



Frontier Airline Crisis Communication Plan

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1. Introduction

It is crucial to the success of Frontier Airlines to have steps in place in case of an emergency. Likewise, it is important that we work to decrease the amount of potential crises by doing regular inspections on equipment and procedures. Not all crises can be avoided, such as a natural disaster. However, it is important that Frontier Airlines creates measures for every potential emergency the company could face.

In this plan, we will be discussing the many different potential crises that could have an effect on Frontier Airlines and its publics. Furthermore, we will talk about specific duties of the company and its employees in the event of a crisis. When a crisis occurs, it is important that the company take responsibility for its actions. Although the crisis may be a result of something out of our control, it is still our responsibility to act promptly to rectify the situation.

2. Organization Background

Frontier Airlines was founded in 1994 and is a very low-cost airline that flies to 60 destinations throughout the United States and nearby international destinations. The airline is headquartered in Denver, Colorado. Ever since the beginning Frontier has acted on a set of values that are core to their success. Their values include: respect, safety, trust, collaboration, value, and passion. They promise to deliver a genuinely different and better experience by being more affordable, more flexible, more accommodating, and more comfortable.

2.1 Mission Statement

Frontier Airlines mission is “we are in business to be the best-loved airline. And we will earn it one action at a time, no matter how big or how small, to create a different and better experience.”

2.2 Impact Objectives

Frontier Airlines’ main impact objectives in a crisis or non-crisis situation are to always have good communication with its travelers. They want their customer service to always be at their best. When travelers have good flight experience it makes them want

to come back to that airline. Especially for an airline that is cheaper than most other competitors, having loyalty customers is a huge impact objective of the company.

2.3 Crisis Team Members

In the event that a crisis does occur the Crisis Team members are as follows:

- CEO → David Siegel (SiegelD@Frontier.us)
- CFO → James Dempsey (DempseyJ@Frontier.us)
- Head of Public Relations Team → Erin Mrazek (MrazekE@Frontier.us)
- PR Team Member → Jessica Grumstrup (GrumstrupJ@Frontier.us)
- PR Team Member → Taylor Peck (PeckT@Frontier.us)
- Operations Manager → Jim Colburn (ColburnJ@Frontier.us)
- Customer Relations Director → Adrienne Carr (CarrA@Frontier.us)
- Internal Communications Manager → Julie James (JamesJ@Frontier.us)
- Human Resource Director → Christopher Benedict (BenedictC@Frontier.us)
- Lawyer → Layla Freckmann (FreckmannL@Frontier.us)

3. Crisis Risk Assessment

This section identifies and explains the potential crises Frontier Airlines may face. It also categorizes the crises in terms of how likely they are and how detrimental they may be to the company and/or its publics.

3.1 Magnitude

Top 5 Potential Crises in order of Magnitude of Threat to Frontier Airlines:

1. Hijacking/Terrorism/War
2. Aircraft Accident
3. Disappearing Flight
4. Natural Disaster
5. Emergency Landing

1. Hijacking/Terrorism/War: This is when an enemy, such as a terrorist, seizes a plane illegally in transit. Although this type of crisis is not very common, it is

potentially the most severe crisis Frontier Airlines could encounter because of the severity of the action.

2. Aircraft Accident: An occurrence related to the operation of an aircraft, in which a person is seriously injured, or the aircraft sustains damage or structural failure. This type of crisis is very extreme and could cause many complications for Frontier in the event of an aircraft accident.
3. Disappearing Flight: When an aircraft vanishes from sight and does not reach the original destination. This event is uncommon, however it is very detrimental to the reputation of Frontier Airlines, due to the intense nature of the event.
4. Natural Disaster: An event in nature that causes catastrophic consequences, such as earthquake, tsunami, hurricane, tornado, etc. Although Frontier Airlines has no control over this kind of event, the occurrence of a natural disaster could potentially damage the success of the company.
5. Emergency Landing: A landing made by an aircraft in response to an event that interferes with the operation of the aircraft. This type of crisis can damage the reputation of Frontier Airlines due to the assumption of inadequate aircrafts.

3.2 Likelihood

Top 5 Potential Crises in order of Likelihood of Occurrence:

1. Pilot Under the Influence of Drugs/Alcohol
 2. Extreme Flight Delay
 3. Disease Control/ Medical Emergency
 4. Damaged/Malfunctioning Equipment
 5. Technology Crash
1. Pilot Under the Influence of Drugs/Alcohol: When the pilot of an aircraft has consumed alcohol or drugs directly before or during flight. This type of crisis is extremely dangerous because it puts passengers, as well as Frontier Airlines at risk.

