WORLDWIDE AIRPORTS LAWYERS' ASSOCIATION

MAJOR LOSSES/POST ACCIDENT ISSUES

19 SEPTEMBER 2014

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

holman fenwick willan hfw

AIG

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

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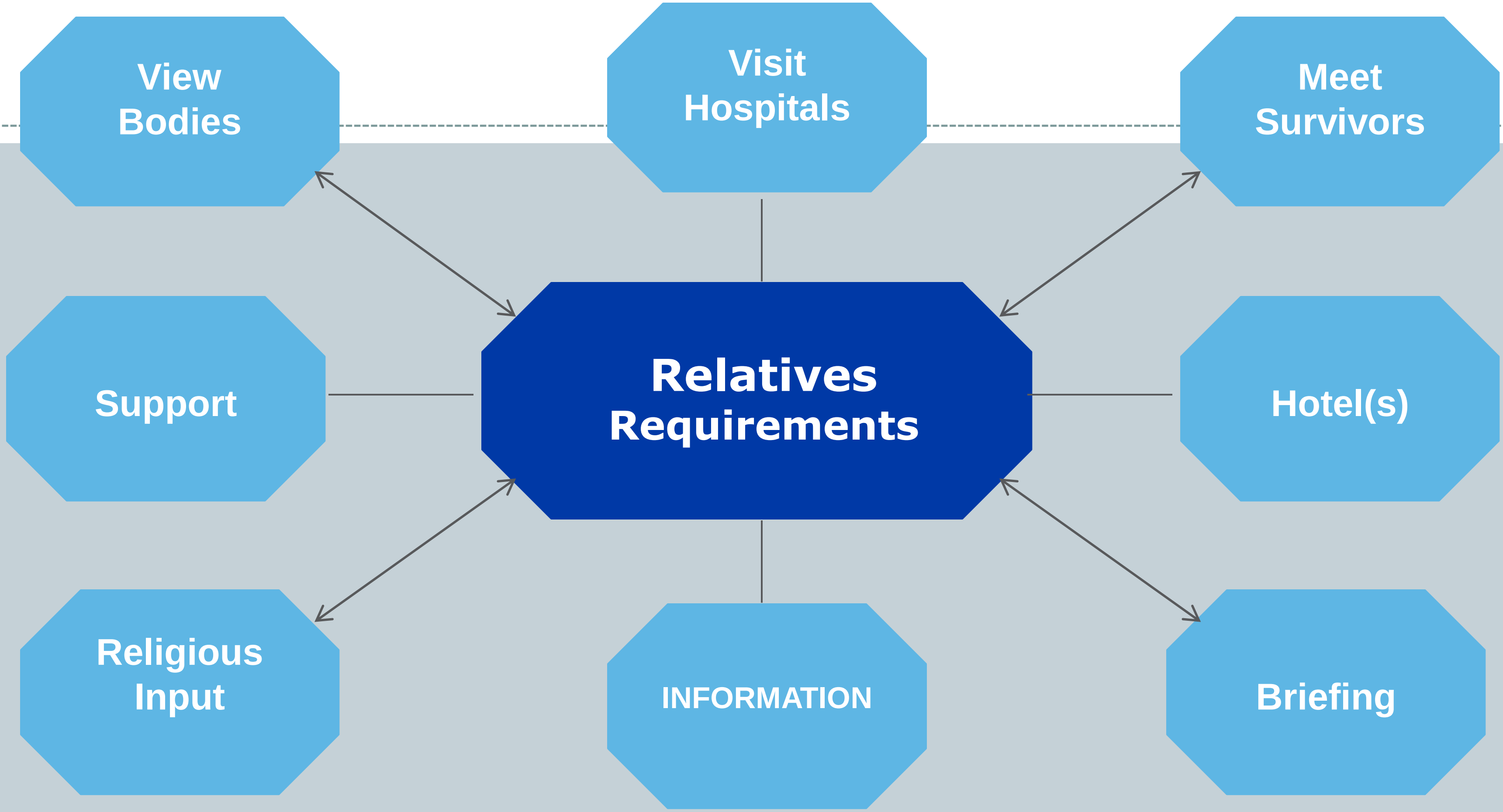
Issues for families



Relatives Requirements

- View Bodies
- Visit Hospitals
- Meet Survivors
- Support
- Hotel(s)
- Religious Input
- INFORMATION
- Briefing

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

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

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?

