Toyota Motor Company
(North America)

Crisis Communication Plan for
Recall/Safety Incident Due to Issue
With a Supplier
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Introduction

Toyota Motor Company has enjoyed a long history of building and selling some of the best cars on the road. When people think of Toyota words such as safe, reliable and strong come to mind. The rich and successful history of Toyota is a testament to you, our employees, who have helped grow and shape Toyota into what it is today; one of the largest and most successful automotive brands in the world. This is no accident, as our organization has succeeded in carefully implementing and executing one of the most successful sales processes in the industry, while maintaining high standards of quality, service and corporate social responsibility.

Despite arguably having one of the best CSR practices in the industry, Toyota, like any other company, can be faced with a crisis at any given time. While we try to be as prepared as possible, we can never be too sure what a crisis will entail, and as a result, need to be ready to respond with effective and strategic communication. It is important for all employees, stakeholders and board members to be properly informed and prepared to respond, should a crisis hit Toyota Motor Company.

In light of recent events with Takata, one of the industry’s largest airbag suppliers, this crisis communication plan is designed to help guide Toyota Motor Company through a potential recall or safety incident due to an issue with a supplier. This plan is intended to provide direction during a time of heightened concern for our customers, employees and other stakeholders. The primary goal of this written plan is to successfully steer Toyota through a crisis with limited setbacks and disruption to normal business processes.

It is my sincere hope that we never experience a crisis as a result of one of our suppliers or partners. However, if we do, this plan and its contents will help Toyota respond quickly and effectively, and restore order to our day-to-day operations.

Respectfully,

James Lentz
Chief Executive Officer
Toyota Motor North America
Acknowledgements

Toyota’s crisis communication team and corporate leadership teams have read and fully understand the attached plan and their roles during a crisis. By signing below, you are indicating that you have read the plan and are able to abide by its rules and guidelines, should a crisis occurs.

Crisis Communication Team

Ann Bybee, VP of Communications and Corporate Strategy _______________________

Ken Baruth, VP of Risk _______________________________________________________

Javier Moreno, Director of Communication and Public Relations _________________

Corporate Leadership

James Lentz, Chief Executive Officer _________________________________

Chris Nielsen, SVP Engineering and Manufacturing _________________________

Stephen Beatty, VP of Corporate ___________________________________________
Rehearsal Dates

Rehearsals for this type of crisis will take place twice a year until further notice. The dates for 2016 are as follows:

- Monday, June 13, 2016
- Thursday, October 20, 2016

Please note that these dates are subject to change and this document will be updated accordingly.
Purpose and Objectives

Purpose Statement

In the event of a safety/recall crisis relating to Toyota vehicles/products, Toyota Motor Corp. will communicate honestly and effectively with all key stakeholders and authorities while disclosing information in a timely manner. Toyota will simultaneously work with its suppliers and partners to quickly resolve the problem and keep all necessary publics and individuals informed.

Objectives

1. To keep all relevant and necessary stakeholder groups, trusted members of key media and crisis and corporate leadership teams informed during a crisis.

2. To demonstrate the need for, and to regain the trust of consumers, employees and other stakeholders. It is important for Toyota to be able to rebound quickly from this type of crisis and reassure its customers and employees that Toyota vehicles are safe and reliable.

3. To ensure that all Toyota employees and teams are properly prepared to handle both the internal and external aspects of this possible crisis. This may include (but is not limited to) handling media requests, complying with investigating authorities, and preparing the crisis command center(s).

