



Crisis Communication Plan

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INTRODUCING THE CRISIS MANAGEMENT PLAN



DEFINING A CRISIS

What is a crisis?

A crisis is any critical event, point or decision that is threatening, or has the potential to threaten or harm: people or property; the company or business' reputation; and/or negatively impact share value and society as a whole. An issue may easily lead into a crisis if not handled properly and in a timely manner.



INTRODUCTORY LETTER

The purpose of this plan is to identify potential crises that may affect our company and include a plan for preparing for and reacting to the identified crises, should one such crisis occur. It is imperative for JetBlue employees to understand and implement the crisis plan in case an unexpected crisis should occur. We at JetBlue Airways will do everything in our power to properly size and assess the situation in the event of a crisis.

This crisis plan will cover the procedures in the event of three potential crises. The three crises specific to this plan are as follows: a weather-related service crisis, a terrorist attack and a high-profile plane crash. This plan includes protocol on the proper procedures to implement in the event of any of these crises.



ACKNOWLEDGEMENT FORM

To Whom It May Concern:

This letter acknowledges that I have hereby read and fully understand the Crisis Management Plan in regard to JetBlue Airways. This plan is designed to correctly and effectively handle the events of a crisis.

I understand that it is the responsibility of every employee of JetBlue Airways to fully understand the Crisis Management Plan and his or her particular role to ensure the safety of our passengers and employees. I am prepared to execute and adjust the plan as necessary due to the nature of each crisis.

By signing below, I, _____, acknowledge that I fully understand and am able to perform the appropriate tasks I am expected to handle. I also understand that my top priority as a JetBlue Airways employee is to ensure the safety on our passengers.

Signature

Date



CRISIS CONTROL CENTER

Address:

Queens Borough Hall
27-01 Queens Plz N
Long Island City, NY 11101

Contact Information:

Scott Smith

- Cell: (700) 555-1817
- Office: (700) 555-2529
- Home: (700) 555-1096
- Fax: (700) 555-1818

Crisis Center Supplies Available:

- Chairs
- Desks
- Desktop Computers
- Laptops
- Phones with multiple lines
- Printers including scan/fax
- Television
- Whiteboards for the conference room
- Office Supplies, pens, pencils, paper
- Press kit
- Maps and locations of all JetBlue airline departures
- Maps of surrounding air strips for emergency landing
- Telephone directions
- Cameras and film
- First aid kits
- Crisis communication plans including previous issues/crises
- Extension cords
- Light bulbs
- External hard drives
- Back-up electricity generator
- Drinking water
- Flashlights
- Blankets
- High-speed Internet
- Landline phone services
- Alkaline batteries
- Rechargeable batteries
- Cameras
- Projector

All equipment is examined during the semi-annual rehearsal date.



CRISIS TEAM KEY CONTACT INFORMATION

Name	Title	Contact Information
David Berger	President and Chief Executive Officer	555.800.4175 david.berger@jetblue.com
Robin Hayes	President & Chief Commercial Officer	555.800.4159 robin.hayes@jetblue.com
Robert Maruster	Executive Vice President & Chief Operating Officer	555.800.4176 Robert.maruster@jetblue.com
Jenny Deryin	Vice President, Corporate Communications	555.800.4177 jenny.deryin@jetblue.com
Michael Stromer	Vice President, Customer Connections	555.800.4178 michaelstromer@jetblue.com
Joel Peterson	Board of Directors Chairman	555.800.4179 joelpeterson@jetblue.com



INTERNAL COMPANY CONTACT INFORMATION

Name	Title	Contact Information
David Barger	President & Chief Executive Officer	555.800.4175 david.barger@jetblue.com
Robert Maruster	Executive Vice President & Chief Operating Officer	555.800.4176 eash.sundaram@jetblue.com
Mark Powers	Executive Vice President & Chief Financial Officer	555.800.4178 mark.powers@jetblue.com
Eash Sundaram	Executive Vice President & Chief Information Officer	555.800.4179 robert.maruster@jetblue.com
James Hnat	Executive Vice President of Corporate Affairs & Chief Administrative Officer	555.800.4150 james.hnat@jetblue.com
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Jenny Dervin	Vice President, Corporate Communications	555.800.4152 jenny.dervin@jetblue.com
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Frank Sica	Board of Directors Vice Chairman	555.800.4154 frank.sica@jetblue.com
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Robin Hayes	President & Chief Commercial Officer	555.800.4159 robin.hayes@jetblue.com
Robert Land	Senior Vice President Government Affairs & Associate General Counsel	555.800.4160 robert.land@jetblue.com



MEDIA TIPS AND GUIDELINES



MEDIA TRICK QUESTIONS

When dealing with the media, any persons representing JetBlue must be careful regarding their response to reporters. There are many types of questions reporters will use in order to elicit a response that may not be appropriate at the time or reflect poorly on the organization:

The Loaded Question: A loaded question is usually controversial and an assumption that is inexcusable. The loaded question looks for a yes or no answer, which implies guilt either way.

Examples of loaded questions:

- Was the pilot drunk?
- Is it true that JetBlue willing let passengers stay on board a plane for eight hours with no access to food or bathrooms?

The Leading Question: The leading question implies that the reporter already has the answer and that they are merely looking for verification. Leading questions are generally undesirable since they can lead to false or slanted information. Instead of saying yes or no to these questions, provide information on what JetBlue did correctly and what JetBlue is currently doing.

Examples of leading questions:

- You do agree that the company could have avoided this tragedy, right?
- So you agree that JetBlue treats its employees with disrespect?

The Naïve Question: A naïve question is asked when a reporter has not done their research and does not know what to ask. These questions need to be answered fully and with detail so as to not give them a scandal story. In response to naïve questions, provide reporters with media materials such as a press kit or news release.

Examples of naïve questions:

- Tell me, what is the customer rights bill for passengers flying JetBlue?
- What exactly does JetBlue do?

The False Question: The reporter will intentionally ask for false information hoping that the interviewee will give the correct answer that the reporter is seeking. Answer these questions by instead providing the true facts and not providing a yes or no answer.

Examples of false questions:

- Is it true that JetBlue had an on-board terrorist attack?
- Is it true a JetBlue employee quit his job and attacked someone?



The Speculative Question: The speculative question begins with “if.” The reporter is looking for an opinion or assumption, something that is not a fact. Refuse to answer these questions by instead answering that the facts are these: (list facts).

Examples of speculative questions:

- If the terrorist had been successful, how many people would have died?
- If the plane had been properly checked, could this have been avoided?

The Jargon Question: A jargon question uses technical words or professional jargon to attempt to create a barrier between the public and the company, or make the spokesperson feel uncomfortable or seem unsure. Respond that more technical details may be released by technicians and law enforcement investigating the case and will be made available, should reporters wish to view it.

Example of jargon questions:

- The thermonuclear component combined with the extreme thermal energy, creates a catastrophic dynamic, do you agree?



DO'S AND DON'TS WHEN DEALING WITH THE MEDIA

Do:

1. Do listen to the whole question before answering.
2. Do tell the truth.
3. Do use everyday language.
4. Do be polite and responsive during interviews.
5. Do look the reporter in the eyes when responding to questions.
6. Do use the crisis plan.
7. Do be sincere.
8. Do be accessible and pleasant.
9. Do be calm.
10. Do be quick and to the point.
11. Do use key messages.

Don't:

1. Do not guess or speculate.
2. Do not get angry when speaking to the media.
3. Do not play favorites with the media.
4. Do not smoke.
5. Do not chew gum.
6. Do not wear sunglasses.
7. Do not bite nails.
8. Do not use "um" or stutter.
9. Do not pull advertising from the newspaper.
10. Do not say "No Comment."
11. Do not lie! Always tell the truth.



GUIDELINES FOR RELEASING INFORMATION

1. Keep employees updated on crisis. Provide them with developments, the crisis plan and their personal roles in the crisis.
2. No information may be released without the permission of the crisis team, especially with legal and propriety documents.
3. Any official information must go through the official JetBlue spokesperson.
4. If press contacts you, keep answers simple and straightforward. Only share confirmed information, do not speculate. Direct the press to official sources, the crisis team and spokesperson.
5. Do not contradict official sources. Always ask for verification and confirmation if you are ever feeling unclear.
6. Do not spread rumors. Report rumors to your supervisor as soon you hear a rumor.
7. Be helpful to the press. Do not promise them any information. Direct them to the official sources instead.



SPOKESPERSON GUIDELINES

1. Do not speculate. Only disseminate confirmed information should a reporter ask for information that is unconfirmed or not yet available. Explain why we do not have that information available yet, and let the press know when we expect to have it available.
2. Do not say “No comment.” If you do not know the answer, say so, explain why, and direct press to where they can find the information. If the information is not available, review #1.
3. Be briefed before press conferences and important interviews of the following information: date, time, and location of the event; names of reporters and publications/stations; our experiences with them; subjects, issues, questions to be covered; and our position and talking points.
4. Stick to our messages and talking points. Keep answers short, clear and straight to the point.
5. Remain calm and composed during interviews, press conferences and other public appearances. Look forward, straight into the camera, or at the reporters. Speak clearly and do not read directly from a prepared document.
6. Use positive language and avoid using jargon.
7. There are no “off the record” statements. Anything you say to the press can and will be used in publications or broadcasting.
8. Use technical experts as a resource if necessary.
9. Be honest and sincere. Show compassion and concern for people’s welfare.
10. Do not answer questions you do not fully understand. Be careful with leading or loaded questions. Clarify such questions and answer them part by part.
11. Be helpful to reporters. Build a mutual relationship with them. Get back to them as soon as possible if you promise them information.



ABOUT JETBLUE AIRWAYS



COMPANY HISTORY

David Neeleman founded JetBlue Airlines in 1999. JetBlue, once known as “New Air,” was the first airline to offer 24 channels of live satellite television at every seat in all of its aircrafts. By 2000, the U.S. Department of Transportation issued JetBlue its Certificate of Public Convenience and Necessity. By the end of the year on December 21, 2000, JetBlue flew its one-millionth customer, while making \$100 million in flight revenue for the year.