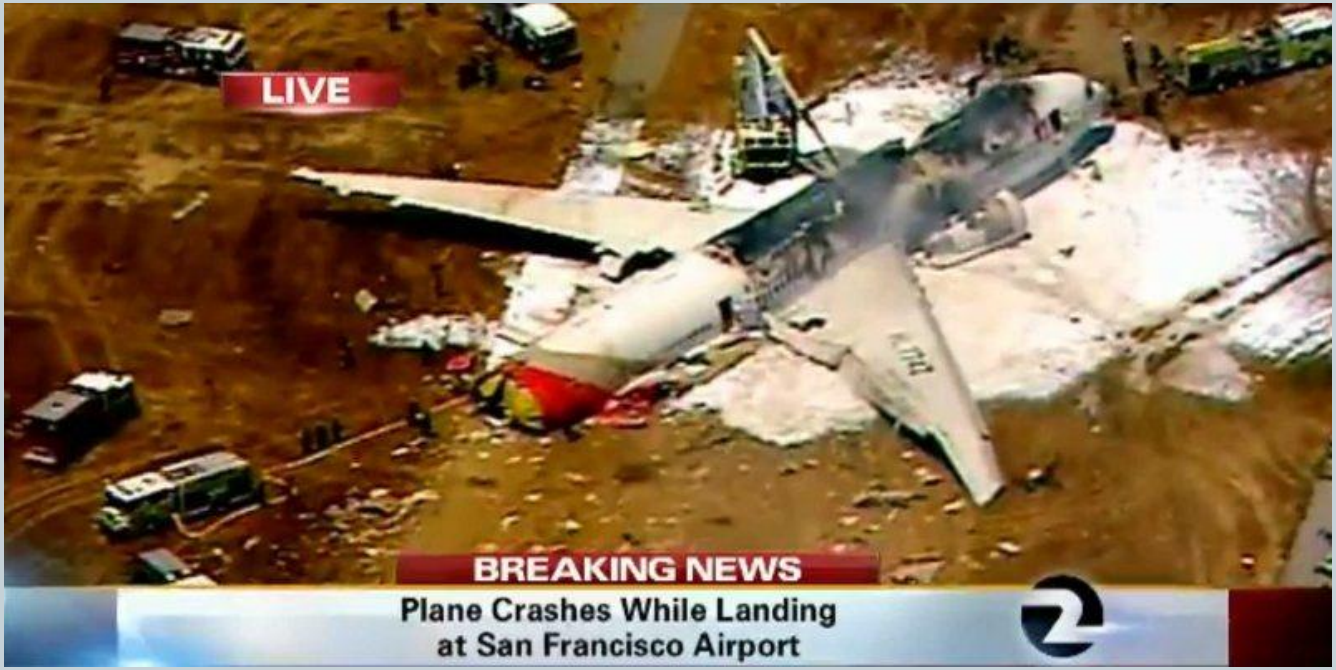
- Preservation of evidence…

NB. Airport Insurers' perspective/role?