4. To provide the tools and means necessary to return Toyota to normal business operations once the crisis has been resolved.
### Crisis Inventory

<table>
<thead>
<tr>
<th>Crisis</th>
<th>Probability (0-5)</th>
<th>Impact (0-5)</th>
</tr>
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<tbody>
<tr>
<td>Recall of vehicles</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Vehicle/product failure (i.e.: failing brakes)</td>
<td>2</td>
<td>5</td>
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<tr>
<td>Leadership scandal</td>
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<td>4</td>
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<tr>
<td>Hacking</td>
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<td>5</td>
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<tr>
<td>Customer injuries/death as a result of Toyota vehicles</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Partner/Affiliation issues (i.e.: Uber using Toyota cars)</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Emissions Scandal</td>
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<td>4</td>
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<tr>
<td>Delayed delivery of vehicles to dealerships</td>
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<td>2</td>
</tr>
<tr>
<td>False Advertising/Marketing</td>
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<td>4</td>
</tr>
<tr>
<td>Probability</td>
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<td>1</td>
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Impact

<table>
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</tr>
</thead>
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<tr>
<td>Delayed delivery of vehicles to dealerships</td>
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<tr>
<td>Leadership Scandal &amp; Emission Scandal</td>
</tr>
<tr>
<td>Technology Hacking &amp; Customer Injury/death due to Toyota vehicles</td>
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<tr>
<td>Partner Issues (i.e.: Uber)</td>
</tr>
<tr>
<td>Vehicle/Product Failure</td>
</tr>
<tr>
<td>Recall of Vehicles</td>
</tr>
<tr>
<td>False Advertising/Marketing</td>
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<table>
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<tr>
<th>Email</th>
<th>Dealership Experience</th>
<th>Local Media</th>
<th>National Media</th>
<th>Org./Internal Emails</th>
<th>Marketing &amp; Ad Content</th>
<th>Social Media</th>
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<tr>
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<td></td>
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<tr>
<td>Competitors</td>
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<td>X</td>
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</tbody>
</table>
List of Key Publics

Enabling Publics
  - Corporate leadership
  - Crisis team
  - Board of directors

Functional Publics
  - Employees
  - Suppliers
  - Customers

Normative Publics
  - Suppliers
  - Global Automakers Association
  - Toyota’s partners (Uber, Lyft, rental car agencies etc.)
  - National Highway Traffic Safety Administration
  - Insurance Institute for Highway Safety

Diffused Publics
  - Media organizations
  - News outlets
### Notifying Publics

The key publics for this crisis plan will be notified in the method(s) described in the following chart:

<table>
<thead>
<tr>
<th></th>
<th>Telephone</th>
<th>Email</th>
<th>Social media</th>
<th>News release</th>
<th>Website</th>
<th>In-person meetings</th>
<th>Traditional Mail (Letters)</th>
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<tbody>
<tr>
<td>Customers</td>
<td>Knight/Thome</td>
<td>Moreno</td>
<td>Knight/Thome</td>
<td>Moreno</td>
<td>Moreno</td>
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<td>Knight/Thome</td>
</tr>
<tr>
<td>Employees</td>
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<td>Moreno</td>
<td>Bybee</td>
<td>Bybee</td>
<td></td>
<td></td>
</tr>
<tr>
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<td>Bybee</td>
<td>Bybee</td>
<td>Bybee</td>
<td>Moreno</td>
<td>Bybee/Moreno</td>
<td></td>
<td></td>
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<tr>
<td>Corporate leadership</td>
<td>Bybee</td>
<td>Bybee</td>
<td>Bybee</td>
<td>Moreno</td>
<td>Bybee/Moreno</td>
<td></td>
<td></td>
</tr>
<tr>
<td>News &amp; media</td>
<td>Knight/Thome</td>
<td>Baruth</td>
<td>Knight/Thome</td>
<td>Moreno</td>
<td>Moreno</td>
<td>Knight/Thome</td>
<td></td>
</tr>
<tr>
<td>Government Officials</td>
<td>Baruth</td>
<td>Moreno</td>
<td>Baruth</td>
<td>Baruth</td>
<td>Baruth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investigating Authorities</td>
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<td></td>
<td>Baruth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toyota’s partners</td>
<td>Knight/Thome</td>
<td>Baruth</td>
<td>Knight/Thome</td>
<td>Baruth</td>
<td>Moreno</td>
<td>Moreno</td>
<td></td>
</tr>
<tr>
<td>Emergency responders</td>
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<td>Baruth</td>
<td>Baruth</td>
<td>Baruth</td>
<td>Baruth</td>
<td>Baruth</td>
<td>Baruth</td>
</tr>
</tbody>
</table>
**Crisis Communications Team**

