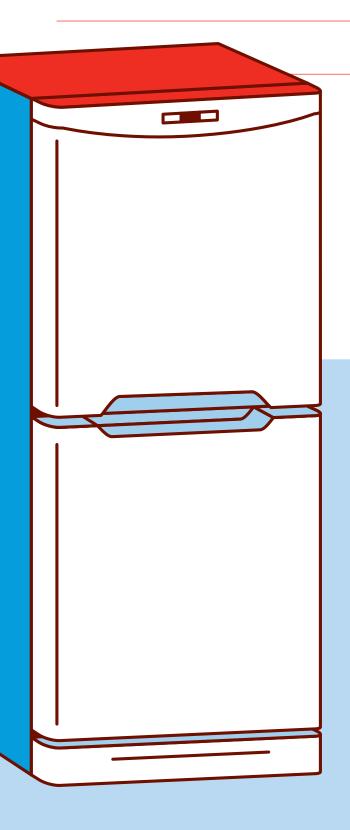


The UK's electrical safety experts



Consumer Voices on Product Recall

Contents

Foreword	3
1. Executive summary	4
2. Introduction	6
3. Product registration	9
4. Product recall	14
5. Conclusion	25
6. Summary of recommendations	26
Appendices	27
Appendix 1: Registration incentives	27
Appendix 2: Recall language	30
Appendix 3: Recall notice examples	31
Appendix 4: Social media	34
Appendix 5: Bibliography & References	35

Foreword

By Phil Buckle



Electrical Safety First is leading the campaign for improvement to the product recall system, and with consumer safety at the heart of our mission we believe this is an area that needs urgent action. In this report we outline the consumer experience of recall and what they believe needs to change.

It is clear that the product recall system in the UK is failing consumers, with faulty recalled appliances responsible for significant numbers of domestic fires and a number of tragic fatalities. The success rate of recalls is rarely more than 10% to 20%, despite the huge risks of electrical shock, fire or even death that faulty electrical items can present. This means that millions of dangerous items remain in homes across the country.

Regardless of the size and reach of a recall, it is the customer who plays a key part in the process, and so it is essential that we fully understand their thinking and what contributes to their decision to take action.

This report outlines a number of simple and effective changes that manufacturers can implement to improve recall success levels, not only to protect the public but also safeguard their brand. We also explore several long-term goals and challenging issues that we would urge the industry to address collaboratively.

At the time of writing this report,
AMDEA – the trade association
for domestic electrical appliance
manufacturers in the UK – is preparing
to launch an online route for consumers
to register their products and so improve
traceability, a vital aspect of a successful
recall. Such a move is welcomed, and
it is hoped that this will form a sound
foundation on which to build.

With electrical faults and accidents causing more than half of all house fires each and every year, resulting in at least one death every week in the UK, we believe that a concerted effort to improve the recall system in the UK can play a major role in improving home safety. The recommendations from this report are clear.

For too long the customer has been the unheard voice in the debate over recalls. As this report shows it is a voice that must be listened to and acted upon.

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Phil Buckle Director General, Electrical Safety First

1. Executive summary

The recall system is not working.

Recall levels typically stand at around 10% to 20% and, with 228 electrical items recalled in the past four years, that means there are potentially millions of dangerous items in UK homes¹.

Listening to consumers is key to improving the recall system.

It is important to listen to them to find out what isn't working and what can be done better in terms of product registration and recall notification, to get them to act on a recall. This report explores consumer thoughts on recalls through examining desk research, through undertaking quantitative survey data of UK consumers and through holding focus groups with a range of specific audiences to gain detailed insights.

One of the simplest ways to improve recall return rates is to improve traceability through more effective registration. Only a third of consumers register their electrical products, meaning it is hard to track them to the person. Encouraging greater registration of products would have a significant benefit. (Other factors can impede traceability though, including age of appliance and frequency of consumers moving home.)

There is a considerable lack of awareness of the purpose of registration forms, as well as the process for completing them, which currently puts people off registering products. Many consumers associate 'product registration' with ensuring or extending warranties, rather than helping their safety. Some do not know where to complete the forms, whilst 16% of those surveyed simply find the process too much of a hassle. There is a clear need to make the process easier. Ease and convenience were identified as key motivators for consumers to register.

Safety messages would encourage greater consumer engagement in registration. We found 70% of people would be more likely to use registration forms if they were aware they enable manufacturers to contact them for a recall – ensuring this message was prominent would be a simple and effective change. Of 17 registration forms we analysed, only one mentioned safety as a benefit of registration.

Fear over marketing targeting is a major reason people do not register products.

Over a third (35%) of people worry that filling out a registration form will result in their details being used for marketing. And 61% said they would be more likely to register products if they were reassured their information would not be used for marketing purposes.

Registration preferences differ amongst age groups. Whilst four in ten were keen to register at the point of sale, the slim majority wanted to register in their own time after the sale. However, preferences differed amongst different age groups, with younger audiences suggesting new technology, such as smartphones, should be better used. Manufacturers need to recognise different audience preferences and ensure there are a range of suitable options, whilst also considering the changing audience dynamic and possibilities of emerging technologies.

Consumers are more likely to register, as well as respond to a recall, for a larger and more expensive product, rather than a smaller electrical item.

This is largely due to confusion over benefits of registering products, showing the need for greater education of the need to register all products and the dangers that even smaller items can present.

A large number of people have knowingly ignored a recall notice.

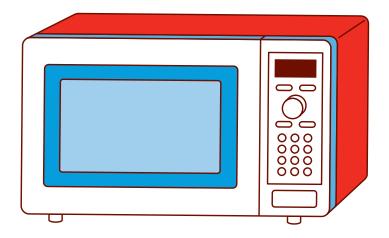
While just over a fifth (21%) of people surveyed said they had responded to a product recall, 5% said they have knowingly ignored a recall notice with 47% of people responding that they have never even seen a recall notice. The reasons associated with ignoring recall fall under three categories – price, risk and effort. These are explored more fully in this report.

Risk of danger is a significant motivator in encouraging response to recall. Our study found that 77% of people would be more likely to act on a recall notice if they were aware of the dangers inaction posed. However, consumers informed us that this messaging was lacking from a large number of notices. On analysing existing notices, consumers told us that the most effective ones would use a combination of alerting them to danger with simple, practical and hassle free next steps. Whilst some consumers felt brands are afraid to mention specific risks, they noted they expect manufacturers to be doing so, and many felt that brands that took a proactive approach to recalls could build consumer loyalty by showing their responsible approach to customer safety.

Channels to notify consumers of recalls need to be varied and audience targeted. The preferences for channels to notify consumers of recalls varied with age groups, highlighting degrees of preference for digital, physical, direct and indirect methods. However, all groups felt a combination of approaches was needed to ensure messages got through to them. They also felt both manufacturers and retailers had a responsibility to notify them, and should therefore work more collaboratively on getting messages across.

Recall notices do not currently engage consumers effectively. From analysing notices and by looking at what consumers say would get them to act, it was found that language, design and calls to action all needed refining to ensure the audience was notified and encouraged to act. Consumers in focus groups suggested a single, universal symbol for recall would help show the authenticity and importance of recall information received.

A single place for information would benefit consumers. A quarter (26%) of consumers expected there to already be one place where they could learn of any recalled items – highlighting the natural fit such a service would provide to make the process easier – and focus groups stated that a single place where you could register products and check for recalls would help them to engage more fully with recalls. There is therefore a clear need for a one stop shop for registration and recall.



