


**THE PROCESS OF COMMUNICATION IN AIRLINE BUSINESS'
MANAGEMENT OF CRISIS IN SOCIAL MEDIA**


Kanyakorn Narapattaveebhorn

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Communication Arts and Innovation)
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and Management Innovation
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ABSTRACT

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The objectives of this research include studying 1) the roles of leaders during a crisis, 2) crisis management of airlines prior to a crisis, during the crisis, and after the crisis, 3) the strategies used in crisis communication management of airlines, and 4) the crisis communication management process of social media by airlines. This is a mixed-methods research combining both quantitative and qualitative methods. The study consisted of four parts. Part one focused on the PR value of the airlines during 2010-2014. Part two consisted of in-depth interviews with airlines’ executives and staff, including the crisis communication management experts in social media. Part three analyzed the content on airline complaint posts from the web board on Pantip website between 2010-2014. Finally, part four created a model of the communication process for airline business’ management of crisis in social media.

The results of part one showed that the top 3 highest numbers of airline PR releases were from Thai Airways, AirAsia, and Bangkok Airways. The in-depth interviews in part 2 shows that role of leaders in crisis in airline business’ management of crisis in social media consist of role in giving suggestion to other departments about crises, role in creating communication connection, role in determining crisis communication management policy, role in budgeting, role in controlling or evaluating the operation and role in utilizing digital transformation to the operation and organization. Besides, in part two illustrated the crisis communication management activities of airlines in different time periods. Before the

crisis to prepare a crisis plan, train employee, form a committee, and practice safety drills. During the crisis where actions consisted of using crisis analysis and management, data collecting, forming a PR operation center, arranging meetings to give updates, scheduling targeted audiences, choosing content designs and communication tools, providing any updates to medias, and controlling news sources. Finally, after the crisis is over, the procedures consisted of crisis summary, healing the situation, and crisis management evaluation. Moreover, the results of the study were divided into 3 stages including strategies that were used during the pre-crisis, which were creating the connection, preparing for the crisis, and providing knowledge to the public from not panic during the crisis. The strategies used during the crisis event were excuse, correctiveness, plan stimulation, target group outreach, close media monitoring, and dividing individually responsibility and working as a team. The strategies used at the post crisis were recovery, finding opportunities, learning lessons and adapting for the next crisis, rebuilding trust, and reimagining.

Part three showed that the communication process of the airlines in response to customer complaints on the web board on the Pantip website. This process included identifying the sender, which was executives or staff of the airlines, creating the message, which was an apology and clarification, understanding the channel, which is online medias and offline medias, and finally, the receiver, which is the original poster and social media followers. Part four showed that the model consisted of three parts leadership roles, management and crisis strategies, the communication process which include the sender, message, channel and receivers by communicating back and forward between them and caused the feedback. Part four also identified important factors in communication which were point of view controlling online media, spread crisis control, and time and data accuracy control.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Communication management during a crisis is something that every organization emphasizes when a crisis occurs. It impacts all levels of an organization. A crisis happens fast and can occur any time with no warning sign. Organizations that have well prepared their communication management for a crisis will only see a small impact. On the other hand, those organizations who are not as prepared will encounter many issues when a crisis happens and will see their reputation and sustainability ruined. Crises cannot be avoided (Guth, 1995, p. 125). Crises will always put businesses, products, and services in danger. Organizations may lose a fortune when the public reacts to a crisis (Wilcox, 1994, p. 236). Crises will also impact the organization's image. Crises are a warning sign that an organization is insecure and can result in the government and the media intervening in the organization. This can ruin the organization's image and its credibility (Fink, 1986).

Businesses such as banks, restaurants, shopping malls, or airlines must have a crisis management plan in hand at all times as crises happen without any signs and warning. This is especially true in the airlines business, which has invested great deals of money in its public relations and communication plans. An airline needs to maintain its image, credibility, and reputation. Though the reputation is abstract, it is important in its customers relations, future investments, and recruitment of qualified candidates. A strong reputation of an airline also leads to positive news released by the media (Fombrun, 2004). Moreover, a great reputation by an airline will lead to greater involvement by members of the airline company. This can help the organization through crisis management (Ulmer, 2001).

Nowadays, technology is an important factor for businesses. The number of online users increased dramatically worldwide. Communication has changed rapidly via online channels. This has changed the way business communicate and has impacted communication in crises.

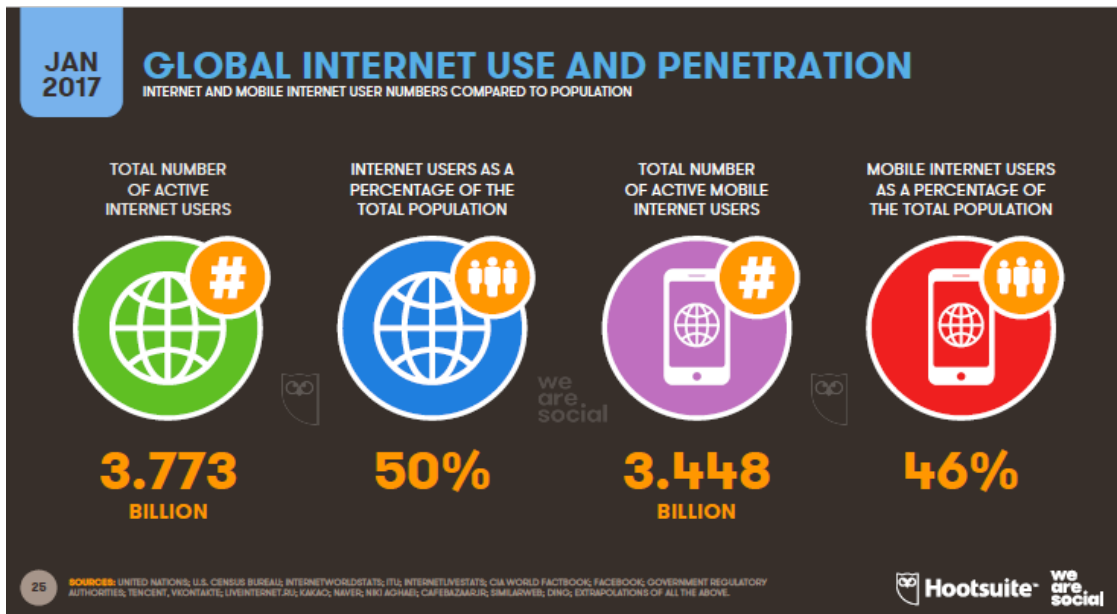


Figure 1.1 Number of Online Users Worldwide

Source: Zn-UP, 2017.

There has been a large increase in the number of internet users in Thailand. These online users have influenced many organizations' images since they can quickly and wildly share both positive and negative news and feedback.

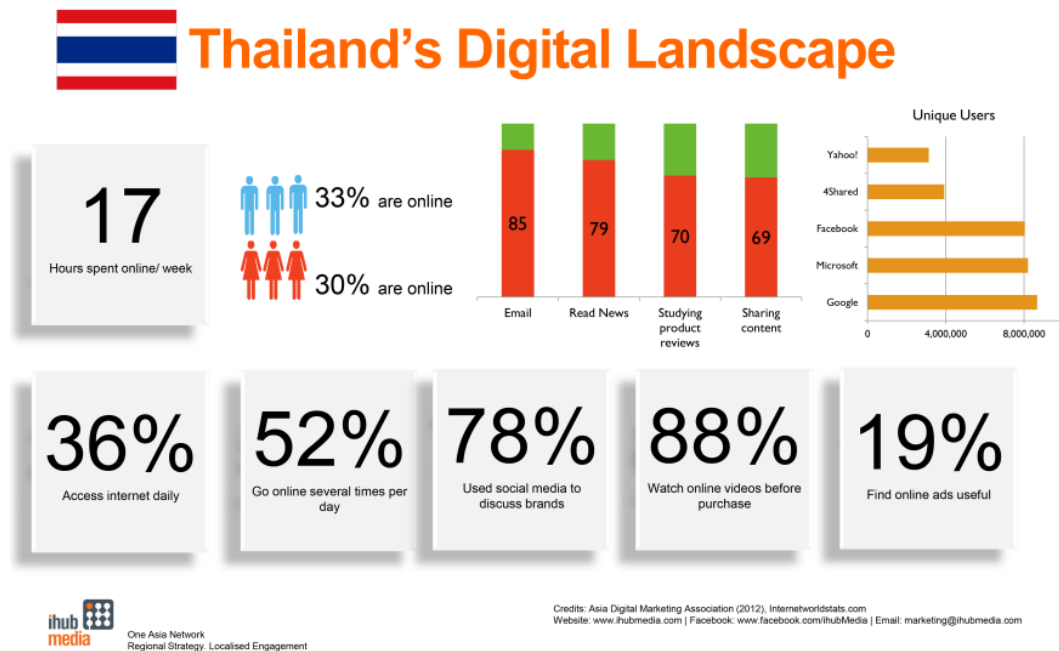


Figure 1.2 Number of Online Users in Thailand

Source: ihub Media, 2017.

As things change very quickly in our digital life, businesses have been responding. The airline business has been improving their services, sales, and safety to compete with one another. The airline business in Asia is expected to grow to counter the Asean Economic Community (AEC) policy to increase domestic and international flights. Thai airlines are expected to serve their passengers more both domestically and internationally. Thailand is hoping to be a hub in Asia due to its geography, ability to support flight connecting flights from all over the world, and capacity of Suvarnabhumi International Airport. It was the second biggest airport in Asia.

According to Kasikorn Thai Research Center, the number of flights through Suvarnabhumi and Don Muang Airports grew by 11 percent in 2015. With the AEC policy, more new airlines and new routes will increase numbers of tourists traveling to and within Thailand and will help the airline business grow.

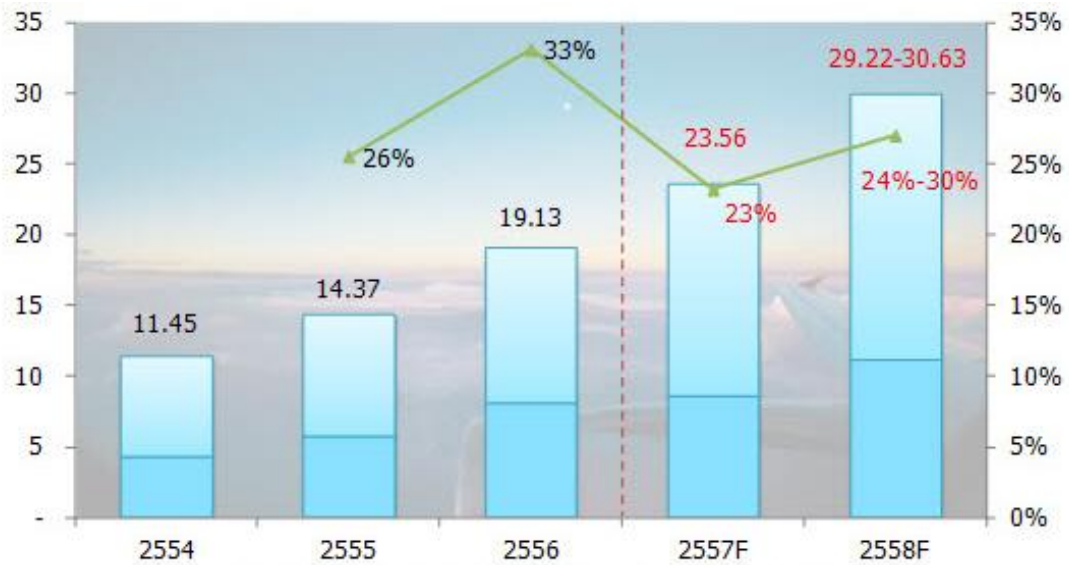


Figure 1.3 Number of Passengers who traveled with Low Cost Airlines at Don Mueang Airport and Suvarnabhumi Airport

Source: Airport of Thailand Public Company Limited, 2015.

Compared to other countries in Asia, Thailand is one of the first countries to expand its open skies policy. This has allowed airlines from other countries to do business in Thailand, which has been a key to Thailand becoming a hub in Asia. According to the Thai government's plan to support low cost airlines, Don Muang Airport will be the center of low cost airlines in Bangkok. The airport will be able to serve more passengers than before. It will increase the number of passengers from 18.5 million passengers to 30 million passengers annually.

As the airline business expands, it is important for airlines to expand their capacity, especially the number of highly trained pilots, cost management, and a crisis management plan. With digital and online communication, it is easy to spread news, especially negative publicity. This can damage an organization's image. Airlines need to have a strong image and credibility, so being ready to tackle a crisis is mandatory. Having a crisis management plan is extremely important and necessary for the expanded airline business in Thailand and an ASEAN member.

Over the past decade, airlines in Thailand have been in crisis management many times. For example, when there was a political conflict in the country, airlines

were heavily impacted by it. Tourists cancelled their flights to Thailand. According to Thai Airways, more tourists from Hong Kong cancelled their flights to Thailand than any other country as Hong Kong's government warned its people about the dangers of Thailand during the political conflict. This showed that communication management during a crisis builds the credibility of the organization and it is as important as any other part of the business.

Thai Airways, the national airlines of Thailand, has had many crises. One example is when it lost a lot of money from opening its new route (Bangkok-New York) in 2005. The airline also lost money after buying two new airplanes for 20,000,000,000 THB but after three years of operation, the two airplanes cost Thai Airways another 10,000,000,000 THB. They ended up selling the planes back at a lower cost. The expanding number of low cost airlines in Asia was another factor that impacted Thai Airways as passengers preferred to pay lower prices than what Thai Airways was charging. This new market share caused less revenue for Thai Airways. Moreover, during this crisis, there were additional rumors about the airlines, from the online media that impacted the airline's image and credibility.

Besides Thai Airways, crises happened to other airline companies. For example, the incident with Malaysian Airlines flight MH 370 on March 8, 2014. The flight was lost from radar while flying through the Gulf of Thailand. The flight has still not been found.



Figure 1.4 Timeline of Malaysian Airlines Flight MH 370

Source: Kuchingonline.com, 2014.

During the same year, on July 17, 2014, Malaysian Airlines flight MH17 was shot while it was flying through eastern Ukraine. This caused the deaths of 283 passengers and airline crew of 15. This was one of the top eight civil aviation incidents in the world and this incident is still under investigation. On December 28, 2014, Indonesian Air Asia flight QZ 8501 lost contact with its control tower. Two days later, it was found at Karimata Strait which was 10 kilometers away from the lost contact spot.



Figure 1.5 Airbus A320-200 and Flight QZ8501 Information

Source: Channel Newsasia, 2014.

Airlines have been one of the top businesses challenged by crises, especially during the digital communication period and the crises seems to be continuing. All the incidents above have bought valued case studies in communication in crisis, especially the cases from Malaysian Airlines and Indonesian Air Asia. Both airlines faced their crisis at roughly the same time with significant damages, but they managed the crisis differently in their communication management and media strategy. This led to extremely different feedback from the public on their actions.

How an airline handled their communication management during a crisis led to different feedback from their internal and external target groups. Poor communication management during a crisis can ruin the company's image and credibility. For example, after both Malaysian Airlines crises, passengers who had booked their flights prior to the crises, cancelled their flights. In addition, more than 200 staff left the company as their families were concerned about their safety.

Malaysian Airlines' mistakes in communication during the crisis included not giving enough information to the public and media. This led to a misunderstanding by the public. Their news conference did not clarify the process of how they were going to locate the missing airplane. This poor communication ruined the airline's image. An international news agency shared a picture of a Malaysian Airline flights with only a couple passengers on board. This reflected the crisis of the airlines. The company immediately needed a new leader who had the skillset to be able to fix the problem and recover the company's credibility and image.



Figure 1.6 Passengers on a Malaysian Airlines Empty Flight after the Crisis

Source: Hunter-Rose, 2014.

On the other hand, Indonesian Air Asia responded to the missing QZ8501 immediately with the chairman of the company, Tony Fernandes leading a news conference. He took responsibility by traveling to Surabaya where the flight took off to work on the case. The victims' families were pleased by his actions and how he responded to the incident. Mr. Fernandes was a truly leader in digital communication

world. He utilized social media via his personal Twitter account by updating the incident and cheering up his staff during this difficult time. The public and media were satisfied by his actions and how he handled the situation. The victims' families, his staff, the media, and public were satisfied with the way he handled the crisis. Fernandes' actions were related to Coombs and Holladay (1996) who presented that communication was a major tool of crisis management whether an internal communication that is distributed among staff or external communication to communicate to the public a process to help fill the gap of an unclear message, to add understanding and knowledge, and to maintain good relationships between both internal and external parties.



Figure 1.7 Air Asia Chairman's Message to the Public

Source: Fernandes, 2015.



Figure 1.8 Air Asia Chairman's Message to his Staff

Source: Fernandes, 2014.

TRANSPORT > AIRLINES

AirAsia's CEO Is Becoming the Model for Airline Leaders During a Crisis



Figure 1.9 Picture of Tony Fernandes, who was Praised as the Model for Airline Leaders during a Crisis

Source: Wright, 2015.

Besides understanding the role of leaders and how they impact the company's image, we cannot deny digital media's ability to quickly spread the message during a crisis. Coombs (2007) presented factors that influenced crisis management. They were the reputation of organization, internal and external groups of organization, and communication and technology. These are all influenced by the organization's reputation and credibility.

Social media has changed the process of communication as the message can be sent as a "mass communication." They no longer need a middle channel like media company to deliver a message. Passengers now have the freedom to spread news about airlines. They can share their positive comments about an airlines, for example, how great the service is, or negative comments like how disappointed they are in the service. Even a miscommunication between passengers can also be news to share online. What happens on the flight is now easily recorded by camera and can be shown to all. This change of communication can damage organizations. There were cases where social media ruined an organization's image by sharing messages on

social media. For example, the Vice President of Korean Air, Heather Cho, who was also the daughter of the CEO, was upset at a flight attendant over a snack. This happened on Korean Air flight KE 086 (New York - Seoul) where Cho demanded that the plane return to the gate at New York City's JFK Airport so a crew member could be removed from the flight. She got upset as the flight attendant served her macadamia nuts which she did not ask for and they were served in a package instead of on a plate, which was standard practice but Cho did not believe the service she received met the airline's first class standard. She asked the flight attendant to get down on his knees and apologize to her. She then scolded him, ordered the flight return to the gate, and had him removed from the flight. The public condemned her actions which caused her to resign as Vice President of Korean Air and publicly apologize for her actions.



Figure 1.10 Heather Cho being Interviewed by Media

Source: Thaipublica, 2014.

The next case involved a video clip that was published on Facebook showing a passenger on an Air Asia Airlines flight who was upset and yelled at a flight attendant. The passenger brought an overweight carry-on suitcase onto the airplane and was rude when it was denied. She recorded the argument and asked other passengers to do the same.



Figure 1.11 Air Asia Airline's Passenger and the Incident

Source: Edtguide, 2015.

The above cases showed that social media is the communication tool which caused negative images and crises. At the same time, it is a channel of communication that airlines use to communicate to their target groups. With that, studying communication in the digital communication period in which the way we communicate has changed and influenced organizations is very interesting.

After looking at the above crises, studying communication during an airline's management of a social media crisis is needed. In addition, there is a need to study the role of leaders during a crisis, to study communication management during a crisis, and to study the communication strategy during a crisis. As mentioned, the model of communication has changed with social media. This study utilized information and created a model of communication for airlines to manage crises on social media.

This study can be used in the airline business worldwide as the study used international research and standards. When an airline faces a crisis, this study can be adapted to help solve the issues. This study also emphasized the importance of communication during a crisis for airlines. It is useful to readers, leaders, media, and public relations professionals, in addition to those who are interested in the study. This relates to a comment that said communication is the key to crisis management because crises create the need for information. Any important data from this process of communication management has been filtered as knowledge and is ready to be

shared to others. The results of this research are needed in the process of crisis management (Coombs & Holladay, 1996)

From the above, this study is needed for airline business who is facing the highest risk of crisis in social media.

1.2 Research Question

- 1) What are roles of leaders in crises?
- 2) How do airlines manage crises by looking at before the crisis, during the crisis, and post crisis?
- 3) What are strategies airlines used for crisis communication management?
- 4) What process of crisis communication do airlines use on social media?

1.3 Objectives of the Study

- 1) To study roles of leader in a crisis
- 2) To study crisis management of airlines before the crisis, during the crisis, and after the crisis.
- 3) To study strategies used in communication management of crisis by airlines.
- 4) To model the crisis communication management process of airlines on social media.

1.4 Benefits of the Study

To provide guidance for airlines during a crisis in social media by providing a communication process for both internal and external constituents.

1.5 Scope of Study

This study has the scope as follow:

- 1) Collected public relations data of airlines in newspapers between 2010-2014 to find selected airlines to study. The chosen newspapers were the top 3 bestselling Thai language newspapers and the top 2 English language newspapers in Thailand.
- 2) In-depth interviews of airline executives and staff who have experienced crises from Thai Airways, Air Asia Airlines, and Bangkok Airways, as well as, experts in crisis communication management on social media.
- 3) Social media content analysis of airlines complaints posted on Pantip website from 2010-2014.

1.6 Definitions

Crisis management refers to the guidance of crisis management which is divided into three period; preparing plans before the crisis, action taken during the crisis, and action taken after the crisis.

Strategy refers to the guidance used by airlines to achieve their goals with limited external environment and the ability of airline

Communication in crisis refers to communication activities during the crisis by utilizing messaging and media to its target group.

Crisis refers to a time when something bad happened and impact the airline's image and its credibility, which led to a negative image. The airline needs to solve the problem immediately.

Role of Leaders refers to proper action and responsibility of airlines' leaders.

Mass Media refers to newspapers that have the highest sale. They are Thai Rath, Daily News, Khaosod, Bangkok Post and The Nation which published airline news from 2010-2014.

Social Media refers to channels on the internet. Internet users create information and exchange information to others. It is a two-way communication. This study chose to study data from airline complaint posts on the Pantip website

CHAPTER 2

CONCEPTUAL, THEORY, AND LITERATURE REVIEW

In the study, “The Process of Communication in Airline Business’s Management of Crisis in Social Media”, the researcher reviewed concepts, theories, and, related research to the scope of the study. Data analysis and results are listed in the discussion of this study.

- 2.1 Historical Concepts of Communication
- 2.2 Concepts of Crisis
- 2.3 Concepts of Role of Leader in Communication in Crisis
- 2.4 Concepts of Management and Communication Management in Crisis
- 2.5 Concepts of Crisis Communication Planning and Strategy
- 2.6 Social-Mediated Crisis Communication Model (SMCC)
- 2.7 Related Research
- 2.8 Conceptual Framework

2.1 Historical Concepts of Communication

To study the process of crisis communication management, understanding historical communication concepts is needed. Communication has changed throughout the years and this has affected all areas of communication. The change affected the sender, message, tool of communication, and the receiver. Furthermore, this change has affected the communication during a crisis in this digital communication period. With that, studying the concepts and the theories for valuable data in which to adapt and model the process of communication in crisis is needed.

2.1.1 The Berlo Model or SMCR Model

Meaning of Communication

According to Webster Dictionary (1978), “Communication” was “sending a message”. In English, communication is a derivation of the Latin word *Communis*, meaning Common. When people communicated or sent meaning to each other, leading to coaction, which was a relay or an exchange of news, knowledge, or opinion among people.

Newcomb (1965) said communication was a form of exchanging words among people, especially in phrasing and this exchanging made people understand each other.

Rogers (1976) gave the meaning of communication as a sender sending a message to a receiver. The purpose of the sending was to expect and see the changes in knowledge, attitude, and behavior of the receiver.

Overall, communication is a process of sending and exchanging data, thoughts, and feelings of one person to another.

The Berlo’s Model

In 1960, David K. Berlo presented a model that emphasized 4 main elements in the communication process including sender, message, channel, and receiver. This model of David K. Berlo was also called S-M-C-R. According to David K. Berlo, the sender was a person or a group of people that intended to deliver a message. The message was a translation of ideas into signs and language or gestures. Channel was a tool for the message to go through. Finally, the receiver was the target person of the communication. Below is David K. Berlo’s model of communication.

**Berlo's Sender (S)-Message (M)-Channel (C)-Receiver (R)
Model of Communication**

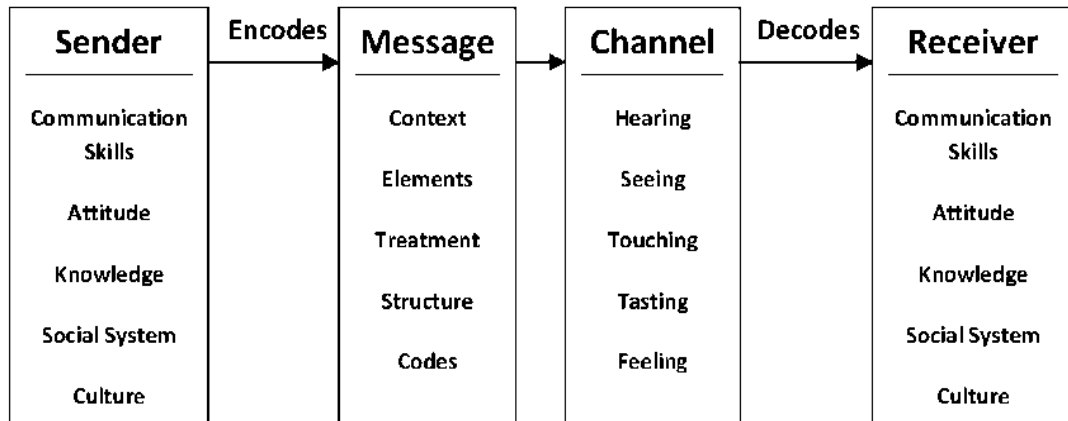


Figure 2.1 Model S-M-C-R of David K. Berlo

Source: Berlo, 1960.

Model S-M-C-R of David K. Berlo emphasized each element of communication as below:

1) Sender referred to a communicator who relayed ideas and personal needs to have communication skills to encrypt the message. The sender needs to have a positive attitude toward the receiver; this is for results of this communication. The sender must have knowledge about the message and be able to adjust the message to fit the level of knowledge of the receiver. The sender's success in this communication depends on communication skills, attitude, knowledge, social system, and culture.

2) Message or information was a result of context translation, knowledge, and experience of the sender. The message had a meaning that the sender wanted to pass it onto the receiver. The sender's purpose was to share the knowledge or expect responses from the receiver by converting the shared experiences to different signs.

3) Channel was a tool that brought the message from the sender to the receiver's nerve systems, which are eye (seeing), ears (hearing), nose (smell), body (touching), tongue (tasting).

4) Receiver referred to the target person of the communication. The receiver decoded the meaning of the message that was sent by the sender. The decoded meaning should be as same as the sender's meaning. The performance of decoding the communication of the receiver can be different from one to the other, due to the communication skills, attitude, knowledge, social system, and culture of the receiver.

In the communication process, the sender, message, channel, and the receiver needed to rely on their background or experience. Different demographics, such as gender, age, marital status, education, level of education, career, income, and domicile brought different results of the communication.

The researcher used this model as a framework for the communication of crisis in social media process for airlines to online posts and to determine the sender, message, channel, and the receiver. The researcher then applied the data to model the process of the communication.

2.1.2 Two-way Communication Theory

This theory explained characters of media in this digital generation and the relationship among them. Steuer (1992) defined two way communication as a process of communication between two people, one was the messenger and the other was the receiver. The two parties communicated through an interpreter, not face to face. Both parties changed and corrected data and exchanged the message through the interpreter. Roles of the messenger and the receiver switched in the process of this communication as the messenger took a sender role by sending the message to the receiver. After receiving the message, the receiver took the role as the messenger to send the message back.

The two-way communication process model included four parts which were messenger, message, interpreter, and receiver. The process of the communication is started by the messenger designs data into a message and communicates through the interpreter to the messenger. After that, the messenger and the receiver communicated back and forth.. This led to a two way communication process. This new message was a center that was developed to help the communicators to easily, conveniently, and continually share their opinion between them. The researcher used this theory to

explain characters of social media which is very important for the study of the communication management of crisis in airline business.

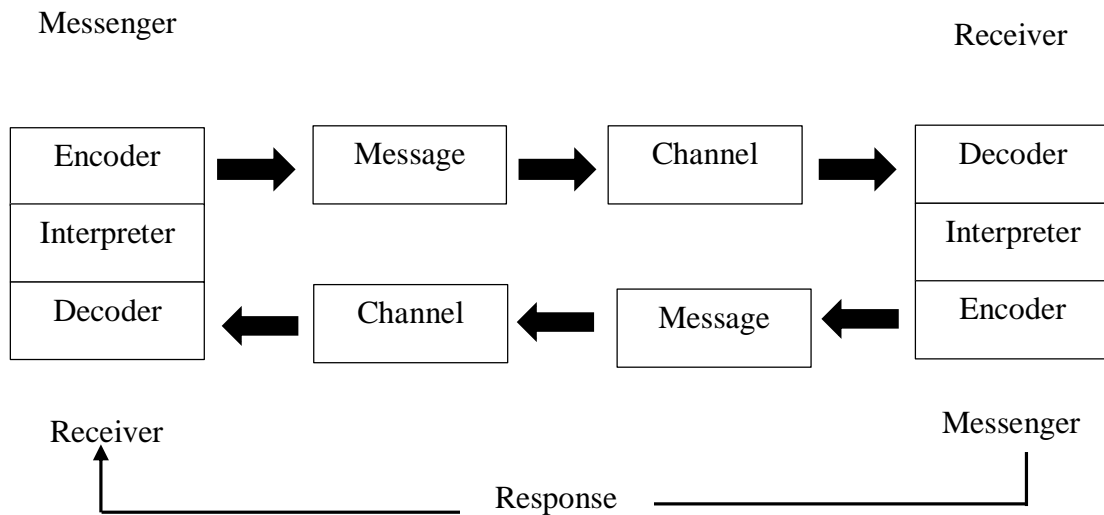


Figure 2.2 Two-way Communication Process Model

Source: Steuer, 1992.

2.1.3 Concepts of Online Media

Below are the concepts of online media.

2.1.3.1 Meaning of Online Media

Supoj Labprattana (2010) defined online media as a mass media that responded to its target group right away. Online media not only used low budget to create and spread the data but it was also flexible and adaptable. Another great benefit of online media was that it was a valuable tool for collecting data from customers for customer relations management of organizations.

In conclusion, online media was a mass media which combined personal media and mass media. It took the benefit from personal media with prompt feedback. Both the sender and receiver took turns sending the message, as well as, the mass medias' capacity to continually send the message to the receiver with complex techniques.

2.1.3.2 Online Media Category

Online Media was divided into 2 categories

1) Websites, Webpages and Homepage

Websites, webpages, and homepages are elements of web. They contain data and information that people can search. The data and information will appear on the computer screen. Below is more information regarding websites, webpages, and homepages.

(1) Websites

Kidanan Malithong (1999) said websites are a place where many similar webpages are collected. One thing that set apart websites from other media was that they allowed the users to change or add information on the websites anytime they want. Webpages can link themselves to one another within a website or cross over to different websites. This allowed the users to find the information very quickly.

(2) Webpages

E-commerce Resource Center (2000) defined a webpage as a page of an electronic book on internet system. Webpage owners normally shared basic or interesting information of the person or organization that users should know. This information can be messages, sounds, still images, and animation. The information needed to connect to hypertext, so it can connect to other webpages for deeper levels of the information. It was necessary that webpage had its own electronic address which was the uniform resource locator (URL).

(3) Homepages

Kidanan Malithong (1999) said there was a homepage on each website. It was the main page and the first page a user accessed when visiting a website. It had a table of contents and introduction that the website owner used to promote services of organizations.

In conclusion, websites, webpages, and homepages are similar. They were electronic documents on a computer screen that used an internet network to connect between the sender and the receiver. Websites were data centers of organizations. Homepages were where organizations greeted and gave the information to their users.

2) Social Media

Boyd and Ellison (2007) defined social media as a platform where a person can display personal information to another person or a group of people by publically connecting to each other.

The importance of social media was the ability to communicate to others. This created participation and acceptance of online communities, as well as, other activities, such as searching, sharing, and introducing new products or services, and getting to know new friends who have the same interests.

Timothy (2015) categorized types of social media by looking at their functions as:

(1) Social Network: users use their personal information to represent who they are and connect with other people to create a network on the internet. The users also communicate to people from the same social network by showing data that they are interested in or sharing interesting experiences. An example of social media is Facebook.

(2) Blogs: users create their personal space to store and share knowledge or interested subjects.

(3) Wiki: public areas where users create and update data. Wikipedia is an example of this social media.

(4) Podcasts: users store discussions and share the information to public.

(5) Web boards: users post topics so other users can exchange their opinions on the post.

(6) Knowledge Base: data collecting that allows users to store their information, so other users can view and express opinion on that data. For example, YouTube.

(7) Micro blocks: users have their own space to present their stories or to exchange the interested and short information. An example is Twitter.

(8) Aggregation: contains content from news, blogs, and other sources. The users access the aggregation to read and express their opinion. For example, Reddit.

(9) Book Marking Websites: users bookmark websites they are interested in and share the pages to others. The users can vote on the shared page. Delicious is an example of the book marking website.

Social media helps to broadcast information of an organization to target groups very quickly. Both the sender and the receiver get the message very quickly. This process created two-way communication. It was not a surprise that the communication and public relations departments significantly value social media. This was related to Newsom, Turk, and Kruckeberg (2004) who concluded that current public relations professionals could not be successful without the internet. Wilcox, Ault, and Agee (1998) also said cyberspace has been a valuable tool helping public relations officers working in bigger scope. Social media as an important communication tool for the organization in this generation.

In a survey of internet user behavior conducted by the Ministry of Digital Economy and Society in Thailand in 2017, the most popular activity on the internet among the users was accessing social media which was 86.9%. The survey also showed Thai people relied on digital technology more than before and changed from doing off-line activities to online activity. The most popular social media was YouTube (97.1%), Facebook (96.6%), Line (95.8%), Instagram (56%), Pantip (54.7%), Twitter (27.6%) and WhatsApp (12.1%). From the survey, we saw that internet users are continually increasing. Organizations should know how to utilize each of social media platform in communication to efficiently reach their target groups.

Social Media Landscape 2017



Figure 2.3 Landscape of Social Media in 2017

Source: FredCavazza.net, 2017.

Besides, being a communication tool for organizations, social media could also be double-edged sword. Social media was used as a tool in sharing data in crisis management of organizations. At the same time, it spread rumours faster than other media. Nowadays, consumers have power in communication. Everyone can access the internet and serve as a media role to share and exchange their opinion with no limit, especially rumors and negative feedback will be spread faster than the good ones. This directly impacts organizations, especially their image and credibility. Some crises were resolved very quickly because of a well-prepared plan and high skills in online media of public relations staff. On the other hand, some organizations did not handle their problem properly and even made things worse which caused serious problems. So, communication in crises related to social media is necessary for

organizations, especially in the airline business. The researcher applied the concepts of social media to develop in-depth interview questions and analyzed the results of the study with social media.

2.2 Concepts of Crisis

People have been talking about crises a lot lately as they have been happening more frequently in all kinds of organizations and businesses. Crises can cause damages and ruin the image of the organizations. To study crises, it is necessary to understand its meaning. Many academics have defined the meaning of crisis as below.

2.2.1 Meaning of Crisis

Academics in communication and experts who work with organizations during crises defined crisis below.

Holsti (as cited in Wilcox, Ault, Agee, & Cameron, 2000) said crisis is an unexpected situation that adversely affects organization and the organization can only have a short time to make decision to solve the problem.

Ulmer, Sellnow, and Seeger (2011) defined crisis as an abnormal and unexpected event which affects overall operation of the organization.

In addition to the above meanings, below are more crises definitions.

- 1) An event that causes decision making of doing something.
- 2) An incident that happens in a sudden and causes frightening.
- 3) A moment of disappointment and disorganization.
- 4) An event that is unusual and significantly affects products, reputation, and money of organizations, as well as, subsistence of staff, community, and the public.

According to the above definitions, we can say that crisis is “an abnormal and urgent event. The event becomes news on media and causes surprise, pressure, frightening, confusion, and negative feedback. Both internal and external target groups of organizations pay attention to this event. The crisis affects the organization’s image and credibility” When facing crisis, it is necessary and urgent for the organization to use communication management and strategy, as well as,

online and off line media to solve the problem and recover the image of the organization.

Besides the meaning, the nature of crisis was looked at for this study as it helped to create the understanding of the basic knowledge of the study.

2.2.2 Nature of Crisis

Wiener and Kahn (as cited in Robinson, 1968, pp. 510-511) studied the nature of crisis and divided it in 12 dimensions.

- 1) A turning point of an event.
- 2) An event on which the participants really want to take action.
- 3) An event that threatens the goals and objectives of the related parties.
- 4) An event that causes an effect which determines the future of the related parties.
- 5) An event that affects the determination of a new event.
- 6) An event that leads to uncertainty of the situation.
- 7) An event that reduces the ability to control the situation of the organization.
- 8) An event that causes urgency, as well as, a worry among the related parties.
- 9) A situation that causes the lack of information among the participants.
- 10) An event that adds time management pressure to the related parties.
- 11) An event that is controlled by the change of relationship between the participants.
- 12) An event that causes stress among the participants.

Recently, crises tend to cause negative feedback to its target group. To be able to solve the crisis; we need to understand its conditions first as different kinds of crisis need different communication management.

The researcher from Clemson, USA (as cited in Dlsanza & Legge, 2005) divided crisis's conditions into 9 different groups.

- 1) Natural Disasters Crisis: a situation where an organization was ruined by a natural disaster.
- 2) Malevolence Crisis: a situation where an organization is forced to make a violent change.
- 3) Technical Breakdowns: when technology stops working or causes a mistake and affects an organization.
- 4) Human Breakdowns: a crisis caused by human mistake and affects to the operations of the organization.
- 5) Challenges: a confrontation between organizations and stakeholders who are not satisfied with the organization's operations.
- 6) Mega damage: caused by an accident that significantly ruins the environment.
- 7) Organizational Misdeed: a situation caused by a careless leader who did something to harm and ruin the organization.
- 8) Workplace Violence: a former or current staff of the organization causes violence to other staff who currently works for the organization.
- 9) Rumors: this is caused by someone spreading incorrect information of the organization.

2.2.3 Components of Crisis

To determine if it is a crisis or not, we need to consider components of a crisis. Slaikue (1984) summarized them as below.

- 1) A, urgent situation that occurs.
- 2) An unpredicted situation.
- 3) An urgent situation that affects both physical and mental wellbeing and an action immediately needed.
- 4) A situation that affects public.
- 5) A situation that causes danger and affects to status of the victim and the victim's family.

The researcher utilized concepts of crisis and its theory as a framework of the study as to help with the overview of how crises happen in airline business. The variety of reasons and conditions that caused the crises. What were the negative

feedback airlines normally received after the crises? Moreover, the researcher applied the data in each part of the study, such as background of the study, questions from the in-depth interview process, and interpreting and discussion at the end of this study.

2.3 Concepts of Role of Leader in Public Relations in Crisis

The concepts included two different roles. The first role was a leader in public relations management. This was a continued role. The second role was a leader of public relations management during a crisis. The same leader can be in both roles or different leaders can each take a role. This depends on the organization's decision. Understanding the roles of leader was very important to this study. Below are more details on the leader roles.

2.3.1 Role of Public Relations Manager

Whether the organization is big or small, the structure and policies of the organization determine the roles of the leader in public relation management.

In normal situations, the public relations manager will focus on the two roles below (Bootsaba Suteetorn, 1990, p. 7)

1) A leader in public relations management: the leader manages policies and personnel in public relations, as well as, plans the communication structure, and gives advice to the management team. The leader is also an influential person when making a decision.

(1) Be an expert in researching, surveying problems, and giving suggestion to the organization, as well as, creating projects to solve problems and achieving the organization's goals.

(2) Be an advisor by suggesting which departments solve the organization's problem

(3) Be a mediator of two-way communication between the organization and public, as well as, creating good relationships with the two parties.

2) Be a role model on communication techniques.

Roles of a leader in public relations management were specified by Tadsanee Jantorn (1995). The roles of the public relations manager include:

(1) Setup the main policies of public relations by working with the executives of the organization to come up with objectives and public relations guidelines and following the main policies to align with other departments within the organization.

(2) Setup main public relations plan; setting strategy of the operation in which to respond to the policy and objectives of the public relations management as a model for other departments to follow.

(3) Setup preventive approaches, solve misunderstandings, and negative attitudes among public regarding the organization.

(4) Inquire into the annual budget for the public relations department by persuading the executives to understand the importance and roles of public relations for the organization.

(5) Control and assess the performance appraisal of the organization.

Moreover, a public relations leader must have the following skills.

1) **Communication Skills:** This skill is needed in the leader as there are different communication styles, including top-down communication, bottom-up communication, and horizontal communication. The leader needs to be able to assign work, analyze and filter data without data distortion when offering ideas and giving advice to the executives on how to solve the problem.

2) **Decision Making Skills:** The leader operates the public relations procedure to meet the organization's goals by identifying and analyzing the problem, as well as, evaluating the public relations plan and deciding on the plan for the best result.

2.3.2 Concepts of Role of Leader in Public Relations in Crisis

In the process of communication during a crisis, a leader, starts the message sending process, as well as, unraveling the crisis as soon as possible. The leader carries the most important role. The leader and management team have the most responsibility in the crisis management.

Lukaszewski (1991, pp. 68-69) mentioned in crisis management in public relations about mistakes that could be found from solving the organizations' crisis were:

- 1) Hesitant and delayed: this allowed the public to understand the organization.
- 2) Retaliation was wrong: staying calm was a key to winning.
- 3) Not telling the truth was a mistake: presenting facts was necessary.
- 4) Avoiding face to face: if the organization was wrong no need to hide.

Lukaszewski (1991, pp. 68-89) suggested what the leader of public relations should do when facing a crisis. Leaders should:

- 1) Analyze the situation to see what went wrong, and then make decisions based on delivering news to the management team and the public by focusing on getting and understanding correct information and sending it to the news receivers.
- 2) Setup a work committee consisting of a spoke person, and support teams to help with the operation.
- 3) Create a solid communication plan by utilizing both domestic and international press conferences.

In conclusion, elements of creating and understanding internal and external communication strategies during a crisis help to reduce pressure and violence. Here are guidelines for public relations management.

- 1) The public relations manager should consider what to do and say during the first couple hours of a crisis.
- 2) Before reaching out to the mass media, the leader should set up a call center.
- 3) The leader should have accurate information.
- 4) The leader should prepare a spoke person for media interviews.
- 5) The leader should prepare the news conference room for television media or phone interview.
- 6) The leader should inform the staff about the crisis.

7) The leader should prepare a room for mass media with equipment to facilitate the new conference.

8) The leader should set the time for the news conference or provide more data periodically.

9) After the news conference, the leader should share the summary to executives in the organization.

10) The leader should follow up with media to check results of the conference.

11) If mistakes happen on data, the leader should contact media to fix it after the team has updated the information.

The researcher used this concept to create the interview questions and analyzed the results of the study of roles of leader in current airline business.

Besides studying to understand the roles of the leader in crisis, the researcher needed to understand the communication in a crisis during 3 stages. The three stages were pre-crisis, the crisis event, and post crisis. The details in each stage of communication is different. For example preparing the team, preventing the crisis, fixing the problem, and recovering from the crisis. The concepts of communication management in crisis significantly helped the scope and understanding of this study.

2.4 Concepts of Management and Communication Management in Crisis

When a crisis occurs, the organization must manage the crisis promptly to stop any damages. Concepts of management are listed below.

2.4.1 Concept of Communication Management In Crisis

Crisis is a fast and urgent event. It can be a cumulative event that is developed from an unwanted situation. The crisis can be an event, however, there will be damages. Solving problems from a crisis is to manage the communication regarding the crisis and reduce the damage as much as possible.

Communication in crisis is an important factor for an organization in its management policy. Communication is an important piece in helping deal with crisis.

Academics divided the scope of communication in crisis into three stages (Sirintorn Mahamontree, 2004, p. 24):

Part 1: preparing a plan during the pre-crisis.

Part 2: the operation of the crisis.

Part 3: the operation of the post crisis.

Here are concepts and considerations of each time frame.

2.4.1.1 Part 1: Preparing Plan of the Pre Crisis

Bland (1998, p. 31) suggested to check on a crisis that may happen during this time frame, as well as, watch for warning signs. Bland considered a target group analysis which was grouped into four groups.

- 1) A group that was affected by the crisis.
- 2) A group that influenced the organization.
- 3) A group that was related to the crisis.
- 4) A group that wanted to know about the crisis.

Each group needed different topics of communication which depended on the quality of the communication and how much time would be used to deliver it. Each target group had its own opinion and attitude, as well as, the psychology of the communication.

Moreover, Bland (1998, pp. 33-34) came up with three guidelines of how to present the information during a crisis by looking at nature and steps of the crisis.

Below are the three guidelines:

- 1) Confrontation: sincere and sympathetic.
- 2) Build up confidence: the organization gains confidence of the public by showing that everything is managed well, the reimbursement process is in place for those who are affected, and confirming that the same crisis will not happen again.
- 3) Preparing brief data to share with mass media during the crisis: otherwise, the media may receive incorrect information from other news sources.

At the start of the preparation process of the post crisis, Duangtip Worapan (as cited in Sirintorn Mahamontri, 2004, p. 25) suggested forecasting the

crisis is necessary by paying attention to the current situations that may cause a crisis or considering the previous crises. This is related to Bland's above comments. Next, the need to be formed is the operation team's to work on the crisis by selecting the experts to join the team and informing everyone in the organization about this team. Having an operation team in place is useful, especially when the team members come from different departments or outside the organization. This will save time by putting the team members to work right away as they already know their roles and responsibilities.

2.4.1.2 Part 2: An Operation of the Crisis Event

This time is focused on reducing the crisis and its negative results by controlling the crisis promptly with high performance. Duangtip Worapan (as cited in Sirinton Mahamontri, 2004, p. 31) scoped the operation in crisis below:

- 1) When the crisis happens, inform all team members who are on the plan, notify the public relations department, and inform the management center, as well as, the leader or selected staff.
- 2) Send a team to collect primary data and report back to the public relations operation center.
- 3) Setup a public relations center to facilitate and work with mass media.
- 4) Setup meetings to update recent situation.
- 5) Hand off job responsibilities and setup operation teams. After learning about the crisis and trends of the crisis, the leader of the operation needs to set up teams to help with the crisis.
- 6) Analyze target groups and gather information. Different crises will have different target groups, as well as, different kinds of information and level of emergency.
- 7) Facilitate media relations so they can accurately present information of the organization during the crisis.
- 8) When target groups and information were identified, scope data that will be shared to the groups.
- 9) Identify selected media relations and channels that suit the target groups.

10) Appoint a spoke person to give information in news conferences and interviews.

11) Informed source control. Before giving information to the media, partnering with the operation team or a spoke person for to unify the information is important. As the information is ready to be shared in the news conference with the media, providing it to staff from different departments is also important. This can be a guideline of the information that will be shared to different target groups.

12) Follow up and evaluate media and public opinion by collecting data from media that report news. This data determines the importance of the crisis and the interest of media. Follow up news presentation of media is also needed.

2.4.1.3 Part 3: The Operation of the Post Crisis

Bland (1998, p. 73) suggested that after the crisis is over, the operation team needs to meet and analyze what was learned from the crisis, as well as, prepare a report to conclude the situation. This also includes what needs to be improved from the operation by focusing on some target groups that are still interested or following up to a the situation as the crisis may relapse. Daungtip Worapan (as cited in Sirinton Mahamontri (2004, p. 45) also suggested that after the crisis is over, the organization should have a statement that includes an overview of data, number of people who got assistance, the damage information, the process of the operation during the crisis and the upcoming operation. Reporting to the leader about the operation and evaluation the operation about problems and how to improve the future operation are also needed.

The researcher used this concept in the study as it helped to divide time frames of the process of crisis management. This concept also helped to guideline the operation time frame, as well as, created the questions for the in-depth interviews with the executives and staff of airlines and the experts in communication management in crisis. The researcher also applied the concept in building a model, as well as, using it as a framework in data analysis and discussed the results of the study.

Besides the concept of media management, the concepts of crisis management are also important for the organization to help tackle the crisis.

2.4.2 The Concept of Crisis Management

Academics presented the concepts of crisis management below.

Saffir and Tarrant (1992) presented the crisis management principles to heal the crisis, also called “the preventing and reducing the effect” from the crisis as much as possible. There are ten steps as follows.

Step 1: The Preparation:

1) A step by step plan: this step needs staff from different levels and departments to brainstorm a variety of ideas. Utilizing a public relations consultant can also help with the crisis management plan.

2) Plan for solving the crisis: planning step-by-step not only helps with forecasting what is going to happen, but also identify staff who will operate the plan. The staff can be a group or a team and have their own responsibility by focusing on the same goal.

3) Stimulate the operation: after having a plan in place, stimulating the plan is needed. This is to test the plan and put staff on duty so they know what needs to be done during the real crisis. The testimonial operation will help with the real situation, as well as, notify mistakes that can be improved before the real crisis comes.

Step 2: Providing Information: getting information ready is important as crises happen quickly. The information includes pictures or data for media. Without the data, media may find information from other sources.

Step 3: Data Collecting: this is important for public relations as:

1) The image of the organization may be negative if the organization does not have enough information on the crisis. At the same time, if the organization hides the information of the crisis from the public, the organization will have less credibility among the public which will cause rumors.

2) Protect staff of the organization and the public from getting confused by the information. The organization should name only one person to give the information about the crisis. Data collecting needs to be housed in the crisis management plan as different crises will need different information. The spokesperson is needed to be well-trained and calm during the operation.

Step 4: Primary Agreement: the organization needs to have the primary agreement as below.

1) Agreement with the affected organizations: public relations plan in crisis should support the affected organizations during the crisis. Before setting up any plan, the primary agreement with the affected organization should be made.

2) Agreement with mass media: this agreement can be arranged by media control procedure.

Step 5: Determining Credible News Source

The organization that has its own news team to provide the information to mass media will create a credible news source for the public. The staff of the organization will need to be trained before the actual operation.

Step 6: Attempting to Speak

Without a clear conclusion of the crisis or lack of the information, the organization should not be inactive because it will create an unclear situation. At the same time, the organization should ensure the media that they will get more information later.

Step 7: Showing Sympathy

Saying sorry when the crisis happens shows that the organization wants to take responsibility and does not ignore the victims.

Step 8: Affirming on Accuracy

The organization can affirm the accuracy of the information that presented to the public and media by:

1) Telling the truth, which is the most important part. This will lead to the credibility of the organization. The mass media also wants the most accurate information.

2) Inspection: the organization can affirm the accuracy of the information that was published by inspecting media. For example, proof reading before the information got published and shared.

Step 9: Be Cautious

Be cautious in language of the communication, the communication procedure, format, color, and content. These components are sensitive and cannot be overlooked. For the most effective performance of public relations, the below should be considered.

1) External organizations' news receivers; these are groups of people who are suffered by the crisis. The public relations staff need to carefully plan before releasing any information that may affect these people.

2) Internal organization's news receivers; communication within the organization is very important. The communication helps the staff of the organization understand their roles and successfully accomplish their work.

Step 10: Learning from Previous Experiences

Adapting the experiences from the previous crises or from other organizations that faced crises before will effectively help the crisis management.

Saffir and Tarrant (1992, pp. 86-88) presented the general rules of crisis management as below.

1) Form a committee during the crisis to work on the problem to be a center of the crisis communication and in controlling the flow of the information. The organization needs to prepare data, train how to react to the situation, prepare news presentation strategy, and determine a spoke person for press conferences.

2) Adjust the strategy to support the crisis.

Plan and forecast the crisis before it actually happen, this helps to manage the actual crisis.

3) The goal is to intercept.

A crisis that affects local levels at first can expand to the national level later on if the organization fails in controlling the communication process. Appropriately utilize media will intercept the crisis.

4) Prepare people who will help the organization and also people who will need help from the organization.

The organization should notify groups of people or independent organizations that can help when the crisis occurs.

5) Prepare the operation plan for a long-term crisis.

The organization needs to estimate the readiness of its resource for utilizing it in the crisis by clearly scheduling the plan's possibility to reduce the risk of the crisis.

6) Prepare the operation plan by covering details, such as the principles of information detail during the crisis, an account of target groups, the competitors,

the resource analysis of crisis plan, members of the operation team, title, address, phone number, and fax number.

7) Train the operation team members.

Training periodically to prepare for the worst crisis that could happen. The mentioned principles of crisis management are important guidelines that should not be overlooked by the executives and the communication operation staff as they are a step-by-step operation and ready to be utilized. An organization should review the steps and apply changes to help with future crises. The researcher used this concept to frame the study because it helped with the overall image of the crisis management from the beginning until the end. The researcher also applied the concepts to create the questionnaire of the in-depth interview, the analysis, and discussion to understand the procedures the organization used to deal with the crisis.

Besides the concepts of crisis management, other theories that should be emphasized as they are related to the crisis management theory, the concepts are concept of communication and communication strategy in crisis. These were used to understand and learn about communication and planning.

2.5 Crisis Communication Planning and Strategies

To succeed in the crisis communication management, the organization needs to use plans and strategies properly because each crisis needs to be treated with different communication techniques. Below are the concepts that will help with the study.

2.5.1 Concepts of Communication in Crisis

Communication in crisis focusses on mobilizing human resources, media, media relations, press conferences, and communication with the victims of the crisis.

Crisis Communication Planning

Crisis Communication Planning is a plan that public relations use in preventing the crisis of the organization. The management during the crisis or after the crisis in giving the information, media control, a spoke person, and the procedure of communication to the victims of the crisis.

Truit and Kelley (1989, pp. 6-8) said the importance of the crisis communication planning as “when there is a big problem in an organization, it will not be solved right away. At the end, the organization will need to have an official plan to help with the problem, so the organization needs to identify the suitably responsibility to be a tool to solve the problem”

This was consistent with Newsom and Turk (2004, pp. 542-544) who mentioned crisis communication planning as a crisis caused by a wrong decision of an organization and this required a crisis plan. The important factors of the plan were people and information to communicate the crisis plan.

Moreover, Truit and Kelly (1989, p. 8) presented the considerations of crisis as part of the planning. They are listed below.

- 1) The messenger needs to consider the factors of training and support.
- 2) The experts of the situation must use technology.
- 3) The crisis operation team consists of the leader, the communication plan, and consultants.
- 4) The crisis information flow, an effect, the information office, an official announcement.
- 5) The organization background or the similar situation that happened in the past.
- 6) Decision making is the culture of the organization, need, the involvement of the organization, and up front preparation.
- 7) Anticipating the effects that may happen which are numbers of sale and moral support of staff and public.
- 8) Have the media’s has phone numbers, time schedules, and the news reporter background.
- 9) Employees/Public.
- 10) Administrative system, management, law, and regulations.
- 11) Distributor / retailer, consumer information, and explanation.
- 12) Analyze the anti-group with maneuver and fund components.

Ault (1986, p. 311) presented the components of crisis planning which were:

- 1) Practice handbook
- 2) Media facilitation

- 3) Selecting and training staff
- 4) Communication planning with the victim's family
- 5) An agreement with hospital / ambulance to help the victim

In crisis communication planning, Pacific Telesis Company (as cited in Wilcox, 1994, p. 238) focused on two aspects of the crisis planning which were:

- 1) Presenting that the organization is a good citizen in the practicing for controlling the problem.

- 2) Fast and constant communication: communication needs to be cleared, revealing, suits the receiver, and no technical terms. The components of crisis communication plan are

- (1) The information is an organization of authority.
- (2) Address the information through media.
- (3) Communication strategy through media channels.
- (4) Verify the information of an organization to present it to the outsiders.

- (5) Determine a spoke person who has the ability to make a decision on provide the information.

This concept helps an organization to realize the importance of planning and factors of crisis management planning which are the important factors and should be considered by an organization in the crisis planning. As the researcher used this concept to frame the study, it helps with data that is important in planning to apply in the study framework, background of the study, addressing questions of the interview, and the important part of this study which is the analysis and discussion.

Crisis Communication Planning needs the communication strategy as each crisis has its own quality and needs a different strategy. Having a better understanding of the strategies that will be used in the communication management is necessary for the organization.

2.5.2 Crisis Communication Strategies

Organizations have their own ways of communicating during a crisis. The differences can be from levels and steps, protection or prevention. However, the organization should stick with the crisis communication strategies for problem solving and a good outcome of the situation.

Coomb (1996) said each organization will respond to the crisis differently. To use the same strategy or not depends on what will suit to the situation. Here are the most common crisis communication strategies used to response the crises.

1) **Attack the Accuser:** a method that an organization attacks the accuser back if the organization proved that the accusing is told a lie to cause damages to the organization. Sometimes, laws may be involved within the conditions of law suits.

2) **Denial:** an organization refuses that there is no crisis in the organization. This strategy is used with facts and there were no lies about the situation as the deception will create more serious crisis. If the organization lies to media, there will be a media crisis as well.

3) **Excuse:** an organization will apologize to public as the crisis was caused by the organization. For example, a warehouse collapsed because of the overweight products, an organization will apologize because they do not want to hurt anyone else.

4) **Justification:** an organization will justify that the incident is a minor crisis or victims just have minor injuries. Some organizations may justify the crisis by blaming the victims, especially in manufacturing industry. For example, in the car industry, some cars were mistakenly assembled with inappropriate techniques and harmed the car users. The organization will then recall that car model back.

5) **Ingratiation:** an organization will ingratiate its consumers by giving free coupons to make the consumers feel better from the mistakes caused by the organization.

6) **Corrective Action:** an organization will correct the situation to the alleviated and heal the damage from the crisis. At the same time, laying down measures and preventing the same crisis from happening again. This is a strategy that

the organization should utilize the most because it truly fixes the problem and shows responsibility of the organization to public.

7) Full Apology: an organization takes full responsibility for the crisis and apologizes to the public to ask for forgiveness. This strategy is frequently used. Sometimes the organization pays compensation to the victims or helps the victim by paying the victim's children tuition fee or gives them a position to work in the company.

Coomb (1996) also divided strategies that responding to crisis communication into seven primary strategies and three minor strategies. To utilize these strategies, an organization must apply its experience to analyze the crisis to match with the below strategies.

Primary Strategy

1) Attack the Accuser: a spokesperson or a communication manager communicates directly to a person or a group of people who accuse the organization.

2) Denial: a spokesperson or the communication manager confirms that there is no crisis.

3) Scapegoat: a spokesperson or the communication manager accuses a person or an outsider to take responsibility for the crisis.

Diminish Strategies are:

1) Excuse strategy: a spokesperson or the communication manager announces that the organization has no intention to cause any damage or is not in the position to cause the crisis.

2) Justification strategy: a spokesperson or the communication manager creates an understanding among the public that the damage is not as bad as everyone thinks.

3) Rebuild Strategies are:

4) Compensation: a spokesperson or the communication manager states the compensation which is money or commodity.

5) Apology: a spokesperson or the communication manager confirms that the organization will take whole responsibility of the damage and asks for forgiveness from the involved victims.

Secondary Strategy

- 1) Bolstering Strategy
- 2) Reminder: a spokesperson or the communication manager reminds the public and the victims about the historical positive actions of the organization.
- 3) Ingratiation: a spokesperson or the communication manager ingratiates the victims.
- 4) Victimization: a spokesperson or the communication manager presents that the organization as the affected party of the crisis.

The techniques of public relations communication in organizations during a crisis is also very important and interesting, as during the crisis, the organization will be confused and face pressure. The appropriate techniques of communication help to moderate the situation. Below are the techniques of public relations communication during crisis.

- 1) Focus on public first, especially those who are affected by the crisis.
- 2) An organization needs to take responsibility in the first place and rush to solve the problem right away. The organization cannot refuse or ignore its responsibility.
- 3) An organization must be honest, transparent, and inspected to the public. These are all important, especially during a crisis. The organization should not try to cover up or distort from the public.
- 4) An organization cannot say “we have no idea” as it is a bad excuse. An organization should share its opinion to public.
- 5) Addressing only one spoke person, this will bring a unity and stop any confusion of the communication.
- 6) An organization should set up a special information center which is under public relations department. The center’s roles are to provide information to media and public, as well as, coordinate other information.
- 7) Ensure there is an information flow because when the organizations’ news and information is suppressed, it causes more suspicion.
- 8) An organization should build up media relations as media has an important role in spreading the organization’s information to public.

9) The leader of an organization should be available as much as possible, especially for media's interviews.

10) Communicate with public leaders to exchange information.

In conclusion, the strategies and techniques are important factors for crisis communication. An organization that prepares its planning and strategies, as well as, appropriately utilizes techniques to solve the problem, will be able to go through the difficulties with less damage. Recently, crises can turn terrible quickly as the result of social media. It turns into a tool that quickly spreads rumors and negative news of an organization. So, understanding the social-mediated crisis communication model is needed for studying and understanding recent crisis management procedures.

2.6 Social-Mediated Crisis Communication Model: SMCC

Jin, Liu, and Austin (2011) explained the model is a theory that helps understand social-mediated crisis communication model. Below is explaining the structure of this theory.

1) An organization or a company is a starting point of the communication process as the organization sends information to social media, traditional media, social media followers, and, an online influencer. The information that leads to communication can be divided into crisis origin, crisis type, infrastructure, message strategy, and message form.

2) Social Media is a communication channel organizations use to send accurate information. The organization creates the content and directly publishes to the social media followers and influential social media creators. It is also a communication channel that the public can share the information of the organization and cannot be controlled.

3) Traditional Media is a media that uses their strong relationships to control some information. Traditional media has an influence on social media inactive group.

4) Social Media followers is a group of people mainly following information from social media. They follow the information from a variety of sources;

directly from the organization, influential social media creators, and from original media. Social media followers have an influence on the social media group.

5) Influential Social Media creators is a group of people that influence information of social media followers and social media inactive group. They receive the information directly from an organization, from social media followers, and from original media. They are able to quickly and broadly spread the information of the organization. An organization should create a good relationship with this group as a channel to deliver accurate information to other target groups.

6) Social Media inactive group is a group of people are mainly getting the information from traditional media and social media followers. An organization should pay attention to this group as they are a large group and tend to be shocked and frighten when they acknowledge about the crisis. Their reaction can spread out the crisis on social media.

Here are the components of Social-mediated Crisis Communication Model.

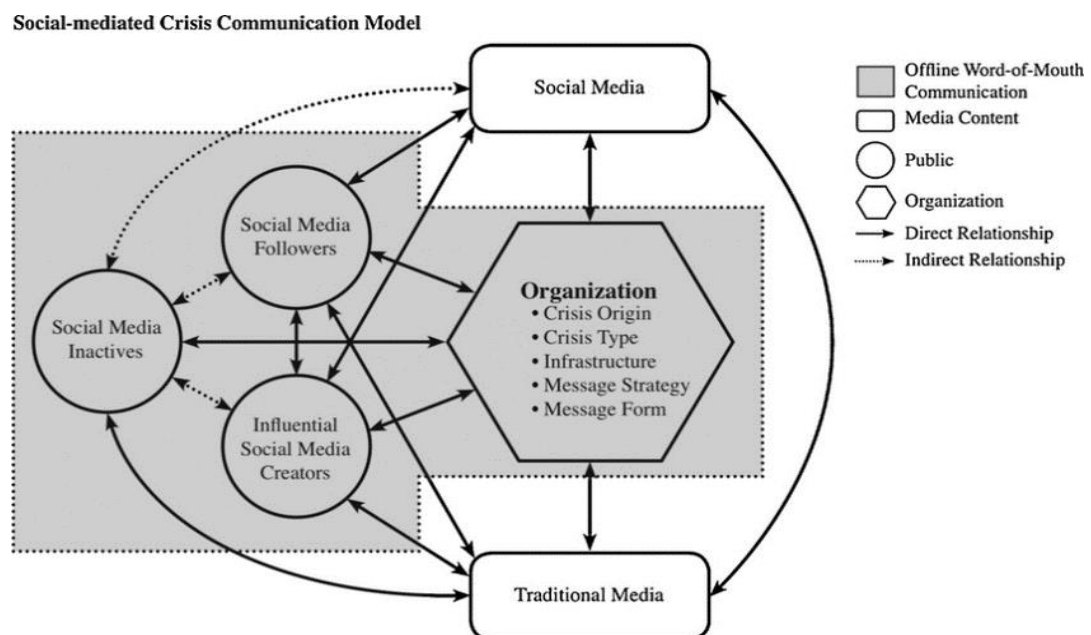


Figure 2.4 Social-mediated Crisis Communication Model

Source: Liu, Jin, and Austin, 2013.

The model explains the gray area as an offline word-of-mouth communication style which has an influence in social media and social media followers, as well as, spreading the organizations' information from social media to social media inactive by the word-of-mouth communicating with both the social media and the face-to-face. Though the organization has a good relationship with the traditional media in preventing the spread of negative information, the information still spread to the social media inactive group. They can cause more serious crisis on social media. So, the organization needs to create good relationship with the influential social media creators and social media followers.

According to this theory, the crisis communication in social media has components, such as an organization, social media, traditional media, social media followers, influential social media creators, and social media which are related. So the communicators should be cautious on online communication. The researcher used this theory to understand the components of crisis communication on social media and applied in creating the model.

2.7 Related Research

From the research review process, the related research of this study were divided into three groups. The first group was domestic research. This included the research of crisis communication and public relations. The second group was an airlines research, and the third group was international research. Each group was arranged by year of the study and more details are listed below.

2.7.1 The Research of Crisis Communication and Public Relations

Ornubon Phubuapearn (1991) studied Public Relations Planning and Public Relations Status of Businesses in Bangkok and found businesses such as service, industrial, money, and commerce had public relations department and its activities in their organizations. The department reported directly to their executives and was a part of its policy control. The department supports an organization success. The most common role of the public relations was the publication and the less common roles were the referendum survey, radio program, and television program as they were

pricy and lacking of staff. The policy and planning of public relations was to create good image of the organization and support its marketing. The executives were the ones who created both short-term and longterm plans in writing. Moreover, the factor that influenced the public relation plan was the organizations' policy and goals.

Amnuay Veerawan (1994) studied The Campaign for Solving Crisis Caused by Rumor of Bangkok Bank and found procedures that the bank should use to solve the problems as listed.

1) Gathering involved people, analyzing the situation, strategy planning, and scheduling time for the solving process by spreading the responsibility and coordinating each party as a network to promptly help with the crisis.

2) Utilizing staff as a communication tool to contact customers and their family about the crisis by providing accurate information via inside the organizations' publication media and continually vocally announce the information.

3) Reaching out to mass media to provide accurate information.

4) The government is an important factor to control the bank management, as well as, understand the situation and can clarify the fact to public. This will create an understanding and the belief on the bank in a short period of time.

Chonlada Pannarat (1997) studied The Role of Public Relations in Business Enterprises' Crisis and found that the major crisis which encountered most organizations results from acts of individuals. Many of business enterprises had their own crisis communication policies and crisis communication plans.

Sirintorn Mahamontri (2004) studied Crisis Communication Plan: a case study Severe Acute Respiratory (SARS) of The Ministry of Public Health and found that:

1) The Ministry of Public Health's public relations operation in SARS crisis responded to the concept of information management in two periods; the first period was the preparation before the crisis which found the dispersing of the disease in Thailand. The second period was the operation during the crisis. The concept of information management was applied in the public relations strategy during the SARS crisis.

2) The Ministry of Public Health's public relations operation in SARS crisis responded to the concept of information management in three periods.

First period: the preparation of the pre-crisis found that the ministry of public health had plan for crisis in place, as well as, set up system for plague investigation.

Second period: the operation during the crisis event found the ministry of public health followed the ten activities of crisis management which were:

- (1) An operation after the crisis was notified
- (2) Setting up an operation team to work on the crisis
- (3) Setting up SARS operation center
- (4) Setting up a spokesman
- (5) Determining the target groups and the information needed
- (6) Determining the information and topics that would be published
- (7) Determining strategies and media for the public relations
- (8) Control the information and news resources
- (9) Following up and evaluation mass media and public acknowledgement
- (10) Modifying public relations strategy

Third period: The operation of the post crisis, the ministry of Public Health held meetings, conclusion of the operation, conclusion of SARS situation and the update of SARS protection plan, report of the operation, and an announcement to officially close the SARS operation center.

3) The analysis of the contents of SARS news in newspapers found that between March-May 2003, The newspapers that published SARS news the most were Thai Rath and Matichon. The contents were 1) Reported SARS situation within Thailand 2) Reported SARS situation international 3) The ministry of Public Health's measurement 4) SARS information and the prevention. the trend of SARS news published by the newspapers was mostly neutrally. For positive and negative trend were close to each other.

This research influenced the researcher on the three time stages of crisis communication management which are the preparation of the pre-crisis, the operation during the crisis event, and the operation of the post crisis. The researcher utilized this as a conceptual framework and analyzing of the study.

Parichat Boonklay (2005) studied Information Management of Tourism Authority of Thailand in Crisis: a case study of the Geohazards. The study found that the Tourism Authority of Thailand managed the information as below.

1) Information Management Policy; Abiding the true information, reliable, and up to date. The Governor of the Tourism Authority of Thailand was in charge in all operation.

2) The information published was reliable and abiding

The information management for solving the geohazard effects found that:

1) The Tourism Authority of Thailand divided its information management into four parts. The first part was mainly helping tourists; the second part was clarifying the fact on the affected area. The third part was the problem solving and recovering tourism of Thailand industry. And lastly was helping businesses and workers in the affected area.

