



DUTCH BROS



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Crisis Planning Assignment
Dutch Bros. Seaside Stand

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Introduction

Overview and Organization Summary

Dutch Bros. is a popular coffee chain founded in Grants Pass, Oregon, in 1992. Known for its friendly service and unique coffee blends, Dutch Bros. has quickly become a staple in the Pacific Northwest and beyond. With over 400 locations in 11 states, the company continues to grow and expand its reach while staying true to its mission of spreading joy, one cup at a time. Dutch Bros. has a wide selection of drinks, and there is something for every coffee lover and someone needing a pick-me-up.

The company has a unique and fun-loving culture, which is reflected in its brand image and the way it interacts with customers. Dutch Bros.' menu includes a wide range of coffee drinks such as mochas, lattes, and cold brews, as well as non-caffeinated beverages like smoothies and lemonades. The company also offers a selection of snacks that complement its drinks.

As a franchisee, individuals or entities can purchase the right to operate a Dutch Bros. coffee shop using the company's established brand, business model, and support systems. A franchisee works by having a Franchise Model, Franchise Agreement, Brand and Business Model, Training and Support, Supply Chain, Fees and Royalties, and Expansion Opportunities. With this in mind, the report will focus on the Seaside Stand.

Plan Organization

This plan will be organized by providing possible crises, who to contact, holding statements, applying a dark website, and resources that may be needed for each crisis.

Plan Instructions

This plan must be used when a crisis targets the company Seaside stands for any misbehavior or structure within the company to fall apart. This is reachable for even factory closures and delivery companies that Dutch Bro. use. The plan is made to cover any internal and external stakeholders. Here you can see the following steps to make sure the plan goes well, and to remind yourself of what questions need to be asked:

- Gather Information
 - Here you need to know and understand all that is happening/happened. Collect all necessary information about the incident. What happened? Who was involved? What are the impacts? What are the issues?
- Contact relevant parties
 - With knowing what has happened, who needs to be informed internally? Please check out the internal stakeholders chart. Who needs to be informed externally? Please check out the external stakeholder's chat.

- Communications
 - Making sure people feel like they can be heard and assessing an open line of communication following the incident. Draft statement for phone inquiries based on previously drafted templates. Understand roles: who will be responding to phone inquiries from media, customers/clients, friends, etc. Please check the crisis team chart.
- Staff Considerations
 - Depending on the level of intensity of the crisis know which staff needs to be relieved of responsibilities in order to help? Which staff may not be in the position to carry on with their normal duties? Consider extra staffing.
- More resources
 - Do you need to provide more resources? Ex: mental health services, police, etc.
- Organize staff communications
 - Consider if communication will be by email, phone, or in person. Decide who will receive certain information regarding the incident. Different staff may receive different information depending on their roles.

Plan Review Recommendation

The plan needs to be reviewed every 18 months. This provides the company with more comfort around the plan and knowledge for when a crisis might happen. By reviewing this every 18 months, the company will be able to not only feel prepared but feel confident to execute the plan. There is a checklist that we have provided to follow for the company to feel confident going into the crisis.

Key Stakeholders

Internal Stakeholders

Executive Board/HQ	Stand Administration	Leadership Team	Operation Staff
Co-Founder: Travis Boersma	Co-Founder: Travis Boersma	Shift Lead/Stand Trainer: Toryn Welk	Staff employed and working at the Seaside, Oregon stand.
CEO: Joth Ricci	CEO: Joth Ricci	Shift Lead/Stand Trainer: Lillian Roth	
President: Christine Barone	President: Christine Barone	Shift Lead/Stand Trainer: Sydney Murcra	
CFO: Charley Jemley	CFO: Charley Jemley		
Chief Operating Officer: Brian	Chief Operating Officer: Brian	Shift Lead/Stand Trainer: Kristy	

Maxwell Chief Technology Officer: Leigh Gower Chief Legal Officer: Victoria Tullett Chief Administrative Officer: Christine Schmidt Chief Marketing Officer: Tana Davila	Maxwell Chief Technology Officer: Leigh Gower Chief Legal Officer: Victoria Tullett Chief Administrative Officer: Christine Schmidt Chief Marketing Officer: Tana Davila	Antonov	
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External Stakeholders

