



JOHN DEERE

Crisis Communication Plan - Equipment Recall Due to Safety Issues

Written: November 22, 2014

To be tested annually

Ashley McLeod

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Letter from the CEO

At John Deere, we pride ourselves on serving with integrity, quality, commitment and innovation to both our employees and our customers. Generations of hard work and ethical behavior have produced a tradition of excellence that is known throughout the world.

We are also dedicated to producing safe equipment for our customers, as well as a safe work environment for all of our employees. We work to produce the most innovative and cutting-edge technology for America. Whether it's our nation's farmers, a local lawn care provider, or a next-door gardening hobbyist, we hope that our equipment is always the most practical and safest equipment possible.

Despite our commitment to excellence, situations may arise in the future that cause employee or customer safety to be compromised. We have seen this occur with similar companies so we want to be prepared for such circumstances.

Equipment related incidents could unfortunately occur resulting in serious injury or death. This would cause distrust among customers and employees, financial accusations, and sorrowful hearts among the John Deere family.

Our Crisis Communication Plan provides employees, management and leadership with detailed instructions on what to do if faced with these situations. Once these situations occur, if steps are properly followed, trust and public perception will be salvaged.

I ask you to familiarize yourself on the Crisis Communication Plan and comprehend how you can take action. Thank you for your commitment to continuing our tradition on excellence here at John Deere.

Sincerely,

Samuel R. Allen
Chairman and Chief Executive Officer



Acknowledgment

By signing this statement, I guarantee that I have read this plan and I am prepared to put it into action.

Chairman & CEO

Senior VP &
General Counsel

Senior VP & CFO

Director of Public
Relations

VP, Global Supply
Management & Logistics

VP & Deputy General
Counsel

VP, Global Human
Resources

VP & CCO

VP & Treasurer

VP, Global Labor
Relations

Office Manager

Purpose & Objectives

Purpose Statement

In the event of death or serious injury caused by manufacturing errors within a piece of John Deere equipment, our company must act quickly and efficiently with transparency. We feel that it is necessary to inform all stakeholders, be it customers, employees, or media, as soon as possible with accuracy. This effort will be made to remind our customers how important their safety is to our company. John Deere hopes to retain the trust of customers despite our accidental misdoings and provide the public with correct information about what actions are being taken. This Crisis Communication Plan will deliver detailed instructions that will eliminate confusion and miscommunication that will help our company recover from tragedy.

Objectives

1. Introduce the Crisis Communication Plan within one hour.
2. Gather the Crisis Communication Team within two hours.
3. Inform all of the executive leadership and major shareholders.
4. Distribute a press release on the crisis and our commitment to safety.
5. Inform the media on our safety strategies, our safety standards, and how we are working to ensure that such tragedy will not arise again.
6. Make sure that media is contacted by the designated spokesperson and CEO only.
7. Answer concerns from the public via email, phone, and social media, as well as on the John Deere website.
8. Guarantee that proper Crisis Communication procedures are followed through closely for the next month.
9. Remain calm throughout entire crisis time line.

Key Publics - Internal

In the situation that a crisis occurs, our internal key publics will be contacted immediately and be notified of the situation. These contacts are essential to our success as a company and we are committed to providing them with accurate key information in a timely manner. Executive Management, Board of Directors and legal representatives of the company will be notified via phone while all other key publics listed will be notified via email.

I. Executive Management

Name	Title	Phone	Email
Samuel R. Allen	Chairman & CEO	111-222-4441	srallen@johndeere.com
Mary K. W. Jones	Senior VP & General Counsel	111-222-4442	mkwallen@johndeere.com
Rajesh Kalathur	Senior VP & CFO	111-222-4443	rkalathur@johndeere.com
Pierre Guyot	VP, Global Supply Management & Logistics	111-222-4444	pguyot@johndeere.com
Timothy V. Haight	VP & Deputy General Counsel	111-222-4445	thaight@johndeere.com
Marc A. Howze	VP, Global Human Resources	111-222-4446	mhowze@johndeere.com
Jenny R. Kimball	VP & Treasurer	111-222-4447	jrkimball@johndeere.com
Luann K. Rickert	VP, Internal Audit	111-222-4448	lkrickert@johndeere.com
Charles R. Stamp, Jr.	VP, Public Affairs Worldwide	111-222-4449	crstamp@johndeere.com

II. Board of Directors

III. Legal Representatives

IV. Staff

V. Investors/ Shareholders

Key Publics - External

In the situation that a crisis occurs, our external key publics will be contacted within six hours and be notified of the situation. These contacts are essential to our success as a company and we are committed to providing them with accurate key information in a timely manner. Media contacts will be notified by phone. Consumers will be updated via social media and company website. Industry representatives will be contacted by email.