2) News was published on newspapers were the tourism industry effect, the situation update and damages, the fixing and helping plan, protecting Thai image among the world, and activities to urge tourists to come back to the affected area. The organization share the news to mass media periodically and the mass media frequently published each topic followed the importance of the updated situation

Chatsuda Wongsau (2005) studied Crisis Communication Management of Crisis Management Operation Center (CMOC) of Thai Airways International Public Company (Limited) found that:

The operation, format, and the process of crisis management in active and passive management. In the normal situation, the active management was utilized and in the crisis, the passive management was used by relying on the 4R's Practices.

1) Reduction: information and signs searching for a pre-crisis to notify chances that might cause the crisis.

2) Readiness: to prepare a management and plan when the crisis happens as a management manual.

3) Response: to respond back to the situation that may happen.

4) Recovery: come back to normal situation as soon as possible.

Tarinee Somboon (2005) studied Policy and Strategic Planning for Public Relations of the Tourism Authority of Thailand: study on the Andaman Coast

Recovery after the Tsunami. The research found that both government and stakeholders partnered in creating the policy of Thai Tourism of Thailand. The committee's policy for Andaman recovery in six provinces along Andaman sea after the tsunami emphasized on building up confidence and encourage the tourists from Thailand and other countries to come back to Andaman sea and creating a good image of the Andaman sea, as well as, a good image of Thailand by helping the victims. The Thai government planned three strategies in this situation. The first one was the recovery and development of natural resources. The second strategic was creating good image and quality of tourism. The last one was promoting tourism. The goal of the strategy was recovering and developing tourism with public relations by building up confidence and good images of Thai tourism. The published information had to be accurate and support the good image by considering the components of public relations plan which had eight steps including the situation analysis, goals and objectives setting, target groups setting, activity setting, media and media analysis determining, timing setting, budget set up, and following up and evaluation. Besides, the public relations strategy, the research found that the Tourism Authority of Thailand also utilized integration marketing to cover and respond to the tourists target groups' behavior as soon as possible which were advertising, sale promotion, and individual sales.

Worrathai Rawinit (2013) studied A Model for Emotional Component in Crisis Communication and found emotions were the clear combination of both positive and negative experiences. The most obvious emotions of the stakeholders during 1) the massive flood in year 2011 were anxiety, fear, and sadness. 2) the explosion in BSTE' factory were fear, anxiety, and sorrow. 3) the strike of employees of State Railway of Thailand were boredom, shame, and frustration.

2.7.2 The Research of Airlines Business in Thailand

Nithana Maleangnon (1991) studied "The Impacted Communication Factors to Choose Thai Airways Service: A Case Study in Business Class Passengers of the International Flights" and found that the loyal passengers chose to fly with Thai Airways because of its good service, good image, and advertisements. The individual communication of the ground staff and flight attendants to the business class

passengers was satisfaction, especially by the politeness of the staff. The service of the flight attendants was great as they were attentive and respectful. However, the flight attendants should have improved their language ability. For the advertisements, magazine and television ads were the favorite. On the other hand, movies and radio were the least popular advertisements. For Thai Airways' image, the service from the flight attendants was great. Next is image of its convenience and safety. The image that needed to be improved was the punctuality of flights.

Aroonrat Niyom (1994) studied "The Opinion Comparisons of Passengers between Thai Airways and International Airlines" and found that the sampling passengers of Thai Airways thought the service of Thai Airways was better than the sampling passengers of the International airlines. However, the opinions of the passengers relied on the variabilities, which were price and convenience of booking. The study found that the passengers of Thai Airways and the international airlines thought the same about the promotional marketing of the airlines. As the mixed marketing was not different between the airlines among the passengers, the repeat marketing in choosing the airlines service was difficult. So improving the services was the most important strategy in the airline business. Below were the suggestions on the service improvement.

- 1) Service: Thai Airways should provide extra counters to provide convenience to passengers who arrive at the airport before the check in-time. On the plane service, the airline needed to improve its safety demonstration to persuade the passengers to pay more attention. Moreover, the airline also needed to prevent and improve its flight delays for its good image and decreasing damages of the passengers for taking the delayed flights.

- 2) Price: The airline should have decreased ticket prices. This may increase passengers. Moreover, the airline should facilitate conveniences to its ticket agents, to cheer them up and persuade them to find more customers.

- 3) The convenience of purchasing and booking tickets. The airline should increase the numbers of its agents by covering all regions of Thailand and advertising so public know. For seating, the airline should develop its computer system for the agents as they can easily reach out to the airline.

4) Sales Promotion: the airline should campaign its promotions to convince the customers to use its service. Thai Airways should advertise its service both domestically and internationally. The airline should offer benefits to its agency to urge its customers to purchase the tickets.

Chukiet Wongteptian (1999) studied “The Image of Flight Attendants of Thai Airways International Public Co, Ltd.: A Case Study Only Thai Passengers” and found the best media to promote the image of the flight attendants of Thai Airways were television, newspaper, and magazines. Moreover, the target group suggested that the airline should continually promote its public relations activities and select media that could widely reach out to its target group such as television, radio, newspaper, monthly magazine that focused on flight attendances experience and the most important was the flight attendants themselves because if they did not behavior properly, it affects the overall image. For public relations strategy, the airline should have more activities, such as exhibitions in shopping mall or the public to reach out to bigger groups of people, social responsibility activities, or charity, and placing publication of services in front of the passengers’ seats.

Tadsanee Jaesuraphab (2005) studied Factors Influencing Airlines Corporate Image: The Study of Japan Airlines International Perceived by non-Japanese passengers and found that:

1) There were more females than males in the sampling group. The participants were 25-34 years old. Most of them graduated with a bachelor degree or higher. Moreover, most of the participants worked in private companies as officers and some of them were self-employed. Most of the participants earned between 10,001-25,000 THB and some made more than 100,000 THB. Most participants of the sampling group were Thai.

2) Over the past year, each participant traveled 3.13 times on average and traveled in the economy class the most, then business class. The purpose of the travels were creation, visiting family, and business. Most of the participants traveled alone and only a few of them traveled with their family. Most of the participants traveled with Japan Airlines on the average of 1.30 times.

3) News Exposure of Japan Airlines: the study found that most of the participants were barely exposed to any news and activity of the airlines. However,

after comparing each media, they exposed to personal media the most, then special media, mass media, and public relations activity.

4) Demographic factor of the sampling group were age, education, career, title, income, and nationality. This factor differently affected the image awareness of Japan Airlines.

5) A factor of traveling by the airplane experience was the frequency of general airline useage that affected the image awareness of Japan Airlines.

2.7.3 International Research

Perstedt (1990) studied Information Management Strategy in Crisis and found that the barrier of unexpected information management in crisis was the executives satisfaction with receptive operation more than the aggressive operation, short term credibility building more than long term credibility building, law accuracy problem, The executives did not value the importance of image which were disclose, sincere, and quickly.

Hobbs (1995) studied a case study of the public relations in crisis of Toshiba Company The study found the battle between protecting the organization's image during the middle of the crisis and after the crisis. This identified the image public relations in crisis to connect public and the organization, and make the customers satisfy in products and services, so the image of the organization needed to be emphasized. Toshiba utilized this strategy to gain credibility back to the organization by expressing an apology to its customers and proved the case. The company utilized properly strategy to show the organization's goals which was good for public and created the adoration by doing substantial performance to correct the problem in the future.

Marie (1996) studied the role of experts of media relations in crisis management during school violence by surveying Kansas School Districts, USA and found the crime chart identified the school management had to watch for with severe violence in their schools and around the schools. However, most of the schools did not have a protection system and an interest in following media, which reflected their crisis communication policy. According to the study, 1/3 of the school management team did not want to work with media experts or public relations officers when a

crisis occurred. Twenty-five percent of school executives did not trust the media; they preferred to use the receptive strategy to solve the problem. More than 60% of the school executives were mixed both receptive and aggressive of public relations strategies. As the media was the most interested in the ordering of the local problems, the management team of the district needed to share the detail of the violence to media.

Tan (2003) studied Singapore Airlines in a case study of its crisis communication and found first, recovering from the crisis would be fast when the neutral supporters helped and cooperated with the airlines. Second, it was very important that the airlines had a well-trained communication crisis team. Lastly, if the accused party stuck with the agreement, the relationship between the accused party and the accused will remain the same.

Taylor and Perry (2005) studied “Diffusion of Traditional and New Media Tactics in Crisis Communication” which was a long study about internet usage of an organization to communicate in crisis. Rogers found that more than half of the participants used the internet to handle and response to crises. With a case like this, media and public relations officers needed to have sufficient communication, up to date information, and precision as an online communication turned into an important innovation. It was very popular among the users. This study divided the internet usage for the crisis communication into two tactics. The first one was Traditional Tactics, which was a one-way communication. The second one was Innovative Media Tactics which was an exclusive communication that would be different in each organization and had two-way communication characters.

More than 98% of the organization used at least one of the Traditional Tactics in crisis communication and more than half of the participated organization of this study at least used one of the Innovative Media Tactics in their crisis communication. These days, the internet is an important and popular communication channel for businesses because it communicates the organizations information in a timely manner with exhaustively fonts, slid, animation, and sounds.

Cloudman and Hallahan (2006) studied the Crisis Communications Preparedness among U.S. Organizations: Activities and Assessments by Public Relations Practitioners. The study reviewed crisis communication preparation of

organizations in USA. The researcher found $\frac{3}{4}$ of the participated organizations had a team to work on crises and concrete crisis management plan. Seventy-nine percent of the participants had a crisis communication plan in place as part of the crisis management plan and some were an exclusive plans. Most of crisis management teams included a person from public relations. Though organizations had plans and teams, they did not value the crisis training and skills of crisis management development. Moreover, the study found that crisis management planning was positively correlated with the size of the organization and freedom level of authority. For example, a larger organization would have a larger scale of plan than smaller and medium organizations. While the organization type and the operational style did not affect the crisis planning. For staff who worked in an organization that had the crisis communication plan would assess the relationship of the target group lower than a person who worked in the organization that did not have the plan. However, they were confident in their ability to handle the crisis more than a person who worked for an organization that did not have the crisis communication plan.

Cabur (2010) studied the Analysis of Crisis Communication Responses of Air France A447 and found that the airline well communicated for the most part. However, the organization needed to add other appropriate tactics in other areas. As a leader, the CEO of the airlines was also a spokesperson talking about the crisis, which was a good example. The airline managed the communication about bad comments with media very well. However, the airline did not communicate enough with the stakeholders and social media.

McDonald, Sparks, and Glendon (2010) studied the Stakeholder Reactions to Company Crisis Communication and Causes. The study found that confession was the most satisfying tactic when it came to the crisis explanation and its recovery. Not showing any comments tactic would succeed the most to the negative responses. Moreover, how the organization controlled its crisis was a sufficient factor in prediction the stakeholder response. The involvement caused both negative and positive emotions in crisis, while each type of the emotion like madness, sadness, and fear caused different behavior. Attitude also affected the behavior.

Grundy and Moxon (2013) studied the Efficiency of Crisis Management and Brand Protection: A case Study of British Airways. The study found that the crisis

affected the brand's credibility. The study focused on four crises. The first one was the Heathrow airport in London. This crisis affected the airline's safety image, experience, and convenience. In this case the airline communication was efficient and deliver good results. The organization's concern was sent to the victims, not only during the crisis, but also after the crisis was over. On the other hand, the airline did not successfully manage station number 5, as there was not much communication evidence of both internal and external the organization. The airline splitted its communication, as well as, there was no great leader. The crisis threatened brand value, especially its experience and quality of its service. Both cases showed the importance of crisis planning. Moreover, the study gave the example of volcano Eyjafjallajokull, which the airline was successfully in their communication. The airline split the communication to the involved groups. The last crisis was the industrial disputes due to the cabin crew strike in 2010. The airline efficiently managed this crisis as both new media and traditional media were applied in the problem solving.

Haruta and Hallahan (1991) studied the culture subjects of crisis communication in airlines: comparing USA and Japan. The study found that cultural differences affected the communication of airlines. The study analyzed 198 issues of newspapers in the US and 196 issues of newspapers in Japan that published crises information. The study showed the important nature of differences of apology, media strategy, and litigation. The study suggested that the fragility of culture was a key to develop crisis communication plan to be successful in airline business.

Condit (2006) studied crisis communication of American airline flight 965, 1420 and 587. The study found that crisis communication and the response to the crisis was needed to keep the organization's image. This study aimed to find crisis response strategy of disaster of American Airlines. The study found variety of the crisis responded to the strategies, especially the strategies for flight 965, 1420 and 587 were promptly accepting; open with media, information reveal, honesty, and showing sympathy to the victims. Moreover, the study concluded that when the situation changed, the crisis responded strategy would change as well. This depended on the environment of the crisis. American airline also applied different strategies to each situation.

2.8 Conceptual Framework

2.8.1 Part 1: PR Value Study

This part was a data collecting to filter the airlines for the in-depth interview by utilizing the concepts of crisis to frame the analysis and evaluate news and information of airlines and the PR value.

2.8.2 Part 2: The in-depth Interview of Airline' Executives and Staff and Crisis Communication Management Experts in Social Media

This part consisted of the in-depth interviews of airline executives and staff of Thai Airways, Air Asia Airlines, and Bangkok Airways, as well as, the communication experts in crisis in social media by using the below concepts and theory.

The researcher used the concepts of role of leader communication in crisis to create the in-depth interviews and conducted the interviews the executives of the airlines on the role of leader portion and used as a framework of the analysis and discussion of this study.

The concepts of management and communication management in crisis was also applied to the in-depth interview's questionnaires to conduct the interviews with the airline executives and staff, as well as, the communication experts in crisis in social media. This concept was utilized in the communication management of each stage of the crisis, as well as, a framework of the analysis and discussion of this study.

The concepts of communication and communication strategy in crisis was utilized in the to the in-depth interview's questionnaires to conduct the interviews with the airline executives and staff, as we as, the communication experts in crisis in social media in communication management strategy and as a framework of the analysis and discussion of this study.

2.8.3 Part 3: Content Analysis in Social Media

This part of the study analyzed the airlines complaint posts on Pantip website. The theory used is below.

The researcher used the concepts of the role of leader communication in crisis as a framework of the analysis of role of leader from the complaint posts on Pantip website and framed the discussion of this study.

Moreover, the concepts of management and communication management in crisis was a framework of the analysis of the airline management to the complaint posts and framework of the discussion of this study.

The concepts of communication and communication strategy in crisis was utilized as a framework of the analysis of the airline management to the complaint posts and a framework of the discussion of this study.

The researcher used Berlo Model as a framework of the analysis of a communication process from the airlines to the complaint posters which were sender, message, channel, and receiver.

2.8.4 Part 4: Modeling of Crisis Communication Process of Airline Business in Digital Period

The modeling utilized the results of part 2 and 3 and applied to create the model. Below are the concepts and theory.

The researcher used the concepts of the role of the leader in communication management in crisis as a framework to create the model of the role of airline leader portion.

For the crisis management process, the researcher applied the concepts of management and communication management in crisis, the concepts of communication and communication in crisis strategy, and the concepts of crisis as a framework to create the model in the airline crisis type and management and strategy process.

In the crisis communication process in social media, the researcher used concepts of online media, Two-Way Communication theory and crisis communication in social media as a framework to create the model of the crisis communication process in social media of airlines

Below is the conceptual framework diagram.

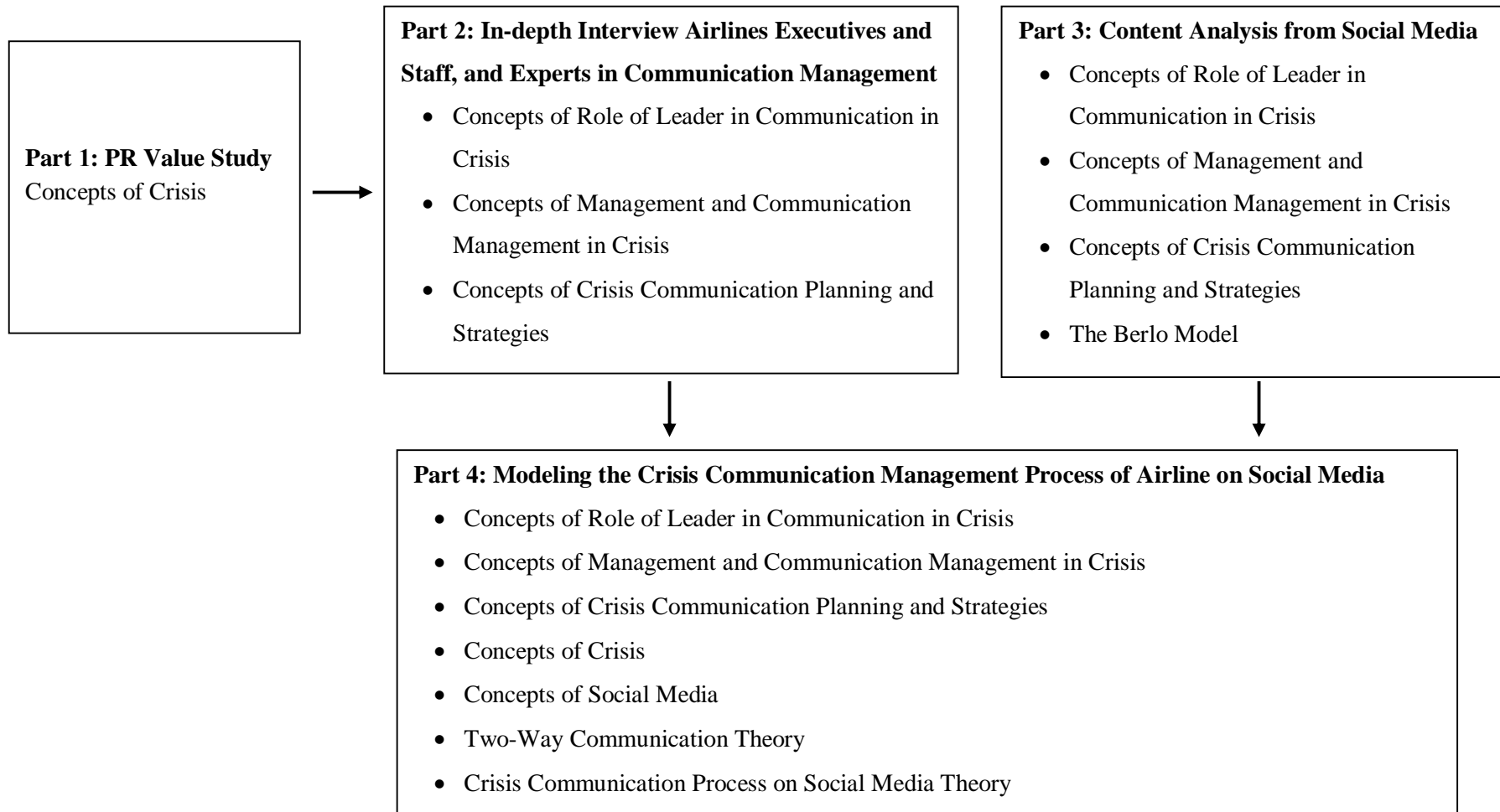


Figure 2.5 Conceptual Framework of the Study

CHAPTER 3

RESEARCH METHODOLOGY

The research “The Process of Communication in Airline Business’ Management of Crisis in Social Media” was a mixed methods research including both quantitative and qualitative. The research was divided into the following three parts:

Part 1 Studying the data of PR values of Airlines from 2010-2014 which was utilized in the sample selection of the airline that had the highest PR value and was used in the in-depth process.

Part 2 was a qualitative study conducted by interviewing airlines’ executives and staff, as well as, experts in digital communication during a crisis. The interviews focused on the role of leaders in a crisis, crisis management in airlines, and crisis communication strategies. The results of the study met objectives 1, 2, and 3.

Part 3 analyzed social media content, which consisted of airline complaint posts from Pantip website between 2010-2014. The results of the study met objectives 1, 2, and 3.

3.1 Populations and Samples

3.1.1 Populations

The targeted populations of the subject consisted of:

Part 1: Content Analysis; participants were published in Thai newspapers from 2010-2014.

Part 2: In-depth interviews with airlines’ executives and staff, as well as, experts in social media communication in a crisis.

Part 3: Social Media Content Analysis analyzed social media content, which reviewed airline complaint posts from Pantip website from 2010-2014.

3.1.2 Samples

Samples of this study were:

Part 1 : Analyzed data from selected samples including Thai and English language newspapers in Thailand. The largest published newspapers were chosen as they caught reader's attention and influenced the reader's opinions.

Part 2: In-depth interviews with selected airlines that had the highest PR value. The in-depth interviews were given by the airlines executives and staff, as well as, experts in communication in crisis.

Part 3: Pantip website was chosen for social media content analysis. The three highest responded topics of each year from readers were picked as samples of this study. The number of readers showed how much interested in the topics there were. The more people interested in the topic, the more people's opinions were affected by web board members and readers.

3.1.3 Sampling Procedures

Below was the sample selection process.

Part 1 Data Analysis: Mass distributed Thai and English newspapers published in Thailand were selected. According to Matichon's (2010) report, the bestselling Thai newspaper was Thai Rath, the second bestselling was Daily News, and the third bestselling was Khaosod. These three newspapers were chosen by the researcher. For English newspapers, Bangkok Post was the bestselling English language newspaper and The Nation was the second bestselling English newspaper. There were five newspapers used in total in this study.

Below was the airlines' news from all five newspapers randomly drawn from each newspaper that was picked twice each year from 2010-2014.

Table 3.1 The Airlines Published News Per Year and Randomly Drawn News from 2010-2014

Newspaper	Year	All Airline News	Month	Airline News
ThaiRath	2010	166	February	18
			August	22
	2011	90	January	4
			April	8
	2012	124	October	16
			December	5
	2013	131	March	7
			September	10
	2014	99	June	5
			November	5
Total	610			100
Daily News	2010	131	February	13
			April	9
	2011	122	November	10
			December	15
	2012	133	March	7
			September	8
	2013	151	January	13
			August	13
	2014	183	May	6
			June	4
Total	720			98

Table 3.1 (Continued)

Newspaper	Year	All Airline News	Month	Airline News
Khaosod	2010	172	June	4
			November	11
	2011	130	March	13
			February	5
	2012	125	October	16
			December	3
	2013	105	January	10
			September	6
	2014	157	April	14
			August	20
Total	689		102	
Bangkok Post	2010	538	June	20
			October	30
	2011	418	January	21
			April	21
	2012	404	May	26
			September	22
	2013	312	February	20
			March	26
	2014	354	July	27
			December	30
Total	2026		243	

Table 3.1 (Continued)

Newspaper	Year	All Airline News	Month	Airline News	
The Nation	2010	270	January	27	
			June	10	
	2011	213	April	12	
			November	19	
	2012	256	February	12	
			December	20	
	2013	303	May	25	
			September	22	
	2014	222	March	13	
			October	9	
	Total	1,264		169	
	Total		5,309		712

The 712 new articles were calculated to find out their inch- column news space. So 712 news articles were multiplied by the advertising fee of each newspaper and multiplied again with news scores that were evaluated by four experts. The news evaluation was divided into three ranges which were Negative (-1), Neutral (+1) and Positive (+2). The entire process led to the PR value of the airlines from 2010-2014. Here is a list of the experts:

- 1) Ajarn Napapha Savannarong, Lecturer, Communication Arts, School of Management and Information Sciences, University of Phayao.
- 2) Ajarn Ruginun Aurpitaksakul, Lecturer, Communication Arts, School of Management and Information Sciences, University of Phayao.
- 3) Ajarn Piyata Soontprnpiyapan, Lecturer, Communication Arts, Faculty of Management Science Surat Thani Rajabhat University.
- 4) Ajarn Praewpan Pannuch, Lecturer, Communication Arts, Faculty of Management Science Surat Thani Rajabhat University.

Part 2: The in-depth interviews: The samples were chosen from the airlines that received the three highest PR values from Part 1's analysis. The interviewees were airlines executives and communication and public relations staff. The criteria of the selected interviewees were:

- 1) Executives or staff who have managed a crisis for an airlines.
- 2) Executives or staff who worked on policy control or were in charge of communication and public relations during a previous airlines' crises.
- 3) Executives or staff who planned communication or public relations and strategized communication in previous crises.

According to part 1 of the study, the three airlines that had the highest PR value were Thai Airways, Air Asia, and Bangkok Airways, and they were chosen for the in-depth interview process. The in-depth interviews also included two other interviews, which were experts in crisis communication in social media. There were a total of seven in-depth interviews.

Table 3.2 Participants of the In-depth Interview

Number	Airline/Company	Name	Title
1	Thai Airways	Samat Phom-On	Director of Emergency Management and Crisis
2	Thai Airways	Boonleard Nuanlaor	Digital Social Media Manager
3	Air Asia	Nuttawut Jitarthan	Public Relations Manager
4	Air Asia	Moke Promma	Corporate Communication Executive
5	Bangkok Airways	Thasorn Taksinapan	Media Relations Manager
6	Diginative Co, Ltd	Kunchalee Sumleerat	Founder
7	AIA Co, Ltd	Chinsin Klungthong	Assistant Digital Marketing Manager

Part 3 Social media content analysis: The Pantip website was specifically chosen as it has been the number one Thai website. Pantip has influenced its users' opinions. This was related by Aphisin Trunghanon, Chief Technology Officer (CTO),

one of Pantip's executives. He commented Pantip was a picture web board which represented Thai society during the 4G time period. The top three posts of each year were specifically chosen for the analysis.

3.2 Research Tool

Below was the research tool:

Part 1: The data evaluation form for the communication and public relations experts analyzed the sampling data, which included both Thai and English newspapers published and released in Thailand.

Table 3.3 Data Evaluation from Communication and Public Relations Experts

Number	Date	News Headline	PR Value Evaluation Range		
			-1 Negative	+1 Neutral	+2 Positive

Part 2: The Interview questionnaire was a semi-structured form that included open-end questions for the in-depth interviews. This allowed the interviewees to freely voice his/her opinions. The questions combined by concepts of crisis, concepts of role of leaders in crisis, concepts of communication management in crisis, and concepts of crisis communication management and strategy. The questions had four parts as listed:

3.2.1 Question Part 1: These were for the Executives and Staff who operated the Communication and Public Relations in Airlines

- 1) Questions included basic personal information such as name, work title and responsibilities, work experiences, and years at the airlines.
- 2) Questions regarding how airlines responded to crises, had the airlines experienced any crises before? If so, what caused the crises and how did they resolve the crises?

3.2.2 Question Part 2: These Questions Focused on Role of the Airline Leaders in Crises

- 1) Did the interviewee have a role to investigate the problems of the organization or a role to advise other parties on the crisis communication management? How?
- 2) Did the interviewee have a role to build up the information network for the organization's crisis communication management? How?
- 3) Did the interviewee have a role to determine policy of the organization's crisis communication management? How?
- 4) Did the interviewee have a role to propose an annual budget for the organization's crisis communication management? How?
- 5) Did the interviewee have a role to supervise or assess the organization's crisis communication management? How?
- 6) What were role of leaders during the crisis in digital communication? How?

3.2.3 Question Part 3: These Questions Focused on the Crisis Management of Leaders and Staff who were in Charge of Communication and Public Relation in Airlines, and the Experts in Communication in Crisis in Social Media

- 1) Part 1: Before the Crisis
 - (1) How did the organization prepare for a crisis?
 - (2) Did the company train and prepare staff for a crisis? How?

(3) In the preparation process, did the organization form teams?

How?

(4) Did the organization frequently check safety systems when there was not a crisis? How?

(5) Did the organization hire consultants in crisis to advise and help? How?

2) Part 2: During the Crisis

(6) When the crisis happened, did the organization conduct a crisis analysis? How?

(7) When the crisis was announced, what was the crisis management process?

(8) Did the organization collect data on the crisis? How?

(9) Was there a public relations center? How?

(10) Was there a meeting to explain and conclude the situation?

How?

(11) Were there target groups for the communication? How?

(12) Was there fixed data for the news conference? How?

(13) How did the organization utilize the communication tools?

(14) Was there a facilitation guide for mass media? How?

(15) Was there a selected spokesperson? How?

(16) Was there a facilitator for news sources? How?

(17) Was there a difference between reacting to a crisis between historical public relations and digital communication? How?

3) Part 3 The Operation after the Crisis

(18) What was the process after the crisis?

(19) Did the management process work as planned? How?

3.2.4 Question Part 4: Crisis Communication Management Strategy for the Executives and Staff of Airlines and the Experts in Communication in Crisis

- 1) What strategy was used during the preparation process before the crisis?
- 2) What strategy was utilized during the crisis?
- 3) After the crisis was over, what strategy was utilized or not? How?
- 4) Were the crisis communication management strategies in digital communication different than the ones before? How?

The researcher also used three notepads to write down some main during the interviews, as well as, notes from the data analysis and from other resources.

Part 3: Content analysis of airline complaint posted on Pantip website from 2010-2014. Below is the table of information:

Table 3.4 Topics of Complaint Posts Analysis in Airlines from Pantip Website

Topics and Posts	Opinion on the Posts	Management in Airlines	Role of Leaders	Strategy and Management	Process of Communication in Airlines

3.3 Tool Testing

The researcher tested for accuracy of the interview materials by using questions that related to the theories, conceptual framework, and objectives of the study. The advisor of this dissertation also helped to correct the tools.

3.4 Data Collecting

The data collecting process were as follows:

3.4.1 Secondary data from related sources; newspapers and social media.

1) Thai and English newspapers that published and released airlines news in Thailand from 2010-2014

2) Social Media airlines complaint posts on the Pantip web board from 2010-2014.

3.4.2 Data from the in-depth interviews of the airlines' executives and staff, as well as, experts in communication in social media. The data included the role of the leaders in crisis communication management and crisis strategies used to model the process of communication in crisis as one of the study's objectives. The interviews were semi-structured. The interviewer specifically asked questions that related to the topics for clear responses. The researcher interviewed the interviewees herself and recorded the interviews for the data analysis accordingly. Below are the in-depth interview processes:

- 1) Contacted the interviewees asking for the interviews
- 2) Prepared the interviews' questions
- 3) Introduced herself as the interviewer to the interviewees and went through the study's topic
- 4) Asked the interviewees the prepared questions, then collected the data for the discussion
- 5) Conclusion and results analysis

3.5 Data Analysis

The researcher controlled the analysis by analyzing the data to follow the theories and conceptual framework of the study. This was to confirm the results of the study.

3.6 Research Process

The process of this study included four parts, which were:

Part 1: The collection of the PR value of airlines' news in newspapers from 2010-2014. This was a criterion to screen the selected airlines and identify if they had great public relations news management.

Part 2: The in-depth interviews focused on the role of leaders in crisis, process of crisis management and crisis strategy management.

Part 3: Social media was analyzed from airline complaint posts on the Pantip website.

Part 4: Modeling the crisis communication management process of airlines business in social media.

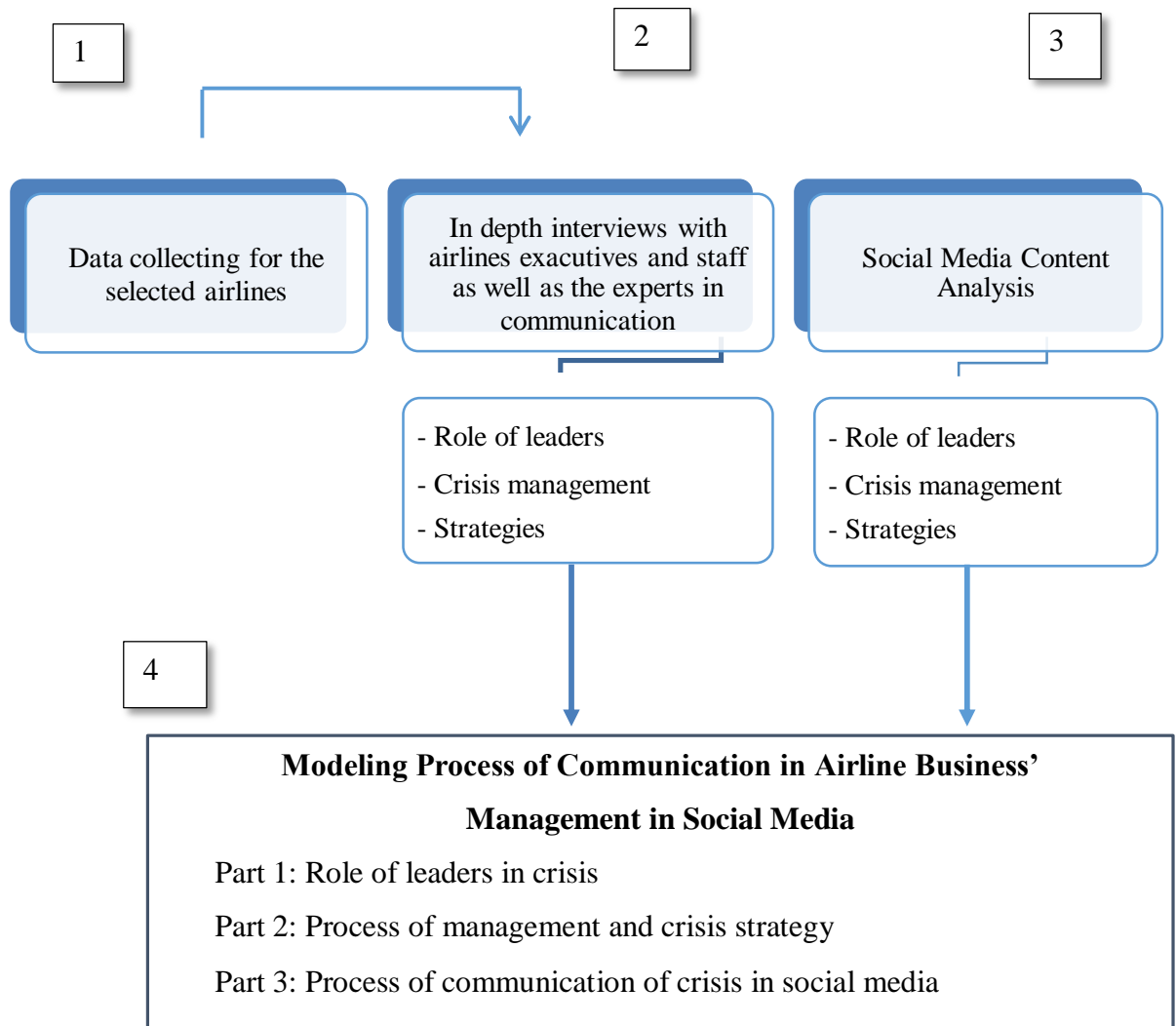


Figure 3.1 Research Process

CHAPTER 4

RESEARCH RESULTS

The study “The Process of Communication in Airline Business’s Management of Crisis in Social Media” used mixed research methodology and was divided into 3 stages.

1) Data collecting of airlines’ PR value from newspapers from 2010-2014, this was to screen for selected airlines for the study.

2) In-depth Interview of airlines’ executives and staff in the role of leaders in crisis, as well as, steps and processes of crisis management and crisis management strategy.

3) Social media content analysis from airline complaint posts on Pantip website from 2010-2014.

The results of the study were applied in creating the model of the crisis communication management process of airlines on social media.

The researcher divided the results of the study into 4 parts as listed below:

Part 1: Presenting the airlines’ PR value from 2010-2014 and the result of the study to select the airlines that had top three PR value and were conducted in the in-depth interviews.

Part 2: Presenting the result of the in-depth interviews of the airlines executives and staff, as well as, the experts in communication management in crisis in social media. The results of the study were applied to response the study’s objectives 1, 2, and 3.

Part 3: Presenting data of the content analysis complaint posts of the airlines on Pantip under the condition of the search ”airline” during 2010-2014 and to use the results of the study to response the study’s objectives 1,2, and 3.

Part 4: Modeling the crisis communication management process of airlines on social media and to use the results of the study to response the study’s objective 4.

Below are the results of the study.

4.1 Part 1: Presenting the Airlines' PR Value from 2010-2014 and the Result of the Study to Select the Airlines that had Top Three PR Value and were Conducted in the In-depth Interviews

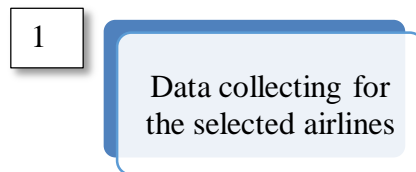


Figure 4.1 Stage 1 of the Research Process

This is the first stage of the research which was data collecting of PR value of airlines and finding the airlines that had top three PR value as a sample group used in the in-depth interview by following the steps listed below.

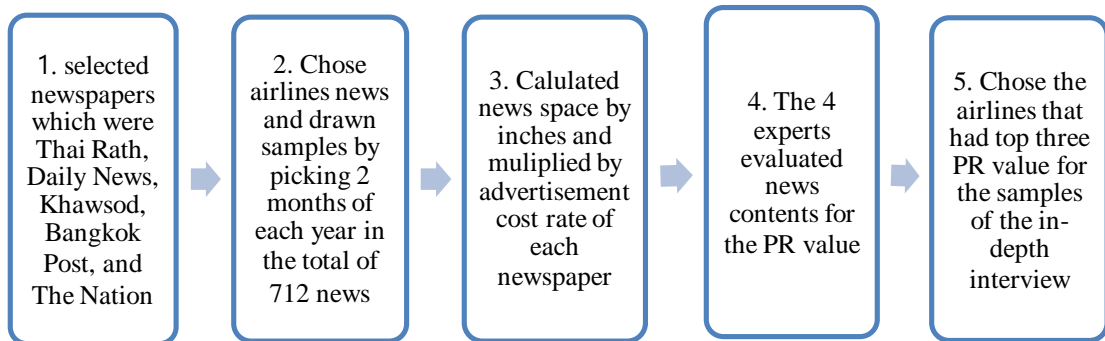


Figure 4.2 The Process of Airlines Sampling Selection for the In-depth Interviews

Below are the list of airlines that had top ten in PR values which were Thai Airways, Air Asia Airline, Bangkok Airways, Nok Air, Singapore Airlines, Air Berlin Airlines, Emirates Airlines, Lion Air, Japan Airlines, and Vietjet Air. The airlines that had the PR value from 11-80 were listed in the appendix.

4.1.1 Airlines with top ten PR Value

1) Thai Airways (TG)

The results of the study showed that Thai Airways had a total PR value of 6,812,539 THB. 2,841,019.6 THB in 2010, 1,180,543.3 THB in 2011, 1,971,281.2 THB in 2012, 35720.7 THB in 2013, and 783,974.89 THB in 2014.

2) Air Asia Airlines (AK)

The result of the study showed that Air Asia airline had total PR value at 3,589,191 THB. 677,802 THB in 2010, 145,467 THB in 2011, 520,398 THB in 2012, 1,169,178 THB in 2013, and 1,076,346 THB in 2014.

3) Bangkok Airways Airlines (PG)

The results of the study showed that Bangkok Airways had a total PR value of 3,266,015 THB. 907,580 THB in 2010, 882,182 THB in 2011, 509,880 THB in 2012, 400,247.5 THB in 2013, and 566,125.4 THB in 2014.

4) Nok Air (DD)

The result of the study showed that Nok Air had a total PR value of 2,349,614 THB. 404,321 THB in 2010, 482,057 THB in 2011, 552,160 THB in 2012, 188,871.92 THB in 2013, and 722,204 THB in 2014.

5) Singapore Airlines (SQ)

The results of the study showed that Singapore Airline had a total PR value of 774,589.54 THB. In 2010, its PR value was 215,787.6 THB, 82,608.20 THB in 2011, 4,450.70 THB in 2012, 80,280.96 THB in 2013, and 552,024 THB in 2014.

6) Air Berlin Airlines (AB)

The result of the study showed that Air Berlin Airlines had a total PR value of 620,264 THB. The airline only published news for a year in 2010 and its PR value was 620,264 THB.

7) Emirates Airlines (EK)

The result of the study showed that Emirates had a total PR value of 602,452.38 THB. In 2010 its PR value was 129,911.42 THB. There was no PR value in 2011. 118,326 THB in 2012 317736.96 THB in 2013, and 36,478 THB in 2014.

8) Lion Air Airlines (JT)

The results of the study showed that Lion Air had total PR value at 483,517 THB. There was no PR value in 2010. 14,496 THB in 2011, 207,120 THB in 2012, 242,520 THB in 2013, and 19,381 THB in 2014.

9) Japan Airlines (JL)

The result of the study showed that Japan Airline had a total PR value at 471,672.07 THB. In 2010 its PR value was 219,038.52 THB, -39,990 THB in 2011, 238,752.6 THB in 2012, 80,100.95 THB in 2013, and -26,230 THB in 2014.

10) Vietjet Airlines (VL)

The results of the study showed that Vietjet Airline had a total PR value of 434,943 THB. There was no PR value in 2010-2012. In 2013, its PR value was 281,892 THB and 153,051 THB in 2014.

Below is the chart of the airlines PR values.

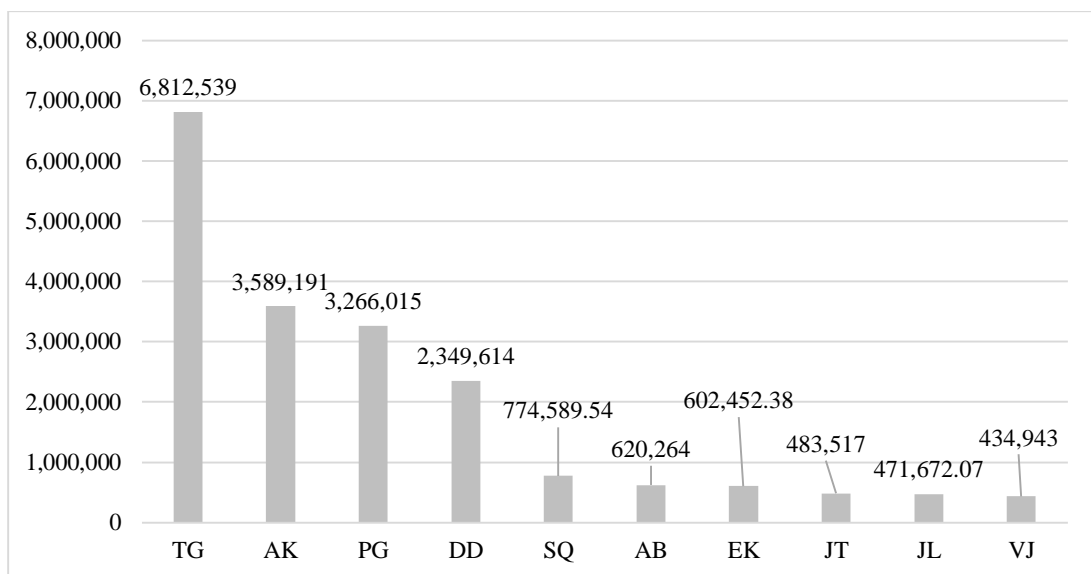


Figure 4.3 PR Value of Airlines from 2010-2014

4.1.2 News Headlines of Airlines that has the most PR Value and the lowest PR Value

The below table presented news headlines of the top three airlines that had the most PR value and the least PR value. This showed news categories that the press was interested. This influenced to the PR value of the airlines.

4.1.2.1 News Headlines of the Airlines that Had the High PR Value

Table 4.1 News Headlines that Had High PR Value

Airlines	Number	Date/Month/Year	News Headlines	Topic	PR Value
1. Thai Airways	1	14 Nov 2012	Crown Prince Flies 100 VIP, Pleased – Charity Flight	Thai Airways housed a charity flight	602,635
	2	4 Oct 2012	Fly to Europe –Japan – Australia, Add More Income! A380 the New Strength of Jao Jum Pee	Adding flights	513,420
	3	26 Dec 2012	“Danuj” adjusts New Marketing’s Vision “Thai Airways” Connect All Network for Incomes	An expanded marketing strategy to increase the airline’s incomes creating airline’s network	490,500
2. Air Asia	1	13 Oct 2010	TAA gears up for daily service to India	Opened a new route to India	288,164
	2	2 Jul 2014	AirAsia finds new partners for return to Japan	Searched for new partners for flights to Japan	183,726
	3	8 Jul 2014	Narita, Osaka routes next on Thai AirAsia X calendar	Thai AirAsia X introduced its new calendar to Japan	127,314

Table 4.1 (Continued)

Airlines	Number	Date/Month/Year	News Headlines	Topic	PR Value
4. Nok Air	1	12 Feb 2010	Doctor Sert's Heir Helps with Crisis, Promotes Bangkok Airways to Popular Airline	Introduced the airline's management plan by the new Managing Director	706,500
	2	13 Oct 2012	Bangkok Airways – Dusit Takes over a Heaven Island Move Thailand to Maldives	Opened a direct flight from BKK – Maldives	497,460
	3	7 Apr 2011	Flying Fashion	New flight attendant uniforms	419,580
	1	8 Oct 2014	the Bird from BOMBARDIER	Purchased 6 airplanes for domestic flights	228,312
	2	19 Feb 2013	BIRD FLIES THE NEST	Launched a new jet to help with the convenience of passengers	201,870
	3	5 Oct 2010	Nok to Add 14 Jets to Support Growth Plan	Added 14 jets to support the growth plan	118,950

Table 4.1 (Continued)

Airlines	Number	Date/Month/Year	News Headlines	Topic	PR Value
	1	12 Oct 2010	Always-on Flight	Standard of the service	185,196
	2	9 Dec 2014	SIA to Honor Business Class Tickets Sold at Economy Rates	Sold tickets for business class as economy class	52,704
	3	2 Nov 2011	Sia Unveils Long-Haul Budget Carrier	Opened new low budget airlines	45,420.8
6. Air Berlin	1	24 Jun 2010	Air Berlin-In a Class of Its Own.	The convenience of travels	615,384
	2	12 Jun 2010	New Phuket Flights	New flights	4,880
7. Emirates Airlines	1	12 Feb 2013	Emirates Sees 2012-13 Income up 18-20%	Foresee more income	190,456
	2	17 May 2013	Emirates Adds Daily Flights to Bangkok	Added flights to Bangkok	72,624.96
	3	12 Dec 2012	New Dubai-Phuket Flights	New flights from Dubai- Phuket	62,816

Table 4.1 (Continued)

Airlines	Number	Date/Month/Year	News Headlines	Topic	PR Value
	1	20 Mar 2013	From Salesman to Airline Supremo	The history of how the airline was formed	210,800
	2	26 Sep 2012	CEO: Lion Air Needs more Jets	The need for more jets	71,370
	3	3 Jul 2014	TLA Plans New Routes, Jets	Planned new routes	72,346
9. Japan Airline	1	6 Jan 2010	JAL Wins Staff Backing for Cuts	The staff agreed to take cuts to their pension to help with the crisis	64,960
	2	16 Jan 2010	Jal, Delta Reach Basic Agreement over Tie-up	Japan airline considered an offer of help from Delta Airlines	50,344
	3	5 Feb 2013	JAL Raises Profit Outlook despite Dreamliner Worries	The airline expected more profit	47,580
10. Vietjet	1	18 Feb 2013	VietJet Air Ready to Soar into Regional Skies	The opening of regional routes	281,892
	2	22 Dec 2014	Thai VietJet Air Ready to Lift off, at Last	Celebrated the launching of the airline	118,049
	3	17 Aug.2014	Fly "Vietjet" Ticket from 136 THB	The sales promotion of air tickets	35,002

4.1.2.2 News Headlines of the Airlines that Had the Least PR Value

The three news headlines of airlines that had the least PR value out of the eight airlines were Thai Airways, Air Asia Airlines, Bangkok Airways, Nok Air, Singapore Airlines, Emirates Airlines, Lion Air, and Japan Airlines. While Air Belin had a total of 2 news and Vietjet had total 3 news that were already presented in the high PR value portion.

Table 4.2 News Headlines with the Least PR Value

Airline	Number	Date/Month/Year	News Headline	Topic	PR Value
Thai Airways	1	19 Jan 2013	Thai Airways Mob Threaten for More Money	The strike of staff	-262,507.5
	2	6 Feb 2010	747 Thai Airways, Shocked in the Air, on Fire	The explosion of airplane engine	-250,908
	3	27 Apr 2010	50 Years Thai Airways and Which Direction?	The airline's management	-105,637.5
Air Asia	1	13 Dec 2014	Plane Returns after Boiling Water Attack	The plane had to return after the incident; a passenger threw boiling water at flight attendant	-215,208
	2	11 June 2014	Air Asia Hits Birds	An airline accident , the plane hit birds	-118,650
	3	12 Aug 2014	Broken Air Asia, Stuck at Korea	The plane technical obstruction	-25,542
Bangkok Airways	1	18 June 2010	Bangkok Airways to Sue IATA	The airline sued IATA for lost ticket sale case	-31,720
	2	22 Feb 2011	Bangkok Airways Not Worried, Thailand Dispute Myanmar	The conflict between Thailand and Myanmar	12,650

Table 4.2 (Continued)

Airline	Number	Date/Month/Year	News Headline	Topic	PR Value
	3	5 Nov 2014	Bangkok Airways' Stock Drops, Executives still Confident with Firm Background	The airline's stock continually dropped	26,320
Nok Air	1	20 Feb 2013	Nok Air Shrugs off Calendar Heat, Vows Reprise Next Year	Got negative comments from inappropriate calendar launch	-24,705
	2	8 Aug 2013	Rush to Help Nok Air Skids off the Runway	Nok Air airplane skidded off the runway	-20,047.5
	3	26 Mar 2013	Flight Walking Stick Ban Angers Scholar	The service of staff	-15,372
Emirates Airline	1	11 May 2012	Emirates Profit Hit by Higher Fuel bill	The profit of the airline dropped because of the higher fuel bill	-55,510
	2	9 June 2010	Superjumbo Order	Ordered Superjumbo	6,453.8
	3	18 Nov 2011	'Record' Emirates Order for Boeing	Ordered a new Boeing	16,670.4

Table 4.2 (Continued)

Airline	Number	Date/Month/Year	News Headline	Topic	PR Value
Lion Air	1	21 Aug 2014	Shock Pilot Dead on “Boeing”	A copilot was unconscious while on duty and died later	-25,542
	2	25 Nov 2011	Boeing Bags Biggest Deal	The agreement between Boeing and Lion Air	14,496
	3	19 Mar 2013	Lion Air Stuns Again with \$23.8 Billion Airbus Deal	Purchased an airbus	31,720
Japan Airlines	1	20 Jan 2011	JAL Sued over Dismissals	The airline’s staff sued the airline because of the lay off	-111,800
	2	12 Jan 2010	JAL Plans to Cut 15,600 Jobs	The airline planned to cut 15,600 jobs	-54,604.8
	3	10 Jan 2010	JAL TO FILE FOR BANKRUPTCY	The airline filed for bankruptcy	-22,227.2

The researcher selected airlines that had the top three highest PR values which were Thai Airways, Air Asia, and Bangkok Airways as a sample group for conducting the in-depth interviews. The 3 airlines had effective communication management; news and information that were released from these airlines had more positive input and better content than other airlines. With that, they were a good fit as a sample of the in-depth interview in which to a beneficial data to the knowledge and response to this study.

4.2 Part 2: Presenting the Results of the In-depth Interviews of the Airlines Executives and Staff, and the Communication Experts in Communication Management in Crisis in Social Media

The results answered objectives 1, 2 and 3 were role of leader in crisis event, airline crisis management, and crisis communication strategy.

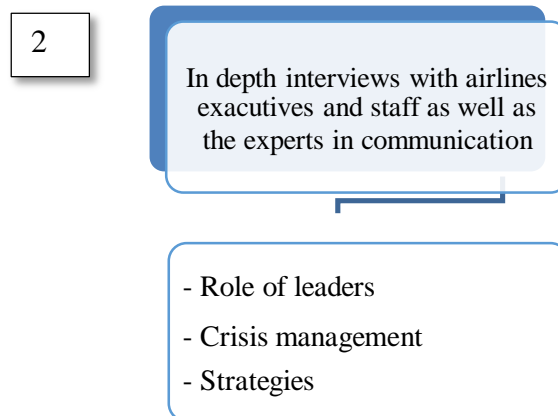


Figure 4.4 Stage 2 of the Research Process

This part presented the in-depth interviews from the sample of airlines that had a top three PR value. These were the results of the first part of the research, which was Thai Airways, Air Asia Airlines, and Bangkok Airways. Below is the list of the interviewees from each airline.

1) Thai Airways: Mr. Samat Phom-On, Director of Emergency and Crisis Management and Mr. Boonleard Nuanlaor, Digital Social Media Manager.

2) Air Asia Airlines: Mr. Nuttawut Jitarthan, Public Relations Manager and Mr. Moke Promma, Corporate Communication Executive.

3) Bangkok Airways: Mr. Thasorn Taksinapan, Media Relations Manager.

The researcher also conducted interviews with two of communication experts in crisis in social media who were:

1) Ms. Media Relations Manager, founder of Diginative Co, Ltd.

2) Mr. Chinsin Klungthong, Assistant Digital Marketing Manager of AIA Co, Ltd.

Below are the details of the results of the study.

4.2.1 Role of Leader in Crisis in Digital Communication

From the interviews of the airline executives, here is the conclusion of the study.

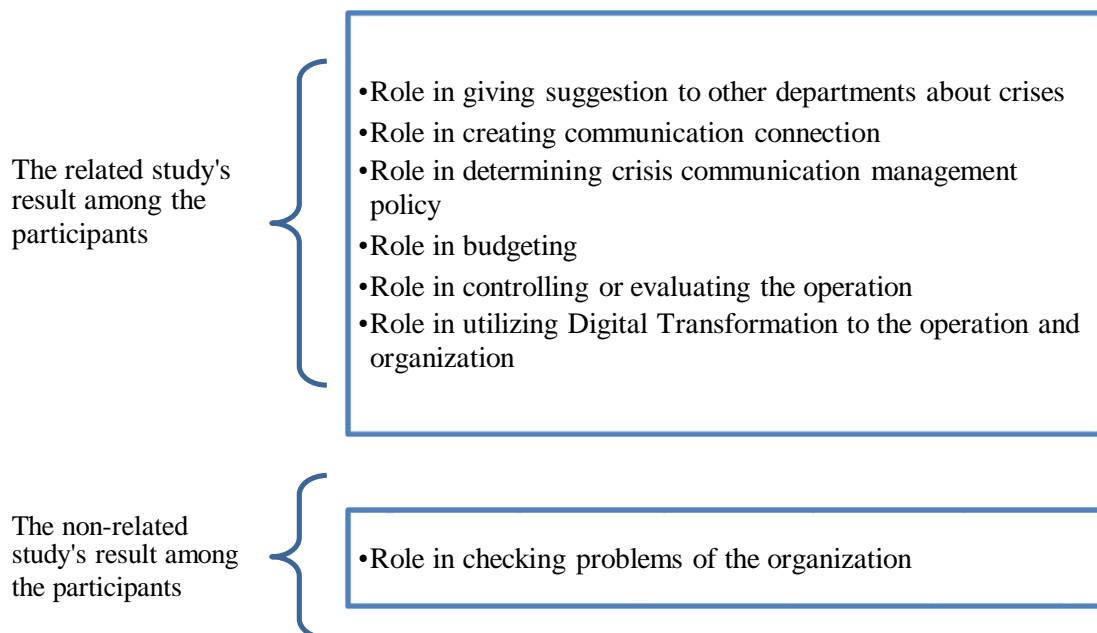


Figure 4.5 The Related and Non-related Result among the Participants

Below are the results in details of the study.

1) Role in Giving Advice to other Departments about Crises

The related study result among the participants of this part showed that there was a role in giving advices to other departments about crises.

“The department is in charge of giving advices and solving problems for all departments including management team or other involved departments” (Samat Phum-On, Personal communication, May 6, 2016)

“Public Relations department of our airline is in charge of giving advices to the management department to communicate with the press and public both in normal and not normal situation. Our airlines’ strength is not a lot of staff, so our authority system is precise. The executives and staff of the airline are pretty close. The executives are opening up to suggestion and opinion and always work together to go through problems. This helps with the effective communication management” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“The organization communication is in charge of giving advice to the company’s spokesman during the crisis on the announcement or what need to be said, when and where or what not to be said” (Thasorn Taksinapan, Personal communication, May 31, 2016)

2) Role in Checking Problems of the Organization

The result of the study showed that only the executive from Thai Airways, a director of Emergency Management and Crisis, had a role to check other problems of the organization that could develop to be crises in the future as he specifically was in charge of this area.

“...The airline has Reduction process which reduces chances of crises. The process is to study, watch, and check to see if the situation is normal or not, as well as, estimate the situation and search for upcoming signals. This can be official and unofficial processes. There is an information network includes internal and external staff to monitor data from mass media such as newspaper and online media (Facebook and Line). After getting the information, there will be a evaluating to find out if it is a fact or not. If it is, the data will be shared to the involved departments of that crisis, so the departments will find solutions...” (Samat Phum-On, Personal communication, May 6, 2016)

3) Role in Creating Communication Connection

The related study's results among the participants of this part was the leaders had a role in building communication connections to manage the crisis communication of the organization internally and externally, as we as, internationally. The most popular internal communication connection of the airlines was online media, especially application Line Group.

“Creating an communication connection both internally and externally of the organization is very important, especially, using Line Group and Facebook to communicate within the organization...” (Samat Phum-On, Personal communication, May 6, 2016)

“We have the communication connection both internally and externally the organization. The internal crisis management team is using Line Group as a main communication tool as it is fast, convenient and fit everyone as they can use the application and most importantly utilizing online media drives meetings with no limit on time and place. Most of the time, crisis happens on weekends and no one are in the office. Sometime it happens at night and everybody is at home, so having a meeting at the office is difficult. Having online media like Line helps with the crisis management. Moreover, to connect with other staff, phone and Line are the main tools. If there is a crisis, the organization should communicate with the internal staff first for a better understanding of the situation as the staff is an important key to help stopping the miscommunication such as sharing negative comments of the organization that can be negative news later” (Natthawut Jitarthan, Personal communication, May 13, 2016)

While Bangkok Airways created the communication connection by communicating through cell phones via SMS more than Line application.

“The communication connection is in charged by the Internal Communication department. We will communicate with our staff via SMS as it is more legitimate than Line. Sometimes the limit of Wi-Fi or out of service, so some staffs miss the communication from the Line application...” (Thasorn Taksinapan, Personal communication, May 31, 2016)

For the external communication connection, the airline partnered with the press, as well as, the partnered organizations.

“...Our external communication connection is every news agency and the partnered organizations such as Ministry of Transport, Aeronautical Radio of Thailand, Airport of Thailand Public Company, and a partnered airline like Nok Air airline...” (Samat Phum-On, Personal communication, May 6, 2016)

“ Our external communication connection includes Line Group of journalists who related to our organization such as journalists in the transportation group. This group is in charge of a big picture of economic news and a group of airlines journalist and other organizations that partner with our airline such as government offices. Our economic development team always sends out communication and regurary contact. . . ” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“ . . . Our external communication connection is in charged by the organization communication department. The department will communicate to the press who are needed the information such as economic news reporters. There is a Line Group, so our PR person can quickly communicate to the news reporters. Having good relationship with the press is also building up the communication connection. We are emphasizing this and this is a part of the organization communication department job. In the past, there were flights delays or strained passengers at the airport. The journalists did not publish and release these because we had good relationship with them. Because we are close, they do not want to broadcast any negative information of the airline. Sometimes, they call to confirm if we would like them to broadcast the information or not.. . ” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The executives also have a role in creating an international communication connection

“ . . . We also have international communication connection as Thai Airways is one of the 28 Star Alliance airlines, as well as, a part of Association of Asia Pacific Airlines (AAPA). The alliance airlines will watch and keep their eyes out for each other. The Ministry of Foreign Affairs is also a data source for us when there are crises oversea...” (Samat Phum-On, Personal communication, May 6, 2016)

“...In the international level, we have Line Group among all Air Asia chain to communicate when crisis happen. For example the crisis with QZ 8501 of Indonesian Air Asia, All chain received the same message to communication to public at the same time from the Indonesian Air Asia. In Line Group, there is an Air Asia PR representative of each country. A new communication strategy is to expand the communication connection in region of the airline by meeting journalists in the important strategic area. This is to control any information that could turn into news from that area. This is an informal visit and just to introducing each other like be out for meals, so to get to know a well-known journalists of each province. In case, there is crisis, the journalists will know who to directly contact from PR team for accurate information and there is not only just from staff from the local area. This will help with news control as well. The name list of the journalists is provided by the journalists’ network in Bangkok which helps to introduce the local journalists and learn culture of each area ...” (Natthawut Jitarthan, Personal communication, May 13, 2016)

4) Role in Determining Crisis Communication Management Policy

The related study’s result among the participants of this part was the airlines had already prepared the crisis communication management policy.

“The airline always has the crisis management policy in place and was officially announced so everyone acknowledged about the policy. The policy includes the organization structure that was planned for the crises. If there is a crisis, the Crisis Management Committee (CMC) will be ready to take actions. The organization structure clearly determined roles, process, and plan by dividing into cases, such as plane crashes and the airplanes falling from the sky. This manual is required by the International Civil Aviation Organization (ICAO) which all airlines must follow.

Once the manual was written, it needs to be turned in to the Civil Aviation Authority of Thailand, then they will give a certification to the airline” (Samat Phum-On, Personal communication, May 6, 2016)

“the executives of the airline see the importance of crisis management by having a policy to make a crisis manual with detail of role and responsibility of each plan on what need to be done if there is a crisis. The manual will be updated every year and each department will have their own manual for their department, then all departments will compile the manuals and this will be the organization manual. If there is a crisis, the airline can follow the steps as planned in the manual” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“ The airline has this policy as when the crisis occurs, our business would stop, it might cause the passenger transit problem or compensation which is a lot of money. This could be other problems that will significantly impact the airline. So, the company sees the importance of the policy and all staff well acknowledge of the policy. Every staff in CMT (Crisis Management Team) received the manual as the guidance of the operation.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

5) Role in Budgeting

The related results of the study among the participants of this part showed that the airlines had a budget for crisis management. However, Mr. Samat Phom-On, the Director of Emergency Management and Crisis from Thai Airways, was the only one that had a role in asking crisis management budget as his department was specifically in charge of crises. Therefore, it is important for the department to do so.

“When the crisis occurs, there will be a budget called Crisis Account. This is an extra from the annual budget and was presented by the Emergency and Crisis Management department to the executives with suggestion and supports each case. After the budget got approved, it will be sent to the involved departments such as the Ground service team will take care of the stranded passengers with food and hotel or the operation team will work with pilot and airplane crew to help with the crisis. The Emergency and Crisis Management department will filtered and control

the usage of the budget to see if it was appropriately utilize or not.” (Samat Phum-On, Personal communication, May 6, 2016)

Bangkok Airways has a budget for crisis management by splitting it out from the regular budget of the organization.

“The airline manages the crisis management budget by splitting it out from the total budget of the company” (Thasorn Taksinapan, Personal communication, May 31, 2016)

While Air Asia Airlines includes the crisis management budget in the annual budget.

“ The budget of crisis management includes in the annual budget” (Natthawut Jitarthan, Personal communication, May 13, 2016)

6) Role in Controlling or Evaluating the Operation

The related results of the study among the participants of this part showed that there was controlling or evaluating the operation of crisis management of the organization.

“The control or evaluation of the operation is in charged by the Crisis Management Committee (CMC). When the crisis happens, all roles are in charged by our team and the most authority of the team is the president of Thai Airways.” (Samat Phum-On, Personal communication, May 6, 2016)

“The control or evaluation of the operation of crisis management of the organization is in charged by crisis management team which will be operated right after the crisis is over. There will be a meeting to conclude the operation of the team such as what causes the defect and communication problem” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“The duty belongs to CMT Crisis Management Team. After the crisis is over, there will be an evaluation to find out the problems and how to improve the problems in the future.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

7) The Characteristics of Leaders in Crisis in Digital Communication

The related results of the study among the participants of this part showed that the characteristics of a leader were much different than before. The leader in digital communication should be interested in learning new things online.

“These days, the leader should be interested and have skills in digital tools as roles and responsibilities of the leader now are different than before. The leader cannot work only during office hours but need to be post office hours to review online data as most leaders are members of online groups from operation level to leader groups. This also includes external connection groups. Benefits of joining every group of the leader are to acknowledge the operation from the operation group and will see decision making among each other from the leader group.” (Samat Phum-On, Personal communication, May 6, 2016)

“...Leaders should update new things at all time, especially, the past couple years, online social media has been important. A small problem could change to a major crisis when it is on social media. Leaders now need to pay attention to an online space.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“Roles of leaders in crisis in the past and present are big different and the airline emphasizes its importance as online social media plays an important role in daily life as everyone wants to be a news reporter and share what they witness. Crisis management that was used by the leader thirty-forty years ago which was from books may not effective now. For example, when the plane crashed, first thing that needed to be done was painting the airline logo black. About four to five years ago an airline painted its logo black to follow the books, so it would not be shown on media. However, people can find out what the airline is anyway as there was a picture of the plane with its clear actual color was broadcasted on online media. So, solving problems by following the old books may not be effective with these days' crises and the leaders need to adjust themselves to be up to date with the situation. The airline emphasizes the importance of this change and sets up the standard of procedure of online social media in the company crisis manual for the effective crisis management, for example, in Social Media Monitoring has set up on what need to be done when the crisis occurred, who will be in charged, and how much time the operation will need” (Thasorn Taksinapan, Personal communication, May 31, 2016)

Moreover, the leader in digital communication should have a role in management of normal and abnormal situations with clear actions. The leader should be knowledgeable, quickly to solve problems and make decisions, partner with

connection and alliance both domestically and internationally, learn culture, and listen to others' opinion.

“...the leader in digital communication should be able to manage both normal and abnormal situations. The leader should be knowledgeable and be able to puzzle things during the normal situation, as well as, during the crisis. The leader needs to be able to make decision promptly and search for connection and alliance both domestically and internationally. The leader should get to know culture of each area of the airline routes; in case there is a crisis and the leader needs to visit the area to manage the problem. This will help to solve the *problem effectively*. (Samat Phum-On, Personal communication, May 6, 2016)

“ Being a leader in digital communication is different than the past as the leader needs to make decision quickly and be able to clearly manage the problems. The leader needs to help the team to work easily and willing to listen to other people opinion.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

The experts of crisis communication management in online social media suggested the leaders of the crisis communication management online should utilize Digital Technology as a main tool to operate the organization which will change the staff and the leaders.

“Digital Transformation is very important to the organization these days as it is a change of the organization from the top to the bottom to think digitally. This will be a slow change and cannot be done within a month or two but it can take up to a year. After that setting up a process of digital specifically as the old media and a modern one are different. There are different in management and the leader has to adapt as well.” (Chinsin Klungthong, Personal communication, May 7, 2017)

The experts also wanted the leaders to adjust their attitude on the negative comments of the consumers on social media.

“begin by thinking that when the customers complain about us on social media is not a crisis but look at the positive side by thinking that we can improve our service from the feedback, for example, KFC, every time when customers complain, they will collect the data and improve their product. The bright side of this is the customers complain in our space, so we can improve, instead of closing the page because the customers will complain about us somewhere else anyway. So when the

customers complain, we should thank them. At the same time, if we provide a better service, the customers will thank us back because they realize that we utilized their input to improve our product and service.” (Kunchalee Sumlee, Personal communication, May 5, 2017)

4.2.2 Crisis Management of Airlines

According to the interviews of airlines executives, staff and experts in crisis management in social media, the results of the study can be divided in to 3 stages which were pre-crisis, an operation during the crisis, and an operation after the as listed below.

1) Pre-crisis

From the interviews of the pre-crisis management, the results of the study are below.