Investors	Distributors	Other Stands	Customers
In 2021, Dutch Bros. became a publicly traded company meaning the company has more investors. Investors want to know information about a company they are buying shares or investing in. Investors need to know what could affect the financial position of a company.	The distribution company, as well as the manufacturer of all of the supplies (food, cups, straws, coffee, milk, etc.), need to be aware if a stand will need to adjust the amount of goods they need to be delivered to a stand.	Other stands managed by Jared Nunnemaker need to be aware of a potential increase in customers as well as assess if the crisis relates to them and how to take the appropriate preventative steps.	Individuals who are customers of the Seaside stand will be affected especially if the stand closes and they are directed to other stands.

Crisis Team

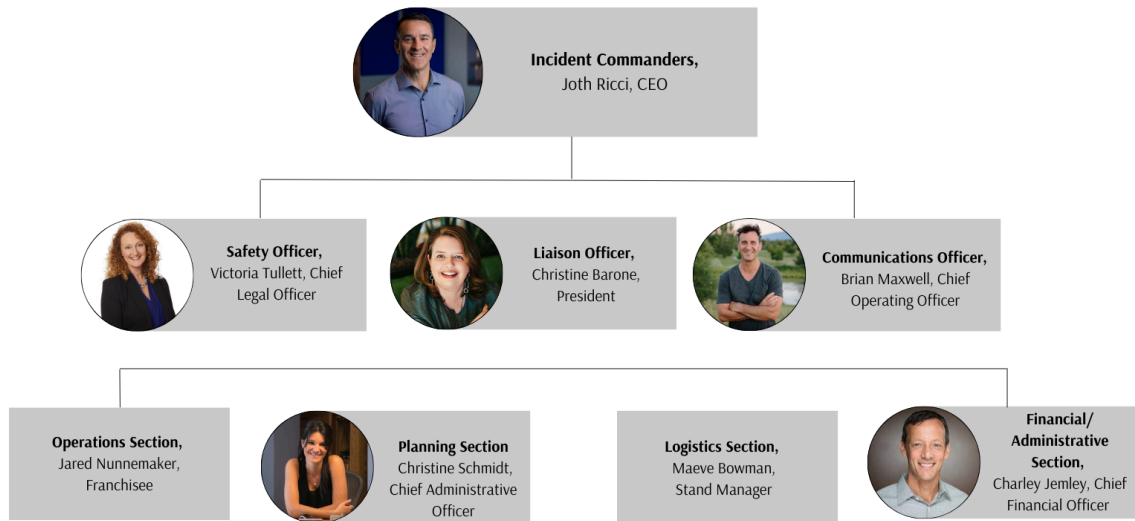
Because Dutch Bros. is made up of multiple locations and managed by different franchisees managing a crisis looks different for each location. For the Seaside location, a crisis would be managed from the corporate level and the local level. The command structure would be a mixture of individuals who work in the stand and individuals from the Executive board. The local individuals would help give insight into their culture and customer base as well as the day-to-day operations that occur. The corporate individuals would help manage the crisis with

the training and professional development that they have at a higher level than most of the individuals at the Seaside location. The Executive Board members would help keep the response in line with Dutch Bros. company values and mission statement.