On November 1, 2001, JetBlue finished installation of bulletproof and dead-bolted cockpit doors on its planes. JetBlue, in 2002, launched the TrueBlue customer appreciation program, as well as announced initial public offering of its common stock. In 2003, JetBlue added two inches more legroom for customers on all its aircrafts. In 2004, JetBlue expanded its onboard TV channels of DIRECTV free to every customer at their seats, as well as 100 channels of XM Satellite. Also, JetBlue launched online flight check-in and a corporate booking tool, CompanyBlue.

In 2005, JetBlue began offering online check-in for baggage and was the first airline to take delivery of the EMBRAER 190. JetBlue announced its partnership with American Express for a cobrand credit card and completed a fleet-wide in-flight entertainment system. No other airline had more live satellite TV options and first-run movies at the time. By 2006, JetBlue announced “Continuously Extending” TrueBlue points for holders of the JetBlue Card from American Express.

In 2007, Dave Barger was named President and CEO of JetBlue. JetBlue introduced “Bill Me Later” and went cashless, with credit cards being accepted for in-flight purchases. Also, complimentary in-flight e-mail and instant messaging services on aircraft BetaBlue were offered, which was a first among U.S. domestic airlines. Most importantly, JetBlue introduced the JetBlue Customer Bill of Rights, which was the first in the airline industry.

In 2008, JetBlue introduced refundable fares and partnered with Aer Lingus. For the first time, flights were successfully auctioned on eBay. By 2009, JetBlue named Rob Maruster Chief Operating Officer, and JetBlue became the official airline for several major sports teams in the country. JetBlue introduced the All-You-Can-Jet Pass, which offered one month of unlimited travel available for only \$599. The JetBlue Promise Program launched, which stated if you lose your job, JetBlue would refund your fare. During 2009, San José, Costa Rica became JetBlue's first destination in Central America, and Bogotá, Colombia became its first South American destination.

In the year 2010, JetBlue made many agreements to collaborate with other airlines. By 2011, JetBlue partnered with several airlines to provide more flight options and connections for its customers. Also, JetBlue reached a milestone at Boston Logan International Airport of 100 daily flights.

During 2012, JetBlue launched TrueBlue Mosaic Elite Program. JetBlue also signed interline and codeshare agreements with new and existing partners. By 2013, JetBlue introduced Mobile Boarding Passes that were compatible with its new iPhone app. In March 2013, JetBlue announced its eightieth “BlueCity” destination, Worcester, MA.



MARKET STANDING

In 2003, JetBlue was named Best U.S. Airline by *Condé Nast Traveler* readers for the second year in a row. JetBlue received the FAA's coveted Diamond Certificate of Excellence Award on March 4, 2005.

During 2007, JetBlue won several awards, including its in-flight entertainment being named the best in the Americas by the World Airline Entertainment Association. It was named Best U.S. Airline by *Condé Nast Traveler* readers for the sixth year running, and it was ranked highest in J.D. Power and Associates North America Airline Customer Satisfaction Study. Cape Air and JetBlue also announced their marketing partnership.

In 2008, JetBlue was recognized for excellence in design by the Smithsonian's Cooper-Hewitt National Design Museum. JetBlue also had "The World's Cleanest Travel Pillow" and blanket kit on flights.

By 2009, JetBlue was recognized by the AIGA for design excellence and earned a perfect score on HRC's Corporate Equality Index.

On October 14, 2010 JetBlue launched its new advertising and marketing campaign, "You Above All."



STRATEGIC GOALS

Today, JetBlue continues to focus on putting the humanity back in flying, keeping its reputation for quality at the top and making customers experience as enjoyable as possible.

It strives for ultimate safety and accident prevention for its valued passengers. JetBlue looks forward to 2014 and what it has in store for its loyal flyers. In the coming years, JetBlue will continue to strive for greatness in areas in which it already excels while working on any weaknesses to benefit its passengers.

COMPANY VALUES / IMAGE

JetBlue is proud to be a company that is down-to-earth and has friendly, hard-working staff members. JetBlue focuses on five simple company-wide values including safety, caring, integrity, fun and passion.

This is how JetBlue wants to be seen by its key stakeholders. All decisions JetBlue makes are ran through its five company values before taking action. Its company values help JetBlue to stand out from the rest, while making sure to provide the best service possible for its valued customers.



JETBLUE FACT SHEET

When was JetBlue founded?

1999

Who is JetBlue's CEO?

David Barger

Where is JetBlue's headquarters located?

Long Island City, New York

Where is JetBlue's operating base?

John F. Kennedy International Airport

To how many places does JetBlue travel?

JetBlue travels to over 80 destinations in several countries, including Aruba, The Bahamas, Barbados, Bermuda, Colombia, Costa Rica, Jamaica, the Dominican Republic, Mexico, Saint Maarten, Puerto Rico, and the United States.

What aircrafts does JetBlue use, and how many seats does each have?

Airbus 320 (150 seats), 321: A321 Core (190 seats) and A321 with Mint (159 seats)
Embraer 190 (100 seats)

What is JetBlue's fleet size?

196

What is JetBlue's average fleet age?

8.2 years

How many employees does JetBlue have?

More than 15,000

What is JetBlue's stock symbol?

JBLU

What is JetBlue's frequent-flyer program?

TrueBlue

What is JetBlue's company slogan?

"You Above All"

What is JetBlue's industry ranking?

As of April 22, 2014 in an industry ranking JetBlue, alongside Southwest Airlines, was ranked highest in customer satisfaction for the third year in a row.



DETERMINING AND MANAGING CRISES



ANALYSIS OF THREATS AND VULNERABILITIES

JetBlue Airways is an organization that can experience many crises; therefore, the organization must be able to determine the most likely threats and vulnerabilities that would affect it. To do so, we analyze two factors: the likelihood of the crisis and the degree to which the crisis would damage the organization.

We analyzed five potential crises and ranked them relative to the following criteria:

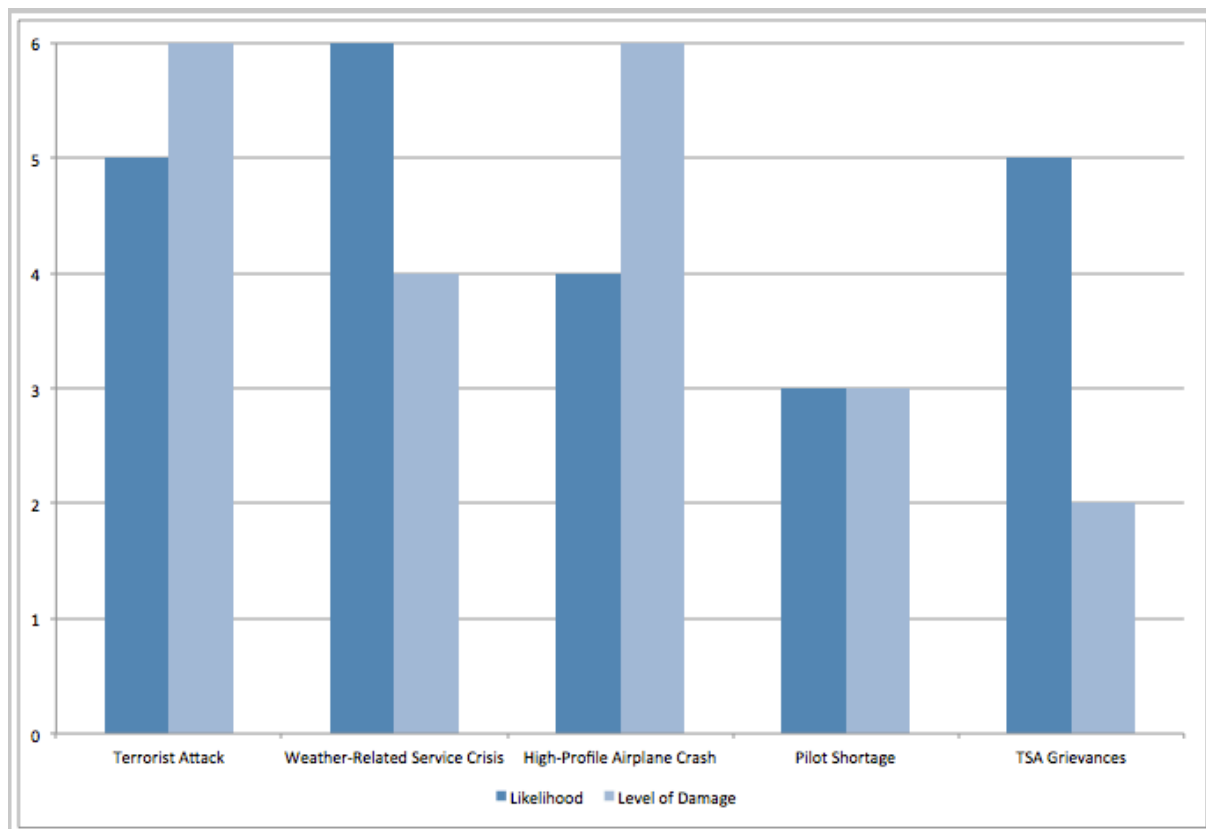
Likelihood of the crisis:

1. Impossible
2. Nearly Impossible
3. Remotely Possible
4. Possible
5. Somewhat Probable
6. Highly Probable

Degree to which the crisis will damage the organization:

1. No Damage
2. Little Damage
3. Some Damage
4. Considerable damage
5. Major-issue damage
6. Devastating damage

We analyzed the following five potential crises and ranked them in the chart below. From our analysis, we determined the three most likely and damaging crises to be a weather-related service crisis, a terrorist attack and a high-profile plane crash.





CRISIS 1: WEATHER-RELATED SERVICE CRISIS



CRISIS INTRODUCTION: WEATHER-RELATED SERVICE CRISIS

Definition: A flight is considered delayed by the Federal Aviation Administration (FAA) when it either takes off or lands 15 minutes later than its scheduled departure or arrival time. A flight is considered cancelled when the airline does not operate the flight at all for any certain reason.



RISK ANALYSIS

Flight delays and cancellations affect every airline worldwide, especially in times of inclement weather. While flight delays and cancellations are commonplace, they are almost certain to cause feelings of frustration from affected passengers. Flight delays and cancellations are not necessarily a crisis by nature, but they can escalate to one if passenger protection policies are not adhered to and if proper customer relations protocol is not established or followed by the airline.