2. Introduction

Why it needs to be tackled

Most product recalls are woefully ineffective, achieving a success rate of between 10% and 20% on average¹. With 228 household items recalled in the past four years and manufacturers often producing hundreds of thousands of units, there are potentially millions of dangerous products threatening safety every day².

With more than half of all domestic fires caused by electrical accidents, the sustained risk that faulty electrical products pose is serious, and the consequence of not improving the recall system devastating³.

In March 2013, we undertook research amongst consumers and found that underestimation of the potential dangers was a major reason for consumer inaction. But that was just part of the complicated problem. We also know that only a third of consumers register their products⁵, huge steps need to be made in bringing this number up to ensure that traceability can assist with convincing consumers to act on recalls⁴.

As the UK charity dedicated to improving consumer electrical safety, Electrical Safety First has 'taken on recall' with a passion. We firmly believe that the system must be improved. We have organised product safety conferences, brought together leading manufacturers for round-table discussions, outlined positive changes to the approach manufacturers take to recall activities, and produced our own consumer tool to allow anyone to quickly check for electrical items in their home that have been recalled.

As there is no central recall system, we feel there is even more urgency now for us to step in and provide further recommendations for development. From our ongoing discussions with the industry, we know there is a great appetite to improve this, and we hope this report provides some clear next steps to support manufacturers in building the safer system we all want to see.



About this report

This report represents the voice of the consumer. We have listened to them – they have told us that things need to change if industry wants to see them act more on product registration and recall notices.

In this report we are not looking to single out manufacturers who have acted poorly on recalls, we are not going to provide thoughts on how punishments could help 'inspire' greater activity from industry and we are not going to provide any technical analysis over when an organisation needs to 'press go' on starting a recall process. This report builds on our work to date to hear from consumers on what steps they believe manufacturers should be taking to get them to act on product registration and product recall. Therefore, any findings presented that reflect dissatisfaction with the current approaches being made to them, or desires for changes that seem unattainable for some businesses, should not be dismissed as the musings of a single charity but rather as the considered opinion of the thousands of people we have spoken to, representing the customers and owners of brands affected by recalls.

To explore this topic, we have focused on three principal areas:

- Understanding how to engage consumers with the registration of electrical products
- Understanding how to ensure consumers are made aware of recalls
- **3.** Understanding how to motivate consumers to act on recalls

The research that has led to this report was undertaken through a mix of desk research, quantitative survey data and qualitative analysis using consumer focus groups. Detailed references to the data sources can be found in this report [See Appendix 5]. But here is an overview of our methodology:

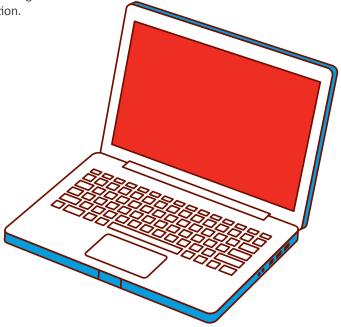
Desk research: we wanted to ensure we had looked at what others already knew or thought they knew about what was wrong with the product recall system, as well as looking at what were the most pertinent issues we needed to investigate - we looked at existing research reports, examples of 'best practice', understandings on the 'blockers' to effective recalls and sourced live examples of registrations and recall notices. This desk research has provided some findings that are directly relevant and have been inserted into this report, but largely this phase helped to inform the direction subsequently undertaken by our quantitative and qualitative research stages.

Quantitative analysis: in collaboration with YouGov we undertook a nationally representative survey of 4,000 UK adults online in September 2014. We asked questions that explored levels of understanding over recalls, experiences of registration and recalls, as well as thoughts on language and design of recall notices and feedback on the methods manufacturers use to encourage them to register products. Where necessary, in a small number of cases, we have supplemented this with findings from another study we undertook on this issue in 20134. And to get a detailed look at what the data tells us, we have looked at any variables between age groups, and provided insight in this report where we believe interesting observations can be made on differences between the responses of certain cohorts.

Qualitative research: we undertook five focus groups, each with between 6 and 8 adults. These focus groups looked to help us explore trends identified in the quantitative research in further detail, and allowed us to test certain visual designs and language uses that manufacturers have implemented in recalls, to gauge their effectiveness. The focus groups each had distinct profiles to help us identify if any of our findings could be separated out to distinct audience types. The groups were:

- Younger audience (aged 18 to 30)
- Older audience (aged 65+)
- Homeowners
- Tenants (of privately rented accommodation)
- Those who had experienced a recall

Naturally there was some cross over between these groups, but it allowed us to conduct a certain degree of segregated investigation.



3. Product registration

Product registration is the process by which a consumer can register a product to their name, allowing manufacturers to maintain a record of their contact information. This enables manufacturers to trace a customer in case of a safety concern, such as a product recall. There are a number of methods for consumers to register products, predominantly via online forms and physical forms to return by post or fill in at the point of sale. Some manufacturers have incorporated registration into their brand experience, offering a personalised account, such as LG's 'support account', Hotpoint's 'Myhotpoint' and Samsung's 'MySamsung'. These personalised accounts are designed to improve customer service and information on promotions or special offers to incentivise consumers to register their products.

Product recalls are often highly complicated, as evidenced by the low return rate of approximately 10% -20%, and tracing recalled products can be challenging¹. A number of factors contribute to this, not least the low consumer registration of products which create issues around traceability. The age of electrical products when a fault is identified can further add to traceability issues. Consumers' contact details, where they have been supplied, may no longer be relevant if they have since moved address. This is particularly true of younger audiences who may not have settled, as research shows that 54% of households with children will move within three years¹². Consequently, potentially dangerous appliances may have been taken into a new home or left in the property endangering new occupiers.

Case study: Bosch

In 2011, Bosch faced the challenge of recalling a product manufactured between 1999 and 2005. This involved tracking down products, potentially sold over a decade previously, by locating the owners of appliances. A variety of communication techniques were employed: recall notices were placed in regional and national press; a Google AdWords campaign was launched; and over one million letters were sent out to both known and potential owners. Finally, a website was set up with full details of the recall, identification of the affected products, an online checking tool and contact telephone numbers provided. Five months after the recall started BSH [Bosch] had repaired over 137,000 dishwashers at an average of 27,000/ month. Industry figures generally regard this recall as a good example of a successful recall action.

Consumer voices on registration:

Our research shows that only a third of consumers (33%) always fill in registration forms for electrical products they purchase⁵. A large reason for this is a lack of awareness of the uses of registration forms. Our focus groups highlighted that younger consumers were more likely to be confused by the purpose of registration, associating registration with warranties rather than safety. The process of registration also appeared challenging for this audience; 10% of consumers under the age of 35 do not know where to complete a product registration form, 14% claim to never have been offered a registration form to complete and 23% view the process as a hassle⁵. Conversely, our research showed that elder audiences engage better with the registration process, 56% of 75+ consumers say

they always fill in a registration form when buying electrical products and 62% think that registration is a good way for manufacturers to contact consumers about safety issues⁵.

Our survey showed that 70% of people would be more inclined to use registration forms if they were aware they enabled manufacturers to contact them directly in the event of a recall due to safety reasons. There is clearly a disconnect between the actual, and perceived, purpose of registration; of seventeen online registration forms [See Appendix 1], from seventeen different brands, only one highlighted being kept up to date with important safety information as a benefit of registering a product. This highlights a stark difference between the benefits outlined on online registration forms and what consumers said they would respond to.

