Crisis Management Plan | Tyson Food Inc.,

Prepared by
Paige Pisani – Kellian Reed – Erin Moore – Brian Campbell – Adam Locascio- Derrick Bryant
Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 Introduction</td>
<td>3</td>
</tr>
<tr>
<td>1.1 Mission</td>
<td>3</td>
</tr>
<tr>
<td>1.2 Purpose</td>
<td>3</td>
</tr>
<tr>
<td>1.3 Crisis Types Defined</td>
<td>3-4</td>
</tr>
<tr>
<td>1.4 Crisis Types Facing Tyson Foods Inc.</td>
<td>4-6</td>
</tr>
<tr>
<td>1.5 Likely and Unlikely Crisis Chart</td>
<td>6-8</td>
</tr>
<tr>
<td>1.6 Identification of CMT</td>
<td>8</td>
</tr>
<tr>
<td>2.0 Stakeholders and Publics</td>
<td>9</td>
</tr>
<tr>
<td>2.1 Themes of Communication with Stakeholders</td>
<td>10</td>
</tr>
<tr>
<td>3.0 Levels of Potential Crises</td>
<td>11-12</td>
</tr>
<tr>
<td>4.0 Third Party Supporters</td>
<td>12-13</td>
</tr>
<tr>
<td>5.0 Immediate Response Guidelines</td>
<td>13-17</td>
</tr>
<tr>
<td>5.1 Phone Tree and CMT Role Descriptions</td>
<td>14-16</td>
</tr>
<tr>
<td>6.0 Crisis Preparation</td>
<td>17-18</td>
</tr>
<tr>
<td>6.1 Crisis Prevention</td>
<td>18-19</td>
</tr>
<tr>
<td>6.2 Testing and Evaluating</td>
<td>19-20</td>
</tr>
<tr>
<td>7.0 Media Audit</td>
<td>21</td>
</tr>
<tr>
<td>7.1 Social Media Plan</td>
<td>21-22</td>
</tr>
<tr>
<td>7.2 Media Log Sheet</td>
<td>22-24</td>
</tr>
<tr>
<td>Appendices</td>
<td>25-31</td>
</tr>
<tr>
<td>A. Original Backgrounder</td>
<td>25</td>
</tr>
<tr>
<td>B. Press Release Template</td>
<td>26-27</td>
</tr>
<tr>
<td>C. Key Message Platform Worksheet</td>
<td>28</td>
</tr>
<tr>
<td>D. Media Log Worksheet</td>
<td>29</td>
</tr>
<tr>
<td>E. Communication Channel Worksheet</td>
<td>30</td>
</tr>
<tr>
<td>References</td>
<td>31</td>
</tr>
</tbody>
</table>
1.0 | Introduction

Tyson’s Crisis Management Team (CMT) holds the critical responsibility of responding to and managing organizational crises at Tyson Foods. The CMT acts as the primary resource and reference point during organizational crises. The CMT has developed a strategic Crisis Management Plan (CMP) to provide a solid framework of actions that need to be taken in face of a crisis.

1.1 | Mission

As the CMT at Tyson Foods, Inc., it is our mission to meet our stakeholder’s expectations and accurately respond to company/product concerns efficiently and effectively to reduce potential harm Tyson Foods, Inc. might encounter. In any crisis situation, it is our responsibility to provide the best quality information regarding our products and services to customers worldwide.

1.2 | Purpose

The purpose of the CMP is to provide strategic communication approaches to manage events or situations that are damaging and disruptive to the company’s overall success and reputation. The CMP is designed as a helpful resource for the company to utilize to:

- Identify situations where a crisis could arise
- Provide general cautionary procedures to prevent crises from happening
- Combat the negative consequences of various crises
- Respond in a manner that builds trust and satisfaction
- Reinforce our company’s image

1.4 | Crisis Types Defined

**Technical-error product harm:** When technology that is utilized or provided by the organization fails and results in a defect or potentially harmful product.

**Technical-error accidents:** When technology that is utilized or provided by the organization fails and causes an industrial accident.

**Human-error product harm:** When human error results in a defect or potentially harmful product.

**Human-error accidents:** When human error causes an accident.

**Rumors:** When false or misleading information is purposefully circulated about an organization or its products in order to harm the organization.
Challenges: When the organization is confronted by discontented stakeholders with claims that it is operating in an inappropriate manner.

Natural disasters: When an organization is damaged as a result of terrible weather occurrences, such as: earthquakes, tornadoes, bad storms, hurricanes, etc.

Workplace violence: When a current or former employee commits violence against other employees on the organization’s grounds.

Malevolence: When some outside actor or opponent employs extreme tactics to attack the organization, such as: product tampering, kidnapping, terrorism, or computer hacking.

Organizational misdeeds: When management takes action it knows may place stakeholders at risk or knowingly violates the law. [*]


1.6 | Crises Types Facing Tyson Foods, Inc.

There are many potential crises Tyson Foods, Inc. may encounter. In response to these potential crises, the CMT has compiled a vulnerability risk assessment to discover likely and unlikely crises that could happen at Tyson Foods, Inc. Below is a list of specific situations that could occur for each crisis type:

Natural disasters: When an organization is damaged as a result of weather like earthquakes, tornadoes, bad storms, hurricanes, etc.

- Natural disaster damaging farms and factories
- Natural disaster eliminating water or crops for farms
- Natural disaster damaging products during shipment
- Farm or factory fire

Disease or Illness: When animals or humans are known to have an illness or disease that can contaminate the food.

- Employee illness that can contaminate food
- Animal illness that can be harmful for human ingestion ex: Listeria, Tetanus, Mad Cow
- Contaminated animal feed can cause a disease or illness to spread
- Airborne disease can infect food during production process
**Technical-error product harm:** When technology that is utilized or provided by the organization fails and results in a defect or potentially harmful product.

- Food processing machines break and contaminate food
- Disinfecting machines not sanitizing meat properly
- Factory equipment fails to prepare food properly
- Food storage equipment fails to hold food at required temperature

**Technical-error accidents:** When technology that is utilized or provided by the organization fails and causes an industrial accident.