2. Extreme Flight Delays: When an aircraft takes off and/or lands much later than expected. This type of crisis is crucial because it could lead to passengers being stuck in airports, which could in turn jeopardize the success of Frontier Airlines.
3. Disease Control/ Medical Emergency: When a person onboard a Frontier Airlines aircraft has a contagious disease and/or requires more medical attention than can be given on flight. This type of crisis could put passengers' health at risk, as well as the reputation of Frontier.
4. Damaged/Malfunctioning Equipment: When the supplies on the aircraft do not function properly due to user and/or equipment error. Although Frontier Airlines check equipment regularly, the event of a malfunctioning aircraft could severely damage the reputation of the company. Likewise, passengers may suffer injury in the event of equipment malfunction.
5. Technology Crash: When the computers and/or other technological equipment cease to function, making communication between the aircraft and airports/other aircrafts impossible. Although this type of crisis is uncommon, a technology crash makes landing and flying extremely dangerous due to the lack of interaction between the aircraft and other personnel.

4. Target Audiences/Publics

- Police: The most important public to be informed is the police. In many cases the risks will be really high, even as high as a threat to national security. The police will also handle investigations on airport issues therefore everything should be shared. Some examples would be; plane crash, security issues, health protocol, missing flight.
- Employees: Internal communication is extremely essential. Everyone employee needs to be informed and briefed on what to say and how to act. In order for a plan to be put into action everyone needs to know what the situation is, no matter the crisis.
- Media: It is always important to be open, honest and transparent with the media. The media will be detrimental in relaying information out to the public. Some

examples would be; security issues, health protocol, missing flight or anything else that may concern the public.

- Surrounding communities: In some cases there might be an immediate threat to surrounding communities that could be hazardous. Some examples would be; plane crash or a health concern that could spread.
- Other airports: There is some crisis that could prove a threat to other airports that our planes fly to or have flown to. If there is a crisis that could affect another airport we work with they need to be fully informed. Some examples would be; health concerns, breach in security, technology malfunctions or outdated safety equipment or technology.
- Families with loved ones involved: In the case of a crisis that harms passengers it is important that the family members be informed from a direct source instead of second hand by the media. Some examples would be; a plane crash, security issues, lost flight or a health protocol.
- Department of Transportation: This organization set and track regulations in all things involving transportation in regards to protecting the public. An example of use would be; outdated safety or technology equipment,
- Federal Aviation Administration: This regulation regulates all things involving aircrafts, some examples being; environmental regulations, licensing, compliance, and safety. In almost all cases the FAA would need to be contacted when dealing with any malfunction of an aircraft.
- Other Airlines: Communication between airlines is essential. All airlines share gates and other territory at airports, so if there is a crisis that could harm another airline company they need to be fully informed and debriefed.

5. Media Relations

Contact all outlets below and in case of any crisis that happens elsewhere, please contact those as well.

5.1 Newspapers

- Denver Post Contact:
 - Transportation reporter Monte Whaley at 720-929-0907 or mwhaley@denverpost.com
 - Breaking news reporter Jesse Paul at 303-954-1733 or jpaul@denverpost.com

5.2 Television Stations

- 9News Contact:
 - Call main phone at 303-871-9999 or email at newstips@9news.com
- 7News Contact:
 - Call news assignment desk at 303-832-0162 or email at 7NEWS@thedenverchannel.com
- Fox 31 Denver Contact:
 - Call main line phone at 303-595-3131 or email at tips@kdvr.com

5.3 Radio Station

- 90.1 FM- KVOD Contact:
 - Call 303-871-9191 to speak with Ben Markus
- 88.5 FM- KGNU Contact:
 - Call office at 303-825-0619

5.4 Social Media

- Facebook:
 - Post same statements and background information that is displayed on company website and reported to media outlets. Keep up to date with breaking news about the story.

- YouTube:
 - Post a video statement from CEO or other senior executives after incident. Make sure to check website for photos and videos that are being uploaded from viewers.
- Twitter:
 - Never post anonymously. Use twitter account @FlyFrontier for any post. Use hashtag (#) with key words such as #Flightxxx. Monitor the online conversations using a hashtag tracking service such as Hashtags.org. Also use tweets to update followers on updated information.

6. Action Steps

Frontier Airlines will make efforts to reach the goals the company sets for itself by taking certain action steps. The action steps contain details on what will happen, who will carry out the actions and make decisions.

