

Kenyon Hosts Workshop for European Regional Airlines



Robert Jensen CEO & President of Kenyon (center) with ERA senior executives and board members

Last month Kenyon's CEO, Robert Jensen, hosted a strategic-level workshop to airlines senior executives and board members of the European Regions Airlines Association (ERA). The purpose of the workshop was to consider aviation crisis management at its European offices in Bracknell, England.

Mike Ambrose, the ERA Director General, welcomed the delegates and reinforced the importance of understanding how crises can quickly and catastrophically affect continuity of a business if the consequences are not managed professionally and with the care of any victims and their families as a priority. Throughout the workshop, Robert Jensen spoke candidly about the responsibilities of senior management to personally prepare their airlines to face the challenges of an accident. He used case studies and lessons learned from Kenyon's extensive experience of airline disaster management to illustrate the variances in business recovery between those airlines that were well prepared for the aftermath of an accident and those that were not.

The program for the workshop included open discussion on

the objectives of an airline following an accident, protecting the airline's reputation in the face of a hostile media campaign and the long-term effects that have to be considered when crisis management plans are being developed. Kenyon's Vice President of Planning, Jerry Allen, provided the delegates with some practical advice on crisis management and helped them to develop a list of questions that they could ask of their own organizations to ensure that the fundamentals of planning, training and testing were in place.

This was the first of several workshops that Kenyon through its close association with ERA will be providing to the ERA member airlines.

ERA is the principal body that represents the interests of organisations involved in intra-European air transport by influencing regulatory and environmental conditions, facilitating technical cooperation and advancement and gaining public and political support. It was founded in 1980 and now represents over 220 member companies. Kenyon is delighted to support the activities of the ERA and to further the awareness of robust crisis management planning within the European air transport sector.

For more information, please visit www.eraa.org

Kenyon Signs Agreement to Extend Services

Kenyon announces a new service package aimed at Asian businesses. The service "Crisis Management Consulting (CMC)" provides companies across Asia Pacific with access to a 'one stop shop' for all aspects of contingency and emergency response planning.

This new service is being launched in response to the growing need for companies across the region to demonstrate their ability to withstand a range of crisis situations, from a potential pandemic to terrorist attacks. Research shows that companies which respond poorly to major crises lose an average of 15% of their market value in the following months, while those seen to respond effectively gain an average of 5% over the same time frame.

CMC is in exclusive partnership with two other companies,

including ICON, one of the fastest-growing independent communications consultancies in the region.

JetBlue's Reputation Put to the Test

Good public relations is much more about the right execution than it is about saying the right thing.

An example of this occurred in February, when Jet Blue had to cancel more than a 1000 flights over a six day period due to unusually bad weather on the east coast of the US. Thousands of passengers were trapped on planes for hours.

For a company with excellent customer service, the week proved to be a major disappointment. 'Business Week' dropped it from its first ever customer service survey...even though based on customer responses from the first half of 2006, it should have come in 4th place.

In response, Jet Blue did two things: they made operational changes and rolled out a very public communication plan. The operational change including upgrading information systems that track crew movements, updating its web site to allow on-line rebooking and training workers at nearby facilities to help out when bad weather strikes.

On the public relations front, JetBlue's chairman publicly apologized to passengers, offered immediate refunds and travel vouchers and announced a industry-first passengers' bill of rights to mitigate any future problems under JetBlue's control. The chairman was also very clear about what JetBlue should have done.

He did all of the right things from a public relations stand point. Kenyon encourages many of the same things during family and media contact following the loss of an aircraft.

If JetBlue can do all of the right things from an operational standpoint, expect to see them high on the list of 'Business Week's' customer service champions next year.

Kenyon International Call Center Update

To ensure that all its members continue to strive for the highest standard of excellence in customer service, Kenyon conducted ongoing training in March at its Kenyon International Call Center (KICC) site in Glasgow, Scotland. The company trained 275 agents with updated call center procedures, system training and the online travel reservation system. At the end of the sessions, Kenyon organized a site drill to test the operators' performance.

In April, Kenyon will be conducting additional training for 470 agents at its KICC Ohio site.

