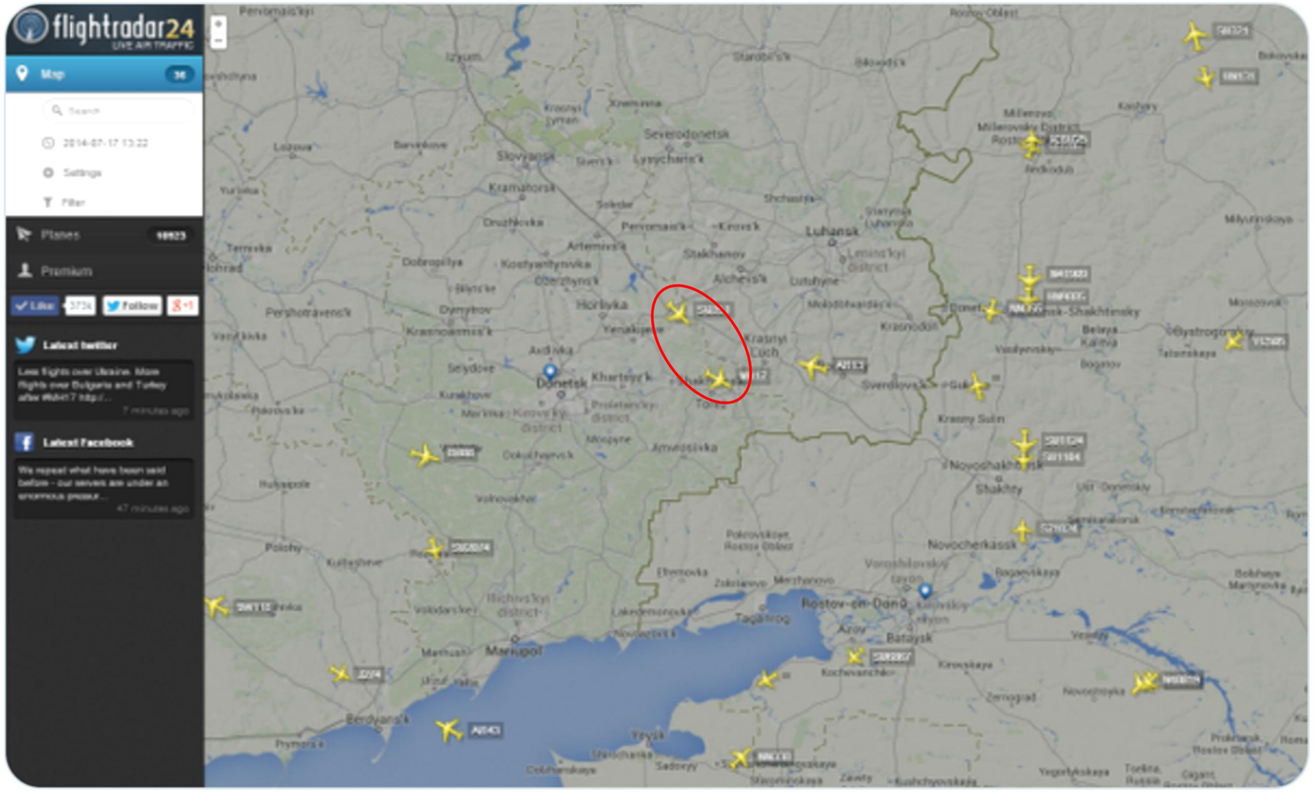
Crisis Communications Best Practice

Hanoi, 28 March 2025





2:45 AM · Jul 18, 2014

2,515 Reposts **2** Quotes **493** Likes **2** Bookmarks

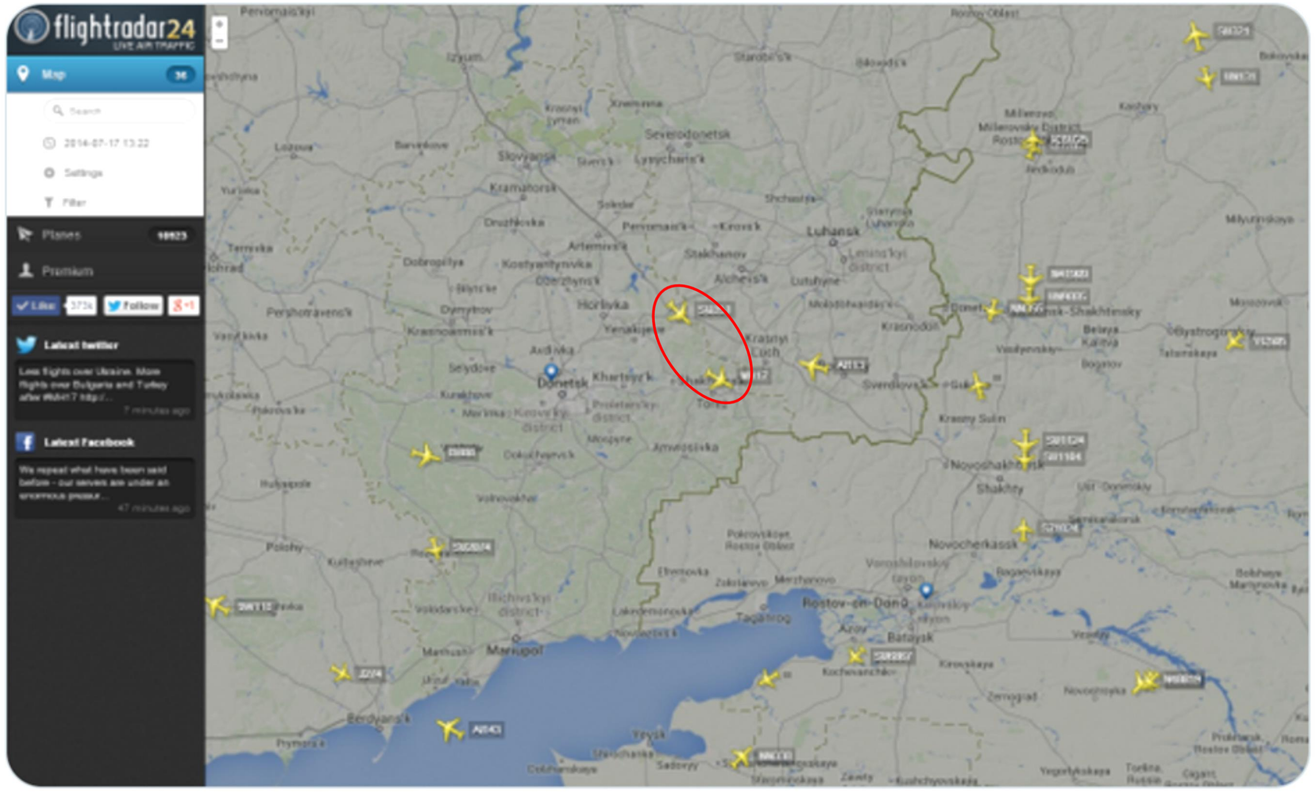
2

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Flightradar24
@flightradar24

Singapore Airlines SQ351 (B777) and Air India AI113 (B787) were about 25 km from #MH17 when it disappeared.



