

WORLDWIDE AIRPORTS LAWYERS'
ASSOCIATION
MAJOR LOSSES/POST ACCIDENT
ISSUES



19 SEPTEMBER 2014

- GARRETT PENDLETON, AIG
- JOANNE MCAUGHTRIE, AIG
- JEREMY SHEBSON, HFW

Outline



○ Context

- ✦ Asiana (OZ) 214
- ✦ MH370
- ✦ MH17
- ✦ GE222

○ Family assistance

- ✦ Applicable regimes
- ✦ Common themes
- ✦ The airport perspective

○ Social media – new challenges

Asiana (OZ) 214



- Boeing 777-200 from Seoul, S Korea to San Francisco, USA
- 307 on board, of which 291 passengers
- 3 fatalities and multiple injuries
- 9 nationalities on board, majority of which were Chinese with others from South Korea, USA and elsewhere

MH 370



- Boeing 777-200 from Kuala Lumpur to Beijing
- 239 on board, of which 227 were passengers
- All remain missing, presumed deceased
- 14 nationalities on board, majority of which were Chinese with others from Malaysia, Indonesia, Australia, Europe and USA

MH17



- Boeing 777-200 from Amsterdam to Kuala Lumpur
- 298 on board, of which 283 were passengers
- All were killed in the incident
- 10 nationalities on board, majority of which were Dutch with others from Malaysia, Australia, Indonesia and UK

GE 222



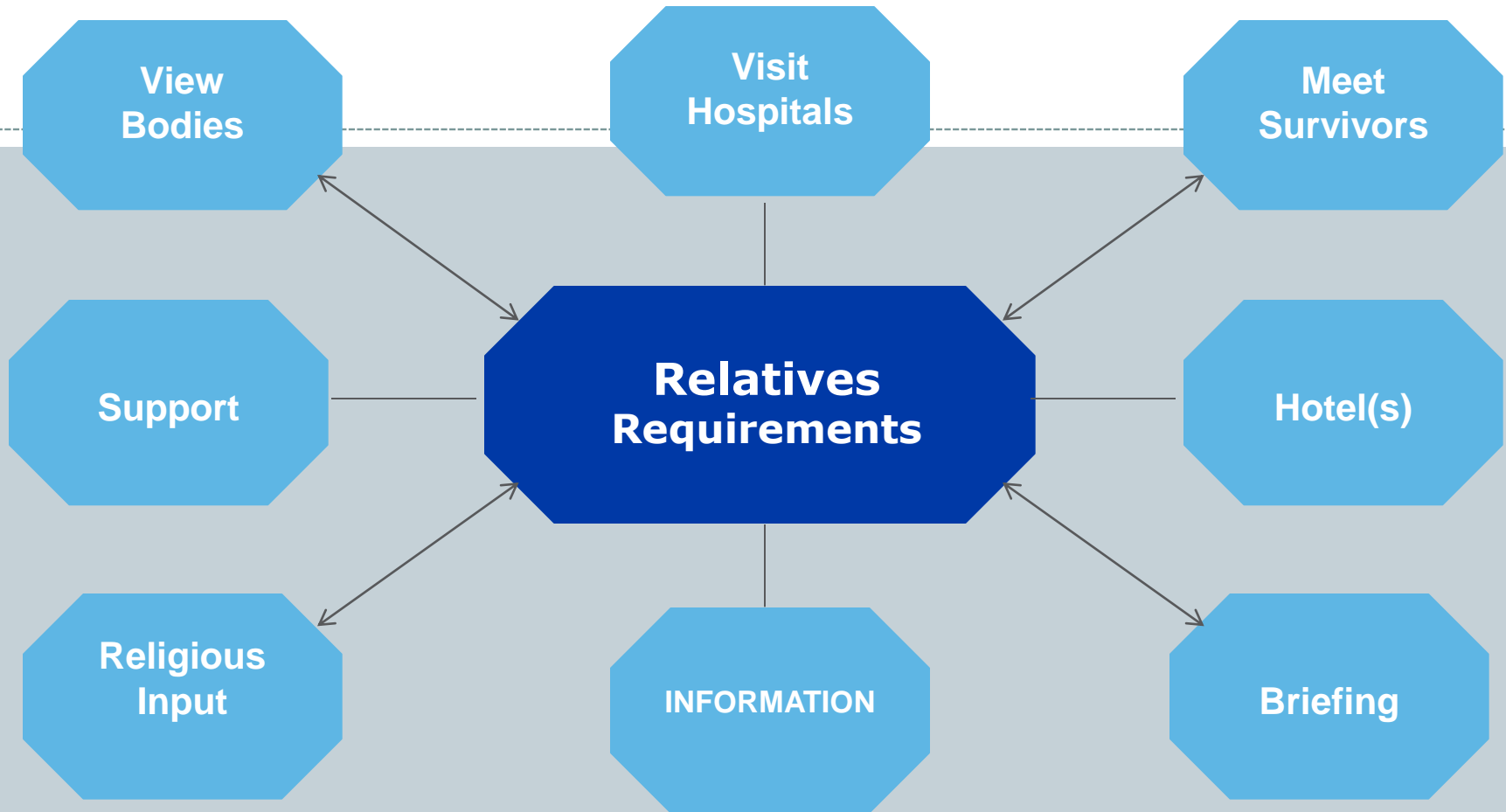
- ATR 72 domestic flight
- 58 on board of which 4 were crew
- 10 passengers surviving, with the remainder being killed
- Ground injuries in addition
- Victims largely Taiwanese

