appropriate recall situation. The enterprises receive assistance in order to identify and master threats actively and with regard to the future. Beyond that they support to establish integrated recall strategies and operational sequence as well as to convert recall plans comprehensively and successfully.

Finally should be still mentioned that external consultants should sign a so-called „Confidentiality Agreement“ because of internal secret information, organisational culture, etc. For this reason a written contract should be fixed regarding the discretion of confidential information.

3.6 Official Authorities/Agencies

Product recalls can be ordered by official authorities. In such cases, the options open to the insured and the insurer for influencing an ordered recall are severely restricted.

E.g. in Germany is Kraftfahrt-Bundesamt (abbrev. KBA) the official authority for hazard/defective vehicles on the roads. The KBA is the official German Federal Motor Transport Authority which provides information and services for vehicles and their users. The Kraftfahrt-Bundesamt is within the scope of the German Federal Ministry of Transport, Building and Urban Affairs and their tasks are allocated by laws and ordinances. www.kba.de.

3.7 Media/public relations

Possible communication channels could be used for a product recall affected organization are:

- Advertising in magazine
- Consumer telephone services (Hotline, Information lines, telephone numbers free of charge)
- Documentation for sales agencies (brochures, poster)
- Radio /TV message and consumer information transmissions (but also at an international level if necessary)
- News services (Website, media area and own telephone number(n) for media), which addresses itself to message editors of national and regional daily papers
• Pre-programmed Websites (sometimes called "Dark Sites" or also "Stealth Sites" which are already prepared and can be activated as soon as they are needed with recall actions, crises or other enterprise threats)

In a crisis it is essential to establish relevant contacts in the media and to enter their data. An early contact with the media is a good way to reduce losses and create favorable and objective reporting in the event of a product recall crisis. Time saved through fast acting can be a success criterion for overcoming a product crisis. Thus the illustration 2 shows that the prospects for overcoming a crisis at the beginning are the best because the scope of action is the largest for the organization. With consideration of the crisis prevention and use of certain communication rules are clearly much easier to leave successes in the crisis accomplishment with smaller obtain resources (logistical, financial, etc.).

Illustration 2: Life cycle of issue.

3.7 Other parties
• Professional Service companies
• External test laboratory
• Specialized legal consultants
• Risk evaluation consultants
• Other experts and consultants
• Insurance companies
• Call-Center-Providers
• Stock collection agencies
• Waste disposal agencies
• Police
• Psychologist

4. Communication of the Management
4.1 Communication of the Product Recall Management

If it comes to a recall then mostly it is surprising. The manufacturer and/or marketing authorization holder concerned must adjust themselves with uncertain products to a direct interference of the authorities into the vital interests of the enterprise. Apart from the product liability for caused damage thus mostly also still another image damage with public recalls develops which can be existence-threatening in the worst case. The authorities expect immediate information of the public in the case of doubt. However one can prevent larger damage by a well accomplished recall, if one knows how one has to behave with a recall. Instead of giving helpless reasons and justification for the recall as well as marking fast one should lead openly offensive and honestly and to lead offensive and honest information politics. Thus fast active acting is of highest importance, in order to protect the organization against larger negative headlines.

Major mistakes:
• Waiting
• Displacing
• Minimizing
• Over-reacting
• Disclaiming
• Lies

4.2 Comments and expression of thanks to important product recall-participants

After conclusion of the corrective actions all substantially involved persons and important target groups should receive an expression of thanks and information about the success of the actions. The effected organization takes again a chance to apologize for any inconvenience that has caused and on the other side to show the professionalization concerning security, preventive concepts and in addition appropriate actions to act right in right time.

The media make again and again special requirements against the organizations. Because of this reason is the evaluation of all communicative media very important. Because the optimal interference of the authorities into the vital interests of the enterprise. Apart from the product liability for caused damage thus mostly also still another image damage with public recalls develops which can be existence-threatening in the worst case. The authorities expect immediate information of the public in the case of doubt. However one can prevent larger damage by a well accomplished recall, if one knows how one has to behave with a recall. Instead of giving helpless reasons and justification for the recall as well as marking fast one should lead openly offensive and honestly and to lead offensive and honest information politics. Thus fast active acting is of highest importance, in order to protect the organization against larger negative headlines.

Major mistakes:
• Waiting
• Displacing
• Minimizing
• Over-reacting
• Disclaiming
• Lies

4.2 Comments and expression of thanks to important product recall-participants

After conclusion of the corrective actions all substantially involved persons and important target groups should receive an expression of thanks and information about the success of the actions. The effected organization takes again a chance to apologize for any inconvenience that has caused and on the other side to show the professionalization concerning security, preventive concepts and in addition appropriate actions to act right in right time.