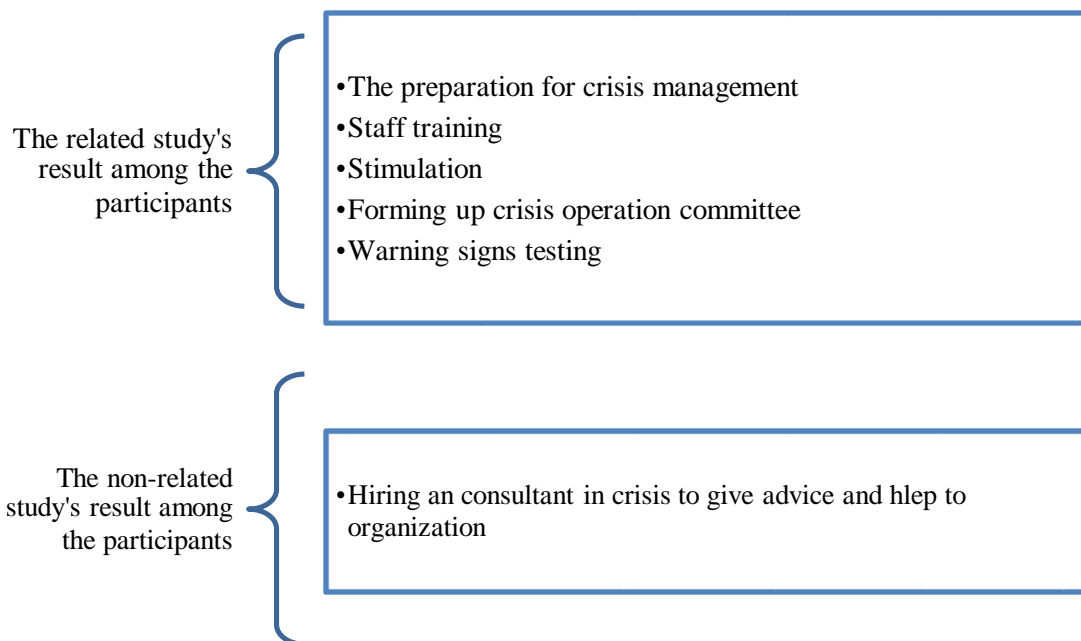


Figure 4.6 The Related and Non-related Study’s Result among the Participants

(1) The Preparation for Crisis Management

The related results of the study among the participants of this part showed that the airlines were ready to manage the crisis by preparing plan, connection, and communication tools.

a) The Preparation of Plan

“...Thai Airways has 4 stages which are 1. Reduction; reduce chances to have crisis. 2. Readiness; a preparation of plan, practice, connection searching, and equipment’s preparation to manage the crisis. 3. Reaction; is to stick with the plan stimulation as much as possible. 4. Recovery; is to recover the crisis back to normal situation as soon as possible. The Emergency and Crisis Management department has a Crisis Management Operation Center (CMOC) to monitor the situation 24 hours a day both in Thailand and world wild to evaluate the situation and report the airline executives accordingly...” (Samat Phum-On, Personal communication, May 6, 2016)

“Our airline is ready at all time in plan, practice, training, and building up a connection. We can say that our plan in the crisis manual book has been updated every year and is ready to be used. We stimulate the plan 2 times a year and train our staff regularly. The content of the training is up to date and fits with the actual situation in airline business. Moreover, we plan on creating connection for effective information communication.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“We prepare for all situations that could happen either big or small. We have an ERP (Emergency Response Plan) required by the Civil Aviation for all airlines. We train our staff every year and join a big stimulation at Don Mueang every two year. We have a crisis manual book as guidance during crises. We prepare scenario of situations that could happen and prepare draft statement of each case such as flight delay or airplane slip out the run way.” (Moke Promma, Personal communication, May 26, 2016)

b) The Preparation of Plan for Social Media

“ Social media planning should not separate from the organization primary plan as they should be together. When I was a consultant for my client, though at first they only asked for a social media plan, I created the total plan

and they ended up used the total organization plan anyway. This is because some crises were not caused by social media, but people will post on social media anyway. What need to be done on top of that are social media monitoring and social listening tool. The organization also needs to prepare any requirements for the clear standard of the operation as crises happen very quickly, so the organization should have the set up plan which determines who will be in charge of each case and what the responsibility is. The organization should also sort order of importance of situation which one is green, red, yellow, and orange. This is to help with the perception of staff in the organization to help with the crisis. Color codes of each organization are different though they are in the same business type because the sensitivity of each organization is also different. Some organizations have experienced negative information in a certain thing, so they will concern on that topic specifically. Organizations have different part of historical [sic]. Also, topics that prioritized by the executives will be more important than others. Moreover, the organization must emphasize the importance of the perceptual speed of the situation for the entire organization by not letting only marketing and customer service teams dealing with the problems. Sometime it took up to three days for other departments to acknowledge and deal with the issue which was quite too late to solve the problem. So everyone needs to be on board and organize the importance of situations equally the same. If there is any situation does not get same attention from some departments, there should be a debate for an agreement. With the same understanding, they will only take up to three hours to solve the crisis. They will not ignore or pay attention to the problem anymore, so having same understanding within the organization is needed to be prepared before hand” (Kunchalee Sumlee, Personal communication, May 5, 2017)

“Social media plan is substituted in the digital plan as they are the same. The plan includes Preventive, Proactive, and Reactive. Preventive is to prevent a problem before it turns to be a crisis. Everything that is related to communication and we can prevent, we need to notify it. We need to prepare the information. Reactive is a service, for example, our customer has a problem and calls 1234, our duty is to reactive the call and Customer Service will answer the questions. Besides, the Customer Service, we need to solve the problems for the customer and create a good relationship with customers, this is also reactive. Next is proactive; we

need to jump at the customers. This is an aggressive strategy, for example, our customers posted complain on social media, we need to get to the customer and use private engagement which showing them that we can help, service, and take care of them at all time” (Chinsin Klungthong, Personal communication, May 7, 2017)

c) Communication Connection Preparation

“...Building up a connection is the airline vision. We focus on connecting with internal and external groups of the organization even before the crisis event as the airline cannot manage the crisis alone. We need help from public and alliance. This will help us manage the problem and control the damage faster. We join seminar, train or help other departments as this is a connection building” (Samat Phum-On, Personal communication, May 6, 2016)

“... to be prepare for the crisis, we emphasize building up connection with groups of people that love Thai Airways. These groups have been supporting Thai Airways and are called Community Online. The groups consist of an Influencer group, a blog group, and fans group. An Influencer group is well known on online and can influence the online users. The users believe on what this group of people says such as Khun C Chatpawee Trichatchavan, the IT princess and bloggers that have many followers such as Khun Arkom Suwankanta, a writer at OK Nations or online journalists, and website airlines week. And the last group is an Advocate fan of Thai Airways. This group was selected from all fans page by monitoring their frequently actions such as liking and sharing Thai Airways posts. This group admires and follows Thai Airways and we always invite them to join our activities such as attending Thai Airways model plane or visiting Thai Airways kitchen, cooking and workshop, taking pictures of 787 airplane. We also have thank you parties for online media and bloggers. We always invite them to join our activities as well and this helps with building up connection. The most important reason of inviting them to join our activities is to show them what Thai Airways is like, so they can understand our business and if they need to correct any information for us, they will have the correct information to use not just make-up info.” (Boonleard Nuanlaor, Personal communication, June 3, 2016)

“ In online communication, an influencer group is very important. We need to have a list of online influencers the list is long enough, so they

can help us. In the past, PR would talk to journalists, but now PR talks to the influencers instead. Most of my contact lists are online influencers and when I have problems, I just call them. This is a value of digital PR. You can call for help and they can post or unposted for you....” (Chinsin Klungthong, Personal communication, May 7, 2017)

d) Communication Tools Preparation

“We prepare ourselves for crises all the time, for example everyone from the Organization Communication department have journalists list on their laptops, in case there is an urgent situation, we can communicate with them. Our staffs also have news templates of main events that could happen such as shutting down the airport, accident, flood or airplane slip off the runway. Everyone in the department has these tools and be ready any situation and they do not need to come to the office to find the information” (Thasorn Taksinapan, Personal communication, May 31, 2016)

(2) Staff Training

The related results of the study among the interviewees showed that there were crisis management trainings of staffs both domestic and oversea, as well as workshops and academic training.

“Our airlines provides trainings to staffs who are in Thailand and other countries with Classroom Training and Computer Based Training (CBT). We partner with Star Alliance, so our staffs can join the training as long as they can log in to the system. After completing the training, they will receive a certificate. Some training the Emergency and Crisis Management department provides to the station heads such as crisis management, communication, laws and rules and we will evaluate the training after that.” (Samat Phum-On, Personal communication, May 6, 2016)

“the airline has been setting up crisis training many times such as there are at least twice a year in the organization communication department. We include many departments to the training because we want them to learn variety of techniques that can be applied to help the organization. And the upcoming plan for the training, the airline will train Station Head of each province to help them understand crises, crisis operation, and effective communication by inviting the experts and PR staff to share their experiences as well. The station heads then will be able to manage

the crisis in their area; this will help to control the situation from spreading. Besides, training staff, the executives also need the training such as communication training on how to communicate when there is a crisis by stimulating the training like a real situation with pressure as same as the staff training...” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“...We have training every year with high level of related topics in both workshop and academic training such as what we need to do during the real crisis? Which communication channel? We have an online topic training, an announcement writing training, giving interviews of the executives training, as well as, how to pick a place for an outside news conference.” (Moke Promma, Personal communication, May 26, 2016)

The airlines also trained their staff on social media as they wanted them to be able to understand digital communication.

“...New staffs will receive a training of how to communicate on both normal and abnormal situations such as in a normal situation taking pictures in a pilot room is prohibited or staff cannot sit on the engine. If these pictures were posted online and public, it will affect the airline security. While during the abnormal situation, the staffs should not share their comments, this protects the spreading of the situation...” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“...the airline emphasizes the importance of social media by having the media usage sheet to remind our staffs such as not using social media while they are working, the prohibition of not posting any crises’ pictures on their personal accounts, this one of our policies. Any staffs who force the policy will be punished. In the past crises, there were no pictures posted by our staff as they did not want to force the policy.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

“the organization training on understanding Social media must have for everyone from the top to junior level as social media crisis actually happens more often within the organization not outside, so this needs to be protected. In the organization there are staff who direct and indirect to the digital, so we need to let the staffs know that it is important and how each department relates to crises and it is not just one particular team. For an easy example, many people mistaken on how accounting would be involved with the crisis, actually it is but they just don’t know.

So we need to explain for the better understanding...” (Chinsin Klungthong, Personal communication, May 7, 2017)

(3) Plan Stimulation

The related results of the study among the participants of the executives and staff of the 3 airlines said that their organizations conducted the drills before the actual crisis.

“...The International Civil Aviation Organization asks for the drills and report the result, record, and comments on the result to them...” (Samat Phum-On, Personal communication, May 6, 2016)

“...the airline always conducts drills to get ready for crisis. We will do it within the Organization Communication department first, and then we will do it with the airport too. The drill will follow steps like we are facing the real situation. The set up situations will be rotated to what people are interested in such as a bomb drill, the airline will partner with Don Mueang Airport on the steps of threatening and how to manage the plane, communication, press conference. Every drill, the executives will take turn to participate as well... (Natthawut Jitarthan, Personal communication, May 13, 2016)

“We conduct the drills twice a year at Don Mueang airport such as a bomb drill, plane fire drill. Air Asia attends the drill and sponsors an airplane to use in the drill...” (Moke Promma, Personal communication, May 26, 2016)

“We conduct drills twice a year. The airline has Don Mueang head quarter and Suvarnbhumi as our operation centers. When there is a situation, we cannot work at Don Mueang, so we will move to Suvarnbhumi branch as we have an operation center there to stand by as well. For staff, they will conduct Crisis Management Team drill two times a year. This is to gain skills in crisis situation. An example of the set up situations is an airplane slip of the runway at Suvarnbhumi airport and needs fire trucks to the airport. We will communicate via our system and the situation will be monitored. . .” (Thasorn Taksinapan, Personal communication, May 31, 2016)

(4) Forming up a Crisis Operation Committee

The related results of the study among the participants, the executives and staff of the 3 airlines, shared that they had a crisis operation committee

set up before as to get ready before the actual crises. The committee consisted of many people from different departments who had ability to manage the crisis. The operation would be worked on when the crisis plan activated only.

“The airline set up Crisis Management Committee to manage the crisis. The committee consists of the Managing Director, the president of the committee. The members are Exclusive Vice Presidents, PR department, and the Vice President Aviation Safety, Security and Standards. They are permanent members and other members will be added later depends on each situation. the Vice President Aviation Safety, Security and standards will make the decision on the adding members. The airline believes in one fit all strategy, so we only have one committee for this as this team will be a team to manage all kind of crises.” (Samat Phum-On, Personal communication, May 6, 2016)

“We set up the committee by having a director and 2 managers. The managers will take turn as a head of each shift. The list of the members and contact information is housed in the center system, so they can be used right away. This information is up to date and ready to be used. The most important is everyone in the team is standing by and ready to work anytime. This is in our Thai Airways blood.” (Boonleard Nuanlaor, Personal communication, June 3, 2016)

“We have a Line group and the team stand by at all time to communicate via this group. We have a meeting and discussion via this Line group during crises. It is a formal group, no personal pictures or small talks, anything that is not work related and not important will not be on this group. The members of the group will not turn off their phones, so the members can be reached out at all time. The leader of each team and an assistant that are important to the crisis management will take turn to do the work in case one or the other cannot be reached out. The group consists of the fellow departments; Flight Operation, Ground Support, Airline Crew, Engineer, PR, Pilot, Business Development, and Law. Every department has an important role to manage the crises, while the communication department has well prepared and determined the team and roles of the members to manage the crises. For example, a member who has connection with journalists serves as a media management staff, a staff who has foreign languages skills is in charge of contacting international media, a staff who has writing skills is in charge of news writing, a staff

who is good at data searching will monitoring data and information, or a member who is calm and control him/her self very well will normally on scene when the actual crisis happen. Every member is ready to work on their roles and if there is someone cannot serve their role, everyone on the team will be able to work on that role as well.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“To set up an operation team, it depends on the level of the crisis. If the crisis is minor such as flights delayed, the involved teams will handle that problem. If the crisis is more serious and need ERP, many departments will be involved, as well as, the Communication team.” (Moke Promma, Personal communication, May 26, 2016)

“Bangkok Airways has a system called CMT or Crisis Management Team. This team was set up to operate crises. When the crisis occurs, Crisis Team Director will activate the plan and each plan will cover each type of crisis such as a bomb threat, an emergency on the airplane, accidents, flood, shutting down airport, and branding problem. After the plan is activated, the 5 sections of the CMT will be operated right away as the roles have been issued. The 5 sections are Crisis Planning, Crisis Logistics, Crisis Operations, Crisis Finance & Administration, and Crisis Communication” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The experts in crisis communication had set up a social media operation team before hand as well.

“ Setting up an operation team for social media should be done during the crisis. The organization clearly divides roles and responsibility beforehand. If the first staff cannot operate the problem, the second staff will be in charge. Staff information like email address, home address, Line ID, home phone number need to be housed in the system. If the crisis happens at 1 or 2 a.m. in the morning, the staffs need to be available. The staffs need to be fast as we don’t have time to think, so everything needs to be prepared in order from 1234 ” (Kunchalee Sumlee, Personal communication, May 5, 2017)

“Setting up an operation team for social media does not need to be complex if people in the organization understand the flow of digital. Then everyone will be able to serve digital the way it is. So the organization does not need many people from digital area, but it needs a controller who understands how the

organization transforms.” (Chinsin Klungthong, Personal communication, May 7, 2017)

(5) Warning Signs Testing

The related results of the study among the participants found that the airlines regular checked up their warning signs both internal and external the organizations.

“One of the airline crisis management tactics called Reduction which is data and signs searching before this develop to a crisis. This is like finding a smoke before it turns to be a fire. Crisis Management Operation Center is in charge of monitoring data and information to always find warning signs from both internal and external organization.” (Samat Phum-On, Personal communication, May 6, 2016)

“...In the organization we have Culture team which is in charge of staff activities. This team knows staff and their information very well as the team is automatically monitoring the situation in the organization at the same time. For the airplane crew, we have up to a thousand of them, so they are grouped into houses. Members of each house will take each other and will report a leader if there is something wrong within the house, then the leader will pass the information onto the center management, for example, if a crew posted a negative comment and affects the airline, other crew will monitor and keep their eyes and ears on that.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

The warning signs of external organization, especially the data checkup from social media were necessary for airlines and organizations in the digital communication period. The airlines had a team that was in charge of this matter.

“ We have a data collecting system from San Roo. Thai Airways bought this system and input searching keywords such as Thai Airways is bad; when the system found this sentence, it will collect posts and comments to us. We have a strategy to look at websites that significantly influence on the web users such as Thai Rath website, Manager Website, and other outstanding websites. Each week, we have data from online that related to Thai Airways including how many percentage of positive, neutral, and negative feedbacks.. . ” (Boonleard Nuanlaor, Personal communication, June 5, 2016)

“...For the external organization, we have Social Media monitoring online data 24 hours a day. We will be notified at all time, especially the negative feedbacks, hot topics, or posts that are shared many times. Though we are monitoring data at all time, it is hard for airline business to foresee crises as they always occur promptly without warning signs such as passengers do not satisfy in the service, flights delayed or a plane slip out of runway. So, more important than checkup the warning signs are to prepare and handle the problem and have plans to support the situation,” (Moke Promma, Personal communication, May 26, 2016)

“Watching for the signs by monitoring data and this is in charged by our Social Media team. The company utilizes Monitor Social Media; this system will alert the team when the airline is negatively mentioned on online. We will put the situations in order by grouping them into 3 colors which are green, orange, and red. When it is orange, we can manage the within the organization. If it is green, this means everything is normal as it combining with both good and bad feedbacks, so we can let this go. For red color, we need to manage the situation” (Thasorn Taksinapan, Personal communication, May 31, 2016)

“ We use social Listening or motoring to help track record of the information expanding. For example, today 200 internet users share a topic online, tomorrow 30,000 users will share the same topic and we can assume that the topic is important. Without, the tool we cannot figure out the in-depth information of the 30.000 internet users like the date they share the topic as we cannot track historical data, on the other hand, the listening tool help us tracking the information. With that we can closely monitor the big topics to see if people are interested in the topic more or less or they move on to something else which means this topic is over. The tool helps to estimate the topic and understand the expanding of message” (Kunchalee Sumlee, Personal communication, May 5, 2017)

“ Social listening usage is necessary in digital communication. Social listening and Online Reputation Management are the same. A person who monitor data need to analyze the data flow and be able to predict on what is coming up, will it affect the organization and how?” (Chinsin Klungthong, Personal communication, May 7, 2017)

(6) Hiring a Crisis Consultant

The non-related result of the study among the participants is about hiring a crisis consultant as only Bangkok Airways had hired the consultant before.

“We have experts who are from oversea and had experience in fire fighter and international crisis management program to help writing a crisis manual of the airline.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

Thai Airways and Air Asia did not hire the crisis consultant.

“ Thai Airways does not hire any crisis consultants though there were couple companies offered themselves to help Emergency Response Service Providers. They would help us during the crisis and train our staff at the post. After looking into it, we thought it was expensive and most importantly, the roles would overlap with the Emergency and Crisis Management department, we don’t need to hire other parties for this.” (Samat Phum-On, Personal communication, May 6, 2016)

“We don’t hire a crisis consultant but we always ask for advice from experts from different area by consulting with them on the area of their expertise as we don’t believe that an expert would know all area.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

2) The Operation during the Crisis Event

The results of the study from the interviews on the operation during the crisis event are shown below.

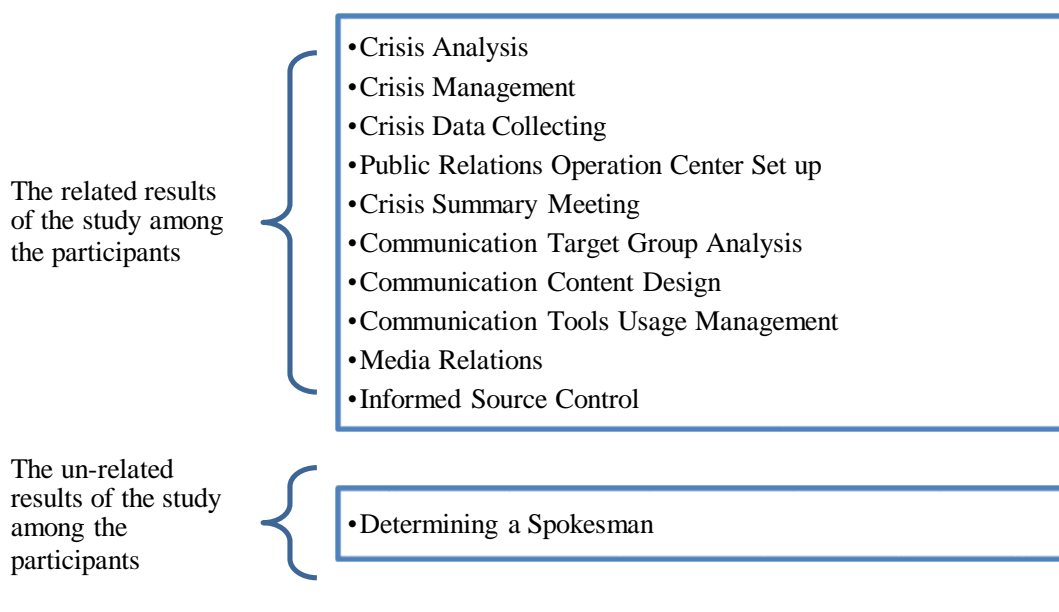


Figure 4.7 The Related and Un-related Results of the Study among the Participants

Here are the Results of the Study in Details

(1) Crisis Analysis

The related results of the study among the participants showed that the airlines frequently analyzed crises to take the information and manage it in the next steps.

“ When the crisis occurs, the Vice President Aviation Safety, Security and Standards as a Crisis Management Committee will analyze the situation and consider the level of the situation, so the team can appropriately apply the plan to the situation” (Samat Phum-On, Personal communication, May 6, 2016)

“ We analyze the crisis every time when it happens as to find a solution for the next steps. There are two steps of the analysis, the first step is when the crisis occurs and the second analysis is when the crisis is over. The process starts from crisis is notified to the Line group and the members of the group will help to analyze, solve the problems, and work on their roles right away.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“ There is always an analysis on crisis. If it is a serious crisis, the Emergency Response Plan will be used, this leads to many staffs from many

departments will be involved. If it is a minor crisis such as social media topic, we have the source and information of the poster; it depends on how we will correct the issue” (Moke Promma, Personal communication, May 26, 2016)

“ CMT analyzes and evaluate the crisis hourly to find the best solution to solve the problem by trying to have the least impact to passengers and our company. The team will stand by to handle the problem 24 hours a day. For example, recently, there was a smoke problem in the south and Malaysia, so the planes could not land and take off from Koh Samui. More than 1,000 passengers grounded. From the analysis and evaluation of this crisis, the airline transferred the passengers by ferry boat to Surathani to fly out from there instead. We provided new counters and staffs to work there for more effective communication, as well as, provided hotel for the passengers who needed to wait for flights. We had to analyze the situation per hour or even per minute.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

Online crisis management also analyzed the situations by collecting data and analyzes the fire starter first. One of the analysis steps was grouping situation into 4 colors which were green, yellow, orange, and red. Each color would identify role and responsibility of each team.

“ . . . To manage an online crisis, the first step is listening to the situation and analyzing the data. For example, who is the fire starter? Is there a hidden agenda? We need to analyze who the person is?” (Chinsin Klungthong, Personal communication, May 7, 2017)

“We analyze the situations by grouping them into colors which are green, yellow, orange, and red. Green means a normal case, yellow is a typically complaint we can manage by the regular process, red means a crisis and need to be fixed, and orange is not a crisis but needs attention as it can be developed to a crisis, so it needs to be monitored. If it was analyzed as orange, the steps of management will tell the team on how to handle the situation, what PR department needs to do or what operation department needs to do as they will work together. For example, the operation will work on finding fact about the situation and PR team will work on that information, and then they will analyze the situation again. Within the same department, each staff will work on their own roles, one staff acts as media relations, a different one draft message or a monitor observer. Moreover, within the color of

crisis, the level of decision maker is different. For example, in red situation, Country Manager or Head of Manager or CEO will make the decision. An orange situation, BU will make the decision. This will depend on organizations and their style of operation.” (Kunchalee Sumlee, Personal communication, May 5, 2017)

(2) Crisis Management

The related results of the study among the participants showed that the airlines managed crises that needed crisis plan and social media crisis.

High impact crisis management needs a plan and a team. The team consists of staffs from the organization to operate the plan.

“ . . . This management is in second stage within step 3 called Reaction. To follow the plan when we face the crisis, Crisis Management Operation Center, a center that closely monitor the airline data and control the standard of the operation and correction to reduce risks that may happen. The center will collect data of the information and present to Crisis Management Committee to consider and make decision on the management. Then, the Crisis Management Committee will pass along the decision to the operation team. Moreover, we have the Family Assistance Support Team. This team was trained to help in crisis by contacting and helping family and relative of the passengers who are injured or dead” (Samat Phum-On, Personal communication, May 6, 2016)

“The crisis will be notified via the Line group. The Operation team in Line group consists of four needed teams for the crisis management which are 1 . Flight Operation; any situation that related to airplanes the team will know first because the pilot will notify the team and then the team will alert the Lind group about the situation by giving brief information such as what is happening? What is the flight? Where does it happen? 2 . Ground Support team; this team is in charge of the airport area. 3 . Crew team, they witness the situation, so they can report the group faster than others. 4 . Engineer team, when airplanes have technique issues, this team needs to confirm on date and time of the fixed date. There are other four important teams which are 1 . PR team; this team is in charge of communication and media, 2.Pilot, 3. Business Development, this team works with CAAT and, 4. Law. So, there are total of 8 teams and 16 people as each team has 2 people; head of the team and the assistant. Every team will help each other and make decision for one another as they

are the heads of the teams' not just regular staff. After the decision has been made, PR will report serious cases to the executives while small cases, the executive will let the teams make the decision by themselves. If the journalists need to be notified, PR will send the data via Line to the executives to recheck the information, and then will send the data to the journalists via Line as well. The amount of time on working to send news is about fifteen minutes through Line as a primary tool and if the team wants to rush the response, they will call the journalist instead. . . ." (Natthawut Jitarthan, Personal communication, May 13, 2016)

"...The steps of the management are getting data such as from the scene, and then there will be a meeting for more information and to find the fact of the situation. If the team needs to evaluate the situation, witnesses are needed such as camera. If there is no evidence available at the time, the team may need to contact government officers to help with the data. Normally, if there is an individual crisis such as a delayed flight or lost luggage, the airline will contact the passenger to ask about the situation and find a solution by paying back. In the small cases like this, we do not have a plan to support, but we will look at the case itself and consider it as it is. For big cases, the airline will announce and use the Emergency Response Plan to follow the steps. For the communication management, we need to make the tone of the news from serious to softer" (Moke Promma, Personal communication, May 26, 2016)

"Crisis management is in charged by Crisis Management Team and the management is divided into 5 sections which are Crisis Planning, Crisis Logistics, Crisis Operations, Crisis Finance & Administration and Crisis Communication. After the plan is activated by the Crisis Team Director, Crisis Planning team will determine roles of each section, for example, Crisis Logistics is in charge of transportation when the airport is shut down and the passengers needs to be transferred to a new airport. Crisis Operations will be on site with the passengers and their family. Crisis Finance & Administration is in charge of money and budget by giving it to each team to use in the management. And Crisis Communication is in charge of communication, news presentation, online and off line media management. This team has a computer system called CMT. When the crisis happened, the team will receive SMS with notification that the crisis plan is activated, everyone will then start to work on their roles. They

can log in to frequently update the situation. There are announcement forms that can be modified and can be sent to both internal and external organization. Moreover, we own a system that can rapidly shares news to journalists who listed on the system and not too many airlines have this same system. For the communication part, the team will need to make a statement within 30 minutes after the crisis occurred as if it later than that, the journalists will find the information from other sources and this will lead to incorrect information and confusion. We will follow and evaluate media and public feedback during the crisis event at all time by using our Check List. This is to prevent any forgetful or nervousness from not covering all activities that need to be worked on. At the last evaluation, the Check List will be looked at again to find out mistakes.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

Social media crisis management in airline did not use the crisis plan but directly contacted to the affected person to stop the spreading negative feedback to a greater area on online.

“...To manage online negative posts to the airline, we manage it in two different ways. The first one is if the complaint is sent directly to our complaint system, we will proceed it by following the set up steps; on the other hand, if the complaint was post on Facebook or in Pantip website, the airline may not be able to solve the problems for all cases as this will value the off steps by not following the steps we provide. We will consider case by case to see on how to fix the issue but mostly we would contact the passengers directly. Some cases, we don't notify the public on how we correct the problem, talking directly to the passengers is better.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“In minor crises such as from online social, the Customer Relations team is in charge of it by searching for data of the situation. After getting enough information, the team will get back to the victim or media. One thing that will not be done is answering question without any information or agree to do things when we are not sure if the action can be made. For example, the airline will find the solution within 2 hours as if the airline cannot accommodate that public will give negative feedback on us, the similar case like this has happened before...” (Moke Promma, Personal communication, May 26, 2016)

“...When we experience negative posts on online media, we prefer to talk to them in person than on social media and try to stop the issue right away. We can make the situation better by working promptly on it such as when the journalists need information, we will accommodate that right away, so they will not need to find the information from somewhere else that may cause confusion.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

Thai Airways utilized an online influencer’s connection to help with online crisis management.

“When we found negative feedback about the airline by monitoring the online posts, we will not response to all posts, but we will response the situation on Thai Airways media channels such as Facebook by utilizing as advocate group who support the airline and online influencers share links of the response on how the airline solves the issues on Facebook. The Advocate group who supports the airline will correct the negative feedback to positive feedback. Besides sharing the links, they post positive events of the airline to object the negative feedback. Normally, no one seems to argue with the negative post; however, in reality people may disagree with the post. We ask this group to share the opposite opinion and later this negative feedback may change to a positive one. In the case of posting fake information about the airline, the advocate group will monitor that data for us as well...” (Boonleard Nuanlaor, Personal communication, June 5, 2016)

The social media crisis experts shared the process of crisis management which included Preventive, Proactive, and Reactive. Theses 3 components needed to be worked on at the same time by adding the 3 steps of online media communication management which listen analyzing, communication, and evaluation.

“ The steps of crisis management are Preventive, Proactive, and Reactive and these steps need to be flown together. Preventive; in the communication process, we need to prevent everything from crises such as bad language in the content. Reactive means service especially when our customers have problems; we need to provide the customer service as the platform in social media will change to customer service more. So, customer service will connect directly to digital communication as the customers will need service through digital. Proactive means

reaching out to customers. For example, when we receive negative feedback, we will talk to customers right away. We open to listen to the problems via our page, so they know that we can help them. There are 3 steps of online communication management. The first one is listening analysis by listening to the crisis and the fire starter, and then data analyzing. The second step is communication by applying communication style to the audiences as we cannot communicate to everyone with the same style. Some cases don't need communication or sometime personal engagement works better. The third step is an evaluation, we need to evaluate the situation on its position to see if it is almost over or it still continue to grow. So, the flowchart of crisis management will tell us on what need to be done. At the evaluation stage, we need to check 2 things which are listening analysis and communicate, then back to the evaluation. We will keep checking this until the situation calming down, and then will be the twist which means the situation is over. Twist cannot be too soon or too late as this will show that we made a mistake during the evaluation. If we think the situation is over but actually it is not, this means we twist too soon and this will create a new crisis. Some time we try to fix the problem but it makes the story even worst. Crisis has a bouncing moment; the situation is almost over but a new topic bounce the crisis back. We need to end the crisis as soon as possible. The node and voice spread needs to limit node and bounce. We need to control the tone of the content. We do not need to say everything we know." (Chinsin Klungthong, Personal communication, May 7, 2017)

Moreover, the experts emphasized the importance of communication and the organization should not be silence as media may assume the negativity. This included hourly data monitoring.

"The operation team will find the fact of the situation while PR is monitoring data by paying attention on some abnormal signs such as reaction of how people pick up the topic or are they interested in the topic or not. While the operation team may need time to find the fact, PR needs to talk to the organization on how to response as the team cannot leave the situation by not responding. Moreover, if the crisis will be picked up by media, Media Relations team needs to take action by calling to lobby the media to not publish the crisis yet as we are working on it and we will have a press release tomorrow. By talking to the journalists will help the organization from being attack. During the monitoring, we have to see if any

influencers pick up the topic. Is the topic spreading out? PR team needs to prepare questions and answers that can be asked by journalists and social media. Lastly, we need to work on the statement on when to release it or should we release it or not? If we will what kind of the statement will be? If the crisis is minor, the press release may not need as we don't want to emphasize the issue to public. We have to think carefully as we may handle the situation by answering the questions via social media and don't need to post on the wall of our page. We need to discuss response strategy on sending messages or press conference. The next part is monitoring the data hourly. We look at the spreading of the topic as if it spread a lot means people are interested in the topic and the press release may not enough and may need a press conference. On the other hand, the topic that is starting to be quiet, we don't need to do anything else as it may make it come back. The monitoring helps us predict the right directions. Next is discussion to see if the situation needs crisis recovery or not. Is it a serious crisis and need to recovery? If it needs the recovery, what is the standard? Communication step may not the only problem, an operation step may cause problem, so the recovery will be made such as product recall or product savage to gain the credibility" (Kunchalee Sumlee, Personal communication, May 5, 2017)

(3) Crisis Data Collecting

The related results of the study among the participants showed the airlines had crisis data collecting.

"When the crisis occurred, the important step is to finding data by the Crisis Management Operation Center. The center will collect all related information of the crisis as a data, One Stop Service and will report to the Crisis Management Committee to consider for the management" (Samat Phum-On, Personal communication, May 6, 2016)

" The data collecting during this time period is more serious by utilizing data searching system from online that mentioned about Thai Airways by looking at online channels and pages. The members of Line group will frequently share links of the information via Internal Line Communication. Social media team, PR team, and marketing team also have a Line group called Communication Line" (Boonleard Nuanlaor, Personal communication, June 5, 2016)

“We have data collecting for two parts, the first one is during the operation step such as the order of the crisis and this needs to report to the related departments by following the data notification time schedule. The second one is data collecting during the communication step. For example, what is the crisis? What is the executive announcement? When is date and time of news release? And monitor the trend of the data that already presented. If the trend is negative, the team needs to figure out how to fix it.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

The crisis communication management experts in online social media emphasized the importance of the frequently data evaluation among online influencers and fire starter groups.

“We monitor data hourly. With a serious case, we will monitor 5 times a day just to make sure. We monitor online feedback by checking the influencers and their activities on telling news. Such as what is Drama-addict page attacking and check the topic spreading? Which topic that people are interested in? How big of the spreading? If the spreading is big means many people are interested in it and this will help us on how to tackle the issue. The monitoring helps us moving to the right direction” (Kunchalee Sumlee, Personal communication, May 5, 2017)

“...This is part of the first step, listening by checking the stage of the situation, especially, listen to the fire starter and analyze them to see if there is any hidden agenda” (Chinsin Klungthong, Personal communication, May 7, 2017)

(4) Public Relation Operation Center Set Up

The related results of the study among the participants showed that the airline set up public relation operation center when the crisis plan activated only.

“The airline set up Crisis Management Operation Center, center that work on public relations communication as one stop service. The center can answer all questions about the crisis.” (Samat Phum-On, Personal communication, May 6, 2016)

“When the crisis occurs, the airline office will use a room for the crisis management center. This is a special room as it will not be used for other purpose. The room is next to the CEO’s room and has management tool and equipment such as TV for monitoring data and news from TV programs and other

communication tools. The team members who have role and responsibility will use the room for meetings right away.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“The crisis that need the plan to be activated, will have a public relation operation center.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

(5) Crisis Summary Meeting

The related results of the study among the participants showed that the airline always had crisis conclusion meeting.

“We always have a summary meeting, especially during the peak of the crisis we have a Morning Brief meeting every day, For example, the late politic crisis, we had the meeting every day at the Crisis Management Operation Center as the incorrect data was presented to public by media, so the team needed to meet every day to find a solution and use in decision making to quickly solve the problem.” (Samat Phum-On, Personal communication, May 6, 2016)

“The airline emphasized the importance of the summary meeting among the internal and the external target groups at all time. This protects the airline from having communication problem and misunderstanding as the airline is trying our best to be clear and without any doubt which leads to effective management.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“For most minor crises, we will directly clarify with the victims. On the other hand, the serious crises such as plane crash may need time up to weeks or months, so we need to have a report to officially clarify and periodically or daily as the numbers can be updated all the time as real time update such as numbers of people who got injured, death, or number of people who admitted at the hospitals. We have forms ready for the clarification such as data collecting from the victims.” (Moke Promma, Personal communication, May 26, 2016)

“We always have meetings for the Crisis Management Team to clarify and summarize the situation” (Thasorn Taksinapan, Personal communication, May 31, 2016)

(6) Communication Target Groups Analysis

The related results of the study among the participants showed that the airlines determined the communication target groups and each group had different content of data.

“...We determine target groups of the communication every time before releasing any information. Each target group may receive different data by considering the appropriate data to each group and each crisis.” (Samat Phum-On, Personal communication, May 6, 2016)

“The airline determines target group of the communication. First thing, we need to know what is the message and who are we talking to? How to deliver the message? If we want to communicate to the media, we need to know their needs. What the basic information that each group should know? PR team is in charge of the communication to these groups. To communicate to passengers, PR will pass the information along to the Customer Relations and then the team will contact the passengers as they know the passengers really well. Role and responsibility is clearly divided per the teams' expertise; at the same time, the teams always meet for updates...” (Natthawut Jitarthan, Personal communication, May 13, 2016)

Air Asia and Bangkok Airways mostly communicated to the first target group which were a group that affected by the crisis and media group.

“...In a crisis like plane crash, the target group that needs to be contacted is the first group, family and relatives of injured or death victims. The airline should communicate to internal group before communicating to the external group such as journalists. If we don't effectively communicate to the internal group, this may cause mistakes, misunderstanding and more issues.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“We determine target groups of the communication by focusing on the affected group of people first as this helps to control the problem. This group needs to be contacted by the airline first not media. If we wait until media reach out to them first, they may have doubt on us and think why we do not contact them, why we communicate through media. We need to communicate directly to the affected group by providing information and help. This group is very important, so the well communication management is needed. This also helps stop the spreading of the

problem and word of mouth in online communication. Moreover, we need to proactively communicate with the media group that related to the airline business. We need to show them that we are on it and working through the issue. Working with the journalists helps to stop the spreading of negative feedback as receiving data directly from the airline will stop confusion instead of getting the data from other sources. The press does not release all news to public as they know it is such a small issue and does not need to follow up as the airline will be able to well manage the problem. So they let the issue solve itself.” (Moke Promma, Personal communication, May 26, 2016)

“We determine the target groups of the communication. In the past, the airline would directly communicate or made an agreement with the affected passengers, but nowadays, we need to communicate to those who are not affected by the situation as well.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The experts in crisis communication management in online social media emphasized the importance of the communication to the online influencers, the fire starter, and the stakeholders. The experts also thought that the communication of target groups depended on cases and could not fix the certain target groups as it would depend on each case.

“It depends on the case, if you have 60 cases, you will manage 60 different ways. There are three social media management factors; node, spread, and voice. We need to understand the voice to be able to control the situation. When the voice is high, the situation will spread bigger and this starts to be a crisis. The important factors are voice and spread. As a digital PR, we need to cut down the spread or kill the spread as soon as possible. Node is important as it makes the spread and the node causes the fire starter and online influencers. We need to communicate to these groups. Especially the node as the influencers, we need to communicate to this group a lot. After the communication with the group, they should delete the posts to stop the spread. Some cases, we do not need to engage, especially we need to understand the node of the target groups. With someone that are non-sense, aggressive and rude, we should ignore this people, as well as, the drug addict or gambler. We do not need to engage these groups as there is no value on what they say. So the listening analysis is important and we need to hold the node and the voice. The main keys of crises are the node; it will tell us who said that and the voice; what one said. So, what

cause the crisis are the voice and the node but not the spread. When you are facing the crisis, catch the node and the voice at the same time and as soon as possible.” (Chinsin Klungthong, Personal communication, May 7, 2017)

“First thing during the crisis event, we need to verify the size of the target groups. Is it big or small? And we need to manage them together. The second target group is a stakeholder mapping, this includes staff or supply chain, distribution, and customers. We need to prioritize the target groups, for example, hazardous material in the product. We need to recall the product but it is not that easy as we need to work with the distribution and retails first as they need to stock the product. We need to list the order of the groups that need to be communicated to; this could be customers, staff, distributors or others. Some cases, the external partners are involved such as Sor Kor Bor, we may need to notify them first. Again, it depends on cases and the organization just need to prioritize the order of the groups.” (Kunchalee Sumlee, Personal communication, May 5, 2017)

(7) Communication Content Design

The related results of the study among the participants showed the airlines controlled the content for the crisis communication by following situations. The content of data was drafted and would be added for completeness depended on each situation before it was released.

“We draft the content of the statement first by dividing into cases such as epidemic disease like Ebola or SARS case with its information type. When the crisis occurs, we add and adjust more information to the draft and make it appropriately fit to the situation. The released statement need to include credible sources, for example, a statement of the epidemic must include the information from Ministry of Public Health or Nutrition Center. The statement is prepared by the Crisis Management Operation Center and Public Relations team. The center will research and check for accurate information and the Public Relation department shares the information with the press in the appropriate patterns. Moreover, the airline applies manual book of International Air Transport Association to the statement.” (Samat Phum-On, Personal communication, May 6, 2016)

“The airline prepares the statement before hand by dividing into cases such as plane crash or a delayed flight. When the actual crisis happens, the team

will complete the information and adjust it to fit with the type of the crisis. The airline keeps the late statements and the past operation process and the information is housed in the company's crisis manual book and saved in file drives, so the staff can share the files, and everyone can work on it right away. After the crisis statement was written, it will be released in the PR Line group. By doing this, the staffs will have the same information and if they are asked by the journalists, they will response back with the same information as they cannot add their personal opinion into it and the message will be unity. When Air Asia from different countries faces crises, such as the Indonesian Air Asia Flight QZ 8501, every country received the message. The airline released the statements every day at the beginning as to confirm the situation, as well as, informed all target groups to acknowledge the situation. The airline showed the sincere and by doing this journalists could not gave negative feedback to the airline. With the appropriate communication, the target groups understood that it was an accident and could happen anytime. They were not nervous and had negative feedback toward the airline. At the same time, if the airline did not have clear communication and hid the data, this could ruin the airline reputation and creditibility.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“ We define the data regarding the crisis that will be in the announcement to public. When crises happen, the Organization Communication team prepares the statement or news within 30 minutes and present to the executives to approve right away as the team needs the data to be released as soon as possible. The important components of the content are a new flight schedule, food preparation detail and hotel as this will help the passengers from being worried by confirming that the airline can manage the problem. When the passengers feel better about the situation, they will not post negative feedback via online channels. With the new information, the airline needs to ensure that it is accurate and the mistake will not happen again as it will ruin the airline credibility” (Moke Promma, Personal communication, May 26, 2016)

“We prepared data before crises by setting it up as news templates for situations that may happen to the airline” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The experts in communication management in social media emphasized the importance of human sense on online media more and the content of the data depended on each situations.

“The content should be different per cases. Communicating in social media, we need to use human sense. To response in social media, we need to make the internet users feel like they are not reading the statement or press release from computer screen or paper. No one would read that. Using human sense in communication means do not use formal language as people will think we are a concrete wall. But we put human sense to the statement by relating ourselves to it such as we feel really sorry about what happen. If the crisis happens to our family, how would we feel? Writing it out and make people feel that we really care about them and we are trying to solve the problem. We may not find a solution now, but we are trying our best. Make them realize that we are here to help and will make sure that the same mistake will not happen again. People want to hear these messages. They want to see changes and not just listen to an apology from us.” (Kunchalee Sumlee, Personal communication, May 5, 2017)

“If we know styles of nod, voice, and spread, we will know how to communicate. It depends on the situation” (Chinsin Klunghong, Personal communication, May 7, 2017)

(8) Communication Tool Usage Management

The related results of the study among the participants showed the three airlines utilized communication tools to manage crises with external and internal groups by using offline and online media, especially social media.

“...For online media, we utilize social online and bloggers. Blogger is new and very interesting and it helps with PR marketing such as when the airline introduces new routes. They can represent the airline when we face crises as they influence on the target groups. PR team is in charge of maintaining relationship with the bloggers.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“The internal organization communication tools are e-mail and internal social system. While the fastest tools to communicate to the external and public are Facebook and Twitter. The communications tools that are used to connect with the journalists that involved in airline business are Line group and e-mail. When

the journalists urgently need data, we will send them via Line first, and then officially send an email one more time.” (Moke Promma, Personal communication, May 26, 2016)

“ . . . Online media that normally used during the regular time are Facebook, Instagram, and Twitter; however, when the airline faces crises, things will be changed. We will only keep the same Facebook account as it has many followers and has been using for a long time. Creating a new Facebook account may lose some followers and cannot communicate the situation promptly. We will have new Instagram and Twitter accounts to report the related data of the crisis only.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

“Thai Airways online media that used in marketing and crisis communication are Line, Facebook, Twitter, Instagram, YouTube, and Google Plus. We do not communicate crises information through Line as it is a one way communication and we cannot receive real time feedback from our passengers. Line is emphasizing on marketing communication by looking at customers’ needs. For example, we avoid including over load data because the customers may get bored and block our account and then the communication will be failed. We need to utilize techniques and tricks, so the customers will accept our data. We do not need to include a lot of information through Line, but focus on the importance and benefit to the customers such as campaign information. Facebook is a two-ways communication and it suits for sharing stories, knowledge of traveling of the airline, as well as, informing crises information. Twitter is utilized when we want to update information of the airline such flight cancellation due to heavy snow or turbulence. Thai Airways utilizes Twitter on giving crises or emergency updates more than other media because it is the fastest and can cover the receivers all over the world. Instagram is emphasizing the beauty of Thai Airways while YouTube is focusing on the organization general information to share VDOs of the company that can be shared online. Google Plus is a platform that is not well known yet; however, we need to have an account as it may be popular in the future and people can find Thai Airways appears on it at the moment. Our crisis communication mostly will utilize Twitter and Facebook as they are a two-way communication and help the airline receiving the customers’ opinion and feedback right away. At the same time, social media has its

disadvantages as we need to stop the customers to against the airline and causes dramatic issues after informing them the information. Sometimes we promote the airline promotion campaign but they used this post to get back to the company by being off topic such as “I traveled with you and you lost my bag, what should I do? Why did you let this happen?” We will not response back to that post, but will contact them directly instead. This led to an application called Talk with Thai; the application helps with traveling information and the problems. After receiving the information, we will solve the problem for the customers as soon as possible. If we need to look into more information in some cases including cases that happened in oversea, we may pass this along to customer relations because it might take time in problem solving and the team will work with the customers accordingly. We have a Line group for meetings within the organization called Internal Communication Line Network. The members of the group are head of departments who act as administrative of the departments. They will spread the data to their staff; the benefit of this communication is fast, however, the staffs tend to ignore good news but are more excited about bad news and shared it very quickly...” (Boonleard Nuanlaor, Personal communication, June 5, 2016)

Communication through SMS was also popular as it was more legit and does not need Wi-Fi internet.

“ The Crisis Management Operation Center has variety of communication tools such as Facebook and Line. Line is popular used during normal situation but not is not legitimate during crises. During the crisis, many Line users use Line at the same time and this causes networks to break . Line is also limited in some countries such as China, SMS is more legit as it is part of cell phone functions, it does not need internet and can connect the whole world. SMS will be more effective when combining with cell phone by sending the information through SMS and then confirm with the receivers by calling them gain to ensure that they receive the information. Within 30 minutes after the crisis, we must manage the communication. Moreover, communication o media and other target groups will be managed by the Public Relations team. The Crisis Management Operation Center will collect data and information and pass it along to the Public Relations team to use in the

communication plan accordingly.” (Samat Phum-On, Personal communication, May 6, 2016)

“We have CMT computer system communicate with the internal target group by sending SMS to alert the staff about crises. The staff can log into the system to update the situation at all time. . . .” (Thasorn Taksinapan, Personal communication, May 31, 2016)

Air Asia Airlines utilized mass media in communication during crises.

“... We utilize mass media, especially newspaper that involved in airline business which includes Economic and Communication journalists who are in charge of airlines and policy news, as well as, Economic from TV media. When the airline faces crises, they will release data about the crises...” (Natthawut Jitarthan, Personal communication, May 13, 2016)

The expert in communication management in social media utilized variety online media for its different functions.

“The used media has different functions such as website collects formal data of organizations. Some organization will take down or redirect their website when they are facing crises and posts clear announcement with key contact and update data periodically. Facebook and Twitter are similar as a data update station. Influencers are important because they can influence on other people thought. The organization alone may not be enough in communicating to people, so using the influencers as witnesses and utilizing their expertise convincing people to listen to the other side of the story. This will balance the voice. Final media is YouTube; it adds emotion to the story and shows that the organization is trying, so this fits well in the recovery stage. So, it is important to choose the right media. In different countries, they tend to stop writing a statement because people do not read them; on the other hand, they release VDO clips of CEO. These days, we do not have to wait for journalists to contact us as we can start the communication. Making the VDO clips of the executive is also good in term of it can be redone many times while giving live interview is harder to control.” (Kunchalee Sumlee, Personal communication, May 5, 2017)

Another expert applied Paid-Owned-Earned Media in social media communication management.

“...Type of media is Paid-Owned-Earned Media. We have to work hard on Own media as we need to be strong in our organization. Paid media, we need to monitor the media we paid for and if there are crises. Earned media; do not risk ourselves with this one as it is not our space. We may create a crisis which can't be controlled. We should let people run to us in the controlled environment, so we can control the situation. The management needs to be done case by case and does not need to stick with media. If the crisis caused by online, then let it be done in online space. Where it starts, let it finishes there such as the situation caused by Twitter, let it finishes the problem. As I mentioned Node, Voice, and Spread. For example, the crisis came from Twitter, do not spread somewhere else. Facebook is not the place for this crisis. If the crisis starts in Facebook, then let it be done in Facebook. It is very simple, except, the crisis has already spread everywhere.” (Chinsin Klungthong, Personal communication, May 7, 2017)

(9) Media Relations

The related results of the study among the participants showed the three airlines facilitated the media during the crisis and this arranged by the public relations team of the airlines.

“The airline facilitates the media when they are on duty during the crisis of the organization. The public relations department is in charge of helping them.” (Samat Phum-On, Personal communication, May 6, 2016)

“During the serious crisis, the airline will have media facilitation such as in a plane crash situation. The airline will partner with the airport and use the airport as a center.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“We facilitate the media by arranging a room for the journalists to work and the room will be using for news conference and sharing information.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

(10) A Spokesman Determining

The non-related results of the study among the participants showed Air Asia Airlines and Bangkok Airways had a spokesman for crises.

“CEO of the airline is a spoke person of the crises. The content of the data expresses regret on what happened and shows the responsibility, as well as, updates the process of management and will provide more information later on” (Moke Promma, Personal communication, May 26, 2016)

“The airline determines a spokesman and the person is the president of the company as the spokesman needs to be well known among public and creates credibility in the communication. The spoke person was titled before crises, as well as, a replacement in case the president cannot do the work.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

Thai Airways has not announced a spokesman.

“Recently, Thai Airways has not titled a spokesman during crises. The best spoke person is a person who is directly in charge of the situation. For example, if the crisis is about safety, the Vice President of Aviation Safety, Security and Standards is a spoke person. If the pilot strike, the Vice President in Operation or in some cases, CEO has to be. We need to consider this per situation and cases...” (Samat Phum-On, Personal communication, May 6, 2016)

(11) Informed Source Control

The related results of the study among the participants showed the three airlines paid attention to the forced news resources, especially with the staff or the organizations.

“The airline asks the staff to not give any information to the press in the exception of those who have direct responsibility. The problem we have seen recently is that the staff don’t understand what the appropriate way of giving information is. For example, posting information about the organization to their personal online accounts, they think it is okay to do so because they post on their personal space. But it is wrong because they are sharing the company information to the public. In the past, a person who released the news was one of the crew on that flight. Later on, the crew was warned as the action damaged the company reputation.” (Samat Phum-On, Personal communication, May 6, 2016)

“During crises, we communicate to staff and ask them to cooperate by being careful about sharing negative feedback and comments on online space. They are not allowed to give information to the press or act like news resource

because it can spread the problem even more.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“ Within the organization, our staff have realized that they cannot comment about crises of Air Asia, as well as, other airlines. This is part of the operation rules.” (Moke Promma, Bangkok, Interviewd May 26, 2016)

“The airline explains the operation rules to our staff in the Remind Staff work sheet. During the work operation, the staff cannot post any pictures that related to the crises via their personal accounts as this is part of the company rules to stop the spreading of the data. For the external forced news resources, we create relationship with journalists who involved to the crises. Having good relationship with the journalists can make the tone of news softer. Sometimes, the journalists help us by not publishing the news. Creating good relationship with the press is one of the forced new resources.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

(12) The Differences of the Crisis Operation in Digital Communication

The related results of the study among the participants showed the three airlines agreed on the difference of the operation, especially, the crisis operation in airline business has changed in the digital communication.

“...As everyone can be a data sender, the information spread very quickly. This includes data that has not been filtered, so it is hard to control and manage. It takes longer time to manage the information because we need to filter fact and non-fact to fine the truth. If organizations don't have an effective process to filter the information, they will make mistakes and slow the operation down, as well as, lose their credibility. Having connection outside the organization is a way to help the company to filter the information. We utilize the connection by asking for information while we cannot trust the information from online...” (Samat Phum-On, Personal communication, May 6, 2016)

“...If you ask me is it harder or not to manage? I have to say yes. Firstly, we need to understand Thai culture on using online social media. Thai tend to share negative issue, this includes staffs of organizations. Like what people always say ‘posing bad news is free while we need to pay a lot of money to post good news’. Changing Thai habit on posting is hard, so we need to pay attention on the posted

data. Any information that can cause long term impact and can turn to be crises, we need to fix it first. On the other hand, we choose to ignore data that will not impact the organization. Some data, the more we pay attention to, the worse it will be, instead of the data will be forgotten, it can take up to days to be over if we try to manage. Fixing issues that are from online needs tips and tricks. We need to have a plan and analyze how to manage it as it can be worse if we make a mistake. The importance of fixing the problem is directly talking to the posters within the controlled subject. Moreover, the organization needs to be cautious on not posting anything online that would cause the public to be upset...” (Boonleard Nuanlaor, Personal communication, June 5, 2016)

“In digital communication, online social media has ability to spread information very quickly, as well as, influence on the receivers’ opinion. The airline needs to adjust the management to response the change by acting, giving feedback, and communication faster. This is to control the news topic and the airline will get the most benefit accordingly. When facing with the crisis, we need to share the information and we should not hide it. These days we cannot hind and we need to be the first party that shows the information to public. The press utilizes online social media as their news resource and monitors news for the airline all the time. When the press finds out about the post, they will quickly reach out to PR team to find the solutions. So PR needs to be quick and calm but not nervous. The information will be flown to the team all the time so they should not turn off their cell phones, it needs to be on 24 hours. When got reached out by the press, they need to consider on the responses case by case. For example, the team will release a statement in serious cases but if it is not a serious topic, they will consider something else. We will not response to all topics from online social media. If we response to every topic, it will decrease the ability of the regular channel we prepared for the public to send the complaints” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“The Organization Communication department needs to be hundred times faster in preparing information than before. From spending a whole day in finding on what happen and releasing the information to the public, these days we need to release it within 30 minutes. It is more difficult these days to manage the issue as we need to communicate to people who are not involved in the situation but they

can spread out the problem, while in the past, we directly communicated to passengers or who were directly affected. It is difficult because the airline needs to manage two target groups who have different goals,” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The communication tools had also changed in digital communication and it impacted the operation of airlines.

“...It is very different when it comes to the communication tools. In the past, there was only a telephone that used for the communication. When there was a crisis, it took a long time to reach out to people and caused the delay in the crisis management. The bright side of it was everything was also slow including the organization and the press. It was easy to control the information. There are many communications tools now and it is easy and convenient to communicate...” (Samat Phum-On, Personal communication, May 6, 2016)

“There are differences in speed and difficulty. In the past, the only channel that provided the information was the Organization Communication team. The press needed to wait for the statement or press conference for the information. On the other hand, these days everyone has cell phones and can post pictures of the situation within a second to public...” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The communication experts in crisis management in social media presented three differences which were speed, transparency, and message controlled in digital communication.

“There are three differences of crises during social media. The first one is speed, this is the highest challenge. In the past we could wait 2-3 days before releasing press statement but we cannot do that now because people will not wait for us and everything is moving fast. In the past, we had time to find fact but we don't have that now though the hardest part of crisis management now is to find the fact. Sometimes, we cannot cover all the fact and we are not sure if the organization causes the crisis. Many times it is not clear or the fact can't be analyzed at the time because law is involved. Since there are many reasons that we cannot reveal the information and the public want to know, we have to think what we can share because if we keep silent, people will blame us too. This is why it is difficult. The second is

Transparency, this is hard as well. When we deliver the message, we do not communicate to people who faced the issue, but we also communicate to people who are not involved in the situation, especially the audiences; this group of people was not in the situation and they strongly believe in rumors. However, crisis management is making the majority of people understand the situation, so transparency and message need to be able to cover all target groups not only the involved group. The third one is message control. Anyone can be media and this is hard to manage the crisis. In the past, during crises, we would predict what the press would ask but now we can only predict half of the question as the other half is rumor. Instead of correcting the problem, we need to fix the rumor. This is because everyone has media and everyone over thinks and it causes topics after topics. The topics are distorted and make it harder on how to control the message. The hardest part is to deal with non-sense topics, without social media, crises would not exist. In the past, crises caused by something serious with its impact, but these days crises caused rumor that is or is not true. So, the meaning of crisis is unclear. The old days we would divided crises into colors; green is normal situation, yellow is general complaint, red is the crisis that need to be managed. These days we added orange, not quite yet red and not yet a crises but it is an unpleasant situation and needs to be monitored. If it got shared online a lot, it can turn to red. We need to watch and cannot let it turn to be a crisis as it can be too late to take action. Dividing crisis into color code is different among organizations as each business has different concern.” (Kunchalee Sumlee, Personal communication, May 5, 2017)

Moreover, the expert explained there were the differences of the crisis management plans as the plan to manage crises on social media was flexible.

“An online crisis management is very different than an offline crisis management because the online management is not a fix plan. The online crisis management focuses on a minute timing and we only have about three hours to manage before the crisis goes viral. How to manage the crisis within three hours is challenging. It is similar to games playing as we need to predict the action and result. The prediction is important, so we need a lot of experience and digital knowledge to be able to read the situation. Every time online crises occur, there will be an online opportunity. Therefore, digital transformation is very important. If your organization

does not value digital transformation, you are done. It is changing the whole organization to become digital and many brands that are not willing to change; they are not going to survive. Digital crises are variety, in Thailand mostly on Facebook and Pantip. The company I am managing, AIA separates itself from Pantip like others companies as we focus on Node, Voice, and Spread. If we rely on Pantip, we would add another space that we cannot control or if we tie ourselves with earn media, we would need to monitor data at all time which add more work to ourselves. Can we wholly owe Pantip? Nope, we can't. At the same time, we can control our own media, so why we bother to tie ourselves to the earn media as the own media is still not that strong” (Chinsin Klungthong, Personal communication, May 7, 2017)

3) The Operation of the Post Crisis

According to the interviews, below are the results of the study divided per topic.

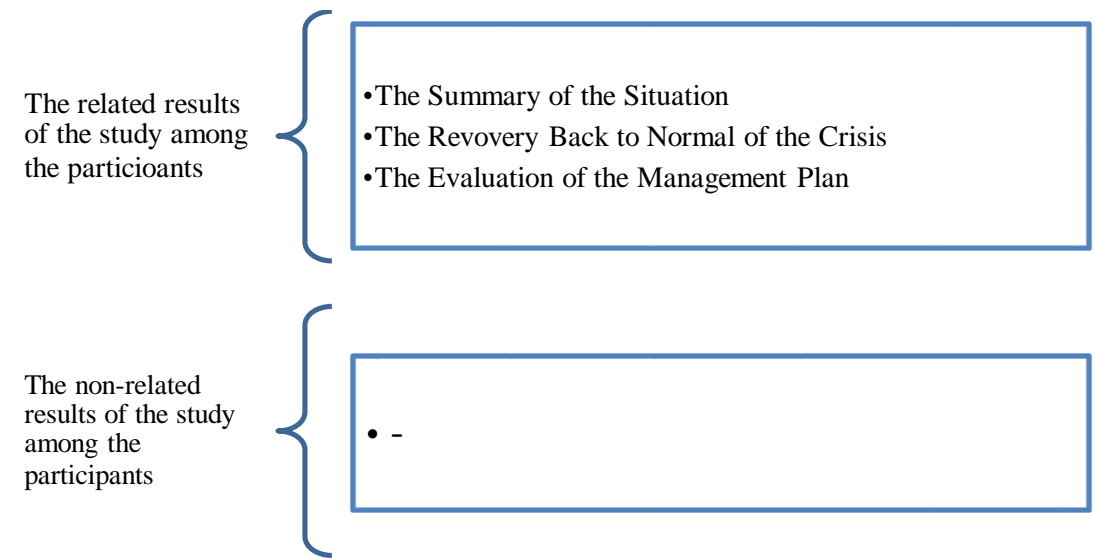


Figure 4.8 The Related and Non-Related Results of the Study among the Participants

(1) Summary of Situation

The related results of the study among the participants showed that the airlines summarized the crises in writing as a report and meetings.

“...After the crisis is over, we need to record the situation as we need to send it over to ICAO and the alliance airlines to evaluate.” (Samat Phum-On, Personal communication, May 6, 2016)

“After the crisis is over, we will summarize the situation, the management, timing, what we have learned from the situation, and what need to be improved. After finished with the summary, present it to the executives. The report may need to be revised.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“We have a meeting to summarize the situation and its effect. There is an evaluation on how much did the crisis cause. Who were affected? How did the operation work? We will adapt the mistakes to the future crises. All of the information will be put in a report and passed onto the airline’s executive.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

(2) The Recovery Back to Normal of the Crisis

The related result of the study among the participants showed the airlines paid attention to the recovery of the crisis to be back to normal.

“The communication management of the post crisis stage depends on each crisis. For example, accident case, the organization creates campaigns to recover the credibility of safety back and build up the airline good image such as the content of the campaign will be about how we take good care of our passengers and what happened was just an accident and unpredictable situation.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

“...The management is in stage three, step four called Recovery. We need to recover the situation to be back to normal as soon as we can and with less damage. The important thing is finding an opportunity...” (Samat Phum-On, Personal communication, May 6, 2016)

The expert in crisis communication management in social media also emphasized the importance of the recovery of the crisis.

“When the crisis is over, there will be a consideration if we should have crisis recovery or not because recovery in some cases could make it too serious. We will not have recovery if the case is too small. Sometime we cannot just fix the communication as the operation caused the problem, so product recall or savage to

make people believe in the company. For example, Domino pizza case, after a clip of their staff playing with pizza and spit on the pizza, the company changed their kitchen of every branch to an open space. This made the customer trust them again as they can see the process of pizza making. This is a recovery case for permanent problem solving.” (Kunchalee Sumlee, Personal communication, May 5, 2017)

(3) The Evaluation of the Management Plan

The related results of the study among the participants showed that the prepared crisis management plan always worked as planned. Although it did not meet the plan’s goal 100%, it did not fail or was lack of quality.

“When crises occur, the plan will be utilized up to 70 percent as the situations are different from what we foresee and do not have the same components. Sometime people who were in the stimulation are not in the real crisis. Time and place also cannot be controlled. When the real crisis occurs, the prepared plan needs to be adjusting to fit the situation...” (Samat Phum-On, Personal communication, May 6, 2016)

“It never meet a 100% goal but it meets about 80% because everything cannot be perfect. Every situation has a lot of details and we cannot exactly follow the plan. As long as it responses to the main goal, it is good enough. The rest will be adjusting to the real situation” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“ Every plan is a preventive planning, a plan to prevent the organization from crises. Each crisis has different details and always challenging. The set up plan will work 90% and another 10% is what we cannot control as it is unpredictable. The airline always evaluates the situation and will use the data to improve the plan and cover it more than before.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The expert in crisis communication management in social media said there was an evaluation and follow up the crisis management in social media like other situations.

“We utilize Social Listening for the evaluation and follow up step. There are two different kinds. The first one is to evaluate the communication to see if it works and reduces the tension of people. The other one is to see if we can solve the

problem as some organizations don't fix the cause of the problem but look at perception of people, but not the root cause. With that, the same problem will continue coming back but if we can stop the problem from coming back or decrease the problem, this means the organization improves the operation" (Kunchalee Sumlee, Personal communication, May 5, 2017)

...It is third step, evaluation. We need to evaluate the situation to see if it is at the low or the peak, stop or continue. The evaluation process has two styles which are listening analyzing communication, and evaluation. We will repeat this again and again until the situation is calming down, then we will start the second one, the twist" (Chinsin Klungthong, Personal communication, May 7, 2017)

(4) The Crisis that cannot be Managed

The case of online crises cannot be managed by the airlines, the expert in crisis communication management in social media suggested to have a Silent Policy.

" After analyzing and evaluation but the crisis is still in serious condition, the best way to do is to be silent. You need to have a silent policy. In the case like this you need to be silent until the situation is back to normal. Keep it silent on every channel for 3-4 days and people will forget about it." (Chinsin Klungthong, Personal communication, May 7, 2017)

4.2.3 Strategy Used in the Crisis Communication Management of Airline

The interviews on strategies that used in crisis management strategy had results per listed below.

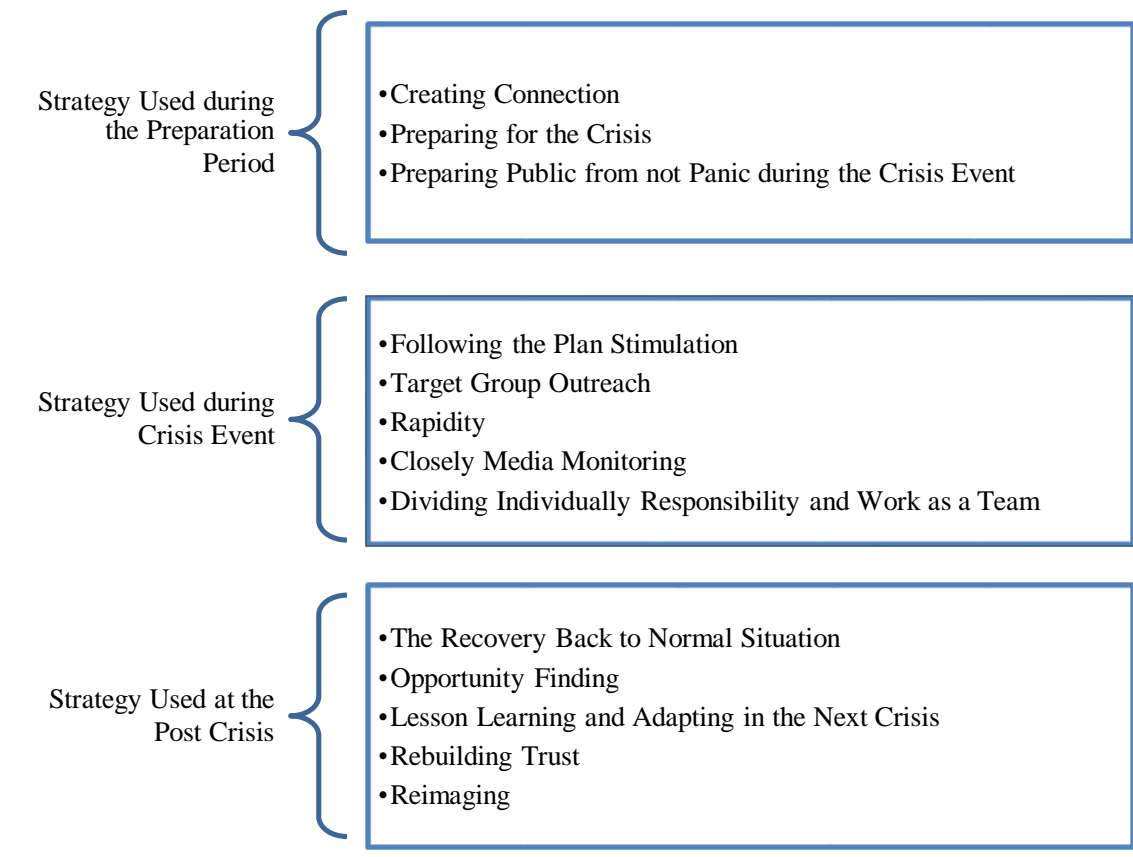


Figure 4.9 Strategy of Crisis Communication Management in Airlines

1) Strategy Used in the Preparation before the Crisis Event

(1) Creating Connection

The results found that Thai Airways and Bangkok Airways emphasized the importance of the connection.

“The airline utilizes Reduction which reduces the chance of the crisis by creating connection world wide to receive data quickly and accurate like “Roo Khao, Roo Rao, Roo Roab, Roo Gwaung, Roo Reaw” And evaluate the data for solving the problem.” (Samat Phum-On, Personal communication, May 6, 2016)

“The relation of journalists and the airline is very important. Nowadays, the journalists do not need to wait for the airline to give out information like before as they can search for the information from the internet. Some information was distorted, so having a good relationship with each other will help the journalists listen to the airline more than other news sources. This also helps the airline to control

news topics and sometimes the journalists may skip to publish negative information of the airline” (Thasorn Taksinapan, Personal communication, May 31, 2016)

(2) Preparing for the Crisis

Air Asia emphasized the preparation plan and process to handle the situation.

“The airline utilizes the strategy to prepare plans, tools, training and stimulation, as well as, communication system. We prepare for a good system both internal and external the organization. We also make the staff to realize their responsibility. They need to know their role and responsibility once the crisis occurs.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“The preparation is the best strategy and this is not only for airline business but others as well. The organization needs to prepare for the crisis because when facing the real crisis, we will not have time to think or make a decision. So being ready by having a manual book, conduct the plan will help to effectively manage the real situation. It can change from a negative situation to a positive one. Though it cannot be 100% positive as there is a damage, the well preparation helps to tone down the information to not too negative.” (Moke Promma, Personal communication, May 26, 2016)

(3) Preparing Public from not Panic during the Crisis Event

The strategy for the preparation before the social crisis of Thai Airways was educating people to not be panic during the crisis.

“Before the crisis, we will monitor and educate public about safety and security at all time because the knowledge and understanding will help people from panic from online social media. For example, a case of an airplane tires explosion; the tires will not explore right away but it will slowly letting air out, or the airplane computer system; an airplane has 3 computer systems. If the first one is out of order, the second and third ones still can perform the work. Thai Airways has high standard, so we will not operate the flight if one of the systems is not working. We need to educate people on these topics. . . ” (Boonleard Nuanlaor, Personal communication, June 3, 2016)

The expert in crisis communication management in social media emphasized the importance of the prevention.

