

# Crisis Management

- tying it all together

**ERAA**  
**November 5<sup>th</sup>-6<sup>th</sup> 2003**

# Do you have ?

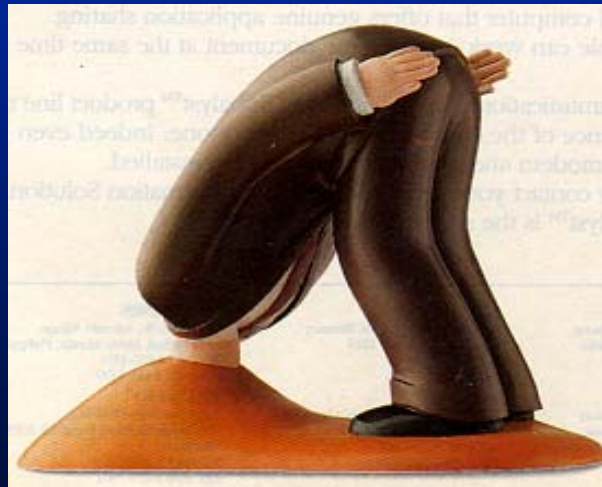
- Tried and tested response plans
- Key staff details and call cascades
- Staff who know how to react
- Directors who know what to expect
- In-house experience & expertise
- Access to additional support

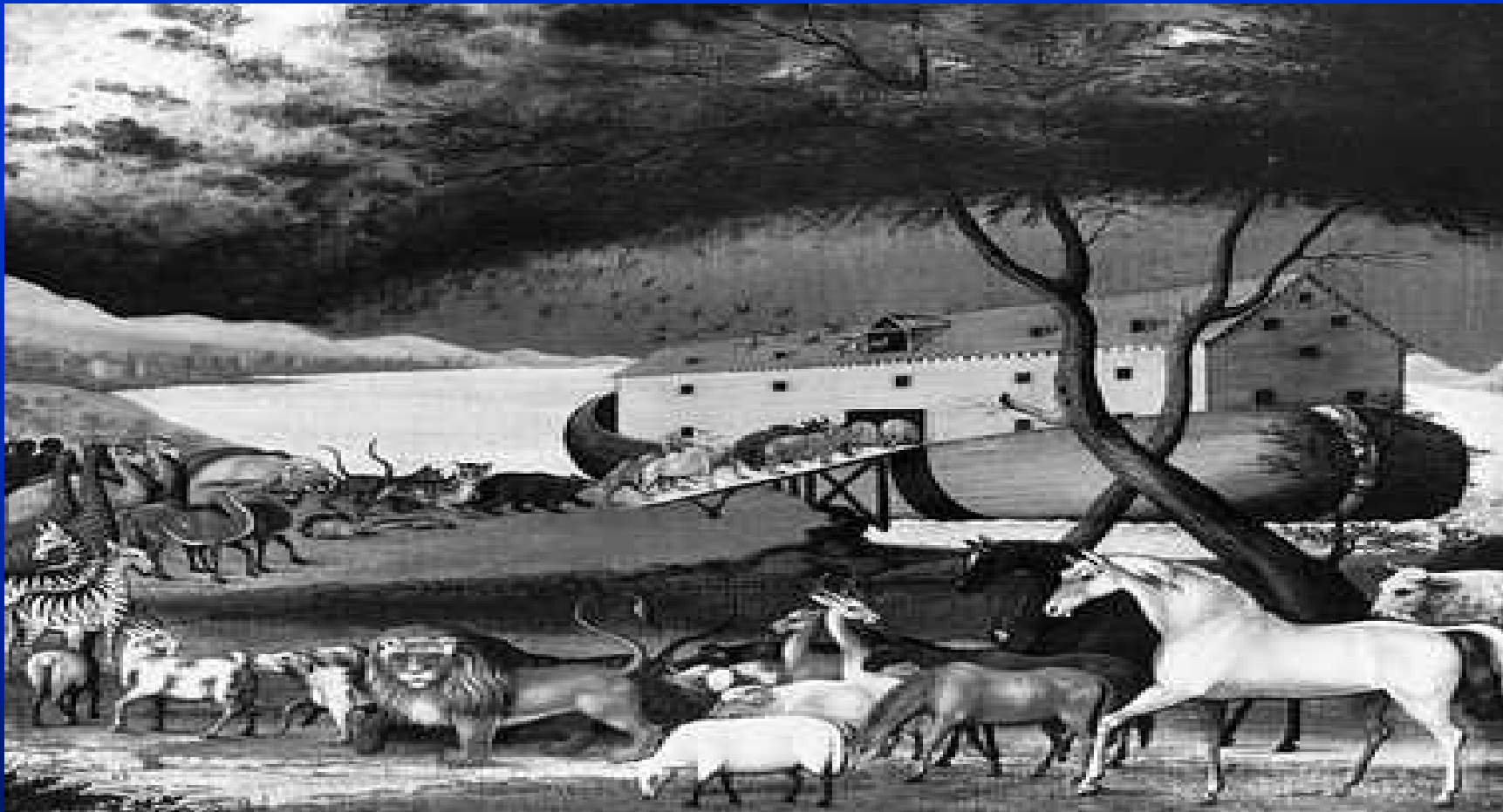
# The cost of getting it wrong:

- Negative publicity
- Complaining customers
- Low company morale
- Litigation
- Damage to your brand and reputation
- Possible company failure!