Social media – new challenges

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


LIVE
BREAKING NEWS
Plane Crashes While Landing
at San Francisco Airport
2

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

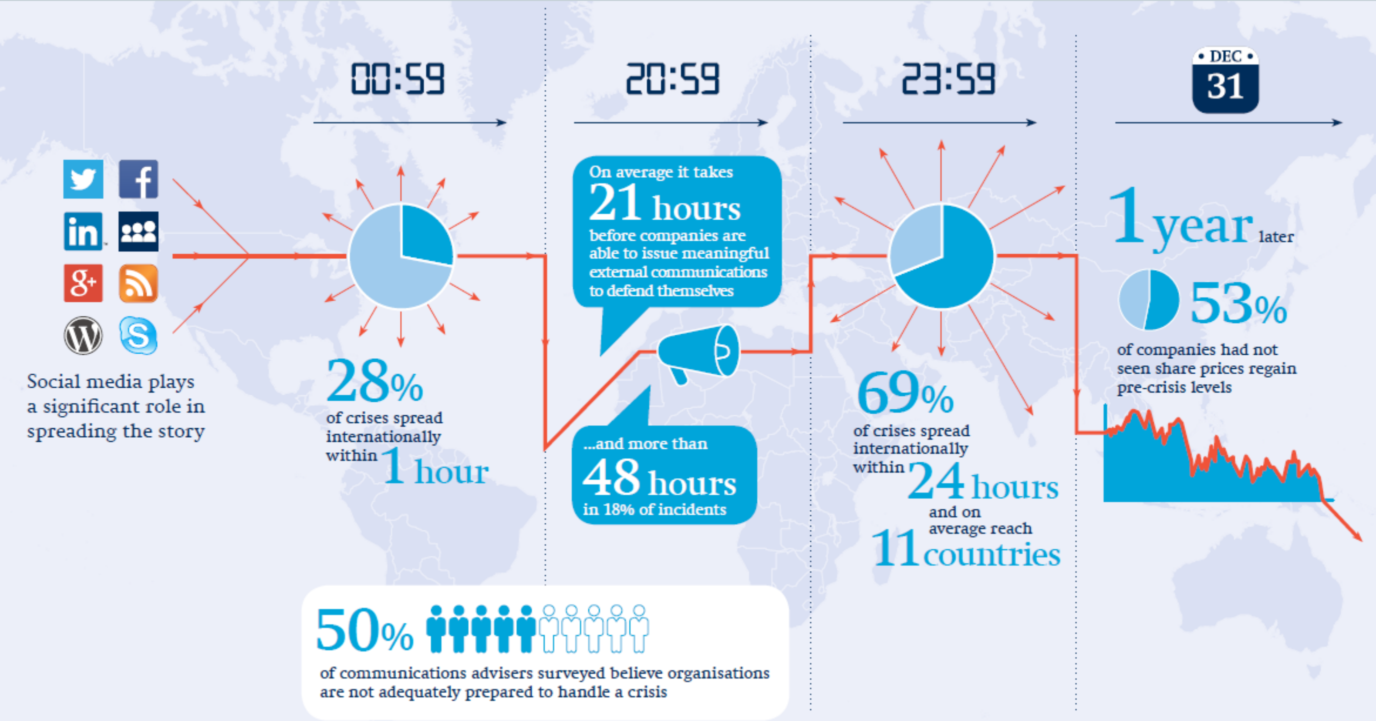
Effect of Global Media Coverage

ASIANA
NTSB
NTSB

- Accident investigators and their agencies are political organizations 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

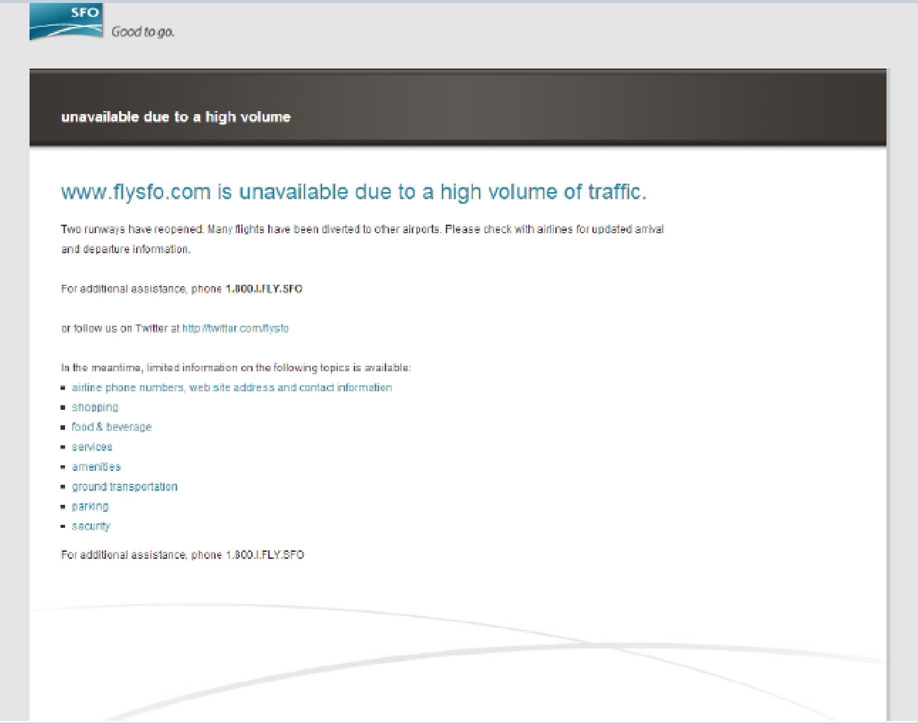


(source: Freshfields Bruckhaus Deringer survey of communication professionals, Nov. 2013)

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



unavailable due to a high volume

www.flysfo.com is unavailable due to a high volume of traffic.