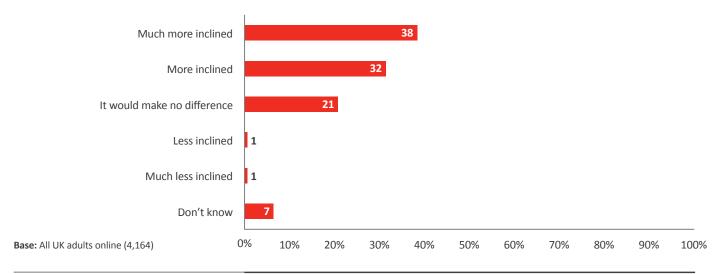
"I hadn't thought of [registering products as relating to] recall before, but it does make sense. I haven't been told to [register] for that [reason] before."

Consumer, tenant

"If [manufacturers] said 'register so that if something goes wrong in the future we can help', then I'd definitely want to register."

Consumer, 18-30

How much more or less inclined would you be to complete a product registration form if you knew that manufacturers use registration forms to enable them to contact you in the event of a recall due to safety reasons?



Marketing:

Consumers from all age groups were concerned that registration would be used by brands for marketing purposes, believing it was more in the company's interest than theirs. Over a third (35%) worried that by filling a registration form their details would be used for marketing purposes⁵. The younger age segments showed particular concern around marketing with 40% of 25-44 year olds specifying they would worry their details would be used for marketing purposes if supplied on a registration form⁵.

However, while this concern was pronounced in younger audiences, marketing did appear as a key deterrent for many consumers across all age groups, with 61% of people surveyed advising they would be more likely to register their electrical products if assured their information would not be used for marketing purposes⁵. Contrastingly, only 49% would be more likely to register products if guaranteed an extended warranty, highlighting that potential benefits no longer null the inconvenience of unwanted marketing⁵.

"[Brands] want to bombard you with marketing mail so I am put off registering."

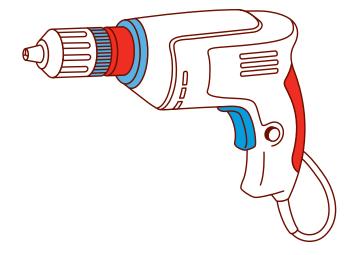
Consumer, has experienced a product recall

"I'm always quite resistant [to registering] as I'm concerned about [which other organisations] will be given access to my details."

Consumer, homeowner

"It generally seems to be 'you must register'. I'm really cynical about it; it just seems like a marketing tool."

Consumer, tenant



Opportunity to register:

Ease and convenience were highlighted as key motivators for consumers to register, with the slim majority of consumers wanting to register in their own time at some point after the sale, while four out of ten wanted to register at the point of sale. Almost half (47%) of people in the online survey thought using an online registration form at some point after the point of sale was the most convenient manner, while 42% believed returning a form in a prepaid envelope would be convenient⁵.

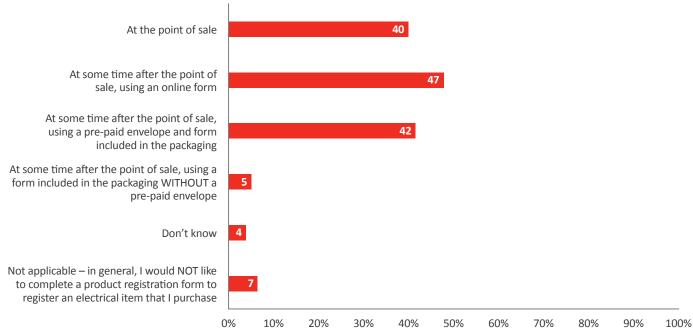
Our focus groups pointed to a clear distinction in preference divided by age; younger consumers prefer to register at point of sale or using an online form while elder audiences want to utilise a pre-paid postage service. This highlights that providing a range of options that are as convenient as possible for all consumers is best.

Younger consumers in focus groups thought Apple's registration process, where customers provide email addresses when purchasing a product – for devices such as iPhones – or are prompted to register as part of the setting up process for laptops, is efficient and hassle free as it is part of the existing

customer experience. Despite it being easier for a tech company to enact, focus group participants felt there were lessons all manufacturers could learn from the approach of building registration into the purchasing experience.

Consumers in our focus groups said that electrical goods were the kind of products they believed would be most likely to be recalled. That said, they would be more likely to register electrical products of high value, such as one they were expecting to use for some time, over other electrical products. Survey research also showed that a fifth of UK adults would be more likely to respond to a recall of a larger product, such as

In general, at which, if any, of the following stages do you think you would like to complete a product registration form?



Base: All UK adults online (4,164)

a refrigerator, than a small product like a toaster⁴. Having acknowledged this predisposition, consumers in focus groups, particularly elder participants, felt it was the manufacturer's responsibility to educate consumers of the risks of not registering smaller items too.

As consumers age — with current younger audiences achieving more buying power — and as technology develops, it will be important for manufacturers to update their registration processes in line with consumer preference, in order that the maximum number of products are registered and therefore direct contact around recall can be achieved.

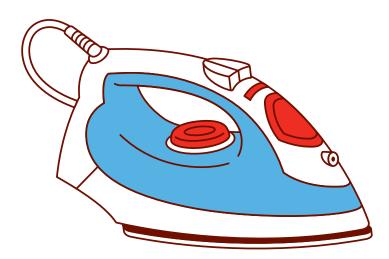
Other ideas:

Both our survey and focus group data clearly point towards a scepticism amongst younger and middle aged audiences, aged 18-45, towards registration. Interestingly, the younger consumer group was also the audience most engaged in discussion around improvements to the system, suggesting a universal app which could scan a barcode called a Quick Response (QR) code, specific to one product, and send the owner's contact information to the manufacturer. They believed this would reduce the hassle of registration, a clear barrier for this audience, by reducing the time needed to enter contact details.

Case study: US Congress

In order to improve recall effectiveness, US Congress has required that manufacturers of durable infant or toddler products:

- Provide consumers with a postage-paid product registration card with each product
- Maintain a record of the names, addresses, e-mail addresses, and other contact information of consumers who register their products
- Permanently place the manufacturer's name and contact information, model name and number, and the date of manufacture on each durable infant or toddler product



4. Product recall

A product recall is a complicated operation — with many thousands of items produced for each product type, and a huge number of supply chains, retailers and customers to consider communicating with, to ensure each audience acts appropriately.

It is of significant concern that the average recall is just 10%-20% effective¹. As we have seen, often the issue is affected by traceability, which is considerably impeded by a lack of registration of electrical items and is made more complex the longer an item has been in the public domain. Announcing a recall can also be a difficult decision for a brand to make – what number of faulty appliances or level of risk warrants a recall?

Nevertheless, when the decision is made to recall an item, naturally all brands want the process to be as quick, effective and cost efficient as possible. This means getting the message to anyone who owns an item in a way that will not only get their attention but inspire them to act. In this section, we explore what some of these most effective channels are, along with what language, designs and other considerations brands need to make to ensure that the message stands out and overcomes any of the existing barriers that consumers experience.

Under the General Product Safety Regulations 2005, the legal requirement for a manufacturer in the instance of a dangerous product is to contact consumers who have purchased the product in order to inform them of the recall, where and to the extent it is practicable to do so. Where, as is generally the case, consumer contact details are not available, the manufacturer must use all reasonable endeavours to contact them, such as publishing a notice in a form that is likely to inform consumers of the risk and what action they should take⁶.

When manufacturers do this, how can they ensure the recall notice even gets read? As we will see, consumers are ready to act, if we communicate with them appropriately.

Consumer action on recall:

While just over a fifth (21%) of people surveyed said they had responded to a product recall, 5% said they have knowingly ignored a recall notice with 47% of people responding that they have never even seen a recall notice⁵.

When further explored, consumer motivations for not acting on recalls fell into three categories; price, risk and effort.