Crisis Manager, Ann Bybee, VP of Communications and Corporate Strategy

Asst. Crisis Manager #1, Javier Moreno, Director of Communication and Public Relations

Asst. Crisis Manager #2, Ken Baruth, VP of Risk

Control Room Coordinator, Greg Thome, Communications Operations Manager

Crisis Communication Team Member(s): Cindy Knight, Public Affairs Manager
## Crisis Communication Team Directory

The crisis communication team members can be reached at the following numbers and email addresses. This chart also provides each member’s official title at Toyota North America, as well as their role in the event of a crisis.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Team Role</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ann Bybee</td>
<td>VP of Comm. &amp; Corp. Strategy</td>
<td>Team Leader</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Javier Moreno</td>
<td>Dir. Of Comm. &amp; Public Relations</td>
<td>Asst. Team Leader</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Ken Baruth</td>
<td>VP of Risk</td>
<td>2nd Asst. Team Leader</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Greg Thome</td>
<td>Operations Manager</td>
<td>Control Center Coordinator</td>
<td>(310) 468-3279</td>
<td>N/A</td>
</tr>
<tr>
<td>Cindy Knight</td>
<td>Public Affairs Manager</td>
<td>Social Media and Press Relations</td>
<td>(310) 468-2170</td>
<td>N/A</td>
</tr>
</tbody>
</table>
**Media Spokesperson**

The primary spokesperson for Toyota North America during a crisis is Javier Moreno, Toyota’s Director of Communication and Public Relations.

In the event that Javier Moreno is unable to perform his assigned duties, the alternate spokesperson is Greg Thome, Communications Operation Manager for Toyota North America.
# List of Emergency Personnel and Local Officials

<table>
<thead>
<tr>
<th>Organization</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plano, TX Police Dept.</td>
<td>Gregory Rushin, Chief of Police</td>
<td>(972) 424-5678</td>
<td>N/A</td>
</tr>
<tr>
<td>Plano, TX Fire Dept.</td>
<td>Sam Greif, Fire Chief</td>
<td>(972) 941-7159</td>
<td>N/A</td>
</tr>
<tr>
<td>Texas State Police</td>
<td>Public Affairs Officer</td>
<td>(512) 450-1814</td>
<td>N/A</td>
</tr>
<tr>
<td>National Highway Traffic Safety Administration –</td>
<td>Public Affairs Officer</td>
<td>(512) 416-3175</td>
<td>N/A</td>
</tr>
<tr>
<td>Texas Division</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Senator</td>
<td>Ted Cruz</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>U.S. Senator</td>
<td>John Cornyn</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>U.S. Representative, Plano, TX (3rd District)</td>
<td>Sam Johnson</td>
<td>N/A</td>
<td>N/A</td>
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</tbody>
</table>
# Key Media

<table>
<thead>
<tr>
<th>Name</th>
<th>Outlet</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dallas Times</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Dallas Morning News</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>KDFW: Fox 4 News Dallas</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>CBS Local: DFW TV</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>KLIF 570 AM: News Radio</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>KEXB 620 AM: Plano News and Business Radio</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>KXAS-TV NBC Dallas/Fort Worth, Texas</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Spokespersons for Related Organizations

Uber – North America
Ariella Steinhorn, Public Affairs and Strategic Communications at Uber

National Highway Traffic Safety Administration (NHTSA)
Mark Rosekind, Ph.D., NHTSA Administrator

Insurance Institute for Highway Safety (IIHS)
Adrian Lund, IIHS Director
Crisis Communications Control Center

The primary crisis communications control center is located at the following address:

Toyota North America Headquarters
1001 Preston Rd
Plano, TX 75093
Camry Wing Room 5

In the event of a facility emergency or other related incident that requires an evacuation of Toyota North America Headquarters, a satellite crisis communications control center will be properly equipped and operable at the following location:

Toyota of Dallas
2610 Forest Lane
Dallas, TX 75234
Office of the Managing Director

Members of the crisis communication team should maintain constant contact with one another to inform all necessary individuals and team members of the activation of either crisis communication control center.