Family assistance



- ICAO Policy (2013)
- US Family Assistance Legislation
- EU Regulation 996/210
- Other national instruments

Issues for families



Family Assistance – common themes



- Information – what happened; whereabouts of victims and remains; whereabouts of personal effects
- Emergency response
- Travel/lodging to family assistance centre
- Site visit?
- Financial support
- Social, emotional and psychological support
- Progress of investigation

Family assistance – the airport perspective

- Less detailed than for airlines but...where most families will gather
- ICAO:



Because airports are often where families and friends first gather to receive information, airports need to have plans to provide assistance to accident victims and their families, with focus on immediate care and support following an accident....all airports associated with the operation may need to be involved in the provision of family assistance including the airport of departure, destination airport and alternate airports

- Pre-planning critical;
- Prior co-ordination with airlines, governmental and quasi-governmental authorities, police and other agencies
- Privacy for families and protection from media
- Access to medical support for all injuries...
- Language capability?

Airport – other challenges

- Wreckage
 - Moving it and when;
- Re-opening runway?
- Preservation of evidence...

NB. Airport Insurers' perspective/role?

Social media – new challenges



**WELCOME TO
WALA 2014**

Buenos Aires,
Sept 17-19, 2014

Host



Main Sponsor

SITA

Organized by



Effect of Global Media Coverage

- Media coverage of an organization's activities during crisis can have a large effect on the organization's image and reputation



Effect of Global Media Coverage



- 24 hour news cycle and world-wide media coverage can have significant impact during immediate accident response
- Airlines and other aviation entities must have a crisis response plan in place before a disaster occurs
- Airline (and other) officials without accident experience may underestimate the intense scrutiny of the investigators and the media

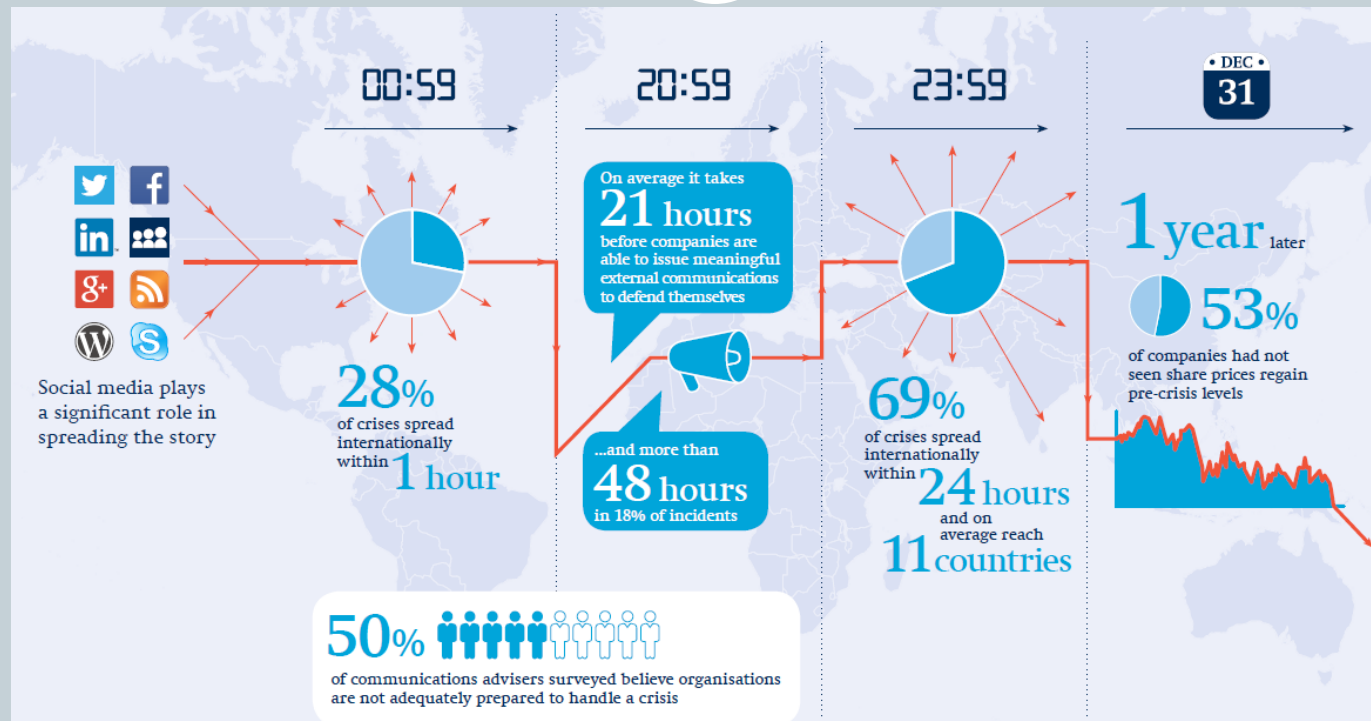
Effect of Global Media Coverage



- Accident investigators and their agencies are political organisations and they also operate with an eye toward the media impact
- Investigations are driven by a combination of technical and political factors
- It is important to have a cohesive, disciplined and experienced team working on the accident investigation
- Establish procedures for coordinating and knowledgeable dealing with the media

