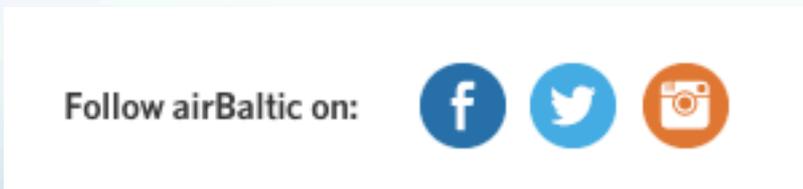
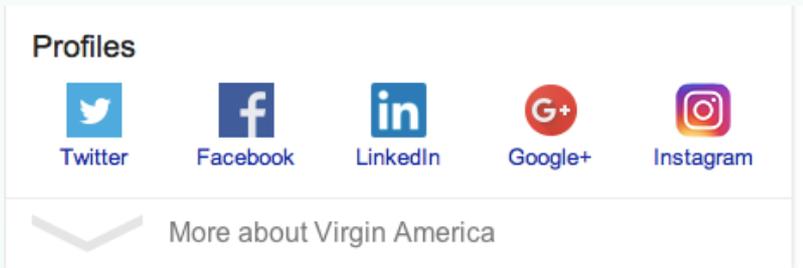


Digital Connectivity: Aviation's new voice

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Laying the groundwork

- Internet is a marketing tool that allows users to generate content that leads to a shift in structure



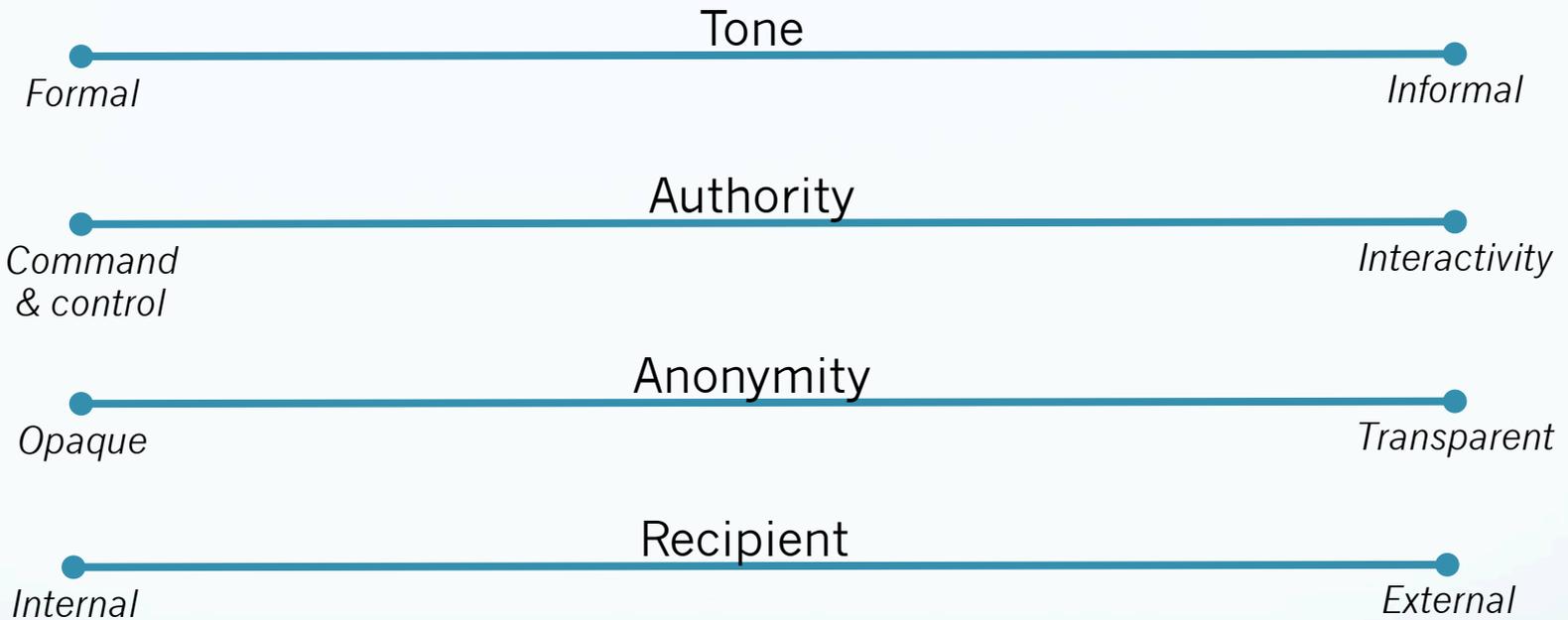
Adapting marketing theory

UGC PMM	Definition
Advertising	Product description or explanation, either airline's initiative or as a response to a question
Selling	Link to purchase a product or service
Sales promotion	Description and/or link to promotions/partner companies affiliated with frequent flyer program
Public relations	Airline general response to a question not worded as an advertisement; providing general information; soliciting for contributions from customers; a challenge/game for customers
Sponsorship	Information about a sponsored event or initiative
Direct mail	Real-time or pertinent information to travelers
Word-of-mouth	Promoting content uploaded by other users
Social activity	Initiating a dialog without specific information about the company (e.g. wishing happy holidays)