- Food processing plant machines malfunction
- Shipment technology malfunction creates lack of supplies
- Factory equipment failure
- Food storage equipment failure
- Factory equipment malfunction causing fatality
- Harmful substance leaks in factory

**Human-error product harm:** When human error results in a defect or potentially harmful product.

- Employee misuse of machinery infects product
- Food inspectors failure to inspect meat properly
- Cattle and pork suppliers do not disclose all safety information to Tyson Foods, Inc
- Employee misuse of safety precautions

**Human-error accidents:** When human error causes an accident.

- Inexperienced employee or farmer causes accident
- Employee misuse of equipment
- Employee misuse of food safety precautions
- Farmer's not monitoring animals condition

**Rumors:** When false or misleading information is purposefully circulated about an organization or its products in order to harm the organization.

- Competitor organizations creating false information about Tyson Foods, Inc products or practices
- Activist groups creating false information about organization
- Employees circulating false information to outside publics
- Media circulating to false information on organizations products or practices

**Challenges:** When the organization is confronted by discontented stakeholders with claims that it is operating in an inappropriate manner.

- Activist groups speaking out on organizations products or practices
- Customers complaining about product quality, consistency, or taste
- Employees upset about organizations practices
- Tyson Foods, Inc. farmers speaking on organizations operations

**Workplace violence:** When an employee or former employee commits violence against other employees on the organization’s grounds.
- Employee and farmers harm animals or other employee
- Employee fatality caused by other employee or animal

**Malevolence:** When some outside actor or opponent employs extreme tactics to attack the organization, such as product tampering, kidnapping, terrorism or computer hacking.
- Farmers tampering with animal well being
- Product contamination in factory
- Technology hacking within organization
- Employee intentionally tampers with products during production

**Organizational misdeeds:** When management takes action it knows may place stakeholders at risk or knowingly violates the law.
- Upper management changing practices that can harm organization
- Farmers withholding information on animal conditions

### 1.5 Likely and Unlikely Crises Chart

Based on the analysis of vulnerabilities listed above, the CMT has identified some of the likely crises Tyson Foods, Inc. could face, as well as the unlikely but highly impactful crises Tyson Foods, Inc. could encounter. It is important to note that each of these potential crises could impact Tyson Foods, Inc. and should be taken seriously at all times.

<table>
<thead>
<tr>
<th>Crisis Type</th>
<th>Likely</th>
<th>Unlikely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural disasters</strong></td>
<td>Natural disaster damaging farms and factories</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Natural disaster eliminating water or crops for farms</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Natural disaster damaging products during shipment</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Farm or factory fire</td>
<td></td>
</tr>
<tr>
<td><strong>Disease or Illness</strong></td>
<td>Illness animals are known to be susceptible to Listeria, Tetanus, Mad Cow</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Toxic diseases such as botulism can occur from decaying animal carcasses can contaminate water.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Plant toxicity animals may ingest specific</td>
<td></td>
</tr>
<tr>
<td>Technical-error product harm</td>
<td>Food processing machines break and contaminate food</td>
<td>Disinfecting machines that do not sanitize meat properly</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------</td>
<td>------------------------------------------------------</td>
</tr>
<tr>
<td>Technical-error accidents</td>
<td>Food processing plant machines malfunction</td>
<td>Food processing plant machines malfunction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shipment technology malfunction creates lack of supplies</td>
</tr>
<tr>
<td>Human-error product harm</td>
<td>Food safety guidelines are not properly followed</td>
<td>Farmers maintaining sanitized hatcheries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inspectors not properly inspecting meat for bacteria</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tyson Foods, Inc. cattle or pork suppliers do not disclose all animal health information to Tyson</td>
</tr>
<tr>
<td>Human-error Accidents</td>
<td>Inexperienced employee or farmer</td>
<td>Farmer's not monitoring animals condition</td>
</tr>
<tr>
<td></td>
<td>Employee misuse of equipment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee misuse of food safety precautions</td>
<td></td>
</tr>
<tr>
<td>Rumors</td>
<td>Competitor organizations creating false information about organizations products or practices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Activist groups creating false information about organization</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Media contributing to false information on organizations products or practices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees circulating false classified information to outside public</td>
<td></td>
</tr>
<tr>
<td>Challenges</td>
<td>Activist groups speaking out on organizations products or practices</td>
<td>Employees upset about organizations practices</td>
</tr>
<tr>
<td></td>
<td>Customers complaining about product</td>
<td></td>
</tr>
</tbody>
</table>
quality, consistancy, or taste

Tyson Foods, Inc. Farmers get upset with Tyson’s involvement in their farming

<table>
<thead>
<tr>
<th>Workplace Violence</th>
<th>Employee and farmers harm animals or other employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malevolence</td>
<td>Product contamination in factory</td>
</tr>
<tr>
<td></td>
<td>Technology hacking within organization</td>
</tr>
<tr>
<td>Organizational Misdeeds</td>
<td>Farmers withholding information on animal conditions</td>
</tr>
<tr>
<td></td>
<td>Upper management withholding organization decisions</td>
</tr>
</tbody>
</table>

1.6 Identification of CMT

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Communication Team (CCT) Leader</td>
<td>Erin Moore</td>
<td>(618) 214-9814</td>
<td><a href="mailto:emmore@ilstu.edu">emmore@ilstu.edu</a></td>
</tr>
<tr>
<td>Assistance CCT Leader</td>
<td>Kellian Reed</td>
<td>(773) 896-7958</td>
<td><a href="mailto:kreed@ilstu.edu">kreed@ilstu.edu</a></td>
</tr>
<tr>
<td>Tyson Foods, Inc. Representative (TR)/Spokesperson</td>
<td>Paige Pisani</td>
<td>(630) 485-9361</td>
<td><a href="mailto:pepisan@ilstu.edu">pepisan@ilstu.edu</a></td>
</tr>
<tr>
<td>Human Resources</td>
<td>Brian Campbell</td>
<td>(708) 752-3046</td>
<td><a href="mailto:bfcampb@ilstu.edu">bfcampb@ilstu.edu</a></td>
</tr>
<tr>
<td>Web Site Coordinator</td>
<td>Adam Locascio</td>
<td>(708) 670-2809</td>
<td><a href="mailto:amlocas@ilstu.edu">amlocas@ilstu.edu</a></td>
</tr>
<tr>
<td>Safety/Legal Council</td>
<td>Derrick Bryant</td>
<td>(708) 527-5919</td>
<td><a href="mailto:dvbryan@ilstu.edu">dvbryan@ilstu.edu</a></td>
</tr>
</tbody>
</table>
2.0 | Stakeholders and Publics

Tyson’s two main stakeholders are our customers and investors. Public and stakeholder engagement is a key activity to keeping our business successful in the marketplace. All internal and external stakeholders play a big role in the way we run out business. Other stakeholders we value are:

- Team members
- Shareholders
- The board of directors
- The media
- Suppliers
- Local community members

All of Tyson’s stakeholders are vital assets to our organization, and we engage with them in several ways, including:

- Day to day contact
- Customer and consumer response centers
- Customer service, webcasts, and conference calls
- Food safety programs and procedures
- Tyson.com
- Community outreach
2.1 | **Themes of Communication with Stakeholders: Tyson Foods, Inc. Three T’s**

- **Transparency: issues of disclosure.** Tyson when communicating to the public will be transparent to provide stakeholders with information about the organization. The CMT will provide all information and will be easily accessible to all stakeholders in the company to inquire upon request.
  - The spokesperson will provide honest clear answers to the employees and stakeholders. A timeline of events will be provided to employees and investors give the most accurate answers.