# CM in the Travel Industry

**A crisis is when you can't say :  
“ let's forget the whole thing ”**



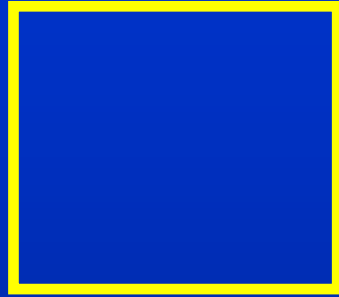


**First recorded crisis?**

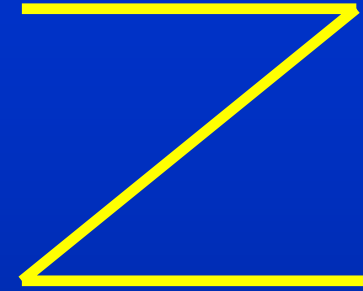
**Note Noah built the Ark before the rains came!**



# We love crises ....



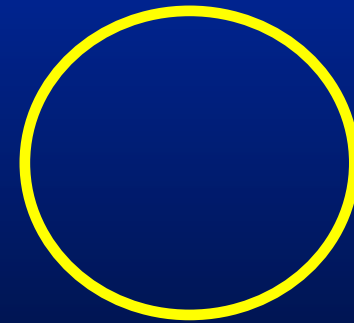
**In the box thinking,  
no need for CM.**



**Money / \$ ,  
as long as CM doesn't  
cost too much...**



**Focused thinking,  
CM will be priority !**



**Food, alcohol and sex,  
CM : where is the bar ?**

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# CM in the Travel Industry

Reactions that can be counted on in a crisis :

**Marketing**

**“where’s the opportunity?”**

**Sales:**

**“miss budget”**

**Finance:**

**“save”**

**Legal:**

**“review it”**

**Personnel:**

**“concerned”**

**Engineering:**

**“what crisis?”**

**Operations:**

**“told you so !”**

**Directors:**

**“who to blame?”**



# CM in the Travel Industry





# CM in the Travel Industry

**33 % : wonder what happened**

**63 % : watch things happen**

**4 % : make things happen**



# Why reinvent the wheel ?

**The good**



**The not so good**



# reasons to prepare:

- Research – Knight and Pretty
- “duty of care”
- brand protection
- Litigation / legislation
- cost reduction
- performance enhancement





# A crisis can be defined as :

**“Any situation which has the potential to affect long term confidence in an organization, its products, or which can interfere with its ability to continue operating normally”**

# Thinking out of the box

technical / economic

internal

- IT failure
- crash
- Loss of facilities

- International crisis
- Natural disasters
- Supplier failure

external

- Malicious acts
- Organisational failure
- Product failure

- Terrorism
- Sabotage
- Hi-jacking

people / social

# Aviation challenges

- Visibility - high media interest
- Potential for large numbers of victims
- Gruesome nature of deaths
- Passengers from all over
- Split sites
- Multi-agency response

# The calm before the storm:

- Top level 'buy-in'
- Develop effective plans (checklists)
- Select crisis teams on capabilities
- Train them
- Test the response and the team
- Continue the process