I. Media Contacts

News Outlet	News Director	Phone	Email
CNN	Raychel Rabon	555-111-4441	rrabon@cnn.com
ABC	Austin Pluskot	222-909-4442	apluskot@abc.com
FOX	Emily Zylstra	256-555-4443	ezylstra@fox.com
MSNBC	Miranda Fugate	352-652-4444	mfugate@msnbc.com
USA Today	Lauren Gordon	850-904-4445	lgordon@usa.com
The Associated Press	Shelby Oesterreicher	386-222-4446	soester@ap.com
The NY Times	Stacey McLeod	201-834-4447	smcleod@nytimes.com
The Washington Post	Nicole Reeves	823-309-4448	nreeves@wp.com
NPR	Drew McAllister	816-246-4449	dmcallister@npr.com

II. Consumers

At John Deere, we value our customers and want to have transparent communication with these stakeholders, especially during the time of a crisis. Consumers will be able to stay up to date on progressions of the issue through updates posted on the company website as well as social media sites.

III. Industry Representatives

The company will cooperate with similar members of the industry to provide updates as well as advice to those who may face similar events. These industry representatives will be contacted via email.

The Crisis Team

Crisis Communication Manager

Anakin Skywalker 888-888-8888 askywalker@gmail.com

Assistant Crisis Communication Manager

Luke Skywalker 888-888-8888 lskywalker@gmail.com

Crisis Control Room Manager

Han Solo 888-888-8888 hsolo@gmail.com

Community Spokesperson

Leia Organa 888-888-8888 lorgana@gmail.com

Safety Regulation Expert

Obi Wan Kenobi 888-888-8888 owkenobi@gmail.com

Media Contact Person

Padme Amidala 888-888-8888 pamidala@gmail.com

Legal Advisor

Mace Windu 888-888-8888 mwindu@gmial.com

Media Spokesperson

During the event of a crisis, the spokesperson for media outlets will be the Director of Global Public Relations. If the Director of Global Public Relations cannot fulfill these duties for any reason, the spokesperson will be our company CEO. The Community Spokesperson from the Crisis Team will be the third choice to fill in as the media spokesperson. The media spokesperson is trained to handle media and communication with the public. The spokesperson will have extensive knowledge of the crisis and will be able to communicate clearly about issues surrounding the crisis as well as how the company is taking action.

Contact Information

Ken Golden
Director, Global Public Relations
Phone: 309-765-5678
Email: kgolden@johndeere.com

Samuel R. Allen
Chairman & CEO
Phone: 309-765-2873
Email: sallen@johndeere.com

Leia Organa
Community Spokesperson
Phone: 888-888-8888
Email: lorgana@gmail.com

Media Spokesperson

Interview Tips for Media Spokesperson

1. Be honest and transparent.
2. Remain calm and composed at all times.
3. Have a positive attitude when answering questions.
4. Think about answers before you deliver your message, especially if you are unsure of a question.
5. Always keep our key messages in mind.



Media Spokesperson

Possible Questions

• *How could a manufacturing error in your equipment cause such a serious tragedy if John Deere is committed to safety?*

Unfortunately, despite thorough manufacturing regulations, manufacturing errors have occurred in pieces of our equipment causing serious injury to some of our customers. Throughout the many tedious steps of production, an unforgivable mistake was made. At John Deere, we are revisiting our production regulations and tightening control to make sure this doesn't happen again.

• *What investigations are being done to ensure this problem will not arise in other pieces of John Deere equipment that are out on the market?*

We are issuing appropriate safety checks to all John Deere retailers and demanding that all pieces of equipment are checked before they go home with the customer.

• *How will your customers be able to trust you after such tragedies?*

We believe that our transparency throughout this tragedy will resonate with customers. We want everyone to see that we have identified the problem, we are taking action to solve it and we are taking every measure to ensure similar situations do not occur again.

• *Why should customers continue to choose your equipment when there are many other choices on the market that are not facing such safety issues?*

John Deere still has a strong commitment to safety and service to our customers with responsibility, integrity and innovation. Our tradition of excellence and technology speaks for itself in ways that other companies cannot do.

• *How is your company dealing with the families of customers who were injured by your equipment?*

John Deere is deeply sorrowful to loved ones involved with these tragedies. We have reached out to these families to express our sorrow and we are in communication with them daily helping to fulfill their needs.