Social Media & Aviation: Containing a Crisis

- More than one-quarter of crises spread to international media within one hour and over two-thirds within 24 hours



(source: Freshfields Bruckhaus Deringer survey of communication professionals, Nov. 2013)

WELCOME TO
WALA 2014

Buenos Aires,
Sept 17-19, 2014

Host



Aeropuertos Argentina 2000

Main Sponsor

SITA

Organized by

abiaxair

Asiana Flight 214 (6 July 2013): Lessons in Crisis Management



- In the aftermath of Asiana Airlines crash at California's San Francisco airport on 16 July 2013, Asiana was severely criticized for the way they handled their response – the criticism stemmed largely from their silence hours after the crash and the lack of information made available to support victims of the crash and their families

Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Social Media takes over:

- *Just 30 seconds after the official time of the crash, Google employee Krista Seiden posted the first picture on Twitter*



Krista Seiden
@kristaseiden



Omg a plane just crashed at SFO on landing as I'm boarding my plane
pic.twitter.com/hsVEcVZ2VS

Reply Retweet Favorite More



1,447
RETWEETS

154
FAVORITES



3:29 PM - 6 Jul 13

Flag media

Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Social Media takes over:

- At 11:45am a survivor posts a photo of the evacuation on Path, Facebook and Twitter



Three screenshots of tweets from David Eun (@Eunner) posted at 15m, 25m, and 34m after the crash. The tweets describe the evacuation and the condition of the survivors.

15m
David Eun @Eunner
Lots of activity here. Friends, pls don't call right now. I'm fine. Most people are totally calm and trying to... — path.com/p/3NNIBm
Expand

25m
David Eun @Eunner
Fire and rescue people all over the place. They're evacuating the injured. Haven't felt this way since 9/11.... — path.com/p/4gzmia
Expand

34m
David Eun @Eunner
I just crash landed at SFO. Tail ripped off. Most everyone seems fine. I'm ok. Surreal... (at @flySFO) [pic] — path.com/p/1lwrZb
View photo



Screenshot of a tweet from David Eun (@Eunner) posted at 11:45am. The tweet includes a photo of the burning wreckage of Asiana Flight 214. The tweet text is: "I just crash landed at SFO. Tail ripped off. Most everyone seems fine. I'm ok. Surreal... (at @flySFO) [pic] — path.com/p/1lwrZb". The tweet has 32,684 retweets and 4,101 favorites. The photo shows a large aircraft on fire on a runway, with people standing nearby.

David Eun
@Eunner
Follow

I just crash landed at SFO. Tail ripped off. Most everyone seems fine. I'm ok. Surreal... (at @flySFO) [pic] — path.com/p/1lwrZb

Reply Retweet Favorite More

Path

David Eun
View on web

32,684 RETWEETS 4,101 FAVORITES

2:13 PM - 6 Jul 13 Flag media

David Eun, a Samsung executive was the first passenger to post a photo of the burning wreckage, 18 minutes after the crash

Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Social Media takes over:

- Multiple posts following on social networking sites, including Weibo, QQ and Xiaonei (China's social media sites) from eyewitnesses, survivors, media and the general public



Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Social Media takes over:

- Passengers at SFO start connecting over Twitter hashtags and conversations ensue; meanwhile Facebook posts go viral

abel huerta @abelamerica 7 Jul
@DanielleLWells where were you? I was walking by the Embassy suites!!
Details Reply Retweet Favorite Buffer More

Wanielle Dells @DanielleLWells 7 Jul
@abelamerica I was right in front of the Marriott which was directly towards the runway and plane!
Details

abel huerta @abelamerica 7 Jul
@DanielleLWells i was in shock . What did u do when u saw that?
Details

Wanielle Dells @DanielleLWells
@abelamerica I instantly starting crying my eyes out hysterically! I went into shock. What did you do??
Reply Retweet Favorite Buffer More
7:54 AM - 7 Jul 13

facebook Search for people, places and things

Sheryl Sandberg · 1,207,887 followers
Saturday at 11:00pm · Follow

Taking a minute to be thankful and explain what happened. My family, colleagues Debbie Frost, Charlton Gholson and Kelly Hoffman and I were originally going to take the Asiana flight that just crash-landed. We switched to United so we could use miles for my family's tickets. Our flight was scheduled to come in at the same time, but we were early and landed about 20 minutes before the crash. Our friend Dave David Eun was on the Asiana flight and he is fine.

Thank you to everyone who is reaching out - and sorry if we worried anyone.