2:45 AM · Jul 18, 2014

2,515 Reposts **2** Quotes **493** Likes **2** Bookmarks

2

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Vietnam Airlines

Crisis Communications: First Principles

1. Identify who has been affected, and the degree of harm done to them
2. Acknowledge their feelings of anger/disappointment/distress and calibrate your language (and the actual response) accordingly
3. Accept an appropriate level of responsibility: if it was your fault/ shortcoming/oversight/failure, “own it”
4. Talk about what you are doing/have done already to address the situation and mitigate the impact
5. Commit to a thorough review/investigation of what happened, how it happened, and how it could have been avoided
6. Show humility: the company will accept and act on any “lessons learned”

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Case Study

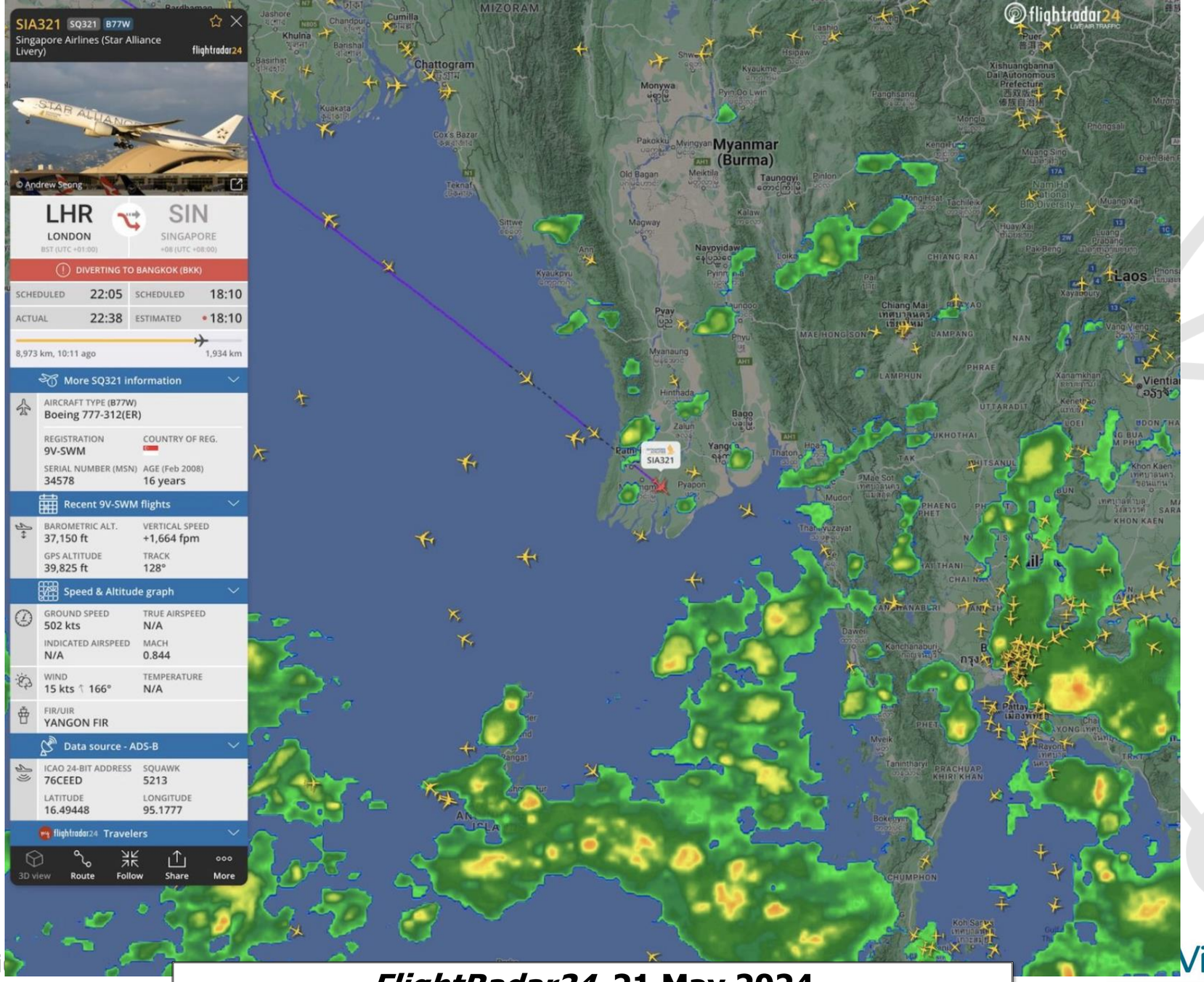
Singapore Airlines SQ321

21 May 2024






sunrise
CAN 16° 5:31



FlightRadar24, 21 May 2024

SQ321: Timeline (SG time)

15.49 B777-300ER LHR-SIN experiences severe turbulence and diverts to BKK

16.45 Lands in Bangkok. Medical teams waiting to triage passengers & crew

18.00 SIA relief aircraft with Go-Team and extra crew departs for BKK

18.02 First SIA statement confirms one fatality and multiple injuries

20.15 Second SIA statement confirms contact centre numbers for NOKs

21.00 Relief aircraft with Go-Team arrives BKK. SIA attempts to locate hospitalized passengers, with assistance from Thai authorities

00.16 Third SIA statement confirms passenger nationalities

05.05 CEO meets uninjured passengers & crew returning to SIN on relief aircraft

06.30 Fourth SIA statement confirms arrival of first group in Singapore

08.30 SIA releases video statement from CEO

19.00 CEO departs for Bangkok to visit 60+ hospitalized passengers and crew

Singapore Airlines Statements (SG time)

19.00

Singapore Airlines
21 May at 18:00 ·

Singapore Airlines flight #SQ321, operating from London (Heathrow) to Singapore on 20 May 2024, encountered severe turbulence en-route. The aircraft diverted to Bangkok and landed at 1545hrs local time on 21 May 2024.

We can confirm that there are injuries and one fatality on board the Boeing 777-300ER. There were a total of 211 passengers and 18 crew on board.

Singapore Airlines offers its deepest condolences to the family of the deceased.

Our priority is to provide all possible assistance to all passengers and crew on board the aircraft. We are working with the local authorities in Thailand to provide the necessary medical assistance, and sending a team to Bangkok to provide any additional assistance needed.

We will provide regular updates on our Facebook and X accounts.