- **Timeliness: the information is current and received when need.** In the event of a crisis Tyson has assigned prepared spokesperson’s to respond promptly to stakeholders via social media, press conference, and other platforms necessary at the time. The CMT will inform stakeholders when operations will return to normal and to what extent the business will be impacted.
  - Employees/Farmers will be notified in a timely manner to return to work.
  - All investors will be provided updates during the crisis with any deals/losses in sponsorship.

- **Trustworthiness: the organization’s goodwill toward or concern for its stakeholders.** Tyson employs of independent farmers, feeds the community and provides quality products. As a
commitment to the public, trustworthiness is essential for the CMT to maintain in the event of a crisis.
- Community notifications via flyers in the grocery stores, news stories and radio broadcast will inform the public of urgent matters.
  - Example: contamination of the meat, illness epidemics, warning labels on all products.
- Investors are a large priority and Tyson will provided clear, concise and complete answers with financial issues in the event of a crisis.

3.0 | Levels of Potential Crises

There are a multitude of crises Tyson Foods, Inc. can face. The CMT utilized vulnerability analysis to evaluate different crises that can occur in Tyson’s organization. It is critical to inform the CMT of any potential crisis in order to determine the actions to take during that crisis. Below is a list of different crisis that could occur categorized under the different types of crises levels:

**Level 1: A minor incident or accident**
- Employee and farmers harm animals or other employee
- Farmers tampering with animal well-being
- Employee misuse of equipment
- Product contamination in factory
- Farmers withholding information on animal conditions
- Technology hacking within organization
- Upper management changing practices that can harm organization
- Inexperienced employee or farmer causes accident
- Tyson Foods, Inc. farmers speaking on organizations operations

**Level 2: A serious incident, accident or situation**
- Competitor organizations creating false information about organizations products or practices
- Employees circulating false information to outside publics
- Media circulating to false information on organizations products or practices
- Food processing machines break and contaminate food
- Food processing plant machines malfunction
- Shipment technology malfunction creates lack of supplies
- Activist groups speaking out on organizations products or practices
- Activist groups creating false information about organization
- Customers complaining about product quality, consistency, or taste
- Farmers maintaining sanitized hatcheries
- Inspectors not properly inspecting meat for bacteria
- Tyson Foods, Inc. cattle or pork suppliers do not disclose all animal health information to Tyson
- Food safety guidelines are not properly followed
- Employee misuse of food safety precautions
- Farmer's not monitoring animals condition
- Disinfecting machines not sanitizing meat properly
- Factory equipment fails to prepare food properly
- Food storage equipment fails to hold food at required temperature
- Tyson Foods, Inc. farmers speaking on organizations operations

**Level 3: A critical incident or situation**
- Natural disaster damaging farms and factories
- Natural disaster eliminating water or crops for farms
- Natural disaster damaging products during shipment
- Farm or factory fire
- Plant toxicity animals may ingest specific plants and get sick.
- Contaminated animal feed spreading illness
- Employee illness that can contaminate food
- Animal illness that can be harmful for human ingestion ex: Listeria, Tetanus, Mad Cow
- Contaminated animal feed can cause a disease or illness to spread
- Airborne disease can infect food during production process
- Employee intentionally tampers with products during production
- Employee fatality caused by other employee or animal
- Harmful substances leak in factory production

**4.0 | Third Party Potential Supports**

In the event of a crisis the company faces several risks that could damage the reputation, financial stability and the performance of Tyson Foods, Inc. There are third party supporters that would also be affected by the reputational damage. The following are references to people that the press can contact in the event of a crisis. The references are as followed:
- American Farm Bureau Federation
- Restaurants that use Tyson products
  - McDonald’s
  - KFC
  - Taco Bell
  - Burger King
  - Wendy’s
• Distributors at stores nationwide
  - Walmart
  - Kroger
  - Beef O’Brady’s
• Food Drug & Administration
• Media Relations for meat distributors
  - Worth Sparkman, Trade & Plant community Media, Consumer Products- Poultry Prepare Foods
  - Krista Cupp, Food Donations, Food Service- Poultry & Prepared Foods

5.0 | Immediate Response Guidelines

The crisis response guidelines provide a structural framework that identifies, assesses, plans, and responds to the crisis at hand. The CMT has implemented steps that need to be taken when responding to a crisis. Generally speaking, the CMT immediate response it to:

• Release a prepared apology emphasizing the Tyson Foods, Inc. T-model through the Tyson Foods, Inc. spokesperson
• Apologize
• Give the facts transparently
• Assure the public we are working quickly to fix the issue
• Release a prepare statement on Facebook, Twitter and all other Tyson Foods, Inc. social media accounts

Step One: Identify the Crisis

Using the types of crisis and levels of crisis lists, identify the seriousness of the crisis. Then determine what happened by answering the following fact checking questions:

• WHO was involved?
• WHAT happened?
• WHEN did it happen?
• WHERE did it happen?
• HOW did it happen?
• WHAT is being done now?
**Crisis Situations**

Crises are inevitable, as world renowned company Tyson Foods, Inc. is prepared to handle a variety of crisis in the event. If a crisis occurs Tyson Foods, Inc. has several ways to respond quickly and efficiently to resolve the issue.

Tyson Foods, Inc. has identified a number of scenarios that could adversely impact operations, financial stability and reputation. These scenarios may include:

- E. Coli/ Botulism
- Swine Flu/ Mad Cow
- Drought/ Natural disasters
- Fires/Explosions
- Injuries/ Fatalities
- Natural Disasters
- Exposures to harmful substances
- Plant toxicity
- Power failure

For more detailed list of crisis, see the likely and unlikely crises chart.