Flight delays due to inclement weather are inevitable, especially on the East Coast, when snowstorms seasonally sweep through during winter months. Whether due to turbulence, blizzards, hurricanes or other weather conditions, flights are either delayed or cancelled in order to ensure the safety of passengers and flight crew. However, this can be a major inconvenience for the previously mentioned persons.

Passengers whose flights were cancelled may be stuck in the airport, having to wait for a new flight if they cannot find other accommodations. Grounded planes can cause passengers and flight crew to be stuck on the tarmac for extended periods of time. While not catastrophic in nature, flight delays and cancellations will result in large amounts of frustration from customers. JetBlue has a poor track record of handling flight delays, especially in regards to their infamous "Valentine's Day crisis" of 2007. Thus, JetBlue must have an excellent plan of action set in place to handle flight delays and cancellations in order to ensure satisfaction from their publics and avoid a high degree of negative backlash.



PURPOSE AND ACTION PLAN

Purpose: In the event of flight delays or cancellations as a result of poor weather conditions, JetBlue must take immediate action in order to establish a positive relationship with affected passengers. Proper compensatory measures will be taken. Additionally, communication will be accurate and frequent in order to keep JetBlue passengers and flight crew informed and calm, ensuring the safety and cooperation of both parties.

Action Plan

In the case of either delayed or cancelled flights, JetBlue will:

1. Ensure that all flight crew know to contact the designated crisis control center immediately if a flight is put on hold.
2. Update "BlueTales" blog (blog.jetblue.com) every 10 minutes after the initial 15-minute delay to keep passengers and flight crew informed of their flight's status along with what level of compensation passengers should expect.
3. Relay the same information given to flight crews to the webmaster, who will update BlueTales accordingly.
4. Increase the amount of customer service representatives to field calls and the amount of trained social media respondents to manage online complaints. Have them emphasize that BlueTales has the most up-to-date information.
5. Ensure that customer service representatives know to redirect media inquiries to the designated spokesperson.
6. If a given flight has been delayed for more than an hour, distribute a press release explaining the reason for the delay and outlining how passengers will be accommodated.
7. If a given flight has been delayed for more than three hours, the aircraft will return to the gate or another suitable disembarkation point where passengers will then be allowed to deplane.
8. Hold a press conference if a flight has been delayed for more than three hours consistent with the messaging from the press release.
9. If flights were cancelled, issue a press release and hold a press conference within 24 hours explaining why the flights were cancelled and outlining how passengers have already been and will continue to be accommodated.
10. Update flight crews on grounded airplanes every 15 minutes so they can relay information orally to the passengers on board.
11. Begin to administer compensatory plans and lodging accommodations in addition to Air Passenger Bill of Rights compensation as soon as possible.
12. Continue to have open and transparent communication with publics and media.



STRATEGIES

The following represent recommended communication strategies for JetBlue spokespersons to implement in the event of a weather-related service crisis.

Defeasibility: Emphasize safety of passengers as first and foremost priority.

Compensation: Follow compensation plan and work with customers to rebook or refund any canceled flights.

Bolstering: Emphasize JetBlue's history of providing excellent customer service.



KEY MESSAGES

Passengers:

JetBlue's primary goal is to ensure a safe and enjoyable flight experience for all our passengers. Therefore, we aim to make our passengers' flight experience as positive as possible without sacrificing safety standards. However, in order to properly follow safety protocol, this may come as an inconvenience to our passengers. JetBlue promises to aid our passengers as much as possible and keep them up-to-date with the latest information about their delayed or cancelled flights.

Employees:

JetBlue values the service and dedication of all our employees. In the event of a delayed flight, we do ask for cooperation from our employees in order to provide a united JetBlue front. In turn, JetBlue promises our employees constant communication and dissemination of accurate information as quickly as possible to share with passengers on their affected flights.

Families of Affected Passengers:

JetBlue knows that our passengers' end goal of flying with us is to get to their destination, often to reunite with loved ones. We understand that extended time apart between our passengers and their loved ones can cause great distress. Therefore, JetBlue promises to share updated and accurate information on all cancelled and delayed flights in order to aid in the communication between our passengers and their loved ones.



QUESTIONS TO ANTICIPATE FROM THE MEDIA

1. Why were these flights delayed and/or cancelled?
2. At what point will passengers stuck on the tarmac be allowed to deplane?
3. How many passengers were affected by these flight delays/cancellations?
4. Are passengers able to contact their friends and family? If so, how? If not, how can they find information about delayed/cancelled flights?
5. What is flight crew doing to make sure passengers stuck on the tarmac are comfortable?
6. What is your policy on compensating passengers affected by flight delays/cancellations?
7. Where can people go to receive up-to-date information about delayed or cancelled flights?



TALKING POINTS FOR COMPANY SPOKESPERSON

Defeasibility: “JetBlue’s first and foremost priority is ensuring the safety of our passengers. We cannot control the weather, but we are doing everything in our power to aid our passengers to minimize any inconvenience caused to them.”

Compensation: “JetBlue will work with customers to rebook or refund any cancelled flights. We have also established a compensation plan to address any inconveniences faced by our customers based on level of impact and TrueBlue status. Additionally, we promise to adhere to compensatory standards set by the Air Passenger Bill of Rights.”

Bolstering: “JetBlue has been rated “Highest in Customer Satisfaction Among Low Cost Carriers in North America” by J.D. Powers and Associates for nine years in a row. We will do everything in our power to uphold the responsibilities given to us by this honor.”



COMPENSATION PLAN

FOR CUSTOMERS BOOKED FOR TRAVEL	1 CANCELLATION	2 CANCELLATIONS	3 CANCELLATIONS	4+ CANCELLATIONS
TRUEBLUE MEMBERS	5K TRUEBLUE POINTS	10K TRUEBLUE POINTS	20K TRUEBLUE POINTS + ONE-WAY FLIGHT* (OR \$100)	20K TRUEBLUE POINTS + ROUNDTRIP FLIGHT* (OR \$200)
NON TRUEBLUE MEMBERS	\$50 JETBLUE CREDIT	\$100 JETBLUE CREDIT	\$100 OR ONE-WAY FLIGHT* (THE GREATER VALUE)	\$200 OR ROUNDTRIP FLIGHT* (THE GREATER VALUE)



PRESS RELEASE FOR WEATHER-RELATED SERVICE CRISIS

Date
Contact: (Name)
Phone Number
E-Mail Address

(City): On [date] at [time], JetBlue Airways flight(s) _____ [flight number(s)] were _____ [cancelled and/or delayed] due to weather conditions deemed unsafe for travel.

[IN CASE OF CANCELLED FLIGHT] JetBlue employees are currently working with all affected passengers to provide them with new flights and accommodations in the interim. All affected passengers will be accommodated based on JetBlue's compensation plan, which can be found on JetBlue's website. They will also receive compensation guaranteed by the Air Passenger Bill of Rights.

[IN CASE OF DELAYED FLIGHT AND PASSENGERS STILL ON TARMAC] Passengers on the tarmac are being accommodated by flight crew to ensure their safety and comfort while aboard the aircraft. If the passengers' flight is delayed past three hours, the aircraft will return to the boarding gate or another suitable disembarkation point where passengers will safely deplane.

[IN CASE OF DELAYED FLIGHT AND PASSENGERS HAVE BEEN DEPLANED] At [time], passengers were safely deplaned at _____ [the boarding gate/an alternate disembarkation point]. They will be accommodated according to JetBlue's compensation plan, which can be found online. They will also receive compensation guaranteed by the Air Passenger Bill of Rights.

JetBlue's first and foremost goal is to provide a safe and pleasurable travel experience to all their passengers. However, in order to adhere to safety protocol, this may come as an inconvenience to passengers. JetBlue promises to do everything in their power to minimize any distress caused by these temporary setbacks in their travel experience.

Those seeking the latest and most up-to-date information should visit JetBlue's blog BlueTales at blog.jetblue.com. Passengers with any questions and concerns should call 1-800-JETBLUE to speak with a company representative.

###



PRESS CONFERENCE SCRIPT FOR CEO

Good morning/afternoon/evening. My name is _____ (name), and I am the _____ (title) of JetBlue.

[IN CASE OF FLIGHT DELAYS] On _____ (date) at _____ (time), we received notification from our flight crew on flight(s) _____ (flight numbers) that their flights did not leave/arrive at their scheduled times due to weather conditions.

[IN CASE OF FLIGHT DELAYS] Our flight crew is currently ensuring that passengers still aboard the plane are taken care of to the highest standard. Additionally, said passengers will be accommodated following our compensation plan in addition to compensation guaranteed by the Air Passenger Bill of Rights.

[IN CASE OF FLIGHT CANCELLATION] On _____ (date) at _____ (time), we received notification from our flight crews that flight(s) _____ (flight numbers) were cancelled due to weather conditions.

[IN CASE OF FLIGHT CANCELLATION] We are currently working with all affected passengers to ensure they are accommodated following our compensation plan, in addition to compensation guaranteed by the Air Passenger Bill of Rights. We also are currently working with affected passengers to provide them with lodging and accommodations until their rescheduled flight.

JetBlue's primary goal is to ensure a safe and positive flight experience for all our passengers. We aim to make our passengers' flight experience as enjoyable as possible without sacrificing safety standards. However, in order to properly follow safety protocol, this may come as an inconvenience to our passengers. JetBlue promises to keep our passengers regularly updated with accurate information. All affected passengers will be compensated according to our compensation plan, which can be found on our website. Additionally, all passengers will receive appropriate levels of compensation to minimize any inconveniences brought to them.

JetBlue has been rated "Highest in Customer Satisfaction Among Low Cost Carriers in North America" by J.D. Powers and Associates for nine years in a row. While we are proud of this accomplishment, we know this title comes with a high level of responsibility. Therefore, we will do everything possible in order to live up to the expectations of quality customer service set by this honor.

We urge those seeking more information to visit our blog BlueTales at blog.jetblue.com for the most current updates. Those with questions or concerns can call 1-800-JETBLUE, where we have plenty of representatives ready to field calls. Thank you very much for your time.