Two runways have reopened. Many flights have been diverted to other airports. Please check with airlines for updated arrival and departure information.

For additional assistance, phone **1.800.I.FLY.SFO**

or follow us on Twitter at http://twitter.com/flysfo

In the meantime, limited information on the following topics is available:

- airline phone numbers, web site address and contact information
- shopping
- food & beverage
- services
- amenities
- ground transportation
- parking
- security

For additional assistance, phone 1.800.I.FLY.SFO

Asiana Flight 214:

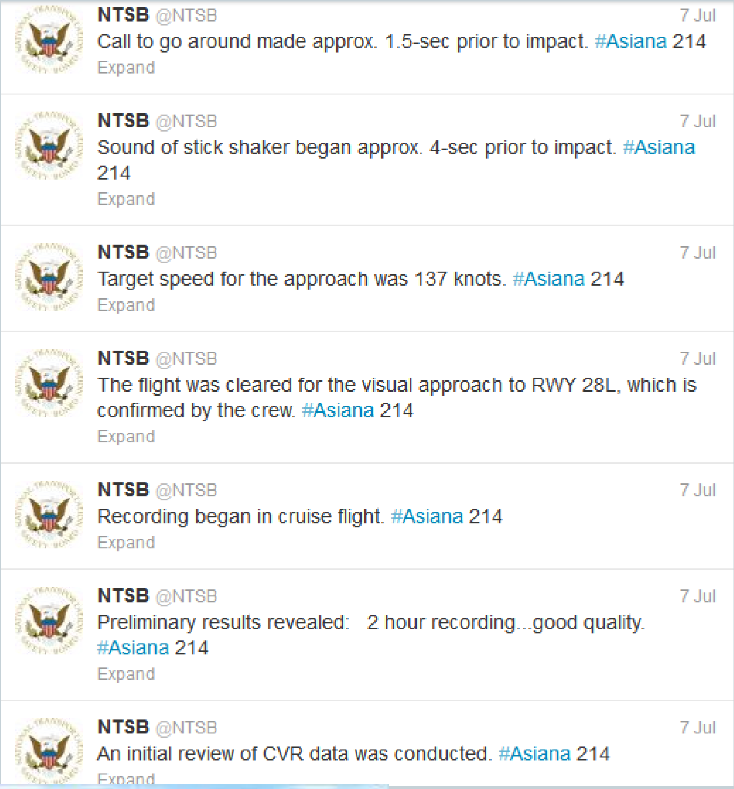
Timeless Communication:

- 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 – but it has to be done quickly and to an extent be pre-prepared (see later)

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

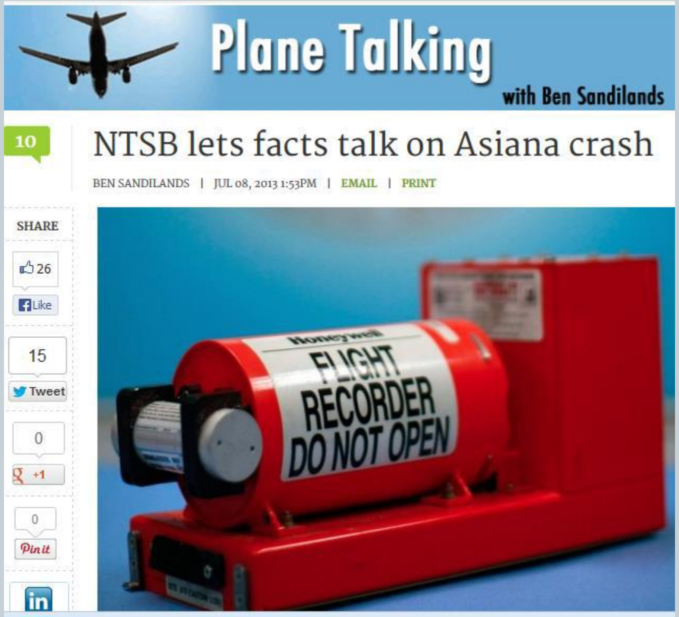
NTSB @NTSB 7 Jul
Target speed for the approach was 137 knots. #Asiana 214
Expand

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

"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."