Next, contact the **CMT:**

**CTT Leader:** Erin Moore (618) 214-9814  
**Assistant CTT Leader:** Kellian Reed (773) 896-7958

If under extreme circumstances both crisis management administrators are unavailable try:

**Tyson Foods, Inc. Representative:** Paige Pisani (630) 485-9361

5.1 | **Phone Tree**

![Phone Tree Diagram]
Crisis Management Team: the list below is listed in order of hierarchy in the event of a crisis. Each team member has a set list of responsibilities and duties in the event of a crisis. The Tyson Foods, Inc. Crisis management team is fully prepared to handle any crisis to the best of our ability at the time.

Crisis Communications Team Leader (CCTL) — Erin Moore
- Organizes the Tyson Foods, Inc. communication response
- Works with Tyson Foods, Inc. Public Affairs
- Oversees all statements before release to the public
- Arranges the emergency team meetings, and works with senior advisories to communicate with anyone throughout the company
- Oversees all team functions
- Ensures all necessary resources are readily available to team members in the event of a crisis.
- Communicates with operational team, Tyson Foods, Inc. factories, and corporate office.

Assistant CCT Coordinator — Kellian Reed
- Assist the team coordinator with prioritizing duties in the event of a crisis.
- Stands in for the CCTL in the event she/ he is absent or occupied during a crisis
- Works with the Senior advisors to announce the messages accurately and swiftly
- Assist the with all media relations affairs

Spokesperson Tyson Foods, Inc. Representative (TR) - Paige Pisani
- Works with CCT to publicly issue all the statements to the media
- Serves as lead Tyson Foods, Inc. representative at press conferences with assistance from operational staff, state/ local agencies Tyson Foods, Inc. related.
- Serves as the liaison between the Tyson Foods, Inc. corporate and the CCT
- Keeps the CCTL and important group decisions up-to-date on new procedures or protocol

Web Site Coordinator- Adam Locascio
- Oversees and coordinates the online part of a crisis. Maintains the Tyson Foods, Inc. website to issue formal apology
- Tyson Foods, Inc. is not responsible for environmental scanning but the coordinator is responsible for issuing the apology on all social media platform.
- Coordinates with the CCTL to provided up-to-date information on the web
- Monitors Web site comments and provides updates to the CCT

Safety/ Legal Counsel- Derrick Bryant
- Legal advice on communication strategies
• Legal affairs dealing with injuries or instances during the crisis
• Approves all messages before release
• Aware of safety procedures and protocols in the event of a crisis
• Provides guidelines and safety precautions to all employees

**Human Resources** - Brian Campbell
• Oversees and coordinates the technology needs for the situation, including:
  o Computers/ Internet/ E-mail
  o Phone Lines
  o Printers/ Copiers
• Informs employees corporate and farmers in the event of a crisis
• Responsible for all contact information to keep employees updated

**Step Two: Assessing Crisis and Meeting of CMT**

Once crisis management administrators (or director of communication) are contacted a necessary meeting will be conducted that consists of:

• Members of the CMT will assess the extent of the crisis based off facts collected
  *This can include damages, injuries, accidents etc.*
  *Determine level of crisis (See 3.0)*
• Alerting supervisors of crisis and its current situation
  * COO James V. Lochner
  * Vice President of Corporate Affairs Sara Lilygren
• Designating a crisis management administrator to respective task based on the level and type of crisis
• Examining the crisis on any updates, new information, or developments
• Establishing an **initial response:**
  - What is being done
  - Anticipated results of CMP and crisis
• Establishing a **communication response:**
  - Who currently and needs to know
  - What is being said
• Establishing **short-term response requirements:**
  - Assign CMT responsibilities
  - Determine what needs to be done in the next several hours and how
  - Determine what resources are available
• Establishing **short-term communication:**
  - Contact media
• Establishing if the meeting needs to be continued
• Determining when the next meeting will take place

Step Three: Planning Crisis Response

Once assembled, the CMT is responsible for:

• Planning a crisis communications response and execution
• Establishing tactics to address the situation
  - Press releases
  - Media statements
  - Social media
• Creating key messages
• Monitoring media and publics responses to crisis
• Acknowledging crisis response strategies and tactics to be carried about by other employees not on the CMT \[1\]

---

1 Special Olympics Public Relations Guide. (2002). Special Olympics. Retrieved from https://reggienet.illinoisstate.edu/access/content/group

---

6.0 | Crisis Preparation

In the event of a potential crisis, Tyson Foods, Inc. will first refer to/appoint a qualified and experienced employee as the crisis manager if one is not already in place. The crisis manager will then select a group of competent and knowledgeable team members from a number of functional position areas within the organization, making up the crisis management team (CMT).

The CMT will assess a variety of vulnerabilities that could lead to potential crises for the organization. Vulnerabilities will be diagnosed according to the following characteristics: specific factors that could cause vulnerabilities and the likelihood of those vulnerabilities occurring.

For Tyson Foods, Inc., specific factors that could cause vulnerabilities and lead to potential organizational crises include:

• Contamination of food at either one of our farms or corporate factories
• Abuse/mistreatment of animals used to make Tyson Foods, Inc. products
- Mishandling or malfunction of factory/company technology
- Negative/false rumors about Tyson Foods, Inc. products
- Natural disasters, such as tornadoes and severe thunderstorms
- Mistakes or miscommunication from management affecting stakeholder expectations

The likelihood of these factors occurring at Tyson Foods, Inc. will be determined on a situation-to-situation basis by the CMT.

After diagnosing organizational vulnerabilities, the team will work together to develop an understanding of one another and how each member functions within the group. The team will also deliberate extensively to compose a functional crisis response manual for all employees and stakeholders to reference, known as the crisis management plan (CMP). From there, the team will select and train a crisis spokesperson and will craft potential media responses to give to stakeholders and publics during a crisis.

6.1 | Crisis Prevention
In preventing a crisis, Tyson Foods, Inc. will focus its attention primarily on issues management and reputation management. These fields are worth special consideration from our organization because they both concern external factors that could lead to full-blown crises.

Issues Management
Tyson Foods, Inc. must address this field of crisis prevention because of the company’s relationship with a number of different food plants across the South and Midwest. At any time, one or more of these external plants could experience an issue at its facilities relating back to the corporation, products, and publics. That is why it is imperative the crisis management team understands, embraces, and enacts Jones and Chase’s Issues Management Model to deal with external issues that are potentially damaging to the company’s internal workings.
- **Identify the issue** that Tyson Foods, Inc. is currently facing. It is important to address every situation because even the smallest issues can one day manifest into a crisis.