Price: This response is based on a simple equation of cost of the product versus the cost of returning it; an item that cost less than transport fare to the store could be thrown away rather than returned.

Risk: The second response is based on a complete misunderstanding of the danger the product could pose – almost one quarter (24%) of consumers believe that a recalled product will stop working if there is a fault, and therefore if their item is still functioning it is likely to be safe to continue using⁴. This is compounded by 29% of people admitting they would keep a recalled product if it still worked and the fault only caused a minor inconvenience⁴.

Effort: Many didn't feel that the risk presented by a recalled item was pressing, 32% of UK adults thought it was too inconvenient to return a recalled product⁴. This lack of concern is best described by this 18-30 focus group participant: "If [a manufacturer] wasn't replacing the product, and instead was only refunding it, — and it's something I want to use — then no, I wouldn't bother returning it. If the effort of returning it outweighs keeping it, there's no point."

The second and third categories are indicative of a complete misunderstanding of the dangers a recalled product could pose. Consumers, when advised on the potential risk of a recalled product showed enthusiasm for further transparency around the dangers the product could cause – 77% of consumers advised that they would be more likely to act on a recalled notice if they were made aware of the number of deaths, fires or accidents that had been linked to the product⁵. Whilst this may be problematic for brands to communicate openly, our research shows that the use of certain language can be used to impress the urgency and risk of the situation, which we explore further later.

Interestingly, gender plays a role in how inclined a consumer is to respond to a recall notice, based on information on the number of fires, accidents or deaths associated with a product; 62% of women were much more inclined to act if this information was made readily available compared to 52% of men who would respond⁵. This could be attributed to the concern mothers may feel a dangerous product could pose to their children; children's toys, after cars, were the most likely items to be returned in the instance of a recall, 44% versus 73% respectively⁷.

Recall focus group participant: "You assume that the worst that could happen is that it would stop working and many things are so cheap so you can just replace them anyway. But there are real dangers and many people don't consider that when it comes to a recall – more should be done to explain the risks."

Communicative channels:

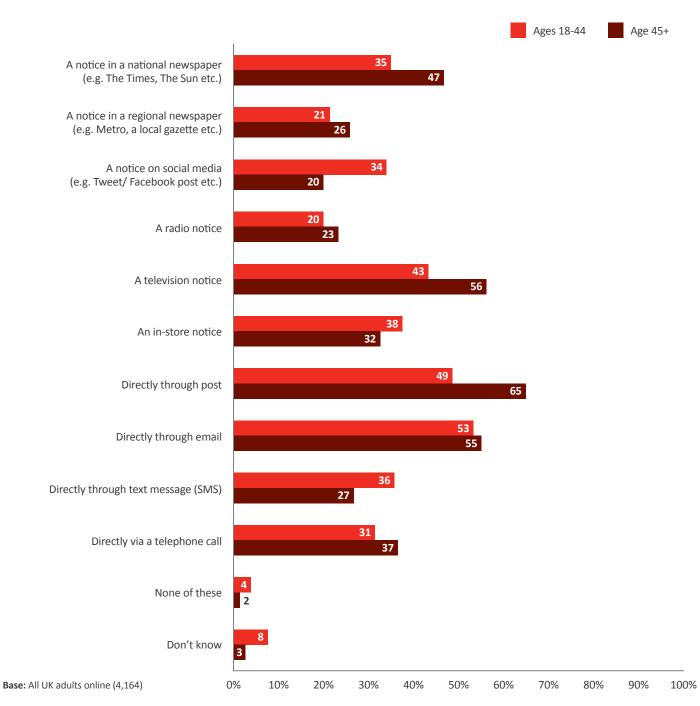
Consumer preference regarding channels utilised to notify them of a recall varied considerably, with different age groups highlighting degrees of preference for digital, physical, direct and indirect methods. While different age segmentation leaned towards different methods, consumers in focus groups were united in thinking manufacturers should attempt contact via a range of options, including direct and indirect methods in order to be most effective. This is supportive of global industry best practice outlined in the International Standard ISO 10393 Model8, which advises that "the methods used to communicate should be appropriate to the user of the product." It should be noted that the British Standards Institute has yet to adopt ISO 10393 as a Standard.

In general, our survey showed that direct contact was considered more effective in prompting someone to personally respond to a recall notice, with post (58%) rather than email (54%) considered the most effective; this was particularly true of elder audiences⁵. A small number of participants in our 65+ focus group expressed concern that digital communication, such as email, could be fraudulent, this was a particular concern for the elder segmentation of consumers, who would therefore like to see supportive notices in the post, in national newspapers, in store and via social media channels to confirm legitimacy of the notice.

Similar to consumer feedback about registration processes, it will be vital to update recall notice channels as consumers age and technologies change; over a third (34%) of consumers under 45 advised that social media would be an effective method for manufacturers to make them aware of a product recall⁵.

This consumer demand for effective communication via social media should act as an invitation to manufacturers who have primarily focused their communications along more traditional lines – to seriously consider harnessing their social media channels to communicate a recall. While social media can present a risk, in the form of negative consumer engagement, for those brands without an effective social media strategy in place to respond to the fast-changing consumer driven activity, the benefits for those that do are highlighted later in this report.

Which, if any, of the following do you think are effective methods for manufacturers to make you aware of a product recall?



Case study: KID

American organisation KID (Kids in Danger) published a report in February 2014 on children's product recalls. They found that there were 63 US recalls in 2013 where the manufacturer had a Facebook and Twitter page, but only nine and eight incidences respectively, where the recall was mentioned on the page⁷.

"I would never open an email that I didn't trust. I would always want an approach from a number of ways – some [people] will take a phone call, some will check the newspaper, and some will respond to notices – so [manufacturers] always need to reach out in a number of ways."

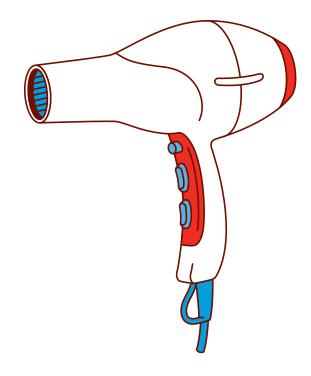
Consumer, 65+

"I received a letter on proper [Brand] paper – it looked official and got my attention."

Consumer, has experienced a product recall

"I'd recommend using social media more, as word of mouth is important."

Consumer, 18-30, has experienced a product recall



Recall notice analysis

As part of the focus groups, participants were asked to discuss the effectiveness of the language of seven existing recall notices and their visual effectiveness.

Language:

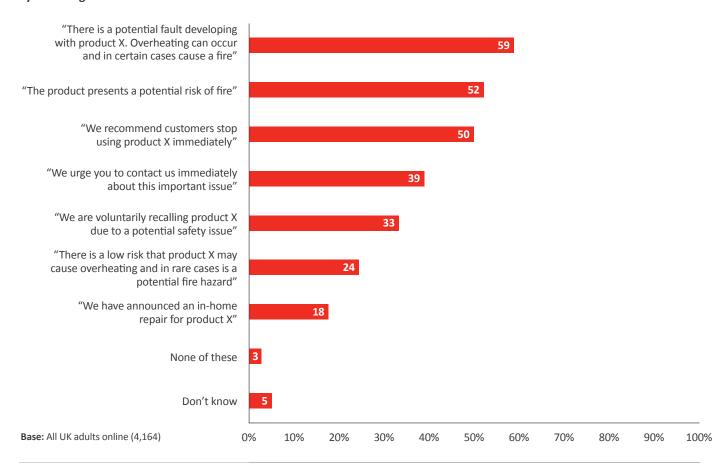
We tested 7 recall notices to compare their effectiveness, based upon real-life notices:

- **1.** We have announced an in-home repair for product x
- 2. There is a low risk product x may cause overheating and in rare cases is a potential fire hazard
- **3.** We are voluntarily recalling product x due to a potential safety issue

- **4.** There is a potential fault developing with product x. Overheating can occur and in certain cases cause a fire
- **5.** The product presents a potential risk of fire
- **6.** We urge you to contact us immediately about this important issue
- **7.** We recommend customers stop using product x immediately

See Appendix 2

Which, if any, of the following product recall notices do you think would make you likely to respond by returning the item concerned?



