



Global Coffee Retail Chain Manages Employee Communications During Critical Events

Business Scale at a Glance

+238,000
employees

+25,000
locations

66 countries

With over 238,000 employees across 25,000 locations in 66 countries, this global coffee retail and coffeehouse chain understands the importance of sending the right message to the right people when critical events occur.

Whether it's an earthquake in Seattle, a snowstorm in Massachusetts, a violent protest in Europe, or another critical event happening somewhere else in the world, this organization's stores and their employees (otherwise known as "partners") are likely in the area. Therefore, having a Critical Event Management Platform like Everbridge is essential to providing employees and stores with vital information.

The company has thousands of stores in highly varied and distributed locations, and a global supply chain of growers, distributors, carriers, and corporate-owned factories, which makes creating a comprehensive critical event communications plan that encompasses all their varied needs incredibly complex. Locations range from the company's Seattle-based headquarters, to cruise ship kiosks, to express trains that run through Austria and Switzerland. The range of concerns includes:

- + Alerting employee-partners to an impending situation
- + Providing clear instructions on what they should do
- + Determining who has received the alert and who has not
- + Keeping people informed as events unfold
- + Polling them to see if they're safe
- + In case of a product or process issue, directing recalls or process changes

When a threat occurs, the security team can, within seconds, selectively notify any of their stakeholders who might be impacted — via email, text, mobile voice call, landline, or other channel, no matter if they are at home, at work, or traveling within the affected area. To define that area, a systems operator simply creates



In the event of an emergency notification, information such as who has received the alert and who hasn't is immediately visible on a dashboard.

a circle on a map, using geo-fence mapping technology, so that every identified person within that circle is notified. Critical information such as who has received the alert, and who hasn't, is immediately visible on a dashboard. Rules that determine who receives information and over which channel are also visible, and easily modified, if needed to redirect the message toward other recipients or channels. Besides geo-location, these rules can also take into account a person's schedule, contact preferences, role, email and device preferences. These are the key functions a critical communications solution provides; unified communications for the kinds of challenges this organization, as well as many other big brands face.

Response to Critical Events

How does unified critical communications help this organization respond to actual critical events? Given the number of store locations, it is not difficult to find examples. But for many of its franchises, three recent events stand out: Hurricane Sandy in 2012, Boston's Winter of 2015, and the 2015 Baltimore riots.

As a category 3 hurricane, Sandy hit the United States in October 2012, blacked out power in much of the Northeast U.S. for up to three weeks, and caused 117 deaths in the U.S. alone. Forty-eight hours prior to landfall, the organization sent out a notification to about 35,000 of its partners directing them to take shelter and reminding them, once they left the store, to check-in with their store manager so the manager would know they had reached home safely. Then, 12 hours after



By monitoring social media and other channels, the security team was able to contact its partners, living within a half-mile radius of the looting, to let them know what was happening and that they should stay home and were not scheduled to work.

landfall they sent out another notification, this time asking employees to let their managers know if they were okay and reminding them of the company-sponsored assistance available to employees who need help.

Successive snowstorms that blanketed the Northeast from New York to Atlantic Canada from the last week of January through February 2015, were particularly severe in Boston. The seasonal snow total in Boston reached a record-breaking 108 inches, causing the transit system to shut down on multiple days. Commutes that might normally take a half hour routinely lasted several hours. One storm on January 26th and 27th, shut down a 300-mile stretch of Interstate 95 from New Jersey to the Massachusetts/New Hampshire line, and — in Eastern Massachusetts — shut down most other roads as well. The chain sent out notifications almost every week to affected employees, sending them home, asking them to stay home, and telling them when it was safe to return to work. As in the Hurricane Sandy event, the company used its critical event communications as a two-way channel to account for employees who had not checked in or who needed special assistance.

Similarly, as the 2015 Baltimore riots started, the chain's security team monitored the growing crisis through social media and other channels and contacted its Baltimore partners, living within a half-mile radius of the looting, to let them know what was happening and that they should not come to work.

Different Events — Much in Common

Critical events vary greatly from manmade attacks, to severe weather, to IT outages, and everything in between, but they have many characteristics in common; particularly in the challenges they present to crisis managers. Those challenges can be measured both in how they impact people and property, in terms of how to mount an effective communications response.

What's at stake? Critical events are “critical” because they pose serious threats that are widely felt. They threaten peoples' personal safety and property and they threaten the ability of the business to continue operating or to return to operation after the event is over. These business threats include physical damage to stores and to the supply chain — both the organization's own facilities and those of its suppliers. In addition to personal injury and property damage, there is also the financial losses to both workers, in lost income, and to the business in lost sales. Additionally, the company's brand could be at stake. Reputational or brand damage can extend far beyond the location and time of the event itself, if it's not handled properly. How organizations react to a crisis anywhere will help define their reputation everywhere, and often for years to come.

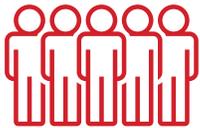
Communications challenges. While any business, regardless of size, might face similar potential threats in a crisis, the larger and more widely dispersed a business is, the more complex crisis communications are likely to be. Key communications challenges include:

- + **A large and widely dispersed workforce.** During Hurricane Sandy and the 2015 Northeast snowstorms, the number of people this chain needed to quickly notify reached into the tens of thousands on some days – and across multiple states.

Communications challenges



A large and widely dispersed workforce



Different notifications for different people.



Different types of communications for different types of events.

Making so many notifications in such a short time would only be possible if people were contacted through multiple automated channels such as email, text, and voice calls.