# The response:

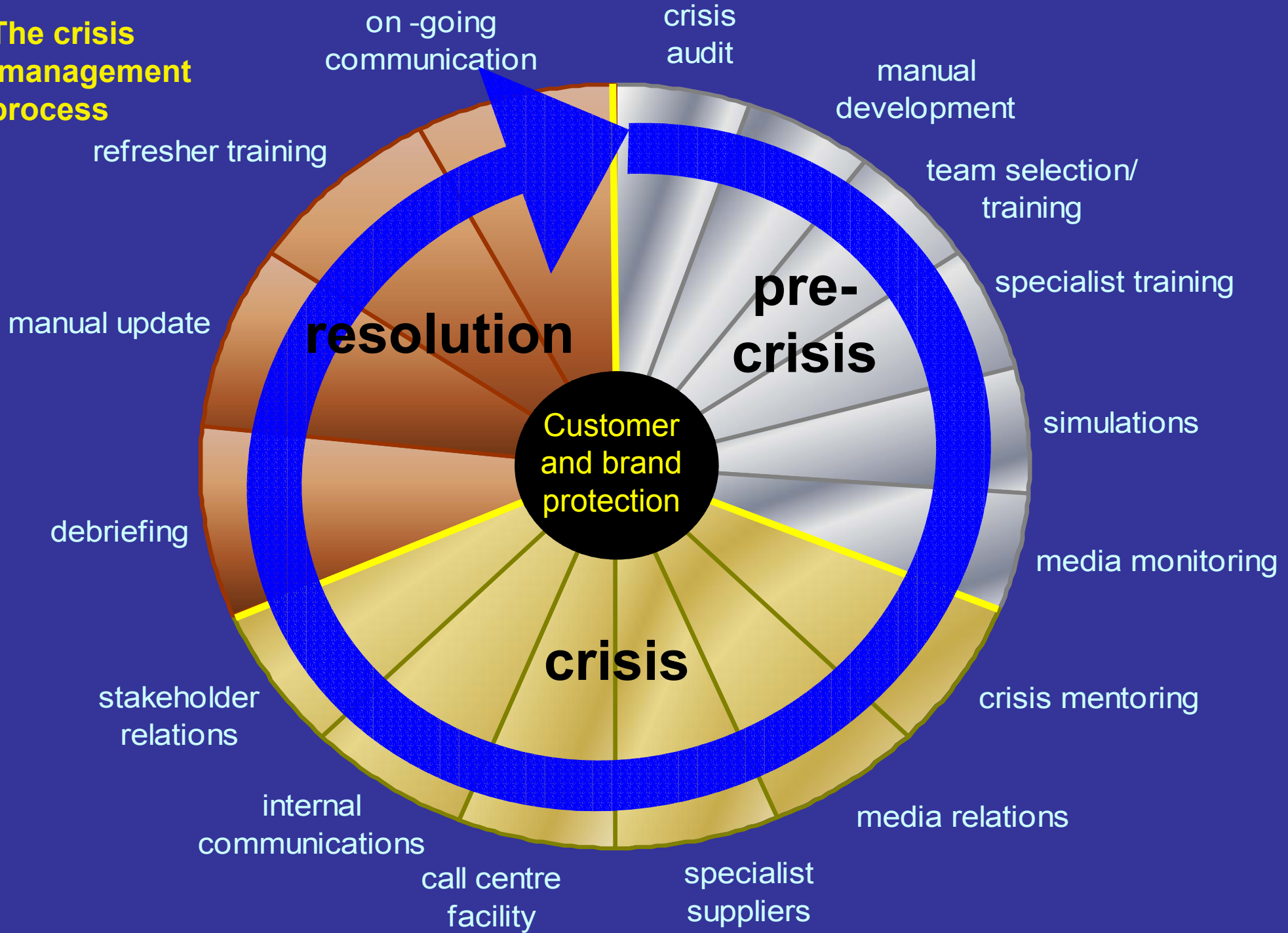


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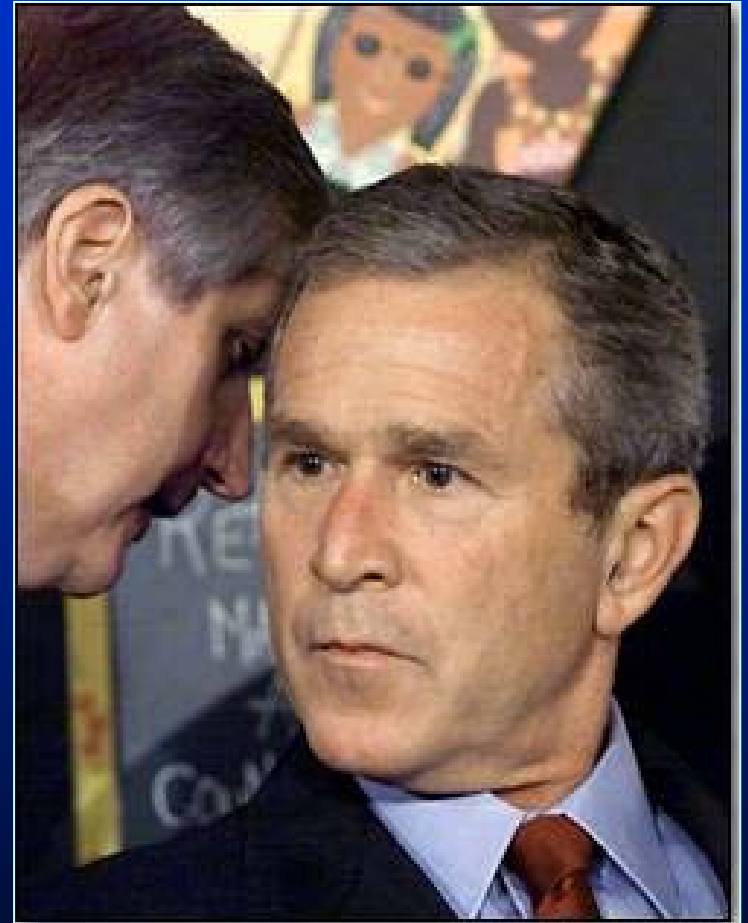