Singapore Airlines Statements (SG time)

20.15

Update 2

Singapore Airlines flight SQ321 departing on 20th Flying from London (Heathrow) to Singapore on May 2024 got into severe turbulence during the flight. The plane was diverted to Bangkok and landed at 1545 local time.
We can confirm that on board the Boeing 777-300ER there are several injured and one fatality. Up to the 21st. 18 people were hospitalized on May 2024 1950h Singapore local time. Another 12 are being treated in hospitals. The remaining passengers and crew members will be examined at Bangkok's Suvarnabhumi International Airport and treated, as appropriate.
A total of 211 passengers and 18 crew members were on board.
Singapore Airlines extends its deepest condolences to the deceased's family. We deeply apologize for the traumatic experience our passengers and crew members had on this flight.
We are offering all the support needed during this difficult time.
We are working with our colleagues and local authorities in Thailand to provide the necessary assistance. A Singapore Airlines team is en route to Bangkok to provide any additional assistance needed.
Singapore Airlines has set up a hotline for relatives seeking information by calling +65 6542 3311
We will also be updating regularly on our Facebook and X accounts.

Singapore Airlines Statements (SG time)

06.30

Singapore Airlines
6 days ago ·

Update 4

Our 121 passengers and 12 crew members aboard Singapore Airlines Flight SQ321 flew to Singapore at 0.05am (Singapore local time).
They were greeted by Singapore Airlines CEO Goh Choon Phong upon arrival at Changi Airport in Singapore.
Transport was organized for passengers traveling to Singapore to their home destinations or hotels. Alternative flights have been booked for passengers flying on and hotel accommodations or lounge access has been arranged so they can rest until their next flight.
Singapore Airlines confirms a passenger on board flight SQ321 has died in the incident.
With stand of 22. May 2024 05:05 AM still 79 passengers and 6 crew members of SQ321 in Bangkok. Among them are also persons who are undergoing medical treatment as well as family members and members of the crew.
A dedicated SIA team from Singapore is in Bangkok to support our colleagues and local authorities. We are trying to get our passengers and crew of SQ321 in Bangkok all the help we can.
Goh Choon Phong, CEO of Singapore Airlines, said: "On behalf of Singapore Airlines, I would like to express my sincere condolences to the family of the deceased passenger."
We also deeply apologize for the trauma suffered by all passengers and crew members on this flight. We strive to provide every help and support possible to the families and loved ones during this difficult time. The health of our passengers and staff is our top priority.
SIA is cooperating with the relevant authorities to investigate this incident.
Relatives of passengers requesting information may contact the Singapore Airlines helplines at +65 6542 3311 (Singapore), 1800-845-313 (Australia) and 080-0066-8194 (United Kingdom).
We will continue to update on Facebook and X-account.

GLOBAL Communications Consulting

Vietnam Airlines

Singapore Airlines statements (SG time)

- 08.30 Update 5 (+15.45) CEO video statement released

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SINGAPORE
AIRLINES


Today
7:11
CANB 16°



Kerry Gray
And this is why we prefer **Singapore Airlines** - absolute care and class all the way. Hope all crew and passengers make great recovery.❤️‍🩹

6h **Like** **Reply** 12

View 1 reply



Stewie Stewart
I would not expect anything less of Singapore Airlines- fabulous company with amazing caring staff. Top notch and my #1 airline before Qantas even as an Aussie

14h **Like** **Reply** 32

View 1 reply



Top fan
Jallay Ziya
SIA thank you for the updates. You are demonstrating care by giving these updates. I hope the cabin crew are being well looked after. They are a very big part of what makes SIA, my first choice of travel and number 1. 🙏❤️

9h **Like** **Reply** 5



Spencer Davies
Absolute fair credit to Singapore Airlines here. The response, transparency and communication has been world class. 👏

14h **Like** **Reply** 25

View 1 reply

Jimmy Tan
Only Singapore Airlines can rise to the occasion. Flawless communication strategy, comprehensive care of affected passengers to make sure all their needs are met, and selfless crews members trained to look after the passengers even though they are themselves injured. And nothing short of the CEO flying to Bangkok to personally meet those in hospital. I live in Australia, but sad to say, our airlines pale in comparison to SQ.

11h **Like** **Reply** 12

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Lawrence Wong
May 22 at 9:45 AM ·

I was relieved to hear that 131 passengers and 12 crew onboard Singapore Airlines flight SQ321 have safely returned to Singapore early this morning. Singapore Airlines had flown a plane with their staff to bring these passengers and crew back.

The Transport Safety Investigation Bureau under the Ministry of Transport, Singapore will conduct a thorough investigation.

On behalf of the government and people of Singapore, I thank the authorities in Thailand for their support in providing medical assistance and looking after the affected passengers and crew.

My deepest condolences once again to the family and loved ones of the deceased. I also hope and pray that those who are injured will recover and return home soon.

(📷: The Straits Times Photo: Ariffin Jamar)



Singapore Prime Minister, Facebook, 22 May 2024

GLOBAL Communications Consulting

Vietnam Airlines

Singapore Airlines holds brand sentiment steady despite turbulence crisis

Published
23 May 2024

Author
Camillia Dass

Share On Twitter / Facebook / Linkedin /

The last few days have been trying for Singapore Airlines, passengers and crew members aboard flight SQ321 which experienced sudden and extreme turbulence over the Irrawaddy Basin about 10 hours after taking off from London. The pilot then declared a medical emergency and landed in Thailand's Suvarnabhumi Airport where it was discovered that there were multiple injuries and one fatality.

The situation has undoubtedly resulted more negative online sentiments with 30.6% positive and 42.6% negative, according to media intelligence firm CARMA.

However, the negative sentiments were not directed towards the airline's service and response, but instead, focus on the situation which involved a death and injuries, said Divika Jethmal, head of marketing, Asia at CARMA.

Commentary

Commentary: The way Singapore Airlines handled SQ321 turbulence crisis is a lesson for other carriers

While SIA's crisis management efforts have been lauded, the safety and security of air travel will be on the minds of passengers and airlines alike, says Endau Analytics' Shukor Yusof.



File photo of SIA cabin crew (left) and the interior of Singapore Airlines flight SQ321 after an emergency landing at Bangkok's Suvarnabhumi International Airport on May 21, 2024. (Photos: AFP, Reuters)

Shukor Yusof

26 May 2024 06:00AM

Crisis Communications
“Best Practice”





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Qantas: “There is nothing to suggest the debris came from our aircraft”

GLOBAL Communications Consulting

vietnam Airlines

Qantas says crashed plane an Airbus A380

SINGAPORE | Wed Nov 3, 2010 11:28pm EDT

Recommend

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Digg

Nov 4 (Reuters) - Qantas told CNBC television that a plane that crashed near Singapore was an Airbus (EAD.PA) A380. No other details were immediately available.

The plane can carry more than 500 passengers. Witnesses said they had heard an explosion over the Indonesian island of Batam.

Related News

GLOBAL Communications Consulting

Vietnam Airlines

Communication Timeline: Day 1

- T+15 minutes: Release first tweet acknowledging the incident (or the reports). Update regularly

Monday, Feb. 17, 3:34 p.m ET:

Delta is aware of reports of Endeavor Flight 4819 operating from Minneapolis/St. Paul to Toronto-Pearson International Airport as involved in an incident. We are working to confirm any details and will share the most current information on news.delta.com as soon as it becomes available.