- + **Different notifications for different people.** Another communications challenge is that not all people are reachable over the same channel type. Email is best for some, text for others, and for many a combination of channels may be better still. The content of notifications may also need to be different depending on someone's role. Supervisors, for example, may receive different messages than the people who report to them. Facilities management or security personnel would receive other messages. So not only is a mass communications system required, but also a selective communications system — one that routes different messages based on factors like a person's channel preferences, proximity to an event, and role.
- + **Different types of communications for different types of events.** Larger and more dispersed organizations likely face a more diverse mix of critical events that in turn call for different types of communications. They may be exposed to both wildfires and blizzards, or to both civil unrest and earthquakes. In addition to the kinds of threats that impact a store, there may also be threats that can disrupt supply chains or impact factories. Emergency communications can be categorized into four types:
 - *Regional emergency alerts* — as in the Hurricane Sandy example, cover incidents such as weather alerts, civil unrest, earthquake and wildfires
 - *Facility emergency alerts* — direct evacuation or shelter in place orders if there is a fire or gas leak in the building
 - *Quality assurance alerts* — direct emergency recalls or process changes, for example if a bacterial contamination were discovered in one of the company's food plants
 - *Duty of care accountability* — through partner safety polling, this type of communication provides the company's crisis management team with information on the status of any individuals contacted, to find out if they are safe or need assistance

Of all the needs fulfilled by a comprehensive crisis communications system, the ability to engage with workers during an event — rather than simply send out one-way notifications — is the thing that matters most to crisis managers.

“The biggest benefit for us is partner accountability. Having the ability to do polling through partners' confirmation, I know that I'm not just sending a voice mail or text. I'm getting confirmation that there is a live body at the other end of the notification that interacted with it. That to me is a lot more valuable than just sending out this massive blast, and then checking the box that says we did our part. We now have validation that somebody received that important message on the backend,” says the Senior Specialist for Business Continuity and Emergency Management.

Like setting off a fire alarm, just sending out a blast also doesn't work for people who need more detailed direction on what they should do during a critical event — which is often the case when the event happens over an extended period or involves complex situations, as might a shelter-in-place message or a product recall. The Everbridge Critical Event Management Platform allows managers to quickly

Product recall notifications in action



From an accountability standpoint we're able to look back and say, 'Look, we contacted 97% of our stores to withdraw the product.'

update message content, change which workers receive which messages, and send out new messages with new information as a situation unfolds and further feedback is received from authorities and those affected.

Having a system like this also helps management audit its own crisis response and adjust accordingly for future events. Speaking about product recalls, the company representative says: "from an accountability standpoint we're able to look back and say, look, we contacted 97% of our stores to withdraw the product."

Part of Full Lifecycle Critical Event Management

Just having the ability to communicate the right messages to the right people over the right channels — and improve how you do that over time — does not automatically mean you will. Management must also be up to the task of leveraging communications appropriately. This organization gave its crisis management team accountability across all the company's business units and geographies — because crisis management is inherently cross-functional. It also allowed the crisis management team to become a center of excellence with its own special skills, best practices, and systems. Crisis management is a full lifecycle activity. It is not just what this company does during a crisis that counts; it is also how it prepares for a crisis, and what it does in the aftermath.

Before events happen, risks must be assessed, potential impacts modeled, and possible response scenarios prepared. Then when an event does occur somewhere in the world, the company needs to become aware of it — through its internal notification systems, the public media (offline and online), and its many partnerships with other corporations and government. Through these channels the company quickly assesses the event's impact on people, product, and business units. Then based on this preparation and information, the company can fully leverage its critical event communications — to notify people of what has happened or soon will happen, to manage the situation and its aftermath, and to incorporate lessons learned into future crisis response planning.

System Capabilities Required

To fill this crisis communications need, the company selected a system specifically modeled to match the broad range and high complexity of its diverse communications challenges. Key features include:

- + *Multimodal mass communications.* This is the ability to reach any number of people, by any channel on which they are accessible – email, text, voice – potentially even point-of-sale terminals.
- + *Polling.* The company wants its crisis managers to poll partners in an emergency to ensure they have received the messages sent and to determine people's status.
- + *Rules engine.* This is the ability to apply rules so different people can receive appropriately tailored content, over the appropriate channels, based on any set of conditions as they emerge in real time.
- + *Geo-mapping.* This enables crisis managers to simply draw a circle on a map on a touchscreen to automatically notify any partner within the circle.
- + *Usability.* The system also includes single-pane-of-glass, at-a-glance monitoring of all key information, the ability to rapidly compose emergency messages using pre-built templates, and other features designed to provide maximum situational awareness and response.
- + *Open architecture.* Having the ability to easily integrate with other systems, like point of sale terminals and building security systems, system designers can employ such computer industry standards as RESTful APIs (application programming interfaces) and other open computing concepts.
- + *Maturity.* Above all, an emergency communications system needs all the characteristics of a fully developed technology solution, such as in-depth security, high redundancy, and a complete set of built-in reporting capabilities, all of which the company views as mandatory for full lifecycle crisis management.



Everbridge, Inc. (NASDAQ: EVBG), is the global leader in critical event management and enterprise safety applications that automate and accelerate an organization's operational response to critical events in order to keep people safe and businesses running faster. Everbridge is based in Boston and Los Angeles with additional offices in San Francisco, Lansing, Beijing, London and Stockholm.

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Goals Achieved

Thanks to the unified critical communications capability of a critical event management platform, organizations can radically mitigate the costs, business disruption, legal risks, and other harm that emergencies cause big brands every day. This type of comprehensive emergency response can elevate the brand's value in the eyes of its stakeholders and the wider public served. Coming through for an employee or a customer when a crisis hits may be the best way to build brand loyalty.