Experts & Emergency Contacts

Expert Contacts

Expert on John Deere Engineering and Manufacturing

Michael S. Weinert, VP of Engineering and Manufacturing

Phone: 352-902-4721

Email: mweinert@johndeere.com

Expert of John Deere Advanced Technology and Engineering

Klaus G. Hoehn, VP of Advanced Technology and Engineering

Phone: 850-752-1921

Email: khoehn@johndeere.com

Expert on Safety Regulation

Obi Wan Kenobi, Crisis Communication Safety Regulation Expert

Phone: 888-888-8888

Email: owkenobi@gmail.com

Emergency Contacts

United States Department of Agriculture

U.S. Department of Agriculture

1400 Independence Ave., S.W.

Washington, D.C. 20250

202-720-2791

Local Sherriff's Office

Local Hospital/ Emergency Room

Crisis Control Room

Equipment

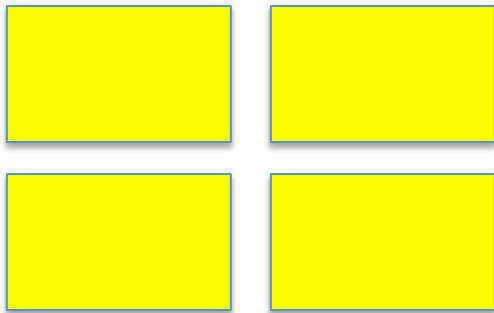
- Tables
- Chairs
- Computers
- Telephones
- Internet Router
- Projector
- TVs with Satellite
- Fax Machine
- Power Strips
- Extension Cords
- Microwave
- Coffee Maker
- Refrigerator
- Bulletin Board
- Paper Shredder
- Printers

Supplies

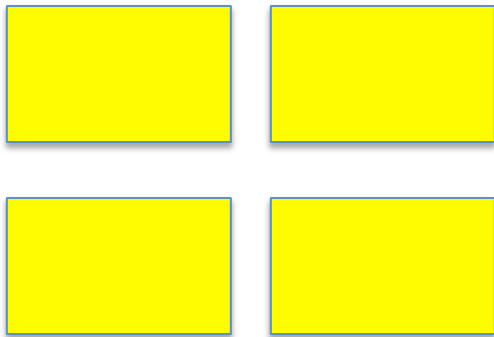
- Pens/ Pencils
- Markers
- Printer Ink
- Printer Paper
- USB drives
- CDs/ DVDs
- Staplers
- Staples
- Hole Puncher
- Paper Clips
- Batteries
- Dry Erase Markers/ Erasers
- Trash Bags
- Trash Cans
- Air Freshener
- Sanitizing Wipes
- Hand Sanitizer
- Snacks
- Water
- Coffee
- Coffee Creamer
- Sugar
- Napkins
- Paper Plates
- Styrofoam Cups
- Remotes
- Calculators
- Post Its

Crisis Control Room

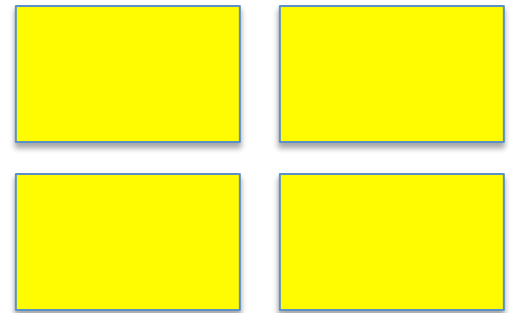
Room Set-Up



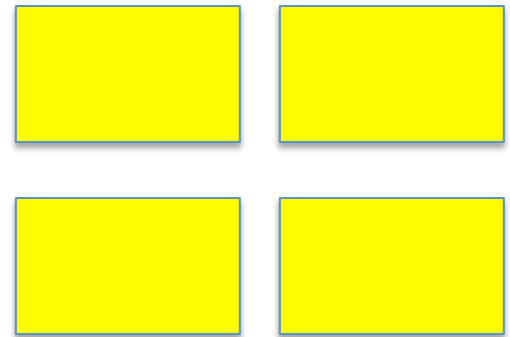
TV/ Video



Phones/ Radio



Print



Social Media/ Web

Key Messages

If a situation of equipment recall were to occur due to safety malfunctions, John Deere would aim to ensure the public that we are continuously committed to safety and serving our customers with the best equipment possible. We will reiterate our key messages to the public and media in the hopes of keeping their trust and traditional business. John Deere takes pride in our promise to deliver the best service and most innovative equipment.