Feb 17, 2025 3:44pm

Communication Timeline: Day 1

- T+15 minutes: Release first tweet acknowledging the incident (or the reports). Update regularly
- T+60 minutes: More detailed statement posted to website/released on other channels

Communication Timeline: Day 1

Monday, Feb. 17, 4:33 p.m. ET update:

Editor's note: The time of the incident was updated in the 5:42 p.m. ET statement.

Delta Connection flight 4819, operated by Endeavor Air using a CRJ900 aircraft, was involved in a single-aircraft accident at Toronto Pearson International Airport (YYZ) around 3:30p ET on Monday. The flight originated from Minneapolis-St. Paul International Airport (MSP).

Initial reports were that there are no fatalities. Several customers with injuries were transported to area hospitals. Our primary focus is taking care of those impacted.

The flight was carrying a total of 80 people – 76 passengers and four crew.

YYZ was closed shortly after the incident occurred. Delta is working to connect with customers traveling from, to or through YYZ who should also monitor the status of their flight via the Fly Delta app.

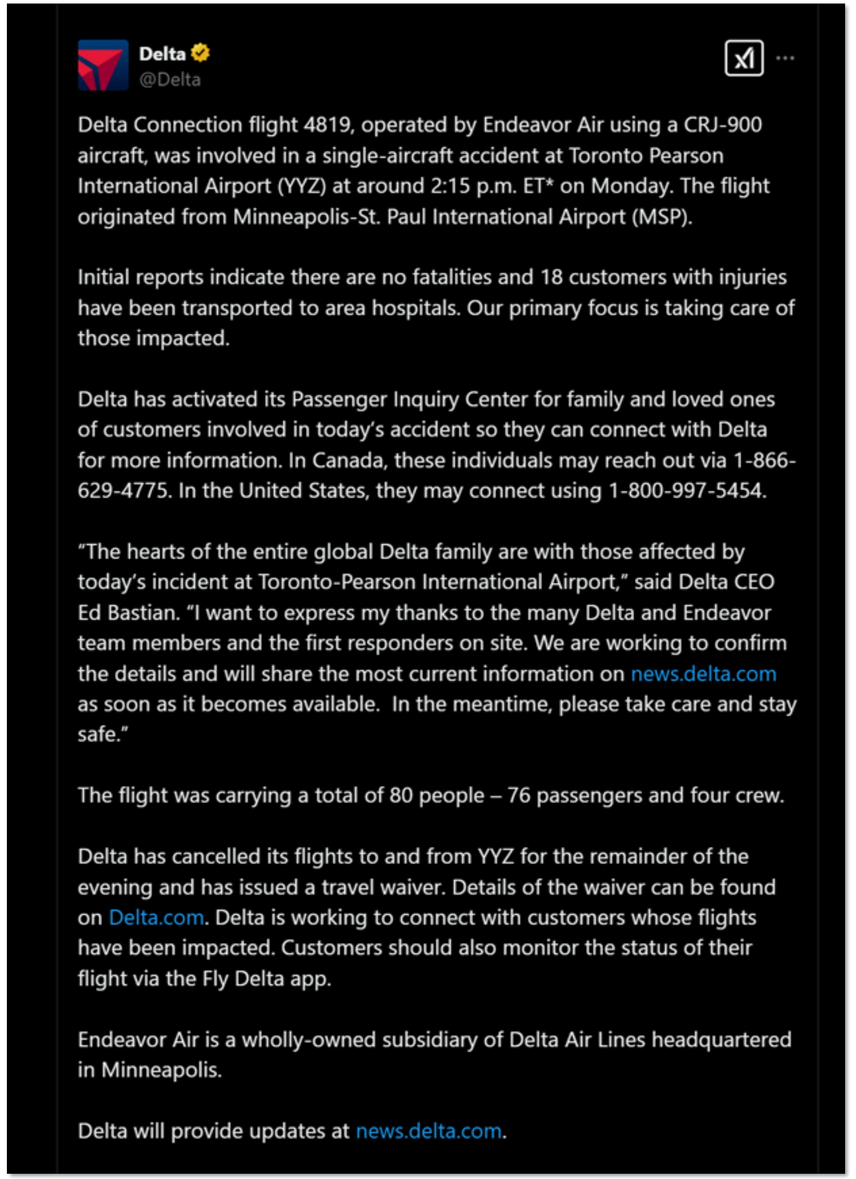
Endeavor Air is a wholly owned subsidiary of Delta Air Lines headquartered in Minneapolis.

Delta will provide updates at **news.delta.com.**

GLOBAL Communications Consulting

Vietnam Airlines

Communication Timeline: Day 1



Delta
@Delta

Delta Connection flight 4819, operated by Endeavor Air using a CRJ-900 aircraft, was involved in a single-aircraft accident at Toronto Pearson International Airport (YYZ) at around 2:15 p.m. ET* on Monday. The flight originated from Minneapolis-St. Paul International Airport (MSP).

Initial reports indicate there are no fatalities and 18 customers with injuries have been transported to area hospitals. Our primary focus is taking care of those impacted.

Delta has activated its Passenger Inquiry Center for family and loved ones of customers involved in today's accident so they can connect with Delta for more information. In Canada, these individuals may reach out via 1-866-629-4775. In the United States, they may connect using 1-800-997-5454.

"The hearts of the entire global Delta family are with those affected by today's incident at Toronto-Pearson International Airport," said Delta CEO Ed Bastian. "I want to express my thanks to the many Delta and Endeavor team members and the first responders on site. We are working to confirm the details and will share the most current information on news.delta.com as soon as it becomes available. In the meantime, please take care and stay safe."

The flight was carrying a total of 80 people – 76 passengers and four crew.

Delta has cancelled its flights to and from YYZ for the remainder of the evening and has issued a travel waiver. Details of the waiver can be found on Delta.com. Delta is working to connect with customers whose flights have been impacted. Customers should also monitor the status of their flight via the Fly Delta app.

Endeavor Air is a wholly-owned subsidiary of Delta Air Lines headquartered in Minneapolis.

Delta will provide updates at news.delta.com.

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Communication Timeline: Day 1

- T+15 minutes: Release first tweet acknowledging the incident (or the reports). Update regularly
- T+60 minutes: More detailed statement posted to website/released on other channels
- T + 60 mins: Branding changed on all online platforms

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AZERBAIJAN AIRLINES

Currency | English | Personal Account

Book a flight | Check-in | Manage booking | Flight status

From Baku BAK To | Flight date | Passengers 1, Economy

Pay by Miles

+ Add promo code



Today is a tragic day for AZAL.
We extend our deepest condolences with profound sorrow to the families and loved ones of the passengers and crew members who lost their lives in the crash of the Embraer-190 aircraft near the city of Aktau. We pray for God's mercy upon them. Their pain is our pain.
We wish a speedy recovery to the injured.