![Issues Management Model diagram](image-url)
• **Analyze the issue**, and carefully consider every factor affecting the current situation as well as the future implications the specific issue might have.
• **Change strategy option**, meaning strategic decisions and messages must be crafted in accordance with the timeline and channels the CMT has agreed upon.
• **An action program** must be enacted following the plans and procedures stated in the change strategy option.
• A proper **evaluation** must be conducted in order to measure the success/failure of your CMT’s issue management procedure.

**Reputation Management**
Tyson’s reputation is created based on the interactions our stakeholders have with our company and the level of satisfaction with our products and services. Because Tyson Foods, Inc. prides itself on maintaining a great relationship with its stakeholders, we pay close attention to what consumers have to say regarding our company and products in order to preserve that favorable reputation.

When primary (employees, investors, customers, suppliers) or secondary (the media, activist groups, competitors) stakeholders raise questions regarding our services or products, this affects our organization’s positive reputation has and can result in a crisis if not carefully managed. That is why the CMT believes it is imperative Tyson Foods, Inc.:

- Scan national newspapers for information, good or bad, regarding Tyson Foods, Inc.
- Check the stock market daily to observe stakeholder investment patterns
- Advertise opinion surveys opportunities on products and website for customers to offer feedback
- Check-in on a monthly basis with food plants to make sure their procedures parallel company and stakeholder expectations
- Regularly interact and establish a presence with customers on website and social media platforms

In both issues and reputation management, preventing potential crises involves Tyson Foods, Inc. taking a proactive stance and making sure the company is prepared to face any harming/damaging situation. Given the strategy and tactics given in our crisis prevention plan, the CMT believes Tyson Foods, Inc. will be ready to handle and resolve any potential crises that arise.

**6.2 | Testing and Evaluating Crisis Plan**

The danger of a CMP is that it can provide managers with a false sense of security. Many managers assume since they have a crisis plan in place they are protected when a crisis hits. This
is a flawed assumption; the only way to ensure your CMP will be helpful in a crisis situation is to test the plan out. Practicing emergency responses can help assure that your crisis response will work effectively and allows management the opportunity to improve the weaknesses found during testing trials.

Tyson Foods, Inc. Crisis Management Team will put our CMP through extensive testing to identify weaknesses in the plan and enhance proficiency response staff. Testing will also improve our management and staff’s response to crises. Tyson Foods, Inc., will consider all possible vulnerabilities that can alter the performance of the organization. The CMT will consider all past crises the organization has faced as well as other organizations to help determine the best response to such crises. Also, Tyson Foods, Inc. strives to gain stakeholder support and feedback to ensure the stakeholders satisfaction.

When evaluating crises the CMT will research the details of what caused the organizations crisis situation and the lasting effects of such crisis. Damage factors are the key components to measuring company assets. In Tyson Foods, Inc. the primary damage factors involve financial, reputational, human, suppliers, investors, environmental factors, product logistics and the media.

When looking at our financial records the CMT will watch the status on earnings per share, stock prices, average daily sales, and the market share. After there is a thorough analysis of all financial information the CMT will evaluate the effect it has on the organization. By analyzing financial information the assessment will provide the CMT feedback to help our CMT take correct actions in future situations.

**7.0 | Media Audit**

It is important to have knowledge of potential media outlets that could cover a Tyson Foods, Inc. crisis. Below is a table of traditional and new media sources:

<table>
<thead>
<tr>
<th>Traditional</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Newspaper:</strong></td>
<td></td>
</tr>
<tr>
<td>- Wall Street Journal</td>
<td></td>
</tr>
<tr>
<td>- USA Today</td>
<td></td>
</tr>
<tr>
<td>- The New York Times</td>
<td></td>
</tr>
<tr>
<td>- The Los Angeles Times</td>
<td></td>
</tr>
<tr>
<td>- The Washington Post</td>
<td></td>
</tr>
<tr>
<td>- New York Post</td>
<td></td>
</tr>
<tr>
<td>- Chicago Tribune</td>
<td></td>
</tr>
<tr>
<td><strong>News Stations:</strong></td>
<td><strong>Radio:</strong></td>
</tr>
<tr>
<td>- ABC News</td>
<td></td>
</tr>
<tr>
<td>- NBC News</td>
<td></td>
</tr>
<tr>
<td>- FOX News</td>
<td></td>
</tr>
<tr>
<td>- CBS News</td>
<td></td>
</tr>
<tr>
<td>- Z-100 (New York)</td>
<td></td>
</tr>
<tr>
<td>- 102.7 KIIS FM (Los Angeles)</td>
<td></td>
</tr>
<tr>
<td>- AMP 97.1 (Los Angeles)</td>
<td></td>
</tr>
<tr>
<td>- 103.5 KISS FM (Chicago)</td>
<td></td>
</tr>
<tr>
<td><strong>Blogs:</strong></td>
<td></td>
</tr>
<tr>
<td>- Huffington Post</td>
<td></td>
</tr>
<tr>
<td><strong>Social Media:</strong></td>
<td></td>
</tr>
<tr>
<td>- Facebook</td>
<td></td>
</tr>
<tr>
<td>- Twitter</td>
<td></td>
</tr>
</tbody>
</table>
7.1 | Social Media Plan

Before delivering a crisis response on social media, the CMT has to understand who is at risk from the crisis. Tyson Foods, Inc stakeholders are the most important public and they should receive a clear response to any situations involving the organization.

When a crisis occurs Tyson Foods, Inc wants to ensure that stakeholders are informed on the situation before the message is publicized through the media. While crises are occurring the CMT will appoint the CEO of Tyson Foods, Inc. to send an email to all stakeholders informing them on what damage was done to the company and specific action the company is doing to restore its image. These way stakeholders can feel some sense of care through the crisis happening. The CMT would like to include a link option in the email for personal feedback to the CEO.

The CMT’s primary goal is to minimize damage that was caused by the crisis. The strategy to get the most prominent message out to stakeholders is to post the CEO’s message on Tyson’s website stating the situation and steps to recovery. The CMT is laying the message out to where once the customer first clicks on the website the CEO’s message is the first thing to see on the homepage of Tyson Foods, Inc. This way no matter who is visiting this is going to catch the viewer’s eye and will see the message that is trying to be sent.