The media make again and again special requirements against the organizations. Because of this reason is the evaluation of all communicative media very important. Because the optimal

8 Thus regularly information becomes the identification of consumer products, which kind of the dangers and the met measures publish over the InterNet (§ 10 Abs. 2 GPSG). Usual media are the ICSMS portal or the consumer of the commission in the context of RAPEX. Independently of it, whether the product is brought actually European Union far or only in certain member states on the market, over the authority-internal range skillfully by RAPEX the same and if necessary large information in the doubt to the authorities of all member states http://www.icsms.org/App/index.jsp; Rapidly Alert system for Non Food Products (details see III): http://europa.eu.int/comm/dgs/health_consumer/dyna/rapex/rapex_en.cfm.

6 Moehrle, H., -Krisen-PR-, p. 106.
7 Is the legal term of an organization which puts the products into circulation.
fulfilment of communication channels can decide on the image of the affected organization in a recall situation and thus into the negative headlines. All products which are not hundred percent correct and represent a danger for the health and the body of a consumer are connected with a very high emotional presentness. It shows that a product recall should be tackled at the earliest possible time and most favorable time. Possible product recalls will be set on Friday afternoon in hope that the public explosiveness loses in adequate time. Thus J. H. Trauboth concretizes the interest of media as symptomatic after a product recall. This process is to be clarified in the below mentioned illustration 1.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Product Recall Team</th>
<th>Surname</th>
<th>First name</th>
<th>Position</th>
<th>Telephone Office</th>
<th>Telephone Home</th>
<th>Mobile</th>
<th>Fax</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Customers

Suppliers

Agencies

Service Providers / Consultants

![Graph](image)

Illustration 3: Media interest after a product recall.9

5. Conclusions

This article has described the framework of a Product Recall Team and the responsibilities of all affected persons and parties.

The Product Recall Team will be making many decisions that have significant effects on the company, their customers and final consumers. From this side it is essential that there is everything clear defined. All rules and responsibilities should be clearly defined, and a Product Recall Manager should be nominated to chair the Product Recall Team and co-ordinate all product recall processes and manage the situation as a “central” positioned person. Much depends on how the problem escalates, but clearly defined policy, well-trained staff, clear lines of communication and actions minimize many potential problems which can be done wrong (or not done) in critical situation e.g. product recall.

Appendix I – Contact list spreadsheet template.

---

9 Trauboth, J. H., - Krisenmanagement bei Unternehmensbedrohungen, Präventions- und Bewältigungsstrategien -, p. 73.
Appendix II – Product Recall check list.

<table>
<thead>
<tr>
<th>Steps</th>
<th>Actions</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Technical Manager Confirms problem</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Senior management agree recall</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Recall team assembled</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Production stopped</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Stock quarantined</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Distribution of stock halted</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Technical information gathered and reviewed</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Product production information gathered</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Scope of problem determined and quantities affected established</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Levels of involvement determined (Manufacturer, Retailer, Both)</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Action requirement determined</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Actions assigned to Recall Team Members</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Notify Competent Authorities (PSA/ Local Authority)</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Customer Services / Sales and Key Staff advised and briefed</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Customer notification to quarantine stock prepared</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Customers notified to quarantine stock held / withdrawn from sale</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Disposal or recovery requirements determined</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Refund arrangements for Consumers and Customers organised</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Public Relations Dept / Agency Briefed</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Coverage required assessed and agreed</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Press Release Prepared and Checked</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Customer Services / Call Centre Agency Briefed</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Trade Statement prepared</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Trade Statement Issued</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Local Authority Advised</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Press Release Issued</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Customers confirm receipt of withdrawal instruction</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Customers advise details of stock to be returned</td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Transport arranged for uplift of stock</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Disposal arrangements made with waste contractors</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Accounting procedures in place</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Quantities recovered reviewed against product shipped reviewed</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Customers advised Recall ended and thanked for their help</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>Effectiveness of Recall against plan assessed</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Recommendation of changes to plan completed</td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Recommendations for handling future Recall noted</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Final report issued to the Board</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Staff advised and thanked for their help</td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Recall plan updated with changes agreed by the Board</td>
<td></td>
</tr>
</tbody>
</table>

Additional actions

- Corrective action taken to prevent reoccurrence (**a**)
- Production restarted (**b**)
- Recovery marketing plan agreed (**c**)
- Promotional material arranged (**d**)
- Sales Team briefed (**e**)
- Customers advised of availability of new stock and promotional activity (**f**)

REFERENCES