**The crisis management process**



# “essential ingredients for success”

- plan, prepare and practise
- over react
- first class family assistance
- show care and compassion
- communicate, communicate, communicate!
- respond fast – “the golden hour”
- check lists
- Don’t be “penny wise - pound foolish”
- “be there”
- involve specialists



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# Airline's concern impresses families of victims

By Chris Woodyard  
and Blake Morrison  
USA TODAY

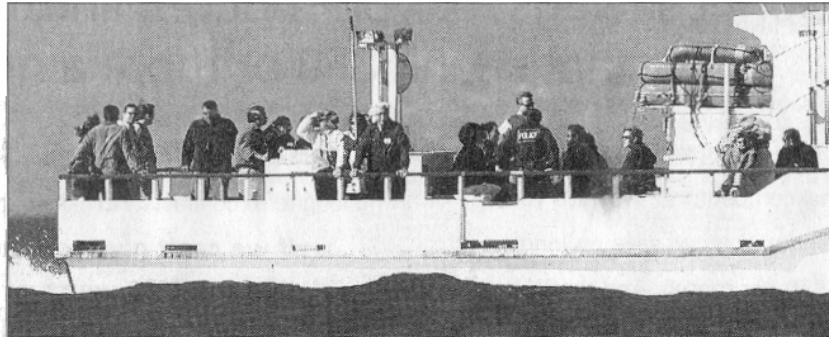
When New Yorker Ruth Ost heard that her nephew Bob and his family were missing in the crash of Alaska Airlines Flight 261, her first instinct was to get on a jet and head for California.

Ost says that despite her grief, she couldn't be more pleased with the way she and other families dealing with the tragedy have been treated by the airline, aviation safety officials and others. "They are quite amazing," she said Wednesday.

Ost's feelings appeared to be echoed by many of the relatives of the 88 victims who died when the plane plunged into the Pacific Monday. About 100 family members have converged on the Renaissance Hotel near Los Angeles International Airport, where airline and Red Cross officials are assisting them.

A smaller group has gathered farther north, in Port Hueneme, a Ventura County town that is close to the crash site, 10 miles off the coast.

Each family has been provided with its own grief counselor. The airline has put no restrictions on the number of rel-



By Kevork Djansezian, AP

**Visiting crash site:** Relatives and friends aboard a sportfishing boat return from viewing the area where Flight 261 went down off the coast near Port Hueneme, Calif.

atives it will house and feed. One large, extended family with multiple victims expects its contingent will top 30 by the time everyone arrives.

In Los Angeles, the victims' families received a two-hour, closed-door briefing Wednesday from Coast Guard officers, National Transportation Safety Board officials, the Ventura County coroner's office and airline officials. Arrangements are being made to transport them 60 miles up the coast today, so they can view the crash site.

A few families got a preview Wednesday, courtesy of a Ventura County woman, Dorothy Scuri. Told by town officials that families were desperate for a glimpse of the place where their loved ones died, Scuri turned over her sportfishing boat, the Jeanne, to 19 relatives and friends of the victims. A Coast Guard ship accompanied the 51-foot boat to the recovery area in the Santa Barbara Channel, where relatives laid flowers and grieved.

Some of the attention the airline is

lavishing on the families is mandated by law. In October 1996, Congress passed the Family Assistance Act, which requires that the families of air crash victims be promptly notified and orders airlines to develop plans for assisting relatives after disasters.

The law was enacted after the families of victims killed in the crashes of TWA Flight 800 and ValuJet Flight 592 complained bitterly about their treatment by the airlines and government officials.

Alaska Airlines officials seem determined to do better. Chief Executive Officer John Kelly said that he had ordered representatives assigned to each family to give them anything they wanted.

Ost and others said the airline was attentive even in the first hours after the crash. They said that they were met at airports near their homes by representatives of the airline and were told that all their needs and expenses would be taken care of by Alaska Airlines while they were in California.

So far, there has been no detectable anger among the victims' relatives. One person said tears were shed, however, when the relatives were told that the bodies were badly mangled.

**Finally - the cover up!**





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The logo for docleaf, featuring the brand name in a lowercase, sans-serif font. Below the text is a graphic of a water droplet falling into a pool of water, creating a ripple effect.



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