CASE STUDIES: WEATHER-RELATED SERVICE CRISES



CASE STUDY 1: NORTHWEST AIRLINES – DETROIT, 1999

Crisis:

On January 2-4, 1999, a blizzard left 12 inches of snow on the ground of the Detroit Metropolitan Airport. Officials decided to continue running flights in and out of the airport while other major airlines shut down. This caused dozens of planes filled with passengers to be stuck on the tarmac. Planes stuck at gates took up spots for incoming planes that had nowhere to taxi. Some planes had no food and water, and their toilets stopped working. Some passengers were stuck in planes for up to 10 hours. An estimated 6,000 passengers were trapped in planes, and they expressed sentiment of being “held hostage.”

The airline’s phone system was so overloaded with calls that pilots and flight attendants were unable to notify their supervisors that would not be able to show for work due to being snowed in. In several instances, passengers boarded planes that had no flight crew.

Affected passengers were given hotel and dinner vouchers, but the hotel and buffet were overwhelmed by more than 200 passengers and were unable to properly compensate those affected.

Response:

On January 10, 2001, Northwest Airlines agreed to pay \$7.1 million to passengers stranded on the tarmac. The amount of money going to each of the 7,000 affected passengers depended on the amount of time spent in stranded planes. Estimated payments ranged from \$1,000 to \$2,500. Northwest spokeswoman Kathy Peach said the airline reacted by instituting a series of policy changes, including a requirement to deplane arriving passengers not expected to get to the gate for at least an hour. Additionally, pilots were required to update passengers every 15 minutes on their delay status.

Outcome:

A report by the U.S. Department of Transportation declared that Northwest had no plans to guide itself in such an emergency. A class-action lawsuit was filed against Northwest, accusing the airline of causing a traffic jam on the tarmac since crews tried to clear the snow while passengers went without food, water, heat and adequate toilets. Northwest agreed to pay a \$7.1 million settlement to avoid a lengthy legal battle. This incident was the first major push for Congress to create a “passenger bill of rights.”



CASE STUDY 2: JETBLUE AIRWAYS – NEW YORK, 2007

Crisis:

On February 14, 2007, a winter ice storm caused more than 130,000 travelers to be trapped on the runway at John F. Kennedy International Airport (JFK) for hours, ultimately passengers' flights for days. JetBlue believed the ice storm was supposed to change to rain, so they continued to board people onto planes and onto the tarmac. Passengers were forced to wait up to 11 hours on the tarmac until they could return to an open gate and deplane.

Throughout the day, only 17 of JetBlue's 156 scheduled departures were able to leave JFK. As the days went on, JetBlue continued to cancel flights, angering passengers more. JetBlue depended on a reservation system that relied on a dispersed workforce. Their online booking system crashed when thousands of passengers at once visited their website to rebook their flights.

JetBlue founder, chairman, and then-CEO David Neeleman referred to this long week as "the worst operational week in JetBlue's seven-year history." Operations for JetBlue did not return to normal until February 20, 2007.

Response:

Neeleman publicly apologized to thousands of passengers affected by the week's cancellations, delays and diversions. JetBlue offered varying levels of compensation for the week's events. The passengers who were stuck on the tarmac for more than three hours received a full refund and a voucher for a free round-trip flight. Charles Mees, JetBlue's CIO at the time, created a database that would track affected flight crew's locations and contact information.

After February 14, 2007, Mees added new features to his database that allowed for pilots and crewmembers to put in their locations from mobile Internet devices. On February 21, 2007, JetBlue created a Customer Bill of Rights. It outlined clear compensation guidelines for several departure delays and onboard ground delays. It also stated if a customer is bumped from a flight due to over-booking, he or she would be compensated \$1,000.

Outcome:

JetBlue's creation of the Customer Bill of Rights received just as much media coverage as their mishandling during their "Valentine's Day crisis." In 2011, the Customer Bill of Rights was adapted and expanded upon by the U.S. Department of Transportation, referred to as the Air Passenger Bill of Rights. JetBlue underwent many changes in order to prevent a crisis of this degree from occurring again. Mees made improvements



to JetBlue's online flight booking system by doubling the amount of people that could access it at one time. Additionally, Neeleman focused on cross-training employees so that staff in JetBlue's Forest Hills, New York office would be ready to assist JFK if another crisis were to hit.



CASE STUDY 3: FRONTIER AIRLINES – DENVER, 2011

Crisis:

In July 2011, Frontier Airlines was hit with a winter storm that caused one-third of its airplanes to be damaged by ice pellets. This resulted in a partial fleet grounding and numerous flight cancellations.

Response:

Frontier knew it would be faced with many angry passengers if passengers arrived to the airport only to discover their flights were cancelled. Therefore, they decided to take a proactive step and made the decision to reach out to as many passengers as possible before they arrived to the airport. Frontier decided to use social media to reach out to affected passengers, using Twitter and Facebook to spread information about delayed and cancelled flights. They used Radian 6 to track any negative mentions of the airline and were able to target and contact specific customers who were upset.

Outcome:

By keeping people informed, Frontier managed to reduce the stress of its passengers and help customers understand what was happening. The airline was proactive and empowered by its social media team. Through social media platforms like Facebook and Twitter, the Frontier employees helped passengers rebook their flights. Thus, Frontier kept positive customer relations in place and protected their overall reputation.



CASE STUDY 4: EYJAFJALLAJÖKULL ERUPTION – EUROPE, 2010

Crisis:

On April 14, 2010, the Icelandic volcano Eyjafajallajökull erupted and created a massive ash cloud that covered most of the European airspace. The London Volcanic Ash Advisory Centre informed civil aviation authorities about the ash plumes that resulted from the eruption.

Aircraft engine manufacturers had not defined a threshold designating at what point ash particle levels were considered a risk to aircraft engines. Because there were no pre-existing provisions on ash concentration levels for flight safety, airspace regulators determined that if the ash concentration rose above zero, then the airspace was considered unsafe and subsequently closed. Flight cancellations spread all across Europe, with a massive six-day travel ban occurring between April 15-21.

More than 95,000 flights across Europe were cancelled during the six-day travel ban, affecting an estimated 10 million passengers. The International Air Transport Association stated that the airline industry worldwide lost about \$200 million per day during the disruption, and the total loss for the airline industry was around \$1.7 billion. This was determined to be the highest level of air travel disruption since World War II.

Response:

EU 261 outlines compensation rules that European airlines and other travel agencies must adhere to in case of delays. Passed in 2004, it states that passengers are “entitled to substantial compensation” if their flight is delayed by more than three hours because of “mechanical difficulties.” However, Irish-based airline Ryanair argued that the eruption constituted “beyond ordinary circumstances,” thus freeing them and other European airlines from EU 261’s provisions. Therefore, millions of passengers were left unattended to during the travel ban. Stranded passengers were not necessarily given priority over new passengers for return flights, either.

Some travelers also experienced issues with their visas after arriving at unexpected destinations. On April 17, the UK Border Agency declared it would make allowances for travelers who were unable to leave the UK and for those whose visas had expired. Belarus, Serbia, Finland, and Russia also eased border formalities for affected passengers.

Some passengers chose to seek alternative modes of transportation, such as train or automobile, to get to their final destination. These passengers used Twitter, Facebook and other websites like Roadsharing to arrange alternate travel plans and to find rooms in the cities where they were stuck.



Outcome:

Denise McDonagh, a passenger who was due to fly with Ryanair from Faro to Dublin during the Eyjafajallajökul eruption, brought Ryanair to court. On January 31, 2013, the European Court ruled in McDonagh's favor in *McDonagh v. Ryanair*. The court stated that "extraordinary circumstances" did not release airlines from their obligations to provide care under EU 261, and if anything, airlines were more responsible to their passengers during "cataclysmic events." McDonagh's claims for compensation of approximately \$1,632 were upheld.



CASE STUDY 5: JETBLUE AIRWAYS – NEW YORK/NEW JERSEY, 2014

Crisis:

On January 6 and 7, 2014 JetBlue cancelled more than 520 flights, displacing more than 150,000 passengers. Flights were cancelled at several airports, including Logan, John F. Kennedy International, LaGuardia and Newark Liberty International.

JetBlue blamed its cancellations on weather conditions caused by the polar vortex and the new Federal Aviation Administration rules on pilot duty times. The new pilot rules, which were implemented on January 7, 2014, require a minimum of 10-hour rest times before a pilot can report for their flight shift. These shifts consist of anywhere from nine-hour to 14-hour periods, depending on flight destinations and travel times.

Response:

According to JetBlue spokesman Anders Lindstrom, JetBlue realized it would have to halt its operations to about 25 percent of its usual schedule and thought it would be back to 100 percent by the end of the day on January 7. Lindstrom claimed the new pilot rest rules were “a factor, not a driver, in our recovery from two winter storms and JFK infrastructure issues.” This statement was contradictory to JetBlue’s previously released statements suggesting it thought the rules were a much larger aspect in cancellations.

Spokeswoman Tamara Young said: “In the midst of us repairing those schedules disrupted by this week's winter storms, we're facing an additional challenge as new FAA rules went into effect for crew rest. These rules further impact our ability to operate an already disrupted schedule, causing our pilots to ‘time out’ even sooner. As a result, additional cancellations are likely to occur as we work to reset the operation.”

JetBlue scheduled additional flights, extended apologies and compensated its passengers. They also created a post on their online blog BlueTales to inform passengers not to come to the airport. The blog post also included a link to JetBlue’s fee waiver policy and rebooking page. JetBlue also created a compensation plan after passengers that experienced multiple cancellations reached out to them with grievances. JetBlue offered several types of compensation including TrueBlue points, credit toward future flights with the airline, or complete reimbursement depending on the level of displacement.

Lindstrom responded by saying: “This is not the JetBlue experience passengers have come to expect, and we will do everything we can to earn their forgiveness and loyalty.”



Outcome:

JetBlue was the only airline that blamed the new pilot rules for its cancellation of flights during the winter storms. Laura Brown, FAA spokeswoman, said that the year prior, JetBlue had asked for an extension on the January 4 deadline for the new pilot rest rules to be implemented. The FAA denied JetBlue's request. Many other airlines dealt with flight delays and cancellations due to intense weather conditions caused by the polar vortex, but they did not blame the new pilot rest rules. CNN contacted major U.S. airlines, and they found that only JetBlue claimed the new rules were to blame for cancellations. Many claimed the airlines had plenty of time to adjust to the new rest rules and should not have blamed the rules for cancellations, casting JetBlue in a negative light in the public eye.