English

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Log in | Join

Information about Flight 5342

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Changes to checked bag fees and allowances

Feedback



ENDEAVOR FLIGHT 4819

We are aware of an incident involving Endeavor Air Flight 4819. We are focused on gathering more information and taking care of our employees and customers at this time. We will share additional details as they become available. Please visit http://news.delta.com or click on the button below for the latest information.

Delta has activated its Passenger Inquiry Center for family and loved ones of customers involved in today's accident so they can connect with Delta for more information. In Canada, these individuals may reach out via 1-866-629-4775. In the United States, they may connect using 1-800-997-5454.

INFORMATION ON FLIGHT 4819

Communication Timeline: Day 1

- T+15 minutes: Release first tweet acknowledging the incident (or the reports). Update regularly
- T+60 minutes: More detailed statement posted to website/released on other channels
- T+60 minutes: Branding changed on all online platforms
- T + 3 hrs: First media appearance by most senior local manager at/near the accident scene OR video statement from the CEO

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AMERICAN AIRLINES
AMERICAN AIRLINES JET COLLIDES WITH ARMY HELICOPTER IN WASHINGTON, D.C.
NBC NEWS
LIVE › 12:14 AM ET
NBC NEWS SPECIAL REPORT

Communication Timeline: Day 1

- T+15 minutes: Release first tweet acknowledging the incident (or the reports). Update regularly
- T+60 minutes: More detailed statement posted to website/released on other channels
- T+60 minutes: Branding changed on all online platforms
- T + 3 hrs: First media appearance by most senior local manager at/near the accident scene OR video statement from the CEO
- T + 6 hrs: First press conference with CEO or most senior executive available

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NDTV
WORLD

Ongoing Communication: Day 2++

- Statements updating progress on family assistance response/response to emerging issues

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Reuters
Cologne, Germany
2:34 PM
BREAKING NEWS
AIRLINE CHIEFS UPDATE CRASH INVESTIGATION
CNN
9:34 AM ET
NEWSROOM

Ongoing Communication: Day 2++

- Statements updating progress on family assistance response/response to emerging issues
- Daily family briefings (private)
- CEO email/s to employees
- Talking points for front-line staff
- CEO communications to key customers/partners

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Dear Judith Julia Justin,

The past few weeks have been the most difficult weeks of my life since starting AirAsia 13 years ago.

I wanted to reach out and thank you for the warmth and support given to all of us. Your messages of love and encouragement strengthen our resolve to be better. We will continue to provide updates as the investigation goes on.

Rest assured, we are committed to reviewing and improving our products and services. We are more focused than ever to provide you with nothing but the best.

Even in our toughest times, we will continue to be the world's best and be better for you.

Together with my 17,000 AirAsia Allstars, we ask that you join us in praying for the family members and loved ones of those on board QZ8501.

#together**we**stand

Love,



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Ongoing Communication: Day 2++

- Statements updating progress on family assistance response/response to emerging issues
- Daily family briefings (private)
- CEO email/s to employees
- Talking points for front-line staff
- CEO communications to key customers/partners
- Advertisements expressing sorrow & thanks to community

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Our deepest sympathies

The incomprehensible loss of 150 lives has filled us with the deepest sadness.
We extend our sincere condolences to the families and friends of our passengers and colleagues. They are in our thoughts and prayers.
We wish to thank the many thousands of helpers in France, Spain, Germany and numerous other countries around the world for their assistance and support.

On behalf of all employees of the Lufthansa Group,



Carsten Spohr
CEO
Deutsche Lufthansa AG



Thomas Winkelmann
Spokesman for the Executive Board
Germanwings GmbH

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tnam Airlines

Consistent Messaging and Branding

- Change online branding to monochrome (only if there are fatalities)
- Remove all promotional images and messaging from website and other online channels
- Pause outbound communication with customers (FFP members etc)
- Develop appropriate “hashtags”
- Post CEO statements on website and YouTube
- Review all marketing collaterals and campaigns
- Instruct media buyers to review all online/offline advertising placements, posters & billboards



Alice Chadfield Follow
@Alicechadfield

These tube billboards probably need to be taken down ASAP
@germanwings #germanwings #PRDisaster

5:13 PM - 24 Mar 2015

6 RETWEETS 1 FAVORITE

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Home ▸ Campaign ▸ My bucket list

My Ultimate Bucket List Contest

Encounter wild and endangered orang-utans of Borneo in their natural habitat. Lie down on the ground of Champs de Mars and watch the Eiffel tower magically light up at night. Swim in all five oceans of the world.

Whether it's big or small, share your life's ultimate to-do list and you could win a flight ticket or an iPad!

"What and where would you like to tick off on your bucket list, and explain why?" (500 characters in length or less)

Win these fantastic monthly prizes

- September: 2 x 16GB iPad (Black or White)

© GoCrisis. All rig

Asia

Malaysia Airlines renames 'bucket list' contest after outcry from families

Malaysia Airlines has scrapped the title of a promotional competition
activities and destinations are on their "bucket list" after acknowledgi
given the two deadly disasters it has suffered this year.

Too little, too late: Malaysia Airlines apologizes for 'bucket list' stunt

Malaysia Airlines scraps 'bucket list' quiz title

4 September 201

TODAY ON THE SHOW SHOP WELLNESS PARENTS FOOD LIFE TODAY PLAZA

Malaysia Airlines forced to pull 'Ultimate Bucket List' flight giveaway after backlash over twin air tragedies that killed 537

- **Malaysia Airlines opened contest to residents of Australia and New Zealand**
- **Customers had a chance to win free flights by describing their 'bucket list'**
- **Airline renamed contest and removed 'bucket list' references from website**

By CHRIS KITCHING FOR MAILONLINE
PUBLISHED: 10:29 BST, 3 September 2014 | **UPDATED:** 15:41 BST, 3 September 2014

MONEY

Malaysia Airlines ditches 'Ultimate Bucket List' contest

Malaysia Airlines has jettisoned its unfortunately titled "Ultimate Bucket List" promotion after an onli
backlash.The common phrase "bucket list," of course, refers to a series of things one wants to before th
"kick the bucket." Yeah. Not really the kind of marketing magic you want to go for if you're an airline th
earlier this year had two disasters resulting in 537 fatalities.The

NBC NEWS POLITICS U.S. NEWS WORLD BUSINESS SPORTS SHOPPING HEALTH CULTURE & TRENDS

BUSINESS NEWS

Malaysia Airlines Scraps Ill-Conceived 'Bucket List' Promotion

Following the tragedies of Flight 370 and Flight 17, Malaysia Airlines rolled out -- and
promptly scrapped -- a contest asking consumers to describe their bucket lists.