We need a lot of actions before the crisis event as it is the most important step of crisis management. Without crises if we detect the problem as soon as we can, as well as, fix the customer problem, the problem will not spread. Back to the yellow-orange-red color codes, if we leave the yellow case too long, it will turn to a crisis. Customers have been complaining and we don't take any action. The organization let this change from yellow to orange, and red accordingly because they underestimated the situation, so it changed quickly from orange to red right away. If the organization prevents the situation first, there will be less drama. If you effectively handle the situation by promptly acknowledging the problem, making a decision fast, quickly solving the problem and compromising with the customers, there will be no crises." (Kunchalee Sumlee, Personal communication, May 5, 2017)

2) Strategy Used during the Crisis Event

(1) Following in the Plan Stimulation and Target Group Outreach

The result found that Thai Airways utilized the reaction strategy by following the prepared plan and reaching out to target groups.

"The airline utilizes Reaction by trying to stick with the prepared plan as much as possible. If you can do that, the operation has a high chance to be successful." (Samat Phum-On, Personal communication, May 6, 2016)

"The important thing during the crisis event is quickly and appropriately reaching out to target groups via all channels. And the organization needs to tell the truth." (Boonleard Nuanlaor, Personal communication, June 3, 2016)

(2) Rapidity and Closely Media Monitoring

Air Asia utilized Speed as a main strategy, as well as, closely monitoring data.

"The airline utilizes speed strategy by starting with quickly acknowledge, quickly make a decision, quickly solve the problem, quickly communicate, and quickly giving feedback in both internal and external target groups. We need to have a firm communication within the organization and quickly communication with external organization because time is important for crises, as well as, clear communication and not hiding information as public understands that crisis could happen. If the airline has effective communication, everyone would understand and this will not affect the image of the organization. Moreover, working

as a team is more beneficial during this limited time.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“Closely monitoring the data will make the crisis management more effective.” (Moke Promma, Personal communication, May 26, 2016)

(3) Dividing Individually Responsibility and Working as a Team

Bangkok Airways emphasized the importance of role dividing and working as a team to be more efficiency.

“ The strategy of crisis management during the crisis event is included in the crisis manual. The strategy determines role of each team clearly. The key of the communication management during this time is to apply technology, a Web Log system to support the operation. Everyone can login to the system to check the information of the teams and they do not need to be at the same place. For example, an operation team in Phuket can login to see what is Bangkok team doing and how far the operation is. When everyone knows the update of the operation, they can quickly work together with accuracy. In the past, people were in different directions because of the unorganized information, so they perceive the data differently. Nowadays, the information is stored at one place, everyone can work in the same direction and this leads to teamwork with more efficiency.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The expert in crisis communication management in social media emphasized the importance of an opinion control in online communication, human sense communication, as well as, opportunity finding and the situation analysis.

“During crisis management we need to control voice and opinion of the internet users to be neutral. It is not changing from negative feedback to positive feedback as it is very difficult to make people who hate us to love us. Having a neutral level is good enough because it is not negative. They don’t need to love us as long as they do not hate us and revile us on social media. Moreover, the message should be like human sense, as well as, finding the opportunity and analyzing the situation. For example, if the crisis is not spreading, we do not need to alert people about it” (Kunchalee Sumlee, Personal communication, May 5, 2017)

3) The Strategy of the Post Crisis

The results of the study showed the strategy of the post crisis of the three airlines were recovery, opportunity finding, lessen learning, and rebuilding trust and reimagining.

(1) The Recovery Back to Normal Situation and Opportunity Finding

Thai Airways emphasized the importance of the recovery and opportunity finding.

“The airline uses Recovery tactic to recover the situation back to normal as soon as possible by having less damage to the organization and finding opportunities from the situation as much as possible.” (Samat Phum-On, Personal communication, May 6, 2016)

“We must recover and gain the credibility, as well as, find opportunities in the crisis to make people realize that we have solution for the problem by turning the crisis to an opportunity. After the crisis occurred, finding more opportunities and adding more income” (Boonleard Nuanlaor, Personal communication, June 3, 2016)

(2) Lesson Learning and Adapting in the Next Crisis

Some airlines used the mistakes as a lesson to learn from.

“After the crisis is over, there is an operation evaluation as to apply the mistakes of this crisis to improve the next crisis. Since the prepared plan may not 100% complete, we need to learn from the mistakes.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

(3) Rebuilding Trust and Reimagining

Some airlines believed in gaining credibility and recovering image.

“The post crisis management depends on what the crisis is. In some situations, we should keep silent or try to recover the situation back. For example, the oil leak in the sea, the organization could not ignore the problem because public would be upset. The organization took responsibility by paying money. In conclusion, crisis management will depend on cases as they have different details. We need to handle it case by case. What we can do is to prepare the main steps and be ready to tackle crises at all time.” (Moke Promma, Personal communication, May 26, 2016)

“ the communication is building up credibility and image back to normal such as the PTT case; leaking oil at Ko Samed. After the crisis was over, there was communication promoting that the island was as beautiful as before. Thai Airways has been utilizing the same strategy once crises are over.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

The expert in crisis communication management in social media emphasized the recovery as well.

“Recovery is the best strategy to use in the post crisis event. The recovery is a major change because we cannot think the recovery is just to change the perception among people. This is a permanent problem solving and as can persuade people. We need to take action, not just say it and people will not believe what we say again.” (Kunchalee Sumlee, Personal communication, May 5, 2017)

4) The differences of crisis communication management strategy in airlines between the past and the digital period

The data from the interviews was analyzed against each other as the three airlines agreed that the strategies that being used in the crisis communication management during this digital period and the ones used in the past were different. Thai Airways was utilizing fact investigation and the 4 Rs strategies which were Reduction, Readiness, Response, and Recovery.

“It is a big different because there are more information now, so the entire time of the management is to investigate data and regular find out the truth. This includes looking into the data from domestic and international connections.” (Samat Phum-On, Personal communication, May 6, 2016)

“We have been utilizing the 4 Rs strategy since we have worked at the Emergency and Crisis Management department until now. The 4 Rs are reduction, readiness, response, and recovery. Reduction is a sign of crises, readiness is preparation, response is to get back, and recover is bringing everything back to normal and find opportunity from the crisis. When there is a sign of a crisis, we should not ignore it because the sign can lead to the crisis. And if we are ready to handle the sign, we can response back. On the other hand, if we are not ready, we will not know how to manage the problem. When we are ready, we can move forward with steps 1 2 3 4. For example, if a plane crashes, we have EAP (emergency accident

procedure) as an operation management.” (Boonleard Nuanlaor, Personal communication, June 3, 2016)

Air Asia emphasized an aggressive operation and the prepared plan.

“It is different. Now, we need to be alert at all time because the world is moving fast. We must adjust ourselves to the world and be a step ahead. We must go above and beyond such as when a crisis occurred and the journalists have not asked for data, we need to be proactive by sending the news to them first. This aggressive tactic will assist the journalists from finding the data themselves and having a high chance that they would find all negative information. Sending data to the journalists beforehand also benefits the organization as to confirm that we have nothing to hide.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“ . . . The Organization Communication has the same responsibilities which are making decision, planning, preparing for an announcement and other related communication activities. With the management process, we need to prepare for crisis. For example, training the staff to make sure that they are calm, think before acting as it can make the situation worse or not too direct to the listeners. Making wrong decision during this crisis will make the situation more serious.” (Moke Promma, Personal communication, May 26, 2016)

Bangkok Airways focused on the affected target group management and recovery the image.

“ It is different as in the past the airline directly managed only the affected target group by paying money to help in case the victim was dead. We did not need to utilize public relations to communicate to public and let them know that the situation was over. But nowadays, besides taking care of the passengers, we may need to help and take care the involved factors. In the big picture, this is a big expense. These days, the important strategy is building up good image to gain the credibility back as the safety is important for the airline and we need to focus on that. If we are lack of safety, we will lose the credibility as well. The delayed flight and not having enough pilots are crises and this is the airline responsibility on how to manage and gain the confidence of the passengers back.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

4.3 Part 3 Presenting Content Analysis from Airlines Complaint Posts on Pantip from 2010-2014

The results of the study responded to the objectives 1, 2 and 3 which were the roles of the leader in crisis, airline crisis management, and crisis communication management strategy.

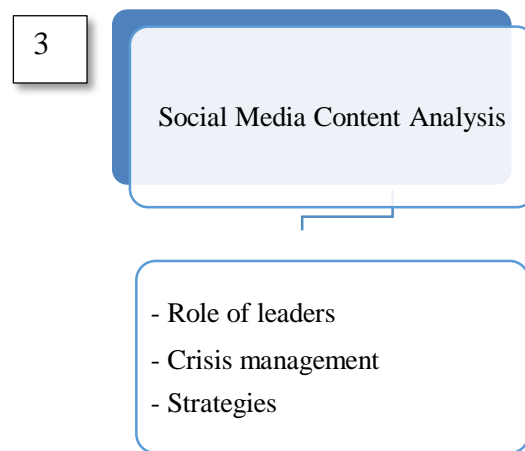


Figure 4.10 Stage 3 of the Research Process

4.3.1 Posts from 2010-2014

The researcher searched Pantip website for the content analysis by using Smart Search in the website and specified keywords as airlines 2010-2014. The study found 158 posts and they were divided by year as listed below.

Table 4.3 Posts from 2010-2014

Year	Post
2010	10
2011	10
2012	12
2013	21
2014	105
Total	158

4.3.2 Amount of Airline Complaint Posts

The researcher listed the complaint posts regarding the airlines from the most amount to the least amount as listed below.

Table 4.4 Amount of Airline Complaint Posts

Number	Airline	Amount of Post
1	Thai Airway	60
2	Air Asia	28
	Nok Air	28
3	Lion Air	9
4	Malysian Airlines	6
5	Orient Thai	4
6	Thai Regional Airlines	3
7	Korean Air	2
	Qatar Airways	2
	Jet Asia Airways	2
	Thai Smile	2
	Business Airlines	2
8	Bangkok Air	1

Table 4.4 (Continued)

Number	Airline	Amount of Post
	Kingfisher Airlines	1
	Happy Airways	1
	U Airlines	1
	Tiger Airways	1
	Lao Airlines	1
	All Nippon Airways	1
	Jet Airways	1
	Oman Air	1
	Air China	1

4.3.3 The study's Content Analysis Results of the Posts from 2010-2014

4.3.3.1 The Content Analysis of Posts in 2010

Ten posts were found in 2010, including 5 posts from Nok Air, 4 posts from Thai Airways, and 1 post from Air Asia. They are listed below.

Table 4.5 Airline Complaint Posts in 2010

Number	Date	Post	Airline	Topic	Comments
1	11 Feb	Thai Staff of AIR ASIA Looks Down on Thai Passengers	Air Asia	Service of Staff	121
2	17 March	:: N O K A I R :: Stop Taking Advantages from Your Customers	Nok Air	Communication System	98
3	7 Apr	Want to complain about Thai Airways about their tickets price	Thai Airways	Ticket Price	31
4	29 May	Don't Understand Nok Air's service	Nok Air	Flight Cancellation and Communication System	12
5	23 Jun	Again Nok (Air) You Hurt Me	Nok Air	Flight Schedule Change	135
6	20 Jul	To.. Nok Air Executive	Nok Air	Flight Schedule Change	35
7	14 Sep	Thai Airways' Kitchen Whom You Cook for?	Thai Airways	Thai Airways' Food	57
8	3 Oct	Looking for Suggested Posts Based on Facts of How Bad Thai Airways is?	Thai Airways	Broken Seats	328
9	29 Oct	Thai Airways...Love You This Much...Really???	Thai Airways	Service of Staff	46
10	16 Dec	Bad Experience with Nok Air	Nok Air	Switching Seats	20

Table 4.6 The Top 3 Posts that had most Comments in 2010

Post	Opinion on the Post	Management	Role of Executive	Strategy	Communication Process S > M > C > R
1. Looking for Suggested Posts based on Facts of How Bad Thai Airways is?	Most of the comments agreed with the post owner.	The airlines sent a clarification letter to the post owner. The poster was satisfied with the apology and airlines responsibility and actions.	There was no action or communication from the airline's executive.	Excuse Strategy	S=Airline's department M=An apology and the clarification C= A document file R= The post owner and Pantip website members
2. Again Nok (Air) You Hurt Me	Most of the comments agreed with the post owner.	There was a communication responded back to the post that was a complaint about the unprofessional communication.	There was no action or communication from the airline's executive.	Excuse Strategy	S=A representative from the airline M= An apology and the clarification C=Pantip post R= The post owner and Pantip website members
3. Thai Staff of AIR ASIA Looks Down on Thai Passengers	Most of the comments agreed with the post owner.	The customer relations of the airlines sent an electronic letter to apologize. The poster appreciated the response and the improvement of the airlines.	There was no action or communication from the airline's executive.	Excuse Strategy	S = Customer Relations M= An apology message C=An electronic email R= The post owner and Pantip website members

Below are the results of the study in detail of the posts.

1) Post “Looking for Suggested Posts based on Facts of How Bad Thai Airways is?” was posted by the user name jpod posted on 3 October 2010. The content of the post was a complaint about a broken chair on Thai Airways. There were 328 comments responded to the post and it was communicated from 3 Oct - 14 Oct for a total of 12 days.

(1) The Post Content

อยากให้อัปเกรดที่นั่งเรื่องความจริงของความห่วยของการบินไทย

ผมซื้อตั๋วการบินไทย Tg 932 bkk Paris
 ไว้ที่นั่งเป็น business class จองที่นั่งไว้เรียบร้อยแล้ว
 ผลที่เกิดขึ้นก่อนบิน ทางสายการบินแจ้งว่า เก้าอี้เสีย ให้อัปเกรดไปนั่ง economic class

ผู้จัดการเที่ยวบิน คุณ ชยุดย์ ได้แจ้งว่าเก้าอี้สำรองที่ทำไว้นั่งได้จำหน่ายไปหมดแล้ว

ข้อเท็จจริง คือ รู้ทั้งรู้ว่าเก้าอี้เสีย และสำรองไว้แล้ว แต่ดันเอาเก้าอี้สำรองไปขาย

ก่อนจะจัดการให้ จนรู้เรื่องนี้ ก็ไม่ได้แจ้งอะไร แคมบอกว่าเก้าอี้เสีย ให้ไปนั่ง economy class แล้วจะจ่าย mile rate คืนให้เพิ่ม อีก 8,000 ไมล์

นี่เป็นความไร้ความรับผิดชอบอย่างมาก เพราะทั้งที่รู้ว่าเก้าอี้เสีย และสำรองไว้แล้ว แต่ดันเอาเก้าอี้สำรองไปขาย

สุดท้ายผมก็ต้องทนนั่งเก้าอี้เสียตัวนั้นไป ทุ้งๆที่มา check in ล่วงหน้า เกือบสามชั่วโมง

อยากให้อัปเกรดที่นั่งเรื่องความจริงของความห่วยของการบินไทย จะจัดการยังไงในอนาคต

จากคุณ : jpod Bloggang
 เขียนเมื่อ : 3 ต.ค. 53 11:26:10

Figure 4.11 The Post in Detail-1

Source: Pantip, 2010c.

(2) Comments to the Post

Most comments agreed with the post owner as they were not satisfied with the service of Thai Airways. For example, comment 105 from the user snathapon shared a related opinion to the post as “I have never been satisfied with this airlines. Everytime I travel, I pay with my own money and I will never choose this airlines. Every department is bad, as well as, the plane.”

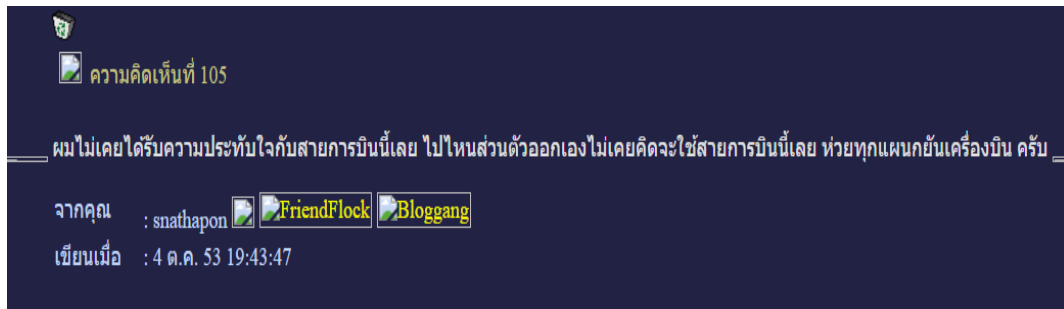


Figure 4.12 Post Number 105 Detail-1

Source: Pantip, 2010c.

However, there were some comments that did not agree with the post. For example, comment 23 from the user Bhadpanjongjarean said “I have never seen flight or ground attendants of Thai Airways being arrogant. Last time I flew overseas for school and had overweight luggage, almost 34 kgs, a ground attendant realized about it but she let my luggage through :D. Traveling back and forth with the airlines many times, I only met nice flight attendants. One time I was talking to a flight attendant at the back of the plane for a long time as we both studied at Nakhonprathom. He went to Silapakorn and I went to Kasetsart. The most impressive case was mid-year of last year. I was studying in China, and my dad got very sick. There was no ticket available, so I was standing in line and waited for a ticket. Finally, there was a ticket available, I was there first but a foreigner was also waiting with a gold card for that ticket. I was just a normal student. At first, I thought a ground manager would come to me and say there was no seat available and ask me to come back tomorrow as another passenger was waiting with a gold card. I did not move and just kept waiting. Then the ground manager went to talk to the foreigner who held a gold card and came to talk to me that the foreigner would not travel this time and asked me to check in right away. I cried.....I thanked the ground staff, ran to check in, and thanked the foreigner. I was running to catch the flight and was crying at the same time. It was dramatic. Finally, Thank you "Thai Airways" you gave me a chance to talk to my dad for the last time before he died. From A low class student ticket priority”

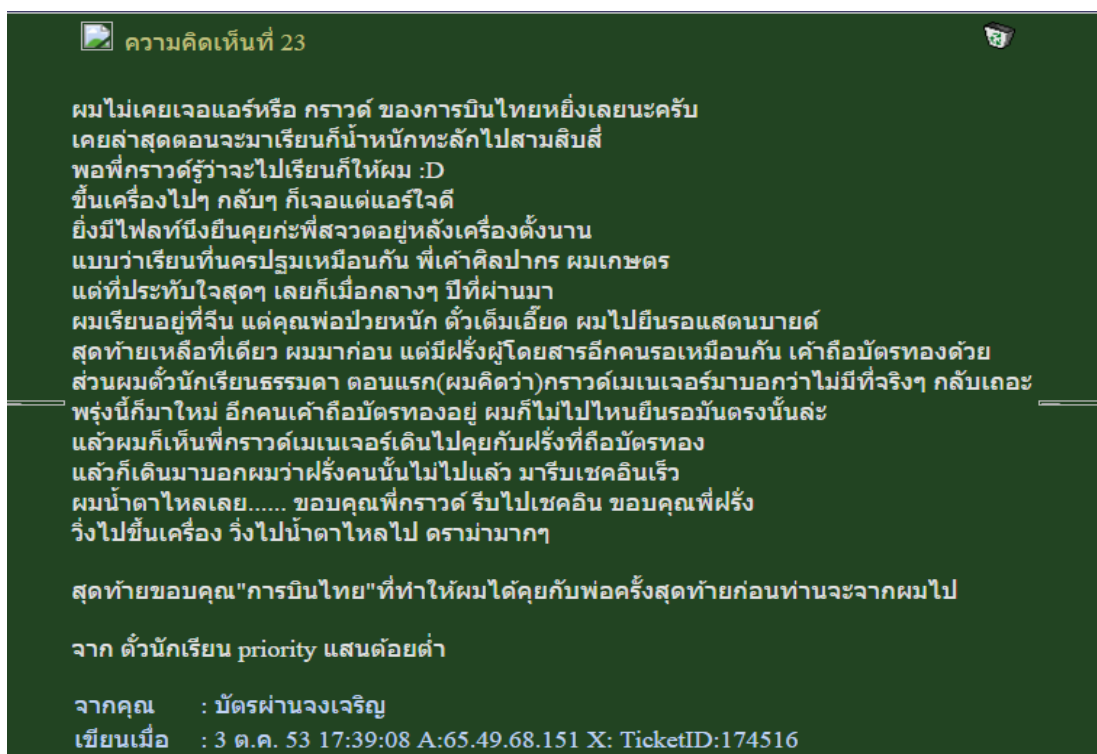


Figure 4.13 Post Number 23 Detail-1

Source: Pantip, 2010c.

(3) Airlines Management

Thai Airways International Company Limited responded back to the post with a clarification letter via Pantip website. The airlines attached a letter file at the top of the post, so the web board members could clearly see. The response that was willing to correct the problem made by some members who gave compliment back to the airlines because they appreciated the apology and responsibility given by the airlines.

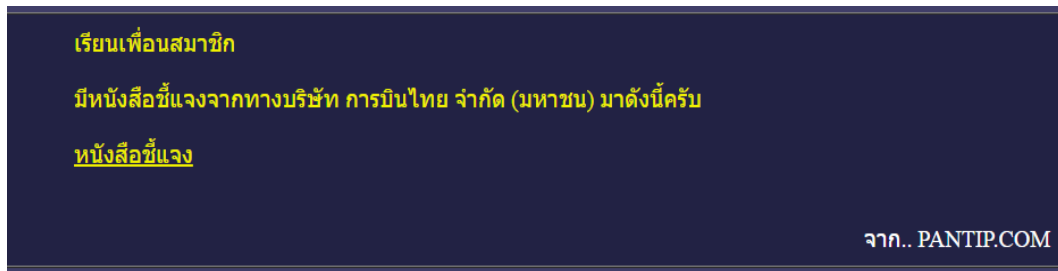


Figure 4.14 Thai Airways Response-1

Source: Pantip, 2010c.

(4) Executive Action

There was no communication action from the airline executive to this post though there was a communication from one of the airline's departments.

(5) Management Strategy

The strategy that was used by the airlines was an apology strategy, which was a clarification letter from a department of Thai Airways. It was an attached file posted on the top of the post, so the members would be able to clearly see it.

(6) Communication Process

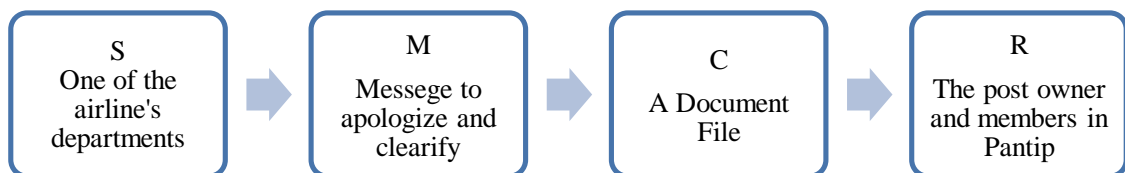


Figure 4.15 The Communication Process of the Airline-1

2) Post “Again Nok (Air) You Hurt Me” was posted by a user name Muaytuadum on 23 June. The post content was a complaint to Nok Air for the change of a scheduled flight. There were 135 comments responding to the post. The post was from 23 June-29 June of total 7 days.

(1) The Post Content

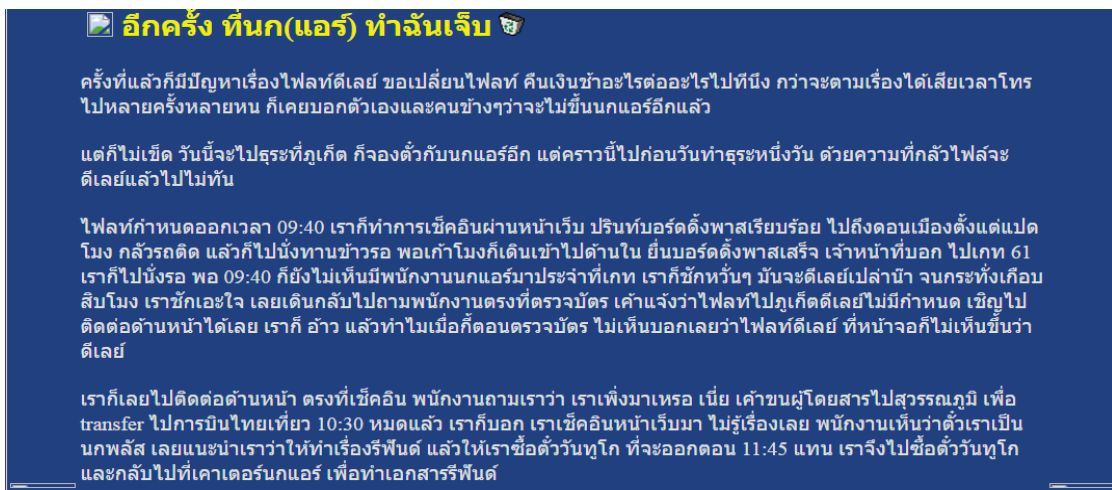


Figure 4.16 The Post in Detail-2-1

Source: Pantip, 2010b.

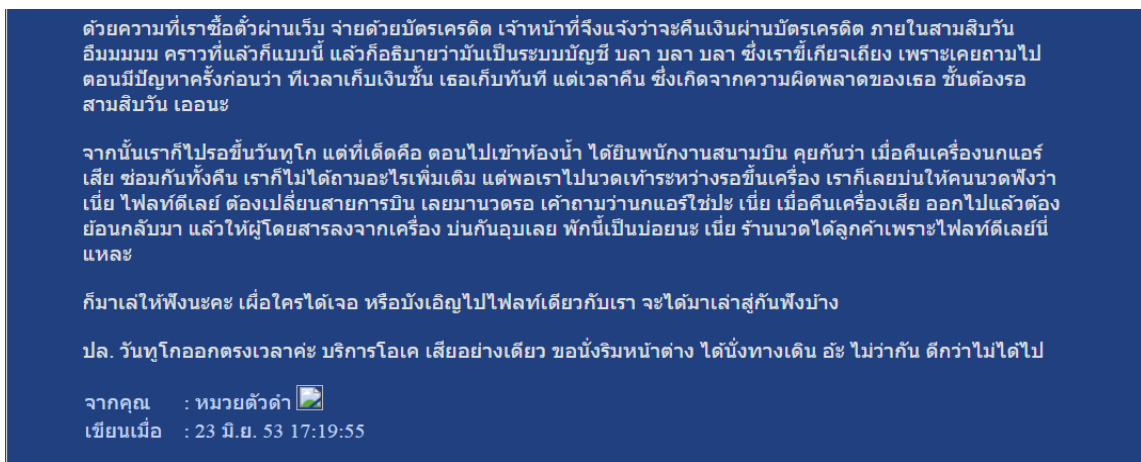


Figure 4.17 The Post in Detail-2-2

Source: Pantip, 2010b.

(2) Comments to the Post

Most comments agreed with the post owner. For example, the user named Doo Kong Andaman said “Not sure what happen, it is always in bad situation. I don’t know if we are using Nok Air or Nok Yea Airlines. Their management is also bad. I have recommended them so many times. They have the customers’ phone numbers and SMS sending system is very quick. They could send a message only one time and reach out to thousands of numbers, why didn’t they do that. In this case, a passenger already checked in, they must have the passenger name in the system. They need to find the passenger. I think before providing a service, they should create an operation manual book first and list its operational steps out one by one so the staff can put on their necks, and then they will know how to solve the problem properly. If hanging the manual on the neck still can’t do the work, then no need to hire them, especially the gate manager.”

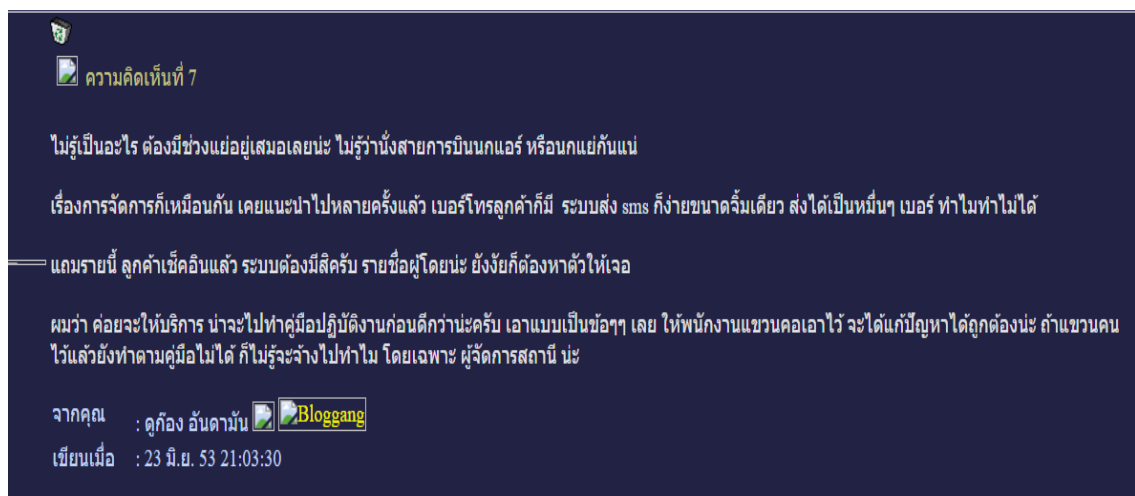


Figure 4.18 Post Number 7 Detail-2

Source: Pantip, 2010b.

(3) Airline Management

There were three responses from the airlines to the post, such as “To Khun MuayTuadum, I am a representative from Nok Air. I’d like to let you know that the airlines has already acknowledged the problem. We are deeply sorry about the inconvenience. For the flight schedule change and the technical problem of the

airplane, we are not ignoring the problem and trying our best to solve the problem. For the refund problem, I'd like to inform you that after the issue is notified, there will be an investigation and the bank will be contacted which will follow an actual timeline and steps for protecting any mistakes. Normally, it will take up to thirty days to refund the money back to the passengers. We would like you to check your bank statement within the timeframe. If you don't receive the money back during the timeframe, please contact pnokair@hotmail.com. We will then pass this along to the involved departments to investigate and fix the problem accordingly. I highly hope that we will be able to service you again in the near future. We apologize once again and thank you for choosing Nok Air.

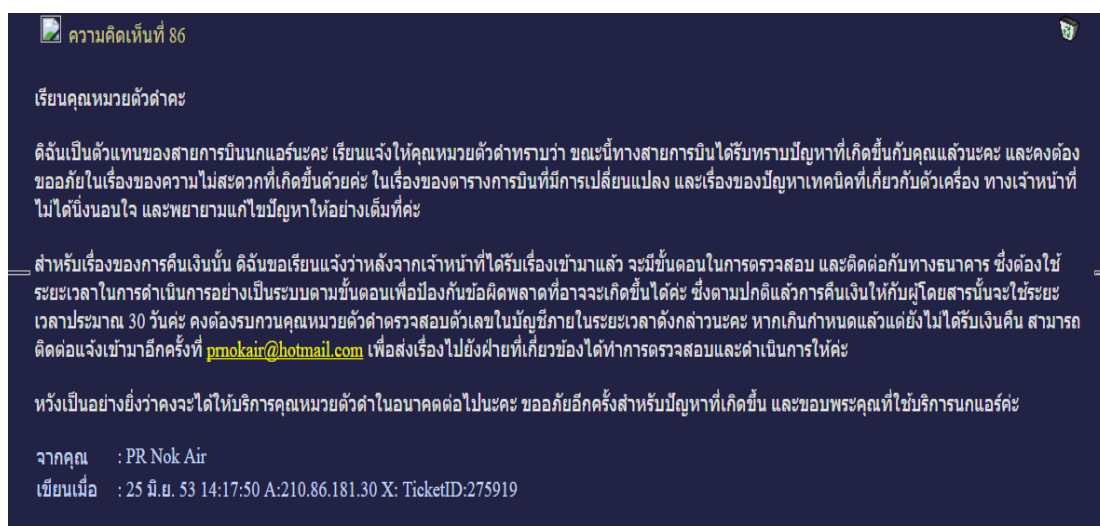


Figure 4.19 Post Number 86 Detail-2

Source: Pantip, 2010b.

However, the message from the airline did not help the situation and many members retaliated back at airlines as they thought it was not a professional communication since the airline gave out an Hotmail email account instead of the airline account or a log in to the airline system, which would show more credibility. Also, the given answer did not solve the problem as the post owner already received the same information.

(4) Executive Action

There was no management or communication action from the airline's executive to this post. However, there was a communication from the airline's representative.

(5) Management Strategy

The strategy used to manage the problem was an apology strategy by the airline's representative logged in to the post to apologize and explain.

(6) Communication Process

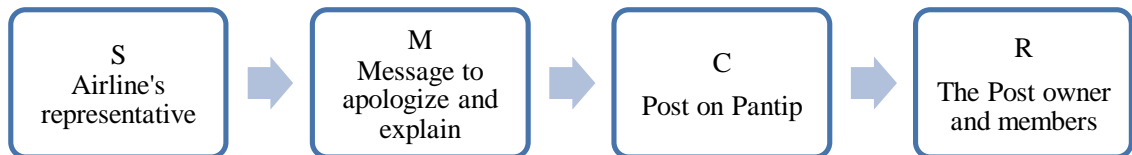


Figure 4.20 The Communication Process of the Airline-2

3) Post “Thai Staff of AIR ASIA Looks Down on Thai Passengers” was posted by the user named smilebox on 11 February. The content of the post was a complaint about the service of staff of Air Asia. There were 121 comments responded to the post. It was posted from 10 Feb-20 Feb total of 11 days.

(1) The Content of the Post

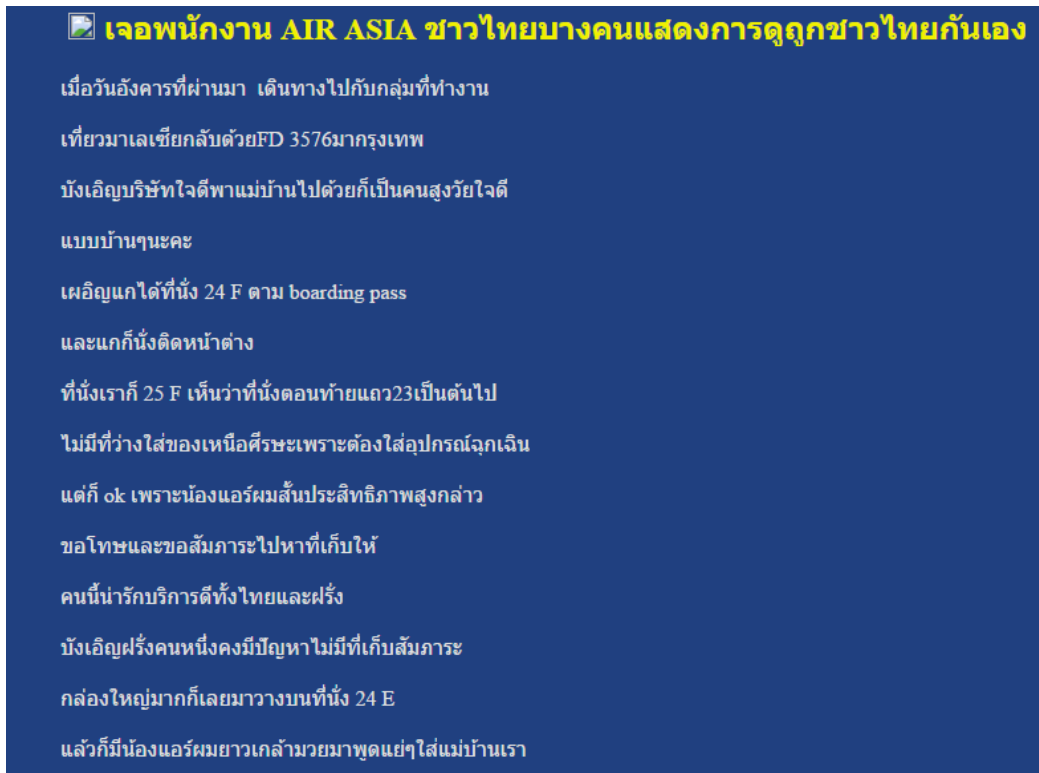


Figure 4.21 The Post in Detail-3-1

Source: Pantip, 2010a.

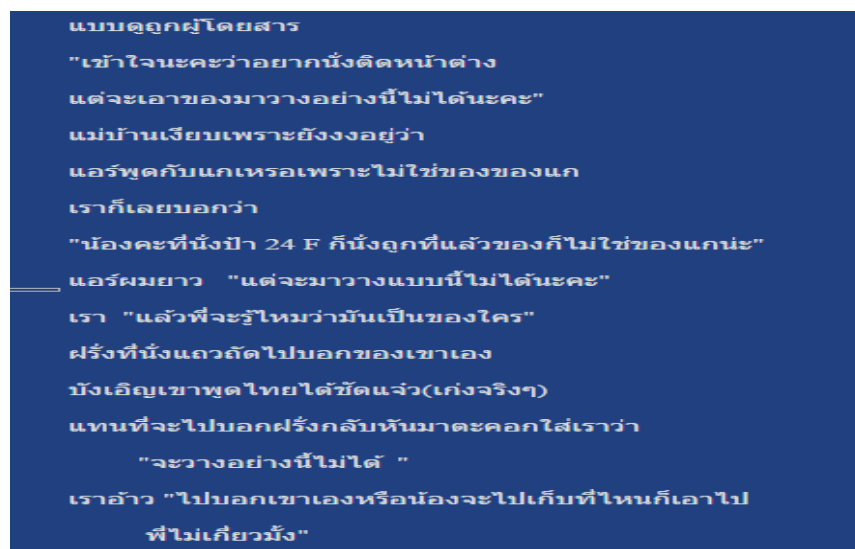


Figure 4.22 The Post in Detail-3-2

Source: Pantip, 2010a.

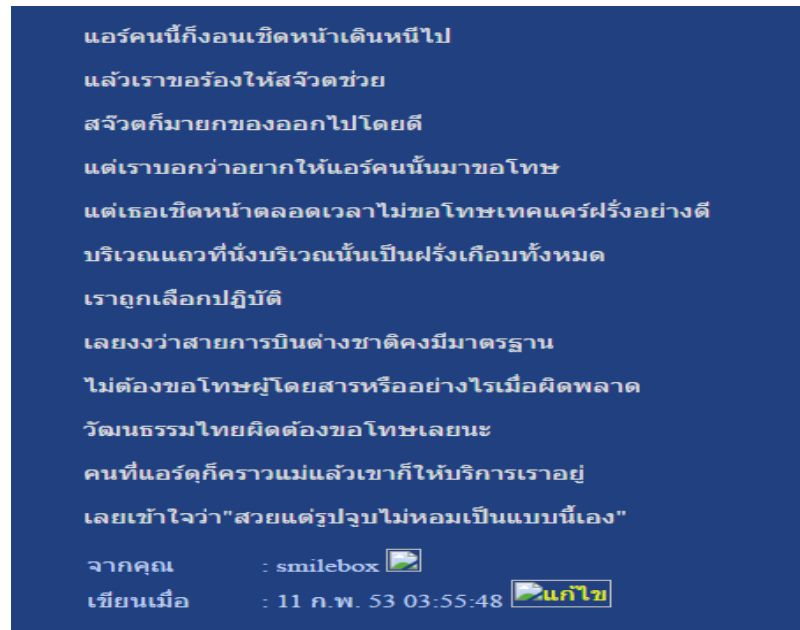


Figure 4.23 The Post in Detail-3-3

Source: Pantip, 2010a.

(2) Comments to the Post

Most comments showed sympathy to the post owner and some comments wanted the post owner to send the complaint directly to the airline. For example, the user named David_kop from the comment 3 2 said “should write a formal complaint, I am sure the airline will not let this go because appropriate manner of airplane crew to passengers is very important. Maybe the flight attendant will be fired before she is supposed to. P.S. I read a scoop and found that many people who are new generation apply to be flight attendants not because of the service mind but because of money, travel opportunity, and the smart and dignified look. I don’t think this is a good attitude. I am not sure before airlines hire their crew, was there an attitude on service test and how serious was it?” At the same time there were some comments from members who were satisfied by the service of the airline, for example, the user named tanbali from comment 40 said “don’t give assumption yet as there are many good red tail air crew. One of my relatives always gets stomach sick when he is on an air plane and he asks for medicine every time. When the lights and

seatbelt alert light off, they will bring him medicine and water (at first I thought maybe they only give the med and we need to buy water. haha).”

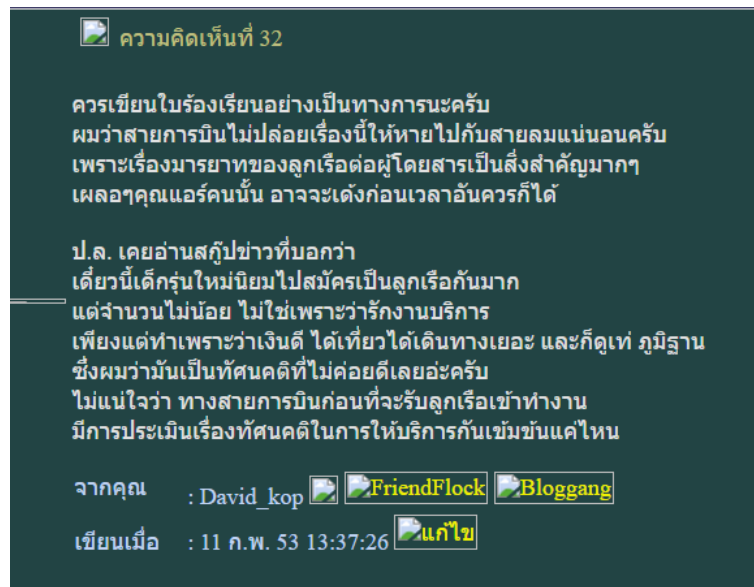


Figure 4.24 Post Number 32 Detail-3

Source: Pantip, 2010a.

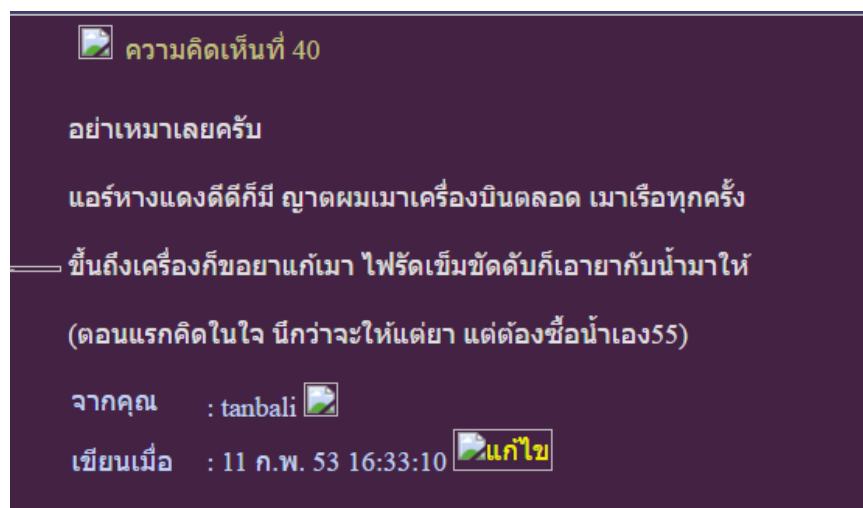


Figure 4.25 Post Number 40 Detail-3

Source: Pantip, 2010a.

(3) Airline Management

The post owner sent the complaint to the airline's customer relations department and received an electronic mail apology from the manager of the department. The post owner shared the letter and thanked the airline that they did not ignore the problem. The complaint was also sent to the airline by a member of the website and the customer relations manager of Air Asia sent out the apology electronic mail back as well.

(4) Executive Action

There was no management or communication action from the airline's executive to this post; however, there was a communication from customer relations.

(5) Management Strategy

The strategy used to manage this case was an apology strategy by the manager of the customer relations department of the airline sending an email to apologize the post owner and a member of Pantip who also sent the complaint.

(6) Communication Process

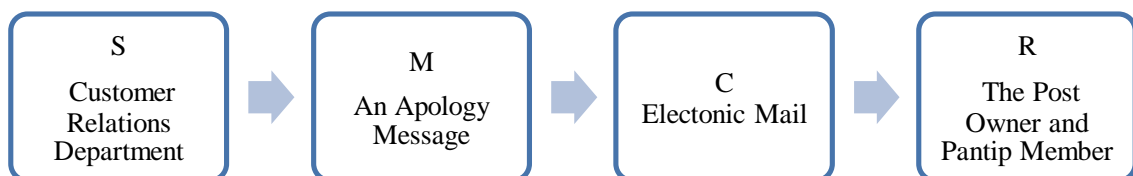


Figure 4.26 The Communication Process of the Airline-3

4.3.3.2 The Content Analysis of Posts in 2011

There were 10 posts in 2011, 4 posts were about Nok Air, 2 posts about Air Asia, 1 post about Happy Airways, 1 post about Kingfisher, 1 post about Orient Thai, and 1 post about Tiger Airways as listed below.

Table 4.7 Airline Complaint Posts in 2011

Number	Date	Post	Airline	Topic	Comment
1	6 Jan	Forever Goodbye Air Asia, Pay for Hot Seat Finally You Give It to the "Star"!!!!	Air Asia	Switching seats	453
2	10 Jan	Why Nok Air Does This to Me?? T_T	Nok Air	Broken Belonging during the tranfer	26
3	31 Jan	Happy Air with Bad Service, Not Happy Like Its Name	Happy Airways	Services of Staff	163
4	8 Mar	Air Asia's New Rule and Super (Bad) Ground Staff of the Year	Air Asia	Services of Staff	312
5	26 Jun	Nok Air Do Me Again, Broken Form Box Lid..	Nok Air	Broken Belonging during the transfer	36
6	19 Jul	Forever Goodbye Kingfisher Airlines	Kingfisher Airlines	Changing Flights' Schedule	28
7	16 Sep	Very Bad! Tiger Airways Airline	Tiger Airways	Changing Flights' Schedule	35
8	11 Nov	Sharing My Experience with Nok Air, Very Disappointed and No More Nok Air	Nok Air	Services of Staff	53
9	30 Nov	Flight Cancelled by Orient Thai, Please Advise!	Orient Thai	Flight Cancel	10
10	30 Dec	Nok Air Very Bad Again!	Nok Air	Changing Flights' Schedule	18

The top three posts that showed interest by the website members are listed below.

Table 4.8 The Content Analysis of the Top Three Posts in 2011

Post	Opinion on the Post	Management	Executive Action	Strategy	Communication Process S > M > C > R
1. Forever Goodbye Air Asia, Pay for Hot Seat Finally You Give It to the "Star"!!!!	Most comments agreed with the post owner.	No communication from the airline to the post. This made the post continually spread out as people requested the airline to come out and take responsibility. This damaged the airline credibility and image.	No action or communication from executives of the airline.	No strategy used for this post.	No communication from the airline, so there was no data to consider in the communication process.
Air Asia's New Rule and Super (Bad) Ground Staff of the Year	Most comments agreed with the post owner.	No communication from the airline to the post. This made the post continually spread out as people requested the airline to come out and take responsibility. This damaged the airline credibility and image.	No action or communication from executives of the airline.	No strategy used for this post.	No communication from the airline, so there was no data to consider in the communication process.

Table 4.8 (Continued)

Post	Opinion on the Post	Management	Executive Action	Strategy	Communication Process S > M > C > R
3. Sharing My Experience with Nok Air, Very Disappointed No More Nok Air	Most comments did not agreed with the post owner.	No communication from the airline to the post. The airline may have considered this was not the airline fault and a web board member has already explained.	No action or communication from executives of the airline/	No strategy used for this post.	No communication from the airline, so there was no data to consider in the communication process.

Below are the results of the study in detail.

1) Post “Forever Goodbye Air Asia, Pay for Hot Seat Finally You Give It to the “Star”!!!! was posted by the user named emarn88 on 6 January 2011. This was a complaint to Air Asia about its service. There were 453 comments responding to the post. It was posted from 6 January – 9 January, total 3 days.

(1) The Post Content

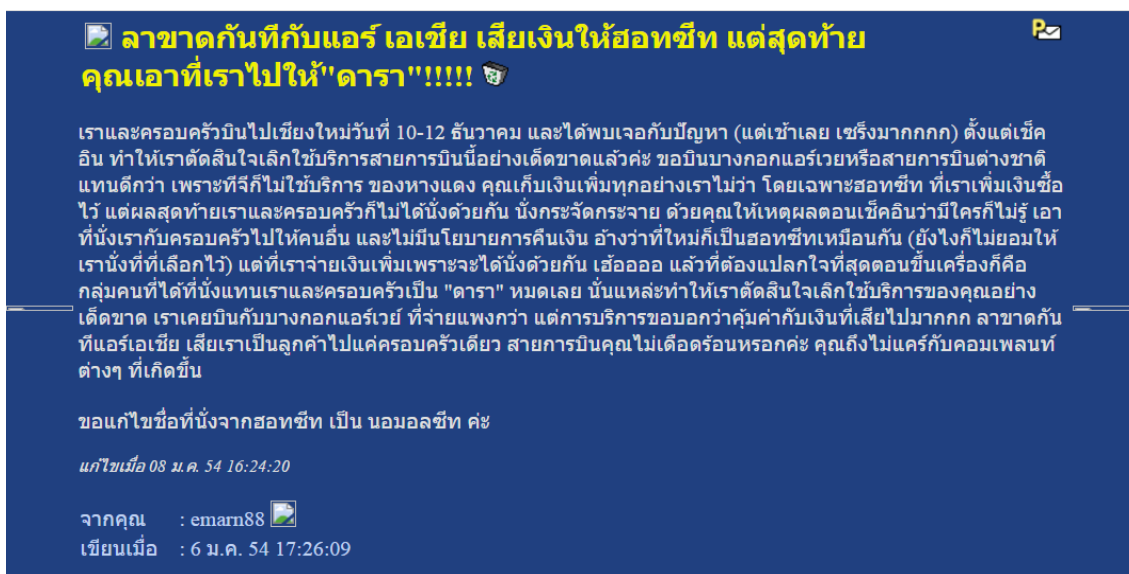


Figure 4.27 The Post in Detail-4

Source: Pantip, 2011a.

(2) Comments to the Post

This post was popular among the members of Pantip website. It was voted as a suggested post. Most of the comments expressed sympathy to the post owner and asked the airline to take responsibility for the situation. Moreover, some members suggested the airline have staff representatives and communicate on Pantip. For example, the user named Tygau's commented “ ctually, all airlines in Thailand should be like banks which have staff to answer questions on Pantip, such as Sinthorn room has Pjuk and K8888. I think they will be able to communicate and reach out to more customers.” However, there was no communication from the airline responded back to the comment.

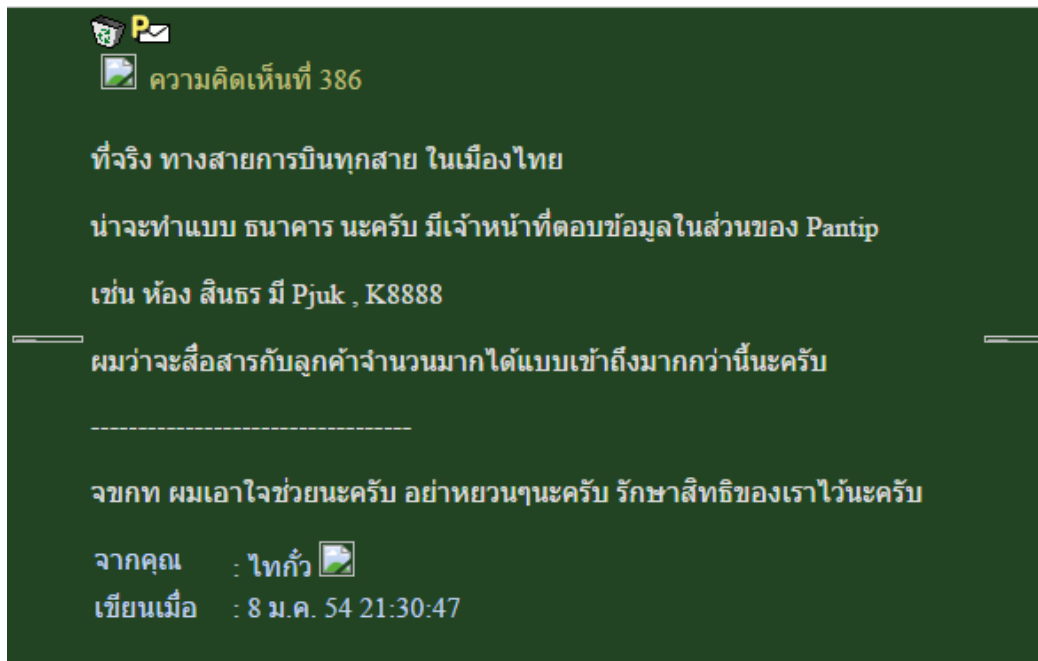


Figure 4.28 Post Number 386 Detail-4

Source: Pantip, 2011a.

(3) Airline Management

There was no communication from the airline in this case. Since there was no response to the post owner, people asked the airline to come out and take responsibility. This post was spreading and ruined the airline's credibility and image.

(4) Executive Action

There was no action from the airline's executive to this post.

(5) Management Strategy

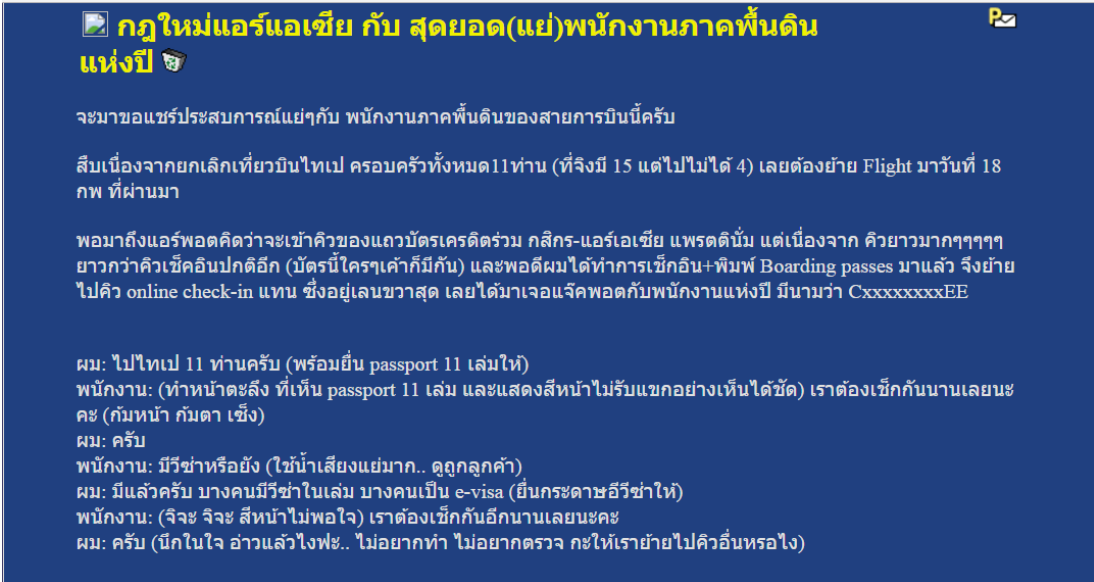
There was no management strategy from the airline on this post.

(6) Communication Process

As there was no communication from the airline, the researcher could not get all information in the communication process.

2) Post "Air Asia's New Rule and Super (Bad) Ground Staff of the Year" was posted by the user named emarn88 on 8 March 2011. The complaint was for Air Asia and its service. There were 312 comments responded to the post and it was posted from 8 Mar - 21 Mar, total 14 days.

(1) The Post Content



กฎใหม่แอร์เอเชีย กับ สดยอด(แย)พนักงานภาคพื้นดิน แห่งปี

จะมาขอแชร์ประสบการณ์แยๆกับ พนักงานภาคพื้นดินของสายการบินนี้ครับ

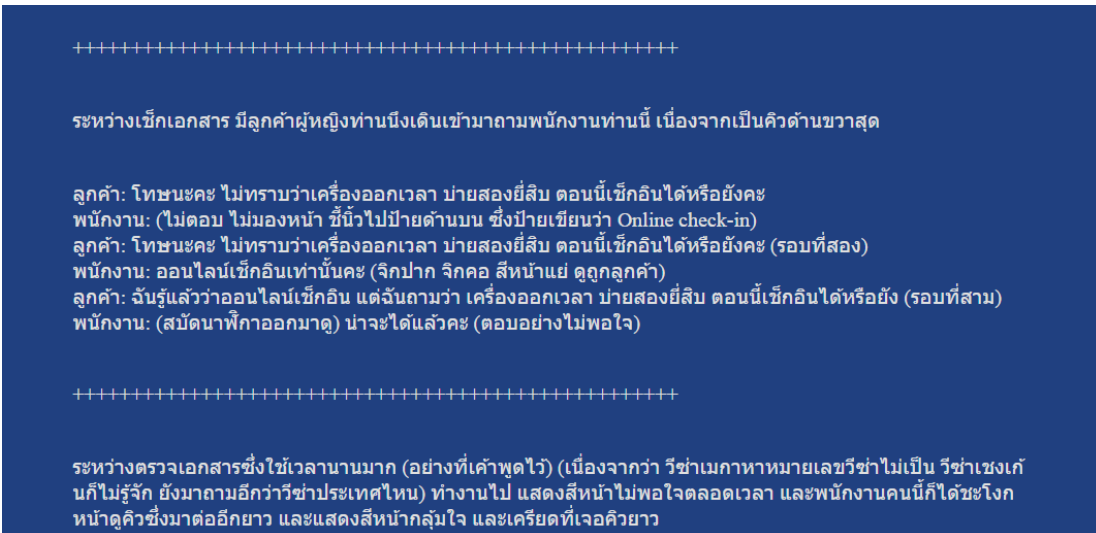
สัปดาห์ก่อนยกเลิกเที่ยวบินไทเป ครอบคลุมทั้งหมด11ท่าน (ที่จิงมี 15 แต่ไปไม่ได้ 4) เลยต้องย้าย Flight มาวันที่ 18 กพ ที่ผ่านมา

พอมาถึงแอร์พอดคิดว่าจะเข้าคิวของแถวบัตรเครดิตร่วม กสิกร-แอร์เอเชีย แพรดดันนี่ แต่เนื่องจาก คิวยาวมาากๆๆๆ ยาวกว่าคิวเช็คอินปกติอีก (บัตรนี้ใครๆเค้าก็มีกัน) และพอดิผมได้ทำการเช็คอิน+พิมพ์ Boarding passes มาแล้ว จึงย้ายไปคิว online check-in แทน ซึ่งอยู่เลนขวาสุด เลยได้มาเจอแจักพอดกับพนักงานแห่งปี มีนามว่า CxxxxxxxxxEE

ผม: ไปไทเป 11 ท่านครับ (พร้อมยื่น passport 11 เล่มให้)
พนักงาน: (ท่าหน้าตะลึง ที่เห็น passport 11 เล่ม และแสดงสีหน้าไม่รับแขกอย่างเห็นได้ชัด) เราต้องเช็คอินนานเลยนะ ค่ะ (ก้มหน้า ก้มตา เซ็ง)
ผม: ครับ
พนักงาน: มีวีซ่าหรือยัง (ใช้น้ำเสียงแย่มาก.. ดูถูกลูกค้า)
ผม: มีแล้วครับ บางคนมีวีซ่าในเล่ม บางคนเป็น e-visa (ยื่นกระดาษวีซ่าให้)
พนักงาน: (จิจะ จิจะ สีหน้าไม่พอใจ) เราต้องเช็คอินอีกนานเลยนะ ค่ะ
ผม: ครับ (นึกในใจ อ้าวแล้วไงวะ.. ไม่อยากทำ ไม่อยากตรวจ กะให้เราย้ายไปคิวอื่นหรือไง)

Figure 4.29 The Post in Detail-5-1

Source: Pantip, 2011b.



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ระหว่างเช็คอินเอกสาร มีลูกค้าผู้หญิงท่านนึงเดินเข้ามาถามพนักงานท่านนี้ เนื่องจากเป็นคิวด้านขวาสุด

ลูกค้า: โทษนะคะ ไม่ทราบว่าจะเครื่องออกเวลา บ่ายสองยี่สิบ ตอนนี้เช็คอินได้หรือยังคะ
พนักงาน: (ไม่ตอบ ไม่มองหน้า ชี้นิ้วไปป้ายด้านบน ซึ่งมีป้ายเขียนว่า Online check-in)
ลูกค้า: โทษนะคะ ไม่ทราบว่าจะเครื่องออกเวลา บ่ายสองยี่สิบ ตอนนี้เช็คอินได้หรือยังคะ (รอบที่สอง)
พนักงาน: ออนไลน์เช็คอินเท่านั้นคะ (จิกปาก จิกคอ สีหน้าแย ดูถูกลูกค้า)
ลูกค้า: ฉันรู้แล้วว่าออนไลน์เช็คอิน แต่ฉันถามว่า เครื่องออกเวลา บ่ายสองยี่สิบ ตอนนี้เช็คอินได้หรือยัง (รอบที่สาม)
พนักงาน: (สบัดนาฬิกาออกมาดู) น่าจะได้แล้วคะ (ตอบอย่างไม่พอใจ)

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ระหว่างตรวจเอกสารซึ่งใช้เวลานานมาก (อย่างที่เคยพูดไว้) (เนื่องจากว่า วีซ่าเมกาหมายเลขวีซ่าไม่เป็น วีซ่าเซงเก้นก็ไม่มีรู้จัก ยังมาถามอีกว่าวีซ่าประเทศไทย) ทำงานไป แสดงสีหน้าไม่พอใจตลอดเวลา และพนักงานคนนี้ก็ก็ได้ชะงักหน้าดูคิวซึ่งมาต่ออีกยาว และแสดงสีหน้ากุ่มใจ และเครียดที่เจอคิวยาว

Figure 4.30 The Post in Detail-5-2

Source: Pantip, 2011b.

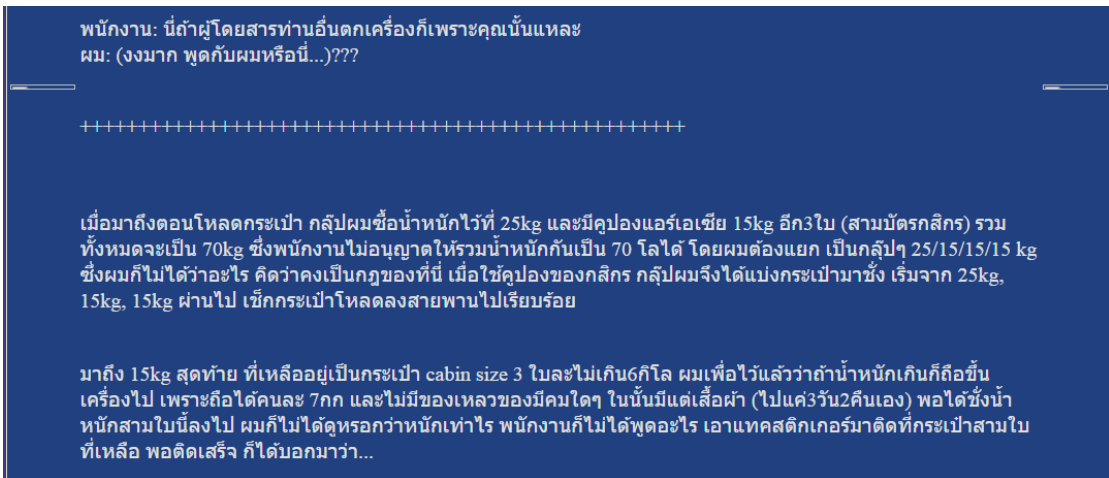


Figure 4.31 The Post in Detail-5-3

Source: Pantip, 2011b.

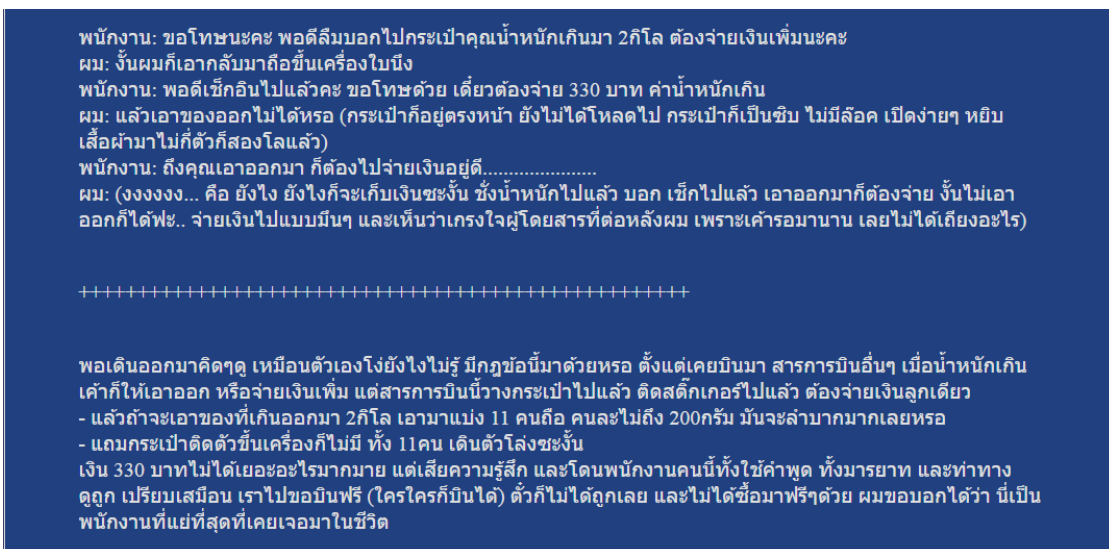


Figure 4.32 The Post in Detail-5-4

Source: Pantip, 2011b.

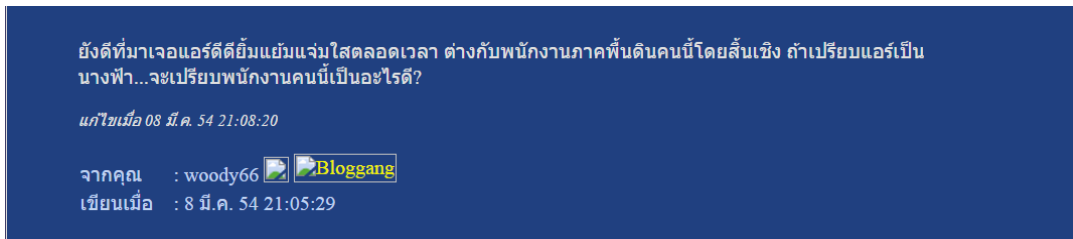


Figure 4.33 The Post in Detail-5-5

Source: Pantip, 2011b.

(2) Comments to the Post

Most comments agreed with the post owner and expressed their sympathy to the post owner. The user named tottui from comment 1 1 7 shared his opinion as “I think Air Asia forgets to teach its ground staff one thing, SERVICE MINDED!!!!”

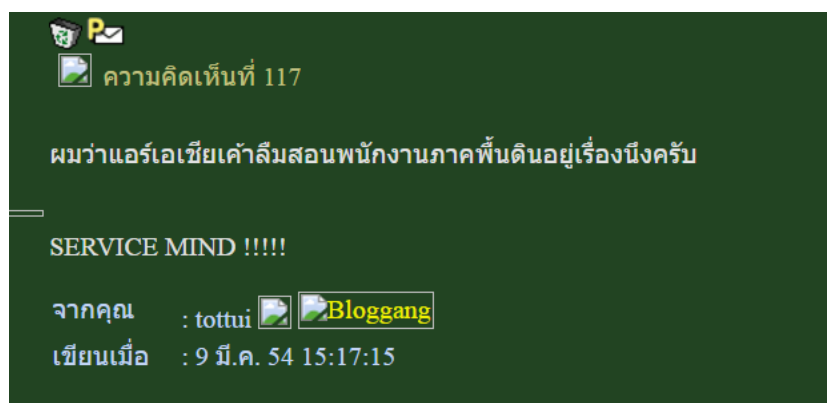


Figure 4.34 Post Number 117 Detail-5

Source: Pantip, 2011b.

Some members suggested the post owner send the complaint to the airline via different channels to let the airline know about the situation and improve the service of the staff. For example, the user named misterku from comment 2 5 3 said “should post this on Air Asia Facebook too, so they can have a budget to improve their ground staff. Their tickets are cheap, their service is cheap too? I had this similar problem with their ground staff in Singapore.”



Figure 4.35 Post Number 253 Detail-5

Source: Pantip, 2011b.

However, some posters who received good service from the airline shared their opinion and praised the airline staff. For example, the user named Mercilulu from comment 150 said “25 February 2011, I traveled to Udonthani with my family. There were 5 of us and the system of Air Asia was broken. The ground staff named Apisara was a tough looking woman with short hair and no much make up. She did not smile a lot because the system was broken and she could have been tired. When we asked her questions, she was nice and did not treat us badly as we were low cost passengers. I need to tell you, she was an Air Asia staff that made me feel good about this airline. Within the red tail, there are many nice staff. Sometimes, we don’t realized that because they do not give us a big smile because they are overloaded.”

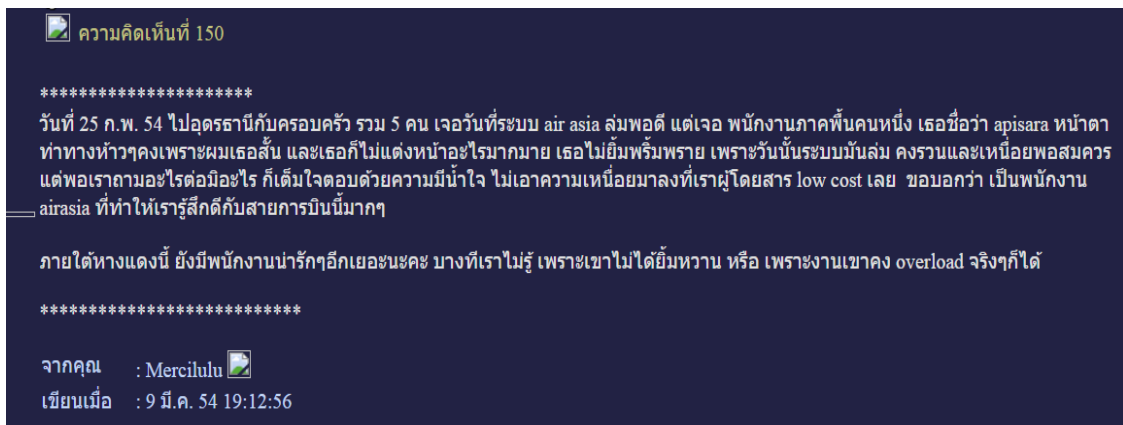


Figure 4.36 Post Number 150 Detail-5

Source: Pantip, 2011b.