While there was no clear consensus in focus groups of one being most effective, participants thought that a clear description of the danger posed and what to do next was vital. Consumers from all age groups strongly disliked the use of the words 'voluntarily' and 'low risk', believing it diminished the urgency of the ask and would not get them to act. Consequently, combinations of the following were identified as being most effective:

- The product presents a potential risk of fire
- We recommend customers stop using product x immediately
- We urge you to contact us immediately about this important issue

These findings were supported by our survey, with respondents identifying all three as likely to make them respond, alongside "There is a potential fault developing with product X. Overheating can cause a fire"⁵. Similarly to the focus group participants, survey respondents were least likely to act if a notice lacked both a clear description of the danger or an action to take to combat the risk.

Design:

Offline notices: See Appendix 3.

Participants identified Notice 1 as the most effective, interpreting it as bold and clear; the use of the colour red running intermittently along the border, similar to a hazard sign, and the use of an exclamation point symbol were highlighted as very effective.

Participants in all focus groups thought the use of an eye-catching symbol to communicate danger and urgency was essential. There was a suggestion across all focus groups that 'danger symbols', such as exclamation points and red lines, should be universally applied to recall notices. The groups also showed strong support for a universal symbol which could help consumers identify that the communication they are receiving is about a recall.

Online notices: See Appendix 3.

Participants across the groups felt that the online notices generally did not communicate the urgency of the situation, and thought that the lack of colour and use of illustrative diagrams made them appear like an instruction manual, rather than an important safety notice. There was acknowledgement amongst the groups that these notices may not need to be as engaging as offline notices, as perhaps the purpose was more to provide information than grab attention – the offline notices having done so already and prompted consumers to find out more online. However, a lack of clear guidance on what to do next once a consumer had

identified their product as recalled, was identified as a weakness of the notices. Nevertheless, Notice 1 was praised for the use of a social media sharing button, allowing consumers to help further communicate the recall. This clearly points to the growing role social media could play in raising awareness of a recall by harnessing the social media capacity of consumers.

Recommendations:

- An idea that was greeted with enthusiasm was the use of envelopes with red 'hazard' style patterning or edges when notifying those affected by a recall, in order that the letter can be easily identified
- An 'X' sign through the product on a notice was suggested as a clear and bold manner to highlight a recalled product

Responsibility

Overwhelmingly, our research indicates that if someone were aware of a recall notice, regardless of whether the recalled item belonged to them, such as a homeowner, or was simply used by them in the case of tenants, they thought it would be their responsibility to take action; 98% of homeowners versus 97% of tenants said this⁵.

Tenants cited the responsibility they had towards the home, highlighting their legal obligation to look after the property in their lease: "In your lease, you agree to look after everything that's in the house." This has implications for how widely recalls can be communicated; tenants could be engaged on websites such as Spareroom and Gumtree, which see many renters seeking housemates, or via council communication channels for renters in social housing. For this audience, the process to return or have the product repaired would need to be communicated as hassle free to ensure they remained engaged.

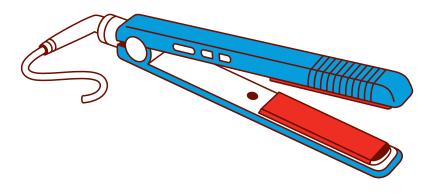
Elder audiences were likely to worry about the consequences of inaction; communications about recalled products most used by this group should highlight the dangers posed by the product. Similarly, homeowners in focus groups expressed the view that they would only act on a recall notice if it was made clear there was a health and safety risk.

Retailers and manufacturers:

Our focus groups highlighted that consumers found it effective when information related to recalled products was communicated by the retailer, particularly from a trusted brand which they felt strong loyalty towards. Consumers felt that both retailers and manufacturers had a responsibility to notify them – the manufacturer through more direct contact and the retailer through advice online and in store. Manufacturers should ensure that they are effectively utilising the relationship between consumers and their brands by providing clear guidance to retailers on communicating recalls and ensuring these instructions are followed through.

"I always see [recall] notices for hair straighteners for some reason – I saw a poster in Argos recently where I regularly shop."

Consumer, has experienced a product recall



Case study: Chobani

In September 2013 Chobani, an American yoghurt brand, announced a voluntary recall via its Facebook page and withdrew its promotion conducted through a Facebook app. The CEO made a public apology to his customers on the homepage of the website and on Chobani's Facebook, beneath his image [See Appendix 4]. That post received 1,747 likes, 3,093 comments and was shared 2,650 times. The comments from Chobani customers were overwhelming positive; of the latest 10 comments (time stamped 5 September 15:31 – 6 September 07:01), eight were positive, one negative and one highlighted the responsibility of the consumer to test the quality of the product before giving it to children.

The opportunity to harness social media to improve customer service and brand loyalty is highlighted succinctly by these customers' Facebook posts:

Chobani customer: "I just want to let everyone know that I contacted Chobani yesterday over the situation (sickness, bad batch etc). They got back to me right away via personal message... This morning a representative actually called me on my [mobile phone]. Am I upset over the situation? Of course. Do I feel

that Chobani is doing all it can as far as public relations? Absolutely!

To be honest, I am quite surprised at how fast they got back to me.

Be patient and I'm sure you will get a response. Thank you Chobani for getting back to me so quickly."

Chobani Customer: "Thank you Chobani for being proactive about this. In 42 years of grocery shopping I have found other products that had a recall and some that had problems with certain batches. When companies treated me well, I remained loyal. I will continue to buy your yogurt, especially the flips!! Good luck with what I am sure is a busy day right now!"

The brand was proactive in their response to worried consumers, replying to nearly every fan's post on its Facebook wall within an average time of an hour of the post appearing. The company was equally proactive on Twitter, responding to over 3, 600 tweets in just five days, with an average time period between the enquiry and the reply of an hour⁹.

The Wall Street Journal later ran a piece suggesting the company could have improved on its process, by utilising its social media channels more quickly and aggressively¹⁰.

Proactive consumers:

Our survey found that 26% of UK adults expected there to already be in existence one place where they could learn of any recalled items while focus group participants were, in addition, eager for a single place to register items⁵. At present, no one place to register or identify recalled products exists, highlighting a clear need. This would improve the registration process, as well as make identifying recalled products much more simple.

"It would be great if there was one website where you could [register your products and search for recalled items]. It makes [the process] easy."

Consumer, with experience of product recall

"I like the idea of one website [where consumers could] register products and search for recalled items – it would be so much easier and save time to just 'add item' rather than enter all your details every time."

Consumer, with experience of product recall

Best practice:

Whilst ISO 10393 is useful in providing a formula for effective recall, it's vital that each recall is tailored to ensure that the maximum number of affected consumers is reached. Boots UK Limited¹¹ provides a good example of how to do this.

"I had a recalled product collected from my work, which made things so easy."

Consumer, has experienced a product recall

"Philips were amazing: they provided a free box and postage for returning the product. They handled it so well. I spoke to their customer service for twenty minutes, he was really professional – I never even knew that could happen to products."