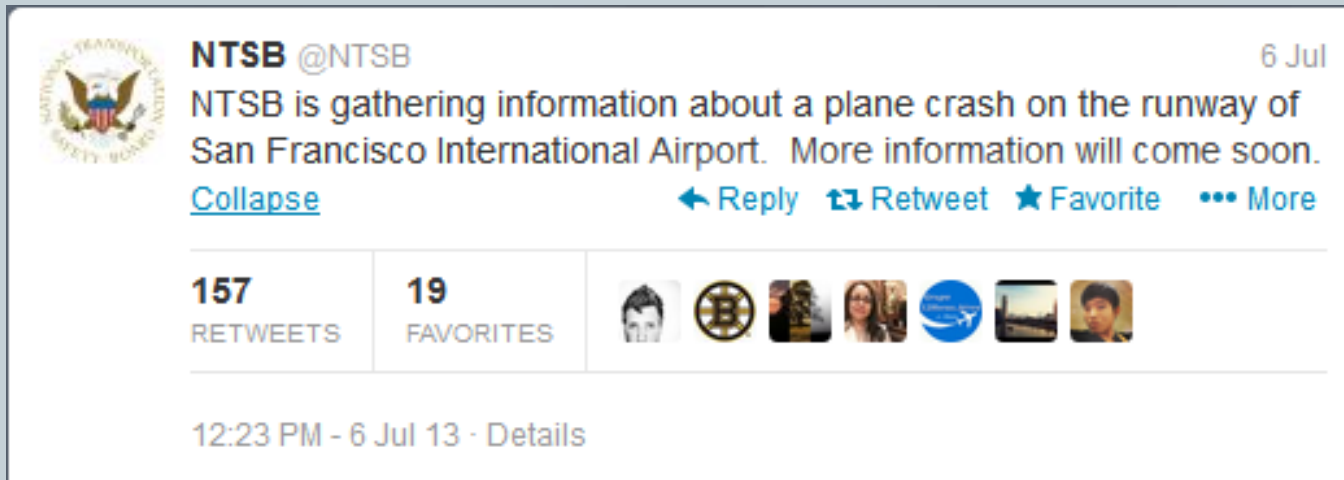
Serious moment to give thanks.

Like · Share 696
7,948 people like this.
View previous comments 50 of 74

Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Social Media takes over:

- The NTSB posts a tweet within 60 minutes



Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Social Media takes over:

- Boeing issues a well-wishing statement via Twitter two hours after the accident



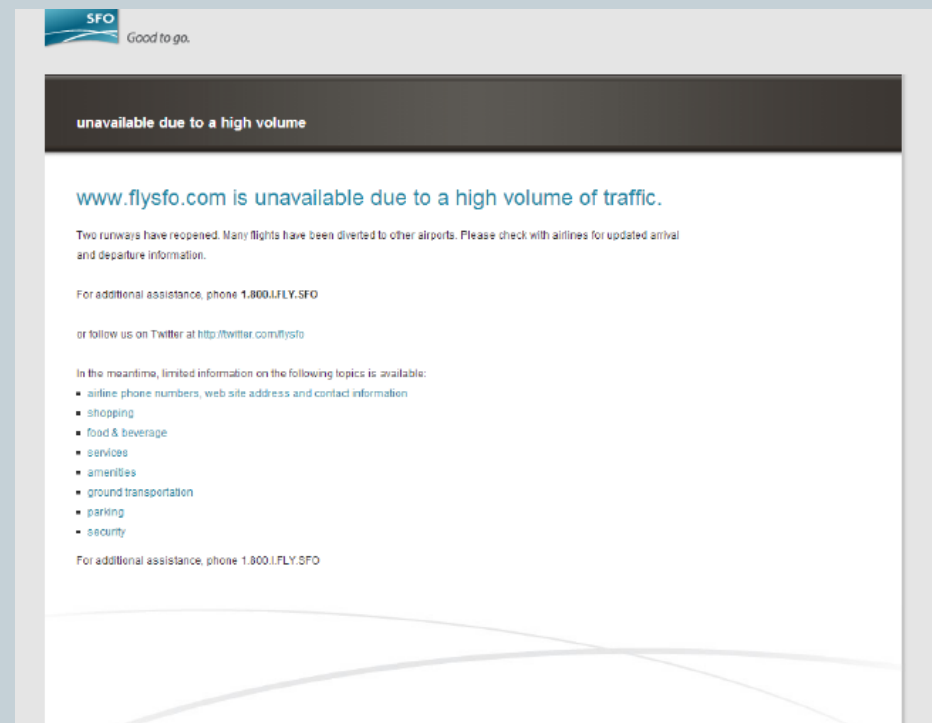
The Boeing Company @Boeing · Jul 6

RT @boeingairplanes: Our thoughts are with everyone affected by today's incident at SFO. We stand ready to assist the NTSB. #Boeing.