(3) Airline Management

There was no action from the airline to the post. Members of the web board who were customers of the airline found that the airline did not have an online news monitor, so when the customers complained, there was no response back. The airline should have a staff who communicates specifically on online communication channels. This will lead to effective communication and stop the spreading of negative feedback. With no clarification and responsibility from the airline, they will continue to have negative feedback and damage to the airline.

(4) Executive Action

There was no communication or management from the airline's executive.

(5) Management Strategy

There was no management strategy to this post.

(6) Communication Process

As there was no communication from the airline, the researcher could not get all information into the communication process.

3) Post “Sharing My Experience with Nok Air, Very Disappointed No More Nok Air” was posted by the user named cutefaii on 11 November 2011. The post was a complaint to Nok Air about the service of its staff. There were 53 comments responding to the post. It was posted from 11 Nov – 25 Nov, total 15 days.

(1) The Post Content

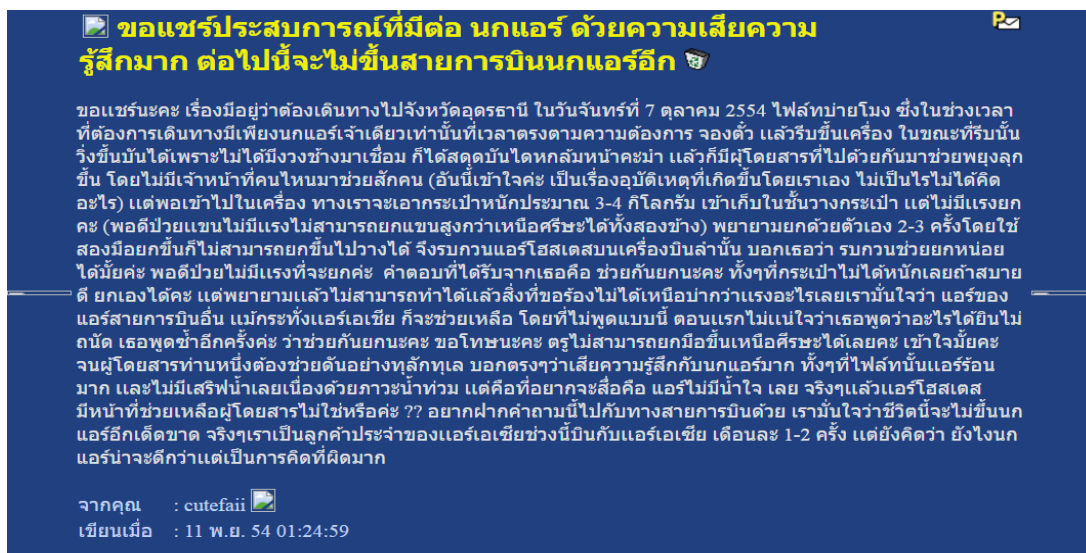


Figure 4.37 The Post in Detail-6

Source: Pantip, 2011c.

(2) Comments to the Post

Most comments did not agree with the post owner about the service of the staff. For example, the user named khunfreedom, comment 9 said “lifting passengers’ belonging is not part of the flight attendant’s duty, so the staff did not do anything wrong. Personally, she will be kind or not that is her own judgment. There are more than a hundred of passengers and it takes time to check and get things ready. If the staff are busy with lifting passengers’ belongings and did not have time to do anything else, the flight can be delayed because the passengers are not ready to take off, then who will get blamed? ...They will be blamed both ways-_-”

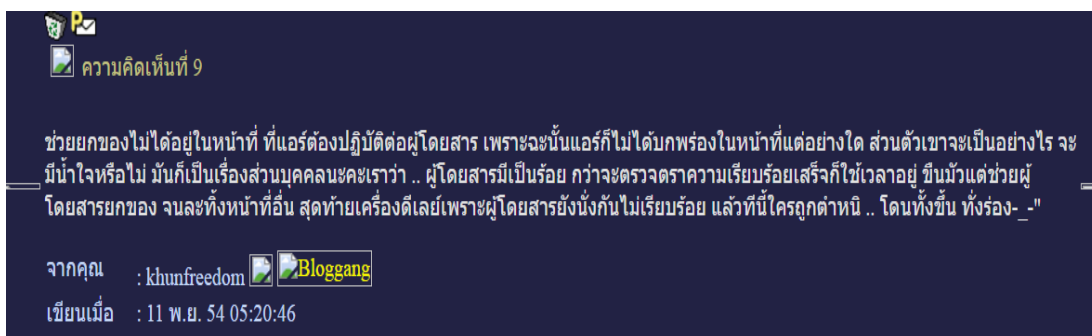


Figure 4.38 Post Number 9 Detail-6

Source: Pantip, 2011c.

The reason most comments from the web board members supported the airline but not the poster, was the understanding of the flight attendant roles and responsibilities. They did not think that the flight attendant neglected her role. So, the post owner got a lot of disagreement.

(3) Airline Management

The airline did not respond back to the post because they must have considered this was not the airline's fault and did not need to clarify. Moreover, many comments from the web board showed support for the airline. So, the airline did not need to clarify anything on this case. According to the case, if there were posts that the complaint was not based on accuracy, the web board members would immediately argue and would not support the post owner.

(4) Executive Action

There was no action and communication from the airline's executive.

(5) Management Strategy

There was no management strategy to this post.

(6) Communication Process

As there was no communication from the airline, the researcher could not get all information in the communication process.

4.3.3.3 The Content Analysis of Posts in 2012

There were 12 complaint posts in 2012 including 3 posts about Nok Air, 3 posts about Orient Thai, 2 posts about Thai Airways, 3 posts about Thai regional Airline, and 1 post about Air Asia. More details are listed below.

Table 4.9 Airline Complaint Posts in 2012

Number	Date	Post	Airline	Topic	Comments
1	2 Mar	The worst Manner of Thai Airways' Air Crew	Thai Airways	Service of Staff	193
2	22 Mar	Goodbye Nok Air! Down Grade My Nok Plus and Their Staff Force Me to Get a Small Refund	Nok Air	Refund System and Service of Staff	517
3	2 Apr	Almost Die!! Thai Airways Plane with Broken Hydronic, Can't Break!	Thai Airways	Break System	101
4	24 Aug	NOK AIR, Do You still Have Common Sense to Service Passengers? Thank to Orient Thai Airways So Much	Nok Air	Service of Staff	108
5	26 Oct	Share True Story "Nok Air Airlines" Lost Passengers' 3 Luggages from the Hold Loading!!!!	Nok Air	Losing Belongings	64
6	18 Nov	Almost Not Posting This, Air Asia, So Mad, The Worst Service, Lost Luggages and etc.	Air Asia	Losing Belonging and Service of Staff	31
7	8 Dec	A Complaint to Orient-Thai Flight OX8124 (To Warn You)	Orient Thai	Service of Staff	207
8	12 Dec	A Complaint to Orient-Thai Flight OX8124 (Continue an Apology Letter Update)	Orient Thai	Refund System	80
9	14 Dec.	Open to Hear Complaints of Thai Regional Airlines	Thai Regional	Complaint the Airline that Cannot Follow Its Schedule	55

Table 4.9 (Continued)

Number	Date	Post	Airline	Topic	Comments
10	17 Dec	A Complaint Orient-Thai Flight OX8124, the Result from the Airline (Orient-Thai is Over but It's My Beginning)	Orient Thai	Compensation and to Show Responsibility	79
11	21 Dec	Thai Regional Airlines Cancels All Flights till April 2013	Thai Regional Airlines	Flight Cancellation	201
12	21 Dec	Finally, the Flight is Cancelled! Thai Regional Airway	Thai Regional Airlines	Flight Cancellation	32

The top three posts that had the most comments are listed below.

Table 4.10 The Content Analysis of the Top Three Posts in 2012

Post	Opinion on the Post	Management	Executive Action	Strategy	Communication Process S > M > C > R
1. Goodbye Nok Air! Down Grade My Nok Plus, and Their Staff Force Me to Get a Small Refund	Most responses agreed with the post owner.	There was an action taken by call center, CEO's secretary, and CEO of the airline. They were admired by the post owner and many web board members.	CEO of the airline had an important role in the management and communication.	Excuse and corrective strategies	S= CEO, Secretary, and Call Center M= Apology Message and Clarification C= The Post, Phone, and Twitter R=The Post Owner and Pantip Users
2. A Complaint to Orient-Thai Flight OX8124 (To Warn You)	Most responses agreed with the post owner.	There was a response as an apology document from the airline after the post owner posted others 3 complaints.	No management action from the airline's executive.	Excuse Strategy	S=Customer Relations M=An Apology Message and Clarification C=Document R=The Post Owner

Table 4.10 (Continued)

Post	Opinion on the Post	Management	Executive Action	Strategy	Communication Process S > M > C > R
3. Thai Regional airlines Cancels All Flights till April 2013	Most responses agreed with the post owner.	There was no communication from the airline to the post, but there was communication via different channels. However, not all passengers received the communication and the communication was received had different messages, so it caused confusion among the receivers.	No management action from the airline's executive to the post; however, the CEO of the airline posted messages on his personal Facebook page.	Denial Strategy and Excuse Strategy	S=CEO and Admin fan page M= An Apology Message and Clarification C= Facebook R= The Passengers of the Airline

Below are the details of the study's result

1) Post “Goodbye Nok Air! Down Grade My Nok Plus and Their Staff Force Me to Get a Small Refund” was posted by the user named TazzBkk. It was posted on 22 March 2012. The post was a complaint to Nok Air. There were 517 comments responding to the post. The post was from 22 Mar-3 Apr, total 13 days.

(1) The Post Content

ลาก่อนนกอแอร์ โดนดาวน์เกรด Nok Plus แล้วพนักงานบังคับให้ผมรับเงินคืนแค่เสี้ยวเดียวของส่วนต่าง

เรียนตามตรงว่าผมปกติไม่ได้เล่น pantip ครับ แต่เรื่องนี้มันทำให้ฮึดฮัดใจมากจนต้องสมัครมาเขียน.

ผมเดินทางมาอุบลเข้านี้ครับ 22 มีนา รอบหกโมงเช้า

จองตัวตั้งแต่ 20 กพ.
เป็นนกอพลัสสองที่ ราคารวม 6198 บาท
เป็นที่นั่งธรรมดาสองที่ ราคารวม 2200 บาท

ไปถึงพนักงานบอกว่ามีการเปลี่ยนลำบินทำให้ไม่มีนกอพลัสและจะต้องดาวน์เกรด ซึ่งก็เสียความรู้สึกแล้วไม่มีการบอกล่วงหน้าและเพราะต้องการให้แม่ซึ่งสูงอายุแล้วนั่งสบายๆ

พนักงานที่ counter check in บอกให้ไปต่อคิว counter ด้านนอกเพื่อรับเงินส่วนต่าง. ไปถึง counter ด้านนอก เขามอบว่าพนักงานบอกผิด และให้กลับไปข้างในที่ช่อง 6H เพื่อรับเงินส่วนต่างซึ่งแถมก็ยาวอีก

พอถึงคิว ผมก็ยื่นใบจองทั้งสองใบซึ่งเห็นราคาส่วนต่างอย่างชัดเจนในเขา พนักงานทำแบบนี้ครับ ซึ่งผมขอบอกว่ารับไม่ได้ดีที่สุด

- เขามอบว่า "ที่ต้องเซ็นเอกสารนี้ก่อนครับ" เป็นเอกสารรับเงินครับ และเขายืนยันจะให้เซ็นก่อนเท่านั้น โดยที่ไม่บอกว่าจะคืนเงินเท่าไร
- เขาดำเนินการเสร็จแล้วเขาเอาเงินมาวางครับ ดูคร่าวๆก็พันกว่าบาท ผมก็เลยให้น้องเขาเอาเอกสารมาเทียบดู ให้เห็น

Figure 4.39 The Post in Detail-7-1

Source: Pantip, 2012a.

ว่าราคามันต่างกันเกือบสี่พันบาท น้องเขมบอกว่"ผมเข้าใจครับ แต่ที่ผมทำตามระบบ ระบบมันให้คืนเงินคนละแปดร้อยกว่าบาท" และยืนยันว่าผมต้องรับเงิน

- ผมบอกเขาว่าคุณดาวน์เกรดผม แล้วให้ผมเข้าคิวดำเนินการต่างๆ แล้วจากที่ต้องคืนเงินผมสี่พัน คุณจะคืนเงินผมแค่พันกว่าบาท แล้วจะให้ผมรับ?

- พนักงานบอกว่าถ้าพี่ไม่รับผมจะโดนหัวหน้าตำ ผมบอกว่าผมไม่รับและขอเอกสารที่เซ็นไปคืน เขามบอกว่าเขาไม่คืนให้ครับ และยืนยันว่าผมต้องรับเงิน พอผมบอกว่าผมไม่รับ เขามบอกว่าเงินพี่ไปเรียกเองเอาเองก็แล้วกันเพราะมีลูกค้ารายอื่นรอ และยังไม่พยายามจะให้ผมรับเงินอีก

ผมก็บอกว่า ถ้าน้องทำแบบนี้ น้องเก็บเงินของน้องไว้เถอะ แล้วผมก็ไปขึ้นเครื่องบินครับ

ปรากฏว่า เครื่องบินที่เปลี่ยนลำเป็นแบบที่มีแต่ที่นั่งธรรมดา กลับมีผู้โดยสารเกือบเต็มครับ วางไปเพียงหนึ่งหรือสองที่นั่งได้ หมายความว่า การเปลี่ยนลำมันไม่ใช่เพราะมีเหตุจำเป็นเร่งด่วนอะไร แต่เพราะมีผู้โดยสารจองแบบธรรมดามากกว่าที่ลำเดิมจะรับได้ (เพราะนกพลัสที่นั่งใหญ่ครับ) นี่จึงเป็นการตัดสินใจทางธุรกิจของนกแอร์ที่ตัดสินใจเปลี่ยนลำมันเป็นแบบไม่มีนกพลัสและให้ downgrade ผู้โดยสารนกพลัสเอา โดยไม่ได้โทรบอกลูกค้าอีกด้วย

ระหว่างที่นั่งเครื่องบินก็คิดว่าเหตุที่ระบบมันจะคืนเงินผมน้อยขนาดนั้น น่าจะเป็นว่าระบบของนกแอร์คิดราคาตั๋วของที่นั่งธรรมดาเป็นวันที่ผมบิน ซึ่งคือวันนี้ แทนที่จะเป็นวันที่ผมจอง

แต่แบบนี้มันไม่แฟร์เลยครับ ผมไม่ได้ยินดีจะจ่ายที่นั่งปกติในราคาที่แพงกว่าการบินไทยแบบนี้ ผมไม่ได้ยินดีที่จะต้องไปเข้าคิวจัดการขอเงินคืนทั้งที่เป็นเรื่องทีนกแอร์ควรใส่ใจทำให้ลูกค้าด้วยอาการขอโทษ เพราะเขามี slogan ว่า Nok care ไม่ใช่ Nok don't care. ผมไม่ได้ยินดีที่จะต้องโดนบังคับให้รับเงิน และปฏิเสธที่จะให้เอกสารผมคืนเมื่อผมไม่ยอมรับจำนวนเงินที่เขาบังคับจะให้ผมรับ

Figure 4.40 The Post in Detail-7-2

Source: Pantip, 2012a.

ตอนนี้ผมโทรไปที่ call center ของนกแอร์แล้วครับ เขารับเรื่องแล้วบอกว่าต้องใช้เวลาสองวันเก็บข้อมูล แต่ที่มาเขียนเนี่ย ก็เพราะถึงสุดท้ายผมจะได้เงินคืนครบหรือไม่ก็ตาม ผมก็ยังรับการปฏิบัติต่อลูกค้าและหลักการทำธุรกิจแบบนี้ไม่ได้ครับ

ถ้าคุณจะนั่งนกพลัสก็คิดดีแล้วกันครับ คุณอาจจะได้ที่นั่งปกติและต้องจ่ายเงินเทียบเท่ากับราคาซื้อในวันบินซึ่งแพงกว่าโปรโมชันมากมาย แถมยังต้องเดินเรื่องคืนเงินเองและเจอพนักงานที่บอกคุณว่าคุณต้องรับเงินเท่านี้ไม่เงินตัวเขาเองจะโดนหัวหน้าตำ และถ้าคุณไม่รับก็ไปเรียกเองเอาเอง

ผมคิดอยู่เสมอว่าควรจะสนับสนุนกิจการคนไทย แต่ความต่างอย่างหนึ่งของบริษัทไทยกับบริษัทของประเทศที่เจริญแล้วคือ CRM ครับ Customer relationship management. เมืองนอกแค่ส่งของช้ายังมีดอกไม้มาขอโทษครับ, เครื่อง delay ก็ upgrade ให้, แต่เมืองไทยตัดสินใจเปลี่ยนลำมันไม่บอกกล่าว ให้ผู้โดยสารขึ้นพิเศษไปเดินเรื่องคืนเงินเอง พนักงานจะบิดเรื่องให้ได้เพราะหัวหน้าจะตำ นกแอร์เองได้เงินเพิ่มสองชั้นครับ เพราะเครื่องบินเต็มลำ แกมคนที่นั่งนกพลัสซึ่งจองตั้งแต่เดือนที่แล้วยังต้องจ่ายที่นั่งปกติในราคาซื้อในวันบิน จลาตนะครับ

... ความต่างมันช่างเหมือนกับฟ้ากับเหวครับ CRM เมืองนอกกับเมืองไทย คิดแล้วก็สลดใจ

ผมนั่งนกแอร์มาตั้งแต่ผมยังตั้งตัว จนตอนนี้ผมตั้งตัวได้ มีฐานะหน้าตา แต่ก็ยังนั่ง Nok Air เพราะนั่งมาแต่เดิม และเพราะขอมไอดีเดียต่างๆที่นกแอร์มี และขอมที่นั่งนกพลัสที่ใหญ่เหมาะสำหรับแม่ที่สูงอายุครับ ที่บ้านยังมีเครื่องบินเป่าลมนกแอร์ วันนี้อย่างได้พวงกุญแจนกแอร์ที่ทำบุญเด็กโรคหัวใจครับ แต่หลังจากวันนี้เป็นต้นไป ต้องบอกคำเดียวครับ

Figure 4.41 The Post in Detail-7-3

Source: Pantip, 2012a.

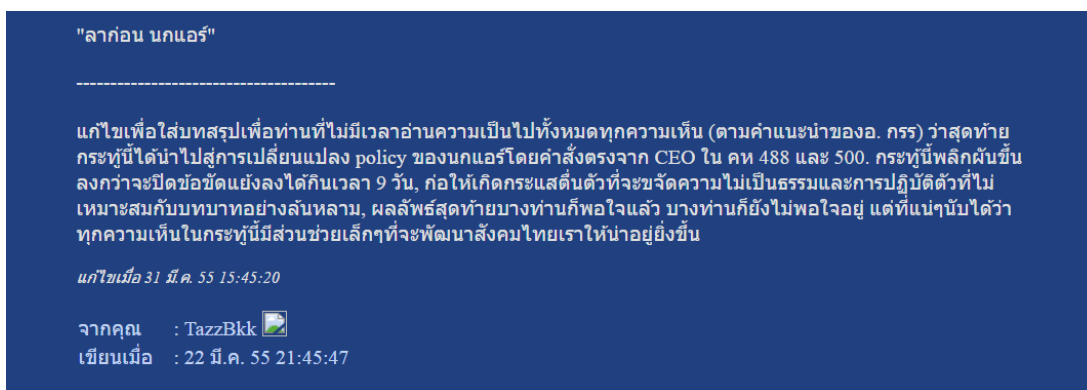


Figure 4.42 The Post in Detail-7-4

Source: Pantip, 2012a.

(2) Comments to the Post

Pantip web users were very interested in this post as there were 517 comments responding to it. The post was being communicated back and forth for quite some time. It was voted as a suggested post and most web users agreed with the post owner. The users were not happy with the situation and showed their sympathy to the poster. They also requested the airline to take responsibility and clarify the situation. For example, the user named Yoong Cha Mad Sad Ta Wa Phad comment 90 said “I feel bad for the post owner as the airline needs to reasonably pay back for the downgrade. They can’t just give him back 856 THB. It is silly. I hope Nok Air will consider this and not just apologize with a small refund.”

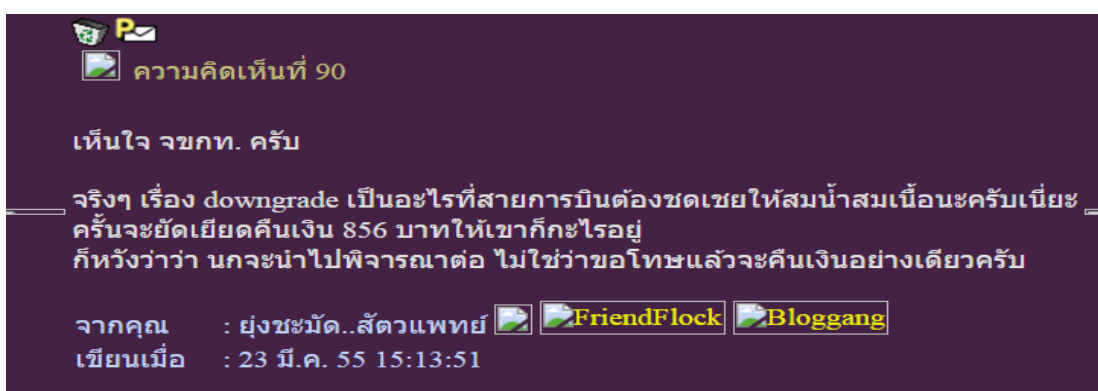


Figure 4.43 Post Number 90 Detail-7

Source: Pantip, 2012a.

(3) Airline Management

From what happened, a member of the web board passed the post along to Mr. Patee. Later, Mr. Patee tweeted about this case via his Twitter account and the post owner commented on comment 66 said “received tweet from Nok Air’s CEO and thank you so much for passing the post along to Mr. Patee”

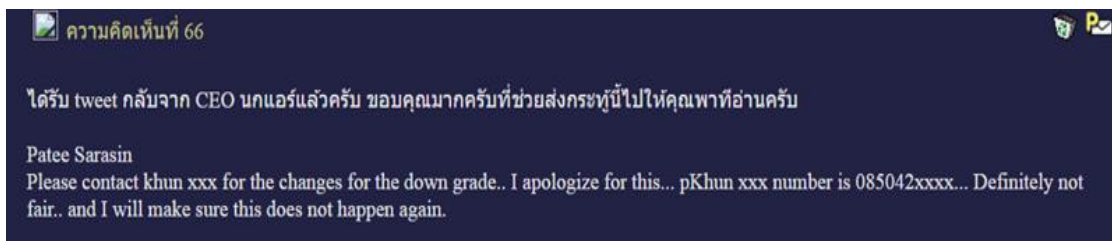


Figure 4.44 Post Number 66 Detail-7

Source: Pantip, 2012a.

Besides communicating with Mr. Patee, the post owner also talked to different channels within the airline, such as its call center. The post owner sent the complaint to them and received a denial which upseted and caused confusion to the post owner on the miscommunication of the airline. Later, Mr. Patee’s secretary called the poster on behalf of the airline to apologize and thanked the post owner for his advice. She promised to get this case taken care of and clarify things in the post later. She also shared that Mr. Patee called to follow up to this case and express his concern about the case which very pleased the poster. However, when the secretary posted to the post later, she confirmed that the airline will only pay the same amount of money. This made the post owner and other web board members very unsatisfied and there were many people continually shared their opinion on the case. This significantly ruined airline’s image. Finally, Mr. Patee took care the problem himself by reaching out to the post owner and tweeted the case on his twitter account. Later, a member of the web board shared this on the post.



Figure 4.45 Post Number 290 Detail-7

Source: Pantip, 2012a.

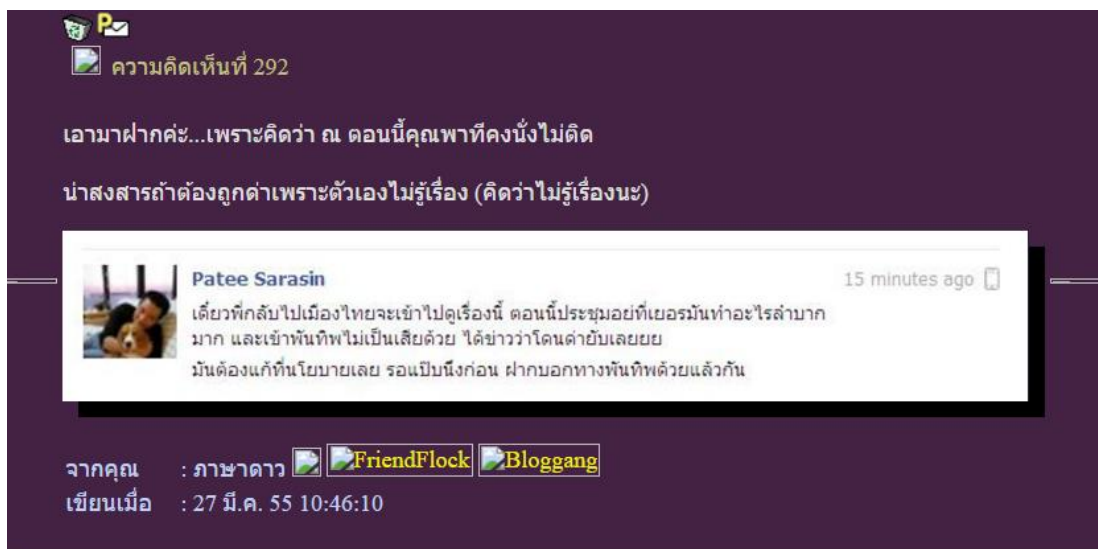


Figure 4.46 Post Number 292 Detail-7

Source: Pantip, 2012a.

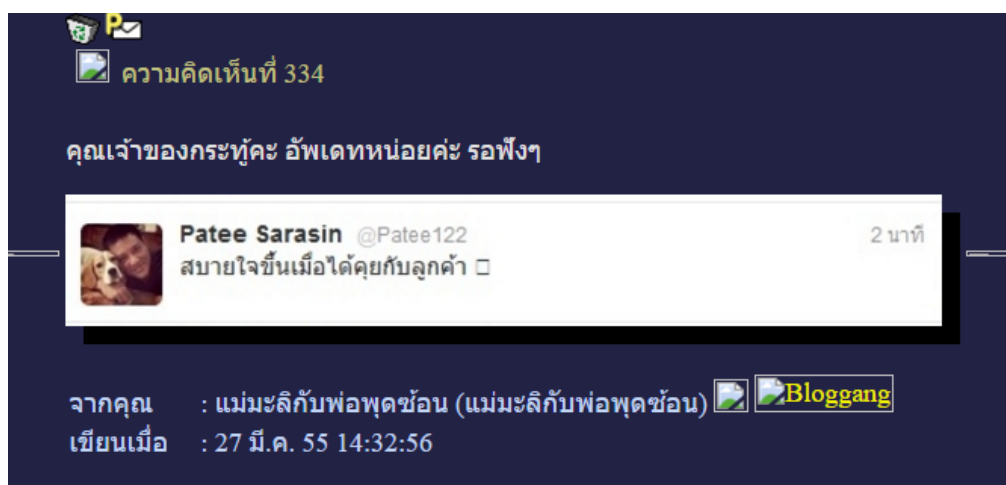


Figure 4.47 Post Number 334 Detail-7

Source: Pantip, 2012a.

To solve the problem, Mr. Patee invited the post owner to a meeting because he want the post owner to share his experience and opinion to the airline’s executives which was very impressed the post owner as he could see that Mr.Patee was willing to solve the issue. On the post, a user named Nok Jib Jib, a representative of the airline talked through the meeting again as the result of the meeting. This led to a company’s policy change in downgrading. This was to please passengers as much as possible and to have an appropriate policy. The change also included training process and service of staff. This case ended very well and satisfied the web board members such as a member named Gay Gi comment number 498 said “with new policy of Nok Air makes me continually buying Nok Plus. This crisis management by Nok Air is very good. The post owner helps us to have a better standard. Cheers!”

According to the case management, the airline was monitoring news and information from the online channel, so the airline acknowledged the negative feedback from Pantip website members and the airline did not ignore the issue. Though the first attempt of the problem solving, they got attacked from the web board members as there was unprofessional communication and confusion. However, Mr. Patee showed his willingness to fix the issue by having one on one communication with the post owner, talking through a middle person, and listening to his customer which led to a policy change. This fixed the problem quickly and right on the spot.

Mr. Patee utilized his personal online communication tool which was Twitter. The customers could communicate and share data via the tool and in the same time Mr. Patee could see their feedback as well.

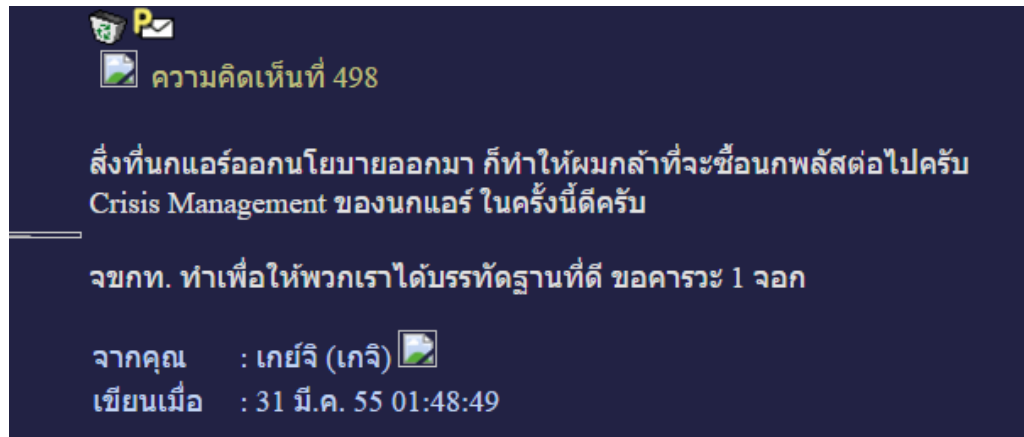


Figure 4.48 Post Number 498 Detail-7

Source: Pantip, 2012a.

(4) Executive Action

The execution in this case was an important part on successfully manage the post. Mr. Patee directly communicated with the post owner, though at first he communicated through his secretary, later he managed the problem himself and invited the post owner to attend a meeting and shared experience which solved the problem and led to a policy change and made the customers very satisfied.

With Mr. Patee management, the post owner thanked him and his willingness on trying to correct the problem. Moreover, Mr. Patee invited the post owner for a private meal which showed his friendliness that he treated his customer like friends. This kind of action was hard to find in other executives. Moreover, communicating via Twitter to share information helped drawing people attention and showing the post followers that he did not ignore the problem.

(5) Management Strategy

The CEO of the airline used an apology strategy. Mr. Patee directly apologized to his customer and asked the airline's staff who caused the problem to

apologize to the post owner as well. Mr. Patee also used correcting strategy to have the new policy and to be fair to customers which fixed the cause of the problem.

(6) Communication Process

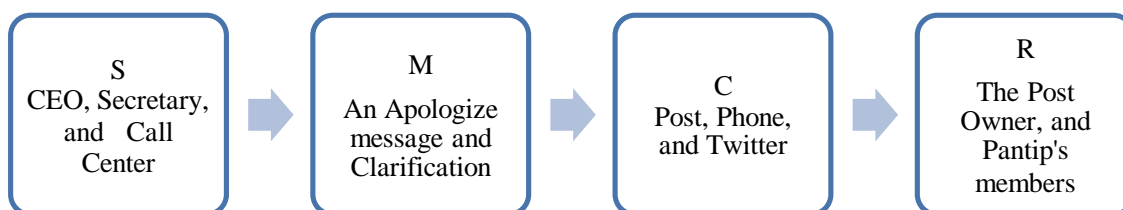


Figure 4.49 The Communication Process of the Airline-4

2) Post “Complaint to Orient-Thai Flight OX8124 (To Warn You) was posted by the user named follownet on 8 December 2012. It was a complaint to Orient Thai airlines about its staff service. There were 207 comments responding to the post. It was communicated from 8-18 December, total 11 days.

(1) The Post Content

ร้องเรียนสายการบิน Orient-Thai เที่ยวบินที่ OX8124 (เตือนเพื่อนๆครับ)

ร้องเรียนสายการบิน Orient-Thai เที่ยวบินที่ OX8124

ขอเกริ่นก่อนนะครับ ผมชื่อธนวัฒน์ ผู้โดยสารซึ่งตอนนี้ควรจะได้ไปเที่ยวกับเพื่อนๆที่เชียงใหม่ ไปวันเสาร์กลับวันจันทร์ (หมายเลขของคือ LTDANB)

ตอนแรกผมนัดหมายไปเที่ยวกับเพื่อนทั้งหมด 6 คน รวมผมเป็น 7 คน เดินทางวันนี้ครับเวลา 15.30 น.

เพื่อนผมไปถึงสนามบินกันก่อนและ checkin ไปแล้ว เหลือผมเป็นคนสุดท้าย พอผมไปถึงตอน 14.25 น. ผมไปเช็คอิน เกิดเรื่องไม่คาดฝันว่าจะได้ขึ้นครับ เจ้าหน้าที่บอกเครื่องเต็มแล้ว (เฮ้ย กระจายเงินก่อนเป็นเดือน) ผมเลยบอกว่าผมจองมาพร้อมเพื่อนมันจะเต็มได้ยังไง เพื่อนผมเช็คอินไปแล้ว ยืนรอผมอยู่ข้างๆเนี่ย ทาง OT (ขอย่อ Orient-Thai) บอกว่าเครื่องเสีย ทำให้ต้องใช้เครื่องเล็กลงเลยทำให้ผู้โดยสาร 10 คนสุดท้ายที่มาใช้บริการ ไม่สามารถไปได้ (อ้าว คือกรุช่วยเพราะมาช้ากว่าคนอื่นทั้งที่จองและจ่ายเงินก่อนเป็นเดือน) ทางนั้นบอกเมื่อวานก็เป็นแบบนี้ (ตกลงเครื่องเสียหรือว่าให้ over booking ไว้เผื่อคนไม่ไป) และถ้าเมื่อวานเป็นอย่างนี้ วันนี้ไม่จอง flight ต่อไปเพื่อไว้ก่อนฟระ เพื่อรองรับผู้โดยสาร 10 คนนั้น

ผมถามว่าแล้วทำยังไงได้มั้ง ทาง OT บอกก็จะไปหาเครื่องเที่ยวต่อไปให้ เป็น Air-asia (มันจะครบไม่แน่ใจ บอกว่าออกตอน 15.45 น.) และทาง OT ถามผมว่าจะไปพร้อมกันกับเพื่อนๆไหม ทางพวกผมเลยบอก ok ไปด้วยกัน ตอนนี้นะพวกผมก็คิดว่า ok แล้วละ เข้าไปนิด อารมณ์เสียไปหน่อย แต่ก็ได้ไปกับเพื่อนๆก็ไม่เป็นไร แต่ๆๆๆ เรื่องก็ยังไม่จบ

Figure 4.50 The Post in Detail-8-1

Source: Pantip, 2012b.

อยู่ๆทาง OT บอกผมว่า (ประมาณนะครับ จำค่าพูดตรงๆไม่ได้ ตอนนั้นอารมณ์ขึ้น)
 OT: อาจจะได้ไปไม่ครบนะละ
 ผม : เฮ้ย หมายความว่าไง
 OT: เพราะว่าที่ออกมารอคิวกัน 7 คน (เพื่อนๆที่ยกเลิกแล้วมารอพร้อมผม) ทาง Airasia อาจเหลือที่ไม่พอ กำลัง waiting list อยู่

ผม : เฮ้ย แล้วเอาเพื่อนๆออกมาเสี่ยงไม่ได้ไปกับผมทำไม ที่คุณบอกว่าไปรอบถัดไป พวกผมทุกคนเข้าใจว่าไปไม่ได้เลย จงให้ครบคนทั้ง 7 คนและไปเที่ยวถัดไปพร้อมกัน

ผม : งั้นไม่ต้องเอาเพื่อนออกมาแล้ว ใครไปได้ ให้ไปก่อน
 OT: เอาออกมาแล้ว 3 คนค่ะ และก็มีคนอื่น เข้าแทนไปแล้ว <== ไข้อยู่ไรคิด ทั้งๆที่ตัวใหม่ยังจองไม่ได้
 ผม : (=.=)!!!!!!

ผม : เฮ้ยทำยังงี้ได้ไง ที่นั่งใหม่ยังไม่ยืนยัน เอาที่นั่งเพื่อนผมไปปล่อยต่อแล้ว
 OT : (แกตัวอะไรซี้ก้อย่าง แต่ฟังไม่ขึ้น)
 ผม : จะรับผิดขอมยังงี้ ทำอะไรได้บ้าง
 OT : เอาออกมาแล้ว และมีคนสวมแทนแล้วค่ะ ทำอะไรไม่ได้
 ผม (คิดในใจ) คุณเอาส่วนไหนคิดเนี่ย กลายเป็นผมทำให้เพื่อนๆช่วยกันไปหมด ออกมาดกเครื่องพร้อมกันซะงั้น

พวกผมเลยสรุปว่าไป 3 คนก่อนละกัน เดี่ยว:-)จะไม่ได้ไปกันหมด
 สรุปตอนนี้ ขึ้น Orient-Thai ไป 3 คนละครับ (จากที่ตอนแรกจะได้ไปกัน 6 คน เพราะผมแท้ๆ)

Figure 4.51 The Post in Detail-8-2

Source: Pantip, 2012b.

ผม : แล้วอีก 4 คนทำไง
 OT : คงต้องรอ Air-asia ว่าว่างหรือไม่ (คุณเฮ้ย มันวันเสาร์แรก ของหยุดยาว :-)คงว่างง่าย ๆ ทรอกนะ)
 ตอนนั้นรออีกแป๊บเดียวก็รู้ผลละครับ ว่าไม่ว่าง อดไปหมด (ตามคาด)

OT : Air-asia เต็มหมดเลย
 ผม : แล้วทำไง
 OT : ไม่ต้องกลัวนะค่ะ มีทั้ง Nokair และสายการบินอื่นอีกเยอะ ยังไงก็ได้ไปวันนี้แน่
 ผม : คุณจะทำอะไร แล้วทริปผมที่วางไว้ไม่พังหมดหรือ
 OT : อันนั้น เราไม่สามารถรับผิดขอมได้ค่ะ
 ผม : คุณทำได้เท่านี้หรือ หา flight ที่ว่างไปเรื่อยๆ ถือว่าทำดีที่สุดของคุณแล้วใช่ไหม พวกผมต้องรอและทนรับมันอย่างเดียว
 OT: ทำได้เท่านี้
 ผม : เออ ดร.โง่เองที่มาจองสายการบินนี้

สรุปรอไปอีก เกือบครึ่งชั่วโมง

OT: สรุปเหลือที่อีก 3 ที่เท่านั้นละครับ (น้องผู้ชายมาบอกแทนคนผู้หญิงหายไปนั่งเฉยๆและทำเป็นไม่สนใจ)
 ผมและพรรคพวก (รออย่างใจจดใจจ่อ) : เฮ้ย แล้วอีกคนนั่งทำไงพี่
 OT : ได้มาแค่นี้จริงๆ อีกคนต้องรอทุบครึ่ง มีออกอีก flight นึง
 ผม : โห รอมาอะไรทุบครึ่ง เพื่อนผมวางทริปไปเที่ยวกันตอนเย็นหมดแล้ว จะได้มาฟังยับเยินเพราะความเง่าของ OT เนี่ยนะ

Figure 4.52 The Post in Detail-8-3

Source: Pantip, 2012b.

ผมเลยบอกให้เพื่อนผมอีก 3 คนไปก่อนเลย กลัวคิดนานเดี่ยวตัวโดนแย่งอีก ถ้าต้องรอนานขนาดนั้น ผมไม่ไปแล้ว รอ บ่าอะไรถึงทุ่มครึ่งกว่าจะถึงที่เชียงใหม่ก็เข้านอนแล้ว หมดอารมณ์ทุกอย่าง และถ้าผมไปรอนทุ่มครึ่ง เพื่อนๆก็ต้องมา รอมผม ทำให้ทั้งเย็นวันนี้อาจไม่ได้ไปเที่ยวกันตามที่วางแผนไว้ (สรุปตอนนี้เพื่อนโทรมาบอกด้วยว่า Nokair วางอีก 3 ที่ แล้วทำไม OT มันบอกเต็ม ที่ที่วางคือ 41J 41H และ 46H ประสานงานกันยังไง น่าแค้นมาก ผมต้องการคำตอบตรงนี้ ด้วย)

สรุปผมเลยขอคืนเงิน และอดไปเที่ยวกับเพื่อนๆที่วางแผนเที่ยวมาด้วยกัน ขอประณาม Orient-thai ที่ทำงานได้ห่วยแตก มาก ขอต่อว่าพนักงานต้อนรับหญิงซึ่งเถียงอย่างเดียว ทั้งนี้ผมขอให้ชดใช้ค่าโรงแรมที่ผมจองและค่าน้ำมันรถไปกลับ ดอนเมืองด้วย เอกสารจะส่งไปให้แน่นอน ซึ่งคงจะยากที่ทาง OT จะชดใช้ให้ แต่ผมก็จะขอ เพราะหงุดหงิดมากและ ขอตัดคำตอบจากทาง OT ว่าจะตอบว่ายังไง และขอเอาคำตอบมาประจานต่อไปเรื่องละกัน

สรุปขอต่อว่ากรดำเนินการเป็นข้อๆดังนี้

- 1.ทำไมถ้ารู้ว่าเครื่องบินมีปัญหา ทำให้อีก 10 คนไม่สามารถไปได้ ทำไมไม่จองตั๋วของ AirAsia ให้ก่อนเลย 10 ที่เผื่อคนที่มาช้าจะได้ไป ไม่ใช่รอคนมาแล้วค่อยไปหาตั๋ว มันคงมีที่รอกนะ
- 2.ทำไมเอาชื่อเพื่อนผมออกมาจากที่นั่งเก่า ก่อนที่จะยืนยันสายการบินถัดไปได้ (ถ้าเพื่อนผมอดไป ผมจะไปยืนยันชื้อบ้าย ต่ำที่หน้าบริษัทเลย ดินะมีที่พอพอดีอีก 6 คน (3คน 2 เทียว) ผมอดไป
- 3.พอไปขอคืนเงิน บอกว่าขอเวลา 30 วันคืนเข้าบัตร (โห ทำกรอดไปแล้ว ยังเอาเงินกรูไปดองต่ออีกเป็นเดือน) ขอ ประณามเรื่องเวลา เพราะเห็นๆอยู่ทำไมไม่ใช้ความผิดผม ถ้ารับผิดชอบจริงๆจะคืนเงินสดด้วยซ้ำ นี่ยังไม่รับผิดได้แค่นี้
- 4.พวกคุณไปถาม Nok-air กันยังไง ทำไมเพื่อนผมที่ขึ้นไปบอกว่ายังมีที่ว่างอยู่อีก 3 ที่ (41J, 41H และ 46H) คุณ ประสานงานกับสายการบินอื่นได้อย่างใจทรอ ผมอยู่ waiting list คิวที่ 1-4 แต่ทางคุณบอกว่าว่าง 3 ที่ทำให้คิวที่ 4 อดไป ถ้า Nokair วางจริง ๆ หมายความว่าคุณแกล้งไม่ให้ผมไปหรือไง ผมขอคำตอบในเรื่องนี้ด้วย

Figure 4.53 The Post in Detail-8-4

Source: Pantip, 2012b.

ขอชื่นชมส่วน customer-relation คุณจงลัษณ (น่าจะเป็นหัวหน้าฝ่าย) ที่ยินยอมติดตามเรื่องให้และแจ้งว่าจะมี จดหมายตอบกลับมาจาก mail ผมและยินดีโอนเงินคืนให้เป็นเงินสดเข้าบัญชีผมวันอังคารนี้ ขอแสดงความชื่นชมครับ ในขณะเดียวกันถ้าผมขึ้นเสียงกับคุณไปบ้างผมขอภัยมาที่นี้เลย แต่ผมยังรอผลการร้องเรียนอยู่นะครับ ว่าการที่ พนักงานผู้หญิง ที่เจต้ามองว่าตำแหน่งสูงสุดในนั้นแล้ว อยู่ๆเอาเพื่อนผมออกมาจากที่นั่ง ซึ่งยังไม่มีการยืนยันที่นั่ง ใหม่ เอาอะไรมาคิด บริษัทสอนมาอย่างนี้หรือ รวมทั้งเรื่องที่เพื่อนๆผมนั่ง nok-air ไปแล้วยังมีที่ว่างอีก 3 ที่นั่น หมายความว่า

จะทำเอกสารร้องเรียนไป orient-thai ด้วย แต่ขอปรับเรื่องค่าพูดหน่อยละกันครับ พิมพ์ในนี้ ผมขอใส่อารมณ์ ณ ขณะนั้น ไปด้วยละกัน ค่าพูดอาจไม่เพราะไปบ้าง แต่อารมณ์ผมตอนนั้น หยาบกว่าที่เขียนเยอะ หงุดหงิดมาก

สุดท้าย ขอเตือนเพื่อนๆที่จะไปกับ Orient-Thai ขอให้ระวังตัวไว้ อยู่ๆที่นั่งท่านอาจเต็มได้และอาจไม่ได้ไปถึงแม้จะจ่าย เงินแล้วก็ตาม ต่อให้จ่ายเงินจองแล้วก็ขอให้รีบไป ไม่งั้นท่านอาจกลายเป็น 1 ใน 10 คนสุดท้ายเหมือนผม ที่อดไป เกี่ยวกับเพื่อนๆก็ได้

ขอบคุณที่สละเวลาอ่าน ครับ บางคำอาจไม่สุภาพ แต่อารมณ์ตอนอดไปเกี่ยวกับเพื่อนๆที่นัดกันมานาน มันมากกว่านั้น ครับ ถ้าบริษัทคิดว่าผมพูดตรงไหนผิดไป ขอให้แจ้งมาเลย หรือจะให้ผมไปหากก็ได้ที่สำนักงานใหญ่ นัดหมายมาเลยผม จะเข้าไปชี้แจงให้เอง

Figure 4.54 The Post in Detail-8-5

Source: Pantip, 2012b.

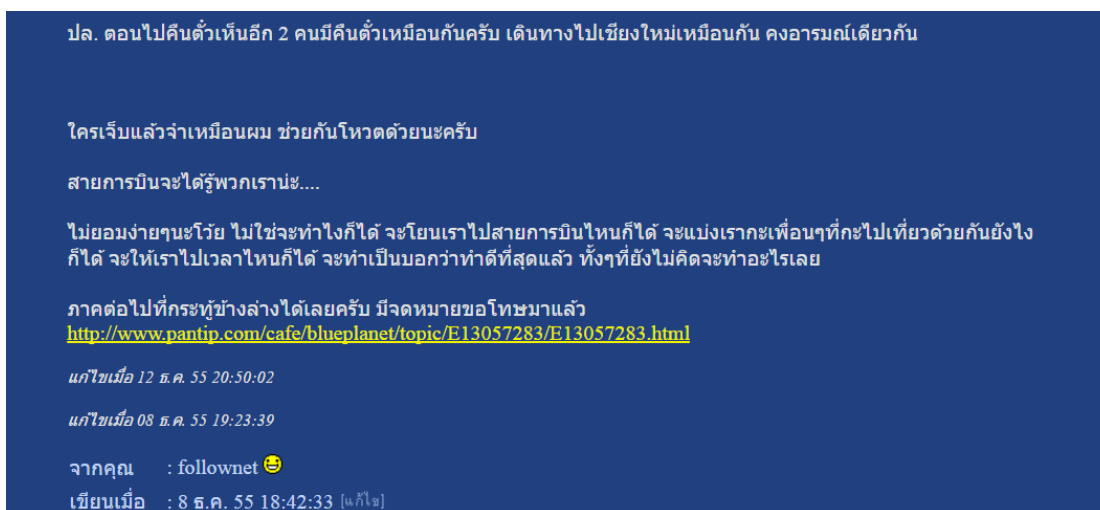


Figure 4.55 The Post in Detail-8-6

Source: Pantip, 2012b.

(2) Comments to the Post

Pantip web board members were very interested in this post and most comments agreed with the post owner. The members expressed their sympathy to the post owner and also shared their own bad experiences with the airline. For example, user named Shashi from comment 159 said “I had 2 delayed flights in a row. The first time, I got a message the day before my original flight informed me about the delay and it was delayed again on the actual day. My plan was over”

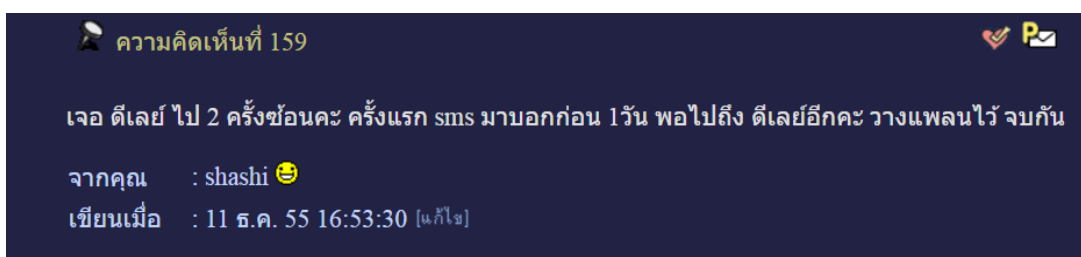


Figure 4.56 Post Number 159 Detail-8

Source: Pantip, 2012b.

(3) Airline Management

The post owner sent a complaint to the airline and received an apology letter from the airline. However, the post owner was waiting for more responsibility on other complaints. He wrote two more complaints for a total of three posts.

The second post was a complaint to Orient-Thai Airlines flight OX8124 (continued update, the apology letter). This was posted on 12 - 17 December 2012 for a total of 6 days and it had 80 comments. The comment was to clarify the pending response on the refund and the meeting's result. The post owner invited the post followers to follow the update in the next post.

The third post was a complaint to Orient-Thai Airlines flight OX8124 "The result of the consideration of the airline (Orient-Thai is over but it's my beginning)" This was posted on 17 - 27 Dec 2012, total 11 days. There were 79 comments responding to the post. The post was in regards to the results of the airline showing that the airline would refund the tickets money but no other expenses. Most comments were not satisfied with the result. For example, the user named anegi from comment 19 said "Vote too. I have seen airline posts these days and I have to say I am "scared" that it will happen to me as it would be upsetting and time wasting. Organizations that are in charge of this problem and Office of the Consumer Protection Board should step in. The way this airline managed the problem was silly as they could not operate the flight, so just gave money back. This was way too easy. Passengers did not need to deal with the airline's mistake, especially, the missing flight or paying more money for new tickets. All the problems caused by the airline, such as the delay and overbooking, but in the end, passengers were the ones who "suffer" and the airline got away with it. It is very bad."

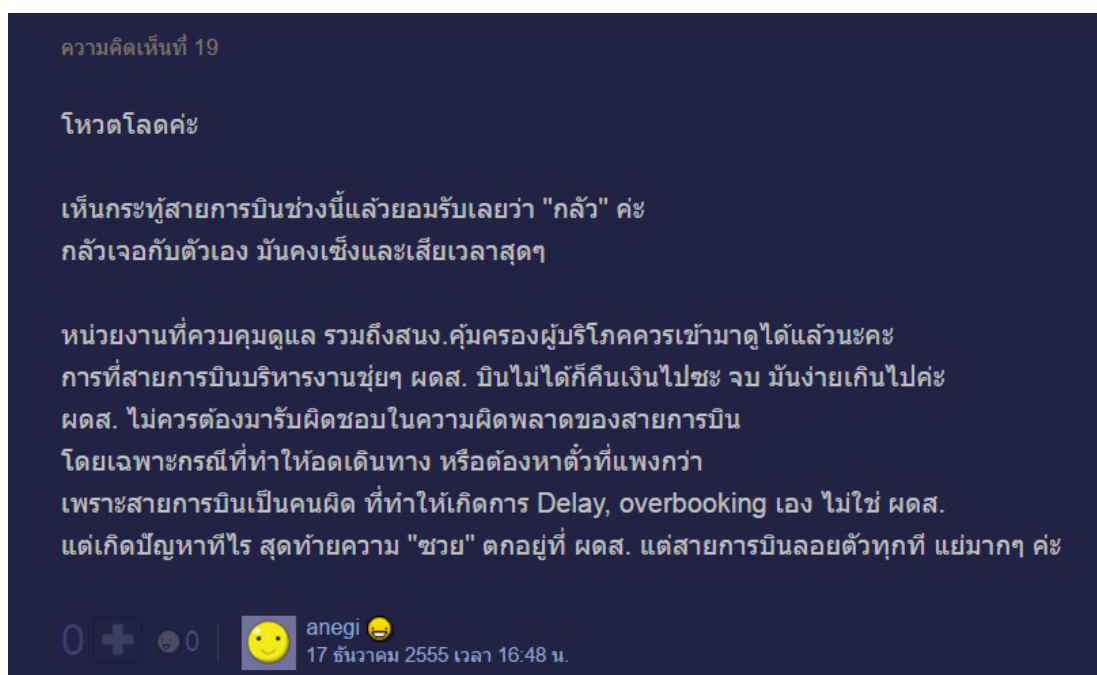


Figure 4.57 Post Number 19 Detail-8

Source: Pantip, 2012b.

Overall, the airline's management was not effective as the post owner was not satisfied and expressed his feeling continually from post one to post 3. Moreover, the web board members agreed with the negative feedback toward the airline included the service of the staff, time management on fixing the problem, problem follow up, and the refund that took a long time. This made the post owner upset, as well as, affected the airline image. It would have been better if the airline took care of the problem since the first post was posted.

(4) Executive Role

There was no action of the airline's executive to this post. However, there was a communication from the airline's customer relations manager.

(5) Management Strategy

The airline used an apology strategy by sending a private apology letter to apologize and clarify to the post owner. The letter was shared in the post later by the post owner.

(6) Communication Process

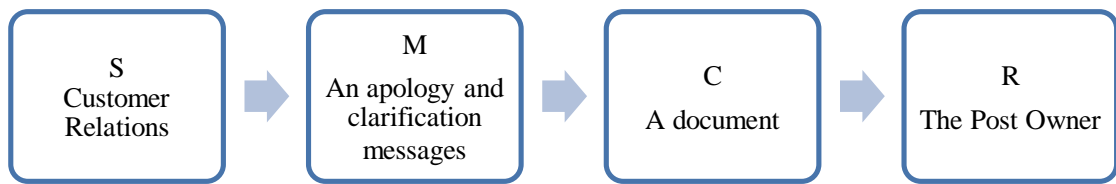


Figure 4.58 The Communication Process of the Airline-5

3) Post “Thai Regional Airlines Cancels All Flights till April 2013” was posted by the web user named Pee Nong Phong Pearn on 21 December 2012. The post was a complaint of Thai Regional Airlines’ flight cancellation. There were 2 0 1 comments responding to the post. It was being posted from 21 December 2012 - 12 March 2013, total 82 days.

(1) The Content of The Post



Figure 4.59 The Post in Detail-9

Source: Pantip, 2012c.

(2) Comments to the Post

Most comments were the same; complained to the airline that they could not operate their flights after tickets were booked and paid. Many passengers who had already paid for tickets shared their frustration as some of them concerned about the refund process and some were worried about the communication system of the airline as they could not contact the airline at all and did not receive any information. For example, the user named Jom Joan Plon Jai from comment 119 said “until now I still have not been contacted by the airline. I called them all day but no one picked up the phone. I tried to reach out for more information via their Facebook page. I have been blocked from the page since then. I sent them an e-mail but looked like no one read it. Might as well try telepathy ...urggggg who know where to find them? Please let me know. I have no clue at this point.”

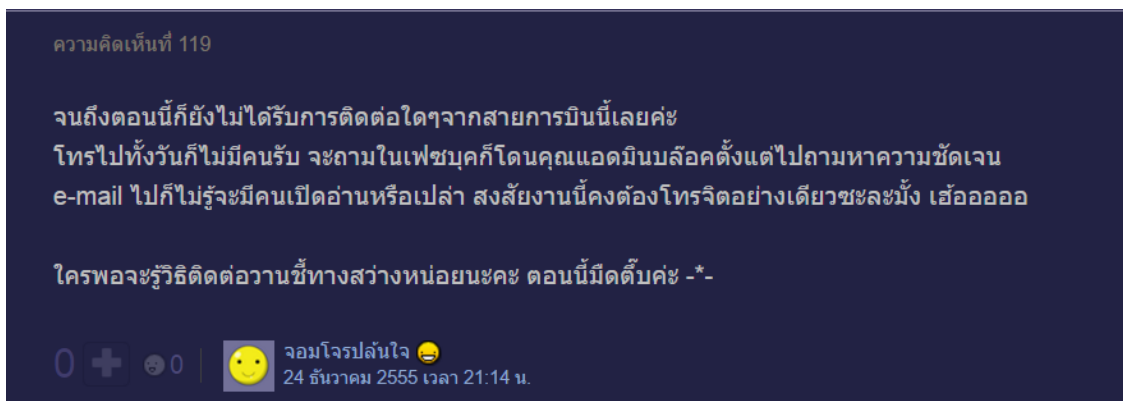


Figure 4.60 Post Number 119 Detail-9

Source: Pantip, 2012c.

Most comments believed that this was a scandal as the airline knew beforehand that they would not be able to operate the flight, but still wanted to sell the tickets. For example, the user named closefriend said “this is the biggest scandal of the year..take people’s money to earn profit without paying any intrest then give the money back.”

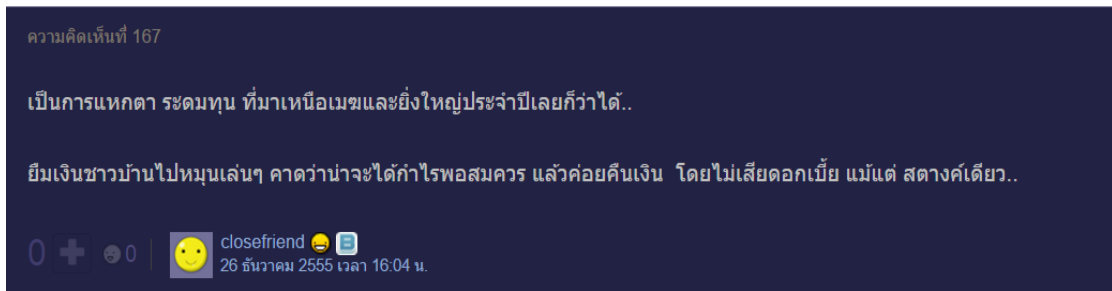


Figure 4.61 Post Number 167 Detail-9

Source: Pantip, 2012c.

(3) Airline Management

How the airline handled the situation showed the lack of credibility as they did not have an effective communication system. For example, some of the passengers were not contacted by phone, email, or call center for any information. This included its Facebook fan page as well. The passengers sent the complaints but never got any response back. Moreover, the comments were deleted and the users were blocked from the page. This showed that the airline was not sincere and made the situation even worse. What the airline should have done was effectively manage the communication system, so the customers could contact them through all channels, including a call center and social media. This was for information and to show the responsibility from the airline by refunding money in full plus other expenses. Most importantly, the CEO of the airline needed to officially apologize to the customers to show sincerity. Instead of apologizing via social media or staff.

(4) Executive Role

There was no direct communication from the executive but the CEO posted on his personal Facebook account. The members of the web board shared the messages through the post.

(5) Management Strategy

The airline used refusing strategy and excuse strategy to handle the situation as the airline confirmed that they can operate the flights, but actually they had to cancel all flights. They also excused that the situation was a minor damage and they could take care of the problem.

(6) Communication Process

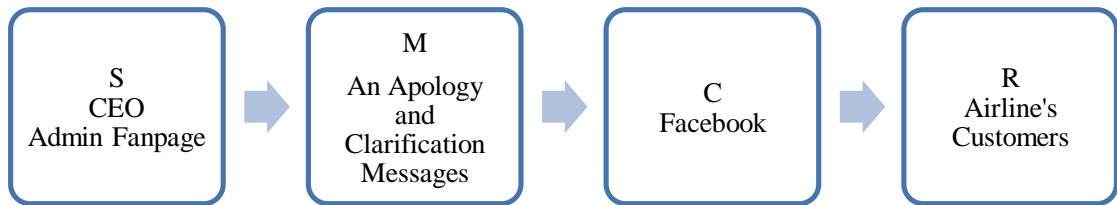


Figure 4.62 The Communication Process of the Airline-6

4.3.3.4 Post Content Analysis in 2013

There were 21 complaint posts in 2013, including 8 posts about Thai Airways, 5 posts about Air Asia, 5 posts about Nok Air, 1 post about U Airlines, 1 post about Lao Airlines, and 1 post about Lion Air as listed below.

Table: 4.11 Airline Complaint Posts in 2013

Number	Date	Post	Airline	Topic	Comments
1	19 Jan	Complain Small Salary-Bonus "Thai Airways" , Strike in the Middle of "Suvarnabhumi" Board President Says Gave As Much As Possible	Thai Airways	Staff Strike	35
2	22 Jan	U Airline Cancels Flight out Again and Again Still Can Fly???	U Airline	Flight Cancellation	6
3	1 Feb	Sharing Late Luggage Experience and Living in 2-13 Celsius Weather with Air Asia Responsibility	Air Asia	Delayed and Broken Luggage	26
4	9 Feb	Ministry of Culture Blames Nok Air on the Inappropriate Calendar! Afraid Thai Women Image “Negative”	Nok Air	An Inappropriate Calendar	33
5	15 Feb	Not Surprised Why Thai Airways Loses Money and Claw Down Hill Everyday [Letting It out]	Thai Airways	Airline Change	44
6	11 Apr	Watch, This is How Nok Air Answer My Question!	Nok Air	Flight Scheduel Change	6
7	18 May	Sharing My Experience, Lost a Luggage from the Plane Holder... Can You Help Who Should I Talk to?	Thai Airways	Lost Luggage	23
8	13 Jun	So Sick with Air Asia Crew...	Air Asia	Staff Service	14
9	6 Aug	Nok Air Skid the Runway at Trang Airport	Nok Air	Plane Skidding out of Runway	25
10	15 Aug	Why Thai Airways Loses Money while Nok Air-Thai Air Asia Earn Profit	Thai Airways	Negative Revenue	18

Table: 4.11 (Continued)

Number	Date	Post	Airline	Topic	Comments
11	21 Sep	Air Asia Cancelled Hongkok-Macau Flight Tomorrow, 22 September!!! Poor Me!!!!	Air Asia	Flight Cancellation	15
12	16 Oct	Urgent!!! Lao Airplane Sinks in Khong River	Lao Airlines	Plane Sink	17
13	24 Oct	Nok Air First Time and Last Time, Delay Experience almost 5 Hours	Nok Air	Flight Schedule Change	20
14	31 Oct	Nok Air Takes Advantage over Passengers	Nok Air	Flight Schedule Change	21
15	14 Nov	Total Income Trimester 3/13 Thai Airways (THAI) Lost 6.194 Millions THB.	Thai Airways	Negative Revenue	10
16	14 Nov	THAI Announces Total Income Third Trimester Lost 6,182 Millions THB	Thai Airways	Negative Revenue	15
17	14 Nov	Urggg!! THAI Loses Money Again Who Has Its Stock Come Comfort Each Other	Thai Airways	Negative Revenue	9
18	16 Nov	Talking about Thai Airways Why?	Thai Airways	Negative Revenue	13
19	15 DecTerrified Experience with THAI LION AIR.....	Lion Air	Captain Skills	19
20	26 Dec	Air Asia Changes Flight, 749 THB Fee?	Air Asia	Flight Change Fee	14
21	28 Dec	Frightened Air Asia! Phuket-Chiang Mai Hitch during Landing, No Injures	Air Asia	Plane Hitch	4

Below are the posts with most top 3 comments.

Table 4.12 Content Analysis of the Posts with Top Three Comments in 2013

Post	Comment to the Post	Management	Executive Role	Strategy	Communication Process S > M > C > R
1. Not Surprised Why Thai Airways Loses Money and Claw Down Hill These Days	There were two groups of comments included a group that agreed with the post owner and a group that stood behind the airline.	The airline sent an email to apologize and clarified the case with the poster. However, the airline provided the incorrect flight number which caused the poster and the web board members to be upset.	No action or management from the airline's executive.	An excuse Strategy	S=Customer Relations M=An apology and Clarify Messages C=A Document R=The Post Owner
2. Complain Small Salary-Bonus "Thai Airways" , Strike in the Middle of "Suvarnabhumi" Board President Says Gave As Much As Possible	Most comments disagreed with the strike of Thai Airways' staff.	There was no communication from the airline as it was a news post.	No action or management from the airline's executive.	No management strategy to this post	As there was no communication from the airline, data could not be included in the communication process

Table 4.12 (Continued)

Post	Comment to the Post	Management	Executive Role	Strategy	Communication Process S > M > C > R
3. Ministry of Culture Blames Nok Air on the Inappropriate Calendar! Afraid Thai Women Image “Negative”	There were two groups of comments. The first group disagreed with the airline and The second group supported the airline.	There was no communication from the airline but Mr. Patee, Nok Air CEO clarified to journalists.	No action or management from the airline’s executive.	No management strategy to this post	As there was no communication from the airline, data could not be included in the communication process

Below are more details of each post.

1) Post “Not Surprised Why Thai Airways Loses Money and Claw Down Hill These Days [Letting out]” was posted by the web user named bloodstream was posted on 15 February 2013. The complaint was about a Thai Airways flight schedule change. There were 44 comments responded to the post. The post was from 15 Feb-19 Feb in total 5 days.

(1) The Post Content


ไม่แปลกใจเลย ที่ทำไมสายการบินไทย มันถึงได้ขาดทุน และพัฒนาลงเหวแบบทุกวันนี้ [ระบาย]

กระตุ้สนทนา

ขออนุญาตเอาเรื่องราวดีๆ (จริงหรือ?) ของการให้บริการสายการบินนี้มาเล่าให้ฟังนะครับ
 เพราะผิดหวังกะสายการบินที่ขอมบอกว่าตัวเองเป็นสายการบินแห่งชาติมาก
 แบบนี้ยังกล้าเรียกว่าตัวเองเป็นตัวแทนประเทศไทยได้อย่างไร
 ในเมื่อจะเป็นตัวแทนด้วยนโยบายแบบใจปรล้นทรัพย์แบบนี้แหละ
 เรื่องมันเกิดขึ้นแบบนี้ครับ
 คือแฟนผมจะต้องเดินทางกลับบ้านเกิดที่จังหวัดสุราษฎร์ธานี จึงได้ทำการแลกไมล์สะสมของการบินไทย
 เพื่อแลกตั๋วเครื่องบินของการบินไทย โดยใช้ไมล์สะสมไปทั้งหมด 15000 ไมล์
 โดยโดนภาษีบวกค่าสนามบินไปรวมไปอีก 1660 บาท
 ซึ่งถึงแม้จะเยอะ ก็ยังดีที่ได้บินกับการบินไทย เพราะได้ชื่อว่าเป็นสายการบิน premium
 ซึ่งสายการบิน low cost เจ้าอื่น เช่น แอร์เอเชีย ปกติ ค่าบินก็ประมาณ 1500-2000 บาทเท่านั้น
 และก็บวกค่าสนามบินบวกภาษีก็ 150 บาทเอง ตามรูปนี้ครับ

Figure 4.63 The Post in Detail-10-1

Source: Pantip, 2013b.



Payment	
Flight	
1 Guest	0.00 THB
Airport Tax	150.00 THB
Value Added Tax	10.50 THB
Sub Total	160.50 THB
Services & Fees	
1 x Processing Fee	160.00 THB
Value Added Tax	11.20 THB
Sub Total	171.20 THB
Total Amount	331.70 THB
Total VAT	21.70 THB
Total Paid	331.70 THB
Balance	0.00 THB

Figure 4.64 The Post in Detail-10-2

Source: Pantip, 2013b.

แต่ปัญหามันเกิดตอนวันบินนี้แหละครับ
พอไปถึงสนามบินพอจะบินปรากฏว่า เครื่องบินที่ได้ไปกลับกลายเป็น Thai smile
ที่เป็นตัว low cost ต่ำขั้นสุดของการบินไทย ด้วยเหตุผลว่า
อ้อ ทางเรายกเลิกสายการบินไทยปกติที่ไปสุราษฎร์แล้วคะ (=คุณโง่เองนะคะที่ไม่รู้ได้ด้วยตัวเอง)
แฟนผมก็เริ่มอึ้งๆไป เพราะไม่ได้มีแจ้งไว้ก่อนเลย ไม่ว่าที่ไหนก็ตาม
แต่ก็ยังคิดในใจว่า เอาน่า อย่างน้อยมันก็เครื่องการบินไทย ไม่น่าจะมีอะไรแย่มั้ย
สรุป พอขึ้นบินจริง ไม่แย่ครับ แต่ไม่มีอะไรแตกต่างจากสายการบินอื่นที่เป็น low cost เลย
ทั้งที่จ่ายไปในราคาการบินไทย
เพราะถ้าเป็นสายการบิน low cost ก็ต้องเก็บภาษีและค่าสนามบินใน rate ของเครื่อง low cost ใช่มั้ยครับ
แล้วอย่าอ้างนะครับว่านี่คือ premium แล้ว
เพราะ ขอค่าท่ม ไม่มีให้

Figure 4.65 The Post in Detail-10-3

Source: Pantip, 2013b.