Both locations are locked and closed off to the public, and are not to be entered unless dealing with a crisis. Both locations are equipped with the proper tools and resources to effectively handle a crisis (as outlined on the following page). Media personnel will be directed to assigned rooms at both locations in the event of a crisis.
**Equipment and Supplies**

Both crisis communication control centers will be equipped with the following supplies:

- Writing materials
- Printers, photocopiers and spare ink and paper
- Desks and chairs for team members
- Two whiteboards and markers
- Cases of bottled water for team members and other personnel on site
- Pre-charged laptop computers and tablets, both wi-fi enabled
- Landline telephones and pre-charged mobile phones for team members
- Wi-Fi and 3G connection capability
- Televisions with cable to monitor the news
- First-Aid kits and spare flashlights in the event of a weather-related issue
Pre-gathered Information

In order to be as prepared as possible for a crisis, the Toyota communications team has compiled multiple copies and digital sources of the following information. Binders of this information, including the thumb drives and hard drives that contain the digital files, will be kept at all crisis control centers, as well as Toyota Headquarters. The operations manager will update these binders and information. Here are the materials that have been pre-gathered for crisis control:

- Printed and digital versions of every Toyota vehicle manual
- Diagrams and graphs of all Toyota vehicle dimensions
- Lists of suppliers for each vehicle
- Recent history of supplier issues (if any)
- Most recent research on vehicle safety carried out by:
  - Toyota
  - NHTSA
  - IIHS
- Contact information for suppliers, partners and relevant Toyota employees
- Multiple copies of the crisis communication plan (both printed and digital)
- Trusted media contacts
**Key Messages**

In the event of a crisis due to a recall or issue with a supplier, Toyota’s key messaging must focus on reminding its customers, employees and other stakeholders that Toyota products are safe and reliable. It is important for Toyota to address the given issue head-on, and address the next steps during the crisis to ensure the public that we are doing everything we can to resolve the manner quickly and effectively, and at all costs, avoiding potential harm or accidents to Toyota customers and employees.

The following key messages are to be used as starting points to address the media and all other stakeholders:

1. Toyota North America is working around the clock to learn everything we can about the recall and safety issue. Our number priority is, and always will be, the safety of our customers. (In the event of a reported accident due to a recall, add: we will work with all parties necessary to ensure that any potential victims of an accident due to this recall will be taken care of in the best way possible.)

2. Toyota is working hard alongside investigating authorities to determine the cause of the safety issue/recall, and will be diligent in updating the public of any and all progress.

3. Toyota is immediately recalling all vehicles impacted by this safety issue, and will work with dealerships, suppliers and customers to implement a quick and proper service schedule to ensure all Toyota vehicles are safe to drive.

4. Toyota has established a recall website, which will be updated periodically by our communications staff. To learn more about this recall and to see if your vehicle is impacted, visit [www.toyota.com/safetyrecall](http://www.toyota.com/safetyrecall)

5. Toyota assures its customers, employees and other stakeholders that it will work diligently to determine the cause of the recall, and will correct and upgrade all processes involved the building process of our cars and trucks.
Digital Content and Media

It is no secret that digital media and outlets provide for quick news updates to viewers and consumers. Digital content and websites need to be monitored by Toyota’s communication teams during a crisis, to ensure false information is not spreading, and that we are able to lead the conversation to ensure all proper information is being passed on to our publics. Toyota has a number of digital outlets that we can control during a crisis, and are outlined as follows:

Company Website (www.toyota.com)

- During a crisis, Toyota’s homepage will have a link to the recall website mentioned above, to direct consumers to the most up to date and accurate information. You can find this link in the left hand corner of the screen, just below the Toyota logo.

Toyota Social Media Channels

- Toyota’s Facebook, Instagram, Twitter and Google + will all be updated during recalls and crises. They will also link viewers to the recall website that was established. Social media will provide an opportunity for customers to interact with Toyota officials (mostly on Twitter) to help them learn whether or not their car was impacted, and what the next steps will entail.
- Social media accounts will also have statements and other information released from Toyota officials, and will remind publics that the company is working hard to correct the problem and reassure its customers that Toyota products are safe.