Asiana Flight 214: Lessons in Crisis Management

- More than 44,000 tweets about the Asiana accident were within the first 30 minutes and Twitter traffic grew to more than 52,000 tweets within the first 60 minutes
- SFO's website crashes within minutes and remains unavailable for the first 12 hours; SFO later redirects traffic to Twitter feed or call center



Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Media Reaches Out and Reacts to Asiana:

Asiana Airlines @AsianaAirlines 4 Jul
Good morning, Tweeps! Happy 4th of July! :)
[Collapse](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

9 RETWEETS 4 FAVORITES

9:11 AM - 4 Jul 13 · Details

Mary Kirby @APEXmary 6 Jul
@AsianaAirlines Please update us about the crash in San Francisco. Now is the time to be engaged in social media. Thank you.
[Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

16 RETWEETS 5 FAVORITES

1:21 PM - 6 Jul 13 · Details

FlyersView @FlyersView 6 Jul
@APEXmary I think they don't normally tweet during weekends:-)
[Expand](#)

Vishal Mehra @vishal1mehra 6 Jul
@FlyersView @APEXmary stuff like that really gets me. I mean do they stop working on weekends? Why can't they invest in an all-week SM team?
[Expand](#)

Mary Kirby
Saturday

The fact that Asiana Airlines has not yet made a statement on Twitter or Facebook about the 777 crash at San Francisco International Airport (SFO) is unacceptable.

Like · Comment · Share

Sergio Mello, Ghim-Lay Yeo, Vivek Mayasandra and 25 others like this.

View 36 more comments

Kristin Zern It suggests they don't know what to say or don't want to say it. Either way it is totally unacceptable. Even if they just said how they regretted the incident and would do everything in their power to make sure and passengers and their families were well taken care of, etc.
Yesterday at 4:59am via mobile · Like · 1

Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Asiana Speaks:

- 4 hours after the initial impact, Asiana issues their first statement



- Though heartfelt and empathetic, Asiana's statement was brief and uninformative, offering no tangible information, and included no direction on when or how more information will be forthcoming
- Hours after the crash Asiana distributes its first official press release

Asiana Flight 214: Lessons in Crisis Management

The Aftermath – Asiana Speaks:

Information for Incident Involving Asiana Flight OZ 214

Contacts

Press Release

Briefing

Press Release

Press Release for Incident Involving Asiana Flight OZ 214 – July 7, 2013 06:30 (Kor. Time) 2013-07-07 10:02

The following information has been confirmed.

Asiana Airlines flight OZ214 (Aircraft Registration HL7742) departed Incheon International Airport on July 6, 2013 at 16:35 (Korea time) bound for San Francisco. Only July 7, 2013 at 11:28 (Local time) an accident occurred as OZ214 was making a landing on San Francisco International Airport's runway 28.

There were a total of 291 passengers (19 business class, 272 travel class) and 16 cabin crew aboard. The majority of the passengers were comprised of 77 Korean citizens, 141 Chinese citizens, 61 US citizens, 1 Japanese citizen, etc. for a total of 291 people.

Asiana Airlines is currently investigating the specific cause of the incident as well as any injuries that may have been sustained to passengers as a result. Asiana Airlines will continue to cooperate fully with the investigation of all associated government agencies and to facilitate this cooperation. An emergency response center has been established at its headquarters.

At this point no additional information has been confirmed. New developments will be announced as more information becomes available.

List

"It took three days for Asiana Airlines to dispatch its chief executive and a team of staffers to Saturday's plane-crash site at San Francisco International Airport, where the executive was set to apologize, meet with federal officials and call for a thorough investigation." Wall Street Journal (19 July 2013)

Copyright © 2013 Asiana Airlines, Inc. All rights reserved.

WELCOME TO
WALA 2014

Buenos Aires,
Sept 17-19, 2014

Host



Aeropuertos Argentina 2000

Main Sponsor

SITA

Organized by

abiaxair

Asiana Flight 214:

What Could Have Been Done Differently?

Planning, Preparation and Practice:

- A mechanism should be in place to activate and operate a 24/7 Helpline for victims, relative and friends – Asiana had not planned for any spokespeople outside of Korea (and even turned down external offers of help in the wake of the San Francisco crash)
- To operate globally, an airline must have the capability to communicate across time zones and put in place the necessary steps in the form of a *well-rehearsed and regularly updated crisis management plan and crisis communications plan to achieve this ahead of a crisis*

Asiana Flight 214: What Could Have Been Done Differently?

Regulatory Compliance

- Investigation reports by U.S. federal transportation officials suggested Asiana failed to meet its legal obligations to help families and failed to meet the assurances stated in its own 'family assistance plan' filed with the U.S. Department of Transportation (DOT).
- Asiana's assistance plan stated it would keep its emergency contact information current and post a public information number within an hour (yet, the first record of a publicly circulated number was just over 3 hours after the crash but it was to an automated Asiana reservations line)

Asiana Flight 214: What Could Have Been Done Differently?

- The following day, the airline posted a different number, which it then changed several days later



Asiana Airlines
July 7


[ATTN] We have a new contact number for any inquiries regarding the incident of flight OZ214 on Saturday, July 6th.

Please contact 1-855-422-7214 for better assistance.

Thank you for your continued support, patience and understanding at this time.