Today delivery channels are very complex but the CMT understands that a message through other social media outlets will not do any damage other than addressing the situation. The CMT will take advantage of posting a clear simple explanation of the crisis on our official Facebook and Twitter accounts. It is requested that the website coordinator updates Facebook statuses and Twitter account periodically keeping followers up to date with the crisis. This demonstrates how the company and the CMT are being transparent to the public and stakeholders.

Social Media Platforms

Facebook: Tyson’s crisis management team will host an official Facebook page to update all customers, employees, suppliers, and all stakeholders who follow. The Facebook page will be used to consistently update all followers on upcoming news and information to keep individuals connected with Tyson Foods, Inc. In a situation of a crisis, the same page will be used to update all individuals who follow the page. The page will be updated as much as possible with vital and transparent information. Adam Locascio, our Website Coordinator, will periodically post Tyson’s current standing of the crisis. Locascio will also be in charge of updating the page and providing feedback to any comments. The Facebook page will provide a direct message option for anyone to post comments, question, or concerns and we will guarantee provide truthful feedback to keep our followers posted.
Twitter: Our official Twitter page will be persistently active if a crisis has occurred. Monitoring the twitter account daily is important to Tyson Foods, Inc. in order to give followers a direct message. Since twitter only allows 140 characters in the message option, we are going to give the best clear and concise message to our followers. The official twitter account will provide a website link in the profile biography so followers have the options to see the full story. We will periodically tweet out twice a day mentioning to visit our website for more details. Twitter has a good reputation for having trending topics. For Tyson Foods, Inc., we believe creating our own trending topic called #TalkToTyson would be a great way for followers to get attention if we mention this in all of our tweets. The purpose is that we want as much feedback and concerns as possible to reflect on.

www.tyson.com: Tyson’s official website is where all of our information will be posted. Originally, we have specific links and tabs to navigate through information about our company. If a crisis occurred, we are going to post the status of our crisis as well as the CEO apology on the front page as soon as you open the website. This way it proves that we want our message to be heard and seen. The website will incorporate Facebook and twitter links in the top right hand corner of our page if individuals want daily updates on our information.

7.2 | Media Log Sheet

CMT Contact

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Communication Team (CCT) Leader</td>
<td>Erin Moore</td>
<td>(618) 214-9814</td>
<td><a href="mailto:emmore@ilstu.edu">emmore@ilstu.edu</a></td>
</tr>
<tr>
<td>Assistance CCT Leader</td>
<td>Kellian Reed</td>
<td>(773) 896-7958</td>
<td><a href="mailto:kreed@ilstu.edu">kreed@ilstu.edu</a></td>
</tr>
<tr>
<td>Tyson Foods, Inc. Representative (TR)/Spokesperson</td>
<td>Paige Pisani</td>
<td>(630) 485-9361</td>
<td><a href="mailto:pepisan@ilstu.edu">pepisan@ilstu.edu</a></td>
</tr>
<tr>
<td>Human Resources</td>
<td>Brian Campbell</td>
<td>(708) 752-3046</td>
<td><a href="mailto:bfcampb@ilstu.edu">bfcampb@ilstu.edu</a></td>
</tr>
<tr>
<td>Web Site Coordinator</td>
<td>Adam Locascio</td>
<td>(708) 670-2809</td>
<td><a href="mailto:amlocas@ilstu.edu">amlocas@ilstu.edu</a></td>
</tr>
<tr>
<td>Safety/Legal Council</td>
<td>Derrick Bryant</td>
<td>(708) 527-5919</td>
<td><a href="mailto:dvbryan@ilstu.edu">dvbryan@ilstu.edu</a></td>
</tr>
</tbody>
</table>
### General Contact

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>ADDRESS</th>
<th>Office Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Relations</td>
<td>Tyson Foods, Inc. P.O. Box 2020, CP631 Springdale, AR 72765-2020</td>
<td>(800)233-6332</td>
</tr>
<tr>
<td>Tyson Foods, Inc. Corporate Headquarters</td>
<td>2200 W. Don Tyson Parkway Springdale, AR 72762</td>
<td>(479)290-4000</td>
</tr>
<tr>
<td>Tyson Fresh Meats, Inc. Headquarters</td>
<td>800 Stevens Port Drive Dakota Dunes, SD 57049</td>
<td>(800)416-2269</td>
</tr>
<tr>
<td>Tyson Food Service</td>
<td>P.O. Box 2020, CP581 Springdale, AR 72765-2020</td>
<td>(800)248-9766</td>
</tr>
<tr>
<td>Shareholder Services Coordinator</td>
<td>Tyson Foods, Inc. P.O. Box 2020, CP051 Springdale, AR 72765-2020</td>
<td>(800) 643-3410</td>
</tr>
</tbody>
</table>

### Journalist Contact

<table>
<thead>
<tr>
<th>NAME and TITLE</th>
<th>Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gary Mickelson</td>
<td>(479)290-6111</td>
<td><a href="mailto:gary.mickelson@tyson.com">gary.mickelson@tyson.com</a></td>
</tr>
<tr>
<td>Worth Sparkman</td>
<td>(479)290-6358</td>
<td><a href="mailto:worth.sparkman@tyson.com">worth.sparkman@tyson.com</a></td>
</tr>
<tr>
<td>Krista Cupp</td>
<td>(479)290-5195</td>
<td><a href="mailto:krista.cupp@tyson.com">krista.cupp@tyson.com</a></td>
</tr>
</tbody>
</table>
## Non-profit Contact

<table>
<thead>
<tr>
<th>NAME and TITLE</th>
<th>Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annetta Young</strong></td>
<td>(479)290-4813</td>
<td><a href="mailto:charitablegiving@tyson.com">charitablegiving@tyson.com</a></td>
</tr>
<tr>
<td>Director, Corporate Philanthropy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Government Contact

<table>
<thead>
<tr>
<th>NAME and TITLE</th>
<th>Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Charles Penry</strong></td>
<td>(202)393-3921</td>
<td><a href="mailto:charles.penry@tyson.com">charles.penry@tyson.com</a></td>
</tr>
<tr>
<td>Vice President, Government Relations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tyson Foods, Inc., based in Springdale, Arkansas is the second largest chicken, beef, and pork food processor in the world. With sales exceeding 34.4 billion in 2013, Tyson Foods, Inc. is the number one brand in the United States for fresh chicken.

Chicken, beef, ham, bacon, sausages, meatballs, these are a just a few products that Tyson Foods, Inc. provide for its consumers. Although we are widely known for our fresh chicken, Tyson Foods, Inc. provides the public with a wide variety of meats.