อาหารเข้า ไม่มีให้
 แคมมบรรยากาศในเครื่องบินก็เยี่ยมมากครับ
 มีแต่คนนั่งหน้าบึ้ง บ่นกันอุบอิบๆ ว่า ทำไมครูต้องมาโดนแบบนี้ โกงกันชัดๆ อะไรมากกว่านี้กันหมด
 เมื่อถึงที่หมาย แฟนผมก็เลยโทรไปแผนกที่รับจองตั๋วก็ให้คำตอบไม่ได้ ให้ไปติดต่อสำนักงานใหญ่เอาเอง
 ซึ่งก็ติดต่อไม่ได้เหมือนกัน แฟนผมเลยส่ง mail ไปถามบริษัท เนื้อความตามนี้ครับ

// mail //

สวัสดีค่ะ

ทำไมแลกไมล์การบินไทย แต่ได้บิน thai smile โดยไม่มีการแจ้งล่วงหน้าคะ?

บิน thai smile ไม่ว่า แต่บริการผ้าห่มกันหนาว กับ ฟรีอาหารเข้าเครื่องดื่ม หายไปไหนคะ?

ไมล์การบินไทยมีค่าเท่ากับไมล์ของ thai smile ตั้งแต่เมื่อไหร่คะ?

Figure 4.66 The Post in Detail-10-4

Source: Pantip, 2013b.

วันอาทิตย์หลังจากลงเครื่องก็โทรเข้าไปถามที่เบอร์ 023561111 ได้คำตอบแล้วว่า
 ทางสายการบินไทยได้ให้ thai smile บินหมดแล้วสำหรับเที่ยวบินไป-กลับสุราษฎร์ธานี
 และทางเขาเป็นแผนก reservation ถ้าจะติดต่อเรื่องร้องเรียนให้ติดต่อเข้าสำนักงานใหญ่ ในวันจันทร์ที่ 11 กพ 2556

วันนี้ก็เลยโทรเข้าสำนักงานใหญ่ เบอร์ 025451000 โทรกรรร้องเรียน

ได้ข้อความว่า หมายเลขที่กดสายไม่ว่าง ให้ลองใหม่คราวหน้า แล้วตัดออกมาเมนูหลัก

วนอยู่แบบนี้ไม่ว่าจะกดเลขติดต่ออะไร สายไม่ว่าง กรณาลองใหม่อีกครั้ง แล้วก็ตัดออกมาเมนูหลัก ไม่มีการให้รอสายใดๆ

รบกวนตอบด้วยนะคะ สงสัยมากกว่าบริการดีๆที่เคยได้จากการบินไทย หายไปดอนไหน.

โดยส่วนตัวคิดว่าการบินไทยไปบิน thai smile น่าจะทำได้ แต่บริการที่เคยได้รับจากการบินไทย ควรติดตามด้วย

Figure 4.67 The Post in Detail-10-5

Source: Pantip, 2013b.

ซึ่งเห็นว่าใน thai smile plus class ไม่ใช่ economy class

เพราะการบินไทย economy class จะให้มีค่าเท่ากับ thai smile economy class คงเป็นไปได้

ไม่อย่างนั้นแล้ว thai airways ก็มีค่าเท่ากับ air asia , nokair ซึ่งเป็น low cost airline ไม่ใช่พรีเมียมแอร์โลกระดับประเทศ
 ถูกต้องไหมคะ?

// จบ mail //

แล้วนี่คือเมลที่ได้รับกลับมาครับ (อยากจะหัวเราะทั้งน้ำตา)

Figure 4.68 The Post in Detail-10-6

Source: Pantip, 2013b.

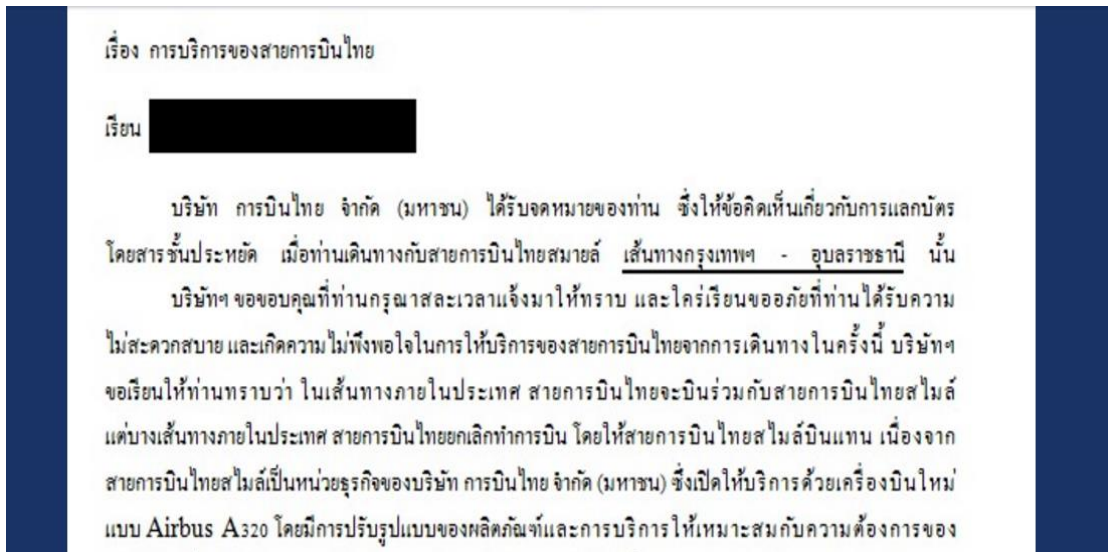


Figure 4.69 The Post in Detail-10-7

Source: Pantip, 2013b.

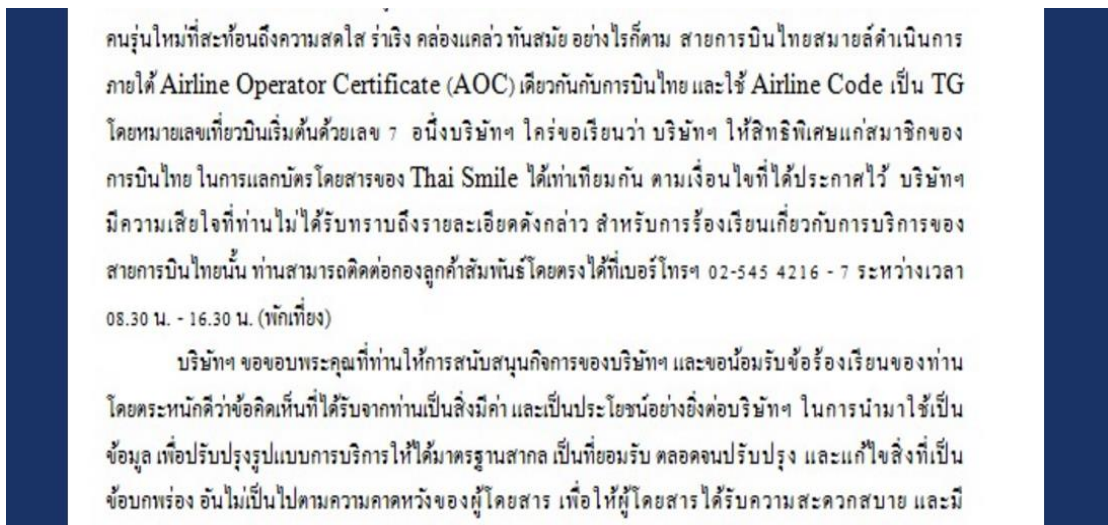


Figure 4.70 The Post in Detail-10-8

Source: Pantip, 2013b.

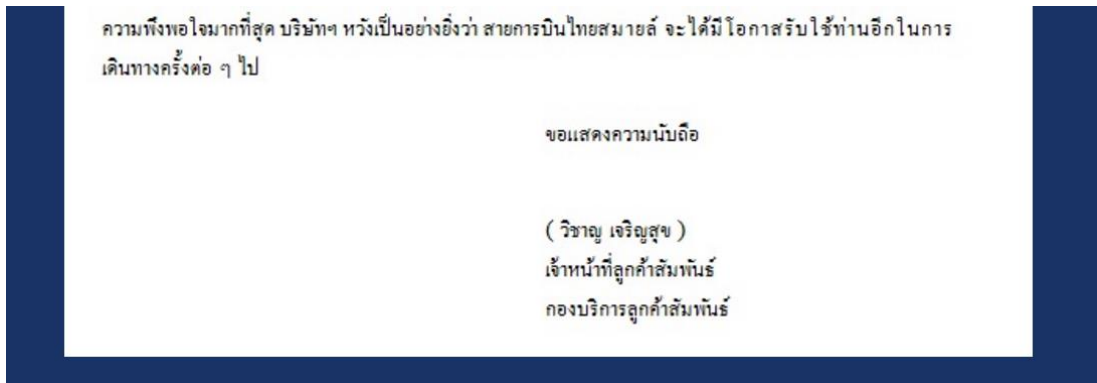


Figure 4.71 The Post in Detail-10-9

Source: Pantip, 2013b.

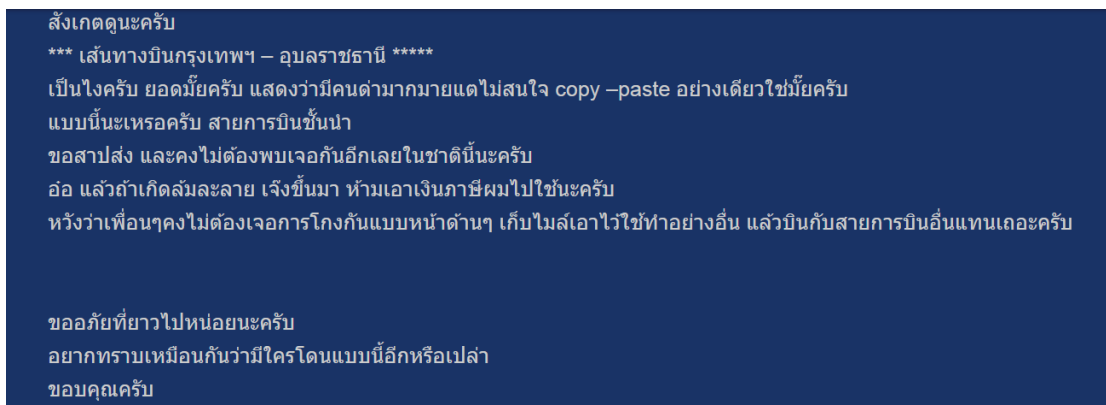


Figure 4.72 The Post in Detail-10-10

Source: Pantip, 2013b.

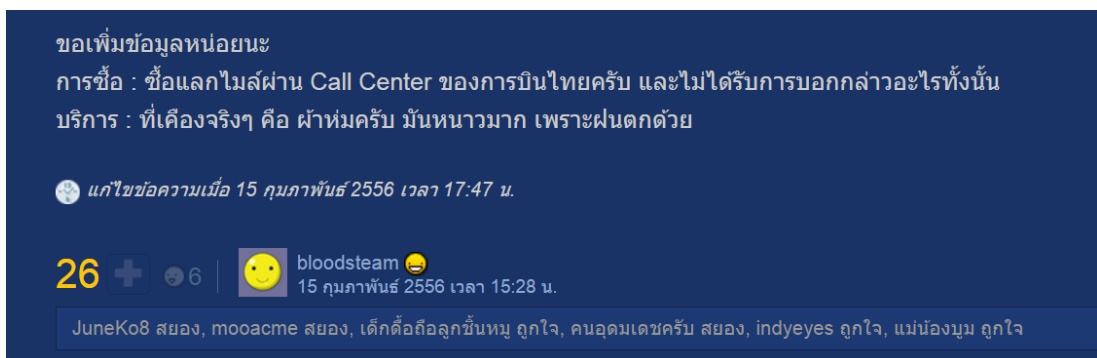


Figure 4.73 The Post in Detail-10-11

Source: Pantip, 2013b.

(2) Comments to the Post

The comments on this post were divided into two groups. The first group agreed with the original post and the second one clarified the situation on behalf of the airline. For example, the user named Maew Mee Pit said “ Urgggg. . Being upset is right and too bad for 15,000 miles, using these miles for domestic flight is not worth its value though it is a TG flight. I must consider it too as with the promotion it’s normally cheaper. If you have thousands miles, you should exchange for hotel because for some hotels you don’t have to pay tax. You can check each place first, for example. I used 22,000 miles to get 2 nights at Centara Grand Beach Phuket and updated to a corner room plus tax = 1,784/night. Per Agoda rate, it would be 10,000++/night (February rate). I think it is worth the money this way better than an airline ticket. I can’t help the post owner much but wanted to share this information for other members to compare.”

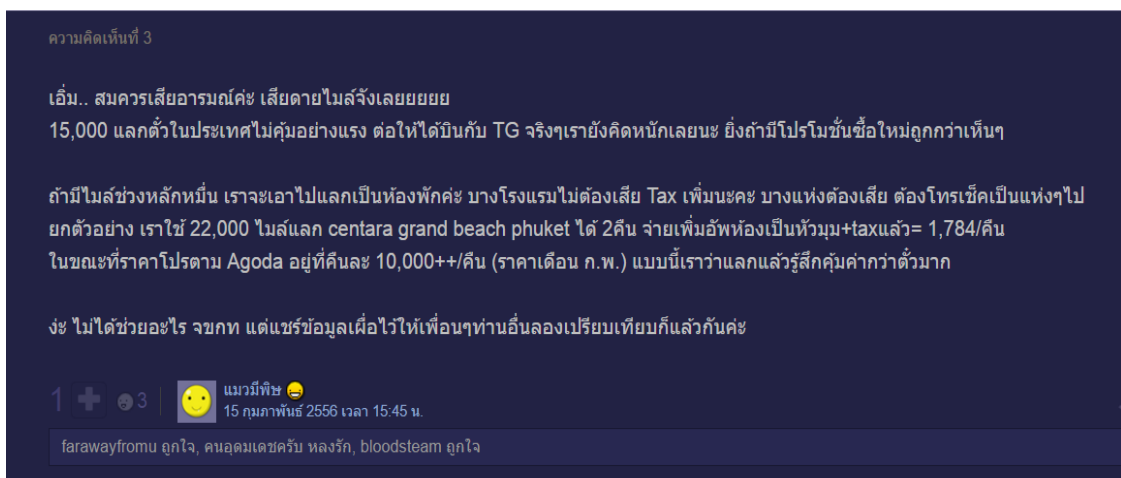


Figure 4.74 Post Number 3 Detail-10

Source: Pantip, 2013b.

(3) Airline Management

The airline sent the email to apologize and clarified to the post owner. However, the airline made a mistake by mentioning wrong flight information instead of Bangkok-Surat Thani flight, they mentioned Bangkok-Ubon Ratchathani flight. This showed that the airline did not pay attention to this letter and also showed they

were unprofessional. The post owner and other web board members were very upset by this mistake.

(4) Executive Role

The executive of the airline did not respond to this post. However, the customer relations of the airline sent the email.

(5) Management Strategy

The airline used an apology strategy by sending the apology letter to clarify with the post owner. With the mistake in the letter, they did not solve the problem but did make it worse.

(6) Communication Process

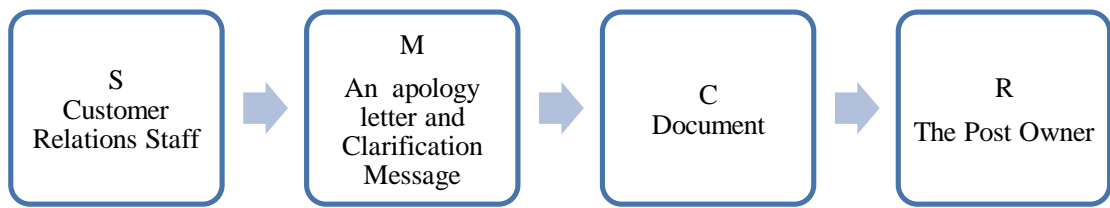


Figure 4.75 The Communication Process of the Airline-7

2) Post “Complain Small Salary-Bonus “Thai Airways”, Strike in the Middle of “Suvarnabhumi” Board President Says Gave As Much As Possible” was posted by the web user named Anemone2526 on 19 January 2013. This post was about the strike of Thai Airways staff. There were 35 comments responded to the post. The post was from 19 Jan – 21 Jan, total 3 days.

(1) The Post Content

โอนเงินเดือน-โบนัสน้อย "บินไทย"ฮือ ขุนนวมกลาง"สุวรรณภูมิ" ปล.บอรรถชี้ให้เต็มที่แล้ว

สายการบิน มนุษย์เงินเดือน ทรพยากรบุคคล กระทู้ข่าว

(ที่มา:ข่าวหน้า1 มติชนรายวัน 19 ม.ค. 2556)

พнг.การบินไทยกว่า 500 คน ประท้วงที่สนามบินสุวรรณภูมิ ไม่พอใจมติบอร์ดบินไทยปรับขึ้นเงินเดือนแค่ 4% พร้อมโบนัสแค่ 1 เดือน เรียกร้องให้ ปล.บอรรถบินไทยชี้แจง

เมื่อเวลา 14.00 น. วันที่ 18 มกราคม ได้มีกลุ่มพนักงานบริษัท การบินไทย จำกัด (มหาชน) ประมาณ 500 คน รวมตัวกันชุมนุมประท้วงบริเวณหน้าตึก ปฏิบัติการภาคพื้นดิน การบินไทย ภายในสนามบินสุวรรณภูมิ ต.ราชาเทวะ อ.บางพลี จ.สมุทรปราการ เนื่องจากไม่พอใจมติคณะกรรมการบริษัท (บอร์ด) การบินไทย ประกาศให้โบนัสพนักงาน ปี 2555 แค่ 1 เดือน พร้อมกับปรับขึ้นเงินเดือนให้พนักงานไม่เกิน 4% ขณะที่มติคณะรัฐมนตรี (ครม.) ให้ขึ้นเงินเดือนไม่ต่ำกว่า 7.5% สำหรับรัฐวิสาหกิจที่มีกำไร ขณะที่รัฐวิสาหกิจที่ประกอบการขาดทุนนั้น ปรับขึ้นเงินเดือนไม่ต่ำกว่า 6.5% โดยในส่วนของโบนัสนั้น ทางกลุ่มผู้ชุมนุมมองว่าเป็นไปในทางเดียวกับผลประกอบการของปี 2555 ที่มีการประกาศออกมาก่อนหน้านี้ว่า มีผลกำไรสุทธิกว่า 7,000 ล้านบาท

Figure 4.76 The Post in Detail-11-1

Source: Pantip, 2013c.

นอกจากนั้น พนักงานการบินไทยที่เข้าร่วมประท้วงรายหนึ่งแจ้งว่า มติบอร์ดที่ออกมาไม่สอดคล้องกับผลประกอบการอย่างชัดเจน เพราะในปีที่บริษัททำกำไรถึง 10,000 ล้านบาท มีการประกาศโบนัสให้พนักงานถึง 3 เดือน ดังนั้น การที่ผลกำไรล่าสุดกว่า 7,000 ล้านบาท พนักงานควรได้รับผลตอบแทนโบนัส 2 เดือน

นางแจ่มศรี สุขโขศิริรัตน์ ประธานสหภาพแรงงานรัฐวิสาหกิจการบินไทย กล่าวว่า ที่ผ่านมามติบอร์ดการบินไทยได้แจ้งผลรายรับให้กับพนักงาน โดยเมื่อปี 2552 บริษัทมีผลกำไรประมาณ 7,000 ล้านบาท ส่วนสถานการณ์ในปี 2555 บริษัทมีผลกำไรคล้ายกับปี 2552 แต่ผลตอบแทนที่ทางบริษัทให้กับพนักงานกลับไม่สอดคล้องกัน พนักงานจึงรวมตัวประท้วง ที่ผ่านมายื่นเรื่องกับผู้บริหารแล้วไม่มีการตอบรับ

ต่อมาเวลา 17.30 น. นายสรจักร เกษมสุวรรณ กรรมการผู้อำนวยการใหญ่ การบินไทย ได้เดินทางมาเจรจากับพนักงานผู้ประท้วง ชี้แจงว่า บริษัทจะรับปัญหาที่พนักงานเรียกร้องเสนอเข้าบอร์ด เพราะต้องผ่านคณะกรรมการหลายส่วน ถึงอย่างไร บริษัทมีกำไร พนักงานต้องมีผลกำไรตาม ถ้าบริษัทขาดทุน พนักงานต้องเข้าใจบริษัทด้วย โดยใช้เวลาพิจารณา 2 วัน จะแจ้งให้พนักงานทราบอีกครั้ง

ต่อมาเวลา 18.30 น. นางแจ่มศรีกล่าวว่า ขณะนี้ยังมีพนักงานการบินไทยมาร่วมชุมนุมทำการประท้วงต่อไป เพื่อขอพบประธานบอร์ดการบินไทย หากไม่มาจะปักหลักประท้วงอย่างต่อเนื่อง ทั้งนี้ นายอำพนเป็นผู้ประกาศขึ้นเงินเดือนไม่เกิน 4% จ่ายโบนัสแค่ 1 เดือน ถือว่าไม่มีความยุติธรรม นายอำพนต้องมาตอบคำถามพนักงาน ซึ่งทางนายสรจักรก็พยายามประสานประสานบอร์ดการบินไทยเช่นกัน แต่ยังไม่มีความคืบหน้า

Figure 4.77 The Post in Detail-11-2

Source: Pantip, 2013c.

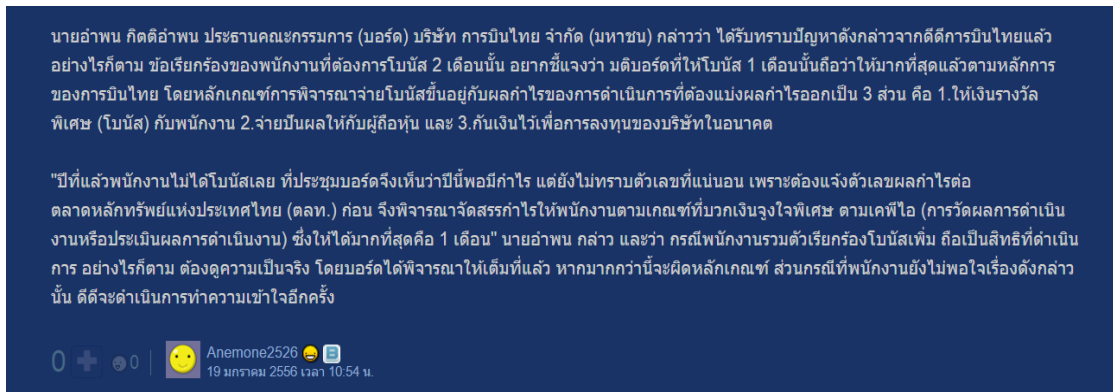


Figure 4.78 The Post in Detail-11-3

Source: Pantip, 2013c.

(2) Comments to the Post

Most comments from this post disagreed with the strike of Thai Airway staff as the strike caused inconvenience to the passengers of the airline. People thought this was an internal organization problem and needed to be solved as soon as possible, so it would not affect the organization image and its passengers. For example, a comment number 10 said “you can strike but this impacts passengers who are not involved, Is this right ? What make you think that?”

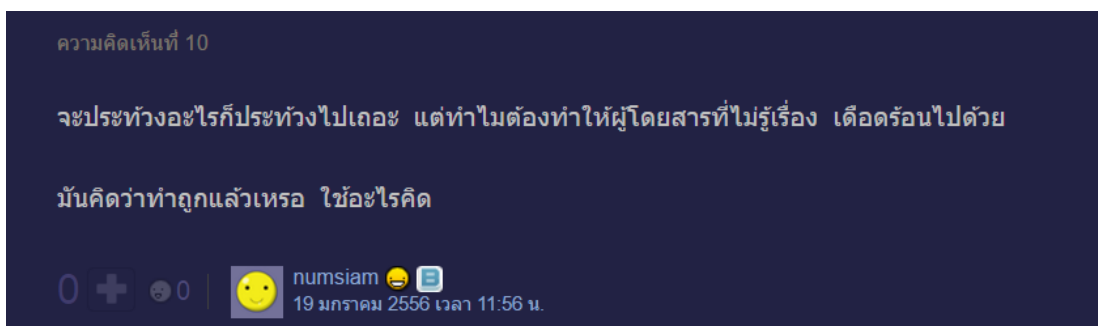


Figure 4.79 Post Number 10 Detail-11

Source: Pantip, 2013c.

(3) Airline Management

There was no communication from the airline to the post. As this was an internal issue, the airline might have communicated with their staff and did not reveal it to the public. However, the airline needed to quickly communicate to their staff to find a solution as soon as possible. If they could not find the solution, this would have impacted the airline credibility and image.

(4) Executive Action

There was no action from the airline executive to this post.

(5) Management Strategy

There was no management strategy to this post.

(6) Communication Process

Since no communication from the airline, there was no information to include in the communication process.

3) Post “Ministry of Culture Blames Nok Air on the Inappropriate Calendar! Afraid Thai Women Image “Negative” was posted by the user named Grasshopper on 9 February 2013. The content of the post was a complaint about releasing airline calendars that affected Thai women image. There were 33 comments responded to the post. It was posted from 9 Feb – 12 Feb total of 4 days.

(1) The Post Content

วธ.จวกนกแอร์ทำปฏิทินไม่เหมาะสม หวั่นภาพลักษณ์หญิงไทย “ลบ”

เที่ยวไทย สนามบิน งานไทยเที่ยวไทย พรีดี

<http://www.manager.co.th/QOL/ViewNews.aspx?NewsID=9560000016954>

ปลัดวธ.ชี้ปฏิทินนกแอร์ไม่เหมาะหวั่นทำลายภาพลักษณ์หญิงไทย ในสายตาต่างชาติ ฝากผู้ประกอบการอย่าใช้สรีระหญิงเป็นสื่อโฆษณา เพื่อประโยชน์ทางธุรกิจ

สืบเนื่องมาจากสายการบินนกแอร์ เผยแพร่ปฏิทินประจำปี 2556 ผ่านทางเฟซบุ๊กของสายการบิน โดยปฏิทินดังกล่าว มีภาพผู้หญิงใส่ชุดว่ายน้ำ โผล่สตัฟฟ์ยืนอยู่หน้าเครื่องบินนกแอร์ และเชิญชวนกด Like หรือกด Share เพื่อรับแจกปฏิทินดังกล่าว ซึ่งกำลังได้รับความสนใจ และเป็นที่วิพากษ์วิจารณ์ในสื่อออนไลน์ และสังคมทั่วไปนั้น นางปริศนา พงษ์ทัดศิริกุล ปลัดกระทรวงวัฒนธรรม แสดงความเห็น ว่า ส่วนตัวมองว่าเป็นสิทธิของสายการบิน ในฐานะผู้ประกอบการที่จะดำเนินการได้ แต่เท่าที่ดูภาพแล้ว เห็นว่าไม่เหมาะสม เพราะคุณทำธุรกิจสายการบิน ภาพปฏิทินที่ทำขึ้น ไม่ได้เผยแพร่เฉพาะในประเทศเท่านั้น แต่ยังคงเผยแพร่ไปได้ทั่วโลก โดยเฉพาะการใช้สรีระผู้หญิงเป็นส่วนประกอบของความสวยงามของปฏิทินที่ทำนั้น จะส่งผลกระทบต่อภาพลักษณ์ของผู้หญิงไทยในทางที่ไม่ดี และยิ่งจะติดภาพในมมลบในสายตาชาวต่างชาติ

Figure 4.80 The Post in Detail-12-1

Source: Pantip, 2013a.

นางปริศนา กล่าวต่อว่า เราคงไปทำอะไรเค้าไม่ได้ เพราะไม่มีกฎหมายเอาผิด แต่สะท้อนให้เห็นว่า ผู้ประกอบการหลายรายยังคิดและทำแบบเดิมๆ คือ ใช้สรีระร่างกายของผู้หญิงเป็นเครื่องมือในการโฆษณาประชาสัมพันธ์ สร้างกระแส เพื่อส่งเสริมการตลาดหรือเพื่อประโยชน์ทางการค้าทางธุรกิจ โดยขาดจิตสำนึกและตระหนักในความรับผิดชอบต่อสังคมวัฒนธรรมและศีลธรรมอันดีงาม ไม่สนใจผลกระทบทางสังคมวัฒนธรรมที่ตามมา โดยเฉพาะผลกระทบด้านศักดิ์ศรีความมนุษย์ของผู้หญิง และเป็นการตอกย้ำภาพลักษณ์ที่ชาวต่างชาติมีทัศนคติที่ไม่ดีต่อผู้หญิงไทย ซึ่งจำเป็นอย่างยิ่งในทุกภาค

Figure 4.81 The Post in Detail-12-2

Source: Pantip, 2013a.



Figure 4.82 The Post in Detail-12-3

Source: Pantip, 2013a.

(2) Comments to the Post

The opinions of people from the post were divided into two groups. The first group disageded with the airline and the other group supported the airline. For example, the user named Ethanol from comment 7 said “This is unprofessional as part of the airline business needs to have credibility and showing almost naked woman to public like this has caused the airline’s credibility to be damaged. Lets think if the national airline had launched calendars of models with purple bikini lying on the plane’s wings. Can’t imagin what the picture will be like” However, there was no communicarion from the airline to this post.

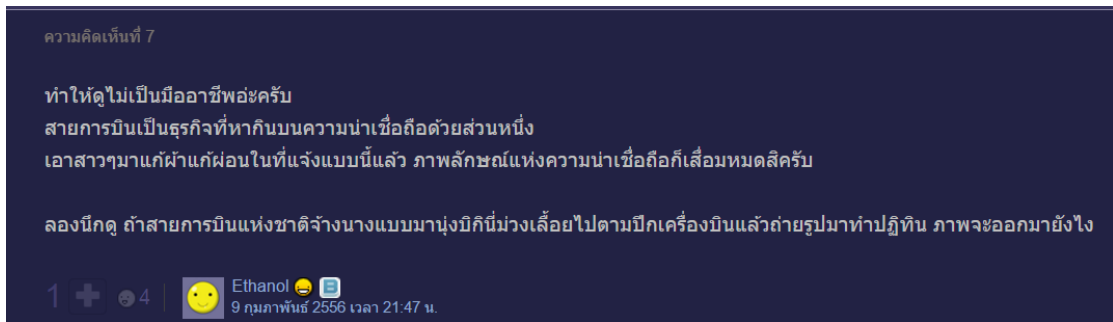


Figure 4.83 Post Number 7 Detail-12

Source: Pantip, 2013a.

(3) Airline Management

The airline did not communicate to this post; however, Mr. Patee Sarasin, the CEO of the airline clarified the issue to the mass media.

(4) Executive Role

There was no communication or management from the airline executive to this post.

(5) Management Strategy

The airline did not use any management strategy to this post.

(6) Communication Process

Since there was no communication from the airline, the data could not be included in the communication process.

4.3.3.5 The Content Analysis of Posts in 2014

In 2014, there were 105 posts including Thai Airways 46 posts, Air Asia 19 posts, Nok Air 11 posts, Lion Air 8 posts, Malaysian Airlines 6 posts, Korean Air 2 posts, Qatar Air 2 posts, Jet Asia Airways 2 posts, Business Air 2 posts, Thai Smile 2 posts, Bangkok Airways 1 post, All Nippon Airways 1, Jet Air 1 post, Oman Air 1 post, and Air China 1 post.

Please see details below.

Table 4.13 The Airline Complaint Posts in 2014

Number	Date	Post	Airline	Topic	Comments
1	2 Jan	Thai Airways Loses Money, Staff Get Layoff?	Thai Airways	Negative Revenue	14
2	8 Jan.	Why Thai Airways Loses Money?	Thai Airways	Negative Revenue	85
3	9 Jan	One More Post for Thai Airways	Thai Airways	Purchasing Airplane	8
4	21 Jan	ANA Airlines Leaves a 14 Years Old at Narita Airport (Japan) Please Vote!	All Nippon Airways	Negative Revenue	145
5	23 Jan	!!! A National Airline and Its Selfish Problem Solving!!!	Thai Airways	Flight Cancellation	18
6	5 Feb.	It's My Turn, Very Disappointed Thai Lion Air	Lion Air	Flight Cancellation	95
7	7 Feb	Thai Airways Passengers Please Fasten Your Seat Belt	Thai Airways	Negative Revenue	18
8	26 Feb	Thai Airways (Public) Loses (13,437,992,000)	Thai Airways	Negative Revenue	17
9	26 Feb	Thai Airways Ltd (Public) Stock Will be 1 Baht or 1 Stang?	Thai Airways	Negative Revenue	7
10	26 Feb	THAI Must Adjust Its Organization Structure Fast before It Go Broke Like Other Airlines	Thai Airways	Negative Revenue	33
11	27 Feb	Air Asia, Why You Do This to Me?	Air Asia	Hitched Online Booking System	32
12	8 Mar	Urgent!.....Malaysian Airlines Confirms Lost Contact Flight MH370 , Crew and Passengers Total 239 People	Malaysian Airlines	A Lost Plane	40
13	8 Mar	Malaysian Airline Plane Loses from Radar over Vietnam Sky!!	Malaysian Airlines	A Lost Plane	54
14	6 Apr	What! Nok Air Admits over Booked Seats, Promise Will Not Happen Again	Nok Air	A Passenger on Board without a Ticket	22

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
15	22 Apr	Thai Airways (THAI) Loses Lots of Money, Main Share Holder and Ministry of Finance, What do you think?	Thai Airways	Negative Revenue	33
16	23 Apr	Air Asia or Bangkok Bank Lies??	Air Asia	Delayed Refund System	1
17	23 Apr	Watched Thai Airways News and Wonder Why? Bad Management? or What?	Thai Airways	Management	19
18	23 Apr	Thai Airways Passengers Decrease, Foresee Lose 20 million on First Trimester!	Thai Airways	Negative Revenue	10
19	25 Apr	Thai Airways Will Layoff 500-700 Staff because in the Past 3 Years (2011-2013) Loses 16,015.37 Millions THB	Thai Airways	Negative Revenue	28
20	26 Apr	Thai Airways, A Thai Company that Thai (Used to) Love ...and the Most Proud of	Thai Airways	Negative Revenue	148
21	30 Apr	Who Used to Ask for Refund from Air Asia? (Super.. Long) Can It be any Longer?	Air Asia	Delayed Refund System	13
22	3 May	Thai Lion Air, the Worst Airline in Thailand	Lion Air	System Does Not Meet Standard and Flight Schedule Change	53

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
23	8 May	Jet Airways Cancels Flight Last Songkran Can I Ask for Anything? Please Advise	Jet Airways	Flight Cancellation	7
24	20 May	My Sister Lost Her Passport and the Service of Air Asia	Air Asia	Service of Staff	52
25	19 May	THAI Thai Airways Go Broke or Bankrupt? Hard to Adjust Organization Structure as Union is Barrier? Not too Long, All Organization Will Lose Jobs	Thai Airways	Airlines Union	19
26	20 May	Airline Union of Thai Airways Is Stupid or Crazy? Will Go Broke but Says It Is OK as Always Loses Money? Please Shut Down the Company. I can Fly with Other Airlines	Thai Airways	Airlines Union	17
27	3 Jun	To Thai Lion Air, Question with No Answer	Lion Air	Delayed Refund	8
28	10 Jun	Birds Hit 'Air Asia'	Air Asia	Birds Hits a Plane	2
29	10 Jun	Bird Hit 'Air Asia' while Landing at Nakhon Sri, Safe-Broken Wings, (Conversation Post)	Air Asia	A Plane Was Hit by Birds	10
30	18 Jun	Thai Airways Choices, Wants to Go Broke or Change? The Chance is Here Now	Thai Airways	Negative Revenue	9
31	22 Jun	Why so Many of Thai Airways Staff?	Thai Airways	Amount of Staff	17
32	17 Jul	Malaysia Airline Flight MH17 Crashes in Ukraine	Malaysian Airlines	Plane Crash	21
33	17 Jul	Again Malaysian Airline	Malaysian Airlines	Plane Crash	169

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
34	17 Jul	Malaysian Plane Flight MH17 Crashes Again in Ukraine, Still Have No Clue on 295 People	Malaysian Airlines	Plane Crash	26
35	15 Aug	Thai Airways Layoff 7,000 Staff and Loans 27,000 Million THB	Thai Airways	Management	38
36	19 Aug	Love You as Sky ... Don't Want You to Go Broke	Thai Airways	Negative Revenue	60
37	24 Aug	In Your Face, Angel Falls from Heaven.....Thai Airways Airlines	Thai Airways	Negative Revenue	153
38	25 Aug	Post of Thai Airways Pilot about the Quitting 200 Pilots	Thai Airways	Quitting Pilots	8
39	25 Aug	Thai Airways Loses Money because of Politic? After Piyasawad left DD and Replaced with Sarajak, Taksin's Norminee	Thai Airways	Negative Revenue	20
40	26 Aug	Oh My God! A Plane (Thai Airways) Needs to Take Care of 240 People; This Excludes Fuel, Maintenance, Airline Service, Interest. Not Surprised Why!!	Thai Airways	Overload Staff	17
41	26 Aug	**** Please Shut Down Thai Airways – Lots of Issues –from Past till Now – No Hope for Future *****	Thai Airways	Management	13
42	26 AugHow Do You Fell Taking " Kid " Money to Support Thai Airways	Thai Airways	Negative Revenue	20
43	26 Aug	The Root Cause of Thai Airways Problem is the Net Cost!	Thai Airways	Negative Revenue	16
44	27 Aug	"Thai Airways" more than Coma by Tawee Meengeung ...Oh My God, I am Not Surprised! Not Surprised!	Thai Airways	Negative Revenue	19
45	27 Aug	What is the Reason Why Use Government Money to Support Thai Airways???	Thai Airways	Negative Revenue	18

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
46	28 Aug	[Again] Qatar Airways Often Cancels Flights or Changes Flight Schedules Who Will Fly with This Airline, Please Check Your Flight!	Qatar Airways	Flight Cancellation and Flight Schedule Change	19
47	29 Aug	Thai Airways, You Know You Can't Compete with Others, Why still Trying?	Thai Airways	Negative Revenue	5
48	29 Aug	Green Light Plan to Recovery Thai Airways, Use People Tax to Carry Thai Airways!	Thai Airways	Negative Revenue	11
49	30 Aug	Why Thai Airways Always a Sick Person of Thai State Enterprise	Thai Airways	Negative Revenue	20
50	7 Sep	I am a Thai Airways Fan but They Always Upset Me. Time to Use Different Airlines!	Thai Airways	Service of Staff	14
51	9 Sep	'Thai Airways' What a Shame! Only Has Two Months in Cash, Waits to Loan Savings Bank	Thai Airways	Negative Revenue	36
52	11 Sep	Who Else Has This Experience?? Nok Air	Nok Air	Flight Schedule Change	19
53	13 Sep	Thai Airways Executive's Vision VS International's, Too Different! This is Not a Bias Post on Thai Airways as Have Nothing to Do with It	Thai Airways	The Executive Vision	9
54	14 Sep	Terrified Again Malaysian Airline! Turns the Plane Back after Auto Pilot Not Working	Malaysian Airlines	Obstruction of Auto Drive System	8

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
55	14 Sep	What a Shame Thai Airways! Too Much Corruption on Early Retirement Project! No Wonder Why It is Going Broke!	Thai Airways	Management	20
56	16 Sep	Nok Air Responsibility	Nok Air	Flight Cancellation	16
57	19 Sep	Jet Asia Airline Cancels Flight and Deny to Take Responsibility	Jet Asia Airways	Flight Cancellation	26
58	25 Sep	Thai Airways with the Worst Service, Don't You want to Improve?	Thai Airways	Service of Staff	20
59	1 Oct	Air Asia, Everyone Can Fly or Everyone Can Claw?	Air Asia	Service of Staff	20
60	2 Oct	Thai Airways Still in Bad Shape, Passengers Less Than 2013, Set up a New Team to Work Hard	Thai Airways	Negative Revenue	8
61	7 Oct	Nok Air Very Baddddddd.....	Nok Air	Flight Cancellation, Service of Staff and Delayed Refund	21
62	15 Oct	Asking about Labor Law as Business Air Airline Haven't Paid Their Staff for Many Months	Business Air	Staff Did Not Get Paid	10
63	15 Oct	Chinese Mad, Warn Its People to Avoid "Jet Asia Airways" after the Passengers Left behind More Than Hours!?	Jet Asia Airways	Passengers were Left behind	1
64	15 Oct	The Airline Changes Flight Schedule Made Me Wait 14 Hours, Can I Ask For Anything?	Oman Air	Flight Schedule Change	13

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
65	18 Oct	Help!! Thai Lion Air Robs Me	Lion Air	Flight Cancellation and Delayed Refund	11
66	18 Oct	Thai Airways Call Center Vey Bad	Thai Airways	Service of Staff	-
67	22 Oct	Ground Staff of Thai Airways is Very Bad	Thai Airways	Service of Staff	15
68	24 Oct	Who Have Last Minutes Flight Cancellation Experience by Thai Smile? How Do They Pay Money Back?	Thai Smile	Flight Cancellation	3
69	29 Oct	Thai Airways Loses Money Every Year? Why they use Thai Tax Money to Carry the Company?	Thai Airways	Negative Revenue	48
70	1 Nov	A Small Passenger to Bird Air's Executive (The Complaint with the Loudest Noise)	Nok Air	Flight Schedule Change	45
71	3 Nov	Thai Airways Plane Flight TG047 Slips off the Runway Today at Khon Kaen	Thai Airways	A Plane Slip off Runway	12
72	4 Nov	Thai Airways Plane Flight TG047 Slips off the Runway Today at Khon Kaen	Thai Airways	A Plane Slip off Runway	12
73	5 Nov	Confused by Qatar Airways	Qatar Airways	Over Booking	14
74	5 Nov	Why NOK Air Flights Always Delay These Days?	Nok Air	Flight Schedule Change	10

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
75	5 Nov	What Should I do? Lion Air Charges Credit Card Wrong Twice and Don't Refund Money Back	Lion Air	Service of Staff	8
76	10 Nov	Ummmm...Air Asia Are You Kidding Me? (Flight Schedule Change)	Air Asia	Flight Schedule Change	8
77	14 Nov	Thai Airways in Very Bad Shape (Love You as Sky and What Should I do?)	Thai Airways	Negative Revenue	40
78	17 Nov	Nok Air was Very Bad! Almost Lost My Luggage	Nok Air	Lost Luggage	9
79	20 Nov	The Service that Can't be Forget From Thai Airways...Love You as Much as Sky	Thai Airways	Service of Staff	141
80	21 Nov	Sharing Last Year Bad Experience from Air China and Will Try Jet Asia Airways at the End of This Year, Who Have the Experience Please Share	Air China	Broken Luggage	9
81	22 Nov	Sharing My Thought on Nok Air, the Executive Please Improve Quickly	Nok Air	Flight Schedule Change	9
82	23 Nov	Booking Nok Air Tickets in Advance Does Not Mean Getting Good Deal, Very Upset	Nok Air	Tickets Price	17
83	26 Nov	Who Have This Same Experience with Air Asia?	Air Asia	Confirming Wrong Schedule	23
84	28 Nov	Air Asia, Throws the Passengers under the BUS!	Air Asia	Service of Staff	3
85	30 Nov	Air Asia Changes Flight Schedule and Doesn't Take any Responsibility to Customers?	Air Asia	Flight Schedule Change	30

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
86	4 Dec	Air Asia is not Air Asia	Air Asia	Online System Issue	10
87	5 Dec	Air Asia Passengers Watch out! the Dividing Luggage Weight of This Airline	Air Asia	Dividing Luggage Weight	3
88	8 Dec	“KOREAN AIR” Daughter Throws Staff off the Plane because of Serving Wrong “Nuts”	Korean Air	Management	13
89	12 Dec	Blaming Air Asia and Don Muang, on Chinese Passenger Rampage on the Plane!!	Air Asia	The Rampage Measure of Passenger	145
90	13 Dec	Thai Lion Air Have No Call Center Staff?	Lion Air	Customer Information Center	7
91	14 Dec	15 Hours Flight Delay Experience with International Low Cost Airline and In-depth Reason from the Insider	Business Air	Flight Schedule Change	10
92	15 Dec	Air Asia Flight FD3355 Delays Since 9 a.m., Do You Know Passengers are Affected??	Air Asia	Flight Schedule Change	11
93	16 Dec	Nok Air with Lost Family’s Antique Buda Image	Nok Air	Lost Luggage	109
94	17 Dec	"Air Asia" Watch out! "Ja Kan Hoo" Criticizes Via IG	Air Asia	Service of Staff	53
95	19 Dec	Warning: Pregnent Women, Traveling with Lion Air, You May Miss Flights Though Having the Medical Certificate	Lion Air	Service of Staff	83
96	19 Dec	Nok Air, What Are You Doing? Care Only Money?	Nok Air	Communication Channel	2

Table 4.13 (Continued)

Number	Date	Post	Airline	Topic	Comments
97	21 Dec	Thai Airways (Thai Smile) Very Bad! No Responsibility, This is My Last Time	Thai Smile	Booking System	32
98	23 Dec	Refund with Air Asia is Very Difficult	Air Asia	Refund System	3
99	23 Dec	Air Asia Refuses to Pay Back the Difference of Refund Money, I Should (Continue) or (Stop)?	Air Asia	Refund System	10
100	24 Dec	Whose Seats Were Switched because of Plane Change?	Thai Airways	Switched Seats	10
101	25 Dec	Thai Airways, Don't Want to Fly? Take the Wings off and Run to Compete with Je Geaw, Must Be Better	Thai Airways	Management	5
102	25 Dec	Because of Bad Luck' or 'Bad'? –An unbelievable Experience with Bangkok Airways	Bangkok Airways	Service of Staff	12
103	29 Dec	Have not You Gone Home during New Year because of Lion Air?	Lion Air	Service of Staff	37
104	31 Dec	For Me, Will Never Dare to Fly with Air Asia Again!	Air Asia	An Image from News	36
105	31 Dec	Case "An Angry Daughter" of Korean Air's CEO, "Nuts" Topic that Causes a Disaster to the Organization	Korean Air	Management	44

The top three posts that people were interested in and gave comments to the most in 2014 are listed below.

Table 4.14 The Content Analysis of the Top Three Posts

Post	Comment to the Post	Management	Executive Role	Strategy	Communication Process S > M > C > R
1. Again, Malaysian Airline!	Most Comments were similar which expressed their sorrow for the victims.	There was no communication from the airline to the post as it was an international airline.	No action or management from the airline’s executive.	No management strategy to this post	As there was no communication from the airline, the data could not be included in the communication process
2. In Your Face, Angel Falls from Heaven.....Thai Airways Airlines	Comments were divided into two groups, one group agreed with the post owner and another disagreed with the post owner.	There was no communication from the airline to the post.	No action or management from the airline’s executive.	No management strategy to this post	As there was no communication from the airline, the data could not be included in the communication process

Table 4.14 The Content Analysis of the Top Three Posts

Post	Comment to the Post	Management	Executive Role	Strategy	Communication Process S > M > C > R
3. Thai Airways, A Thai Company that Thai (Used to) Love ...and the Most Proud of	Most comments shared their opinion on the causes that made Thai Airways lose money.	There was no communication from the airline to the post as it was news.	No action or management from the airline's executive.	No management strategy to this post	As there was no communication from the airline, the data could not be included in the communication process

Below are the details of the study results listed by post.

1) Post “Again, Malaysian Airline” was posted by the user named ATiVidia_NAME on 17 July 2014. The post was a news report of Malaysian Airline’s plane crash. There were 169 comments responded to the post and the post was from 17-21 July, total 5 days.

(1) The Post Content

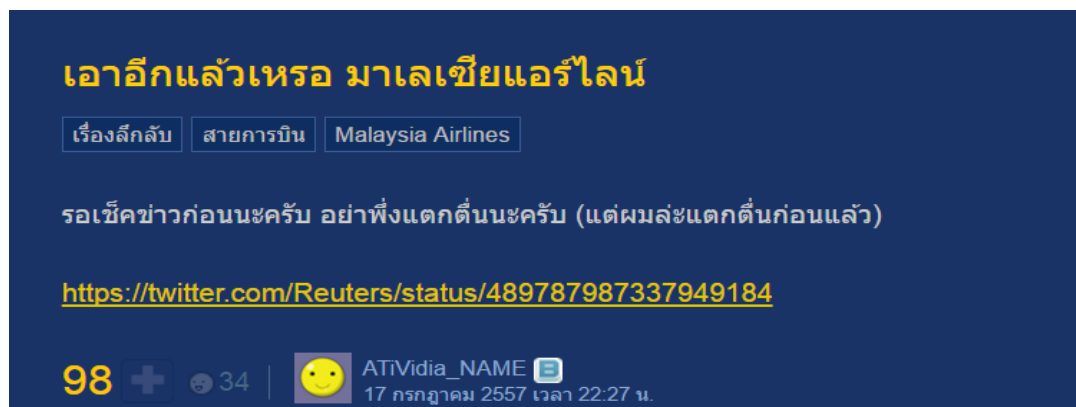


Figure 4.84 The Post in Detail-13

Source: Pantip, 2014b.

(2) Comments to the Post

The post informed news and updated Malaysian Airlines Flight MH 17 which was shot by a missile and crashed in Ukraine. There were 298 deaths in this incident. This was the second time the airline lost an airplane after losing its previous flight, MH 317. Most comments expressed their sorry to the victims. For example, the user named Snow Huang from comment 59 said “ This is a very sad news of Malaysian Airlines, I feel bad for the passengers of the flight, the crew and the victims’ family.”

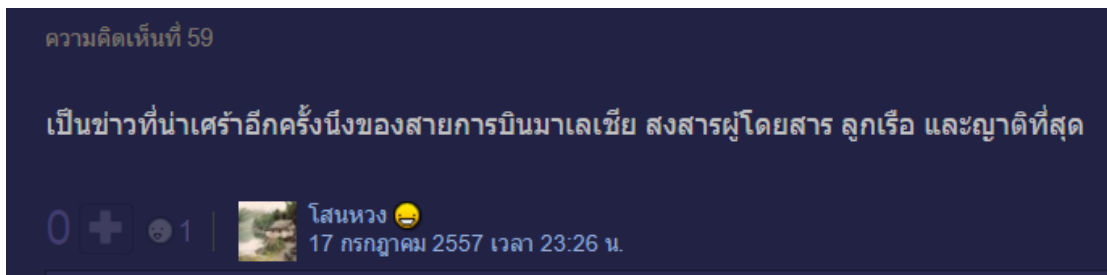


Figure 4.85 Post Number 59 Detail-13

Source: Pantip, 2014b.

(3) Airline Management

No management from the airline to the post as this was an international airline.

(4) Executive Role

There was management or communication from the airline executive.

(5) Management Strategy

There was no management strategy used to this post.

(6) Communication Process

Since there was no communication from the airline, the data could not be included in the communication process.

2) Post “In Your Face, Angel Falls from Heaven.....Thai Airways Airlines” was posted by the user named Chai Suandok on 24 August 2014. This was a complaint to Thai Airways on its Negative Revenue. There were 1 5 3 comments responded to the post and it was posted from 24 August - 1 2015 total 251 days.

(1) The Post Content

สมำหน้าเทวดาศวรรค์.....บ.การบิไนไทย

การเมือง การบิไนไทย

เมื่อแอร์เอเซียเริ่มเปิดให้บริการ
เหล้ากัปตันและแอร์ของการบิไนไทยต่างมองอย่างสายการบิไนชั้นสอง
แต่ผ่านมาไม่กี่ปี การบิไนไทยมีแต่ขาดทุนส่วนแอร์เอเซียมีแต่กำไรและเดินหน้าขยายบริการ
ไม่แปลกใจที่มีข่าวนักบิไนการบิไนไทยจะย้ายไปแอร์เอเซีย

ทำไมถึงเป็นเช่นนี้
พนักงานการบิไนไทยเคยวิเคราะห์บ้างไหม
เคยจะปรับปรุงแก้ไขไหม

แต่ก่อนผมเคยภูมิใจที่มีการบิไนไทยเป็นสายการบิไนแห่งชาติ
แต่มาหลังพนักงานการบิไนไทยเอาบริษัทมาเล่นการเมืองมากเกินไป
เมื่อคุณเลือกข้าง อย่าลืมนชีว่าอีกข้างเขาก็เป็นลูกค้าคุณเหมือนกัน

Figure 4.86 The Post in Detail-14-1

Source: Pantip, 2014c.

คุณเองเป็นคนผลักราคากลุ่มนี้ออกจากตัวคุณ
ที่สำคัญเขาก็ต้องหันไปใช้บริการบริษัทคู่แข่ง
เหมือนการบิไนไทยยื่นดาบให้ศัตรู

นักบิไนไล่ผู้โดยสารที่เป็นสส.เพื่อไทยลงเครื่องบิน
นักบิไนไล่ผู้โดยสารที่จะเดินทางไปออสเตรเลียแล้วแจ้งตำรวจจับ
พนักงานแจ้งข้อมูลการโดยสารของตระกูลชินวัตรออกสื่อ
การบิไนไทยขูหยุดงานประท้วงถ้ารัฐบาลจับกุมกปปส.

พวกสลัมและพนักงานการบิไนไทยต่างแข่งรณรงค์เสรีไทย
แต่การกระทำเช่นนี้ในมุมมองของผู้โดยสารล้วนแล้วแต่ไม่มีความเชื่อมั่น

ไม่มีความเชื่อมั่นว่าแม้คุณจะซื้อตั๋วโดยสารแล้วคุณอาจโดนไล่ลงจากเครื่องบิน
คุณอาจเดินทางออกนอกประเทศไม่ได้ถ้าพนักงานการบิไนไทยคิดว่าคุณอยู่ตรงข้าม
คุณอาจจงดัดเดินทางไปอังกฤษในอีกสองเดือนข้างหน้า
แต่ไม่มั่นใจว่าจะได้เดินทางเพราะการบิไนไทยอาจหยุดงานประท้วง

Figure 4.87 The Post in Detail-14-2

Source: Pantip, 2014c.

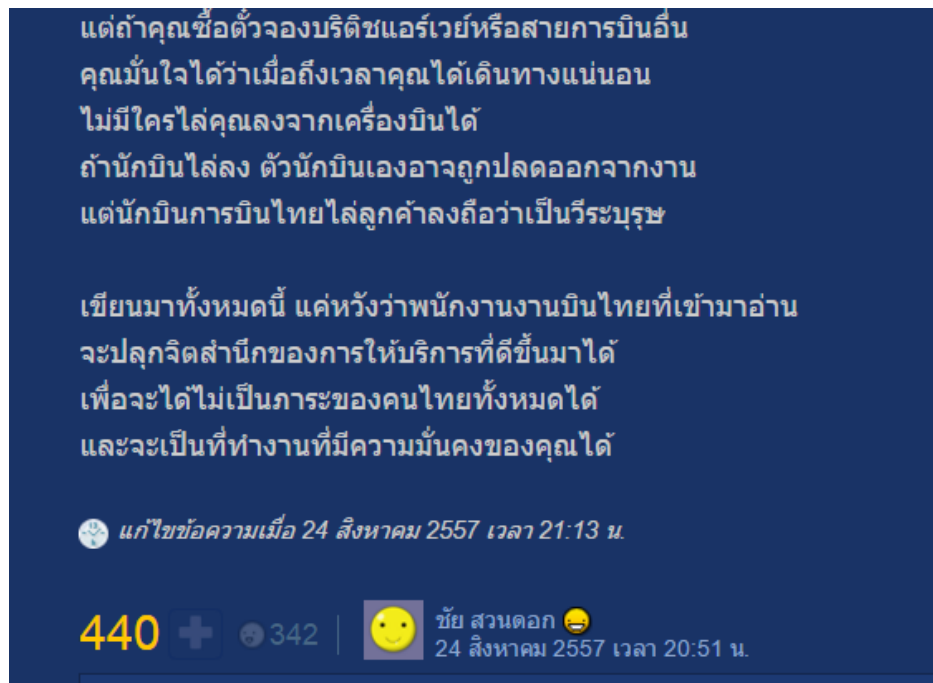


Figure 4.88 The Post in Detail-14-3

Source: Pantip, 2014c.

(2) Comments to the Post

The comments were divided into different groups as some of them agreed with the post owner and they did not want the national airline bias on politics. For example, the user named klab from comment 5 said “...has been a long time not using Thai Airways service, the more I see their staff behavior....on the politic..makes me not wanting to use its service. I feel bad for staff who are working hard..professional..affected by this..” While, some disagreed with the post owner, such as the user named member 1 5 8 3 0 9 5 from comment 67 said “I think the post owner has a bad attitude toward on Thai Airways and tends to close his eyes, use his imagination, and listen to just one side of story. Do you know that the pilot who expelled the house of representative from the airplane was suspended from his job for a month? For the union strike to support Kor Por Por Sor, Do you know who exactly attend the strike? You said Thai Airways staff welcomed Mr. Sutep, why don't you think about the days the staff welcomed Yinglak too?”

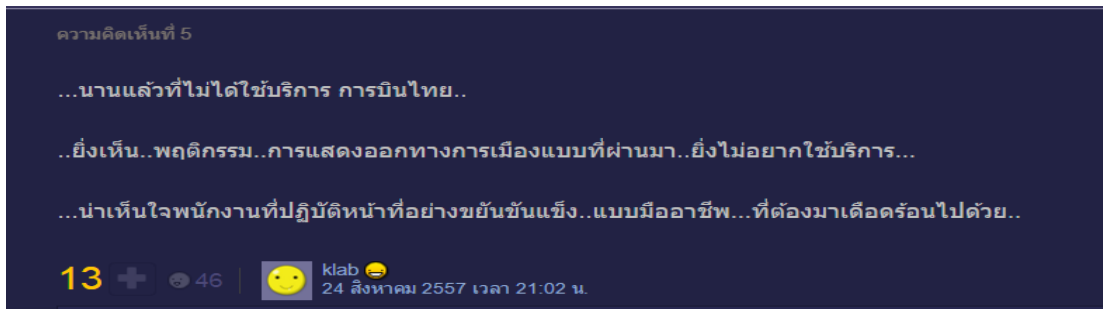


Figure 4.89 Post Number 5 Detail-14

Source: Pantip, 2014c.

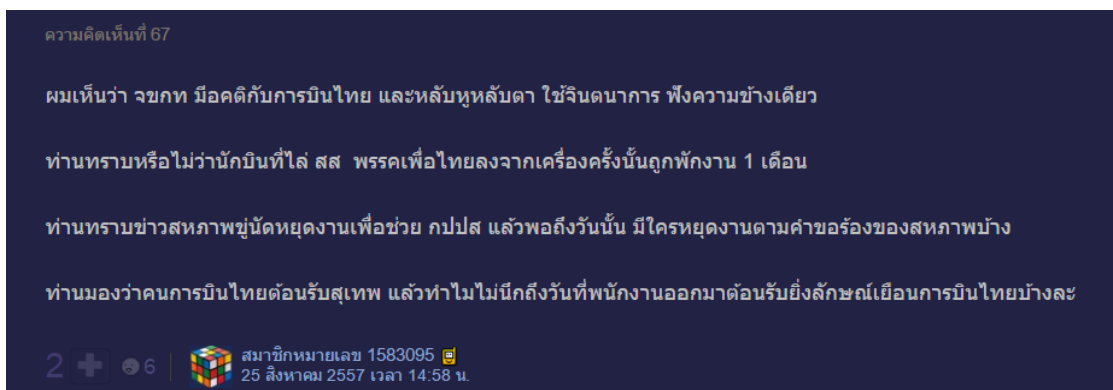


Figure 4.90 Post Number 67 Detail-14

Source: Pantip, 2014c.

(3) Airline Management

The airline did not communicate to this post as the issue was an internal problem and the communication might have been discussed among the internal staff but not to public.

(4) Executive Role

There was no communication or management from the airline executive to this post.

(5) Management Strategy

The airline did not use any management strategy to this post.

(6) Communication Process

Since there was no communication from the airline, the data could not be included in the communication process.

3) Post “Thai Airways, A Thai Company that Thai (Used to) Love ...and the Most Proud of” was posted by the user named nozomikung on 26 April 2013. The post was a complain to Thai Airways on its on its negative income and there were 148 comments responded to this post. The post was from 26 April - 13 September, total 141 days.

(1) The Content of the Post

การบินไทยเป็นกิจการที่คนไทย (เคย) รัก ...และภูมิใจมากที่สุดแห่งหนึ่ง

เศรษฐกิจ เจ้าของธุรกิจ การบินไทย ? กระจุกคำถาม

การบินไทยกำลังอยู่ในสถานะย่ำแย่... ผลประกอบการตกต่ำ ขาดทุนสุทธิในปี 2556 จำนวน 13,020 ล้านบาท ขาดทุนรวมตั้งแต่ปี 2554 รวม 3 ปี เกือบ 20,000 ล้านบาท หรือนับจากปี 2551 รวม 6 ปี การบินไทยก็ขาดทุนรวมถึง 17,168 ล้านบาท เรียกว่าขาดทุนหนักปีเว้นปีทีเดียว ทำให้ทุนร่อยหรอเต็มที่ อัตราส่วนหนี้สินต่อทุนเพิ่มปาเข้าไป 5:1 แถมนที่ร้ายกว่านั้นคือ ทุกวันนี้ก็ยังขาดทุนอยู่ประมาณเดือนละ 1,000 ล้านบาท ซึ่งถ้าไปในอัตรานี้ ก็เป็นที่แน่ใจได้ว่าขาดทุนหนัก 2 ปีติดต่อกัน และน่าจะคิดเงื่อนไขการกู้ภายในอีกไม่กี่เดือน ทำให้ต้องกลายเป็นกิจการที่มีปัญหาหนักทางการเงิน ทุนก็คิดจากที่เคยเป็น 55 บาทเหลือแค่ 13-14บาท จนน่าเป็นห่วงว่าจะล้มต่อถล่มละลาย หรือไม่ก็กลับมาเป็นภาระการคลังให้ผู้เสียภาษีต้องแบกไว้เหมือนรัฐวิสาหกิจต่างๆ อื่นอีกหลายแห่ง

ยิ่งกว่านั้น...อันดับความนิยมในการใช้บริการของลูกค้าก็ถดถอยตกลงเรื่อยๆ อันดับที่ประเมินโดย Skytrax ซึ่งถือว่าน่าเชื่อถือที่สุด ก็ถดถอยลงจากอันดับ 5 ในปี 2011 ลงมาเป็นอันดับ 9 ในปี 2012 แล้วเป็นอันดับ 15 ในปัจจุบัน ถูก Malaysian Airline ที่เครื่องเพิ่งหายไปสาหัสหนึ่งแข่งไปเป็นครั้งแรก ในประวัติศาสตร์เมื่อปีกลาย (น่าดีใจที่หน้าบ้านจะแข่งกันได้ชนะครับ) แถมนดาวถูกขับไปดวงหนึ่ง จากสายการบินห้าดาวกลายเป็นสี่

Figure 4.91 The Post in Detail-15-1

Source: Pantip, 2014a.

ทำไม "การกินไทย" ที่พวกเรากรีกเท่าฟ้า ถึงได้ดกดำย่าแยขนาดนี้...

จะว่าเป็นเพราะช่วย... ประเทศดั้นมีเรื่องห่วยๆ มาเยือนแทบไม่เว้นแต่ละปี เริ่มแต่ไขหวัดซาร์ หวัดนก มีจลาจลปิดสนามบิน จลาจลเผาสี่แยก น้ำท่วมรวมไปจนปิดกรุงในปัจจุบัน (ที่ใครบางคนบอกว่าถึงเศรษฐกิจจะย่ำ ก็ต้องจ่ายอม) ...ก็ไม่น่าจะใช้ เพราะตัวเลขนักท่องเที่ยวผู้ให้บริการการบินก็ยิ่งเพิ่มพรวดตลอดมาจนสนามบินแทบระเบิด ทั้งๆ ที่เปิดใช้ตั้ง 2 แห่งเกินแผนการแต่แรกด้วยซ้ำ ...สายการบินอื่นๆ เขาก็เบิกบานกำไรกันดีทั่วหน้า แคมเมื่อปีที่แล้ว 9 เดือนแรก "การกินไทย" ก็ขาดทุนไป 9,000 ล้านบาท ในขณะที่สถานการณ์ต่างๆ ยังเป็นไปด้วยดี

แล้วอะไรเป็นสาเหตุแท้จริงแห่งความดกดำล่ะครับ... จะแก้ไขอย่างไร เรามีโอกาสที่จะเห็น "สายการบินแห่งชาติ" แห่งนี้ กลับมารุ่งเรืองเฟื่องฟู เป็นที่ขีดหน้าขูดของชาวไทย ...หรือว่า "การกินไทย" ที่เคยรุ่งเรืองจะกลายเป็นอดีต เป็นประวัติศาสตร์ที่ไม่มีวันหวนกลับมา เหมือนๆ กับ "การรถไฟฯ" ที่ครั้งหนึ่ง (นานมาแล้ว) เคยทรูหราน้าง เคยเป็นองค์กรที่ดี เป็นที่รวมของบุคลากรวิศวะกรคุณภาพชั้นนำของประเทศ

โดยส่วนตัว ...ผมมีความผูกพันกับการกินไทยค่อนข้างมาก นอกเหนือจากเป็นลูกค้าผู้รักดี แล้ว (เลือกบินกับการกินไทยกว่าครึ่ง) ผมยังมีเรื่องสัมพันธ์เกี่ยวข้องกับการบินไทยเป็นพิเศษอีก 3 เรื่อง

Figure 4.92 The Post in Detail-15-2

Source: Pantip, 2014a.

เรื่องแรก กัทธา เป็นที่ปรึกษาในการนำ "การกินไทย" เข้าระดมทุนจดทะเบียนในตลาดหลักทรัพย์ในปี 2534 (ร่วมกับบริษัทเงินทุนหรือ บง.เอกธนกิจ) เราช่วยวางโครงสร้างทางการเงิน ปรับเรื่อง governance แล้วช่วยขายหุ้นได้เงินรวม 14,000 ล้านบาท นำไปขยายฝูงบิน (ขายหุ้นละ 60 บาท ราคาที่ไม่เคยมีใครเห็นอีกเลย) หลังจากนั้น กัทธา ยังขายหุ้นให้การกินไทยอีก 2 ครั้ง คือเมื่อปี 2546 ได้เงิน 20,550 ล้าน (หุ้นละ 50 บาท) กับเมื่อปี 2553 ได้เงิน 15,000 ล้านบาท (หุ้นละ 31 บาท) เรียกว่าผมช่วยการกินไทยเอาเงินจากตลาดไปรวมถึงเกือบห้าหมื่นล้านบาท (เทียบกับเงินกองทุนปัจจุบันที่เหลือแค่ 53,000 ล้านบาทแล้ว เท่ากับผมช่วยหาให้ถึง 95% เลยทีเดียว) แล้วนักลงทุนก็ขาดทุนกันถ้วนหน้า ทั่วโลก (มูลค่าเหลือแค่หนึ่งในสี่ของเงินที่ลง) ช่างเป็นประสบการณ์ที่แสนขมขื่น

เรื่องที่สอง เมื่อปี 2544 ผมถูกทบทวนจากท่านรองนายกฯ สมคิด จาตุศรีพิทักษ์ และท่านทง พิทยะ ที่ดำรงตำแหน่งประธานกรรมการของการกินไทย ให้เข้าทำงานในตำแหน่ง DD (President) ซึ่งทั้งสองท่านได้กรุณาเลี้ยงข้าวเกลี้ยกล่อมผมอยู่หลายชั่วโมง แต่ผมก็ยืนยันกรานปฏิเสธด้วยเหตุผลสามข้อ คือ หนึ่ง..ผมไม่รู้เรื่องธุรกิจการบิน สอง..ผมไม่เคยและไม่คิดอยากจะทำธุรกิจใหญ่ที่มีคนเป็นหมื่น และสาม..ที่สำคัญ เงินเดือนที่ท่านเสนอ (ซึ่งท่านยืนยันว่าสูงที่สุดในรัฐวิสาหกิจทุกแห่ง) นั้นมันแค่หนึ่งในสี่ของเงินเดือนที่ผมได้รับจาก Merrill Lynch Phatra

Figure 4.93 The Post in Detail-15-3

Source: Pantip, 2014a.