Adapting marketing theory

UGC PMM	Example
Advertising	Just in case you hadn't heard already, we are having a massive global sale to a large range of destinations – Auckland, Fiji, Singapore, Hong Kong, Tokyo, Mumbai, London, Los Angeles, New York, London, Johannesburg, Buenos Aires and more. Limited availability. Happy Travels! (Qantas on Facebook)
Selling	So they say it's your birthday? Well it's our birthday too, yeah! Hurry – our birthday sale ends tonight @ 11:59pm PST! Click the link below to book: (Southwest Airlines on Facebook)
Sales promotion	Qantas Wallabies fans: Frequent Flyers can enter to win exclusive access to the Qantas Frequent Flyer Pre-Match Lounges at the Qantas Wallabies Bledisloe Cup Test home matches! (Qantas on Facebook)
Public relations	[Question of the day] – If my infant is at his 20th months now and I am considering to buy a flight in advance which is 6 months later. Can I book an Infant seat for him? Or should i buy an Adult seat? What do you think? (Air Asia on Facebook)
Sponsorship	Who's going to the #SF Pride Parade? We're proud to be Official Airline of SF Pride! Come check out our float or watch for Sunday TwitPics. (Virgin America on Twitter)
Direct mail	SFO is experiencing high winds which are causing some long delays. Thx for your patience everyone. (Virgin America on Twitter)
Word-of-mouth	RT @MrReasonable Got to marvel at the skills of the pilots of @flyairnz getting those planes down in this weather (Air New Zealand on Twitter)
Social activity	@AliciaWag you poor thing .. how did you get the poison ivy? (Air New Zealand on Twitter)

Characteristics of social media content



- Research shows content primarily:
 - Formal, opaque & internal
 - Official
 - Authoritative

A social media case study

- April 14, 2010 Eyjafjallajökull erupts
- EU airspace closed from 14.4 to 21.4
- Industry impact
 - 100.000 flights cancelled
 - 10 million passengers disrupted
 - \$2 billion in lost revenue
- Airline impact
 - SAS lost 25% of passengers in April
 - Cost to airline approximately \$100 million
- Recognition of SAS' use of social media during crisis