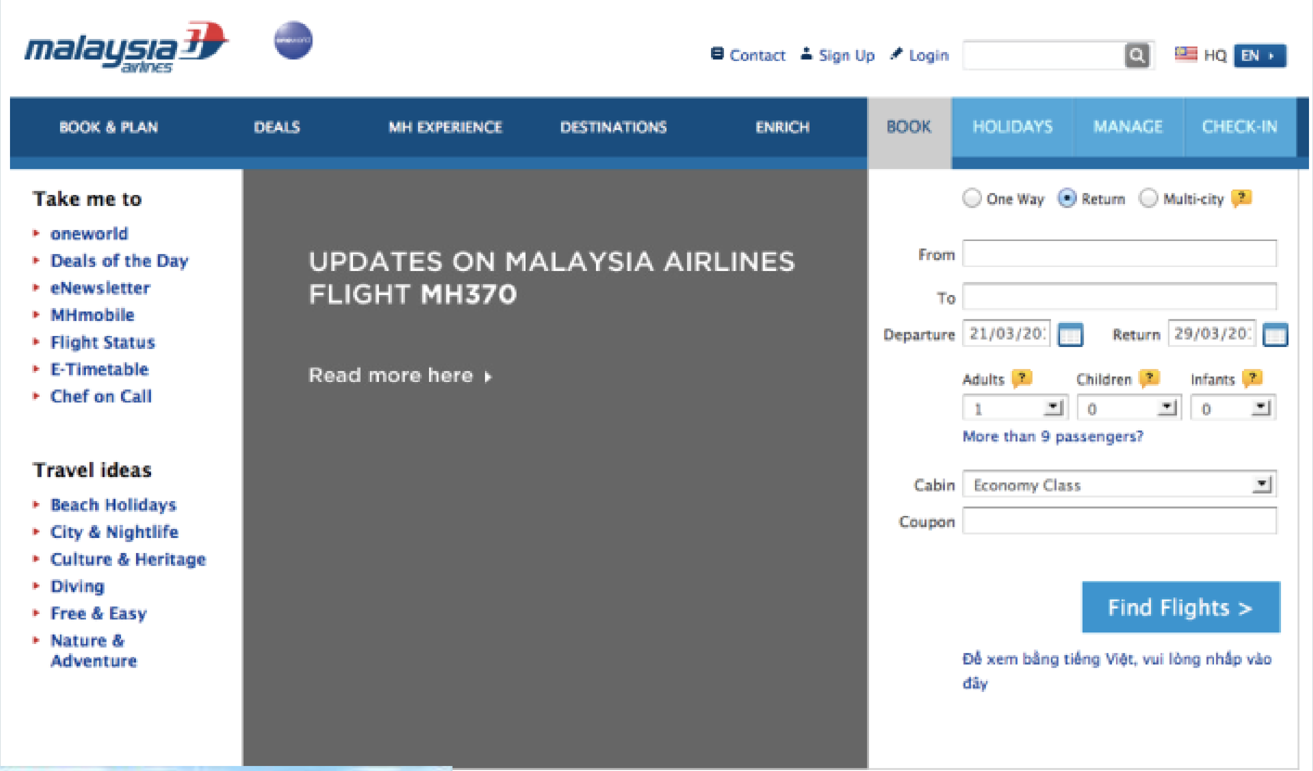
Malaysia Airlines 370 (8 March 2014):

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

PLEASE SHARE YOUR PRAYERS
MH370
HERE
#PRAYFORMH370

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


malaysia airlines
Contact
Sign Up
Login
HQ
EN
BOOK & PLAN
DEALS
MH EXPERIENCE
DESTINATIONS
ENRICH
BOOK
HOLIDAYS
MANAGE
CHECK-IN
Take me to
oneworld
Deals of the Day
eNewsletter
MHmobile
Flight Status
E-Timetable
Chef on Call
Travel ideas
Beach Holidays
City & Nightlife
Culture & Heritage
Diving
Free & Easy
Nature & Adventure
Read more here ›
Find Flights >

UPDATES ON MALAYSIA AIRLINES FLIGHT MH370

○ One Way ● Return ○ Multi-city

From

To

Departure 21/03/20: Return 29/03/20:

Adults 1 Children 0 Infants 0

More than 9 passengers?