PRWeek

home

Malaysia Airlines renames "bucket list" contest

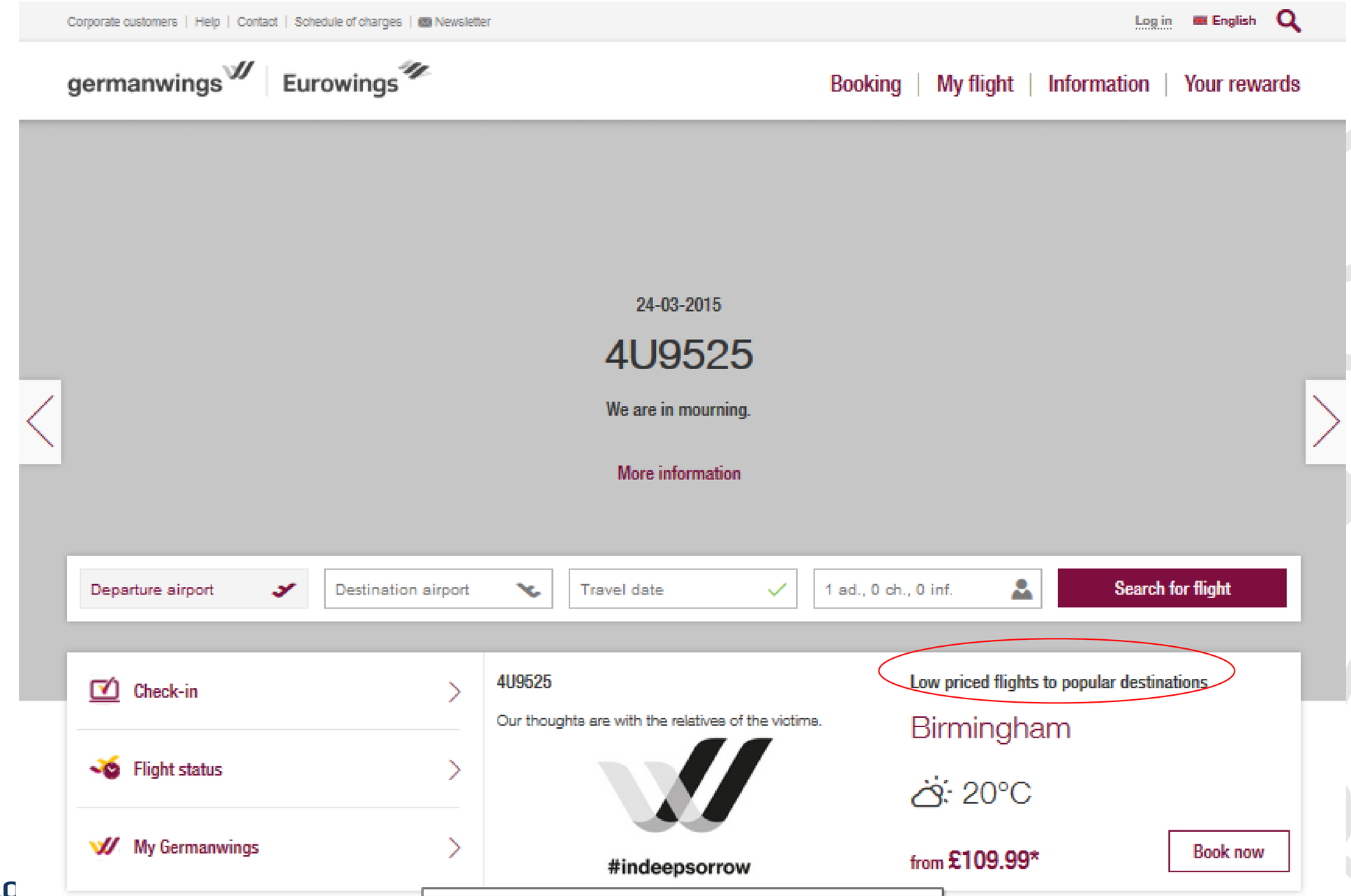
It was either an error of judgement or simply poor oversight

Consistent Messaging and Branding

- Signal transition back to “business as usual” – but phased in slowly, with sensitivity

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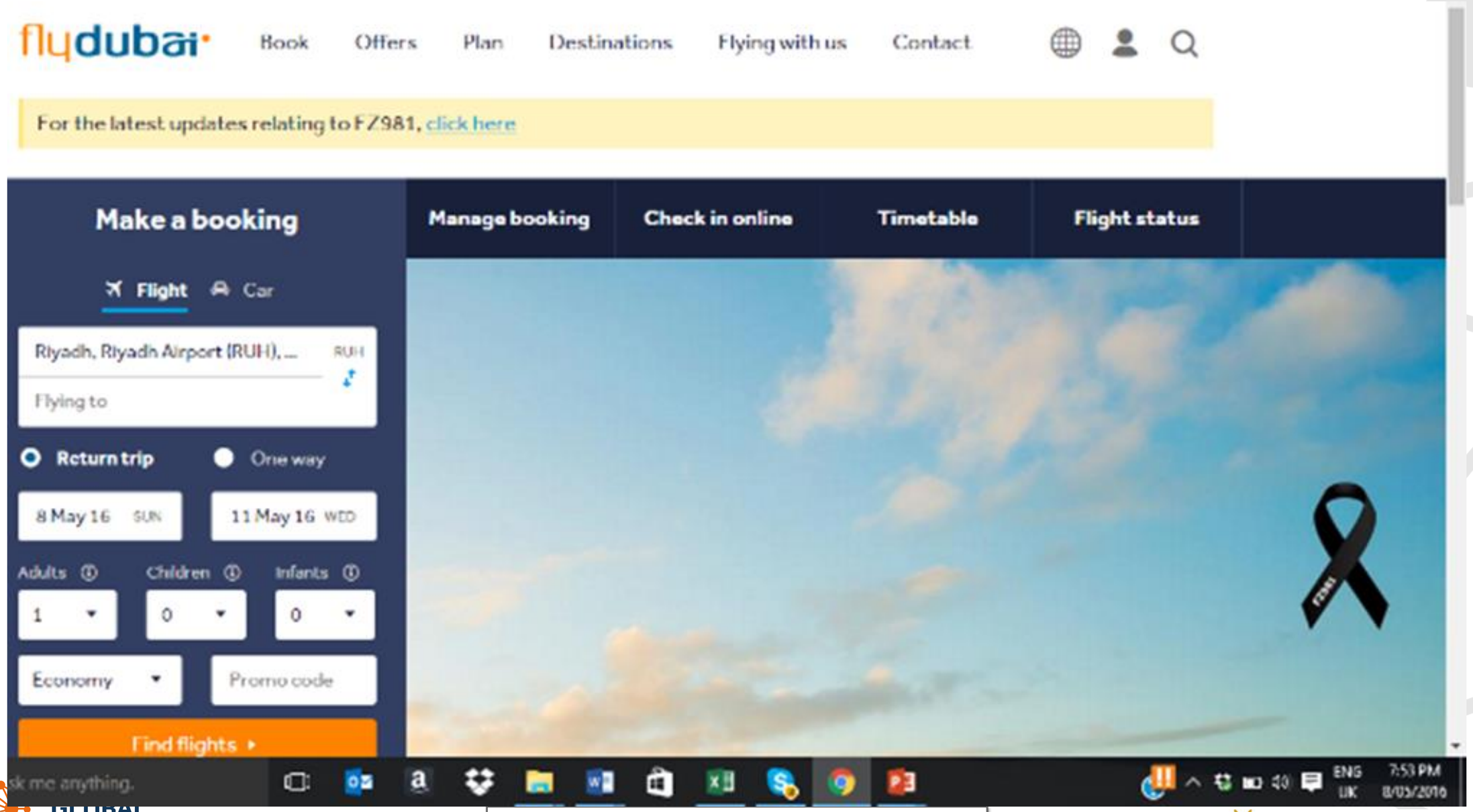
Vietnam Airlines