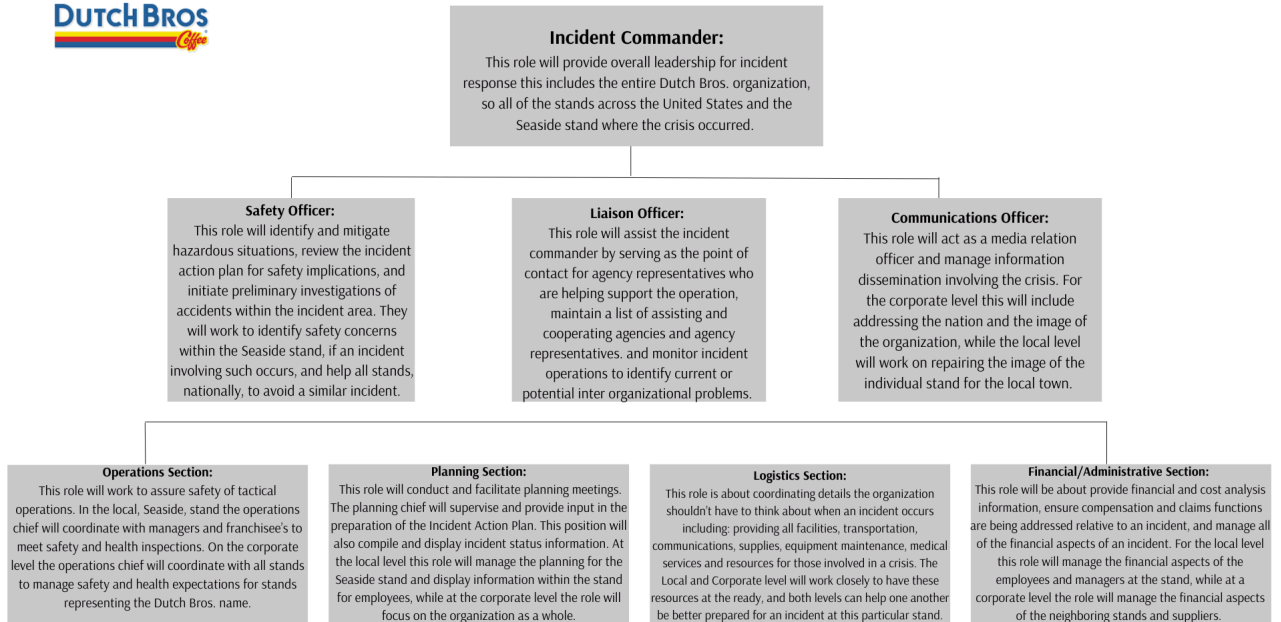


INCIDENT COMMAND STRUCTURE

Corporate Level



INCIDENT COMMAND STRUCTURE



Assess the Crisis

Dutch Bros should utilize the crisis assessment chart when facing situations requiring analysis of potential threats and risks to the business. This chart should be used when encountering incidents similar to the crisis scenarios brainstormed below. The crisis assessment chart serves as an initial step to gauge the severity and potential implications of the crisis. Using the chart, answer the questions depending on the crisis. If the answers lead to a green bubble, activate the crisis plan and monitor incoming inquiries using the Media Log. Dutch Bros should use the crisis assessment chart as a means of effective and timely response to a crisis.



Crisis Scenarios

An epidemic or outbreak that causes employees to become sick (COVID-19, the Flu).

If there happened to be a COVID-19 outbreak among the employees, this could create significant problems for the stand. Some problems might include, but are not limited to:

1. Employees are sick and are unable to show up to work
2. Employees might have an underlying disease where they are not to be around anyone with the virus
3. Employees show up asymptomatic and can spread the virus to more people (including co-workers and customers)
4. The Dutch Bros. stand could shut down for a few days

- Key Stakeholder

- Customers of Dutch Bros.:

Concern: Customers of Dutch Bros. will be worried if they have been exposed to the virus. They will wonder if the person who had the virus handled their drink, card payment, or food.

Communication Tactic: The message needs to be shared when the employee is working, providing a time, date, and place and also sharing that it is vital that if anyone was in contact with the stand at that time gets tested. The statement will need to mention that the employee has been removed from the stand and is currently in isolation, as well as every other employee who was in contact with the virus. It also needs to be mentioned that the company is doing everything possible to ensure the stand is clean of the virus while following the FDA regulations.

Concern: They will also be wondering what actions they are taking to ensure a clean and safe stand to order from.

Communication Tactics: Very similar to the above tactic, mentioning how the stand follows FDA regulations while cleaning the stand and provides each employee with a temperature check and rapid testing before entering the stand.