Despite being the second largest food marketer in the world, Tyson Foods, Inc. has the world’s largest beef packer and pork processor. This allows us to make and sell the freshest, healthiest chicken, beef and pork to grocery stores throughout U.S. such as Wal-Mart, Kroger and IGA, as well as fast food restaurants such as KFC, Burger King and Wendy’s. Tyson Foods Inc., has 300 plus food processing plants, making us the largest meat producer enabling us to sell our product throughout the world. Tyson Foods, Inc. tries to give our consumers the very best.

Since established in 1935 by John W. Tyson, Tyson Foods, Inc. has grown from hand delivering chickens during the Great Depression from a small home in Springdale, Arkansas. To present day having more than 300 processing plants with more than 100,000 workers employed. One thing that hasn’t changed is the pride that we have in giving the people the highest quality of meat.

Tyson Foods, Inc. has two main Corporate Offices in the U.S. One located in Springdale, Arkansas the World Headquarters and the second one located in Dakota Dunes, South Dakota the Fresh Meat Headquarters. The current President of Tyson Foods, Inc. is Donnie Smith. He embodies all the same morals and goals as the founding father and son John W. Tyson and Donald J. Tyson. That is to make a difference throughout the communities in the U.S. as well as the world one mouth at a time.

###
Appendix B | Press Release Template

Gary Mickelson
Tyson Foods Inc.,
Director, Public Relations
gary.mickelson@tyson.com
479-290-6111
www.tysonfoods.com

Contact Name: ____________________________
Contact Phone Number: ______________________
Contact Email Address: _______________________

FOR IMMEDIATE RELEASE

Headline
One sentence, 7-10 words, that describes the major point of the release: ____________________________

City ________________________, (Date) ____________________________

Message of Empathy/Caring (if appropriate): ____________________________

______________________________________________________________________________

Main Paragraph

Quickly answers the Who, What, Where, When and Why of the story:

Who is affected: ________________________________________________________________

What is going on: ______________________________________________________________

Where is this taking place: _______________________________________________________

When did this occur: _____________________________________________________________

Why is this important: ___________________________________________________________
Quote (key points can be made within quotes)

From a pre-determined spokesperson. Quote should say what actions Tyson Foods is taking, telling people what actions they should be taking, or voicing compassion and concern.

Name of Spokesperson: ____________________________________________

Spokesperson’s title: ____________________________________________

Quote: _______________________________________________________

Key Message 1: _______________________________________________

Supporting Point 1.1: __________________________________________

Supporting Point 1.2: __________________________________________

Supporting Point 1.3: __________________________________________

Key Message 2: _______________________________________________

Supporting Point 2.1: __________________________________________

Supporting Point 2.2: __________________________________________

Supporting Point 2.3: __________________________________________

Key Message 3: _______________________________________________

Supporting Point 3.1: __________________________________________

Supporting Point 3.2: __________________________________________

Supporting Point 3.3: __________________________________________

###
Appendix C | Key Message Worksheet Template

Scenario:  
Stakeholder:  
Concern:

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support Point 1.1</th>
<th>Support Point 1.2</th>
<th>Support Point 1.3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support Point 2.1</th>
<th>Support Point 2.2</th>
<th>Support Point 2.3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support Point 3.1</th>
<th>Support Point 3.2</th>
<th>Support Point 3.3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix D | Media Log Worksheet

Media Log Sheet

Crisis Situation _________________________________________________________________
Date ________________ Tyson Incident ____________________________________________

Message for ____________________________________________________________________
Date/time of call ________________________________________________________________
Caller _________________________________________________________________________
Phone number(s) ________________________________________________________________
Media outlet/Name _____________________________________________________________
Return call by/Deadline _________________________________________________________
Summary of inquiry _____________________________________________________________

Who responded to the inquiry? _________________________________________________
Date/Time _____________________________________________________________________
Summary of response ____________________________________________________________

Further action needed? ___________________________________________________________

###
Appendix E | Communication Channels Worksheet

Communication channels are very important in the event of a crisis. Every communication channel specifically targets key influencers and audience in the market. Due to the several communication channels the CCT has devised a plan to reach every platform. The CMT will communicate with the appropriate outlets to notify the press, audience and other channels. The channels are as followed:

- Newspaper/ print publication
- Social Media
- News sites/ websites
- Blogs
- Radio
- Television
- Press conference

Factors that may occur when deciding what communication channel to use may be:

- Which channel will be able to reach the audience in a timely manner?
- Which channel will prove to be the most cost-effective during crisis?
- Which channel is appropriate for the intended message and targeted audience?

<table>
<thead>
<tr>
<th>Audience</th>
<th>Communication Channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local/ National Media</td>
<td>· Press Conference</td>
</tr>
<tr>
<td></td>
<td>· Press release</td>
</tr>
<tr>
<td>Emergency Officials</td>
<td>· Phone call</td>
</tr>
<tr>
<td>National News (areas affected)</td>
<td>· Televised Press Conference</td>
</tr>
<tr>
<td></td>
<td>· Alert local news stations</td>
</tr>
<tr>
<td>Distributors</td>
<td>· Email all Tyson distributors</td>
</tr>
<tr>
<td></td>
<td>· Call all distributors affected</td>
</tr>
<tr>
<td>Customers</td>
<td>· Labels printed on products</td>
</tr>
<tr>
<td></td>
<td>· Signage in the grocery stores</td>
</tr>
</tbody>
</table>
REFERENCES


National Mining Association Crisis Communication Plan Template. (2012) NMA. Retrieved from https://reggienet.illinoisstate.edu/access/content/group

Special Olympics Public Relations Guide. (2002). *Special Olympics.* Retrieved from https://reggienet.illinoisstate.edu/access/content/group

Crisis Management Plan | Tyson Food Inc.

Part 2 – Crisis

Prepared by
Paige Pisani – Kellian Reed – Erin Moore – Brian Campbell – Adam Locascio- Derrick Bryant
Response Strategy

Tyson Foods, Inc. realizes that the New York Times article’s allegation can become a crisis if handled improperly. The CMT will respond to this situation with a variety of response strategies; these strategies include justification, reminding and ingratiation.

**Justification**- The CMT picked the justification strategy to ensure the public that Tyson Foods, Inc. farmers are being compensated very well and receive the proper equipment needed in order to maintain their farms. Tyson Foods, Inc recognizes the importance in our farmers and we support their future with the organization.

**Reminding**- By utilizing a reminding strategy Tyson Foods, Inc hopes to remind the public that Tyson Foods, Inc is one of the leading supporters of American farmers and the organization has provided these farmers with loyal relationships and growth in the industry.