...พอผมยื่นกรานไปไม่ยอมเป็น ท่านก็บอกว่า "เงินเอ็งมาช่วยเป็นกรรมการหน่อยแล้วกัน" ผมก็ขอตัวอีก บอกว่าขี้เกียจไปรวบรวมแจ้งบัญชีทรัพย์สิน เสียเว
ดกหล่นจะผิดอาญาเสียเปล่าๆ ... อีกอย่าง กรรมการการบินไทยใครๆ ก็อยากเป็น (สมัยนั้นยังได้สิทธิ์บินฟรีตลอดชีวิตอยู่) ขอให้ท่านเก็บไว้ "ตกรางวัล"
คนอื่นดีกว่า ผมกดนิ้วตัวเองได้

ส่วนเรื่องที่สาม เพิ่งเกิดเมื่อปี 2552 หลังจากขาดทุนยับกว่าสองหมื่นล้านในปี 2551 ผู้บริหารเก่าลาออกไป รัฐบาล (อภิสิทธิ์ เวชชาชีวะ) ร่วมกับพรรค
ภูมิใจไทย ที่ดูแลคมนาคมอยู่จึงพยายามวางแผนฟื้นฟู "การบินไทย" ผมได้รับทราบทามจากรัฐมนตรีคลัง กรณ์ จาติกวณิช ขอให้มาเป็นกรรมการ ซึ่งตอน
แรกผมก็บ่อยากเป็นเลย แต่ท่านบอกว่า "คราวนี้ต้องขอจริงจิง เพราะการบินไทยกำลังแย่มาก" ก็บ่อยากให้มาช่วย ดร.ปีย์สวัสดิ์ อธิบดีฯ นั้นหน้ ซึ่งเป็น
คนที่ผมนับถือชอบพอ ผมเลยยอมมาช่วยเป็นกรรมการอยู่สองปีเศษ พอเปลี่ยนรัฐบาล ผมก็ถูกขอโดยการกระชับให้ลาออก ซึ่งทำให้ผมถูกต่อว่าอย่าง
รุนแรงจากนักลงทุนสถาบันรายหนึ่ง ว่าขาดความรับผิดชอบ "ได้รับแต่งตั้งจากที่ประชุมผู้ถือหุ้นทั้งหมด แต่กลับมลาออกจากการ "กระชับ" ของนักการ
เมือง" คำบ่อกว่าที่ซื้อหุ้นเพราะผมเข้ามาเป็นกรรมการ (หลังจากผมลาออก หุ้นการบินไทยตก 5 บาทในหนึ่งอาทิตย์) แต่เมื่อไม่กี่วันก่อน เจออีกที คำ
ปราดเข้ามาจับมือขอใจให้ลาออก ทำให้คำขายหุ้นไปตอนราคาสี่สิบลกว่าบาท ไม่เก็บไว้จนทุกวันนี้...555

นี่แหละครับ...ถึงผมจะไม่ใช่มุขีเยาะขำยู่ ถึงแม้จะไม่รู้เรื่องอุตสาหกรรมการบินอย่างลึกซึ้ง แต่ผมก็มีประสบการณ์มาพอควร ก็มีความผูกพันอยู่อย่าง
ยาวนาน ผมจะพยายามวิเคราะห์ถึงปัญหาที่ "การบินไทย" ประสบอยู่ รวมทั้งนำเสนอทางแก้ไขตามที่ศักยภาพของผมจะทำให้ได้จนครบ ถึงจะไม่ถูกต้อง
ครบถ้วนทั้งหมด แต่น่าจะประโยชน์ได้ตามควร เพราะผมก็ "รักการบินไทยเท่าฟ้า" เหมือนกันครับ...

Figure 4.94 The Post in Detail-15-4

Source: Pantip, 2014a.

1. อุตสาหกรรมการบิน...ที่ปรัมเขียน...

อุตสาหกรรมนี้ได้ชื่อว่าปรัมเขียน บริหารยาก การแข่งขันสูง ต้องลงทุนต่อเนื่องมาก แคมอัตรากำไรต่ำ แม้แต่ Warren Buffett ยังแหง เรียกว่าเป็น
"Death Trap for Investors" เลยทีเดียว

การบริหารสายการบินสมัยใหม่ เป็นเรื่องเทคนิคขั้นสูง ต้องมีพลวัต ปรับตัวได้เร็ว ต้องอาศัยกลยุทธ์และเครื่องมือในการบริหารสมัยใหม่ มีเทคโนโลยี
ด้านข้อมูลข่าวสารพร้อม สามารถตอบสนองกับความต้องการและการแข่งขันได้ทันเวลา on real time (ผมไม่เห็นว่าการบินไทยอยู่ในสภาพ "พร้อม" ลัก
อย่างเดียว)

การวางแผนกลยุทธ์ระยะยาวก็เป็นเรื่องสำคัญ จะ position ตัวเองอย่างไร จะเป็น Premium 5 Stars Airline หรือจะเป็น 4 Stars เป็น Leisure Airline
ตลอดไปจน Economy หรือ Low Cost Carrier (LCC) จะเน้นบิน Short Haul หรือ Long Haul เรื่องพวกนี้สำคัญทั้งนั้น เพราะมันเกี่ยวกับการตัดสินใจ
ลงทุน ตั้งแต่จะวาง hub แบบไหน ที่ใด ชื่อฝูงบินแบบไหน วางเก้าอี้แบบโดยอย่างไร ตลอดไปจนการวางแผนการตลาด การสร้างแบรนด์

ค่อนข้างแน่ชัดว่า ท่ามกลางการแข่งขันที่รุนแรงอย่างในปัจจุบัน สายการบินรุ่นเก่าๆ ที่ไม่รู้จักรปรับตัวมักจะไม่รอด

Figure 4.95 The Post in Detail-15-5

Source: Pantip, 2014a.

เห็นไหมครับ... ถ้าไม่แน่จริง ขนาดฝรั่ง ญี่ปุ่น ที่เคยแน่ๆ ยังเจ๊งกันระนาว เห็นได้เลยว่า จะอยู่รอดได้ในอุตสาหกรรมการบิน ต้องเก่งจริง ต้องมีประสิทธิภาพสุดๆ

2. ข้อเคยได้เปรียบของ "การบินไทย" ที่จางหายไป....

เดิมนั้น "การบินไทย" มีข้อได้เปรียบที่มีอยู่เหนือคู่แข่ง โดยเฉพาะกับสายการบินที่เป็นพันธมิตรด้วยกันอยู่ 3-4 อย่าง แต่มาปัจจุบัน "ไม่สามารถรักษาความได้เปรียบเหล่านี้ไว้ได้" กล่าวคือ

ข้อแรก ความได้เปรียบทางภูมิศาสตร์ ... นอกจากประเทศไทยจะเป็นปลายทาง (Destination) สำคัญ ทั้งทางธุรกิจและการท่องเที่ยว เรายังอยู่ในจุดที่เหมาะสม ที่สุดที่จะเป็นจุดแวะ tsansit สำหรับเครื่องบินระยะไกลที่จะบินจากตะวันตกไปตะวันออก เช่น ลอนดอนไปโตเกียว หรือตะวันตกไปซีกโลกใต้ เช่น ลอนดอนไปซิดนีย์ ... ซึ่งข้อได้เปรียบนี้หดหายไป เนื่องจากเทคโนโลยีการบินทำให้เครื่องบินได้ไกลขึ้นโดยไม่ต้องจอดแวะ (ปัจจุบันมี Direct Flight จากลอนดอนไปโตเกียววันละกว่าสิบเที่ยว) ส่วนเครื่องบินจากยุโรปไปซีกโลกใต้ เราก็เจอคู่แข่งเพิ่มขึ้น นอกจาก สิงคโปร์ มาเลเซียแล้ว ก็ยังมีอีกสามเมืองใหญ่ในวันออกกลาง คือ ดูไบ อานาตาบี และโดฮา ซึ่งทั้งห้าแห่งที่เป็นคู่แข่ง นอกจากมีสายการบินที่ล้วนอยู่ในอันดับดีกว่าเราแล้ว ยังมีสนามบินที่ดีกว่าเราทั้งสิ้น (สุวรรณภูมิตกไปอยู่อันดับ 38) นอกจากโดฮาที่กำลังสร้างใหม่ที่มีเมื่อเสร็จก็จะเหนือกว่าของเราหลายช่วงตัว

Figure 4.96 The Post in Detail-15-6

Source: Pantip, 2014a.

ข้อที่สอง เรื่องสิทธิการบิน จากการที่ทุกประเทศมีการเปิดเสรีมากขึ้นเรื่อยๆ ทำให้สายการบินต่างๆ สามารถเข้ามาแข่งขันในเส้นทางที่เดิมเคยถูกสงวนสิทธิ์ไว้ให้แต่กับ National Flag Carriers กับสายการบินในประเทศเป้าหมายโดยตรงเท่านั้น ... ในปัจจุบัน ไทยอยู่ในขั้นตอนการเปิดเสรีการบินในระดับที่ 5 (Fifth Freedom) ซึ่งอนุญาตให้สายการบินที่บินมาจากประเทศต้นทางบินต่อไปประเทศอื่นได้โดยเสรี ตัวอย่างเช่น เส้นทางกรุงเทพฯ ไปซิดนีย์ที่แต่เดิมมีแค่ THAI แข่งกับ Qantas แต่ในปัจจุบัน เราสามารถเลือกบินกับ Emirates ได้ในราคาที่ถูกลงกว่า เก้าสิบลายกว่า แลมนบริการก็ดีกว่า? (เดิมเราไม่อนุญาตให้เข้ามาบินเพราะบินดูไบ-ซิดนีย์ได้ตรงอยู่แล้ว) ... เรื่องเปิดเสรีการบินนี้ "การบินไทย" บ่นมาก แต่ความจริงเป็นการดีต่อผู้บริโภคและอุตสาหกรรมท่องเที่ยว เพราะการสงวนสิทธิ์ก็คือการกีดกันการแข่งขันนั่นเอง

เมื่อเปิดเสรีอาเซียนในปี 2558 ค่อนข้างแน่นอนว่า THAI จะไม่อยู่ในสภาพพร้อมที่จะรับมือกับการแข่งขันกับคู่แข่งชั้นยอดในภูมิภาคนี้แน่นอน ไม่ว่าจะ Premium Airline หรือ Low Cost Carrier (LCC) นอกจากจะมีการผ่าตัดปรับปรุงอย่างจริงจัง (ต่อไปการเป็น "สายการบินแห่งชาติ" คงเป็นเพียงเกียรติยศและศักดิ์ศรีที่ต้องแบกรับ ไม่ใช่สิทธิพิเศษใดๆ อีกต่อไป... ซึ่งเป็นเรื่องดีกับผู้บริโภคและเศรษฐกิจโดยรวมนะครับ)

Figure 4.97 The Post in Detail-15-7

Source: Pantip, 2014a.

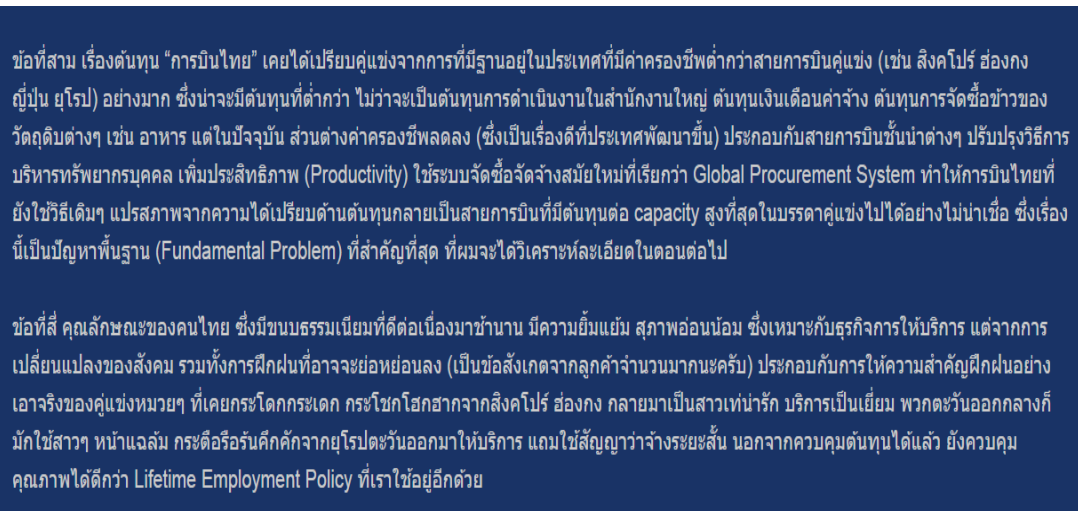


Figure 4.98 The Post in Detail-15-8

Source: Pantip, 2014a.

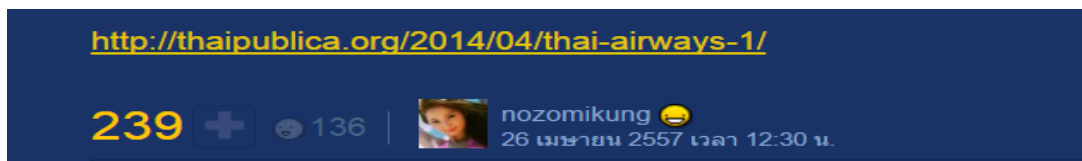


Figure 4.99 The Post in Detail-15-9

Source: Pantip, 2014a.

(2) Comments to the Post

The members of the site shared the comments about the causes that may have made Thai Airways lose money. They were not surprised about the problem. Some of the members were Thai Airways customers and shared their bad experiences with the airline. For example, the user named KhunGong from comment 19 said “The amount of the airline staff are 2-3 times more than others airlines, but earns less income. I am not surprised why they are struggling. They will need to operate their structure by decreasing half of the staff they have now. They may survive then, but I know it will be hard.”

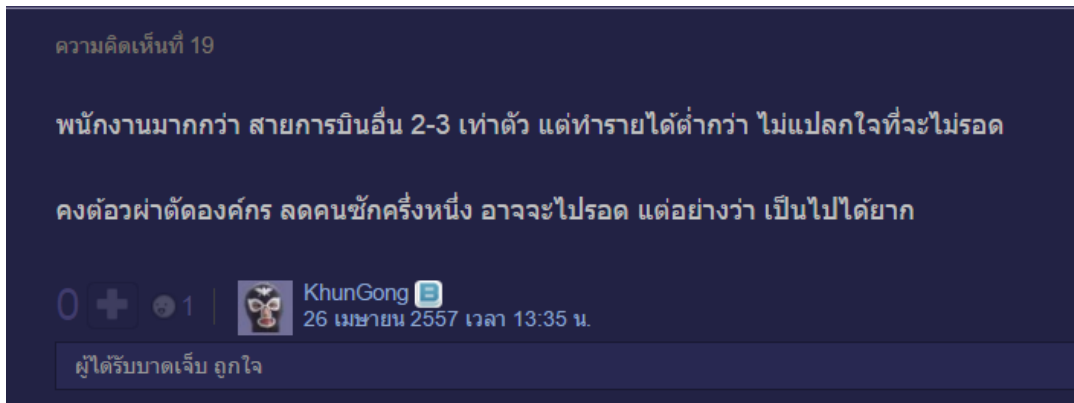


Figure 4.100 Post Number 19 Detail-15

Source: Pantip, 2014a.

(3) Airline Management

The airline did not communicate to this post.

(4) Executive Role

There was no communication or management from the airline executive to this post.

(5) Management Strategy

The airline did not use any management strategy to this post.

(6) Communication Process

Since there was no communication from the airline. Therefore, the data could not be included in the communication process.

4.4 Part 4 Modeling the Crisis Communication Management Process of Airlines on Social Media

The researcher applied the results of the study and the concepts of theory to create a model of the crisis communication management process of airlines on social media which responded the objective number 4. The model included 3 parts and each part had theories listed below.

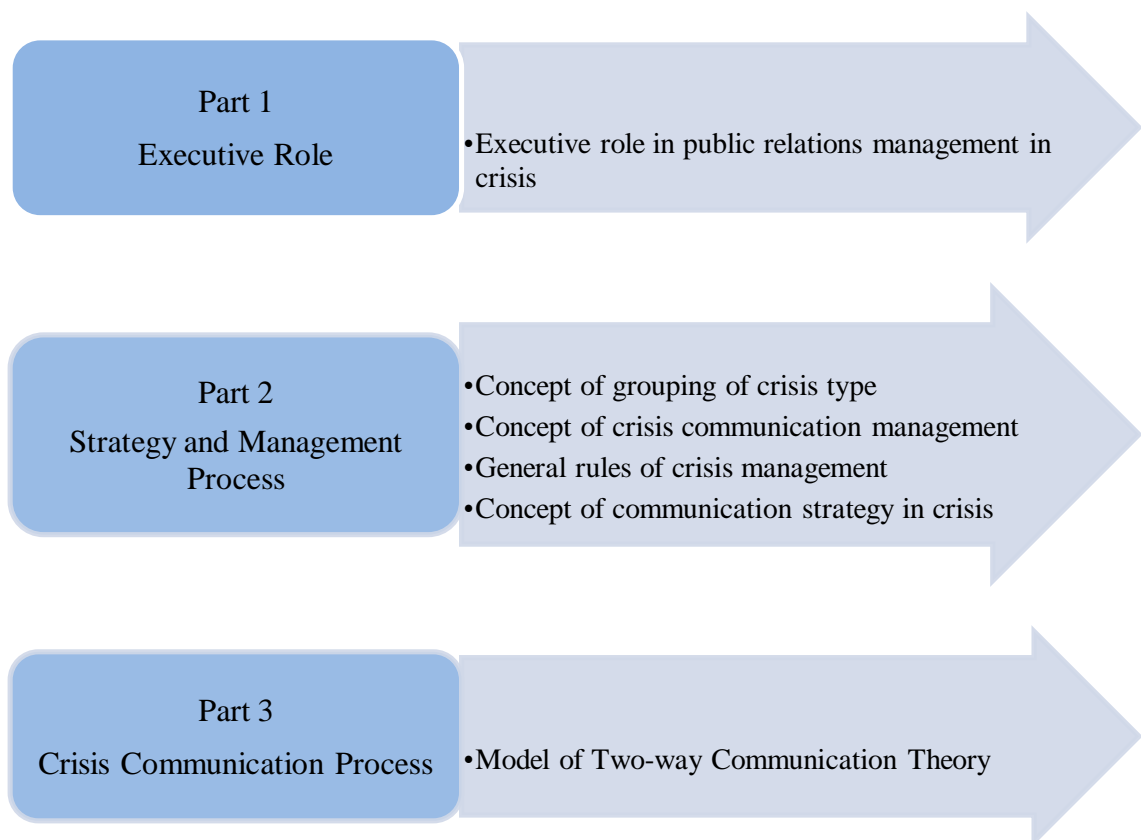


Figure 4.101 Model Components and each Concept and Theory

Below are the components of the model.

4.4.1 Part 1: Executive

This part responded to objective research number 1, which focused on the role of leader in crisis. The data was from the in-depth interviews. The researcher applied concepts of leadership in public relations management in crisis.

The Role of Public Relations Officers Tadsanee Jantorn (1990, pp. 627-628) indicated the role of public relations officers in which to manage the organization as:

- 1) Determine main policy of public relations by planning with the high level executives of the organization, as well as, assigning objectives and public relations guidance of the organization by responding to the main policy and other departments within the organizations' operation.

- 2) Present annual budget of the public relations department

- 3) Control and evaluate the operations of the organization

Moreover, there were concepts that public relations leaders should do when crises occur. Lukaszewski (1991, pp. 68-89) suggested creating an effective communication connection by utilizing news reporters and appropriate information of both domestic and international.

Roles of public relations leaders in organizations should focus on the roles listed below (Butsaba Suteetorn, 1990, p. 7):

- 1) Be an expert on a subject by researching problems and giving advices to the organization

- 2) Be a consultant and give suggestions to departments in the organization by utilizing public relations to support and benefit the organization

- 3) Be a middle channel to create the two-way communication between the organization and public

The executives confirmed the utilized roles gave advice about crises to other departments, created communication connections, determined crisis communication management policy, budgeted, and operations control and evaluation. From the result of the study, only Thai Airways executive, a director of Emergency Management and Crisis had the problem verified role as the department was directly in charge of crisis management in which the problems could develop to crises later. So that is why the problem verifying was not listed in the model. Moreover, the results from the experts

in the crisis communication management stud suggested utilizing Digital Transformation in the organization. This role was listed in the model.

Table 4.15 Comparing Data from the In-depth Interviews and Concept Framework of Roles of Public Relations Leader in Crisis

The Results of the Study that were Persistent with the Concepts and Theory	Concept and Theory that not Listed on the Model	The Results of the Study that Additionally found from the Concepts and Theory
- Suggestion	-Verifying	- Digital Transformation
- Communication Connection	Problems	
- Crisis Policy Management		
- Budget		
- Control & Evaluation		

The researcher applied the results of the study to create the model shown below.

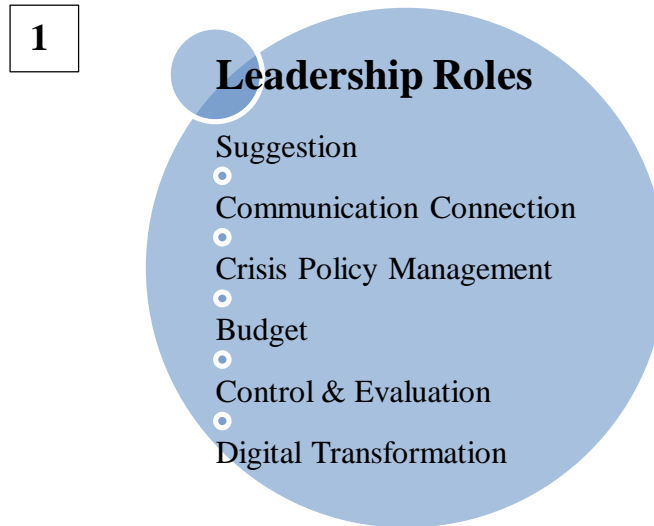


Figure 4.102 Role of Executive

4.4.2 Part 2: Crisis Management and Strategy of Airlines in 3 Stages; the Pre-crisis, during the Crisis Event, and Post the Crisis

1) Types of Crisis

The beginning of the model showed types of crisis that related to airlines. This was to introduce the plan and the management process. The data was from the in-depth interviews and the researcher applied the concept of grouping group types of crisis as a main concept to apply in creating the model listed below.

Researcher from Clemson in USA (as cited in Dlsanza & Legge, 2005) divided crisis into 9 types.

- 1) Natural Disasters
- 2) Malevolence
- 3) Technical Breakdowns
- 4) Human Breakdowns
- 5) Challenges
- 6) Mega damage
- 7) Organizational Misdeed
- 8) Workplace Violence
- 9) Rumor

The results of the study found airlines considered any situation as a crisis if it impacted 6 factors, which were passenger, environment, property, reputation, journalist, and the impact stopped the airline from operating or not and how fast it could be back to normal. This would be part of the plan activation and followed with the management process. For online cases, they needed to be considered the effect if there was a small impact, and then the plan would not be activated.

Table 4.16 Comparing Data from the Interviews in Crisis of Airlines and Concept of Crisis Types Grouping

The Results of the Study that were Persistent with the Theory	Theory that not Listed on the Model	The Results of the Study that Additionally found from the Concepts and Theory
-	<ul style="list-style-type: none"> - Natural Disasters - Malevolence - Technical Breakdowns - Human Breakdowns - Challenges - Mega damage - Organizational Misdeed - Workplace Violence - Rumor 	<ul style="list-style-type: none"> - Crises that affected were passenger, environment, property, reputation, journalist. and business interruption - Crisis in social media

Below is the model from the study.

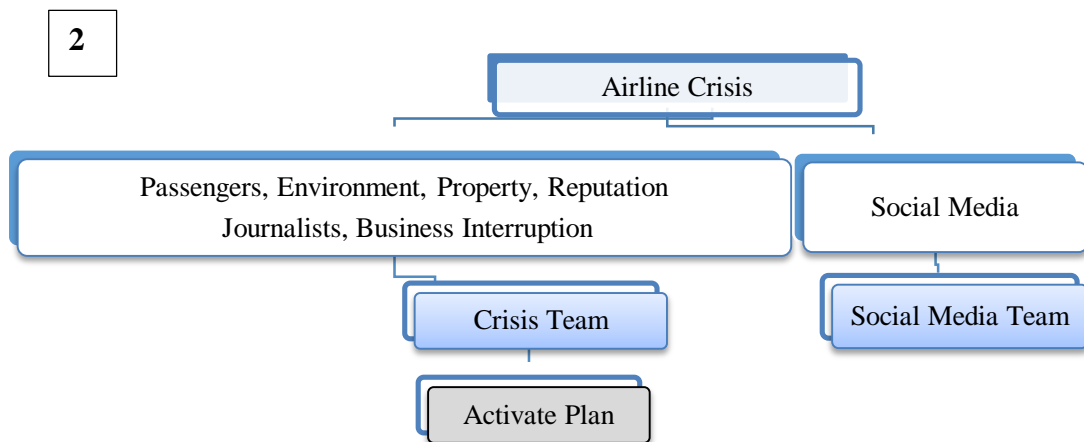


Figure 4.103 Types of Crisis that Related to Airlines

2) Crisis Management

This part of the model responded to the study's objective number 2, which was the crisis management of airlines in the three stages of digital communication. They were the pre-crisis, during the crisis event, and the post crisis by utilizing the data from the interviews result. The researcher mainly valued the concepts of crisis communication and general principles of crisis management during the 3 stages of the management as below.

The 3 stages of crisis communication were: Sirintorn Mahamontri (2004, p. 24)

Stage 1 : The preparation of the pre-crisis. (Bland, 1998, p. 31) suggested to survey if there was any crises during this time and monitored the warning signs.

Saffir and Tarrant (1992, pp. 86-88) presented the general principles of crisis management which were:

- 1) Set up a team to work on the crisis and solve problems. To be a center to control during the crisis information flow, prepare the information, train how to act to the situation among the organization, information presenting strategy, and determine a spoke person to give the information to the press.
- 2) Adjust Strategy to support the crisis.
- 3) Control media usage as to stop the situation.
- 4) Be aware of the supporters by identifying the groups of people or independent groups that could help with the crises occur.
- 5) Prepare for long term crisis plan.
- 6) Prepare crisis operations that covers all details.
- 7) Train the team that will work on the crisis.

The airline executives and staff confirmed that the preparation of the pre-crisis was operated in their organizations, which were the preparation of crisis management. For example, the crisis plan, connection or communication tool, as well as, training the staff who were in Thailand and oversea on crisis management. This included informatic training and practical training while providing information to understand social media. The airlines had the plan simulation, setting up a team to work on a pre-crisis as to be ready for the crisis event. The team consisted of staff

from many departments that were needed in crisis management, and most importantly, the operation of the team would be operated after the crisis plan was activated only. The airlines always checked their internal and external warning signs, as well as, verifying data from social media. For crisis consultant hiring, the results of the study was conflicted as only Bangkok Airways hired the consultant, but Thai Airways and Air Asia did not, according to their executives and staff.

Table 4.17 Comparing Data from the Interviews on the Preparation of the Pre-crisis and Concepts of Crisis Communication Management and General Principles of Crisis Management

The Results of the Study that were Persistent with the Theory	Concept and Theory that not Listed on the Model	The Results of the Study that Additionally found from the Concepts and Theory
<ul style="list-style-type: none"> - Preparing Crisis Plan, Communication Tools and Connections - Training - Simulation - Crisis Team - Warning Signs 	Hiring a crisis consultant	-

Stage 2: The operation of crisis event focused on minimizing the crisis to have the least effect by effectively and quickly controlling the situation.

Duangtip Woraphan (as cited in Sirintorn Mahamontri, 2004, p. 31) gave the guidance of crisis operation as listed below.

1) After the crisis was notified, the staff was informed who had name listed on the crisis plan, as well as, alerted the public relations operations center, data management and update the leader who authorizes the operation or staff that was named.

- 2) Send a team to collect primary data.
- 3) Set up an operations center to help media as media relations.
- 4) Set up meetings to update the situation.
- 5) Verify roled and responsibilities and an operations team.
- 6) Conduct a target group analysis.
- 7) Provide media relations.
- 8) Design the content.
- 9) Verify public relation tools and strategies.
- 10) Determine a spokesperson.
- 11) Determine an informed source control.

According to the interviews, the executives and staff confirmed that their organizations utilized the operation of the crisis event which was regularly analyzing the crisis to utilize data and correct the situation. The airlines managed major crisis by using the crisis plan and managed the minor crisis on social media. They collected data related to the crisis, as well as, setup a public relations operations center when when the crisis plan was activated. The airlines also regularly setup meetings and determined target group in communication as each group would have different data. The airlines designed content to communicate during the crisis, as well as, utilized online and off-line communication tools to manage the crisis with both internal and external target groups. They valued media relations by facilitating convenience to media during the crisis, as well as, the informed source control, especially with the staff of the organizations. The results of the study on determining a spokesman was conflicted as Air Asia and Bangkok Airways had a spokesman for the crisis; however, Thai Airways did not have one.

Table 4.18 Comparing Data from the Interviews on the Crisis Event and Concepts of Crisis Communication Management and General Principles of Crisis Management

The Results of the Study that were Persistent with the Theory	Concept and Theory that not Listed on the Model	The Results of the Study that Additionally found from the Concepts and Theory
<ul style="list-style-type: none"> - Analysis - Management - Data Collecting - Operation Center - Meeting -Target Group Analysis - Content Design - Communication Tool Using <ul style="list-style-type: none"> - Media Relations - Informed Source Control 	<ul style="list-style-type: none"> - A spokesman 	<ul style="list-style-type: none"> -

Stage 3 : The operation of the post crisis. After the crisis over, Bland (1998, p. 73) suggested the staff should have a meeting and discuss what they learned from the crisis, as well as, create a report to conclude the situation and make recommendations of the crisis operation by considering target groups who were still following up the situation as it could happen again.

The executives and staff confirmed that their organizations utilized the operation of post crisis which concluded the crisis by recording as a meeting report and evaluating the management plan.

Table 4.19 Comparing Data from the Interviews on the Post Crisis and Concepts of Crisis Communication Management and General Principles of Crisis Management

The Results of the Study that were Persistent with the Theory	Concept and Theory that not Listed on the Model	The Results of the Study that Additionally found from the Concepts and Theory
<ul style="list-style-type: none"> - Summary Meeting - Evaluation 	-	-

The researcher collected the related results to create the model as shown below.

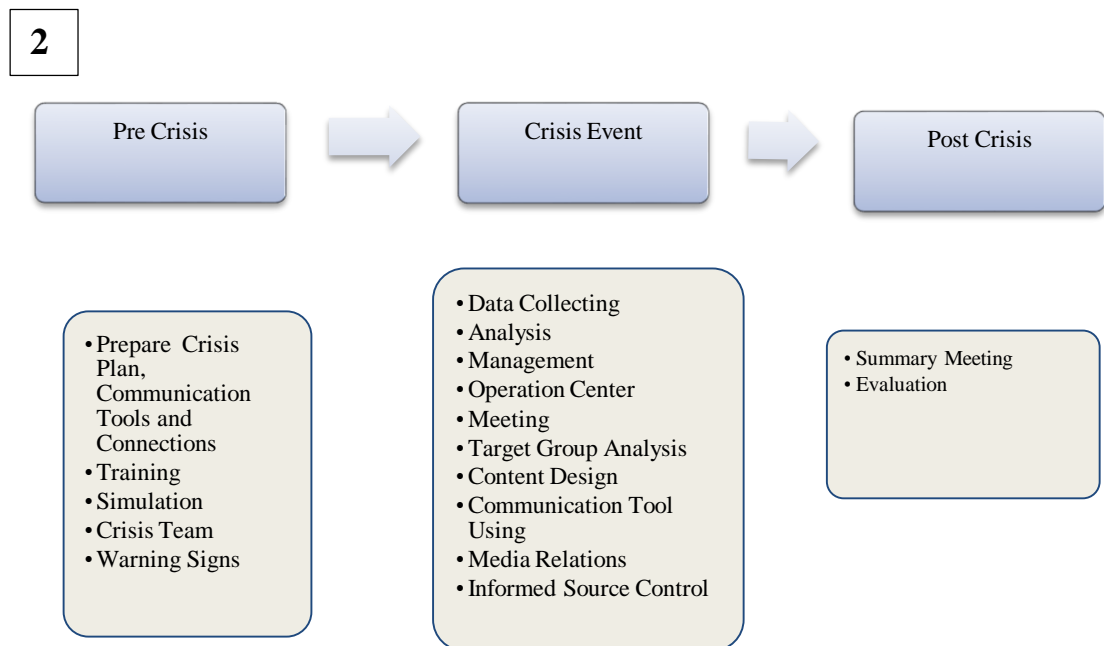


Figure 4.104 The 3 Stages Crisis Management

3) Crisis Management Strategy

The model responded the objective number 3 which were strategies utilized in crisis communication management of airlines by collecting data from the in-depth interviews and posts content analysis on Pantip website. The researcher applied crisis communication strategy and concepts to create the model listed below.

Coomb (1996) said each organization would react to crisis differently and would not handle the crisis the same either as it would depend on situations. Below were the crisis management strategies organizations normally used to react to crises.

1) Attack the Accuser strategy: a method of an organization to attack the accuser if the organization proves that the accuser is lying or vague.

2) Denial strategy: an organization refuses that there is no crisis in the organization.

3) Excuse Strategy: an organization will apologize to public and accept that the crisis caused by the organization.

4) Justification Strategy: an organization will justify that the incident is a minor crisis or victims just got a minor injury.

5) Ingratiation Strategy: an organization will ingratiate its consumers by making the consumers satisfied.

6) Corrective Action Strategy: an organization will correct the situation to alleviate the damages from the crisis. At the same time, laying down measure to prevent the same crisis from happening again.

7) Full Apology Strategy: an organization takes full responsibility for the crisis. This strategy is frequently utilized by organizations. Many times organizations pay money to victims and also offer other helps with it.

According to the interviews, the strategies that were used at the post crisis preparation were preparation, connection, education to public to prevent the frightening when crisis occur. While the strategies used to manage at the crisis event were reaction by following the plan, reaching target groups, rapidity and closely monitoring data, as well as, valued role and responsibility of each team for the effective outcome. Lastly, the strategies used at the post crisis stage were recovery from the situation, finding opportunity and learning from the mistakes, as well as,

rebuilding trust and reimagining. According to the results of the content analysis study of social media, the strategies used were an apology and correction strategies.

Table 4.20 Comparing Data from the Interviews to Crisis Communication Strategy

The Results of the Study that were Persistent with the Theory	Concept and Theory that not Listed on the Model	The Results of the Study that Additionally found from the Concepts and Theory
- Excuse	- Attack the Accuser	- Prepare & Prevent
- Corrective action	- Denial	- Connection
	- Excuse	- Education
	- Justification	- Reaction
	- Ingratiation	- Reach Target
	- Corrective action	- Rapidity
	- Fully apology	- Media Monitor
		- Teamwork
		- Recovery
		- Opportunity Finding
		- Lesson Learning
		- Rebuilding Trust
		- Reimagining

The researcher applied the study results creating the below model.

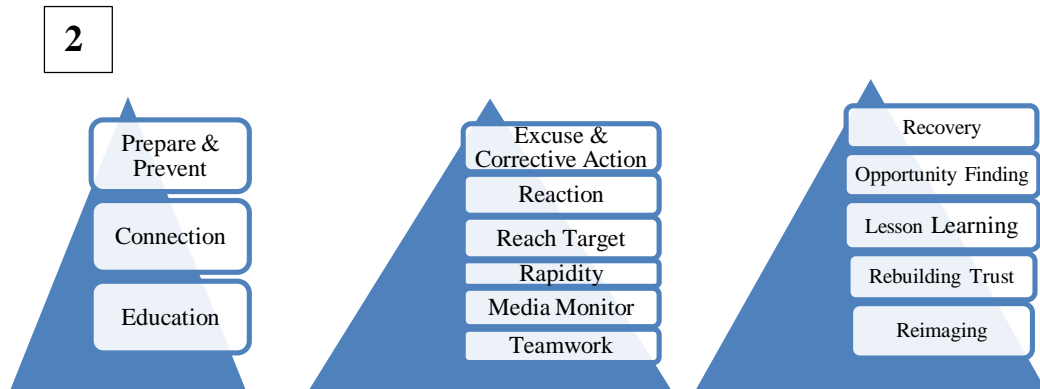


Figure 4.105 Crisis Management Strategies of the Pre-crisis, the Crisis Event, and the Post Crisis

4.4.3 Part 3: Crisis Communication Process

The researcher utilized the Two-way Communication Process Model to apply in the creating the model.

The Two-way Communication Process Model consisted of 4 components which were sender, message, channel, and receiver. The process started by the sender designed data into a message and sent it through the channel to the receiver. Then, the sender and the receiver responded back and forward as two-way communication. Below is the picture showing the process.

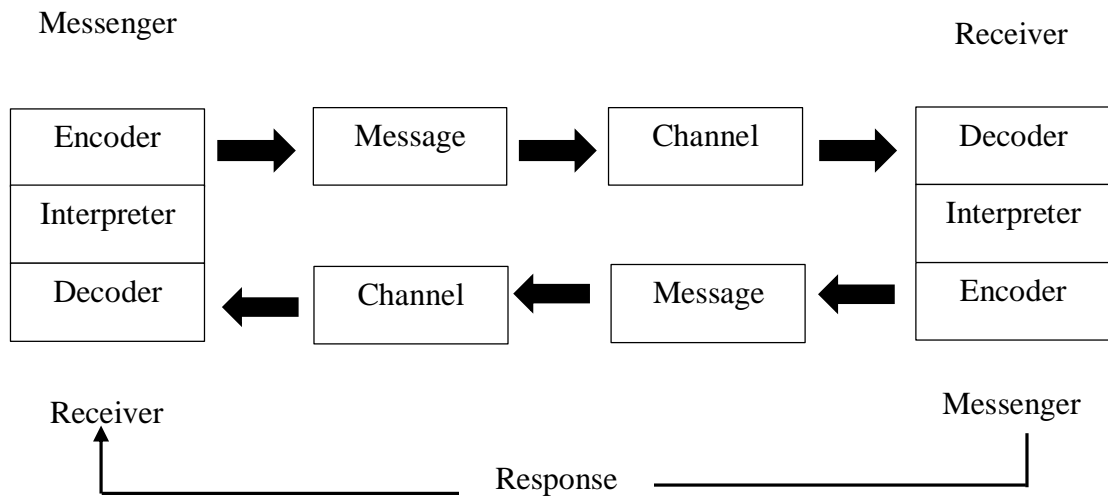


Figure 4.106 Two-way Communication Process Model

Source: Steuer, 1992.

The communication process from the study found that the airlines communicated to the fire starter or the complainer, the online influencer, and the followers. The communication used was the two-way communication which included 4 parts; sender, message, channel, and receiver. The sender and the receiver would communicate back and forward as two-way communication. According to the results of the study, the crisis communication experts on social media found factors of the communication which were control voice or opinion in online communication, control the spreading of data if possible. With this, online crisis management would be more effective. The content analysis of posts on Pantip found that the important factor of communication were time management and the accuracy of data.

Table 4.21 Comparing Data from the Interviews on Crisis Communication Process to Two-way Communication Theory

The Results of the Study that were Persistent with the Theory	Concept and Theory that not Listed on the Model	The Results of the Study that Additionally found from the Concepts and Theory
<ul style="list-style-type: none"> - Sender was airlines - Message was contents that was sent in different forms - Channel was online media - Receiver was Fire Starter , Online Influencer and Social Media Followers 	-	<ul style="list-style-type: none"> - Control Voice - Control Spread - Control Time - Accuracy

The researcher applied the study's results to create the communication model as Sender (airlines), Message (Content); the sender would send different messages to the receiver such as a message, VDO clip, voice mail, pictures or infographic. Channel (Online Media) and Receiver (target groups in social media) which were Fire Starter, Online Influencer and Social Media Followers. There was feedback back and forward between the sender and the receiver. The important factors of the communication were voice control, spreading control, time control, and accuracy of data. (Control Voice/Spread/Time/Accuracy) This is shown below.

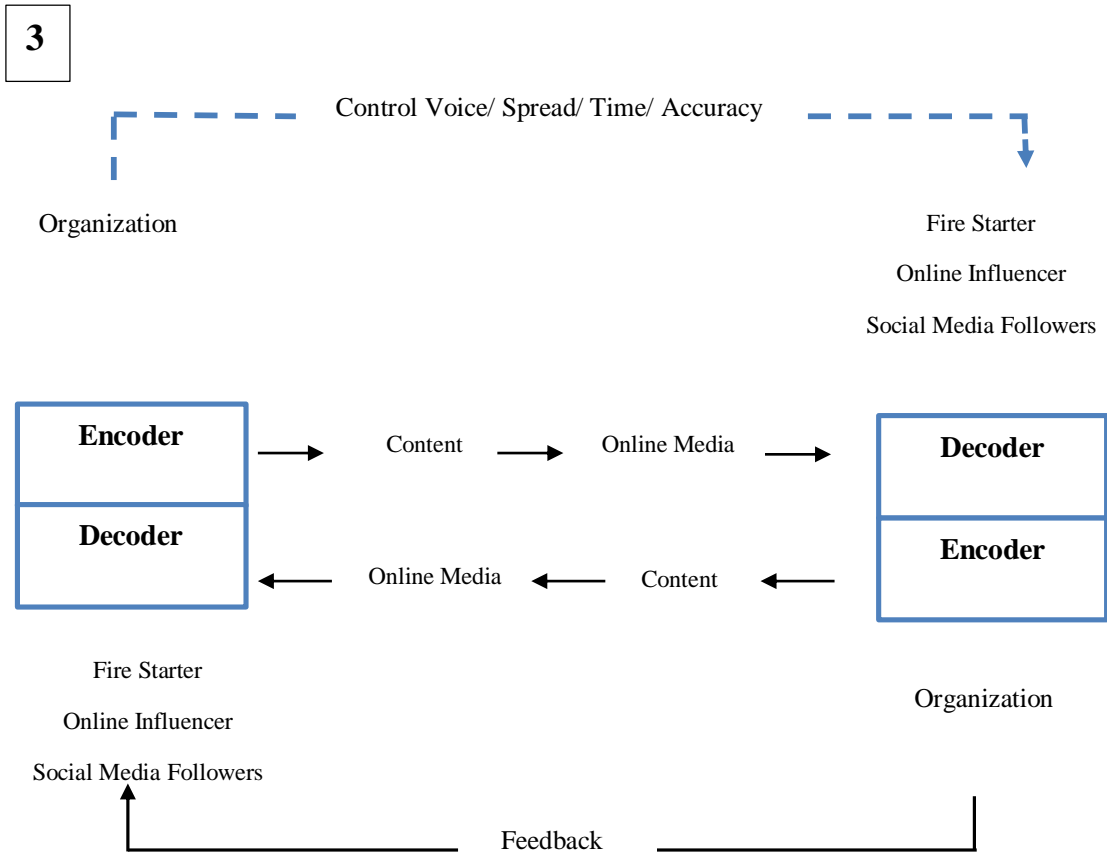


Figure 4.107 Crisis Communication Process

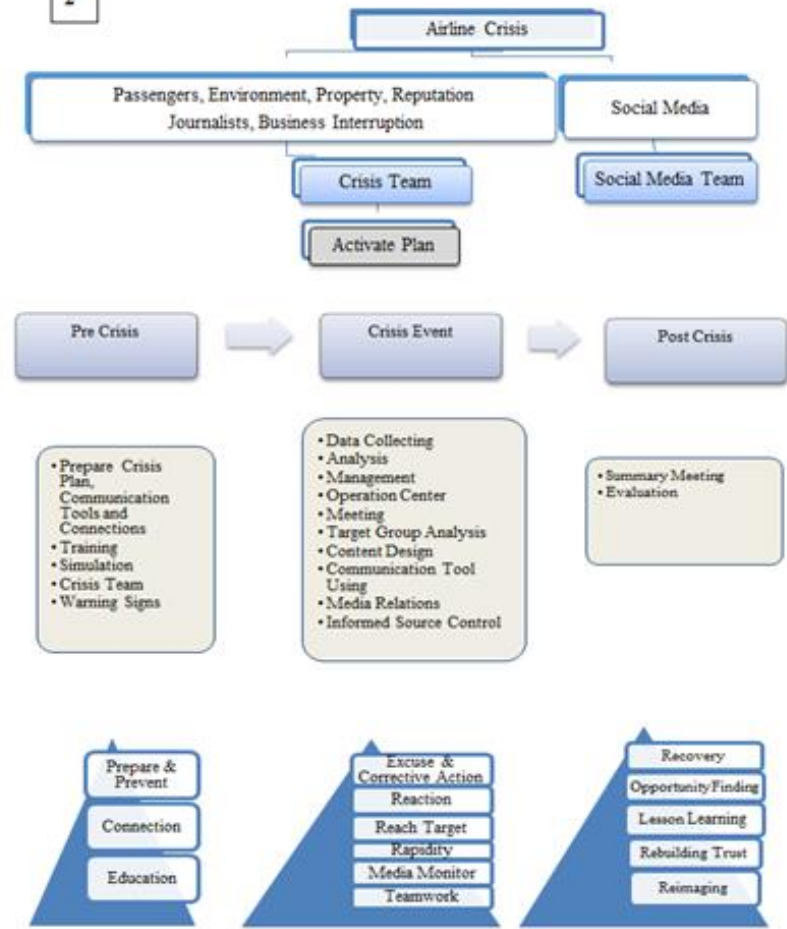
4.4.4 Complete Model

After combining the 3 parts, below is the complete model.

1



2



3

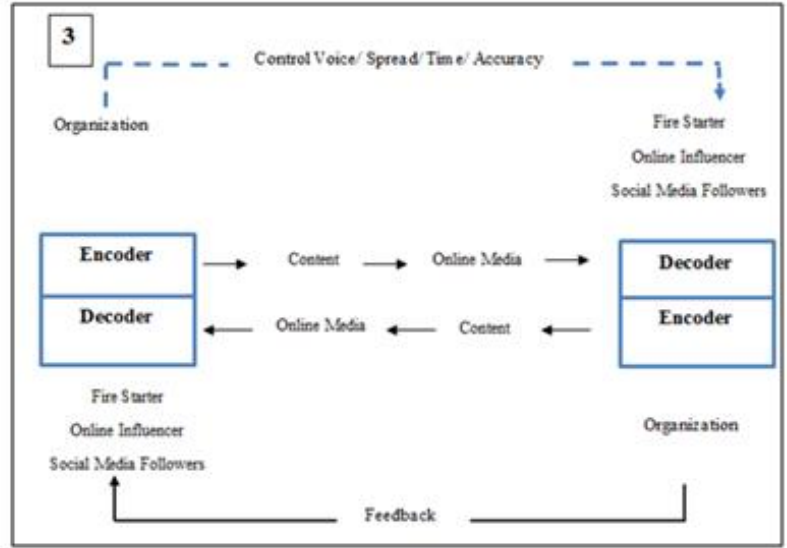


Figure 4.108 The Process of Communication in Airline Business' Management of Crisis in Social Media

CHAPTER 5

CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

The conclusion, discussion, and recommendations of the research “The Process of Communication in Airline Business’s Management of Crisis in Social Media” is divided into 4 parts listed below.

- 1) The conclusion and discussion of the study: presenting PR value of the airlines from 2010-2014.
- 2) The conclusion and discussion of the study: the in-depth interviews of the airlines’ executives and staff, as well as, the experts in communication management in crisis in social media.
- 3) The conclusion and discussion of the study: presenting content analysis from airline complaint posts on Pantip website.
- 4) The conclusion and discussion of the study: modeling the crisis communication management process of airlines on social media.

5.1 The Conclusion

5.1.1 The Conclusion of the Study: Presenting PR Value of the Airlines from 2010-2014

According to PR values collecting, the three airlines that had top PR values were Thai Airways, Air Asia, and Bangkok Airways. The airlines were chosen for in-depth interviews.

5.1.2 The Conclusion of the Study: the In-depth Interviews of the Airlines' Executives and Staff, as well as, the Experts in Communication Management in Crisis In Social Media

1) Roles of Leader in Crisis

The results of the study showed that leader in crisis gave suggestions to other departments, created communication connection, managed crisis policy, budgeted, controlled and evaluated the operation, and used technological transformation in the operation of the organization.

2) Crisis Management of Airlines

The results of the study were divided into 3 stages. The first stage was the pre-crisis. This included preparing for the crisis by training the staff, having plan stimulation, forming up an operation committee team, and testing warning signs.

The second stage was during the crisis. This included crisis analysis, crisis management, data collecting, public relations operation center set up, summary meeting, communication target group analysis, communication content design, managing communication tools using, media relations, and informed source control.

The third stage was the post crisis. This included the summary of the crisis, the recovery back to normal of the crisis, and the evaluation of the plan.

3) Strategy Used in the Crisis Communication Management of Airline

The results of the study were divided into 3 stages including strategies that were used during the pre-crisis, which were creating the connection, preparing for the crisis, and providing knowledge to the public from not panic during the crisis.

The strategies used during the crisis event were excuse, correctiveness, plan stimulation, target group outreach, close media monitoring, and dividing individually responsibility and working as a team.

The strategies used at the post crisis were recovery, finding opportunities, learning lessons and adapting for the next crisis, rebuilding trust, and reimagining.

5.1.3 The Conclusion of the Study: Presenting Content Analysis from Airlines Complaint Posts on Pantip from 2010-2014

1) Executive Role to Manage the Complaint Posts

There was only one executive from Nok Air that took action on the communication to the complaint posts and this led to new policies of the organization.

2) Airlines Management

The communication management of the airlines received both positive and negative responses. The positive feedback was from taking responsibility and solving the problems. On the other hand, the negative feedback was about the delay in the management and the airlines communicated incorrect information. Also there were cases that the airlines did not take any actions. This made the posts spread and caused more serious problems, as well as, ruined the airlines credibility and created bad image.

3) Airlines Strategy

The effective strategies of the management were an excuse strategy and corrective strategy. These strategies showed that the airlines took responsibility and solved the root cause of the problems.

4) Communication Process from the airlines to the Post Owners

The communication process consisted of 4 components including 1) the senders which were the executive, secretary, call center, customer relations staff, 2) messages which were an apology and clarification messages, 3) communication channels which were online media and off line media; social media, email, phone, and 4) the receivers which were the post owners and social media followers.

5.1.4 The Conclusion of the Study: Modeling the Crisis Communication Management Process of Airlines on Social Media

The modeling had 3 components which were:

Table 5.1 The Result of the Study of the Modeling of Crisis Communication Management Process

The Components of the Model	The Result of the Study Found in the Model
Component 1: Roles of Leader in Crisis	Giving suggestions, creating communication connections, managing policies, budgeting, controlling evaluating the operation, and utilizing technology digital transformation in the organization operation
Components 2: Crisis Strategy and Management	<p>Crisis Types The crisis that affected passengers, environment, property, reputation, journalists, business interruption, and social media crisis</p> <p>Crisis Management Stage 1: the preparation of the plan, connection, communication tools usage, staff training, stimulation, forming up committee, and testing the warning signs. Stage 2; the crisis analysis, crisis management, data collecting, PR operation center set up, summary meeting, target groups analysis, communication content design, communication tools using, media relations, and informed source control. Stage 3; the crisis summary, and the evaluation of the plan.</p>

Table 5.1 (Continued)

The Components of the Model	The Result of the Study Found in the Model
Component 3 : Communication Process	Crisis Management Strategy
	The strategies used during the post crisis were the preparing for the crisis, creating connection, and providing knowledge to the public
	The strategies used during the crisis event were an excuse, corrective, plan stimulation, target group outreach, rapidity, closely media monitoring, and working as a team.
The strategies used at the post crisis were the recovery, opportunity finding, lessen learning, rebuilding trust, and reimagining.	Consisted of the sender, message, channel, and the receiver. There was a communication back and forward and led to feedback. Moreover, important factors of the communication were found as they were online voice control, spread control, time control, and data accuracy.

5.2 Discussion

The results discussion were divided into 4 parts.

5.2.1 Data Collecting of Airline PR Values

The results of the study on the airlines' PR values was consistent with the results of the qualitative study, the in-depth interview of airlines executives and staff as the airlines created external communication connection with the press who was involved in airline business. The airlines had created this relationship with the press and with this good relationship they would treat each other like friends. When there was a negative feedback about the airlines, the press may not publish the issue or

decrease the tone of the negativity before it got published. During a crisis, the press would present data or topics that promoted the airlines. This helped to support the good image of the airline. Overall, this helped with PR values of the airlines as well.

“... Our external communication connection is every news agency and the partnered organizations such as Ministry of Transport, Aeronautical Radio of Thailand, Airport of Thailand Public Company, and a partnered airline like Nok Air ...” (Samat Phum-On, Bangkok, Personal communication, May 6, 2016)

“Our external communication connection includes Line Group of journalists who are related to our organization, such as journalists in the transportation group. This group is in charge of a big picture of economic news and a group of airlines journalist and other organizations who are partnering with our airline such as government offices. Our economic development team always sends out communication and regular contact...” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“... Our external communication connection is charged by the organization communication department. The department will communicate to the press who needed the information such as economic news reporters. There is a Line Group, so our PR person can quickly communicate to the news reporters. Having good relationship with the press is also building up the communication connection. We are emphasizing this and this is a part of the organization communication department job. In the past, there were flights delays or strained passengers at the airport. The journalists did not publish and release these because we had good relationship with them. Because we are close, they do not want to broadcast any negative information of the airline. Sometimes, they call to confirm if we would like them to broadcast the information or not...” (Thasorn Taksinapan, Personal communication, May 31, 2016)

Moreover, having the effective crisis communication management during the pre-crisis, the crisis event, and the post crisis strongly helped the airlines to solve and control problems, as well as, recovered the situation back to normal. This made the overall published news positively and reflected to the positive PR values of the airlines.

5.2.2 The In-depth Interviews of the Airlines Executives and Staff, and the Experts in Communication Management in Crisis in Social Media

The interviews were divided into 3 parts, which were roles of leaders in crisis, the airline's crisis management, and strategies used in the crisis.

1) Roles of Leader in Crisis

The results of the study showed that the roles of leader in giving suggestions to other departments about crises, creating communication connection, determining crisis communication management policy, budgeting, controlling or evaluating the operation, and utilizing digital transformation to the operation and organization were consistent with the concepts of roles of public relations leader in crisis as below.

Roles in giving the suggestion: the results of the study found that all airlines, such as Thai Airways, had an Emergency and Crisis Management department to give out advice and help with problem solving to other departments during the crisis. Air Asia had a Public Relations department to suggest to the management team on communication and public relations to the press and public in both normal and not normal situation. Bangkok Airways had the Communication Organization department to give suggestion to the organization's spokesman during the crisis on the announcement and what need to be addressed when, and why. These were important roles during the crisis of the organization

The airlines' leaders had a role in creating communication connection. This included the internal connection with the staff of the organization in which to set up knowledge and understanding about the crisis among the staff as they were an important key to help control the problem from misunderstanding or un-predicting event. For the external connection, the airlines maintained good relationship with the journalists who were involved in the airline business. This helped to control news topics and prevented negative information from being over-released. Having connections with overseas was also important as the airline business covered many countries. The international connection helped with airline operations, especially during the crisis.

For roles in determining crisis communication management policy: the study found that the airline executives emphasized the importance of this role. For example, Bangkok Airways' staff realized what the direction of the policy was and the department that was directly in charge of crisis management received the operation manual as guidance.

Roles in budgeting: the airlines prepared the crisis communication management beforehand. Thai Airways had a department, Emergency and Crisis, to specifically take care of crises. With that, the Director of the department had a role in presenting crisis management budget. Bangkok Airways separated the crisis budget from an organization annual budget while Air Asia included the crisis budget to the annual budget.

Roles in control and evaluation the operation: Air Asia had a summary meeting of departments on the operation after the crisis was over including what caused the mistakes or other problem such as a communication problem.

2) Crisis Management of the Airlines

From the results of the study, the crisis management process found that it were consistent with the concepts of communication management in crisis and concepts of crisis management.

Warning signs testing, public relations operation centers, media relations, summary meetings, communication target group analysis, content communication design, summary and evaluation all were included in the concepts of the communication management in crisis.

This concept emphasized the importance of the communication in crisis, which was an important key helping the organization from crises or the least effect. The concept included stage 1: the preparation of the pre-crisis, stage 2" the operation during the crisis, and stage 3: the operation of the post crisis. The researcher applied the concept as the framework of the crisis timing divition. (Sirintorn Mahamontri, 2004, p. 24)

At the beginning of the preparation of the pre-crisis, Duangtip Worapan (as cited in Sirintorn Mahamontri, 2 004) suggested that forecasting the crisis is necessary by paying attention to the current situations that may cause a crisis or considering the previous crises. The warning sign test helped prepare the airlines to be

aware the situation from a minor problem before it turned to a crisis and would be hard to control. The pre-crisis was the most important timing to prevent any crises. The study found that the airlines regularly conducted safety sings testing both internal and external the organizations. During the digital communication, the airlines focused on social media data checking. For example they utilized Online Reputation Management and Social Listening in the organizations. The the digital communication of airlines acknowledged problems from online and manage them before they turn to crises.

There was a public relations operation center set up during the crisis event. This is to facilitate and organize the press and the staff on the operation. For example, Thai Airways had the Crisis Management Operation Center, the center worked as a one stop service to provide information about the crisis. The center provided quick and effective management with the same direction of the information.

The airlines provided facilities to the press to help them work effectively on presenting the airlines news and information during the crisis. The study found that this was in charged by the Public Relations department. The department regularly updated information to the press and provided a room with facilities for the press to operate their work. These facilities helped the press effectively and promptly publish news and information of the airlines during the crisis. With this, the airlines were able to control news topics as well.

The airlines had summary meetings to update information and create the same understanding. For example, Air Asia communicated directly the victims if the crisis was minor. On the other hand, the airline had a meeting to summarize the situation everyday as there could be rumor from online media and the press during the bigger level of crisis. The meetings helped the team get accurate information and used it to make decisions and solve problems. The meetings protected the airline from misunderstanding and communicating, It led to effective management.

The airlines analyzed their communication target groups. Each group needed different data and information and different level of the emergency on getting the information. The airlines considered the differences so they would fit with the target groups and the situation. For example, Bangkok Airways communicated to the

group that got affected from the situation first as this could fix the problem at the right spot.

The communication content design of the airline during the crisis was divided per situations. The content was a draft and would be adjusted after to fit with the situations. This was consistent with the concept that said after realizing the target group and its need; the released content would be determined to meet the target group need.

Informed source control in both internal and external organization was another strategy that the airlines paid attention to. They especially focused on the internal organization which was the staff of the organization. For example, Air Asia communicated to their staff during the crisis by asking the staff to be cautious on releasing the negative comments of the airline. The organization emailed every staff not to comment and share them online, as well as, not to give an interview to the press or act as a news source which could make the crisis more serious.

The crisis summary and the evaluation of the plan were done after the crisis was over. This was consistent with (Bland, 1998, p. 73) as he suggested that after the crisis was over, the operation team needed to meet and analyze what was learned from the crisis, as well as, prepare a report to summarize the situation. This also included what needs to be improved from the operation by focusing on some target groups that are still interested in or following up to the situation as the crisis may relapse.

Moreover, there was a process of recovering from the situation. For example, the Organization Communication department of Bangkok Airways managed the crisis that was an accident by launching campaigns to rebuild the credibility and safety, as well as, good image of the airline back. This was consistent with Bland (1998) as he suggested that after the crisis was over, the operation team needed to meet and analyze what was learned from the crisis, as well as, prepare a report to conclude the situation. This also included what needed to be improved from the operation by focusing on some target groups that were still interested or following up to the situation as the crisis may relapse.

The crisis management preparation process, the plan stimulation before the crisis, the operation committee set up, the data collecting, and the informed source

control were included in the concept of crisis management along with Saffir and Tarrant (1992). They presented the crisis management principles to heal the crisis, also called “the preventing and reducing the effect” from the crisis as much as possible. The results of the study that were consistent with this concept were listed below.

For the preparation for the crisis, the airlines prepared the plan, communication connections and communication tool. For example, Thai Airways had connection with the advocate group, and an online group that supported the airline. They helped to correct rumors and checked data of the airline in social media.

The crisis plan stimulation: after the processes of the plan had setup, the airline tested the plan to see if it worked or not. This also prepared the staff on their roles and responsibilities when the crisis occurred and helped them to work effectively. It also helped to foresee any mistakes. The results of the study found that the airlines valued the stimulation. For example, Thai Airways utilized the stimulation by having a report, recording the results of the plan, as well as, giving the comments on the result.

The process of the operation committee: the airlines formed up the team that consisted of many members who were important to the crisis management. For example, Bangkok Airways had the Crisis Management Team to manage the crisis which was consistent with the research of Cloudman and Hallahan (2006). They studied the Crisis Communications Preparedness among U.S. Organizations: Activities and Assessments by Public Relations Practitioners. The study reviewed crisis communication preparation of organizations in USA. The researchers found $\frac{3}{4}$ of the participating organizations had a team to work on crises and concrete crisis management plan. Seventy-nine percent of the participants had a crisis communication plan in place as part of the crisis management plan and some were exclusive plans. Most of the crisis management teams included a person from public relations. Tan (2003) studied Singapore Airlines in a case study of its crisis communication and found it was very important the airlines had a well-trained communication crisis team. The well preparation quickly brought out the operation staff during the crisis as they already realized what their roles and responsibilities were.

Data collecting to find out more about the crisis should come with the background of the information. Since the crisis occurred very quickly, the airline should prepare data and information that was needed for the press, as well as, pictures. The press needed the information to release to the public. Without the information from the airlines, the press needed to find the information from other news sources instead and the airlines would lose control of the positive direction of the information of the organization. Providing the information to the press by the airlines helped to control positive topics of the information. For example, Air Asia divided the data collecting into 2 parts. The first part was organized by the Operation team such as conducting the order of the situation and sharing with other involved teams. The second part was managed by the PR team by collecting communication information, as well as, collecting data from people who were involved in the situation. The organization was open to receive the data from other news sources. The result of the study from the communication expert in crisis in social media showed that there was data evaluation, especially with the online influencer and the fire starter.

3) Crisis Communication Management Strategy

The results of the study in management strategy found that it was consistent with the concepts of crisis communication planning and crisis communication strategy.

From the results of the study, the preparation strategy, the target group outreach, rapidity, media monitoring were considered as the concepts of crisis communication planning as below.

The preparation was one of the important strategies of the airlines and this was consistent with Truit and Kelly (1989, p. 8). They presented the considerations of crisis as part of the planning such as the messenger needs to consider the factors of training and support, the experts of the situation must use technology, the crisis operation team, the crisis information flow, an effect, the organization background or the similar situation that happened in the past, decision making, anticipating the effects that may happen, and media plan. The preparation was focused by the airlines.

Rapidity and monitoring data closely because once the organization acknowledged data fast, they could make decision and solved the problem fast. With the fast communication, the airlines would receive fast feedback. This led to effective management. This consistent with the crisis communication planning of Pacific Telesis Company (as cited in Wilcox, 1994, p. 238). It focused on the communication factors that needed to be fast and constant. The communication needs to be cleared, revealing, suits the receiver, and no technical terms. So the rapidity was one of the important strategies in crisis management.

Target group outreach was also an important strategy of the communication. It was done by providing information as it was the airlines' responsibility, as well as, the informed news sources through media or the spokesman determining who could make a decision on giving the information. All of these helped the airlines effectively communicate to the target groups. For example, Thai Airways emphasized on the communication that quickly reached to the target groups with accuracy of all communication channels, as well as, telling the truth to the target groups.

Moreover, the result of the study found the recovery strategy, rebuilding trust strategy, reimagining strategy, and lesson learning from the mistakes strategy which was listed in crisis communication strategies by Coomb (1996) as each organization will respond to the crisis differently. To use the same strategy or not depends on what will suit to the situation.

The recovery was consistent with the corrective action strategy as an organization will correct the situation to alleviate and heal the damage from the crisis. At the same time, laying down measures and preventing the same crisis from happening again. This was a strategy that truly fixed the problem and showed responsibility of the organization to public. Moreover, they were consistent with the full apology; an organization takes full responsibility for the crisis. Sometimes the organization paid compensation to the victims or helps the victims on other forms. Both strategies helped with the recovery of the credibility and image as they fixed the cause of the problem by finding the problem prevention and taking responsibility. These two strategies were commonly used to manage crises by the airlines.

Moreover, the result of the study on the strategy were consistent with other study as listed below.

The target group outreach was focused by Thai Airways by promptly and accurately communicating the fact to the target groups via all channels. This was per consistent sistent with the study by Grundy and Moxon (2013). They studied the Efficiency of Crisis Management and Brand Protection: A case Study of British Airways. The study found that the crisis affected the brand's credibility. The study focused on four crises. The first one was the Heathrow Airport in London. This crisis affected the airline's safety image, experience, and convenience. In this case, the airline communication was efficient and delivered positive results. The organization's concern was sent to the victims, not only during the crisis, but also after the crisis was over. On the other hand, the airline did not successfully manage station number 5; as there was not much communication evidence of both internal and external the organization. The airline split its communication, as well as, there was no effective leader. The crisis threatened brand value, especially its experience and quality of its service. Both cases showed the importance of crisis planning. Moreover, the study gave the example of volcano Eyjafjallajokull, which the airline was successful in their communication. The airline split the communication to the stakeholder group. The communication to the press focused on the economy and compensation by utilizing the airline website and Twitter. This was the appropriate communication to the target group. The last crisis was the industrial disputes due to the cabin crew strike in 2010. The airline efficiently managed this crisis as both new media and traditional media were applied in the problem solving. So, the communication to target group outreach was very important during the crisis.

Dividing roles and responsibilities for the operations team members helped with the effective teamwork. The airlines utilized this strategy during the crisis which was consistent with Tan (2003) who studied Singapore Airlines in a case study of its crisis communication found it was very important that the airline had a well-trained communication crisis team.

The recovery of the crisis for the organization and the opportunity from the crisis strategies matched with the study of Chatsuda Wongsau (2005) who studied Crisis Communication Management of Crisis Management Operation Center

(CMOC) of Thai Airways International Public Company (Limited). It was found that the operations, format, and the process of crisis management in active and passive management relied on the 4R's Practices. Reduction: information and signs searching for a pre-crisis to notify chances that might cause the crisis. If it had potential the cause of the crisis, then prepare the next step. Readiness: to prepare a management and plan when the crisis happens as a management manual. Response: to respond back to the situation that may happen. Recovery: come back to normal situation as soon as possible. The airlines used this strategy to build up the credibility back from the passengers. Rebuilding trust and reimage strategies were utilized by Air Asia and Bangkok Airways. The airlines applied the strategies after the crisis was over by considering the type of crisis. Some situations were better to just wait and be silent or some situations it was better to tackle with the recover strategy. Sometimes, being silent upset the public. This was consistent with Hobbs (1995) who studied a case study of the public relations in crisis of Toshiba Company. The study found the battle between protecting the organization's image during the middle of the crisis and after the crisis. This identified the image public relations in crisis to connect public and the organization, and make the customers satisfy in products and services, so the image of the organization needed to be emphasized. Toshiba utilized this strategy to gain credibility back to the organization by expressing an apology to its customers and proved the case. The company utilized properly strategy to show the organization's goals which was good for public and created the adoration by doing substantial performance to correct the problem in the future.

5.2.3 The Content Analysis Complaint Posts of the Airlines on Pantip from 2010-2014

The results of the study were divided into 3 parts including roles of leader in crisis in social media, crisis management in social media, and strategy used in crisis communication management in social media as below.

1) Roles of Leader in Crisis in Social Media

The results of the study of roles of leaders in crisis in social media were consistent with the concepts of roles of leader in public relations, concept of role of leader in public relations in crisis, and concept of online media.

The results of the study that responded to the concepts of roles of leader in public were giving suggestion to other departments, acting as intermediary for the two-way communication between an airline and target groups, managing policy, and making decision and communication.

According to the study, only Nok Air CEO, Mr. Patee Sarasin had an important role in the communication management. His roles were consistent with concepts of roles of leader in public relations as listed below.

The executive had both internal and external organization roles. The internal organization roles were giving advice and suggestion to departments on the organization problem solving, as well as, coordinating with teams to solve problems and made both the airline and the post owner satisfy. The external organization roles including acting as a intermediary for the two-way communication between the airline and public for good relationship and same understanding. The CEO of Nok Air acted as the intermediary between the airline and the post owner to solve the problem by asking the staff to apologize to the post owner, inviting the post owner to join the airline meeting. The CEO had a role in managing the public relations policy as after joining the meeting to share the experience of the post owner, a policy change and a permanent problem solving of the airline occurred. According to the post, we could see that the executive made decision promptly and managed the problem quickly.

Roles of the leader in communication was also important that helped to manage the problem effectively. For example, opening up for information from all channels and evaluating to find the best problem solution. The CEO of the airline received the information from his secretary as a coordinator of the situation at first but the problem did not get resolved. He found more information from other channels such as a vertical world from an online channel and invited the post owner to experience the real world by having him at the company meeting to share the post owner experience about the airline service. This led to a policy change of the airline. This matched with an important skill of communication for leader communication management which was from top to bottom, bottom to top, and horizontal.

Moreover, crisis analysis role was consistent with the concept of the roles of leader of public relations in crisis. The leaders had a role in data collecting from many channels to analyze the situation and communicate to the public through

personal Twitter account which consistent with Lukaszewski (1991). Lukaszewski suggested what the leader of public relations should do when facing a crisis. One part of what he suggested was the leader should analyze the situation to see what went wrong, and then make decisions based on delivering news to the management team and the public by focusing on getting and understanding correct information and sending it to the news receivers. The leader should continually provide data, partner or control trend of data, content, a spokesman, and plans.

The concept of online media explained the roles of leader in online media usage as a communication tool. This was an important part on managing this complaint post. The CEO used his personal Twitter account to solve the problem by communicating and updating the situation. Utilizing online media reflected that the CEO adjusted himself to response the change of the world to a leader in digital period. This was consistent with Boyd and Ellison (2007) who defined the importance of social media as the ability to communicate to others. This created participation and acceptance of online communities, as well as, other activities, such as searching, sharing, and introducing new products or services, and getting to know new friends who have the same interests. The leader in digital emphasized this media as a communication tool to send the message to the receiver. Having an online channel helped the leader reach data that related to the organization. The leader could directly monitor data of the airline from the press and consumers. At the same time, having online channels was easy to reach out to customers and public. This helped with the exchanging the information such as sending complaint and the leader could easily response back.