Concern: Some customers may rely on the stand for their caffeine boost before a workday and might carry the question and worry if the stand is temporarily closing.

Communication Tactics: If the stand needs to close for a few days, rely on a message of when it will close and reopen. It is also important to mention the nearest stand to make those consumers feel you fit their needs and acknowledge how this could inconvenience them. This allows them to feel a sense of respect from the current stand by providing them with an alternative option for a few days.

- **Employees of Dutch Bros.:**

Concern: Worrying about their health safety within the workplace.

Communication Tactics: It is necessary to mention that the company will be providing every employee with rapid testing and temperature checks before each shift. As well as providing employees with extra take-home tests. If an employee tests positive, provide the employee with sick pay. This emphasizes that the stand is following FDA regulations and providing employees with an open line of communication for sharing any concerns they may have.

- **Investors of Dutch Bros.:**

Concern: If the stand does result in closing down for a couple of days, investors with the Seaside stand will want to know how long the stand will be closed and when it will reopen.

Communication Tactics: Provide them with all the information you know regarding when the stand will close and re-open. If the stand is not closing, inform them that it will not be closing and that you are following FDA regulations to ensure the stand is clean and safe for employees and customers.

- **Key Messages and Proof Points**

1. The health and safety of our employees and customers is our top priority.

- a. What are your current concerns regarding the incident?
2. We require all our employees to wear masks and to wash their hands after every order. Anyone who is sick or feeling unwell will remain at home.
 - a. Do you have safety regulations for employees?
3. We require all employees to get a temperature check and take a rapid test before entering the workplace,
 - a. What are some of the actions you are taking to stop the crisis?

- **Holding Statement**

As of (insert exposing date), there has been an outbreak of COVID-19 at the Dutch Bros. stand located in (insert location). The health and safety of our customers and employees is a number one priority. Currently, we have put safety measures in place that will be advantageous to stopping this outbreak. Before each shift, every employee will be required to have a temperature check and take a rapid test. We have also required our employees to wear masks and wash their hands after every order. We asked that all our employees who are sick remain at home until they have fully recovered. As we continue during this time, we are following all FDA-regulated steps to resolve the outbreak. We will continue to update our socials and app users with more information we may have along the way. We sincerely apologize for any inconvenience this has caused you.

Follow up with any information on the below sheet:

We're changing things up to reduce contact between you and our crews!

What to do when you visit us!

- Pay with credit, debit or gift cards.
- Drive-thru!



Do I have to hand over my Credit Card?
Nope! You can swipe your card without holding the iPad.

What if I want to use my free stamp card?
No problem! Just tear it in half, drop it in the bin and we will honor it.

Protective Steps

- We will not accept cash.
- We will not be providing stamp cards or stamping cards at this time.
- No need to leave your car! Our walk-up windows and seating areas are temporarily closed.

Thank you for your support and understanding! We look forward to continuing to serve you the best we can in these uncertain times.

- **Additional Resources**

Additional resources and experts that will be helpful during this crisis:

- Headquarters
- FDA website
- Exc Board
- Center for Disease Control and Prevention
- Seaside Hospital
- Health and Safety Codes of Dutch Bros.
- Professional Cleaning Crew to remove virus

Sexual Harassment Occurs at the Seaside Stand

If sexual harassment occurs in the workplace at the Seaside stand, major concerns/problems may arise. Some problems might include, but are not limited to:

1. Customers boycott stand due to the allegations.
 2. Employees feel uncomfortable showing up to work. This could be because their friend was the accuser or victim.
 3. Employees first spread the news on social media rather than consulting a Dutch Bros. staff member.
 4. Family members of young employees.
- **Key Stakeholder**
 - **Customers of Dutch Bros.:**

Concern: Customers of Dutch Bros. will boycott the stand if they know the employee and or they do not want to support a stand that has sexual assault allegations.

Communication Tactic: For the concern, it must be shared that Dutch Bros. and the Seaside stand do not condone harassment of any kind. It must also be communicated that the assaulter has been removed from the stand and is no longer with the company. Finally, a hotline/line of communication needs to be made and shared for people to call if they have any information about the incident.
 - **Employees of Dutch Bros.:**

Concern: Employees might want to quit regarding the case if they are feeling unsafe.