Jensen Talks About the Modern Realities of Incidents

At a Willis conference in Cartagena, Columbia in January of this year, Robert Jensen, President and CEO of Kenyon, talked to more than 100 attendees about the modern realities of mass fatalities. The conference is one of several that the Willis Group organizes every year for aviation and underwriting professionals.

"The challenge", Jensen said, "is that in most mass fatality events, no single person or agency is involved." He states, "That goes not only for natural disasters such as the 2004 tsunami that affected south and Southeast Asia but Hurricane Katrina and airline accidents as well."

"While regulatory agencies such as CAA, the ATSB or the NTSB are in charge of the investigation," Jensen said, "on the ground, there are sometimes competing interests and that complicates the problem for the affected organizations and the people who might have been injured."

"What's more," Jensen said, "mass fatality accidents never really end." As an example, he cited the case of an unknown child on the Titanic who was recently identified by DNA testing.

"The greatest challenge", Jensen said, "is the coordination of resources and information during the event and advance planning before it happens." In addition, Jensen says is "Ensuring that you have chosen the right partner to work with...before and after an incident."

Jensen concluded by asking the attendees 12 questions (see below). He said that if not all 12 are answered in the affirmative, the company or agency could be at risk.

Questions:

1. Do you have a corporate Crisis Management Plan?
2. Do you have a company officer with the specific responsibility of managing the crisis management preparedness of the company?
3. Is the Plan current (i.e. has it been reviewed for detail accuracy in the last 12 months)?
4. Has the Plan been integrated with the contingency plans of:
 - a. Contract partners (e.g. airports and ground handling agents)?

- b. Service providers?
 - c. Local response agencies (e.g. police)?
 - d. Alliance or code-share partners?
 - e. Parent airline or organisation?
5. Do you have a corporate Crisis Management Team (CMT)?
 6. Has the CMT been trained on the Plan and is that training current (i.e. within the last 12 months)?
 7. Do you have a regular exercise and drill program to test your Plan and rehearse your CMT in its role (i.e. one table-top and one simulation per annum)?
 8. Does this program include:
 - a. Internally-HR, finance, risk and insurance?
 - b. Externally-key partners, service providers, local response agencies, insurers and legal counsel?
 9. Do you have a program to care for the immediate and long-term needs of victims and their families following an accident (either internally or through a 3rd party)?
 10. Do you have a robust capability to manage the 1000's of phone calls that you will receive following an accident, the necessary capacity to process the information and to provide the subsequent analysis to other responders?
 11. Do your plans, training and exercises extend at the same level of maturity to each of your route stations?
 12. For the protection of your reputation and image, do you have an internal and external crisis communications program that includes specialist media training for all company spokespersons?

Hope is Not a Plan

Drills and exercises are an effective way to test plans and procedures which are critical to the success of any emergency response. Kenyon offers a variety of training and planning courses to help your organization create or enhance an effective plan which, when utilized, will enhance emergency response capabilities.

This May, in the United Kingdom and this September in the United States, Kenyon is hosting "Exercises for Aviation Crisis Management". This is designed for all aviation managers, who are responsible for creating or delivering exercise programs. Participants will consider the techniques, skills and tools necessary to maintain and deliver a comprehensive program of emergency exercises. The course examines the design, management and execution of exercises and drills for aviation crisis management.

Not sure that this is a course for you?

- The characteristics of an excellent exercise?
- How to develop and deliver a table-top exercise?
- How to manage simulation exercises?
- How to encourage participation in role play?
- How to lead a debriefing after an exercise?
- How to create joint exercises to promote understanding and cooperation?
- The role of the exercise director and control team?

If you answered no to one or more of the questions, your planning program will benefit greatly from taking this course.

Previous participants have said.....

"Your course was the best training I have received outside of the military."

"The training has now given me the confidence I need to run my own exercises."

Course Details:

29-30 May 2007
Bracknell, United Kingdom

Course fee: GBP750 plus UK VAT

18-19 September 2007
Houston, Texas, United States
Course fee: USD\$1250

Because of the high level of interaction with the facilitation/control team, participation is strictly limited and spaces are going quickly. Registration will be accepted on a first come, first serve basis.

