



*The Reframe Moment:*

## THE ILLUSION OF CLEAN



### Client - Anonymous

**INDUSTRY**

Chemicals

**REVENUE**

>3 billion CHF approx.

**EMPLOYEES**

>10,000

“The Challenger program changed my conventional thinking of how I sold. Before Challenger, I used to sell based on good relationships with customers. But when I used Challenger and delivered a message in a new way to one of our toughest customers, believe it or not, I got the first order after 2.5 months!”

- Sales representative of Client

*A specialty chemicals business unit delivers insight through the value chain to point out a major flaw in restaurant illness prevention practices.*

#### MEETING THE CHALLENGE

Client developed a new-to-world product—a formula that is used to disinfect surfaces killing a large number of harmful bacteria and viruses but, unlike conventional disinfecting wipes, it doesn’t require a potable water rinse after use. This value proposition *should* have been very attractive to restaurateurs battling high staff turnover, low margins, and a potential reputation risk from foodborne/food service outbreaks. However, the initial product launch was underwhelming in the first year. Their challenge was fourfold:

1. Disconnect with the end-user due to use of sanitizers and potable water rinse for using disinfectants on food contact surfaces.
2. A technical pitch that resulted in customer confusion about where in a restaurant this product can and cannot be used.
3. A customer status quo that caused them to overlook the key advantage of Client’s product.
4. Difficulty targeting the true customer (restaurateurs) due to the complex value chain and multiple players sitting between Client and the end user

#### CHANGE PERSPECTIVE TO CHANGE POTENTIAL

Client partnered with Challenger to turn around sales for this product, beginning by identifying the status quo thinking of restaurant owners. It focused around a common problem in the industry: food service outbreaks.



### BEFORE CHALLENGER

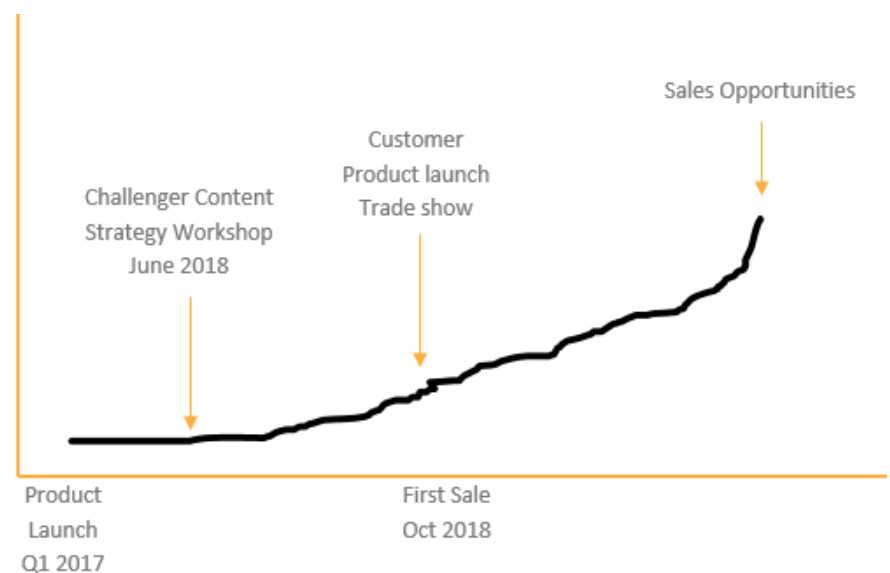
“Because this product is a disinfectant and not a sanitizer, it cannot be used in back-of-the house due to proximity to food and food prep surfaces. It offers complete kill of bacteria and viruses compared to competitors which merely reduce for bacteria only...”

### AFTER CHALLENGER

“Many restaurateurs are aware of the financial and reputational damage that results from an illness outbreak occurring at their restaurant. That’s why they have developed and follow food safety guidelines to reduce their patron’s exposure to foodborne illnesses. However, many restaurateurs don’t realize that a patron is about five times more likely to get sick from contact with another patron than from a foodborne illness. Unfortunately, the patron doesn’t know the source of their illness—and guess who gets the blame...”

Challenger and Client identified that the cleaning and sanitizing practices used to prevent outbreaks in restaurants primarily focused on the back of the house, such as following food safety guidelines, educating employees on food safety, ensuring proper food storage and handling, and using sanitizing products to keep food prep surfaces clean. These practices are effective — for illnesses that are foodborne and/or originate from sick food workers. What many restaurant owners were unaware of is that five times as many infectious disease outbreaks are transmitted person-to-person as from food. Further, current cleaning and sanitizing practices did not kill viruses (e.g., Norovirus) known to cause food service outbreaks. The greater threat is walking through the restaurant’s front door — patrons who are sick and don’t feel like cooking, or patrons who do not yet know they are sick, are more likely to infect healthy patrons than the food is. But who gets the blame when a customer comes home from a meal with a stomach bug?

This commercial insight helped Client solve two of their problems, but they still had a difficult time getting this insight in front of their end customers due to the long and complex value chain their product moves through. Challenger then brought in creative agency [Carbon Design](#) who built this commercial insight into a modular sales presentation that could be tailored for different customers: an infographic targeted at formulators and their restaurateur customers, as well as an infographic that wipe brands can use to target consumers at home in their own residential kitchens. Within a few months, the results started to roll in:





- First Challenger sale occurred in Q4 -2018 (a few months after the Challenger Content Strategy workshop) shortly after a customer launched the new product at a trade show.
- Client now sees significant sales traction since the product re-launch, which is respectable for a niche category.
- Sales presentation and infographics are continually used in sales presentations and industry events.
- Client gained access to their customers' customers for the first time — several of whom have ordered samples of the product to test immediately after hearing the insight.