GLC Communications Consulting

www.Germanwings.com
14 April 2015 (+3 weeks)

Vietnam Airlines



GLOBAL Communications Consulting

www.FlyDubai.com
08 May 2016 (+7 weeks)

Vietnam Airlines

Long-Term Communication Planning

- Memorial events (internal/external)

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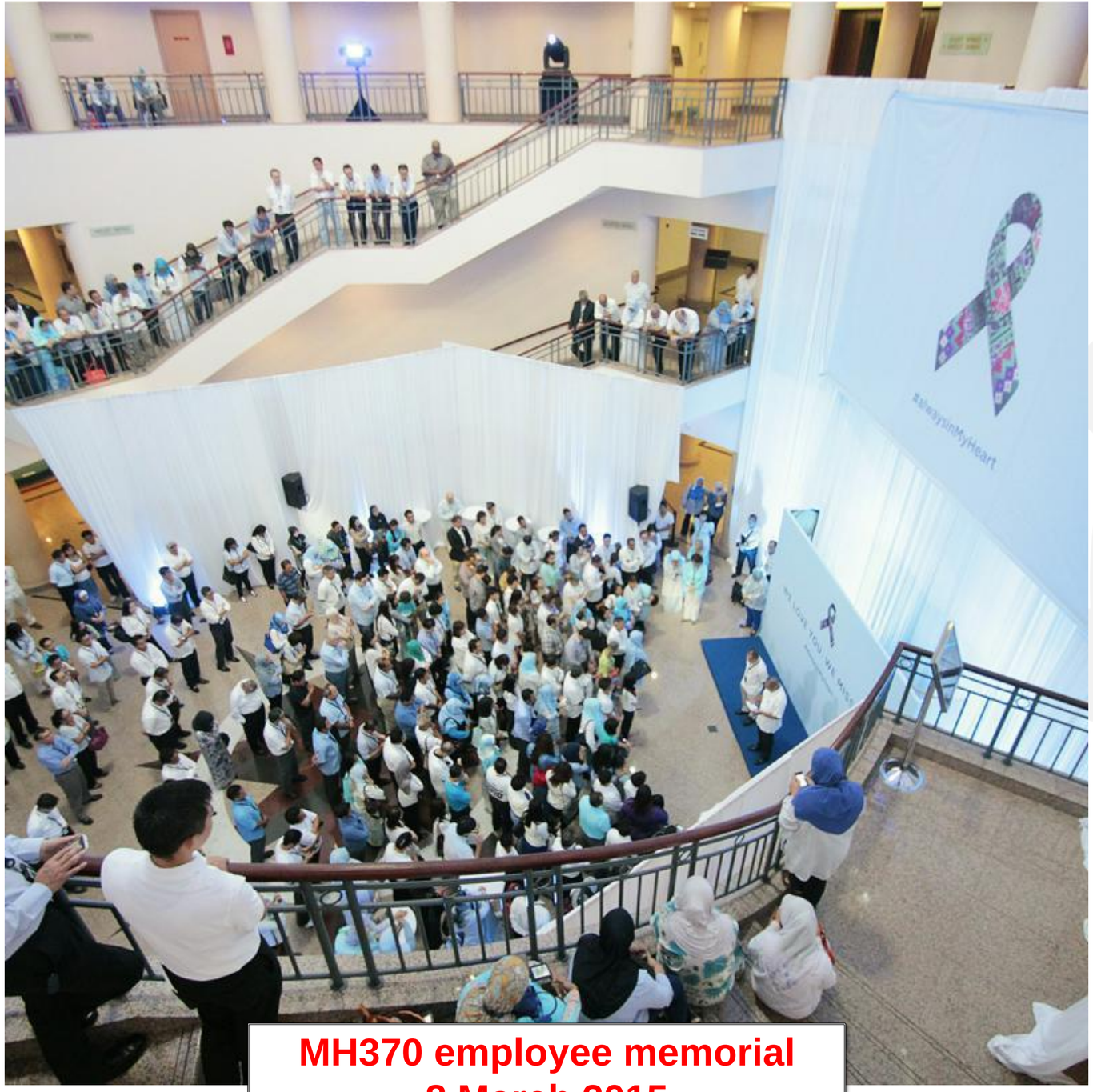

AFP/UKRAINIAN PRESIDENCY
9 January 2020



26 December 2024

Long-Term Communication Planning

- Memorial events (internal/external)
- Recovery/identification/repatriation process
- Funerals (employees/passengers)
- Release of initial investigation findings
- Return to business-as-usual (phased)
- Conclusion of recovery/identification process
- Release of interim investigation report
- One-year anniversary (interment of unidentified remains)



MH370 employee memorial
8 March 2015

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Long-Term Communication Planning

- Release of final investigation report/recommendations
- Litigation from non-settling families/third parties
- Subsequent anniversaries