Like · Comment · Share

362 71 31




Asiana Airlines @AsianaAirlines 11 Jul
US toll-free number will be changed. US: 855-422-7214 (until July 12,2013) → 866-528-8241 (Starting July 13,2013)
Expand Reply Retweet Favorite More



Asiana Airlines @AsianaAirlines 10 Jul
We have additional toll-free numbers for passengers and family: US: 866-528-8241 / KR: 080-233-4000 / CN: 400-650-8905
Expand Reply Retweet Favorite More



Asiana Airlines @AsianaAirlines 9 Jul
Updated statements from 7/9/13 Press Conf. available: bit.ly/13zqpdK, Google+ bit.ly/172eUlp #SFO #AsianaAirlines #OZ214
Expand Reply Retweet Favorite More



Asiana Airlines @AsianaAirlines 8 Jul
New updates from Press Conference listed on our website: bit.ly/18Js0hl // Or read it on Google+ bit.ly/11wU6dE
Expand Reply Retweet Favorite More



Asiana Airlines @AsianaAirlines 8 Jul
Statement from the July 8th Press Conference on OZ214 Accident: j.mp/12xnzyX
Expand Reply Retweet Favorite More

Asiana Flight 214:

What Could Have Been Done Differently?

Regulatory Compliance

- Information contained in the plan was out of date and the investigation suggested Asiana's Family Assistance plan was last updated in 2004

Lesson: A regularly updated, well rehearsed and exercised crisis plan is vital to ensure it will work in practice and meet regulatory requirements

Asiana Flight 214: What Could Have Been Done Differently?

Timeless Communication:



- Communicate, and communicate as soon as possible even if all the facts are not known
- Social media is an invaluable channel of communication to reach your audiences – used properly by Asiana it would have enabled the airline to take an element of control as the recognized point of credible information in support of the crash victims, their families, friends and all interested parties

A Responsibility to Provide Support



(CNN) -- The U.S. Department of Transportation on Tuesday fined Asiana Airlines \$500,000 for failing to assist families following the crash of Asiana flight 214 in San Francisco in July.

The Korean airline was slow to publicize a phone number for families, took two full days to successfully contact the families of three-quarters of the passengers and did not contact families of several passengers until five days following the crash, authorities said.

The half-million-dollar penalty is the first time the DOT has issued a fine under a 1997 law that requires airlines to adopt and adhere to a "family assistance plan" for major accidents.

Three of the 291 passengers were killed and scores were injured when the Boeing 777 struck the seawall at San Francisco International Airport and tumbled down the runway.

- In February 2014, Asiana Airlines was fined \$500,000 for inadequate aid to crash victims' families
- It was the first time the DOT issued a fine under a "family assistance plan" law
- According to the DOT, Asiana failed to widely publicize any telephone number for family members

"In the very rare event of a crash, airlines have a responsibility to provide their full support to help passengers and their families by following all the elements of their family assistance plans. The last thing families and passengers should have to worry about at such a stressful time is how to get information from their carrier."
Transportation Secretary Anthony Foxx

The Accidental Spokesperson May Not Always Be Right

If Asiana had been participating online during the crucial moments after the crash, it could have corrected these facts

- While Krista Seiden happened to be the first person to broadcast information within 30 seconds of the crash, not all her information was accurate (for example, the flight did not arrive from Taipei)
- Soon after, some journalists misinterpreted that 60 unaccounted for passengers were actually fatalities



A New Trend?

- The NTSB was both praised and criticized for its unprecedented disclosures of the Asiana crash via Twitter and YouTube



NTSB @NTSB 7 Jul
Call to go around made approx. 1.5-sec prior to impact. #Asiana 214
Expand

NTSB @NTSB 7 Jul
Sound of stick shaker began approx. 4-sec prior to impact. #Asiana 214
Expand

NTSB @NTSB 7 Jul
Target speed for the approach was 137 knots. #Asiana 214
Expand

NTSB @NTSB 7 Jul
The flight was cleared for the visual approach to RWY 28L, which is confirmed by the crew. #Asiana 214
Expand

NTSB @NTSB 7 Jul
Recording began in cruise flight. #Asiana 214
Expand

NTSB @NTSB 7 Jul
Preliminary results revealed: 2 hour recording...good quality. #Asiana 214
Expand

NTSB @NTSB 7 Jul
An initial review of CVR data was conducted. #Asiana 214
Expand



Plane Talking with Ben Sandilands

10 NTSB lets facts talk on Asiana crash

BEN SANDILANDS | JUL 08, 2013 1:53PM | EMAIL | PRINT

SHARE

26 Like

15 Tweet

0 +1

0 Pin it

in



“The speed with which the US safety investigator the NTSB released factual data from the flight recorders retrieved from the crashed Asiana 777 this morning has stunned the aviation world.”

Malaysia Airlines 370 (8 March 2014):



- On 8 March 2014 Malaysia Airlines Flight 370 with 227 passengers and 12 crew on board went missing at about 1:30am



MH370 Case Study:

What Went Well on Social Media

- Malaysia Airlines posted a “dark site” as a main source for updates, activated hotline numbers, used hashtags and shortlink

The screenshot shows the Malaysia Airlines website interface. At the top, there is a navigation bar with links for 'BOOK & PLAN', 'DEALS', 'MH EXPERIENCE', 'DESTINATIONS', and 'ENRICH'. Below this, a central banner reads 'UPDATES ON MALAYSIA AIRLINES FLIGHT MH370' with a 'Read more here' link. To the right, there is a flight search form with fields for 'From', 'To', 'Departure' (21/03/20:), 'Return' (29/03/20:), 'Adults' (1), 'Children' (0), and 'Infants' (0). A 'Find Flights >' button is visible at the bottom of the search form. The website also features a sidebar with 'Take me to' and 'Travel ideas' sections.