Communication Tactics: For this concern it is vital to share the message of giving everyone proper care, allowing people time off, and giving them proper resources. It is also very important to share that the assaulter has been removed from the stand and is no longer with the company as Dutch Bros. has a zero-tolerance policy with workplace harassment.

Concern: Workers might release a statement/video to social media about the incident.

Communication Tactic: If something like this happens, the main point needs to be that the company is looking into the video and working with local authorities. It also needs to be shared that Dutch Bros. has a zero-tolerance policy for workplace harassment.
 - **Families of young employees:**

Concern: Adults/guardians might tell their kids they need to quit.

Communication Tactic: For this, it needs to be restated how Dutch Bros. has a zero-tolerance policy for workplace harassment. It also should be mentioned that the assaulter is removed from the company.

- **Key Messages and Proof Points**

1. The safety and well-being of our employees are our highest concern.
 - b. What are your current concerns regarding the incident?
2. We have resources provided to employees who are affected and need guidance.
 - c. Do you have resources in place for employees to get help if they want?
3. We have implemented steps to provide safety back in the stand. / We take reports from customers and employees very seriously and are working with local authorities.
 - d. What are you doing to remove the accused from the stand to ensure a level of safety in the stand.

- **Holding Statement**

At Dutch Bros., the safety and well-being of our employees are our top priorities. We are deeply saddened to learn about the reported incident of sexual assault that has taken place within our workplace. Our hearts go out to the individual affected, and we want to express our unwavering support for them during this difficult time. We take these allegations very seriously, and we are launching a thorough and immediate investigation into the matter. We are fully committed to ensuring a safe and respectful working environment for everyone on our team. We will cooperate fully with law enforcement and relevant authorities as they conduct their inquiries. Our company has a zero-tolerance policy for any form of harassment or assault, and we will take swift and appropriate action based on the outcome of the investigation. In the interim, we are providing support resources for our employees, including counseling services and a confidential reporting mechanism. We understand the gravity of this situation and are committed to being transparent throughout the process. We will keep our employees, customers, and the public informed as we work to address this issue responsibly.

- **Additional Resources**

Additional resources and experts that will be helpful during this crisis:

- Headquarters
- Exc Board
- Stand Management
- Seaside Hospital
- Therapists
- Workplace expectations handout
- HR

Employees Go on Strike

If a worker strike occurs at the Seaside stand, this can cause many problems to the day-to-day work routine and customers trying to order coffee. Some problems might include, but are not limited to:

1. A strike can lead to disruptions in the normal operation of the Seaside stand. A lack of staff can cause reduced operating hours, limited service to the stand, or the closing of the stand for the time being.
 2. A strike can impact the brand's image of Dutch Bros Coffee.
 3. Strikes can also cause media attention, one that may be negative to the public's perception of Dutch Bros.
- **Key Stakeholder**
 - **Customers of Dutch Bros.:**

Concern: Customers of Dutch Bros can join the workers' strike by boycotting the Seaside Stand and affect the public's perception of Dutch Bros.

Communication Tactic: For this concern, it is important to update the public about the progress of negotiations, any developments, or changes in the situation. Keeping the public updated and the reasoning for the strikes shows transparency in the brand and can help the reputation of the company.
 - **Employees of Dutch Bros.:**

Concern: Employees on strike may be concerned with company policies, fair wages, and working conditions.

Communication Tactic: It is important to convey that Dutch Bros is dedicated to working with legal teams to find a resolution to the concerns voiced by employees. It can also be beneficial to note the value employees bring to the company. Ensure lines of communication are open to employees who want to voice their concerns.
 - **Investors of Dutch Bros.:**

Concern: Investors of Dutch Bros Seaside Stand can have concerns over potential financial losses or temporary closures of the stand while meeting customer demand.