EU flight traffic 3 days after the eruption

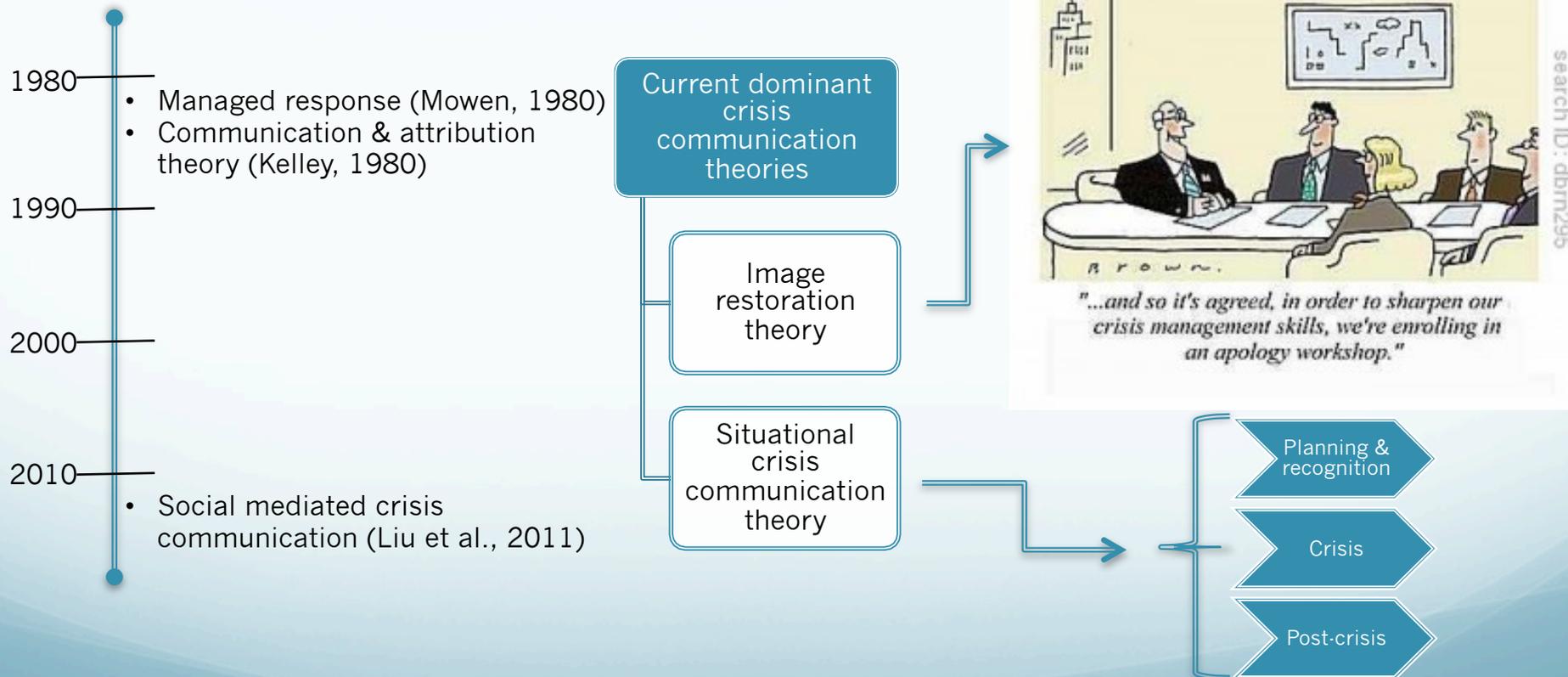


EU flight traffic 7 days after the eruption

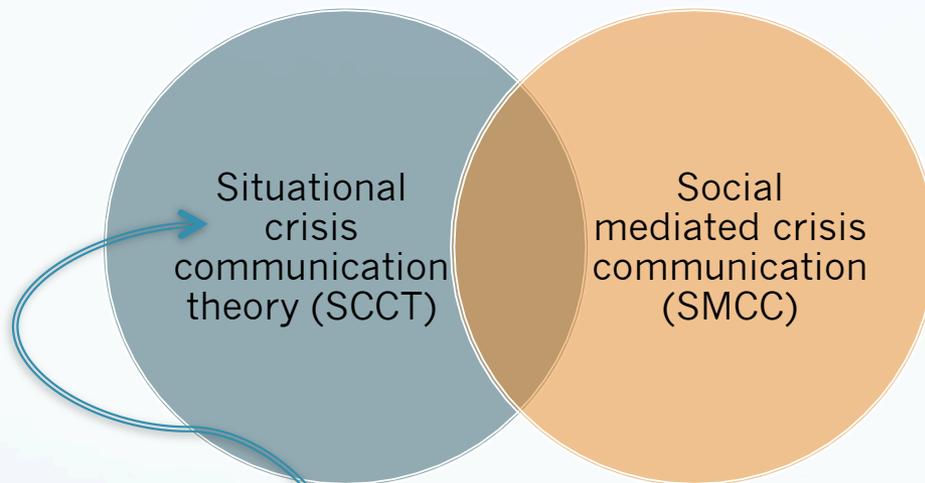
Underlying framework

- Life-cycle framework for crisis management:
 - Planning & recognition
 - Crisis
 - Post-crisis
- Situational Crisis Communication Theory (SCCT):
 - Holistic view of crisis life cycle and organizational responses
- Social Mediated Crisis Communication (SMCC)
 - Incorporates social media into model of crisis communication
 - Social media's role is:
 - Issue relevance
 - Information seeking/sharing
 - Emotional venting/support
 - 3 stakeholders:
 - Creators
 - Followers
 - Inactives