#MASalert

Shortlink
bit.ly/MH370updates

WELCOME TO
WALA 2014

Buenos Aires,
Sept 17-19, 2014

Host



Aeropuertos Argentina 2000

Main Sponsor

SITA

Organized by

abiaxair

MH370 Case Study:

What Went Well on Social Media

- A pre-approved “dark site” design, its contents and succeeding updates are meant to ensure that the company in crisis is in control of the communication flow and messaging during the crucial hours or days

A “dark site” is a symbolic graying out and removal of all promos deemed insensitive and a one-stop resource for information



WELCOME TO
WALA 2014

Buenos Aires,
Sept 17-19, 2014

Host



Main Sponsor

SITA

Organized by

abiaxair

MH370 Case Study:

What Went Well on Social Media

- Malaysia Airlines responded and corrected misinformation, speculation, rumors fairly quickly, made clarifications when necessary and ignored things that needed to be ignored consistently across all social media channels



- Malaysia Airlines @MAS · Mar 22
[#MASAlert] Clarification on the lithium ion batteries carried onboard MH370 - bit.ly/MH370updates
138 retweets, 69 likes
- Malaysia Airlines @MAS · Mar 21
[#MASAlert] MH370 Flight Incident Press Briefing Update for 21 March 2014 - bit.ly/MH370updates
157 retweets, 93 likes
- Malaysia Airlines @MAS · Mar 20
[#MASAlert] The multinational effort to find MH370 continues overnight in both the Northern and Southern corridors - bit.ly/MH370updates
239 retweets, 101 likes
- Malaysia Airlines @MAS · Mar 19
[#MASAlert] We will proactively provide updates to MH370 family members through our Family Support Centre - bit.ly/MH370updates
129 retweets, 82 likes

MH370 Case Study:

What Went Well on Social Media

- The airline showed empathy for victims families, relatives and friends; established a single spokesperson

Malaysia Airlines @MAS · Mar 27
[#MASalert] The well-being and feelings of #MH370 family members have always been close to our hearts and minds - bit.ly/MH370updates

Malaysia Airlines @MAS · Mar 25
We're deeply saddened by the loss of #MH370. Our prayers & condolences are with the families in this moment of sorrow

OUR DEEPEST CONDOLENCES

We are all deeply saddened by the news of MH370. Our sincerest condolences go out to the loved ones of the 239 passengers, friends and colleagues. Words alone cannot express our enormous sorrow and pain. They have left us too soon, but they will never be forgotten. They will forever remain in our thoughts and prayers.

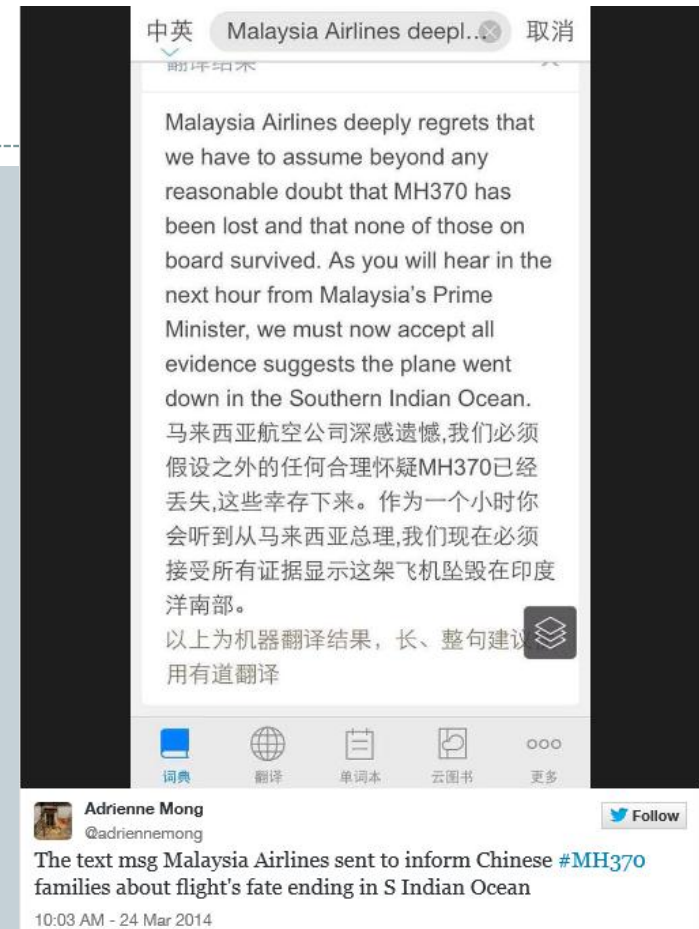
Malaysia Airlines @MAS · Mar 24
We humbly offer our sincere thoughts, prayers and condolences to everyone affected by #MH370 tragedy - bit.ly/MH370updates



MH370 Case Study:

What Could Have Been Done Better

- Malaysian Airlines was not quick to update all channels of social media
- Some information on the passenger manifests kept changing, no alerts were made of edits
- On some days there were no tweets at all even though twitter followers increased 48% from 7 March - 14 April; information should continuously be updated
- The airlines informed families via SMS text message about loss (social media should not replace the human voice)