2) Crisis Management of the Airlines in Social Media

The results of the study of crisis management were consistent with the two-way communication process theory, concept of crisis management, crisis communication process on social media theory, and concept of crisis communication strategy.

The two-way communication process theory explained the process of the response from the airlines to the post owners.

The airline that had effective communication management was “Looking for Suggested Posts based on Facts of How Bad Thai Airways is?” It was a complaint

post to Thai Airways and the response back from the airline was a clarify letter to the post. The website users praised the airline that took the responsibility and apologized. Post “Thai Staff of AIR ASIA Looks Down on Thai Passengers”, a complaint post to Air Asia was also successfully managed by the airline. The customer relations manager of the airline responded back with an electronic mail to apologize and the post owner appreciated the airline’s action that was willing to correct the problem. Post “Goodbye Nok Air! Down Grade My Nok Plus and Their Staff Force Me to Get a Small Refund” was a complaint post to Nok Air. The airline managed the communication by call center and the secretary of the airline CEO. The effective communication management was caused by the response from the airline because it showed that the airlines were sincere and responsible. The airlines wanted to take responsibility and listen to the problems of the customers. This made the post owners and the social media followers satisfy and received good image. Communication through social media in the digital world was a tool to help with social media crisis management and effective communication as the massagers and the receivers responded back and forward in real time. This led to promptly management and earned satisfaction as Steuer (1992) defined two-way communication as a process of communication between two people, one was the messenger and the other was the receiver. The two parties communicated through an interpreter, not face to face. Both parties changed and corrected data and exchanged the message through the interpreter. Roles of the messenger and the receiver switched in the process of this communication as the messenger took a sender role by sending the message to the receiver. After receiving the message, the receiver took the role as the messenger to send the message back as the below figure.

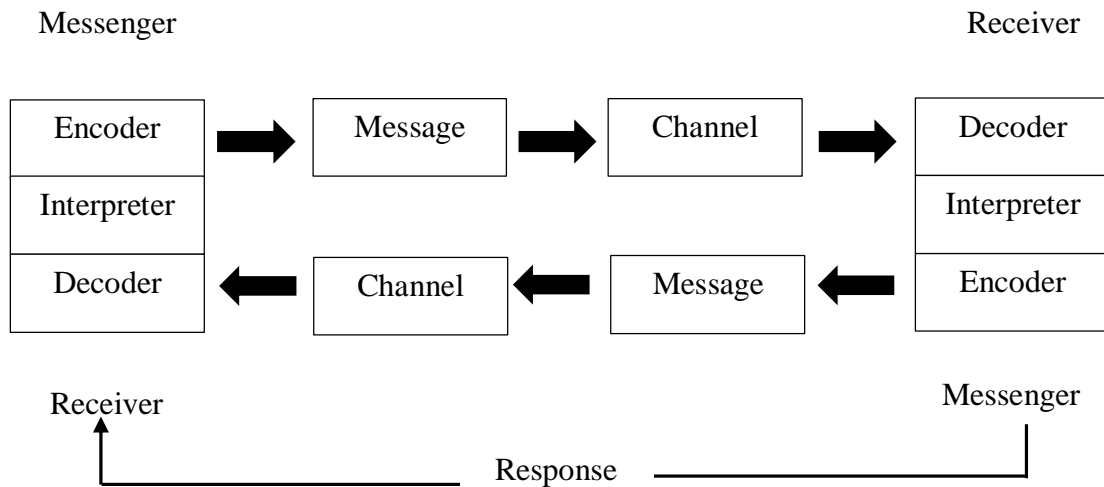


Figure 5.1 Two-way Communication Process Model

Source: Steuer, 1992.

The concept of crisis management that matched with the result of the study on affirmative and accuracy of the information.

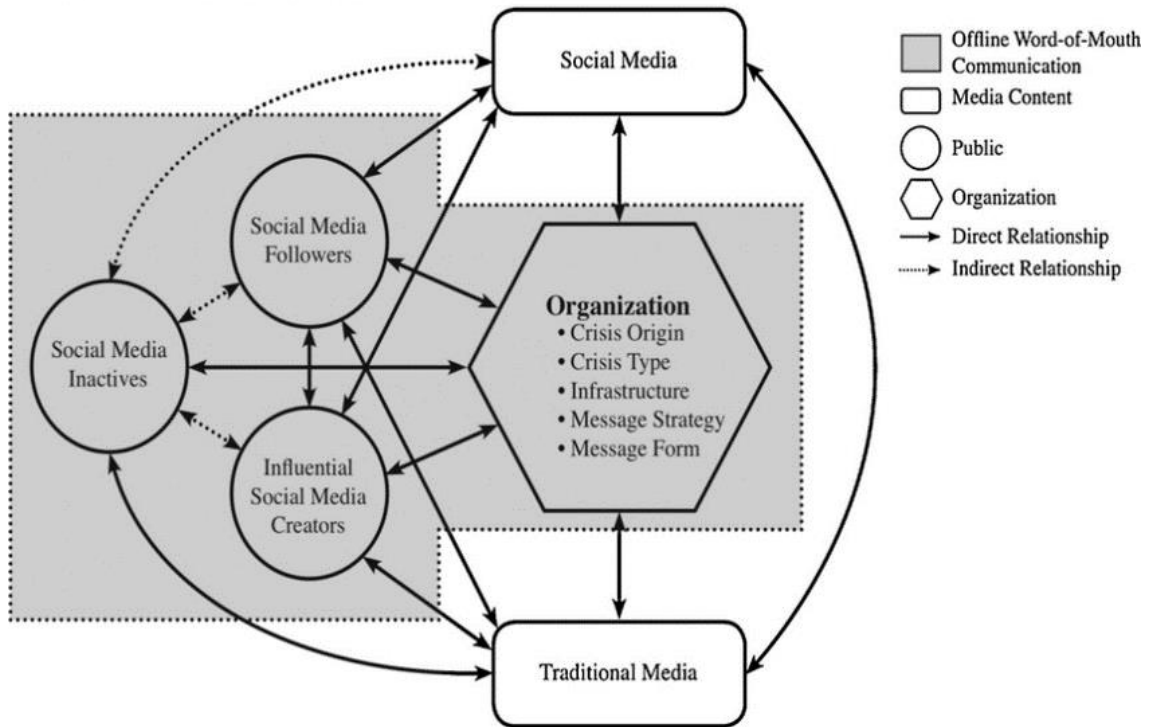
The airline that did not manage the post effectively was Nok Air on the post “Again Nok (Air) You Hurt Me”, a complaint post to Nok Air. The airline responded to the post but the airline got blamed for sending out an unprofessional communication. Next, the complaint post to Thai Airways “Not Surprised Why Thai Airways Loses Money and Claw Down Hill Everyday” The airline responded back to the post to apologize with the clarification; however, it provided incorrect flight detail. This made the post owner and the followers very upset.

The mistakes were caused by the airlines communication, such as lack of preparation and no data checking caused doubt and not confident among the public to the airline. Crisis management principle by Saffir and Tarrant (1992) presented about the affirming on accuracy as the organization can affirm the accuracy of the information that presented to the public and media by inspecting. The organization can affirm the accuracy of the information that was published by inspecting media, for example, proof reading before the information got published and shared. So, the communication that was sent out by the airlines needed to be inspected, especially during the crisis as it was sensitive.

The results of the study that matched with the crisis communication process on social media theory were the communication with the social media followers as it was an important component of the crisis communication on social media.

Air Asia did not communicate back to the posts “Forever Goodbye Air Asia, Pay for Hot Seat Finally You Give It to the “Star”!!!!”, and “Air Asia’s New Rule and Super (Bad) Ground Staff of the Year.” By not responding back, the airline caused more serious effects as the followers wanted the airline to come out and take responsibility on the cases. There were many negative comments and ruined the credibility and image of the airline. The researcher discussed the results by utilizing the crisis communication process on social media as the crisis communication on social media had an important component which was Social Media Followers. This group mainly received and followed data from social media and they influenced people who did not follow the organizations information from social media as well. Besides communicating with the post owners the airlines needed to communicate to the followers on social media as well. This was to prevent the spreading of the situation by the Pantip website members and web board members as the below model.

Social-mediated Crisis Communication Model

**Figure 5.2** Social-mediated Crisis Communication Model**Source:** Liu, Jin, and Austin, 2013.

The results of the study that could be discussed with the crisis communication strategy were emphasizing on public, taking responsibility, being honest, determining a spokesman, setting up an information center, controlling the flow of data, and communicating to the groups' leaders

“Thai Regional Airlines Cancels All Flights till April 2013”, a complaint post to Thai Regional Airlines did not have a communication management directly related to the post. Although there was communication from the airline in response to other channels, they were not effective. For example, many customers could not get a hold of the airline through the communication system. The airline representatives communicated with different information and lack of unity of the data. The airline denied and deleted the complaint comments about the airline on social media. There was no apology. The airline did not apologize on what happened and this made the situation even worse and affected customers negatively. With the failed communication management by the airline, the researcher discussed the result of this

study by using the concepts of crisis communication strategy and techniques of Coomb (1996) on the factors that made the crisis more badly.

1) The airline did not value the public who affected by the crisis, such as the customers who purchased the tickets from the airline.

2) The airline did not take responsibility at first nor solved the problem right away.

3) The airline was not honest and transparent to the public. The organization communicated to the public with unclear information, so there was a doubt on the airline.

4) The airline did not have a spokesman who could bring a unity of the communication, so it caused confusion as there were many channels used in the communication.

5) The airline did not set up an information center to provide information to media and the victims.

6) The airline blocked the communication, such as blocking complaint comments and posts on social media. This action caused doubt and negativity.

7) The airline did not communicate to the leader of the situation. If there was a communication, the problem was seen as not serious.

A complaint post to Nok Air “Sharing My Experience with Nok Air, Very Disappointed No More Nok Air” had no communication management from the airline to the post. After consideration, it was not the staff’s fault and this could be the reason why the airline did not get back to the post. Moreover, the members of the web board clarified the situation on behalf of the airline and this was consistent with the results of the study from the in-depth interviews on the online crisis management that the airlines had good relationship with a supporter group and the group monitored online information that related to the airlines. After finding the negative information of the airline, this group would clarify the issue on behalf of the airlines immediately such as the study of Thai Airways.

“When we found negative feedback about the airline by monitoring the online posts, we will not respond to all posts, but we will respond to the situation on Thai Airways media channels such as Facebook by utilizing an advocate group who

support the airline and online influencers share links of the responses on how the airline solves the issues on Facebook. The advocate group who supports the airline corrected the negative feedback. Besides sharing the links, they post the positive events of the airline to object the negative feedback. In the case of posting fake information about the airline, the advocate group will monitor that data for us as well. The airline asked this group to post and correct the information because they influence people and internet users believe them more than the airline. For the negative posts about Thai Airways on Pantip website, we clarified on Thai Airways fan page or Thaiairways website. However, we also asked the group that loves Thai Airways to post the clarification links that were released by the airline to be posted for Pantip users as well. This helped the situation better. . . ” (Boonleard Nuanlaor, Personal communication, June 3, 2016)

So, in the communication management process to the post owner, the messenger did not need to come from the airlines only. It could be from the post followers or a group of people that loved and followed the airlines.

Moreover, the crisis management in social media strategy discussed an apology strategy, corrective strategy, denial strategy, and excuse strategy

The results of the study showed that the airlines utilized management strategies differently as they depended on each unique situation. They applied the same strategies on crises by adjusting the strategies to rely on the crises.

The apology strategy was utilized in the communication management to the complaint posts by the airlines the most including post “Looking for Suggested Posts based on Facts of How Bad Thai Airways is?”, post “Thai Staff of AIR ASIA Looks Down on Thai Passengers”, post “Again Nok (Air) You Hurt Me”, post “A Complaint to Orient-Thai Flight OX8124 (To Warn You)”, and post “Not Surprised Why Thai Airways Loses Money and Claw Down Hill These days” By using this strategy, the airlines got compliments from the post followers because the airline showed the responsibility, acknowledgement of the problems, and not ignore the problems. This was consistent with Coomb (1996) who presented how an organization apologizes to public if the crisis was caused by the organization. This strategy should be used with an unexpected situation or natural disaster. The airline used this strategy after affirming that the crisis was caused by the airline by utilizing communication

channels such as an attached file of the apology letter to the complaint post, an electronic mail, or a phone call to directly apologize the victim. On the other hand, there were posts that were managed by the excuse strategy but got different results as they got blamed by the post owner and the page members. This was because the airline waited too long to apologize and the situation was spread out. People gave negative feedback to the airline and the situation could not be controlled. Moreover, some airlines apologized to the post owners but included incorrect information to the letter which showed unprofessional and lack of attention. So, using the excuse strategy of airlines needed to include other factors such as time and accuracy of information.

The corrective strategy was used on the post “Goodbye Nok Air! Down Grade My Nok Plus and Their Staff Force Me to Get a Small Refund” The airline combined this strategy with the excuse strategy by apologizing first and then correcting the policy of the airline. This related to Coomb (1996) said that an organization will correct the situation to the alleviated and healing the damage from the crisis. At the same time, laying down measures and preventing the same crisis from happening again. This is a strategy that the organization should utilize the most because it truly fixes the problem and shows responsibility of the organization to public. According to National Research Council of Thailand, Thailand characteristic was forgiveness so the strategies were appropriately applied to Thai society.

Denial strategy and justification strategy were applied to the post “ Thai Regional Airlines Cancels All Flights till April 2013”. The airline refused the truth and excused the situation. This management style should not be used at all because it caused more problems and was hard to control. This was consistent with Coomb (1996) said on the denial strategy as an organization refuses that there is no crisis in the organization. For example, the airline denied the rumor about the flights cancellation but later they actually got cancelled. The airline also used excuses about the situation but did not accept nor correct the problem. This made the situation worse. Coomb mentioned the justification strategy as an organization will justify that the incident is a minor crisis or victims just have minor injuries. Some organizations may justify the crisis by blaming the victims.

5.2.4 The Creation of the Crisis Communication Management Process of Airline Business on Social Media

The researcher discussed the results in 3 parts below.

1) Part 1: Roles of Leader in Crisis

The creation of the model included 6 roles of the leader in crisis which were role in suggesting other departments on crisis, role in creating communication connection for crisis communication both internal and external organization, as well as, international, role in managing policy of crisis communication of the organization, role in budgeting for the crisis communication, role in controlling and evaluating the crisis operation of the organization, and role in utilizing the digital transformation to the organization's operation. Below shows the roles of the leader.



Figure 5.3 Model of Roles of Leader

(1) Concept and Theory Used in the Model

The researcher applied the concept of roles of public relations leader in crisis as a main reference to create the model. The roles were suggesting other departments on crisis, checking on the organization problems, creating communication connection, managing crisis communication policy, budgeting, and controlling and evaluating the crisis operation. These roles were consistent with the

in-depth interview study. The roles were also consistent with the recent roles of the airline executives who supported and managed crises from the beginning of the problem until it got resolved.

The results of the study that consistent with the concept and theory

According to the in-depth interview, below were the roles operated by the airline executives.

Giving suggestions to other departments on crisis role: for example, the Emergency and Crisis Management department of Thai Airways provided help and advice to departments within the organization. Air Asia had the Public Relations helped with suggestion to the management teams on communicating in public relations to the press and the public in both normal situation and during crises. Bangkok Airways had the Organization Communication department help the spokesman of the company during crises on the announcement and what need to say or what not, as well as when and where need to say.

Creating communication connection role: the airlines had internal and external communication connection, as well as, at the international level. Online media was utilized the most for creating the internal connection, especially, the Line Group application while Bangkok Airways created the connection by using SMS more than Line. For the external connection, the three airlines' executives focused on the press and the organizations that related to the airlines.

Managing crisis communication policy role: according to the executives, there was a role in managing crisis communication policy in place beforehand. For example, Thai Airways had a crisis management policy and all staff were informed about it. Air Asia had the policy and crisis manual that notified role and responsibility of each department to guide what need to be done when a crisis occurs. Bangkok Airways managed the policy and everyone in the organization needed to know the direction of the policy.

Budgeting role: the executives mentioned that the airlines had a budget for crisis communication. Mr. Samat Phom-On, a director of Emergency and Crisis Management from Thai Airways, was the only executive who had a role in presenting the budget as he was directly in charged in the crisis management.

Controlling and evaluating the operation role: the executives mentioned that the airlines controlled and evaluated the operation of crisis management. The Crisis Management Committee was in charge in this role for Thai Airways. Air Asia had the Crisis Management team took care of this role and the Crisis Management team of Bangkok Airways was in charge of the operation control and evaluation.

(2) Concepts not listed in the model

The interviews that discussed the roles of public relations leader in crisis showed that there was only an executive from Thai Airways who was a director the Emergency and Crisis Management had the checking the organization problem role as he was directly in charge of crisis management and needed to monitor situations that could develop to crises. Air Asia and Bangkok Airways did not have the role, so this role was not listed on the model.

The results of the study found the concepts and theory

The communication experts in crisis management suggested a digital transformation role to be used in the organization operation this affected the executives and staff in the digital communication. This concept was found during the in-depth interview process.

“Digital Transformation is very important to the organization these days as it is a change of the organization from the top to the bottom to think digitally. This will be a slow change and cannot be done within a month or two but it can take up to a year. After that, setting up a process of digital specifically as the old media and a modern one are different. There are different in management and the leader has to adapt as well.” (Chinsin Klungthong, Personal communication, May 7, 2017)

2) Part 2: The management and crisis strategy of the airlines during the 3 stages of crisis; the pre-crisis, during the crisis event, and the post crisis.

(1) Crisis types that related to airlines

The creation of the model on crisis type that related to the airlines was divided into 2 types including the crisis that affected the passengers, environment, property, reputation, journalists, and business interruption with the activated crisis plan, and crisis on social media as below.



Figure 5.4 Crisis Types that Related to Airlines

(2) Concept and Theory Used in the Model Creation

The researcher utilized crisis grouping concept of the researcher from Clemson, USA (as cited in Dlsanza & Legge, 2005) as a main reference to create the model because it covered all of the up to date crises. The crises were divided into 9 different groups.

- 1) Natural Disasters
- 2) Malevolence
- 3) Technical Breakdowns
- 4) Human Breakdowns
- 5) Challenges
- 6) Megadamage
- 7) Organizational Misdeed
- 8) Workplace Violence
- 9) Rumor

The results of the study that were consistent with the concept and theory

The creation of the model on the crisis type did not have a result that was consistent with the selected concept and theory because the study focused on crisis in airline business, so the interviews of the airline executives and staff were

conducted. The received result of the study was specially the airline crisis but not the selected concept and theory of general crisis.

(3) Concept and Theory that not Listed on the Model

The in-depth interviews of the airlines executives and staff showed 9 types of crisis that related to the airlines that were not part of the conceptual framework, so they were not listed on the model.

The results of the study that additionally found from the concepts and theory

The in-depth interview showed the results of the study that additionally found from the concepts and theory including the crisis type that affected customers, environment, property, reputation, journalists, and business interruption with the activated crisis plan and crisis in social media.

“To consider if the situation is the airline’s crisis or not, we need to see if it affects the 6 fellow factors which are customers, environment, property, reputation, journalists, and business interruption and how fast can it be back to normal. We consider from the 6 factors. For situation on online, we will consider its effect. If it does have small effect, the plan will not be activated.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

After the crisis plan was activated by the crisis management team, the management process will be the next step.

“Bangkok Airways has a system called CMT or Crisis Management Team. This team was set up to operate crises. When the crisis occurs, the plan will be activated.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

“To set up an operation team, it depends on the level of the crisis. If the crisis is minor such as flights delayed, the involved teams will handle that problem. If the crisis is more serious and need ERP, many departments will be involved, as well as, the Communication team.” (Moke Promma, Personal communication, May 26, 2016)

Social Media Crisis is a comment posting or a complaint post in online media by a customer or a passenger. The post can be about a flight cancellation, a delayed flight, or unsatisfied services of the airline or its staff. The post will be

interested by people and shared on online and then will cause the airline negative image. A social media team of the airline will be in charge of the crisis.

“For the external organization, social media team is in charge of online media, as well as monitor organization news by watching and reporting any at risk information on online space, so the airline can fix the problem right away.” (Nuttawut Jitarthan, Personal communication, May 13, 2016)

“...For the external organization, we have Social Media monitoring online data 24 hours a day. We will be notified at all time, especially the negative feedbacks, hot topics, or posts that are shared many times.” (Moke Promma, Personal communication, May 26, 2016)

(4) Crisis Management

The model creation was divided into 3 periods as below.

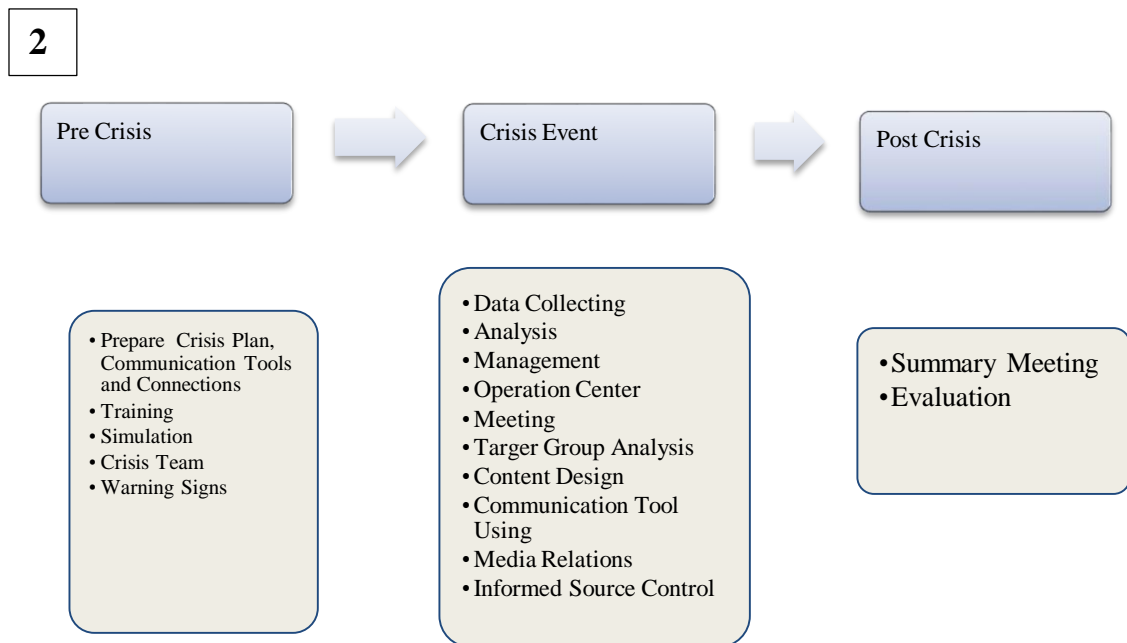


Figure 5.5 The 3 Stage of Crisis Management

a) Concept and Theory Used on the Model Creation

The researcher applied the concept of crisis communication management and the general crisis management as main references to create the management model in 3 stages including 1. the preparation of the crisis, 2. the operation during the crisis event, and 3. The post crisis.

The results of the study that consistent with the concepts and theory

The creation of the model had the results of the study that were consistent with the concept and theory per below.

Stage 1: The preparation of the crisis was the preparation of the crisis management. This included the crisis plan, connection, communication tool, staff training on the crisis management, the plan stimulation, crisis committee form up, and warning sign testing.

Stage 2: the operation of the crisis event included crisis analysis, crisis management, data collecting, an information operation center, summary meeting, target group analysis, content design, communication tool using, media relations, and informed source control.

Stage 3: the operation of the post crisis included the summary of the crisis and the evaluation of the management plan.

b) Concept and that not listed on the model

The interviews found that during the stage 1, the preparation for crisis Bangkok Airways was the only airline hired a consultant in crisis while Thai Airways and Air Asia did not hire the consultant. Moreover, the stage 2, the operation during the crisis event Air Asia and Bangkok Airways determined the spokesman while Thai Airways did not. With that, the hiring consultant in crisis and determining a spokesman were not listed on the model.

The results of the study found from the concepts and theory
The creation of the model of the 3 stages of the crisis management did not have the results of the study that additionally found from the concepts and theory.

c) Crisis Management Strategy

The creation of the model was divided into 3 stages as follows.

2



Figure 5.6 Crisis Management Strategies of the Pre-crisis, during the Crisis Event, and the Post Crisis

d) Concept and Theory Used in the Model Creation

The researcher applied crisis communication strategies to the creation of the model which were 1) Attack the accuser strategy, 2) Denial strategy, 3) Apology strategy, 4) Excuse strategy, 5) Ingratiation strategy, 6) Corrective Action strategy, and 7) Full Apology strategy.

The results of the study that consistent with the concepts and theory

The Excuse and Corrective Action strategies were consistent with the concepts and theory. The results was from the study of the content analysis on social media. The strategies were effectively used in managing the complaint posts on Pantip website by the airlines.

e) Concept that not listed on the model

The in-depth interviews found strategies from the theoretical framwork.

The results of the study that additionally found from the concepts and theory

According to the in-depth interviews, there were 3 stages of the management strategy including the pre-crisis stage and the strategies were preparation, communication connection, and giving suggestion.

During the crisis event; the strategies were planned stimulation, target group outreach, rapidity, media monitoring, and teamwork.

The post crisis; the strategies were recovery, opportunity finding, lesson learning, trust building, and reimagining.

3) Part 3 Crisis Communication Process

The creation of the communication process model included 4 parts 1) messenger, which was the organization or the airline, 2) message, a content that was sent by the messenger to the receiver such as messenger, video clip, voice clip, pictures, and infographic, 3) Channel was online media, and 4) receiver was a target group to receive the message from social media. There was a communication back and forward between the messenger and the receiver. There were important factors of the communication, including voice control, spread, time, and accuracy per the figure below.

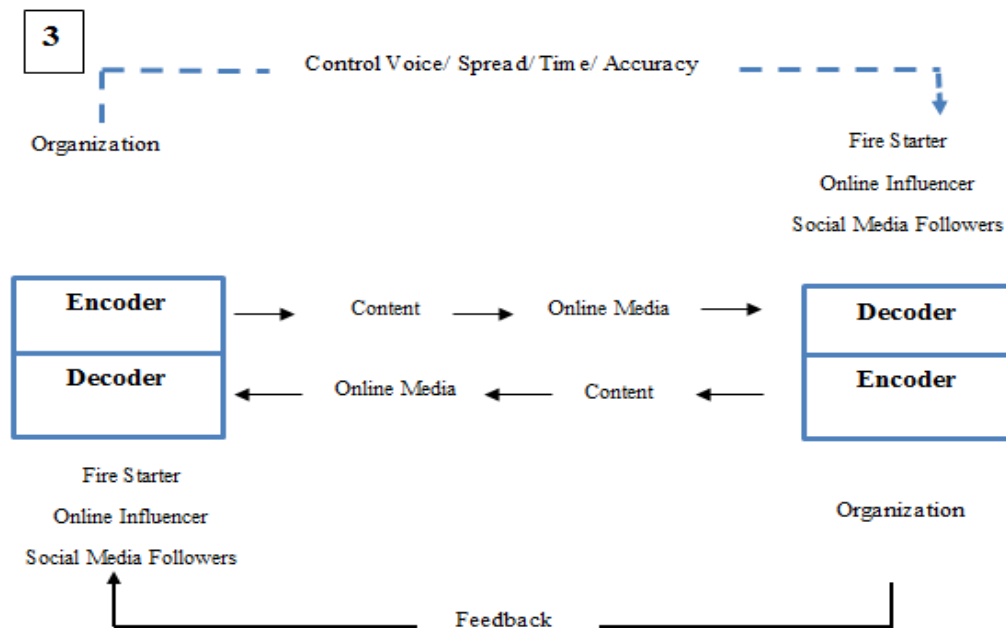


Figure 5.7 Crisis Communication Process

(1) Conceptual and Theory Framework of the Model Creation

The researcher applied the Two-way Communication Process Model as a main reference to create the model as it had all 4 components. It was consistent with the results of study on the content analysis from social media which was

feedback between the sender and the receiver. The two-way communication was an important qualification of digital communication.

The results of the study that were consistent with the selected concepts and theories

The model creation had the results of the study that was consistent with the selected concept and theory as below.

There were 4 components including sender, message, channel, and receiver.

The study found that the main target group of the communication was the fire starter. The communication to this group was most likely a direct communication, not online communication as it was a public space.

“...When we experience negative posts on online media, we prefer to talk to them in person than on social media and try to stop the issue right away.” (Thasorn Taksinapan, Personal communication, May 31, 2016)

“if the complaint was posted on Facebook or in Pantip website, the airline may not be able to solve the problems for all cases as this will value the off steps by not following the steps we provide. We will consider case by case to see on how to fix the issue but mostly we would contact the passengers directly. Some cases, we don't notify the public on how we correct the problem, talking directly to the passengers is better.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

Moreover, the study found that there were two main target groups in the communication which were online influencers and social media followers.

“In online communication, an influencer group is very important. We need to have a list of online influencers the list is long enough, so they can help us. In the past, PR would talk to journalists, but now PR talks to the influencers instead. Most of my contact lists are online influencers and when I have problems, I just call them. This is the value of digital PR. You can call for help and they can post or unposted for you....” (Chinsin Klungthong, Personal communication, May 7, 2017)

Blogging is new and very interesting and it helps with PR marketing, such as when the airline introduces new routes. They can represent the airline when we face crises as they influence on the target groups. PR team is in charge of

maintaining relationship with the bloggers.” (Natthawut Jitarthan, Personal communication, May 13, 2016)

“...to be prepared for the crisis, we emphasize building up connection with groups of people that love Thai Airways. These groups have been supporting Thai Airways and are called Community Online. The groups consist of an influencer group, a blog group, and fans group. An influencer group is well known on online and can influence the online users. The users believe what this group of people says, such as Khun C Chatpawee Trichatchavan, the IT princess and bloggers that have many followers, such as Khun Arkom Suwankanta, a writer at OK Nations or online journalists, and websites about airlines. The last group is an advocate fan of Thai Airways. This group was selected from all fans by monitoring their frequent actions, such as liking and sharing Thai Airways posts. This group admires and follows Thai Airways and we always invite them to join our activities such as attending Thai Airways model plane or visiting Thai Airways kitchen, cooking and workshop, taking pictures of 7 8 7 airplane. We also have thank you parties for online media and bloggers. We always invite them to join our activities as well and this helps with building up connection. The most important reason for inviting them to join our activities is to show them what Thai Airways is like, so they can understand our business and if they need to correct any information for us, they will have the correct information to use not just make-up info.” (Boonleard Nuanlaor, Personal communication, June 3, 2016)

The communication with online influencers and social media followers was consistent with the theory Social – mediated Crisis Communication Model (SMCC). Online influencers influenced the social media followers and the social media inactive on the information receiving. Moreover, the influencers helped to quickly and broadly spread the organization data. The organizations should have good relationships with this group of people as they can be a center of information and a communicator to pass the organization data onto other groups. The social media followers was a group that received information and mainly followed the information from social media. They followed many news sources, such as directly from the organization, the online influencers, and the traditional media. The social media

followers also influenced the social media inactive group, so communication with these two groups was important and the airline should not overlook.

(2) The concepts not listed in the model

The results of the study were consistent with the selected concept and theory, so there was no concept and theory that was not listed in the model.

The results of the study found the concepts and theory

The result of the study found important factor of the communication which were the control voice in online, control the spread of data, control time, and control accuracy of the content

5.3 The Limitation of the Research

PR Values collected from the airlines from newspapers as selected samples of the study were published only in Thailand. The limitation of the study was the result of the study of PR values were only from the newspapers that published in Thailand. So, the sample selection of the airline business specifically was only in Thailand. There were newspapers publishing airlines news from around the world and not only in Thailand.

5.4 Recommendation for Future Research

For the next research should study newspapers that published airlines' news in different countries as airline business covers all over the world and news and information is published in many countries. Studying airline news from different countries will lead to different selected organizations and there will be an opportunity to study airline business of different countries.

5.5 Application of Research

The researcher has recommended airlines on how to apply the research results as follows.

5.5.1 Roles of Leaders

1) The leaders should have vision and realize the importance of crises. This will help with the effective management more than those who do not emphasize the importance of crises. The leader needs to listen to staff at all level as each has interesting data and different interests. This will be helpful for the crisis analysis and problem solving.

2) The leader should be interested in learning communication tools in this digital period to up to date the customers and the airline passengers' behavior change. The leader should also check on online space as a small issue from online can develop to a crisis.

3) The leader should pay attention to cultural differences of areas that have the airline's passengers there. Paying attention to different communication culture makes the customers have good feeling toward the airline. On the other hand, overlooking some sensitive culture issues can change them to crises as culture is a sensitive topic.

4) The leader should value the communication connection and internal and external alliance of the organization, as well as the international ones. The connection can help the airline both during normal situation and crises. Having connections will help the airline getting useful information as well.

5) The leader should emphasize to the staff to love and sacrifice themselves to the organization and make them feel that they are part of the airline. When there is a crisis, they will help to solve the problems. With good teamwork and collaboration, the airline will be able to get through the problem very quickly.

5.5.2 Communication Management and Strategy

1) Airlines staff and executives of all departments should receive the training and knowledge about crises regularly and continually. Crises are related to all staff not just the executives because everyone is important to the crisis management. When the staff understand about the situation, they can help to stop the spread and manage the problem promptly and it is important to have the understanding at the very beginning of their career with the airlines.

2) The content used for airlines executives and staff training needs to be up-to-date as things are always changing in the digital world. The traditional strategy and principle may not work with this online media period.

3) The crisis management system needs to be concise, fast, and easy to access.

4) The data filter system for online information used for crisis management needs to be set up because there are both accurate and fake information online. The airlines that have the data filter system that is fast and trustworthy will help to manage crises promptly and effectively.

5) Airlines should create good relationships with loyal customers because this group of people will help to communicate and correct negative data of the airlines to public, especially on online space.

6) The crisis operation center should be setup as a one stop service which has a role in providing data and information about the crisis. Having just a one center will help with the unity of the information and prevent mistakes in communication that come from many channels and departments.

7) Airlines need to educate the public about the operation of airline business, as well as, the safety of the airlines so people can understand and will not panic with negative comments from online.

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APPENDICES

Appendix A

Table of the Airlines PR Values between 2010-2014

No.	Airlines	PR Value (Baht)
1	Thai Airways	6,812,539
2	Air Asia	3,589,191
3	Bangkok Airways	3,266,015
4	Nok Air	2,349,614
5	Singapore Airlines	774,589.54
6	Air Berlin	620,264
7	Emirates Airlines	602,452.38
8	Lion Air	483,517
9	Japan Airlines	471,672.07
10	Vietjet Air	434,943
11	Qatar Airways	405,105.8
12	Garuda	373,594.60
13	Easy Jet	307,867
14	Jet Asia Airways	305,080.40
15	All Nippon Airways	290,533.75
16	Tiger Airways	285,970.84
17	Palestinian Airlines	251,900
18	Thai Smile Airways	245,052
19	Vistara Airlines	228,248
20	Qantas Airways	214,771
21	Jetstar Airways	214,127.6
22	British Airways	209,481.94
23	Orient Thai Airlines	201,303.4
24	Lao Central Airlines	191,052
25	Hongkong Airlines	147,430
26	Turkish Airlines	146,127.2

No.	Airlines	PR Value (Baht)
27	Oman Air	143,198.4
28	Ryan Air	137,457.4
29	Cebu Pacific Air	128,253
30	KLM Airlines	108,704.5
31	Asia Pacific Airlines	103,284
32	China Eastern Airlines	103,257.5
33	Southwest Airlines	100,866.80
34	City Airways	89,518
35	Tibet Airlines	89,182
36	Delta Airlines	81,548
37	Etihad Airways	80,403.4
38	US Airways	79,739.5
39	Lao Airlines	77,916
40	Scandinavian Airlines	76,494
41	Vietnam Airlines	73,232.48
42	Philippine Airlines	71,760
43	China Airlines	64,960
44	Jet Airways	64,050
45	Air France	61,221
46	American Airlines	56,100.5
47	Crystal Thai Airlines	50,752
48	Finnair	50,508
49	Asiana Airlines	47,580
50	Virgin Airlines	45,381.2
51	Korean Air	44,412.04
52	Thai Regional Airlines	43,875
53	United Airlines	35,717
54	Air Bagan	31,394
55	Transasia Airways	28,853
56	Alitalia	27,450

No.	Airlines	PR Value (Baht)
57	Skymark Airlines	26,516.28
58	Austrian Airlines	23,920
59	Mandala Airlines	23,918.4
60	Gulf Air	15,018.2
61	Myanmar Airways	14,496
62	Happy Air	13,892
63	Air China	12,100
64	Lufthansa	10,830.5
65	EVA Air	9,724.7
66	Asia Atlantic Airlines	8,910
67	Hainan Airlines	8,052
68	Kingfisher Airlines	7,762.5
69	Iberia Airlines	7,335
70	Air Mandalay	6,644
71	Spicejet	5,490
72	Mexicana Airlines	5,460
73	Spring Airlines	-5,060
74	Swiss International Airlines	- 6,694.2
75	Air India	-19,470.32
76	Asian Air	-22,275
77	Mandala Airlines PT	-109,560
78	Cathay Pacific	-175,629.66
79	Malaysia Airlines	-345,302.40
80	P.C. Air	-2,543,572

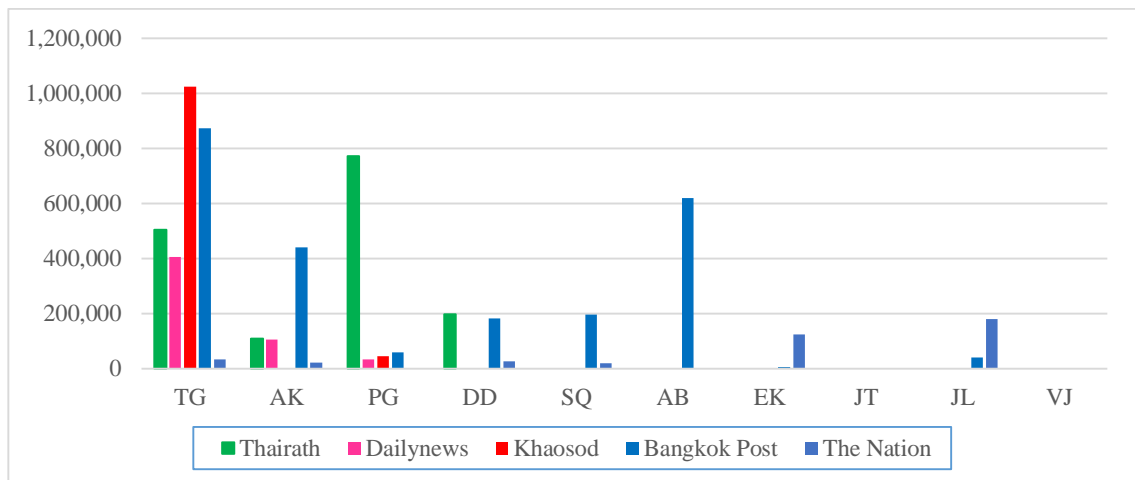
Appendix B

The research results of the airlines in No. 1 -10 from 2010 to 2014 are as follows.

In 2010

No.	Airlines	PR Value (Baht)
1	Thai Airways International (TG)	2,841,019.6
2	AirAsia (AK)	677,802
3	Bangkok Airways (PG)	907,580
4	Nok Air (DD)	404,321
5	Singapore Airlines (SQ)	215,787.6
6	Air Berlin (AB)	620,264
7	Emirates Airlines (EK)	129,911.42
8	Japan Airlines (JL)	219,038.52
9	Lion Air (JT)	-
10	Vietjet Air (VJ)	-

Below is the chart of the airlines PR values in 2010

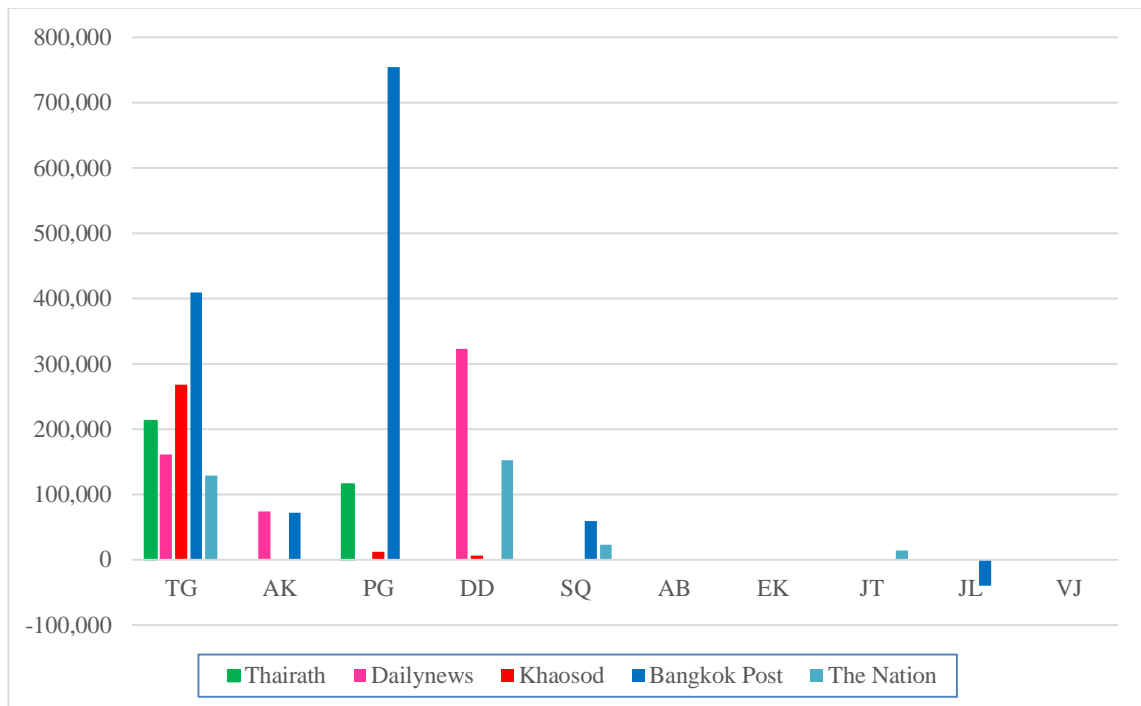


PR Value of Airlines in 2010

In 2011

No.	Airlines	PR Value (Baht)
1	Thai Airways International (TG)	1,180,543.3
2	AirAsia (AK)	145,467
3	Bangkok Airways (PG)	882,182
4	Nok Air (DD)	482,057
5	Singapore Airlines (SQ)	82,608.20
6	Air Berlin (AB)	-
7	Emirates Airlines (EK)	-
8	Japan Airlines (JL)	-39,990
9	Lion Air (JT)	14,496
10	Vietjet Air (VJ)	-

Below is the chart of the airlines PR values in 2011

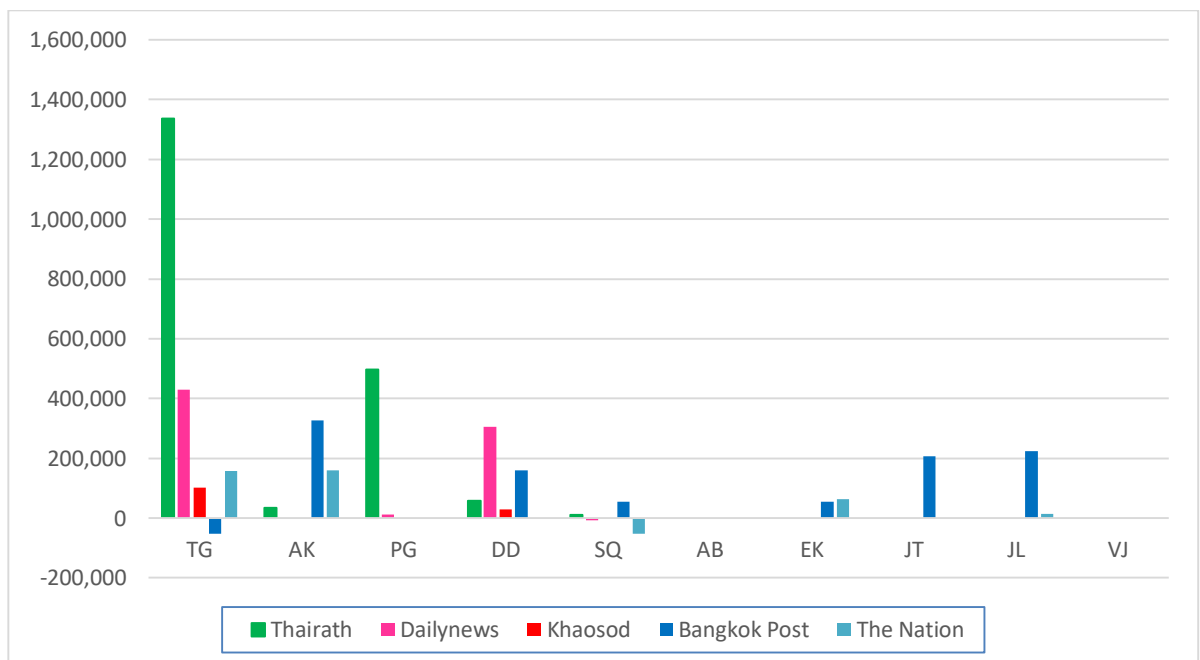


PR value of airlines in 2011

In 2012

No.	Airlines	PR Value (Baht)
1	Thai Airways International (TG)	1,971,281.2
2	AirAsia (AK)	520,398
3	Bangkok Airways (PG)	509,880
4	Nok Air (DD)	552,160
5	Singapore Airlines (SQ)	4,450.70
6	Air Berlin (AB)	-
7	Emirates Airlines (EK)	118,326
8	Japan Airlines (JL)	238,752.6
9	Lion Air (JT)	207,120
10	Vietjet Air (VJ)	-

Below is the chart of the airlines PR values in 2012

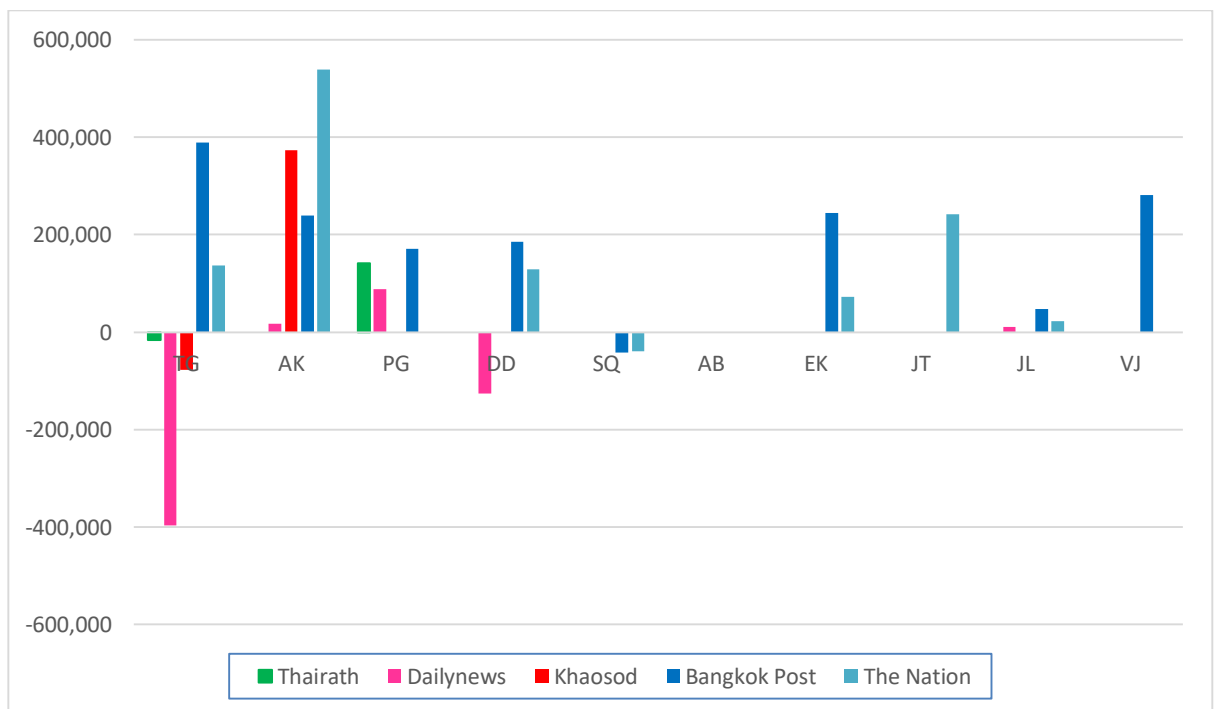


PR value of airlines in 2012

In 2013

No.	Airlines	PR Value (Baht)
1	Thai Airways International (TG)	35720.7
2	AirAsia (AK)	1,169,178
3	Bangkok Airways (PG)	400,247.5
4	Nok Air (DD)	188,871.92
5	Singapore Airlines (SQ)	-80,280.96
6	Air Berlin (AB)	-
7	Emirates Airlines (EK)	317,736.96
8	Japan Airlines (JL)	80,100.95
9	Lion Air (JT)	242,520
10	Vietjet Air (VJ)	281,892

Below is the chart of the airlines PR values in 2013

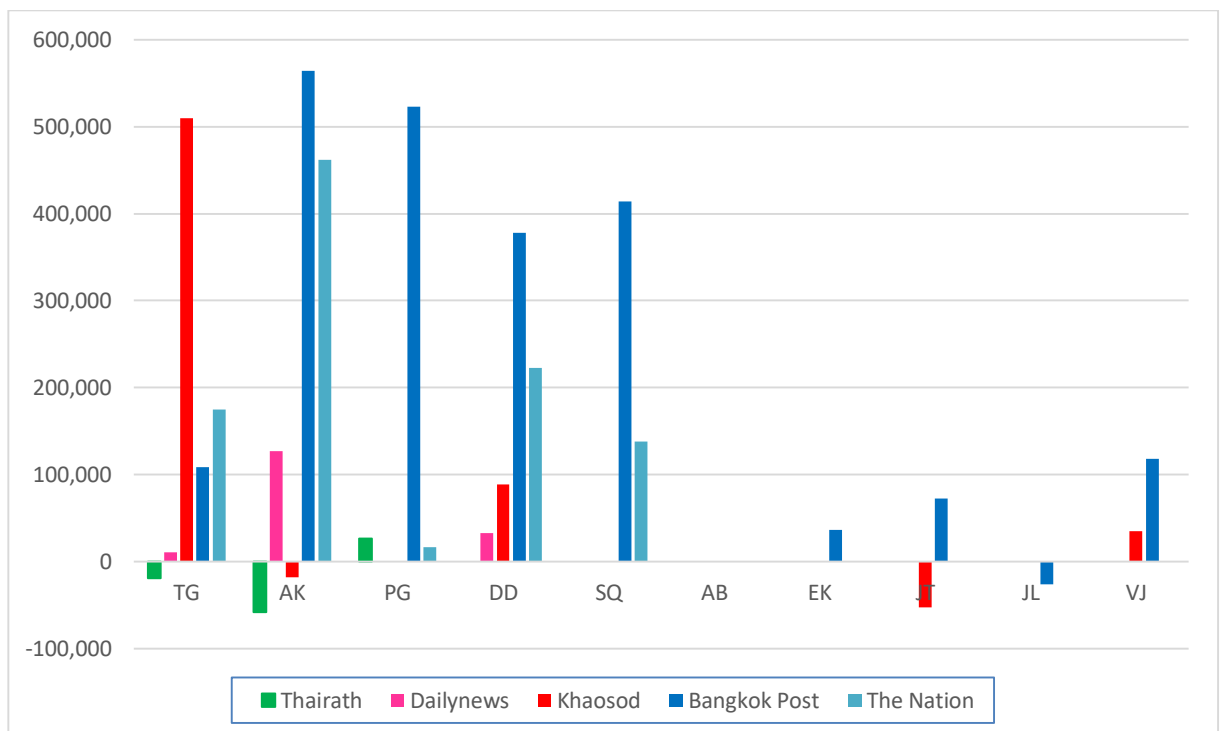


PR Value of Airlines in 2013

In 2014

No.	Airlines	PR Value (Baht)
1	Thai Airways International (TG)	783,974.89
2	AirAsia (AK)	1,076,346
3	Bangkok Airways (PG)	566,125.4
4	Nok Air (DD)	722,204
5	Singapore Airlines (SQ)	552,024
6	Air Berlin (AB)	-
7	Emirates Airlines (EK)	36,478
8	Japan Airlines (JL)	-26,230
9	Lion Air (JT)	19,381
10	Vietjet Air (VJ)	153,051

Below is the chart of the airlines PR values in 2014



PR Value of Airlines in 2014

Appendix C

Below is the Table of the Airlines PR Values Classified by Airlines

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
1. Thai Airways	Thairath	505,136	212,848	1336,952	-15,810	-19,152
	Dailynews	405,166.5	161,581.5	428,584	-397,441.5	10,192.5
	Khaosod	1024,556	267,789.5	101,332	-77,297	509,633.19
	Bangkok Post	872,615	409,467	-52,542.2	389,100.80	108,564
	The Nation	33,546.16	128,857.36	156,955.44	137,168.4	174,737.2
	Total	2,841,019.6	1,180,543.3	1,971,281.2	35720.7	783,974.89
	Grand Total	6,812,539				
2. Air Asia	Thairath	109,760	-	33,600	-	-58,266
	Dailynews	105,975	73,575	-	17,820	127,062
	Khaosod	-	-	-	373,608	-18,447
	Bangkok Post	439,616.12	71892.4	327,342.40	239,392.40	564,153
	The Nation	22,451	-	159,456	538,357.28	461,844
	Total	677,802	145,467	520,398	1,169,178	1,076,346
	Grand Total	3,589,191				
3. Bangkok Airways	Thairath	771,460	115,360	497,460	141,900	26,320
	Dailynews	32,400	-	12,420	87,763.5	-
	Khaosod	44,550	12,650	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
4. Nok Air	Bangkok Post	59,170	754,172	-	170,584	523,135
	The Nation	-	-	-	-	16,670.4
	Total	907,580	882,182	509,880	400,247.5	566,125.4
	Grand Total	3,266,015				
	Thairath	196,560	-	58,624	-	-
	Dailynews	-	322,920	304,848	-125,955	32,751
	Khaosod	-	6,325	28,380	-	88,605
	Bangkok Post	181,789	-	160,308	185,583	377,972
	The Nation	25,972	152,812	-	129,243.92	222,876
	Total	404,321	482,057	552,160	188,871.92	722,204
5. Singapore Airlines	Grand Total	2,349,614				
	Thairath	-	-	10,304	-	-
	Dailynews	-	-	-7,762.5	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	197,274	59,475	54,215.6	-41,480	414,312
	The Nation	18,513.6	23,133.20	-52,306.40	-38,800.96	137,712
	Total	215,787.6	82,608.20	4,450.70	-80,280.96	552,024
6. Air Berlin	Grand Total	774,589.54				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	620,264	-	-	-	-
	The Nation	-	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Total	620,264				
	Grand Total	620,264				
7. Emirates Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	6,453.8	-	55,510	245,112	36,478
	The Nation	123,457.62	-	62,816	72,624.96	-
	Total	129,911.42	-	118,326	317,736.96	36,478
	Grand Total	602,452.38				
8. Lion Air	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-52,965
	Bangkok Post	-	-	207,120	-	72,346
	The Nation	-	14,496	-	242,520	-
	Total	-	14,496	207,120	242,520	19,381
	Grand Total	483,517				
9. Japan Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	10,293.75	-
	Khaosod	-	-	-	-	-
	Bangkok Post	39,345	-39,990	224,256.6	47,580	-26,230
	The Nation	179,693.52	-	14,496	22,227.2	-
	Total	219,038.52	-39,990	238,752.6	80,100.95	-26,230
	Grand Total	471,672.07				

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
10. Vietjet Air	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	35,002
	Bangkok Post	-	-	-	281,892	118,049
	The Nation	-	-	-	-	-
	Total	-	-	-	281,892	153,051
	Grand Total	434,943				
11. Qatar Airways	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	3,172	-	-	-	303,361
	The Nation	-	-	20,777.6	77,795.2	-
	Total	3,172	-	20,777.6	77,795.2	303,361
Grand Total	405,105.8					
12. Garuda	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	275,502	73,993	-	-	-
	The Nation	-	5,979.60	-	18,120	-
	Total	275,502	79,972.60	-	18,120	-
Grand Total	373,594.60					

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
13. Easy Jet	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	272,182	35,685	-	-	-
	The Nation	-	-	-	-	-
	Total	272,182	35,685			
	Grand Total	307,867				
14. Jet Asia Airways	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	285,752.40
	The Nation	-	-	19,328	-	-
	Total	-	-	19,328	-	285,752.40
	Grand Total	305,080.40				
15. All Nippon Airways	Thairath	-	-	-	9,936	-8,000
	Dailynews	-	-71,415	-	51,468.75	-
	Khaosod	-	-	-	-10,879	-
	Bangkok Post	24,692.8	21,960	164,053	76,614	16,640.8
	The Nation	-6,764.8	-	-	22,227.2	-
	Total	17,928	-49,455	164,053	149,366.95	8,640.8
	Grand Total	290,533.75				
16. Tiger Airways	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Bangkok Post	41,175	26,230	-	-	-
	The Nation	213,637.2	4,832	-	-7,876.16	7,972.8
	Total	254,812	31,062		-7,876.16	7,972.8
	Grand Total	285,970.84				
17. Palestinian Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	251,900	-	-
	The Nation	-	-	-	-	-
	Total			251,900		
	Grand Total	251,900				
18. Thai Smile Airways	Thairath	-	-	-	92,112	-
	Dailynews	-	15,525	-	-	-
	Khaosod	-	-	-	35,365	40,480
	Bangkok Post	-	-	-	8,418	-
	The Nation	-	-	-	53,152	-
	Total		15,525		189,047	40,480
	Grand Total	245,052				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
19. Vistara	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	228,248
	The Nation	-	-	-	-	-
	Total					228,248

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Grand Total	228,248				
20. Qantas Airways	Thairath	-	-	-	10,560	-
	Dailynews	-	-45,562.5	-	-	-
	Khaosod	-89,408	-	-	-	-7,986
	Bangkok Post	-6,710	92,659	244,470.7	81,984	110,166
	The Nation	24,933.12	-262,522.56	200,081.04	-41,676.60	-96,217.2
	Total	-71,184.88	-215,426.06	444,551.74	50,867.40	5,962.8
	Grand Total	214,771				
21. Jetstar Airways	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	14,520	-	-	-
	Bangkok Post	-	-	-	-	26,169
	The Nation	7821.8	-	-	165,616.8	-
	Total	7821.8	14,520	-	165,616.8	26,169
	Grand Total	214,127.6				
22. British Airways	Thairath	45760	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	74,115	15,097.5	-	-	-
	The Nation	-	-	74,509.44	-	-
	Total	119,875	15,097.5	74,509.44		
	Grand Total	209,481.94				
23. Orient Thai Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Khaosod	-	-	-	18,920	-
	Bangkok Post	-	-	120,570	59,397.4	-
	The Nation	2,416	-	-	-	-
	Total	2,416		120,570	78,317.4	
	Grand Total	201,303.4				
24. Lao Central Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	191,052	-
	The Nation	-	-	-	-	-
	Total				191,052	
	Grand Total	191,052				
25. Hongkong Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	8,694	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	56,511	-	-	82,225	-
	The Nation	-	-	-	-	-
	Total	56,511	-	8,694	82,225	-
	Grand Total	147,430				
26. Turkish Airlines	Thairath	23,920	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	122,207.2	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Total	23,920				
	Grand Total	146,127.2				
27. Oman Air	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	104,602.8	-	-	-	-
	The Nation	27,482	-	-	11,113.6	-
	Total	132,084.8			11,113.6	
	Grand Total	143,198.4				
28. Ryan Air	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	28,328.4	35,685	73,444
	The Nation	-	-	-	-	-
	Total			28,328.4	35,685	73,444
	Grand Total	137,457.4				
29. Cebu Pacific Air	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	51,545	-	-	-	-
	The Nation	-	-	44,696	32,012	-
	Total	51,545		44,696	32,012	
	Grand Total	128,253				

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
30. KLM Airlines	Thairath	-	-	-	-	-
	Dailynews	9,8212.5	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	10,492	-
	The Nation	-	-	-	-	-
	Total	98,212.5			10,492	
	Grand Total	108,704.5				
31. Asia Pacific Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	103,284	-	-
	Total			103,284		
	Grand Total	103,284				
32. China Eastern Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-7,762.5	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	47580	-	-	63,440
	The Nation	-	-	-	-	-
	Total		39,817.5			63,440
	Grand Total	103,257.5				
33. Southwest Airlines	Thairath	26,880	-23,680	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
34. City Airways	Bangkok Post	-	-	-	-	-
	The Nation	-	97,666.80	-	-	-
	Total	26,880	73,986.80	-	-	-
	Grand Total	100,866.80				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	89,518
	Bangkok Post	-	-	-	-	-
35. Tibet Airlines	The Nation	-	-	-	-	-
	Total					89,518
	Grand Total	89,518				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	89,182	-	-	-	-
	The Nation	-	-	-	-	-
36. Delta Airlines	Total	89,182				
	Grand Total	89,182				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-7,452	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	50,344	-	38,656	-	-
	Total	50,344	-	38,656	-7,452	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Grand Total	81,548				
37. Etihad Airways	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	66,873.8	-	-	-
	The Nation	-	-	-	13,529.6	-
	Total		66,873.8		13,529.6	
	Grand Total	80,403.4				
38. US Airways	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	69,918.5	9,821
	The Nation	-	-	-	-	-
	Total				69,918.5	9,821
	Grand Total	79,739.5				
39. Lao Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	77,916	-
	Total				77,916	
	Grand Total	77,916				
40. Scandinavian Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	52,338	24,156
	The Nation	-	-	-	-	-
	Total				52,338	24,156
	Grand Total	76,494				
41. Vietnam Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	38,430	-	-	-	-
	The Nation	-	-	-	34,802.48	-
	Total	38,430			34,802.48	
	Grand Total	73,232.48				
42. Philippine Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	5,819
	Bangkok Post	12,627	-	53,314	-	-
	The Nation	-	-	-	-	-
	Total	12,627		53,314		5,819
	Grand Total	71,760				
43. China Airlines	Thairath	-	-	64,960	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Total			64,960		
	Grand Total	64,960				
44. Jet Airways	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	64,050
	The Nation	-	-	-	-	-
	Total					64,050
	Grand Total	64,050				
45. Air France	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	44,591	63,440	-	-
	The Nation	-46,810	-	-	-	-
	Total	-46,810	44,591	63,440		
	Grand Total	61,221				
46. American Airlines	Thairath	-	-	-11,040	-	-
	Dailynews	12,825	-8,694	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	66,686	-	69,918.5	-
	The Nation	-	-	-	-	-
	Total	12,825	57,992	-11,040	69,918.5	
	Grand Total	56,100.5				

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
47. Crystal Thai Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	50,752	-	-	-
	The Nation	-	-	-	-	-
	Total		50,752			
	Grand Total	50,752				
48. Finnair	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	50,508	-
	The Nation	-	-	-	-	-
	Total				50,508	
	Grand Total	50,508				
49. Asiana Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	47,580	-	-	-
	The Nation	-	-	-	-	-
	Total		47,580			
	Grand Total	47,580				
50. Virgin Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	7,590

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
51. Korean Air	Bangkok Post	-	-	34,892	-	-
	The Nation	-	-	-	19,328	-16,428.8
	Total			34,892	19,328	-8838.8
	Grand Total	45,381.2				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	10,129
	The Nation	-	34,283.04	-	-	-
	Total	-	34,283.04	-	-	10,129
52. Thai Regional Airlines	Grand Total	44,412.04				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	43,875	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	-	-
	Total				43,875	
53. United Airlines	Grand Total	43,875				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	5,819
	Bangkok Post	-	-	-	-	-
	The Nation	33,824	-	-	29,898	-
	Total	33,824	-	-	29,898	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Grand Total	35,717				
54. Air Bagan	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	24,750	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	6,644	-	-	-	-
	Total	6,644	24,750			
	Grand Total	31,394				
55. Transasia Airways	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	28,853
	The Nation	-	-	-	-	-
	Total					28,853
	Grand Total	28,853				
56. Alitalia	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	27,450	-
	The Nation	-	-	-	-	-
	Total				27,450	
	Grand Total	27,450				

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
57. Skymark Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	35,685
	The Nation	-	-	-	-	-9,168.72
	Total					26,516.28
	Grand Total	26,516.28				
58. Austrian Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	23,920	-	-	-
	Total		23,920			
	Grand Total	23,920				
59. Mandala Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	23,918.4	-	-
	Total			23,918.4		
	Grand Total	23,918.4				
60. Gulf Air	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
61. Myanmar Airways	Bangkok Post	53,314	-	-	-38,295.8	-
	The Nation	-	-	-	-	-
	Total	53,314			-38,295.8	
	Grand Total	15,018.2				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
62. Happy Air	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	14,496	-
	Total				14,496	
	Grand Total	14,496				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
63. Air China	Bangkok Post	-	-	-	-	-
	The Nation	13,892	-	-	-	-
	Total	13,892				
	Grand Total	13,892				
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	12,100	-	-	-
Bangkok Post	-	-	-	-	-	
The Nation	-	-	-	-	-	
Total		12,100				

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Grand Total	12,100				
64. Lufthansa	Thairath	-	-	-	-	-
	Dailynews	-33750	-	-62437.5	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	61488	-	-41029	31720	54839
	The Nation	-	-	-	-	-
	Total	27,738		-103,466.5	31,720	54,839
	Grand Total	10,830.5				
65. EVA Air	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	9,724.7	-	-	-	-
	Total	9,724.7				
	Grand Total	9,724.7				
66. Asia Atlantic Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	8,910	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	-	-
	Total				8,910	
	Grand Total	8,910				

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
67. Hainan Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	8,052	-	-	-	-
	The Nation	-	-	-	-	-
	Total	8,052				
	Grand Total	8,052				
68. Kingfisher Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	7,762.5	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	-	-
	Total			7,762.5		
	Grand Total	7,762.5				
69. Iberia Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-7,762.5	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	15,097.5	-	-	-
	The Nation	-	-	-	-	-
	Total		7,335			
	Grand Total	7,335				
70. Air Mandalay	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
71. Spicejet	Bangkok Post	-	-	-	-	-
	The Nation	6,644	-	-	-	-
	Total	6,644	-	-	-	-
	Grand Total	6,644	-	-	-	-
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-	5,490
	The Nation	-	-	-	-	-
	Total	-	-	-	-	5,490
72. Mexicana Airlines	Grand Total	5,490	-	-	-	-
	Thairath	-11,040	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	16,500	-	-	-	-
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	-	-
	Total	5,460	-	-	-	-
73. Spring Airlines	Grand Total	5,460	-	-	-	-
	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-5,060
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	-	-
	Total	-	-	-	-	-5,060

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
	Grand Total	-5,060				
74. Swiss International Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-	-	-112,515	-
	The Nation	-	-	105,820.8	-	-
	Total			105,820.8	-112,515	
	Grand Total	- 6694.2				
75. Air India	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	21,960	-25,376	-	-
	The Nation	-	16,670.4	-	-32,724.72	-
	Total		38,630.4	-25,376	-32,724.72	
	Grand Total	-19,470.32				
76. Asian Air	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-22,275
	Bangkok Post	-	-	-	-	-
	The Nation	-	-	-	-	-
	Total					-22,275
	Grand Total	-22,275				

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
77. Mandala Airlines PT	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-
	Khaosod	-	-	-	-	-
	Bangkok Post	-	-109,560	-	-	-
	The Nation	-	-	-	-	-
	Total		-109,560			
	Grand Total	-109,560				
78. Cathay Pacific	Thairath	20,608	-	-131,936	-	-8,960
	Dailynews	-	-	-	-	-7,762.5
	Khaosod	-	-	81,565	-	-
	Bangkok Post	-	-	-	-47,580	-
	The Nation	9,664	-	-101,955.2	10,727.04	-
	Total	30,272		-152,326.2	-36,852.96	-16,722.5
	Grand Total	-175,629.66				
79. Malaysia Airlines	Thairath	-	-	-	-	-
	Dailynews	-	-	-	-	-6,210
	Khaosod	-	-	-	-	-1,375
	Bangkok Post	-	-	9,394	31,720	-322,417.80
	The Nation	-	-	48,320	-74,292	-30,441.6
	Total			57,714	-42,572	-360,444.40
	Grand Total	-345,302.40				

Airlines	Newspaper	PR Value				
		2010	2011	2012	2013	2014
80. P.C. Air	Thairath	-	186,080	-541,568	92,890	-
	Dailynews	-	316,620	-	29,160	-
	Khaosod	-	102,960	-2,814,240	27,918	-
	Bangkok Post	-	56,608	-	-	-
	The Nation	-	-	-	-	-
	Total			662,268	-3,355,808	149,968
	Grand Total	-2,543,572				

BIOGRAPHY

NAME

Kanyakorn Narapattaveebhorn

ACADEMIC BACKGROUND

Bachelor's Degree with a major in English from Silpakorn University, Nakhon Pathom Province, Thailand in 2001.

Master's Degree in Mass Communication at Thammasat University, Bangkok, Thailand in 2005.

EXPERIENCES

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Lecturer at Siam University
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