Cabin Economy Class

Coupon

Để xem bằng tiếng Việt, vui lòng nhấp vào đây

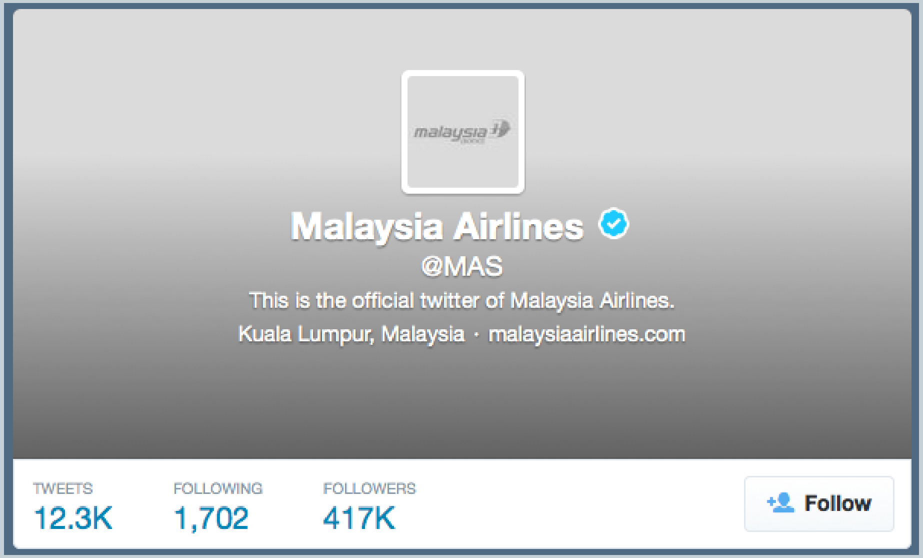
#MASalert

Shortlink
bit.ly/MH370updates

MH370 Case Study:
What Went Well on Social Media

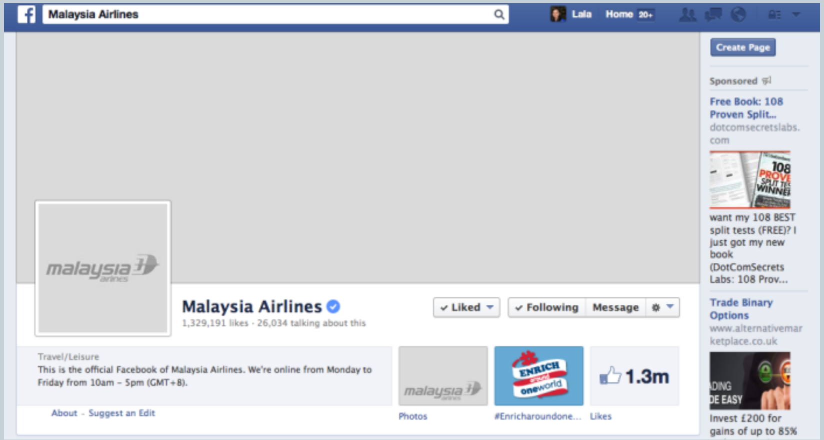
- A pre-approved "dark site" design, its contents and succeeding updates are meant to ensure that the company in crisis is in control of the communication flow and messaging during the crucial hours or days

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


Malaysia Airlines
@MAS
This is the official twitter of Malaysia Airlines.
Kuala Lumpur, Malaysia · malaysiaairlines.com