Consumer, has experienced a product recall

Case study: Boots UK Ltd.

In 2002 the company had to recall a lightweight collapsible walking stick. Around 5,000 had been sold when the problem was first discovered: in some cases the wooden handle became detached from the aluminium tube of the stick, which had the potential to cause the user to fall and sustain an injury. Boots were able to identify and alert 43% of the affected consumers utilising contact details sourced from a loyalty scheme the company operates, which a high proportion of its customers use. Within days of the decision to issue a public recall, a letter was sent to the customers in an envelope that carried a red message emphasising the importance of the contents. These letters included large type to ensure elderly customers could read the notice.

At the same time, notices were sent to all Boots stores, to be displayed in prominent positions in view of regular customers and placed on the Boots website. Proactive store managers developed the recall process further, identifying local doctors' surgeries as locations many users of the product may attend and having gained agreement from local doctors' surgeries, displayed the recall notices there.

2,165 of the products were returned, representing 43% of the total sold. Taking into account the fact some products will have been lost or thrown away, and that many of the customers are likely to be elderly and infirm, this was considered to be a successful response¹¹.

Lessons for other companies:

- Have a mechanism to enable customers' comments and complaints, and monitor this regularly – this enabled Boots to quickly identify problems with the product
- Track customer contact details effectively
- Send out targeted communications

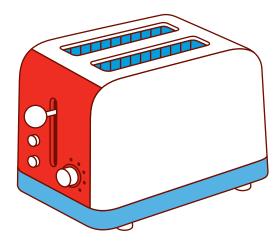
 letters to loyalty card customers,
 that were clearly designed to
 draw attention due to the red
 colouring, were the most effective
 method of contacting purchasers
 for this recall
- Adapt communication to the customer segment – large type was effective in helping elderly customers read the contents of the Boots letter and the in-store notices
- Target the consumer group on their own terms – a number of store managers arranged for notices to be posted in doctor's surgeries, which was relevant to the elderly audience

Case study: Asda

Asda employs Twitter to good effect, with clear product recall notices featuring photographs of the affected products, corresponding barcodes, and a link for more information.







Industry insider:

Stericycle *ExpertSolutions* works with a number of brands to help deliver product recall solutions; including engaging customers to act on recall notices. Its partnership and delivery mechanisms have given it a detailed insight into the methods that are most effective in getting consumers to act.

It has found that, generally, direct mail and notices in the media are the most effective methods of getting attention to a recall. However, different age groups are more influenced by different targeting approaches. Whilst the older audiences are more likely to react to a mail drop or a media advert, middle aged audiences also welcome email approaches and younger audiences will be reactive to SMS text messages and social media notifications.

For all groups though, convenience must be assured to customers to get them to act on a notice – anything that offers a cost free or hassle free action, to make it as easy as possible for the customer to have the item repaired or returned.

In its experiences, Stericycle has found that a very low level of customer data is one of the most significant barriers to effective recalls. Therefore, ensuring that brands are encouraging customers to register their products is a vital issue.

Consumer attitudes to recalls and brands:

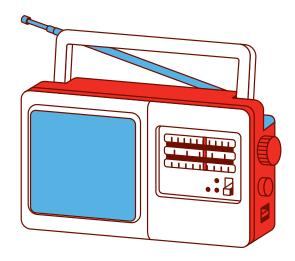
Our research highlighted that two thirds (66%) of consumers would like to be contacted as soon as a manufacturer became aware of any danger that a product may present, with 54% of people saying they understood that there will always be unforeseen occurrences which mean that some products will need to be recalled⁵. This indicates consumers may think positively towards a brand that issues a recall quickly and many may presume that the recall was the result of an unforeseen occurrence rather than negligence if communicated effectively. In fact, in focus group sessions consumers discussed recalls as being an opportunity for a brand to illustrate they operate responsibly and garner customer loyalty.

"I would almost be encouraged to get a brand which has had recalls as it shows they act responsibly, by recalling an item if there is a fault."

Consumer, 65+

"I would care less about the product fault than how I was treated by the brand during the recall process. I know from a retail background that a recall is a good opportunity for the company to illustrate effective customer service and create brand loyalty."

Consumer, with product recall experience, 18-30



5. Conclusion

The recall system is complex, involving many different processes and partners – including consumers – at different stages of the supply chain, and therefore an effective system will require addressing a number of issues that are beyond the scope of this report.

However, whilst the recall system is ineffective there is encouraging assurance from this study into consumer attitudes that there are a number of immediate, simple and effective things that manufacturers can do to fundamentally improve it.

By investigating the ways that consumers interact with brands, how they respond to communications and the messages that would engage them more fully in the recall system, we are able to identify a number of recommendations that will help manufacturers to improve the way they frame their product registration processes, as well as their communications about recalled products.

Throughout this report, we hear consumers telling us that communications must be relevant, not only in language but also in delivery. They must also be simple – anything that confuses them or doesn't provide a hassle free way to act, risks being ignored. And one of the observations that runs through the research is that preferences amongst audiences vary amongst different age groups. Whilst many manufacturers stay true to the processes they have adopted for some years, they must listen to how younger consumers especially are embracing more modern approaches to how they interact with brands.

The confusion that so many consumers experience when it comes to product recalls – with many saying in this report that they don't understand the purpose of registration cards or don't understand that recalled products present an immediate safety risk – suggests that manufacturers must now engage with their customers on a more open level.

We hope the recommendations of this report contribute to the ongoing drive within the electrical sector to develop and promote best practice to improve the recall system and product registration process leading to greater consumer safety.

6. Summary of recommendations

1. Improve consumer understanding.

The purpose of registration must be clear. Manufacturers and their associations should consider a wider awareness campaign on the need for product registration.

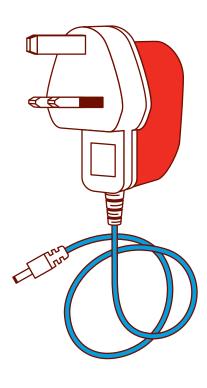
- 2. Ensure marketing is not a barrier to registration. If registration is also used to gather information for commercial purposes this must be clear and easy to opt out of. This would have a demonstrable shift in uptake 61% said they would be more likely to register products if their information would not be used for marketing purposes.
- **3. Simplify registration and account for different preferences.** Registration must be as simple as possible and must ensure age-related preferences are provided. As consumers' age and technology develops, manufacturers must update their recall processes to keep pace.
- **4. Build registration into the purchasing experience.** Incorporating registration into purchasing was felt by participants to be a very effective strategy. Manufacturers should consider how to make registration a more natural part of buying a product.
- 5. Create a single online site for registration and recalls. A single site would encourage registration if it meant consumers could 'add an item' every time a purchase was made, rather than having to register each time with a different manufacturer. Focus groups also stated that this site should also allow them to check for recalls creating a 'one stop shop' for both registration and recall.

6. Make the risks clear. Consumers overwhelmingly said safety and risk were primary motivators for acting on recalls, and that currently recall notices were not sufficiently clear on this. Communicating risk effectively and clarity on what action is required would have a significant and positive effect on recall effectiveness.

7. Recall notices must stand out.

Consumers were more responsive to attention grabbing notices with bold colours and imagery. Consideration should also be given to the creation of a single recognisable symbol to help consumers identify recall communications.

8. Manufacturers and retailers must work together. Consumers feel that manufacturers and retailers both share a responsibility to notify the public, and so must work collaboratively to deliver the most effective outreach.