Development of the model



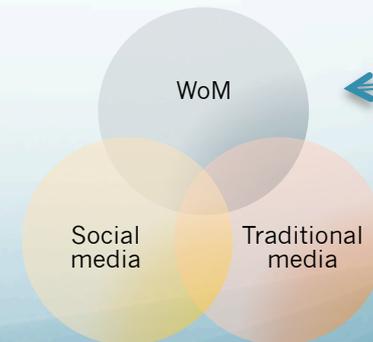
Overview of SMCC model



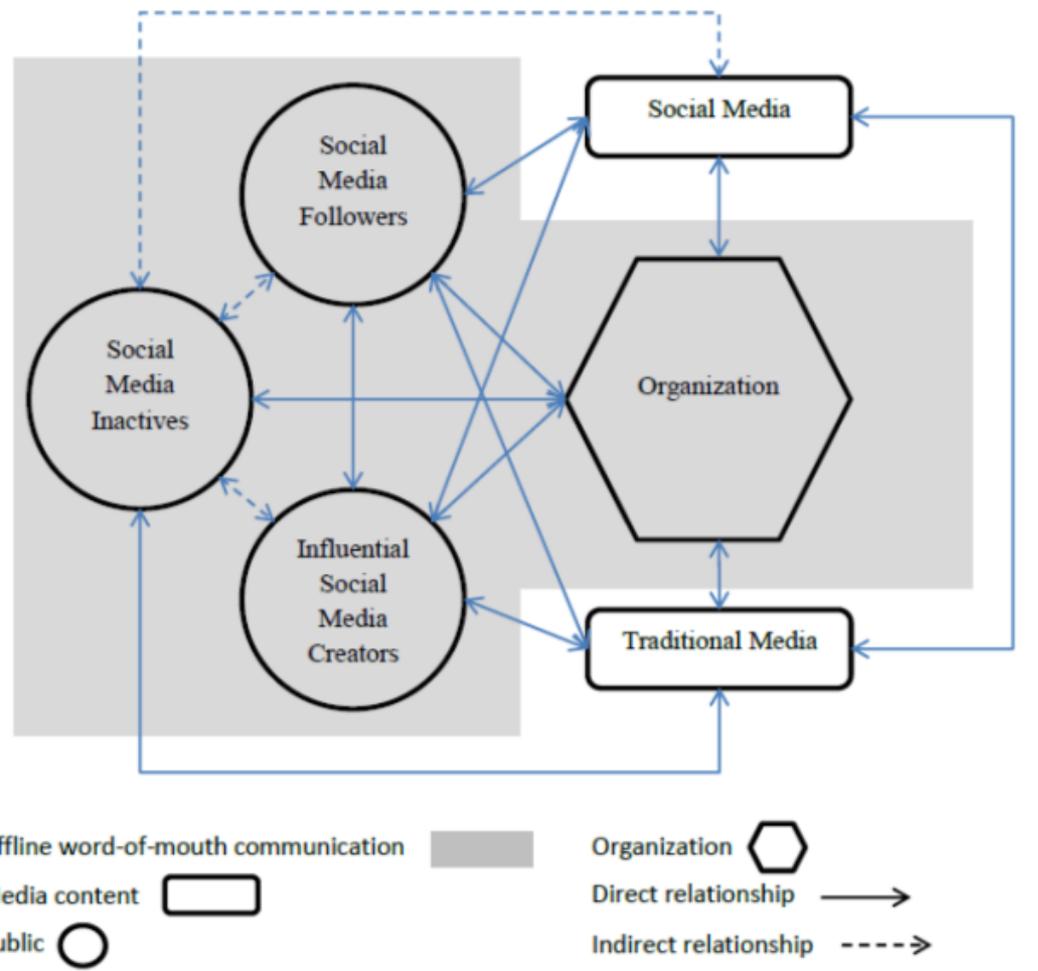
Fails to include the communication source during a crisis

Why SMCC:

- Crises lead to emotional needs
- SM can address those needs
- SMCC used to be blog-mediated crisis communication tool
- 3 stakeholders: creators, followers, inactives
- SMCC does include various sources



SMCC model



A case study of public relations in a time of crisis

Pre-crisis

- SM site (Facebook) initiated Dec. 2009 to complement existing channels
- Goal to handle & service customers proactively
- Part of Sales & Marketing department
- Unofficial FB page prior to opening
- Posts in informal & social tone to build rapport
- 12% of posts SAS initiated; majority promotional

Crisis

- First mention of eruption attributed to a page member
- SAS posts April 15th from a mobile device
- SAS posting continues nearly every 15 minutes
- SAS-initiated posts often link to regulatory authority to provide information, legitimacy, and shifting of blame
- Personal & social tone lets FB readers feel emotional connection

Post-crisis

- SAS SM strategy continued while aiding stranded passengers throughout the world
- Overall FB activity increased compared to pre-crisis
- SAS has become more active on the site in general

Key points from case

Steps for SM crisis communication

1. Have a plan for using SM during a crisis
2. SM posters should be coordinated in the firm
3. Scalability may be an issue
4. Determine type of needs by followers & posters

Next steps in crisis communication

- SM may not be the ideal tool for a crisis as it depends on the needs of users
- E.g. SAS experienced major operational disruptions in winter 2010-2011 due to heavy snow; FB users required action (e.g. rebooking) rather than information as with the ash crisis

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