Communication Tactic: For this concern, Dutch Bros needs to provide clear action plans to meet a resolution. Provide easily accessible information on the stand's operational hours and staff's shifts. It can be beneficial to reiterate the company's long-term vision, growth, and commitment to addressing the employees' concerns while balancing financial stability and customer satisfaction.
 - **Key Messages and Proof Points**
 1. We acknowledge and respect the right of employees to voice their concerns. We value our employees and take this matter seriously. We are dedicated to finding a swift and fair resolution raised by the concerns of our employees.
 - a. What is Dutch Bros doing to meet the needs and concerns of their employees?
 - b. What actions are being taken so the strike does not occur at other stands?

2. We thank our customers for their understanding and patience during this time as we work with our employees and legal teams to resolve this matter.
 - a. How often is Dutch Bros working with employees on strike and legal team to resolve the strike?
 - b. What communication channels are open for the public to voice their support of workers and or the company?
3. We value our commitment to providing exceptional customer service. While we address the concerns of our employees, we are actively taking steps to minimize disruptions.
 - a. How is Dutch Bros Seaside stand adjusted staffing and operational procedures to compensate for employee shortages?
 - b. Are there changes in operating hours?
 - c. Are there support systems or resources being offered to the remaining workforce?

- **Holding Statement**

At Dutch Bros Seaside Stand, we value our employees and acknowledge the current concerns voiced. We are dedicated to finding a swift and fair resolution to the strike with the best interests of all parties involved in mind. We take this matter seriously and are actively engaged with our legal team and the employees on strike. We have implemented open communication channels and encourage our customers to voice their concerns and or support. We appreciate our customers' patience and understanding during this time as we work with our legal team to resolve this matter in a timely fashion. As we navigate reaching a settlement, Dutch Bros has adjusted staffing and operational hours at the Seaside stand. While there might be changes, we assure you that our commitment to providing exceptional customer service has not changed. Additional support resources have been made available to our remaining workforce to ensure they are well-equipped during this period.

We thank everyone for their continued support and patience as we work diligently to find a resolution. We will also be providing updates as new information becomes available.