Appendices

Appendix 1 – Registration incentives

Comparison of different incentives offered/language used to describe the benefits of registering:

Manufacturer	Warranty/registration scheme details	Website	Mention of product recall/safety aspects
AEG / Electrolux	"Why register your product? It's free, and it lets you keep track of your warranty – get tips and tricks for using your product – get quick access to your product manuals – quickly find matching accessories and spare parts."	www.aeg.co.uk/Support/ Register-products	No
Beko	"Your new purchase comes with a free manufacturer's guarantee against faults and breakdowns."	https://partners.domgen.com/ BekoOLR/indexServlet	No
Bosch	"Register your two-year guarantee for your home appliance. The quality of our appliances is superb – but we know that components do occasionally fail. That's why we offer you a 2-year guarantee FREE."	www.bosch-home.co.uk/ customer-service/register-your- guarantee.html	No
Dyson	"It'll allow us to help you faster if you ever need support."	www.dyson.co.uk/ registeryourmachine.aspx	No
Haier	"Once you register your products, you can receive personalised services such as tracking the status of all your warranty cover."	www.haier.warrantyonline. co.uk	No
Hoover	"Get the most of your product and to register your guarantee including the Hoover 5 year free parts guarantee."	http://service.hoover.co.uk	No
Hotpoint	"My Hotpoint. Sign in to create your personal page and register your products. My Hotpoint is a reserved area where you can find ideas, services and advantages to get the best from your appliances. Register now to: download catalogues and instructions, receive newsletters and appliance updates, take advantage of exclusive promotions and special offers, tell us which appliances you own. Why register your appliances? Make your customer service interactions quicker and easier. Get advice on how to get the best out of your Hotpoint appliances and receive advanced notice of promotions and exclusive offers."	www.hotpoint.co.uk/ my-hotpoint	No

Manufacturer	Warranty/registration scheme details	Website	Mention of product recall/safety aspects
Indesit	"Register your new purchase for its manufacturer's guarantee which covers you against mechanical breakdown."	https://register.indesit. com/ app/pages/Applica- tionPage.aspx?country=g- b⟨=en&brand=INDE	No
Kenwood	"Register now! You could win £10,000 in the FREE PRIZE DRAW" – "By registering and entering your details you consent to receiving product updates, special offers, newsletters and competitions from Kenwood and promotional offers from Acxiom and carefully selected, reputable organisations and well-known high street names. You also agree to the terms and conditions of the Kenwood Privacy Policy, Acxiom Privacy Policy and the Cookie Policy that govern how your information will be processed."	www.acxreg.com/SiteRender. aspx?SiteID=561&themeid=110	No
Morphy Richards	Register for guarantee – "You need to register your product within 28 days of purchase."	www.morphyrichards.co.uk/ support/morphy-richards- support/product-registration	No
Neff	"New Neff appliances are fully guaranteed for 24 months. During that time period, any repairs you need will be carried out by Neff engineers – subject to our manufacturer's guarantee terms and conditions."	www.neff.co.uk/neff-owners/ guarantee.html	No
Russell Hobbs	"Register for guarantee and enter prize draw and for free extra year of guarantee."	www.productregister.co.uk/ rhobbs	No
Samsung	"MYSamsung (online area). Register now to get updates, faster tech support and more: • Latest updates and downloads • Product use tips and enhancements • Register your product for a chance to win."	www.samsung.com/us/ support/register/product	No
Siemens	"Register your new appliance for peace of mind. The quality of our appliances is superb – but we know that components do occasionally fail. That's why we offer a 2-year guarantee."	www.siemens-home.co.uk/2- year-guarantee-registration. html	No

Manufacturer	Warranty/registration scheme details	Website	Mention of product recall/safety aspects
Smeg	"Register for your FREE 12 month Guarantee now* Thank you for choosing a Smeg appliance. To help protect your product, we want to offer you the very best advice and customer care. That's why we recommend that you register your FREE 12 month guarantee. This means in the event of a fault or breakdown, your appliance will be repaired or replaced at no further cost to you. Benefits of registering your FREE guarantee: 1. Access to a nationwide network of Smeg approved engineers. 2. Call-out, parts and labour included. 3. New for old replacement if your appliance can't be fixed. 4. Fast and reliable service."	www.smeg-service. co.uk/?mode=smegWarranty. intro	No
White Knight	"Register for 12 month guarantee. The Benefits: 1. Access to a nationwide network of White Knight approved engineers in the event of an appliance fault or problem. 2. Call-out, parts and labour included. 3. Breakdown number to call."	http://whiteknightdryers.com/guarantee-service	No
Zanussi	"Why register products? Receive important information about your product, like safety messages, upgrades etc. Discover hints and tips for using your new product. Get quick access to all services and downloads regarding your product. Track service requests for your product."	www.zanussi.co.uk/Support/ Register-products	Yes

Appendix 2 – Recall language

We tested 7 recall notices to compare their effectiveness, based upon real-life notices:

- **1.** We have announced an in-home repair for product x
- 2. There is a low risk product x may cause overheating and in rare cases is a potential fire hazard
- **3.** We are voluntarily recalling product x due to a potential safety issue
- **4.** There is a potential fault developing with product x. Overheating can occur and in certain cases cause a fire
- **5.** The product presents a potential risk of fire
- **6.** We urge you to contact us immediately about this important issue
- **7.** We recommend customers stop using product x immediately

Manufacturer	Language used	Web reference
Bosch dishwasher	BSH Home Appliances Limited has announced an in-home repair programme of certain dishwashers manufactured between 1999 and early 2005.	www.ukwhitegoods.co.uk/appliance-industry-news/78-bosch/3138-boschdishwasher-recall-due-to-possible-fire-risk.html
Indesit dishwasher	Indesit continually monitors the specification and performance of its products. As part of this ongoing process, we have identified that there is a low risk that a component fitted to a limited number of Hotpoint and Indesit dishwashers manufactured predominantly between January 2008 and July 2010 sold in the UK may cause overheating and in rare cases a potential fire hazard.	www.theguardian.com/money/2014/ jul/03/hotpoint-indesit-dishwashers- recalled
Dyson heater	We're voluntarily recalling all AM04 and AM05 heaters due to a potential safety issue.	www.dysonrecall.com/en-GB/Info
Hoover fridge freezer	We have identified in a batch of appliances manufactured between the dates above that there is a possibility of a potential fault developing on the defrost heater element supplied to Hoover. Overheating can occur and in certain circumstances this could result in a fire.	http://money.aol.co.uk/2013/04/17/hoover-fridge-freezers-and-hotpoint-dishwashers-recalled
AEG/Electrolux dishwasher	Our quality control programme has identified that a purchased connector component presents a potential risk of fire in some series of Electrolux, AEG-Electrolux and Zanussi-Electrolux dishwashers. No product bought before June 2006 is affected.	www.whitegoodshelp.co.uk/safety- notice-electrolux-aeg-and-zanussi- dishwashers
Beko fridge freezer	We urge you to contact us immediately about this important issue.	https://refsafety.beko.co.uk
Morphy Richards electric blanket	We are asking customers to stop using it immediately.	www.morphyrichards.co.uk/support/ morphy-richards-support/product-recall

Appendix 3 – Recall notice examples

Offline notices:

Notice 1

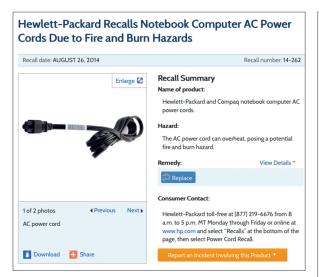


Notice 2



Online notices:

Notice 1



Notice 2

Bosch, Neff & Siemens Dishwasher Recall Notice July 2011

10 July 2011

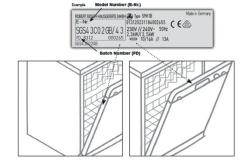
The following notice has been issued by the manufacturer:

IMPORTANT SAFETY NOTICE: POTENTIAL FIRE HAZARD

Owners of the following Bosch, Neff and Siemens dishwashers please act on this safety notice

Our quality control department has identified that an electrical component on a limited number of Bosch, Neff and Siemens branded dishwashers may overheat and in very rare cases cause a potential fire hazard. We are committed to the highest standards of safety and quality. As a responsible manufacturer we are voluntarily undertaking a free in-home repair programme of affected dishwashers which were manufactured between 1999 and early 2005. The affected dishwashers are certain models in the batch number range from FD 7901 to FD 8504 (see explanation below). Dishwashers which are outside the above batch number range are not affected.