**Ingratiation**- This crisis response strategy utilized by the CMT will provide the public with a reassurance that Tyson Foods., Inc cares about its stakeholder’s involvement in the organizations actions. The organization knows that the company would not have the success it does without the stakeholders and by utilizing the Tyson 3 T’s of transparency, timeliness, and trustworthiness; the organization aims to maintain the reputation and keep stakeholders happy.
FOR IMMEDIATE RELEASE

Headline
ENVIRONMENTAL DEGRADATION AND ANIMAL CRUELTY

Springdale, Arkansas 6/10/2014

It has been brought to our attention that a recent article in the New York Times raises some questions regarding Tyson Food’s practices dealing with farmer’s contracts and the treatment of animals. We want to address this issue with truthfulness and transparency to ensure our customers, farmers, and industry experts are aware of our practices.

Tyson Foods, Inc is one of the leading supporters of American farmers, paying more than $15 billion last year alone to the thousands of independent farmers who we share a business relationship with. We rely on more than 11,000 farmers and expect them to provide chicken, cattle and hogs that have been treated properly and raised with modern, proven animal care practices.

“Our company is made up of ethical, responsible and compassionate people, and we believe the family farmers who supply us share our values,” said Donnie Smith, president and CEO of Tyson Foods.

Our company’s farmers work under a nondisclosure agreement and nor will they discuss these particular contracts. However, we can assure the public these contracts include providing the proper technology and equipment necessary to maintain their farms, as well as fair compensation for their loyalty to the organization.

In order for Tyson to reassure the public’s concern for the mistreatment of animals we will be updating our video monitoring systems on farms and revising out Tyson Foods FarmCheck™ program. We believe such monitoring is an essential tool that can improve on-farm animal care and help avoid animal mistreatment. Tyson ensures that our video monitoring systems have improved the farmers. Veterinarians visit the farms frequently to inspect the livestock. The Tyson
Foods FarmCheck™ animal well-being program includes third-party on-farm audits, an advisory panel of animal well-being experts from around the country, and support of research on improving animal live production.

"Here's what I want people to know: at Tyson, we care enough to check on the farm; and we’re determined to find better, smarter ways to care for and raise healthy animals.” Donnie Smith
Tyson Foods President and CEO

We want to let our stakeholders, customers and industry experts to know that Tyson works with trusted farmers, and we value their services. We understand the quality of our food is important to our public, and we want to continue to provide the best quality American-made product that we can.

For more information on the Animal Care programs visit http://www.tysonfoods.com/Ways-We-Care/Animal-Well-Being.aspx

###
### Key Messages

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure consumers that animals</td>
<td>Tyson Foods values the relationship between us and</td>
<td>In spite of the mishaps Tyson</td>
</tr>
<tr>
<td>are being treated with care.</td>
<td>the farmers.</td>
<td>Foods meat is safe to eat.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Support Point 1.1</strong></td>
<td><strong>Support Point 2.1</strong></td>
<td><strong>Support Point 3.1</strong></td>
</tr>
<tr>
<td>Veterinarians visit the farms</td>
<td>Family farmers are getting paid extremely well.</td>
<td>Livestock is raised on family</td>
</tr>
<tr>
<td>frequently to inspect the livestock.</td>
<td></td>
<td>farms to assure that the animals are</td>
</tr>
<tr>
<td></td>
<td></td>
<td>healthy.</td>
</tr>
<tr>
<td><strong>Support Point 1.2</strong></td>
<td><strong>Support Point 2.2</strong></td>
<td><strong>Support Point 3.2</strong></td>
</tr>
<tr>
<td>Perform formal audits to ensure</td>
<td>Farmers are pivotal to the Tyson Foods Cooperation.</td>
<td>There are 90,000 plus Team Members</td>
</tr>
<tr>
<td>animals are being treated with</td>
<td></td>
<td>working in U.S. plants to properly</td>
</tr>
<tr>
<td>respect and care.</td>
<td></td>
<td>execute the butchery process.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Support Point 1.3</strong></td>
<td><strong>Support Point 2.3</strong></td>
<td><strong>Support Point 3.3</strong></td>
</tr>
<tr>
<td>Team Members from the Fresh Meats</td>
<td>We will continue to do business with the same farmers</td>
<td>Its been Tyson Foods goal since its</td>
</tr>
<tr>
<td>group also visit ranchers and pork</td>
<td>we have started with.</td>
<td>establishment to provide its customers</td>
</tr>
<tr>
<td>producers to ensure grade “A” quality.</td>
<td></td>
<td>with the best quality of meat.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Crisis Response Communication Channel Plan

Communication channels are very important in the event of a crisis. The CMT will communicate with the appropriate outlets to notify the press, audience and other channels during this specific crisis situation. A social media strategy is not appropriate for this crisis. Tyson Foods, Inc CMT has chosen to approach this crisis with traditional media to further show our transparency. Environmental scanning is independently ran from Tyson Foods, Inc CMT.

The organization is facing a crisis referring to an ongoing investigation by animal welfare groups on "Factory Farming." Factory Farming is the employing process of abusing practices that increase profits at the expense of our environment, communities, animal health, and human health. On June 9, The New York Times published a front-page story article saying corporate contracting of farmers are partaking in environmental degradation and mistreatment of animals due to staffing shortcuts and underpays of the farmers. Due to the nature of the crisis we decided that using a traditional media strategy best fit the crisis.

Traditional Media Strategy

News sites/ websites- The Crisis Communications Team will create an ad campaign to be launched June 12, 2014 and presented on Tyson’s official website that will feature real Tyson Foods, Inc farmers stating facts on the organizations safety practices and support of farmers.

Newspaper/ Print Publication/ Radio/ Television- Tyson’s CCTL Erin Moore, will notify the New York Times and other media outlets on the organization's practices and giving them access to the press conference that will be held on 6/12/2014. The CCT will allow the press to interview the spokesperson Paige Pisani regarding any other information.

Press conference- Tyson’s CEO Donnie Smith will address the public on 6/12/2014 during a press conference.

Blog- As a post crisis strategy Tyson Foods, Inc will allow third party supporters to advocate to the media on the organizations practices.

Social Media- The CCT’s Web Site Coordinator Adam Locascio will create social media posts via Twitter and Facebook to inform public on Tyson Foods, Inc. ad campaign and update the public on any progress with the crisis to best of his ability with the third party.