6.1 Who should do what and when?

When emergency strikes, CEO David Siegel will be the spokesperson for any given situation. He will explain to the publics the details of the situation and the plan for recovering from the crisis. He will provide an explanation on how his company is going to deal with the crisis. He will explain the problem in his own words and define the crisis in terms that the publics can understand. He will communicate with all audiences.

This includes outlets such as:

- Social media sites
- Radio stations
- Television Stations
- Newspapers
- Phone calls

Along with reaching out to different audiences, regular updates on the crisis will be provided to them.

The Communications Department of Frontier Airlines will create a plan that describes the resolution of the crisis.

When being addressed by the media, the Media Relations Department of Frontier Airlines will choose the types of apologia to use. They also will clear up any confusion or false accusations made by media specialists outside the organization. When David Siegel is going to address the publics, this department will ensure that media outlets are contacted to spread the word on his messages and announcements regarding the crisis. The main role of this department is creating a good relationship between the outside media outlets and making sure that Frontier Airlines has a good image portrayed to the publics.

The Investor Relations Department of Frontier Airlines will be capable of maintaining an effective two-way communication between Frontier Airlines, the financial community and other publics.

The CFO of Frontier Airlines, James Dempsey, will be in charge of financial situations during the crisis. He will confirm that employees will be receiving fair pay. He will keep record of financial planning and also assist with the planning of a crisis event in a financial situation. He also will report the finances to higher management. His responsibility is to make decisions on how the company should invest in their money and play in the risks.

The Human Resource Department of Frontier Airlines will be responsible for recruiting new workers when necessary. They will take on the role of interviewing contestants and also screening them for the appropriate work environment. They will be in charge of payroll along with benefits that Frontier Airlines employees receive. They plan for the administrative functions of the organizations.

Adrienne Carr, the Customer Relations Director of Frontier Airlines will communicate with their publics to keep a beneficial relationship. She also will keep a

loyal base of customers and attract new ones as well. She is in charge of keeping the company's reputation up.

6.2 Who are decision makers?

- CEO, David Siegel
- CFO, James Dempsey
- Human Resource Director, Christopher Benedict
- Director of Communications, Julie James
- Customer Relations Director, Adrienne Carr

6.3 Financial and Legal Considerations/Restrictions:

Frontier Airlines will have a lawyer present when necessary to look over contracts and necessary documents when and if he or she needs to represent the company in court. The lawyer will make Frontier Airlines aware of their legal rights and duties.

7. Logistics

This section will include details on the coordination in the event of a crisis occurring.

7.1 Location

The primary meeting point in a crisis will be our Denver, Colorado corporate office. If this location is not accessible, our Chicago, Illinois hub located at Chicago O'Hare International Airport should be utilized.

- Denver Corporate Office:
 7001 Tower Rd, Denver, CO 80249, United States
 (720) 374-4200
- Chicago O'Hare Hub:

10000 W O'Hare Ave, Chicago, IL 60666, United States
(800) 832-6352

7.2 Equipment, Resources, and Staff

The following equipment and resources must be readily available at each crisis meeting location:

- Satellite
- Radio Communication Center
- Cell Phones
- Landline
- TV Access
- Laptop Computers
- Fax Machine and Printers
- Tablet Devices
- Mailing Services and Supplies
- Projector
- Power Generators
- Security Center
- Weather Radar
- Aircraft and Safety Manuals and Resources
- Press Room
- Access to Security, Catering, Law Enforcement, Janitorial, and Airport Staff

8. Evaluation

Post evaluation steps to gage how well the crisis was handled, controlled, executed and communicated.

- Audiences:
 - Were the appropriate publics reached while handling the crisis?

- Were they reached appropriately?
- Were they reached in a timely manner
- Media:
 - Was the media informed of the crisis?
 - Were we transparent
 - What could be done better next time?
- Actions:
 - Did we take the appropriate actions for the situation?
 - If the crisis were to happen again would we handle it the same way
 - What actions could we improve on if this crisis were to repeat itself?
- Status of company:
 - Is the company still in good standing?
 - Financially
 - Physically
 - Has our image been altered/damaged
- Future steps:
 - Corrective actions to follow
 - Have/should there be new policies put in place because of the crisis
 - Should an image repair campaign be conducted

9. Conclusion

Airlines throughout the world face crisis in major disasters and epidemics such as emergency landings, natural disasters, terrorists, etc. When these types of crises happen, airlines have to take responsibility and perform their specific duties to ensure everything is done right. They also need to take on tasks to maintain satisfying relationships with their publics. Frontier Airlines will provide their crisis plan to gain and maintain the relationships with publics and ensure that their company can recover from anything.

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