The appliance details can be found either engraved on the top or on a sticker on the left hand side of the inner part of the door (see pictures below).



To identify if you are the owner of one of the affected dishwashers, please do the following:

- 1. Go to your dishwasher and get your model details and batch number.
- 2. Check whether your batch number range lies within FD 7901 to FD 8504 if not, you are not affected by this safety notice.

 3. If your batch number falls within this range, please visit our website at www.repairaction.co.uk and enter your model
- number together with your batch number to verify whether your particular dishwasher is affected. From here you will be able to arrange your free of charge repair immediately.
- 4. Alternatively, contact our call centre on freephone 0800 561 0082. Opening hours are Mon Fri 7am to 12pm (midnight) and Sat Sun 8am to 8pm.

This safety notice does not affect any other Bosch, Neff and Siemens branded appliances.

BSH Home Appliances Limited, Grand Union House, Old Wolverton Road, Wolverton, Milton Keynes MK12 5PT

Notice 3

Important safety notice – Product safety warning
White Knight Condenser Tumble Dryers – Cat number 479/1999 & 480/9025 only products manufactured in 2010 (Notice added 31st October 2012)

Models: 0312 76A 15002 (77AW) 0312 767 15009 (767C) 0312 76A 15010 (77AW) 0312 76A 15330 (77AS) 0312 76A 31000 (CL76AWH)



It has come to our attention that a purchased connector component has been supplied to us which is not to our specification and that this component has been fitted to a number of White Knight Condenser dyers built in 2010. We believe that the use of this connector can potentially lead to overheating of the appliance and if left unresolved could create a potential fire hazard over time. We wish to identify the location of all potentially affected dryers and replace them free of charge in order to eliminate the risk.

HOW TO CHECK IF YOUR DRYER IS AFFECTED
We are trying to identify the location of these machines in order to remove the potential risk associated with this connector. First, please check if you have one of the models listed above, and if so, please check whether your appliance has a serial number from the following list of potentially affected batches (the model and serial number can be found inside the door of your dryer as shown in the diagram).



SERIAL NUM	BER	S AFFECTED
1041 107080	to	1041 107598
1042 117759	to	1042 118046
1042 118761	to	1042 119460
1042 122230	to	1042 122329
1043 132621	to	1043 133490
1044 136464	to	1044 136613
1044 142276	to	1044 142775
1044 145676	to	1044 145975
plus 070800, 070954, 070865		
072013, 070864 and 070738		

If your dryer has a serial number within any of the affected batches, **please stop using it** and disconnect it from the mains outlet as a precautionary measure, and call us on the following telephone number in order for us to arrange for your dryer to be replaced free of charge.

UK Freephone 0800 952 1102 Ireland Freephone 1800 844 165 lines are open 7 days a week from 8am to 8pm

www.whiteknightrecall.co.uk

We thank you for your co-operation and apologise for any inconvenience.

Notice 4

MORPHY RICHARDS ELECTRIC BLANKET RECALL NOTICE ISSUED 14 JANUARY 2013

*** Product Recall ***

Single Over Electric Blanket, Model 75310 Double with dual control Over Electric Blanket, Model 75312

Morphy Richards has issued a product recall notice on its Over Electric Blankets range with the model number 75310 and 75312.

This range of over blankets were sold in the UK and Ireland through national and independent retailers and on Morphy Richards' website between October 2008 and January 2010.

The blanket can develop a fault that has the potential to cause it to overheat and catch fire. As a precautionary measure, we are asking customers to stop using it immediately.

Owners of the affected blankets (identifiable by the model number 75310 or 75312 on the product's rating label) should stop using the blanket and contact Morphy Richards by telephone (01709 572570) or by e-mail (blankets@morphyrichards.co.uk). Telephone lines are open Monday – Friday between 8:30am – 4:00pm.

No other Morphy Richards electric blanket is affected by this product recall notice and we wish to thank all affected customers for their co-operation and apologise for any inconvenience that this has caused.

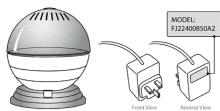
If you need civil advice on how to deal with a particular complaint or enquiry, please contact the Citizens Advice consumer helpline on 08454 04 05 06 or at www.adviceguide.org.uk. Text Relay users should call 08444 111 445.

You can also use the internet to contact the Citizens Advice consumer service. Please visit <u>www.adviceguide.org.uk</u> where a wide range of consumer information and advice is available.

Notice 5

JML Fresh Air Globe Mains Adaptor

Adaptor plugs with the model number FJ22400850A2 are affected - NO OTHER ADAPTORS IS AFFECTED



JML have identified a fault with their AC power adaptors used in JML Fresh Air Globe Silver and JML Fresh Air Globe Pearl.

The affected adaptors do not push all the way into the socket due to an earth pin that is 0.73mm too long.

If your adaptor has a model number of FJ22400850A2 switch off the mains power supply and disconnect the adaptor. The JML customer service team can be contacted on 0800 781 7831, who will organise a replacement adaptor. They will also enclose a pre-paid envelope to return the original adaptor

No other JML product is affected and JML apologies for any inconvenience caused.

Social media posts posted by Chobani:



Appendix 5 – Bibliography & References

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 Registration

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- 2 More details can be found at: www.commstracker.com/reference/ recalluk-closed.aspx
- 3 More details can be found at: www.gov.uk/government/uploads/ system/uploads/attachment_data/ file/6762/568234.pdf
- 4 Populus 2013, base 2, 036 GB adults
- 5 YouGov 2014, base 4,164 adults.
- 6 Available from: www.legislation.gov. uk/uksi/2005/1803/contents/made
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- 8 ISO, 'ISO 10393:2013, Consumer product recall Guidelines for suppliers', 2013. Available from: www.iso.org/iso/catalogue_detail?csnumber=45968

- 9 More details can be found at: http:// insights.wired.com/profiles/blogs/7things-every-brand-can-learn-fromchobani-s-recall-crisison#axzz3l1uuKCkW
- 10 Available from: http://blogs.wsj.com/ riskandcompliance/2013/09/17/ chobani-gets-lesson-in-power-ofsocial-media
- 11 This example was cited as an example in Product Safety in Europe: "A Guide to corrective action including recalls". Co-funded by the European Commission (DG Health and consumer protection). Written in Intertek RTC, June 2004 Available from: http://ec.europa.eu/consumers/archive/cons_safe/action_guide_en.pdf
- 12 XL Associates & Heiden Associates, 'Recall effectiveness research: a review and summary of the literature on consumer motivation and behavior'. Prepared for the US Consumer Product Safety Commission, July 2003. Available from: www.cpsc.gov/ PageFiles/101932/ recalleffectiveness.pdf



The UK's electrical safety experts

Electrical Safety First is the UK charity dedicated to reducing deaths and injuries caused by electrical accidents. Our aim is to ensure everyone in the UK can use electricity safely.

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