CRISIS 2: TERRORIST ATTACK



CRISIS INTRODUCTION: TERRORIST ATTACK

Definition: A terrorist attack is defined by the FBI as “the unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.” Terrorist attacks to an aircraft may take the form of an aircraft hijacking, suicide bomber or the remote or onsite detonation of explosives on the aircraft.



RISK ANALYSIS

In the aviation industry, the threat of a terrorist attack to an airline is a potential industry-wide crisis that not only embodies the risk of high loss, intense media scrutiny and low situational control, but also represents a threat that has statistically been on the rise during the last decade.

Airlines face particular challenges unique to the industry in attempting to counter potential terrorist threats. According to the Department of Homeland Security, airlines contain “many more attack paths that can lead to the destruction of an airliner or its possible use as a weapon” compared to other categories of targets, creating “a vulnerability that can be exploited by innovative terrorist planning.”

Terrorist attacks to an airline also have the potential for high risk and loss. The Department of Homeland Security states that the amount of explosive required to destroy an aircraft is “considerably less than that needed to inflict casualties on a train or to destroy a building,” a fact that is compounded by the ease of which an explosive may be covertly introduced onto an aircraft. The most high-profile aircraft terrorist attack in the last decade—the attacks of September 11, 2001—also holds the distinction of killing more people than any single terrorist attack that had occurred previously against U.S. targets.

In the last decade, the U.S. has faced four separate planned terrorist aircraft attacks since September 11, 2001: the 2001 “shoe bomber” plot, the 2006 Transatlantic aircraft plot, the 2009 “underwear bomber” plot and the 2010 cargo plane bomb plot. While none of these plots on American airlines have been successful since 9/11, the frequency of these attempts cannot be denied.

The FBI has determined that attacks on airlines remain one of the top types of terrorist plots, according to a study that analyzed the increase in number and diversity of terrorist plots against the United States since 9/11. Of these terrorist attempts, the number of plots against aircraft was second only to the number of plots against civilians.

These attempts also generate high media coverage and place increased scrutiny and pressure on airlines to answer for these attempts, as well as assuage fears that the system remains effective in not only reacting to terrorist threats, but also in actively preventing them.



PURPOSE AND ACTION PLAN

Purpose: In the event of a terrorist attack, either one that is successful or unsuccessful, we must take immediate action to communicate with our publics and the media through the appropriate channels.

Action Plan:

In the case of a terrorist attack to one of its aircraft, JetBlue will:

1. Issue a statement immediately after the incident that shares pertinent information about the attack with the media and general public
2. Cooperate and communicate with authorities
3. Direct the media and questions regarding the incident to the appropriate law enforcement officials
4. Reiterate primary focus points from the statement through social media, particularly through the JetBlue blog "BlueTales"
5. Share a brief message on Twitter that reiterates the information of the first statement
6. Avoid releasing sensitive or ongoing information through social media
7. Avoid interacting with users on Twitter, rather allowing the public to receive ongoing information from a more appropriate channel
8. Should there be a loss of life, work with law enforcement officials to reach out to families directly, personally and privately to inform them of the information
9. Should there be a loss of life, initiate compensation plan for the victims' families
10. Host a press conference with members of the media
11. Develop ways to alleviate future problems.
12. Implement necessary changes as soon as possible and resume business as usual.



STRATEGIES

The following represent recommended communication strategies for JetBlue spokespersons to implement in the event of a terrorist attack to a JetBlue aircraft.

Bolstering: Emphasize JetBlue's long-standing history of safety, in which not a single crash or fatality has occurred.

Corrective Action: Illustrate the next steps JetBlue is going to take in conjunction with authorities to prevent a future incident.

Transcendence: In conjunction with bolstering, share that terrorism is a global issue that airlines across the world must face and attempt to prepare for, but that it will take legislation and cooperation with local and federal government to have an effective system in place at all levels of authority.

Shifting Blame: Focus that the tragic incident was the result of one individual, who, for whatever their motive, decided to perpetrate an act of terrorism.

Defeasibility: Emphasize that JetBlue followed all appropriate protocols and did everything the airline could to prevent such an incident.

Compensation: Share that JetBlue will be providing financial support and travel compensation to the families of the victims to help them in their time of loss and grieving.



KEY MESSAGES

Passengers:

JetBlue Airways values its customers and is committed to bettering the lives of our customers, crewmembers and communities. During this time, JetBlue is working to ensure that proper medical and psychological attention is being given and offered to all of our passengers on board the flight. We are also working with local authorities to determine how this incident could have occurred and will take immediate appropriate action as necessary.

Families:

We at JetBlue will be providing family members with information as immediately as it is available. JetBlue will keep you updated through our website at www.jetblue.com and our BlueTales blog. We will be contacting families individually and personally to provide financial assistance and compensation during this time.

Employees:

As part of the JetBlue family, we value the commitment and concern of every crewmember and employee. JetBlue guarantees its employees accurate and rapid information during this incident and will provide them with appropriate medical and psychological care as needed.

Media:

JetBlue knows that the media is a vital resource for all of our publics to receive information about this incident and for JetBlue to share what we are doing to assess and rectify the situation. We will share information as released by authorities and maintain a truthful and factual relationship with media members so that they may help us keep our publics properly informed.



QUESTIONS TO ANTICIPATE FROM THE MEDIA

1. Do authorities have a suspect in custody?
2. Who is he/she?
3. Does the suspect have ties to a terrorist organization?
4. How did the suspect bypass security and enter the aircraft?
5. What was the intended target?
6. Was there any intelligence pointing to a probable incident?
7. Is this the result of a terrorist group or a lone individual?
8. What is the extent of the damage?
9. How many lives were lost? How many were injured?
10. What is JetBlue doing for the victims/their families?
11. Is the airport where the incident occurred shutting down, and if so, for how long?
12. Are flights cancelled?
13. Should the public be worried about another attack?
14. Are there going to be increased security measures in response to this?



TALKING POINTS FOR COMPANY SPOKESPERSON

Bolstering: “We at JetBlue have always focused on passenger safety as our top priority, and our decade-long history of safe flights reflects that. We will continue to bolster our security efforts to ensure that this tragic incident never occurs again and that we maintain our reputation as one of the safest airlines on which to travel.”

Corrective action: “JetBlue is working closely with law enforcement officials to identify how this incident could have occurred, and we will be taking immediate action to improve our security and prevent, as much as possible, another security breach of a similar nature.”

Transcendence: “We will be working with our fellow airlines and lobbying to lawmakers at the highest level, because terrorism isn’t a JetBlue issue, or even a national issue. It’s a global issue that airlines across the world must face and attempt to prepare for. With that in mind, it will take legislation and cooperation with local and federal government to have an effective system in place to try and prevent future tragedies.”

Shifting blame: “Because of the deplorable actions of one individual, hundreds have been affected through this tragic incident.”

Defeasibility: “We share our deepest sympathies that this tragedy could have occurred, despite crews taking all security precautions and the hard work of everyone on board and at the gate to ensure that every flight is a safe flight.”

Compensation: “To help ease the financial burden of the victims’ families in their time of loss, we will be contacting each family member individually to provide compensation in line with our compensation plan.”



PRESS RELEASE FOR TERRORIST ATTACK

Date
Contact: (Name)
Phone Number
E-Mail Address

(City): JetBlue Airways today was notified of an attempted aircraft attack by a passenger on flight number _____, departing _____ bound for _____ departed at _____ local time with _____ (number of passengers and crew members) on board.

(If there were any deaths, injuries or anyone sent to the hospital, please state any of the above in this section.) (If passengers are currently being treated, state which hospital and what condition they are in.) Their families have been notified, and JetBlue will continue to assess the condition.

JetBlue Airways is working closely with law enforcement officials leading the investigation to try and identify how this incident occurred and take immediate appropriate action to rectify the issue. Details about the ongoing investigation will be released by the appropriate officials in due time.

JetBlue President and CEO David Berger shared in a statement:

“We at JetBlue share our deepest sympathies that a situation like this could have occurred, despite the correct safety precautions taken by all crewmembers in the air and on the ground to prevent it. We deplore the actions of the individual who caused this event.

We will be working to lobby at the highest levels of government for increased cooperation across airlines and law enforcement to address the global issue of terrorism. JetBlue prides itself on its decade-long history of safety, and we will continue to bolster our security efforts to ensure that we maintain our reputation as one of the safest airlines on which to travel.”

Families of victims and passengers affected will be notified of compensation individually as JetBlue seeks to ease their financial burden in this situation.

More information about the ongoing investigation will be released to the media as it comes it and will also be made available online at BlueTales. For further information and updates, please visit www.Jetblue.com.

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PRESS CONFERENCE SCRIPT FOR CEO

Good morning/afternoon/evening, ladies and gentlemen. We greatly appreciate you for being here with us today as we come together to discuss the attempted terrorist attack that occurred on a JetBlue aircraft today.

My name is _____ (name), and I am the _____ (title) for JetBlue. On _____ (date), we learned that an individual sought (and succeeded / failed) to perpetrate an act of terrorism on board JetBlue flight (flight number), bound for (destination), departing from (destination) at (time) Eastern Time.

According to officials, a (describe suspect) entered the flight at (time). He/she attempted/succeeded in detonating an explosive device with the intent of taking down the aircraft.

(Describe injuries, if any, and/or deaths). Family members of those onboard the flight have been individually contacted to inform them of the situation. To help ease any financial burden associated with this situation, we will be providing compensation for the passengers and/or their family members in line with our compensation plan.

Law enforcement officials currently have a suspect in custody and are leading an investigation to determine how this individual was able to bypass security measures and enter the aircraft. JetBlue is working closely with the authorities, and we will be taking immediate action to improve our security and prevent, as much as possible, another security breach of a similar nature.

Because of the deplorable actions of one individual, hundreds have been affected through this incident. We share our deepest sympathies that this could have occurred, despite crews taking all security precautions and the hard work of everyone on board and at the gate to ensure that every flight is a safe flight.

We at JetBlue have always focused on passenger safety as our top priority, and our decade-long history of safe flights reflects that. We will continue to bolster our security efforts to ensure that this tragic incident never occurs again and that we maintain our reputation as one of the safest airlines to travel with.