TWEETS 12.3K
FOLLOWING 1,702
FOLLOWERS 417K

malaysia
Follow


Malaysia Airlines
1,329,191 likes · 26,034 talking about this

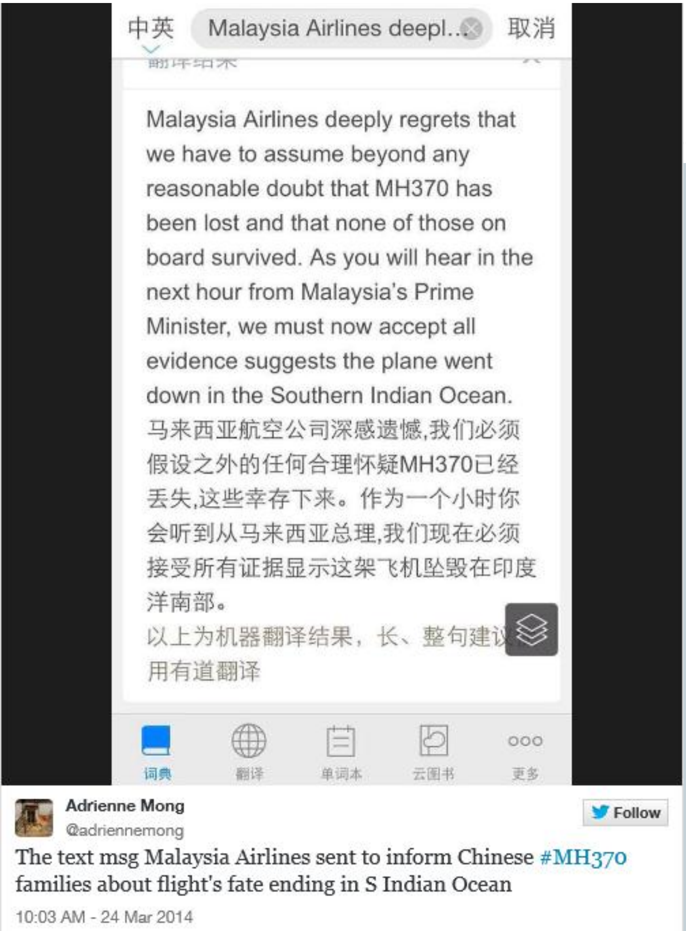
Travel/Leisure
This is the official Facebook of Malaysia Airlines. We're online from Monday to Friday from 10am – 5pm (GMT+8).

Sponsored
Free Book: 108 Proven Split...
dotcomsecretslabs.com
want my 108 BEST split tests (FREE)? I just got my new book (DotComSecrets Labs: 108 Prov...
Trade Binary Options
www.alternativemarketplace.co.uk
Invest £200 for gains of up to 85%

Malaysia Airlines
Lala
Home 20+
Create Page
✓ Liked
✓ Following
Message
malaysia
ENRICH around oneworld
1.3m
About · Suggest an Edit
Photos
#Enricharoundone...
Likes

MH370 Case Study:
What Could Have Been Done Better

- 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….but what if there is none?
- The airlines informed some families via SMS text message about loss….but did they have a practical alternative?



Malaysia Airlines deeply regrets that we have to assume beyond any reasonable doubt that MH370 has been lost and that none of those on board survived. As you will hear in the next hour from Malaysia's Prime Minister, we must now accept all evidence suggests the plane went down in the Southern Indian Ocean.

马来西亚航空公司深感遗憾,我们必须假设之外的任何合理怀疑MH370已经丢失,这些幸存下来。作为一个小时你会听到从马来西亚总理,我们现在必须接受所有证据显示这架飞机坠毁在印度洋南部。

以上为机器翻译结果，长、整句建议用有道翻译

Adrienne Mong
@adriennemong

The text msg Malaysia Airlines sent to inform Chinese #MH370 families about flight's fate ending in S Indian Ocean

10:03 AM - 24 Mar 2014

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

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
- 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”)
- Express regret
- Understand the audiences – they include:
  - Survivors, family and friends, employees (airline pilots or cabin crew)
  - Customers (individual/corporate/loyalty program members)
  - Investors and financial markets
  - Insurance brokers and underwriters
  - Investigating bodies (technical/judicial/criminal)

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 your communication channels
- 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
- 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

- 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

IATA: Social Media Recommended Guidelines

The **airport operator** should **not**:

- Speak on behalf of other involved parties – for example, the Operating Carrier
- Be the first to release information about the number of injuries or fatalities, or their identities
- Speculate about the potential cause of the accident/incident
- Comment on the accident investigation

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Thank you for listening

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