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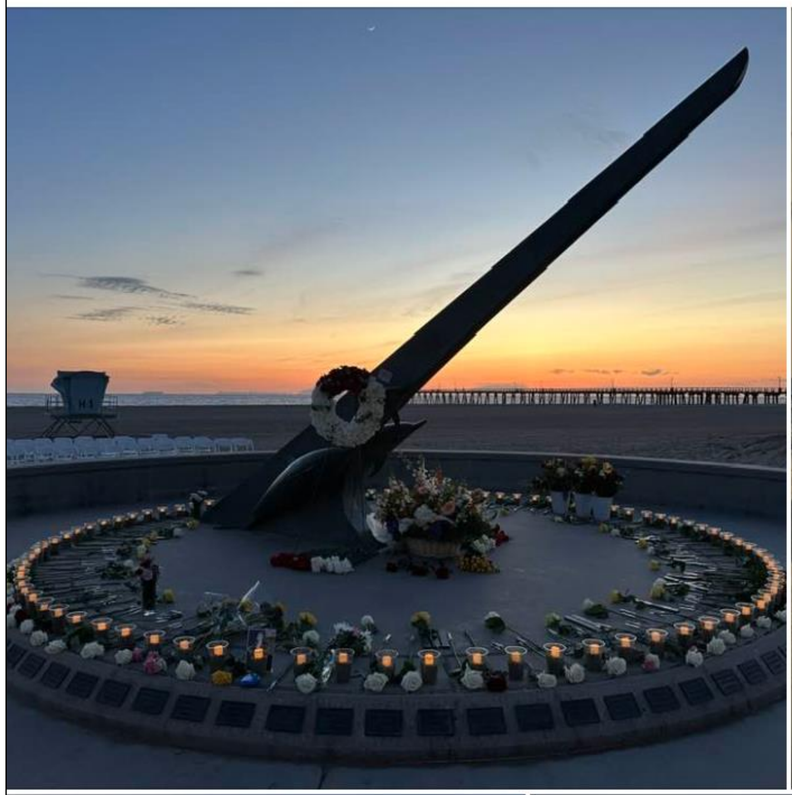
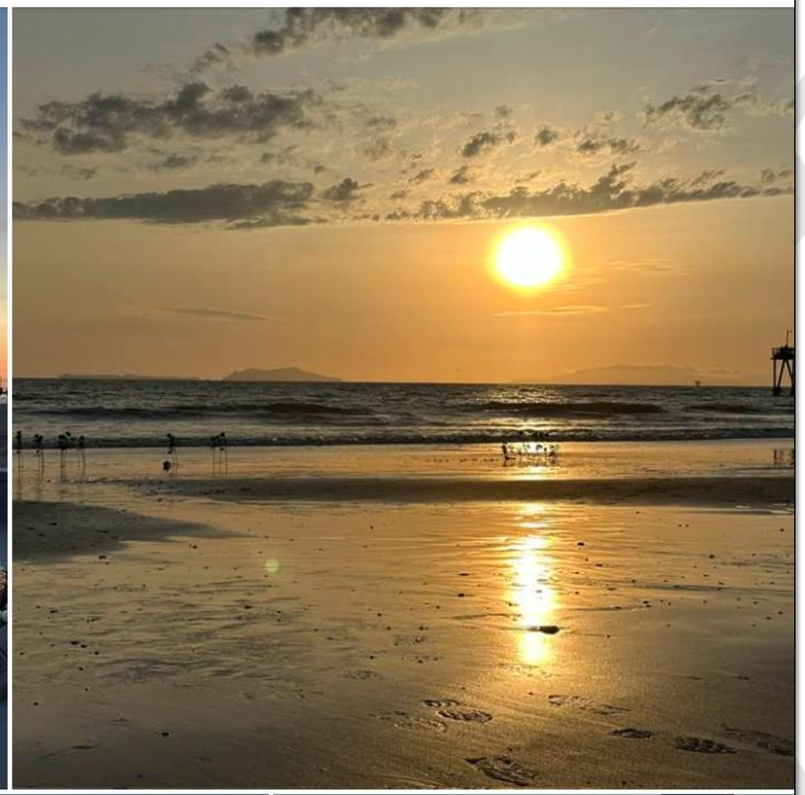
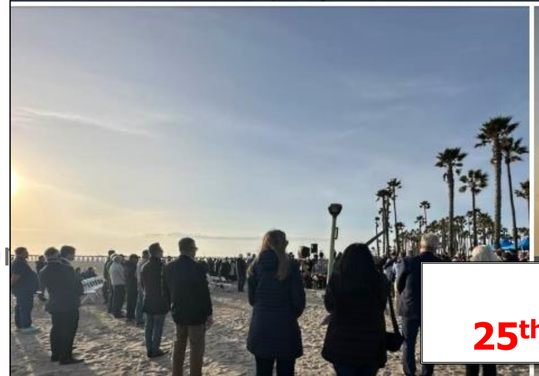
Vietnam Airlines



Alaska Airlines flight 261
15th anniversary, 31 January 2015

Sue Warner-Bean
58m ·

"We remember them with love." A beautiful 25th-year service today in remembrance of the 88 people on board flight 261. A moment of silence for all those lost and affected by this week's DCA accident opened the service.



Alaska Airlines flight 261
25th anniversary, 31 January 2025

GLOBAL Communication Consulting

Vietnam Airlines

慰霊塔／納骨堂 MEMORIAL MONUMENT / MAUSOLEUM

IREI-NO-SONO Shrine in UENOMURA Village where the JAL123 had crashed, enshrines the burnt ashes of un-identified bodies of the victims. The IREI-NO-SONO Foundation holds annual memorial ceremony on August 12th, the day of the crash.







JAL 123 memorial site,
Mount Takamagahara

G
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On Leadership

AirAsia CEO Tony Fernandes places himself at center of the Flight 8501 crisis

By Jena McGregor December 30, 2014 Follow @jenamcgregor



AirAsia CEO Tony Fernandes (REUTERS/Beawiharta)

Ever since AirAsia Flight 8501 went missing Sunday, CEO Tony Fernandes

Advertisement

"Ever since Air Asia Flight 8501 went missing Sunday, CEO Tony Fernandes has been a constant presence — both physically and digitally — amid the crisis, with a response that appears to be hitting the right notes…"

Washington Post, 30 December 2014

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Vietnam Airlines



THE WALL STREET JOURNAL. | WORLD

US$ 8 for 8 Weeks

WORLD NEWS

AirAsia Chief Tony Fernandes Takes Lead on Crash Response

Carrier to Make Good on Commitments to Families of Those on Flight 8501, CEO Says

AirAsia CEO Tony Fernandes has received high public marks for his initial handling of the crash of Flight 8501. WSJ's Remy Inocencio speaks with Hill+Knowlton's Vivian Lines on what companies can learn.

By JAKE MAXWELL WATTS, ANITA RACHMAN and ENDA CURRAN

Updated Dec. 31, 2014 5:22 a.m. ET

SURABAYA, Indonesia—For years, AirAsia traded on its reputation as a fun ai
carrier that anyone could fly.

Founder and Chief Executive Tony Fernandes sometimes worked flights him
drinks and snacks to passengers. The carrier sponsored sports teams such as
soccer club Queens Park Rangers and an NFL team, the Oakland Raiders.

But for the past three days, Mr. Fer
shown a weightier side to his chara
search for the airline's missing Flight 8501
continued. He has personally briefed families

RELATED

- AirAsia Plane Debris Found
- Malaysia Air Mystery Fails to Spur Changes

"When confirmation came…that the plane had crashed, Mr. Fernandes' message was clear: He isn't going anywhere, and the carrier will make good on all its commitments to its passengers' relatives, including compensation payments…"

***Wall St Journal*, 31 December 2014**

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Vietnam Airlines

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AirAsia CEO Tony Fernandes has given a lesson in crisis management

January 06, 2015 by David Wilson , 1 comment

Statistically speaking the aviation industry can still lay claim to being the safest form of transport.

Opinion

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But it is not immune from the sort of disaster that tragically befell AirAsia on

"The industry itself has learned much from previous tragedies, not least in how to deliver effective communication, and by any estimation this was a textbook public relations response from AirAsia to date."

***PR Week*, 6 January 2015**

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Any
Questions?

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