1. John Deere is committed to delivering the safest equipment on the market.
2. John Deere values its customers and their well being, especially when operating our equipment.
3. We ensure that extensive safe production practices are being used when manufacturing John Deere equipment.
4. Safety is in the forefront of our minds when we at John Deere are designing, engineering and producing our equipment.

Key Messages - Dissemination

John Deere will take proper measures to reach out to specific target audiences using several media outlet including but not limited to:

- Radio
- Newspaper
- Television
- Company Website
- Social Media

These outlets will allow us to reach all of our customers, employees and stakeholders to inform them of the crisis and our key messages surrounding the crisis. Messages will be produced through the press release. These messages will focus on John Deere's positive hope for the future of the company and our commitment to safe equipment.

Radio, newspaper and television will reach our more traditional audiences of middle age. Radio advertising will be taken advantage of on a large scale being that it is most likely to most effectively reach this audience. Messages will be clear, concise and transparent. For more information, we will suggest listeners, readers, or viewers to visit our website.

Our company website will have detailed information on the crisis and what is being done, as well as our key messages. We will also post often about the crisis on social media outlets including Twitter and Facebook. We will also link articles detailing the crisis to the social media pages. Our website and social media pages will target our younger audiences best.

Pre-Information

The following pieces should be available in the event of a crisis dealing with safety recalls. These documents will help the crisis communication team in communicating with the public as well as outline the procedures that we have put in place in order to continue our commitment to safety.

- John Deere Mission Statement and Core Values
- John Deere Product Safety Regulations
- John Deere Product Support
- John Deere Product and Safety Training
- John Deere Product Recall Information
- John Deere Code of Business Conduct



Pre-Information

News Release

Contact: Padme Amidala

Email: pamidala@gmail.com

Phone: 888-888-8888

FOR IMMEDIATE RELEASE

John Deere Safety Recall on Equipment

The John Deere Company recently recalled _____ (equipment piece) _____ due to an unfortunate incident. The incident occurred on the date of _____ at the location of _____. The incident was caused by the equipment malfunction of _____. Emergency responders tended to the injured customer who is still under medical care.

John Deere is committed to producing safe, innovative equipment. Our company has detailed procedures that are followed during all stages of engineering, manufacturing, and production in order to produce the best equipment possible.

We hope to be transparent to the public during this tragic time regarding equipment malfunction resulting in product recall. While we are committed to producing safe equipment, we also take service to our customers as a priority and work to serve with integrity and values.

John Deere is a world leader in providing advanced products services and is committed to the success of customers whose work is linked to the land – those who cultivate, harvest, transform, enrich and build upon the land to meet the world’s dramatically increasing need for food, fuel, shelter and infrastructure. Since, 1837, John Deere has delivered innovative products of superior quality built on a tradition of integrity.

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Evaluation

Once the situation has been managed, we must evaluate how effective the crisis communication plan was. This evaluation will include deciding what parts were effective and what parts can be improved upon. Areas that our evaluation will focus on will include public perception, effectiveness of communication, as well as how well we interacted with the media.

Public Survey

This survey will address how the public believed that we handled the situation. Questions will range from subjects of transparency, clearness, and how our techniques in the time of a crisis can be approved. These survey questions will be tailored to the audience that receives the survey. Audiences will include industry representatives, media representatives, various customers, as well as employees within the company. We expect to get the greatest response with this evaluation technique.

Company Leadership Interviews

We will interview members of various leadership positions throughout the company to collect information about the crisis communication plan. A third-party representative should do these interviews in order to eliminate bias answers. Questions will delve into how easy the plan was to implement during the crisis situation, what flaws did the plan have and ideas on how to improve the plan.

Customer Focus Groups

A third-party representative will conduct focus groups in order to get in-depth opinions from John Deere customers. We hope to gain insight on how well customers felt that they understood the situation and what the company was doing to combat the crisis. We would also want to know how effective the crisis communication plan was in keeping the trust and business of our customers.

Closing Statement

At John Deere, our leaders and employers are strongly committed to producing safe and innovative equipment for all customers. We believe that our tradition in excellence and strong core values resonate in the hearts of customers across the world and this is something that we hope to retain for years to come. We feel that everyone in the company can initiate our crisis communication plan if a crisis were to arise. John Deere is a team and family that will do its very best to overcome any situation of a crisis. By following these instructions we will restore faith and trust in our customers when it comes to our equipment and products.

Thank you for your hard work and dedication to the John Deere Company.