In addition to Toyota’s controlled digital presence, there are a number of outlets that will report on this issue. It is up to us to inform these outlets periodically, so they can report the most up to date information to their viewers and supporters. The following websites/companies will be included in media releases, and will be monitored by Toyota communications officials:

- MotorTrend
- Automobile Magazine
- Consumer Reports
- National Highway Traffic Safety Administration
- Insurance Institute for Highway Safety
**Trick Questions**

Toyota must be prepared for “trick questions” that may cause people to speculate or spread false rumors about the safety issue/recall. The following questions are potential previews of what might be asked, and it is up to us to be prepared to answer them both appropriately and effectively.

1. Toyota has had a number of severe recalls in recent history. Why haven't you addressed the issue by replacing personnel and suppliers that cause these problems?

A: Toyota employees and suppliers are held to some of the highest standards in the industry. We ensure that our products, suppliers and teams are aware of what is at stake, and remind them that they are building some of the safest and most reliable cars on the road. No employee or supplier of Toyota intentionally causes a safety issue or recall. All car manufacturers have to deal with safety issues every so often, and Toyota is no exception. While we pride ourselves in building safe and reliable cars, we do our best to quickly correct any issues that may arise with the product or suppliers.

2. Have there been any deaths or injuries reported as a result of this safety issue/recall? What are you doing differently to handle these situations, compared to the brake failure that killed multiple people a few years ago?

A: This safety recall is vastly different than the brake failure incident you (the questioner) are referring to. As of now, there have not been any deaths or injuries that have been reported as a result of this safety recall, and we are thankful for that. The last thing we want is our product to be the cause of death or injury. Due to the differences in the recall and issues, this current situation is being handled in an entirely new way to avoid any potential mistakes or issues we faced a few years ago with the brake failures.

3. Have you considered new suppliers and new factories to avoid future recalls or safety issues?

A: Once this investigation is closed, we will reevaluate our partnerships and suppliers to determine the best path forward. Toyota has a rich history of successful and safe products, and we would like to continue that with our current partners to the best of our ability. If we find that certain partners and suppliers do not meet our standards for safety and innovation, we see no problem in cutting ties with that organization. Safety of our customers is our first priority, and we will do whatever means necessary to ensure that remains our most important priority.
**List of Prodromes**

Please be aware of the following signs that could potentially lead to a safety issue or recall. It is our responsibility to be one step ahead of everyone else, and to ensure that our products are being serviced properly and the proper individuals are addressing all issues related to the safety of our cars.

- Increased in service appointments across the country
- Increased part orders and service requests
- Any car accidents caused by a Toyota vehicle (even if it is driver error)
- Other car makers/manufacturers recalling their products due to a safety or parts concern
- Warnings from our suppliers and partners about a potential issue (even if it hasn’t been verified)
Evaluation Form

Once the crisis has been resolved, and Toyota products are safe to operate again, it is important to critique ourselves and learn how we can improve our crisis response plan prior to the next drill or actual crisis. The crisis director will distribute a questionnaire, and a series of team meetings will be held following the drill or crisis. Consider the following questions when reviewing how we handled a crisis:

1. Were you able to remain on point when addressing the media/public?
2. Did you find the communications messaging tactics and strategies to be effective?
3. Were you able to maintain Toyota’s positive image (to the best of your ability) while addressing this crisis?
4. Was the plan effective in preparing the team to handle the given issue?
5. Were all necessary publics/stakeholders and officials informed of all updates and information in a timely manner?
6. Was the control center effective in helping you handle this issue?
7. How would you rank the team’s effort in handling this incident (in terms of media and public perception)
8. What is the public perception of Toyota post-crisis? Could you have done more to preserve Toyota’s public image?
9. How would you rate the spokespersons for this crisis? Would you recommend doing anything differently next time?
10. Did you feel that you were supported by Toyota’s crisis teams and corporate leadership? Why or why not?