We will be working with our fellow airliners and lobbying to lawmakers at the highest level, because terrorism isn't a JetBlue issue, or even a national issue, but a global issue that airlines across the world must face and attempt to prepare for. With that in mind, it will take legislation and cooperation with local and federal government to have an effective system in place to try and prevent future attacks.

We will be releasing further information on the situation as it is made available to us. For questions, we ask that media members turn to the appropriate law officials leading the



investigation. We will be sharing updates regarding our flights and this incident on our website at www.jetblue.com and on our blog, BlueTales.

I speak on behalf of the entire JetBlue family when I thank you for your time, patience and support during this time.

Thank you.



CASE STUDIES: TERRORIST ATTACKS



CASE STUDY 1: SEPTEMBER 11, 2001 ATTACKS

Crisis:

On September 11, 2001, al-Qaeda terrorists hijacked four passenger airlines for the purpose of crashing them into buildings in suicide attacks. American Airlines Flight 11 and United Airlines Flight 175 crashed into the North and South towers of the World Trade Center complex in New York City.

Within two hours, both towers collapsed and ultimately caused the partial or complete collapse of all other buildings in the WTC complex and surrounding buildings. American Airlines Flight 77 crashed into the Pentagon, leading to a partial collapse in its western side. Terrorists had intended the fourth plane, United Airlines Flight 93, for the White House in Washington, D.C. but it instead crashed into a field near Shanksville, Pennsylvania, after its passengers tried to overcome the hijackers.

In total, almost 3,000 people died in the attacks, including the 227 civilians and 19 hijackers aboard the four planes. It also was the deadliest incident for firefighters in the history of the United States. Prior to 9/11, the FAA had not regarded terrorist attacks as a significant potential issue for airplanes.

Response:

At 8:32 a.m., Federal Aviation Administration (FAA) officials were notified that Flight 11 had been hijacked, and they in turn notified the North American Aerospace Defense Command (NORAD) as per protocol. Approximately an hour later, the FAA grounded all aircraft within the continental U.S. and told all aircraft already in flight to land immediately. All international flights were banned from landing on U.S. soil for three days.

At 10:20 a.m., Vice President Dick Cheney issued orders to shoot down any commercial aircraft that could be positively identified as being hijacked. However, these instructions were not relayed in time for the fighters to take action.

A little more than a week later on September 20, 2001, then-President George W. Bush addressed the nation and Congress regarding the attacks. In the press conference, he discussed the events, the subsequent nine days of rescue and recovery efforts and outlined his intended response to the attacks.

The administration also established relief funds for compensating the families of victims in the attack and for providing financial assistance to survivors. Charities and relief agencies raised more than \$657 million in the three weeks following the attacks and Congress approved a bill to aid the airline industry and establish a federal fund for victims.



Outcome:

Former President George W. Bush's approval ratings soared to 90 percent for his quick response immediately following the attacks and his intense decisions regarding corrective action. New York City mayor Rudy Giuliani also won high praise in New York and nationally for his highly visible and active role in the hours, weeks and months after the attacks.

FAA and NORAD, however, were heavily criticized for their failure to communicate quickly or clearly during the crisis. As a result, NORAD had no notice about the other flights' hijackings before they crashed, and the response was perceived as ineffective.

As a result of the attacks, many governments across the world also passed legislation to combat terrorism.



CASE STUDY 2: NORTHWEST AIRLINES FLIGHT 253, “UNDERWEAR BOMBER”

Crisis:

Northwest Airlines Flight 253 was an international flight traveling from the Netherlands to Michigan in the United States. As part of an al-Qaeda terrorist plot, 23-year-old Nigerian Umar Farouk Abdulmutallab, a passenger on the flight, attempted to detonate an incendiary device created from plastic explosives that he had sewn to his underwear. The device failed to ignite properly, causing only a small explosion and a fire to start on Abdulmutallab’s pants and legs. Passengers noticed the fire and odor, and a man seated in the same row as Abdulmutallab tackled and overpowered him, allowing a crewmember to handcuff him. Had the attempt succeeded, it would have surpassed American Airlines Flight 191 as the deadliest aviation occurrence on U.S. soil.

Response:

Delta Airlines, the parent company of Northwest, issued a statement that day that shared information about the incident and that the airline was cooperating with authorities. They also directed the public to the law enforcement officials leading the investigation for additional questions. The Department of Homeland Security issued two statements that day following the incident, which briefly informed the public of the security measures that were in progress and encouraging the public to be observant of their surroundings and always report suspicious incidents.

The day after the incident, Department of Homeland Security Secretary Janet Napolitano also issued a statement in which she expressed her gratitude to the passengers on the flight for their “quick and heroic” response to the situation. Napolitano also shared information about the enhanced security measures that had been implemented, the Department’s ongoing cooperation with federal, state and local law enforcement, and encouraged the public to continue with their holiday flight plans, while staying vigilant and aware of the new screening measures.

Approximately a year later, the Obama administration held a press conference in which President Barack Obama discussed the results of the reviews he had ordered after the attack, including the findings and recommendations for reform and next steps. The conference also featured Napolitano and Counterterrorism and Homeland Security Advisor John Brennan.



Outcome:

Both Napolitano and White House Press Secretary Robert Gibbs received backlash for statements they made on multiple talk shows that “the system had worked,” even though it had allowed the perpetrator onto the plane with an explosive. They later retracted those comments, but were the focus of much media and public scrutiny.

Full-body scanners were installed and implemented in thousands of airports across the country in an attempt to detect similar explosives underneath clothing, but the move has also engendered much controversy. Overall, public opinion favored the Obama administration’s swift response, but was critical of any attempts by the administration to avoid accepting responsibility for the failure to prevent this attack.



CASE STUDY 3: UTA FLIGHT 772

Crisis:

UTA Flight 772 of the French airline Union des Transports Aeriens was a scheduled flight operating from Brazzaville in the People's Republic of the Congo, via N'Djamena in Chad, to Paris CDG airport in France.

On September 19, 1989, the aircraft took off from N'Djamena International Airport. Forty-six minutes later, a bomb placed in a container in the forward cargo hold exploded. The explosion caused UTA Flight 772 to break up over the Sahara Desert, 450km east of the Southern Tenere of Niger. All 156 passengers and 14 crewmembers died. It is the deadliest aviation incident to occur in Niger and the fourth-deadliest involving a DC-10.

An investigation commission of the International Civil Aviation Organization determined that the bomb had to have been placed inside baggage at the Brazzaville airport. Investigators obtained a confession from one of the alleged terrorists: a Congolese opposition figure who had helped recruit a fellow dissident smuggle the bomb onto the aircraft. The confession led to charges being brought against six Libyans. They were charged in absentia and were convicted. The alleged motive was to seek revenge against French for supporting Chad against the expansionist projects of Libya toward Chad.

Response:

The Paris court awarded the families of the UTA victim's monetary compensation ranging from three to 30,000 euros. The compensation amount varied, based on the family members' relationship to the dead victim. The French families, however, were not impressed with the award. The group signed an agreement on January 9, 2004 with Gaddafi International Foundation for Charity Association to accept \$1 million for each victim.

Outcome:

By May 2007, 95 percent of the monetary compensation had been distributed. However, the families of the seven American victims refused to take the \$1-million award. The families chose to instead pursue the Libyan government in United States federal court. On September 19, 2006, the court ruled that the Libyan government and six of its agents were guilty of the destruction of UTA Flight 772. Damages of more than \$2 billion awarded for the loss of life and the destruction of the DC-10 jet. A memorial for the victim's families was also created, approximately 10 km away from the crash site. It is constructed of black rock and shaped in the shape and dimensions of the DC-10 jet inside a compass. More than 170 broken mirrors are used in the memorial to as a metaphor for the victims of the crash.



CASE STUDY 4: AMERICAN AIRLINES FLIGHT 63, “SHOE BOMBER”

Crisis:

On December 22, 2001, Islamic fundamentalist from the United Kingdom and self-proclaimed Al-Qaeda operative Richard Reid attempted to detonate a homemade bomb on American Airlines Flight 63. The aircraft, a Boeing 767, was flying from Charles De Gaulle International Airport in Paris to Miami International Airport with 197 passengers and crew.

A flight attendant noticed Reid attempting to ignite the device shortly after passengers complained of a smoke-like smell. Reid had a shoe in his lap with a fuse leading into it, and lit a match in an attempt to ignite the two kinds of explosive powders that had been inserted into the shoe. However, he was unable to detonate the bomb, as perspiration from his feet had dampened the gunpowder and prevented it from igniting.

After overpowering two flight attendants who attempted to subdue him, Reid himself was eventually overpowered by other passengers on the aircraft, and was subdued with plastic handcuffs, seatbelt extensions and headphone cords. A doctor, who happened to be on the flight, administered a sedative. Reid was shortly taken in to custody after the plane made an emergency landing at Logan International Airport in Boston, MA.

Response:

Approximately a month after the incident, on January 16, 2002, Attorney General John Ashcroft hosted a press conference in which he described the events of the attempted terrorist attack; the penalties levied against Reid; and the systems that had been in place and had been used to warn Americans of possible terrorist attacks prior to this incident. Ashcroft also thanked the flight crew and passengers on the flight for their vigilance in preventing the attack. In taking questions from the media, Ashcroft highlighted the next steps in increasing security.

However, President George W. Bush only made fleeting remarks regarding the incident—as he was on vacation when it occurred—until addressing the attempted attack in full in his 2002 State of the Union nearly a year later.

Outcome:

President Bush was severely criticized for his slow and almost lack of response to the crisis.



CASE STUDY 5: 2006 TRANSATLANTIC AIRCRAFT PLOT

Crisis:

The 2006 transatlantic aircraft plot was a terrorist plot to detonate liquid explosives carried on board at least 10 airliners traveling from the United Kingdom to the United States and Canada.

The targeted flights included: United Airlines Flight 931 to San Francisco, Air Canada Flight 849 to Toronto-Pearso, Air Canada Flight 865 to Montreal-Trudeau, United Airlines Flight 959 to Chicago-O'Hare, United Airlines Flight 925 to Washington-Dulles, American Airlines Flight 131 to New York-JFK and States American Airlines Flight 91 to Chicago-O'Hare.