Kenyon Advantage Why Choose Kenyon

	KENYON	COMPETITORS
RESPONSE SERVICES		
International full time staffed offices devoted to crisis management services	Four	a.
Integrated Network of International Emergency Call Centers (more than one)	Yes	b.
Crisis Communications Emergency Support	Yes	c.
Operation of Media Call Center	Yes	
Support to Families and Victims – Family Assistance Centers Logistics	Yes	d.
Support to Families and Victims – Special Assistance Team Members	Yes	
Search, Recovery, Identification and Morgue Management	Yes	
Mobile Morgues – owned ready for immediate deployment	Yes	- Three e.
Disaster Victim Identification Software – INTERPOL Standard	Yes	f.
Automated Personal Effects Processing	Yes	g.
Dedicated Personal Effects Processing Facilities	Yes	- Three
Memorial Planning and Implementation	Yes	
Repatriation Services – disaster and non-disaster	Yes	h.
Internal Emergency Operations Centers for 24/7/365 Incident Coordination	Yes	- Two
Full time staff dedicated to manage & deliver above services	35	
Providing emergency recovery assistance is the sole company business	Yes	
Date of establishment	1927	
Number of incident operations and consultancy services managed to date	300+	
CONSULTANCY SERVICES		
Consultancy based on repetitive and significant experience	300+	
Consultants who also have a response role	Yes	
Number of Clients	223	
Audit and Review of Crisis Management Preparedness	Yes	i.
Crisis Related Training Programs offered	24	
In-house Training facilities	Yes	- Two j.
Crisis Preparedness Coaching at all Levels	Yes	
Design and Management of Experienced based Exercises and Drills	Yes	
Preparation of Experienced Based Emergency Plans and Procedures	Yes	
Establishment and Operation of Call Centers	Yes	

a. US, UK, Australia and Hong Kong

b. International centers in US and UK linked by proprietary specialist disaster software and operated via VPN, Kenyon trained staff

c. International experienced crisis media experts located worldwide and available for 24/7/365 deployment and support

d. Family Assistance Centers and experienced support staff can be deployed from US, UK and Australia

e. Morgues are standard allowing for interoperability

f. Kenyon uses and has the only world wide license for PLASS DATA, the INTERPOL DVI Software system, used by many National Police Departments

g. Using the most advanced Personal Effects Information System (PEIS) to ensure total control throughout the many investigative and recovery processes.

h. Worldwide Network capable of repatriation for either single or multiple fatalities.

i. Auditors are qualified to IRQA and located in the US, UK and Hong Kong

j. Classroom training programs in Kenyon US and UK facilities and specialist training available bespoke for any client.

From the Desk of Robert Jensen

Last month, many of you may have received a letter from me about your right to have all the information you need to make a decision on your disaster management partner. I have been heartened by the response to that letter because it shows that many of you, like me, understand that your choice of a partner should be as informed as possible.

By sending you the competitive chart (which is also on page 4 of this newsletter), I was attempting to be as transparent as possible about Kenyon's strengths vis-à-vis its competitors. That is not to say that individual competitors cannot provide service in certain areas, because they certainly can.

In my opinion, however, this is not a business where you can select one service from one vendor, another from another, and still a third from a third vendor. The article in our January '07 newsletter titled, "Protecting the Interests of Families in a Disaster" demonstrates the shortcomings of this practice.

A coordinated emergency response demands that the principal functions of a call center, family assistance and the return of the deceased and personal effects to the families be managed as one system. That is the only way you can protect your business, those that depend on your business and, at the end of the day, your reputation.

And that, in a nutshell, is where the great strength of Kenyon lies—its commitment and ability to provide you and your business full coverage should you ever need it.

That commitment is backed by more than a 1000 people around the world who have responded to incidents ranging from airline accidents, terrorist attacks and natural disasters including: the 2004 Asian tsunami and Hurricane Katrina in the US in the late summer of 2005.

That commitment is based on more than 75 years of experience in helping companies and governments prepare for and respond in a way that protects their employees, customers and citizens when a tragedy strikes. It would be nice to believe that tragedies will just go away one day; it would be nicer to know that every institution will be prepared to deal with one if it should occur.

Robert Jensen,
President and CEO