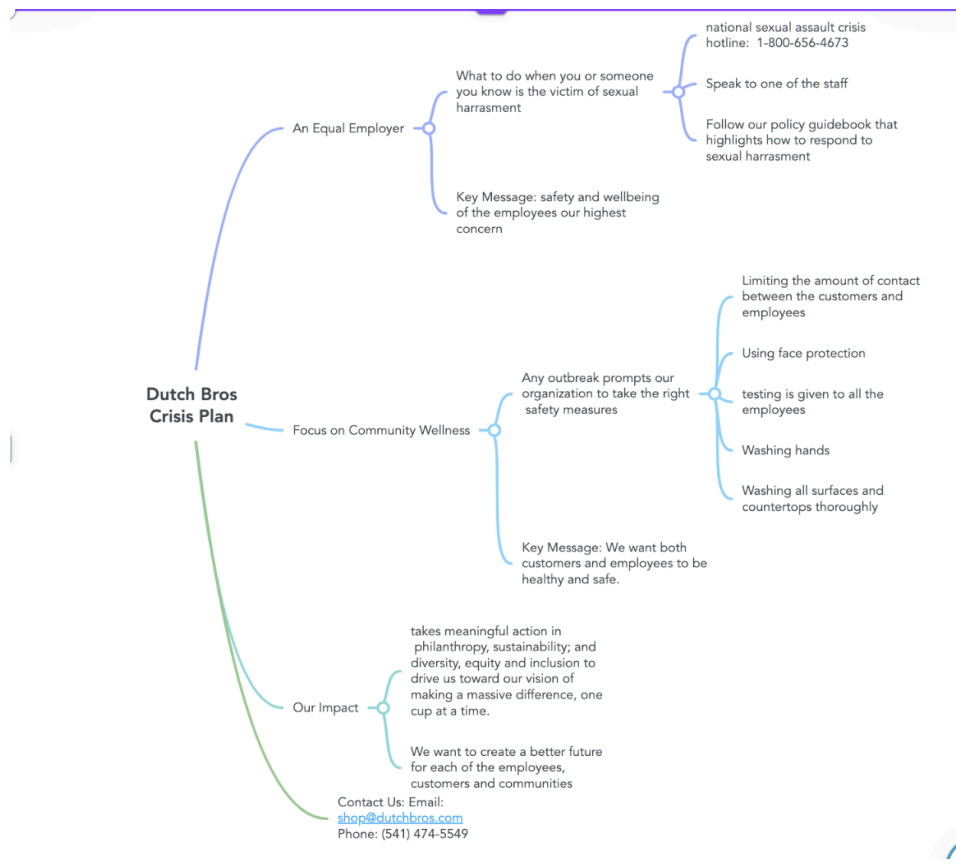
- **Additional Resources**

Additional resources and experts that will be helpful during this crisis:

- Headquarters
- Exc Board
- Dutch Bros' Legal Team and Counselors
- Oregon Bureau of Labor and Industries
- HR
- National Labor Relations Board <https://www.nlrb.gov/strikes>

Dark Website

The dark website will be launched when and if a crisis is called for using the crisis assessment chart. This dark website can be published if people need help in understanding what might be going on, if they need resources and or are looking for updates.



Additional Resources

Check out these attached flyers to make sure all is being completed properly.

DUTCH BROS
SEASIDE STANDS

- **CRISIS RESOURCE**
 1. Know what (happened), when (did it happen), who (was involved), how (did it happen), what (is being done).
 2. Notify and assign
 3. Assess the crisis level. How intense?
 4. Communicate
 5. Create a message
- **WEBSITE**
www.dutchbros.com
- **MORE RESOURCES**
For more resources please pull up the Seaside Crisis Plan within company portals.

CRISIS RESPONSE CHECKLIST

The purpose of preparing your organization's response to critical incidents is to think about how you will manage the practical/logistical and emotional impacts that undoubtedly follow an incident. During high intensity, unplanned events, staying focused can be a challenge. Following a checklist can provide a baseline of confidence and a well-reasoned response.

Please note that not all points listed are relevant to every situation. Also, some items may be tabled for a second or third meeting rather than at the initial gathering of the team. This crisis response checklist has been categorized into three sections: "Initial Response," "Secondary Response," and "Evaluation and Follow-up."

INITIAL RESPONSE CHECKLIST

The initial response is primarily focused on the immediate issues that need to be considered within the hours following a critical incident.

GATHER INTAKE INFORMATION

- Collect all necessary information about the incident.
- Who will your organization's contact be? What happened? Who was involved? What are the impacts? What are the issues?

CONTACT RELEVANT PARTIES

- Who needs to be informed internally? (E.g., governing bodies, managers, etc.)
- Who needs to be informed externally? (E.g., family, school, police, etc.)

COMMUNICATIONS

- Draft statement for phone inquiries based on previously drafted templates.
- Designate who will respond to phone inquiries from media, customers/clients, friends, etc. If possible, route all phone inquiries through one person.

STAFF CONSIDERATIONS

- Which staff need to be relieved of responsibilities in order to help?

- Which staff may not be in the position to carry on with their normal duties?
- Consider extra staffing needs based on the employees involved in the crisis response team; consult with their immediate supervisor.

CONSIDER ACCESSING OUTSIDE AGENCIES FOR MORE ASSISTANCE

- Do you need more help? Specialized help? (E.g., fire, police, mental health services, etc.)
- With what external supports have you made prior arrangements?

ORGANIZE STAFF COMMUNICATION

- Consider if communication will be by email, phone, or in-person.
- Decide who will receive certain information regarding the incident. Different staff may receive different information depending on their roles.
- Possible agenda: immediate actions, communication plans, media policy, debriefing/counseling procedures, critical incident group debriefing plans, what to watch for in people, etc.