The 24 suspects arrested by British police also discussed their intention to include 18 suicide bombers and that they had looked at targeting Denver, Boston and Miami as destinations.

Response:

British police stated they had been following the attempted plot for months before initiating an arrest, in which they detained and tried 24 suspects. In the U.S., Department of Homeland Security Michael Chertoff, the Attorney General Alberto Gonzales and the Director of the FBI Robert Mueller announced the plot and the arrests in a joint press conference. However, Chertoff refused to be drawn on questions about the design of the devices or whether any bombs had actually been built.

Stricter security measures were also implemented in the United States, mainly affecting the ability of passengers to bring liquids aboard planes.

Outcome:

There was much media skepticism surrounding the arrests in the immediate aftermath, partially regarding the intelligence used to gather the information. NBC also reported that U.S. and British officials encountered conflict over when to initiate the arrests, feeding into this public and media scrutiny. Passengers were also overall upset about the enhanced security measures, believing them to be unnecessary and an overreaction on behalf of the government.



CRISIS 3: HIGH-PROFILE PLANE CRASH



CRISIS INTRODUCTION: HIGH-PROFILE PLANE CRASH

Definition: A high-profile plane crash is a devastating plane crash in which most passengers and crewmembers are killed; it can also take the form of a crash of less devastation that receives much media scrutiny. While it is accurate to say that plane travel is among the safest modes of transportation, catastrophic aviation accidents still do occur and place a high level of scrutiny and accountability on the airline in question. A high-profile plane crash can occur at any time. Most often, it's due to plane malfunction or pilot error. The most common malfunctions include: engine failures, navigational problems, and technical difficulties. A malfunction may occur due to human negligence, which can lead to a crash or the grounding an aircraft due to engine failure.



RISK ANALYSIS

In the aviation industry, high-profile plane crashes are potential industry-wide crises that not only embody the risk of high loss, but also intense media scrutiny. Airlines have some level of control regarding high-profile plane crashes in that they require pilots to have extensive training, and most aircrafts contain sophisticated cockpit technology. According to Executive Travel Magazine, “fatal accidents occur less than once in every two million flights.” However, high-profile plane crashes to an airline have the potential for high risk due to the resulting loss of life and damages.

Although the probability of a high-profile plane crash occurring is relatively low, it would be a major event with extreme implications for JetBlue and it is a risk for which all airlines need to be prepared. These high-profile plane crashes generate high media coverage and place increased scrutiny and pressure on airlines to answer for these incidents. JetBlue Airways must ensure that the safety protocols and training remains effective and that the airline is working to actively prevent high-profile plane crashes at every level of possible.



PURPOSE AND ACTION PLAN

Purpose: In the event of a high-profile plane crash, we must take immediate action to inform our publics of the situation and the measures they need to take. Our open and honest transfer of information to the media will eliminate confusion among our publics. By being truthful and forthright, the crisis situation can be more smoothly resolved and action can be taken to eliminate any future problems.

Action Plan:

1. Initiate the crisis communications plan.
2. Issue statement to media and publics.
3. Inform all owners and managers.
4. Contact family members of the passengers on the plane.
5. Send a press release informing media of crash.
6. Keep the media and all publics regularly informed with updated information through regular news briefs and updates to the company's website.
7. Work with authorities, FAA and NTSB with any sort of investigation resulting from a crash.
8. Maintain honesty with the media about all known information.
9. Find the source of the problem as soon as possible.
10. Distribute our findings to the media and all publics.
11. Develop ways to alleviate future problems.
12. Implement necessary changes as soon as possible and resume business as usual.



STRATEGIES

The following represents recommended communication strategies for JetBlue spokespersons to implement in the event of a high profile plane crash of a JetBlue aircraft.

Bolstering: JetBlue Airways will reach out and respectfully communicate with the public, focusing on its history of safety and commitment to the passengers and crewmembers of each aircraft. JetBlue Airways will ensure that the proper protocols and procedures are in place and efficient. We will provide aircraft type, maintenance records and pilot time logs to the media as such information is deemed appropriate to release by authorities.

Corrective Action: JetBlue Airways will continue to maintain safety inspections and regulations. We will work with the Federal Aviation Administration, the National Transportation Safety Board, and the aircraft manufacturer, Airbus, in the investigation of this incident.

Defeasibility: JetBlue Airways will inform their publics and the media of their safety protocols to ensure that they take pride in the safety of their passengers and crewmembers. JetBlue follows all Federal Aviation Administration regulations to ensure that the safety of every person aboard our aircrafts is our number one priority.

Mortification: JetBlue Airways will issue a statement of remorse to all friends and family members of all passengers and crewmembers aboard the aircraft.

Compensation: JetBlue Airways will compensate family members of the passengers and crewmembers aboard the aircraft in the event of a high-profile plane crash to help alleviate any financial strain.



KEY MESSAGES

Passengers:

JetBlue Airways values its customers and is committed to bettering the lives of our customers, crewmembers and communities. During this time, JetBlue Airways is working to ensure that proper medical and psychological attention is being given and offered to all of our passengers recovering from this crash. We are also working with local authorities and conducting an internal investigation to determine the cause of this crash and take swift and appropriate action to identify and fix the issue at fault.

Families:

JetBlue Airways understands that in the time of a crisis, information may not be readily available to family members of those aboard our aircrafts. JetBlue's number one responsibility is to share information with passengers and their loved ones in order to assist with any stress associated with a high-profile plane crash. JetBlue will keep those affected with updates through our website (www.jetblue.com).

Employees:

As part of the JetBlue family, we value the commitment and concern from every JetBlue crewmember and employee. JetBlue guarantees its employees accurate and rapid information during high-profile crashes and will receive appropriate medical and psychological care as needed.

Media:

JetBlue Airways values its close and personal relationship with the media and understands that working together as a team is the most important factor when disseminating information about any sort of issues that may arise. JetBlue understands that in the event of a crisis, we must hold ourselves accountable for delivering factual and reliable information to the media. To consistently provide the media with accurate information to share with our valued customers, employees and every member of the JetBlue family, JetBlue will continually keep publics updated through our website (www.jetblue.com).



QUESTIONS TO ANTICIPATE FROM THE MEDIA

1. What aircraft was it?
2. Where did it leave from and where was it supposed to land?
3. What exactly happened? What time? Exact location?
4. What/who was responsible for the crash?
5. Are there any casualties/injuries?
6. How many passengers/crew on board?
7. What is the cost of the damage?
8. What are you doing about it?
9. How long will repairs/evacuation take?
10. Are any of your other aircrafts experiencing the same difficulties?
11. Will/how are you reimbursing?



TALKING POINTS FOR COMPANY SPOKESPERSON

- The safety of our passengers and employees is our company's number-one concern.
- We are working extremely close with rescue and relief operations to ensure the safety and comfort of our passengers during this time.
- Emergency response systems were contacted immediately, and we at JetBlue Airways are making full efforts in correcting the current situation.
- We are making every effort possible to correct the current situation at hand and return all passengers safely home. This is our number-one concern for those that experienced the malfunction of our aircraft.



PRESS RELEASE FOR HIGH-PROFILE PLANE CRASH

Date
Contact: (Name)
Phone Number
E-Mail Address

(City): JetBlue Airways flight number _____, departing _____ bound for _____ departed at _____ ET with _____ (number of passengers and crew members) on board. The flight crew received an indication that _____ *(If there were any deaths, injuries or anyone sent to the hospital, please state any of the above in this section.)*

(If passengers are currently being treated, state which hospital and what condition they are in.) Their families have been notified, and we will continue to assess the condition. JetBlue will notify the media any updates as they come in. JetBlue President and CEO David Berger states: "We express our sympathy with those affected. The families of the victims will be compensated to help alleviate financial strain during this difficult time."

JetBlue Airways is working with the Federal Aviation Administration, the National Transportation Safety Board, and the aircraft manufacturer, Airbus, in the investigation of this incident. JetBlue follows all Federal Aviation Administration regulations to ensure that the safety of every person aboard our aircraft is our number-one priority. Technicians are reviewing JetBlue protocols to see if there are opportunities to take steps to increase safety inspections. JetBlue will provide all the data in its possession to the investigation and will contribute to the funding of the investigation.

If you have any questions or concerns, please call JetBlue at 1-800-JETBLUE. Information is still being gathered, and more details will be released to the media as they come in.

For further information and updates, please visit www.Jetblue.com.

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PRESS CONFERENCE SCRIPT FOR CEO

Good morning/afternoon/evening, ladies and gentlemen. We greatly appreciate you for being here with us today. We are here to discuss the plane crash involving a JetBlue Airways aircraft. My name is _____ (name), and I am the _____ (title) for JetBlue. On _____ (date), a JetBlue Flight XYZ crashed at/into _____ (location of crash), resulting in _____ (deaths, injuries, etc.).

Following the crash, we at JetBlue began receiving word that more of our aircrafts may allegedly be compromised involving certain technological malfunctions. We immediately launched an internal investigation that was led by _____ (name), our director of quality control involving malfunctions of our aircrafts. The investigation is ongoing, and the families of the passengers onboard have been notified. We will continue to assess the condition, and you will be notified of any update as soon as we receive them. We express our sympathy with those affected. The families of the victims will be compensated to help alleviate financial strain during this difficult time.

JetBlue believes in our airlines and the safety they bring to our passengers. We will work continually and tirelessly to rebuild the relationship of trust our consumers have placed in us thus far.

JetBlue Airways is working with the Federal Aviation Administration, the National Transportation Safety Board, and the aircraft manufacturer, Airbus, in the investigation of the incident. JetBlue follows all Federal Aviation Administration regulations to ensure that the safety of every person aboard our aircraft is our number one priority. We ensure that the proper protocols and procedures are in place and are efficient. We are reviewing our protocols to see if there are opportunities to take steps in increasing safety inspections in any way. JetBlue will provide all the data in its possession to the investigation and will contribute to the funding of the investigation.

More details will be released to the media as they come to light, and JetBlue Airways will hold regular press conferences to inform the public of the status of the situation. We will continue to update our company website and online blog BlueTales. At this time, I ask that all questions be directed to the appropriate law enforcement officials investigating this incident. JetBlue thanks you for your time, patience and support. Thank you.