### Infographic Targeting Formulators and Restaurateurs:

# The ILLUSION of CLEAN

A restaurant may look clean, but in reality under that veneer lies bacteria and viruses. Studies have shown that food related outbreaks caused by person to person transmission via hard surfaces (fomites) are 5 times more likely to occur than those from contaminated foods.



#### Table & Table Objects

Nearly **1 out of every 3** norovirus outbreaks starts with someone who is not a food service worker. Hotspots for transmission of norovirus include table surfaces and table objects. <sup>1</sup>



#### Door Handle & Hard Surfaces

Norovirus can live on door handles and other hard surfaces for up to **2 weeks**. Only 18 viral particles—the amount that fit on the head of a pin—are needed to infect more than **1,000 people**. <sup>1</sup>



#### Kitchen Staff

**28%** of restaurateurs do not offer an employee handbook to new hires, **43%** do not offer a training manual, and **52%** offer no safety training. <sup>6</sup>



#### Wait Staff

**Half** of restaurant workers say they still go to work always or most of the time when they have a cold or the flu. Only **22%** of restaurant workers report having paid sick leave. <sup>6</sup>



#### Spill Kit

Almost **12 percent** of (500) food workers surveyed in a CDC study had worked two or more shifts while suffering vomiting or diarrhea. <sup>7</sup>



#### Point of Purchase

For every foodborne illness outbreak that takes place in a restaurant each year, there are **5 times** as many infectious disease outbreaks transmitted person-to-person. <sup>4</sup>



#### Towel Rag

In one 2006 study of 23 restaurant towel rags from 10 establishments, researchers found coliform bacteria on **89.2 percent** of the cloths. Tabletops cleaned with such rags were covered with **45 times** more bacteria **AFTER** cleaning than prior to it. <sup>3</sup>



#### Menus & Order Screens

Menus can be a prime vehicle for spreading harmful bacteria, with studies showing the ability for Salmonella and E. coli to transfer from menus to fingertips to other objects for **over 24 hours**. <sup>2</sup>

<sup>1</sup> CDC Vital Signs fact sheet. [cdc.gov/vitalsigns/norovirus](https://www.cdc.gov/vitalsigns/norovirus)

<sup>2</sup> Sirsat, SA et al. 2013. Persistence of Salmonella and E. coli on the surface of restaurant menus. Journal of Environmental Health 75(7): 8-14.

<sup>3</sup> Boboltz, S. These Cringeworthy Restaurant Truths Will Make You Think Twice About Dinner. HuffPost. January 29, 2014, updated December 6, 2017.

<sup>4</sup> CDC NORS Dashboard. 2012-2016 data analysis (conducted by Carbon Design)

<sup>5</sup> Harvard T.H. Chan School of Public Health. 2016. The Workplace and Health Report.

<sup>6</sup> Toast, Inc. Restaurant Success Industry Report. 2018.

<sup>7</sup> "Factors Associated with Food Workers Working while Experiencing Vomiting or Diarrhea," Journal of Food Protection, Vol. 74, No. 2, 2011, Pages 215–220



Infographic Targeting Consumers:

## YOU MAY BE INVITING *Unwanted Guests* TO YOUR DINNER TABLE

As a parent you work very hard to protect your family's health, however you may be inviting unwanted "guests" to the dinner table in the form of bacteria and viruses. **All purpose cleaning products and dish towels** do not eliminate bacteria and viruses - they may actually make it worse! - so surfaces and objects may look germ free but in reality it's just an illusion of clean. Let's take a closer look at some of the ways bacteria and viruses are transmitted.

Viruses such as Norovirus can live in **frozen and undercooked** food (under 140 degrees) and transmit from cross-contaminated food prep surfaces.<sup>2</sup>

Studies show the ability for Norovirus to live on utensils, countertops, cups, and other kitchen objects for up to **2 weeks**.<sup>2</sup>

While **46%** of foodborne illnesses may originate from produce foods such as green leafy vegetables contaminated from handling in the supply chain, transmission risks from food contact and nonfood contact items are often overlooked.<sup>4</sup>

More than **20 percent** of foodborne illness outbreaks result from food that was consumed in the home.<sup>4</sup>

A recent study showed that **45%** of the kitchen sinks tested showed positive results for Coliform bacteria - E. coli and Salmonella.<sup>1</sup>

In a study testing kitchen dish towels, results showed **77%** harbored bacteria - E. coli and Salmonella. Even scarier, **18%** contained Staph bacteria.<sup>1</sup>



**Cross-contamination** of food prep surfaces from bacteria (such as Salmonella, Campylobacter jejuni, E. coli) and viruses (Norovirus) can occur when such surfaces are sanitized without pre-cleaning step and not disinfected for broad bacterial and viral efficacy.<sup>3</sup>

<sup>1</sup> NSF International Household Germ Study, 2011. [nsf.org/newsroom\\_pdf/2011\\_NSF\\_Household\\_Germ\\_Study\\_exec-summary.pdf](http://nsf.org/newsroom_pdf/2011_NSF_Household_Germ_Study_exec-summary.pdf)

<sup>2</sup> CDC Vital Signs Fact Sheet. [cdc.gov/vitalsigns/norovirus/](http://cdc.gov/vitalsigns/norovirus/)

<sup>3</sup> United States Department of Agriculture (USDA)

<sup>4</sup> Attribution of Foodborne Illness. [cdc.gov/foodborneburden/attribution-image.html#foodborne-illnesses](http://cdc.gov/foodborneburden/attribution-image.html#foodborne-illnesses)