Appendices



MEDIA LIST

News Outlet	Name	Role	Contact Info	City	Notes
Seaside Signal + KLCC	Jasmine Lewin	Freelance Reporter	https://www.linkedin.com/in/michaelabou rgeois	Astoria, OR	Writes about local food/drinks and local issues
The Oregonian	Grant Butler	Reporter	https://www.linkedin.com/in/michaelabou rgeois	Seaside OR	Writes about the 'Food World' and Local Issues
KEPR	Charidy Caldwell	Reporter	https://www.linkedin.com/in/charidy-caldwell-6b064221/	Washington	Has History Writing about Dutch Bros News
KOIN 6	Michaela Bourgeois	Digital Reporting	https://www.linkedin.com/in/michaelabou rgeois	Oregon Coast	Writes about Food and Drinks in Oregon Coast Area
The Oregonian	Mike Rogoway	Business Writer	https://www.linkedin.com/in/rogoway/	Portland, OR	Has History Writing about Dutch Bros News
Discover Our Coast	David Campiche	Freelance Writer	https://www.facebook.com/david.campiche.3/	Seaside, OR	Writes about Food and Drinks in Seaside

Vulnerability Audit Questions (VAQ) should be conducted every 18 months when the crisis communications plan is reviewed. VAQ can help determine possible weaknesses or understand how a crisis occurred.

Executive Management Team (Co-Founder, CEO, President, CFO, COO, Chief Operating Officer, Chief Legal Officer, Chief Administrative Officer, and Chief Marketing Officer)

1. What is a weakness you see in this communication plan?
2. What crisis has the company encountered? How did you handle the crisis?
3. How do you manage the safety of employees at each of the stands?
4. What is your worst-case scenario?
5. How would you communicate with stakeholders in the event of a crisis?
6. What do you believe to be most important when handling a crisis?
7. Who do you consider to be the most valuable or important stakeholder?
8. How would you address misconduct in the workplace?
9. How is information passed through to employees (ex. Administrative Staff, Shift Leads, and Baristas)?
10. How does the company foster a positive workplace environment?
11. What initiatives or programs does Dutch Bros. engage in to support and give back to their employees and the community?
12. Are there background checks when hiring a new employee? What typically fails the background check?

Seaside Stand Administrative Staff (Franchisee, Jared Nunnemaker; Stand Manager, Maeve Bowman; and Assistant Manager, Payton Ling)

1. Are you aware of any previous mistreatment throughout the stand?
2. How would you communicate with stakeholders in the event of a crisis?
3. What systems are in place if a stand does not have the proper ingredients to fulfill drink orders?
4. Do you feel comfortable communicating safety concerns and recommendations with your supervisors?
5. How is employee feedback collected and addressed regarding potential mistreatment or grievances within the stand?
6. How does the company foster a positive workplace environment and conflicts among employees?
7. How often are you in contact with the Dutch Bros. executive management team?
8. If an employee fails to show up for a shift, what is the system in place to make sure the work day runs smoothly?
9. Are there background checks when hiring a new employee?

10. What training resources or programs are provided to employees to ensure safety protocols, customer service, and appropriate workplace behaviors?

Leadership Roles and Baristas (Shift Leads and Stand Trainers: Toryn Welk, Sydney Murcraay, Lillian Roth, and Kristy Antonov)

1. What are your overall feelings about Dutch Bros as an employee?
2. What aspects of working at Dutch Bros do you find the most rewarding and fulfilling?
3. If you were to change anything about Dutch Bros and/or the training process, what would it be?
4. How often do you wash your hands during a typical shift?
5. In a previous crisis, how was the crisis handled and how were you informed of the crisis?
6. In general, what is your biggest worry about working at Dutch Bros?
7. Do you feel comfortable communicating safety concerns and recommendations with your supervisors?
8. What safety protocols are you aware of that are in place? How well do you know them?
9. How often do employees have to wash their hands during a shift?
10. How often are machines replaced and updated and when was the last equipment malfunction?
11. How often is the stand cleaned?
12. Can you detail the standard procedure for closing a stand at the end of a workday?
13. How does the company foster a positive workplace environment and manage conflicts among employees?
14. How is employee feedback collected and addressed regarding potential mistreatment or grievances within the stand?
15. How often are employee suggestions or feedback taken into consideration for implementing changes or improvements?