CASE STUDIES: HIGH-PROFILE PLANE CRASHES



CASE STUDY 1: SWISSAIR FLIGHT 111

Crisis:

On September 2, 1998, Swissair Flight 111 crashed into the Atlantic Ocean, near St. Margaret's Bay, Nova Scotia, Canada. Swissair Flight 111 was a MD-11 aircraft, flying from John F. Kennedy International Airport in New York City to Cointrin International Airport in Geneva, Switzerland.

Approximately 53 minutes after departure, the flight crew smelled an abnormal odor in the cockpit and a small amount of smoke became visible. The flight crew decided to divert to Halifax International Airport in Nova Scotia. While the flight crew was preparing for landing, they were unaware that a fire was spreading above the ceiling in the front area of the aircraft. The aircraft crashed five miles from the shore into the Atlantic Ocean southwest of Halifax International Airport. All 229 people on board died, which included 215 passengers and 14 crewmembers.

Response:

Swissair and Boeing accepted liability and offered victim's families full compensation damages. However, the airline and aircraft maker said they were not responsible for the crash.

Outcome:

Families rejected Swissair and Boeing's compensation packages and are instead currently seeking \$16 billion in damages from Swissair and \$3.8 billion from DuPont Co., saying the metalized Mylar covering the insulation in the plane helped spread the fire.

The Transportation Safety Board of Canada's (TSB) official report of their investigation stated that flammable material used in the aircraft's structure allowed a fire to spread beyond control of the crew, resulting in a loss of control and the crash of the aircraft. Canada's TSB released five safety recommendations. The board wants potential fire hazard areas on aircrafts identified so detection of a fire can be improved.



CASE STUDY 2: EGYPT AIR FLIGHT 990

Crisis:

On October 31, 1999, a flight going from Los Angeles International Airport to Cairo International Airport, Egypt crashed into the Atlantic Ocean about 60 miles south of Nantucket Island, Massachusetts. The crash killed all 217 people on board, which included 203 passengers and 14 crewmembers. The cause of the high-profile plane crash is still being disputed, but is led to believe that it was a deliberate crash by the pilot or mechanical failure.

Due to the crash occurring in international water, the responsibility for investigating the accident fell to the Egyptian Civil Aviation Authority (ECAA). The National Transportation Safety Board (NTSB) also launched an investigation and both investigations came to different conclusions.

Response:

EgyptAir and the Egyptian government repeatedly denied the possibility that the crash was deliberate and put the blame on the aircraft. However, EgyptAir acknowledged liability for the crash and agreed to pay damages to families that are eligible to sue in U.S. courts. Eligibility is determined by a complicated set of circumstances, including where the passenger's tickets were purchased.

Outcome:

The airline did not accept full blame for the crash. The NTSB found that the crash was caused by Gamil el-Batouty, the relief first officer, while the ECAA found the crash was caused by mechanical failure of the airplane's elevator control system. This dispute over the cause of the crash and the airline's refusal to accept responsibility, yet their conflicting actions of paying compensation, reflected poorly on EgyptAir in public opinion and in the media.



CASE STUDY 3: AIR FRANCE FLIGHT 447

Crisis:

On June 1, 2009, Air France Flight 447 was a scheduled international flight from Galeao International Airport in Rio de Janeiro, Brazil, to Charles de Gaulle International Airport in Paris, France. The Airbus A330-203 airliner crashed into the Atlantic Ocean, killing all 228 aboard, which included 216 passengers and 12 crewmembers. While Brazilian Navy authorities were able to remove the first major wreckage and two bodies from the sea within five days of the accident, the investigation was hampered and the aircraft's black boxes were not recovered from the ocean floor until May 2011.

Response:

Airbus stated that they had already started working on improvements to the speed sensors and would implement other findings. The families of the victims were compensated with an undisclosed amount.

Outcome:

The final report stated that the crash of Air France Flight 447 was due to pilot error. The aircraft crashed after temporary inconsistencies between the airspeed measurements—likely due to the obstruction of the aircraft's pitot tubes by ice crystals—caused the autopilot to disconnect. This led the crew to react incorrectly to the crisis, ultimately leading the aircraft into an aerodynamic stall, from which it did not recover. Air France and Airbus have been handed preliminary manslaughter charges.



CASE STUDY 4: ASIANA AIRLINES FLIGHT 214

Crisis:

On July 6, 2013, Asiana Airlines Flight 214 took off from Incheon International Airport in Korea and was scheduled to land at San Francisco International Airport. However, the plane crashed short of the runway when the landing gear and tail struck the seawall projecting into San Francisco Bay. Both of the engines, the landing gear, and the tail section separated from the aircraft. The remainder of the plane spun 330 degrees while descending downward, landing just left of the runway. A ruptured oil tank above the right engine caused a fire one minute after the plane's impact when the leaking oil fell onto the hot engine and ignited.

There were 291 passengers and 16 aircrew members on board. Three passengers died in the accident: two were found dead outside the aircraft after the crash and one died after being hospitalized. Many more were injured, with ten people in critical condition. Flight tower officials with whom the crew was communicating initially instructed the cockpit crew to delay evacuation; however, once the fire was noted, an evacuation order was given 9 seconds after the plane came to rest. Flight crew helped several passengers evacuate the plane, and one pilot used a fire extinguisher to exterminate a fire that had reached the inside of the cabin.

Response:

In the hours after the accident, Asiana Airlines CEO Yoon Young-doo said his airline had ruled out mechanical failure as the cause of the crash. Later, he defended the flight crew, calling them "very experienced and competent pilots." Yoon apologized directly to the parents of the two victims and flew aboard Flight 214 to San Francisco—the same route as the crashed aircraft—to meet with NTSB officials. Asiana provided free flights to San Francisco for the families of the victims.

Asiana Airlines also announced initial payouts to crash survivors of \$10,000. The carrier may pay more after the U.S. National Transportation Safety Board completes its investigation into the accident. The families of those who died were also paid more than \$10,000 as an initial compensation.

Asiana Airlines officials said the airline would improve training for its pilots, particularly for pilots learning to fly different types of aircraft. Asiana officials also said they will seek to improve communications skills among crew members, introduce a system to manage "fatigue risk," set up separate maintenance teams for Boeing and Airbus planes and improve safety management systems.



Outcome:

Public opinion over the way in which Asiana Airlines handled the crisis was overwhelmingly negative. On February 25, 2014, Asiana Airlines was fined \$500,000 by the U.S. Department of Transportation for failing to adequately help victims and their families in a prompt and timely matter after the crash.

Some families were not contacted by the airline until five days after the crash, and the airline did not set up a reliable toll-free number for passengers' families until 18 hours and 32 minutes after the crash. Asiana had to pay \$400,000 in penalties within 30 days and spend up to another \$100,000 to sponsor airline industry conferences and training through 2015 "to provide lessons learned."



CASE STUDY 5: MALAYSIA AIRLINES FLIGHT 370

Crisis:

Malaysia Airlines Flight 370 was a scheduled international passenger flight from Kuala Lumpur to Beijing that lost contact with air traffic control on March 8, 2014. The Boeing 777-200ER was carrying 239 people aboard, with 227 passengers and 12 crewmembers. A multinational search and rescue effort, reported to be the largest in history, began in the Gulf of Thailand and South China Sea more than 12 hours after contact was lost. Within a few days, the search was extended to the Strait of Malacca and Andaman Sea.

Response:

On March 24, 2014, the Malaysian government confirmed two independently made analyses by the British Air Accidents Investigation Branch (AAIB) and Inmarsat and concluded "beyond any reasonable doubt" that the aircraft had gone down in the southern part of the Indian Ocean with no survivors. There has been no confirmation of any flight debris and no crash site has been found. Malaysia Airlines announced they would give US \$5,000 to the relatives of each passenger.

Outcome:

AAIB was severely criticized for relaying information about the probable deaths of the victims by text message to the victims' families. Public communication from Malaysian officials has been criticized; people say the airline consistently released imprecise, incomplete and sometimes inaccurate information.



EVALUATING THE CRISIS PLAN



POST-CRISIS EVALUATION PLAN

After a crisis, the following steps will be followed to ensure that JetBlue Airways is better prepared for the future. This evaluation is for looking at what went right and what went wrong during the crisis. It covers all aspects of the crisis, including media relations, community relations and the crisis management team's performance. It is vital to evaluate the company's CCP while the crisis is still fresh in employees' minds. Thinking about all aspects of the crisis will help determine what we can do better next time.

Media Relations:

- Review the media's coverage of the crisis.
- Were there areas in which we could have received better or more positive coverage of our company?
- Was JetBlue monitoring coverage daily during the crisis?
- Would the coverage have been better if we had taken more time to build strong media relationships before the crisis?
- Where did JetBlue receive negative coverage?
- Where did we receive positive coverage?
- What could have been done in these areas to gain more positive coverage?
- How has the coverage affected the company?
- Consumer comments/suggestions?

Community Relations:

- Did the community act favorably to how we handled the crisis?
- If not, what can we do to build better community relations?
- What steps could be taken in the future to ensure a better response from customers from now on?
- Were all key publics reached and informed?

Crisis Management Team:

- Did all team members perform well under pressure?
- Were there certain members who should have been put "behind the scenes" or on the "front lines" (speaking to the media, etc.)?
- Should any members be replaced should another crisis occur?
- Was the crisis control room properly stocked?
- Was there anything missing that needs to be ordered or created?
- Was everything in the crisis plan accomplished in a timely and efficient manner?



TELEPHONE LOG SHEET

Priority: _____ Date: _____ Time: _____

Call Received From:

Name

Organization

Location

Message:

Call Back By:

Date: _____ Time: _____

Notes:



INCIDENT DOCUMENTATION SHEET

Date: _____ Time: _____

Location of Departure: _____ Destination: _____

Location of Incident: _____

Describe the incident that happened:

Indicate when the incident occurred and when crisis personnel first responded:

Describe which crisis groups are responding:

Who responded to the incident report and how long did it take for the response team to arrive?

Estimate the number of employees evacuated:

Were any passengers and or employees affected and or injured during the incident, and where they are being examined/treated:

Comments/Suggestions:



MEDIA LOG SHEET

Name/Phone Number/Email:

Date/Time of Call:

Type of Media:

Reporter Name:

Reporter's Deadline:

Date/Time Call Return:

Our Response:

Follow-Up Time/Date:



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