



Zespri

Psa-V Crisis Management

[Executive Summary]

Introduction & Background Context
This case study examines the crisis management response of Zespri, a leading New Zealand kiwifruit exporter, following the discovery of a Psyllid Vector (Psa-V) in 2015. The crisis involved a significant threat to the kiwifruit industry's reputation and export market, requiring a swift and coordinated response.



Conclusion
The crisis was managed effectively through a combination of rapid communication, transparent reporting, and proactive engagement with stakeholders. The response demonstrated Zespri's commitment to transparency and its ability to navigate a complex crisis situation.

Recommendations
Based on the findings of this case study, several key recommendations are proposed for future crisis management efforts. These include the importance of maintaining robust communication channels, ensuring transparency in reporting, and fostering strong relationships with stakeholders.

Thank You!

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NZ Kiwifruit Industry
• 1,500 growers
• 100% export oriented
• 100% grown in New Zealand
• 100% grown in the South Island
• 100% grown in the Bay of Plenty
• 100% grown in the Waikato
• 100% grown in the North Island

Background
The discovery of the Psa-V in 2015 was a significant threat to the kiwifruit industry. The virus was found in a sample of kiwifruit from a grower in the Bay of Plenty. The discovery was made by a grower who had noticed a decline in the health of his kiwifruit trees.

Method
The research was conducted using a combination of qualitative and quantitative methods. The qualitative methods included interviews with Zespri staff, growers, and industry experts. The quantitative methods included analysis of media coverage and social media sentiment.

Theoretical Framework
The research was guided by the Theory of Planned Behavior (TPB) and the Diffusion of Innovation (DOI) theory. The TPB theory suggests that an individual's intention to perform a behavior is determined by their attitude toward the behavior, their subjective norm, and their perceived behavioral control. The DOI theory suggests that the adoption of a new technology or innovation is influenced by factors such as the perceived benefits of the innovation, the social norms of the community, and the availability of resources.

Crisis Management Response
Zespri's crisis management response was characterized by a rapid and coordinated effort to contain the crisis and restore the industry's reputation. The response involved a combination of communication, action, and recovery efforts.

Kiwifruit Virus Death
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Discussion
The crisis management response of Zespri was a successful example of how a company can effectively manage a crisis. The response was characterized by a rapid and coordinated effort to contain the crisis and restore the industry's reputation.



Zespri

Psa-V Crisis Management

INTRODUCTION

Outline of Zespri's Background
Zespri is a not-for-profit organisation in New Zealand, established in 2001, with a mission to promote and improve the quality of New Zealand kiwifruit.
Zespri is responsible for the marketing of New Zealand kiwifruit.
Zespri is a not-for-profit organisation.
Zespri is a not-for-profit organisation.
Zespri is a not-for-profit organisation.



Conclusion

Overall, Zespri managed the Psa-V crisis effectively through a combination of communication and action.
The findings of this research suggest that Zespri's crisis management strategy was effective in managing the crisis.
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Results: Reputation

- Crises should be taken seriously
- Affects image and possible consequences
- Can damage a company's reputation
- Time effect
- Risk perception of an organisation

Kiwifruit Vine Health

- Outline of Zespri's Background
- Background of Zespri's Background
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- Background of Zespri's Background



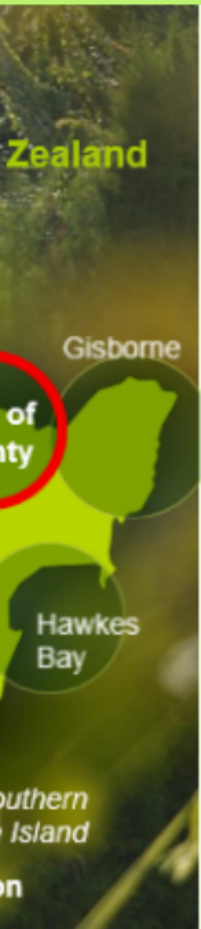
Statement of Meetings

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Recommendations

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NZ Kiwifruit Industry

- 2,500 growers
- 12,000 hectares
- 80 percent grown in Bay of Plenty
- Exports of around 430,000t
- Key competitor Chile exports 180,000t
- \$1.76 billion forecast sales in 2015

Zespri

- High quality
- Premium Kiwifruit
- Continuous improvement
- Scientific product development
- Pro active marketing and communication
- High end – Niche Market





Psa-V

Green orchards were valued at \$150k per canopy hectare, compared with an earlier level of \$250k. Gold orchards were valued at \$100k per canopy hectare compared with \$450k earlier.

The cost to the industry of PSA near the end of 2012 had been estimated at over \$2.1B.

An annual loss of income for three years of \$180m until the new variety was in production.

Created industry tension and rivalry as PSA was focused on the Te Puke region and hence some growers from other regions viewed they were subsidising the orchards that had evidence of the disease.



Aim & Objectives

Analyses how effectively Zespri dealt with their crisis which was the Psa-V bacteria disease which placed an imminent threat on the success and longevity of the industry in 2008 through to 2014.

- Identifies key themes in literature on Crisis Management
- Evaluates how Zespri dealt with the crisis of Psa-V bacteria
- Recommendations that could have been implemented to enhance the effectiveness of their response.
- Quiz

Method

- Google Scholar, The University of Waikato Library Search and Zespri's website
- Used to identify any sources that could be used to collect data for the analysis on Zespri's Psa-V crisis
- Literature focusing on crisis management.
- We are living in a world where organisations are constantly changing
- Positive media coverage