Social Media Policy and Strategies – IATA Best Practices/Recommended Guidelines



**WELCOME TO
WALA 2014**

Buenos Aires,
Sept 17-19, 2014

Host



Main Sponsor

SITA

Organized by



Social Media & Crisis Management: IATA Best Practice Principles



- Be proactive to minimize negative or hostile media coverage
- Be quick to establish yourself as the best source of information
 - With Social Media channels like Twitter and YouTube, there are many examples of eyewitnesses posting comments, photos and videos of aviation accidents within minutes of an event
 - If you are involved in an accident or major incident, you should aim to issue a brief “holding statement,” confirming your involvement, as quickly as possible
 - The statement should also be posted on your website and used as a basis for initial internal bulletin to employees and for communications
- Be honest to establish – and maintain – credibility; acknowledge the facts (if you have been involved in a major accident, do not try to pass it off as an “incident” or an “operational issue”)

Social Media & Crisis Management: IATA Best Practice Principles

- Express regret
- Understand the audiences – they include:
 - Survivors, family and friends of those on board
 - Employees (airline pilots or cabin crew)
 - Customers (individual/corporate/loyalty program members)
 - Investors and financial markets
 - Insurance brokers and underwriters
 - Business partners, codeshare/alliance/franchise partners
 - Investigating bodies (technical/judicial/criminal)
 - Family advocates and support groups
 - Regulatory agencies as well as local, provincial and national governments

Social Media & Crisis Management: IATA Best Practice Principles

- Be clear about what you can – and cannot – provide (ensure that your employees are aware they should say nothing to the media or stakeholders outside of the investigation)



- Be consistent – you should ensure your messaging is consistent across communication channels, such as:
 - Company website
 - Employee intranet
 - Individual or group briefings (e.g., for families, employees, unions, shareholders, etc.)
 - Personal letters from the company
 - Customer communications
 - Communications from company representatives (e.g., insurers, attorneys)
 - Social Media platforms (e.g., CEO blog, company Facebook page)

IATA: Social Media Recommended Guidelines



- Build your social media presence during “peacetime” not during a crisis – see later
- Identify the media platforms you wish to use during a crisis to ensure consistency with all communication channels
 - ✦ Any inconsistency in your message or approach may be noticed and commented on by online audiences and the news media
- Be ready to issue your first online alert within 15 minutes of notification
- Post any updates on all online platforms
- Monitor updates on other platforms (such as, airport, investigating body)
- Remind your employees about your Social Media policy

IATA: Social Media Recommended Guidelines



- Carefully coordinate social media updates to ensure consistency
- Develop a disaster response plan addressing the role of social media
 - Pre-approve generic “Tweets”
 - Identify key decision-makers/hierarchy
 - Include social media team in disaster planning

IATA: Social Media Recommended Guidelines

- Best Practice for using your website:



- Prepare a “dark site” during “peacetime” (this is a special site which can be activated almost immediately (i.e. within minutes) after notification of an accident and replaces the normal home page)
- Only activate the “dark site” in the event of an accident with fatalities
- The “dark site” should be branded very simply, without any colorful logos or images; it should display the latest statement on the situation and previous statements should be archived and available via a link
- A link to the “normal” home page should be displayed for those customers who want to utilize the site for online bookings, etc.



IATA: Social Media Recommended Guidelines



- Other information you may wish to provide via the “dark site” includes:
 - Background information on the aircraft and engine type
 - Background information on the company and its operations
 - Summary of previous accidents or serious incidents (where appropriate)
 - Links to public statements and reports from the investigating bodies
 - Summary of the company’s response to date
 - Video of statements made by the CEO or other senior executives
- Once the “dark site” is active, refer to it in all your press releases and other statements so audiences are directed there

IATA: Social Media Recommended Guidelines

- Third party websites (such as family groups) often begin to set up and post as “official” sources of information about an accident – the airline should be careful not to allow the name or URL of these websites to be associated or confused with the airline’s own website
- While you cannot prevent third parties from creating websites, you can minimize potential for confusion by immediately registering any domain names which they might try to use, such as:
 - Air XXXX accident.com
 - Air XXX Flight XXX accident.com
 - Flight XXX.com
 - Flight XXX accident.com
 - Air XXX accident information.com

IATA: Social Media Recommended Guidelines

Exercising the plan:

- A crisis communication plan should not be left on a shelf to gather dust as the moment you need it, the plan will be out of date, it will not be fully understood, and key players may no longer be with the organization
- Review and update your plan at least every 6 months
- At least once per year, conduct an exercise to test the plan
 - Exercise tests during all hours (*i.e.*, 2am) or with no-notice or when key players are absent to give a better indication of your true capabilities to be able to respond to a major crisis

Thank you for listening

holman fenwick willan **hfw**



- GARRETT PENDLETON, AIG
- JOANNE MCAUGHTRIE, AIG
- JEREMY SHEBSON, HFW

**WELCOME TO
WALA 2014**

Buenos Aires,
Sept 17-19, 2014

Host



Aeroporos Argentina 2000

Main Sponsor

SITA

Organized by

abiaxair