

THE AIRLINE CRISIS COMMUNICATION: A TEXT ANALYSIS OF AIRASIA'S PRESS RELEASE RELATED TO THE PLANE CRASH FROM DECEMBER 28, 2014 – MARCH 4, 2015

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ABSTRACT

In the digital era, information can rapidly deploy or decrease a crisis to the whole world. Therefore, the crisis management role is to be able to communicate a crisis properly and take advantage of updated information. This research explains how an airline company managed a crisis caused by an airplane crash from the communication perspective. There're many strategies to spread information about crisis to stakeholders, one of them is press releases. This research aimed to find out how the airline crisis communication management based on text analysis of press releases about the crash. The main theory used in this research is Aristotle's rhetoric theory and supported by the theory of framing techniques by Fairhurst and Sarr. Through qualitative research using text analysis, the result show that press release can be a communication tool that has the power to deal with crisis when the information contains very strong key messages, delivered according to the concept of ethos, pathos, logos and framing techniques jargon and traditions.

Keywords: *crisis communication management, press release, text analysis*

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I. BACKGROUND

Crisis can happen to anyone, anytime and anywhere. Seen from the cause, crisis could be from inside or outside the organization. Internal crisis usually starts from conflict between members of the organization or company that is not resolve properly, while external crisis has many factors, such as government regulation opposite with a company's policy, or may come from competitors and natural disasters or hazards. The coming of the crisis can be divided in two, the crisis could have been predicted or may have come suddenly, like a disaster or accident.

In the digital era nowadays, information technology, can rapidly deploy or dampen the crisis over the world. Therefore, the role of crisis management for manages the crisis properly and takes the advantage of information technology. One of management's aspects is to do communication. Therefore, there is need a party to communicate properly to all parties who need information, and the most suitable person is Public Relations.

Managing the crisis is one of the skills that PR needs, that's why it is necessary to manage a crisis with a proven strategy. Kriyantono (2015) mentioned to have "one gate communication" system. That's why PR practitioners need to formulate the information into keywords that showed either writing or verbally.

There are many ways to writing crisis information, press release can be part of them. Press release is one of communication media crisis that used by Public Relations for spread out the information and has a broad reach cause of media support. Making a press conference is not enough for clarify the crisis, organization need to update the information continuously and it can do through press release.

In Indonesia, a crisis case that got world spotlight was AirAsia's crash that happened in December 28, 2014. That accident left a deep sorrow for victims' families and they demanded the Airlines to solve it. AirAsia responded to the crisis quickly, by issuing its first tweet on @AirAsia account "*AirAsia Indonesia regrets to confirm that QZ8501 from Surabaya to Singapore has lost contact at 07:24hrs this morning.*" Not only that, AirAsia CEO Tony Fernandes also gives a comment on his twitter account "*We will be putting out another statement soon. Thank you for all your thoughts and prays, we must stay strong.*" The speed of respond and many responsible acts during the crisis were interesting.

A set of Public Relations strategies done by AirAsia in managing crisis is very attractive. Therefore, researcher want to research how crisis communication management of AirAsia based

on text analysis of press release related to the plane crash from December 28th – March 4th, 2015?

II. LITERATURE REVIEW

2.a. Crisis Management

Coombs (2012) said “*a crisis is the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization’s performance and generate negative outcomes.*” He mentions that crisis management is a set of factors that designed for fight the crisis and reduce the damage caused. Timothy Coombs in his book *Ongoing Crisis Communication* (2012) added that there are four interrelated factors; prevention, preparation, respond and rectification. Prevention is a step for avoid a crisis, and it usually not shown by public, also rarely reported.

Preparation is the most known factors in crisis management, because it is in Crisis Management Plan (CMP). Preparation is also involved in diagnose susceptibility crisis, choose and train a crisis management team also spoke person, create a portfolio of crisis and improve crisis information system. Preparation components should be tested regularly.

On respond factor, crisis can be simulated (as training) or real, also it always reported and criticized on the news media. Fourth factor is rectification that involved evaluation from organization’s respond either simulation or the real crisis, determine what is right or wrong while implementation of crisis management. Organizations use this understanding to improve prevention, preparation, respond and rectification. Ideally, the organizations minimize errors, maintain the right one, and also avoid errors.

2.b. Rhetoric on Analysis of Press Release for Handling Crisis

Rhetoric’s theory closely related to PR activities, according the scientist the rhetoric of Public Relations activity is loaded with what referred to as a “behaviors” symbolic that purpose or can be used for sharing and evaluating the information, establish belief, also build norms for coordinated of collective action. Besides, as a ‘bridge’ with stakeholders, Public Relations delivered a message to audience with purpose that they need to do according to a message, this technique called as persuasion.

Persuasion is a communication process that has been known since Aristotle's era. Heath (2001) said that rhetoric can manipulate people choice or influence people thought for support or against an idea. Aristotle in Griffin who quoted by Luhukay (2007) mention that there're a three ways to influence people: (1) Speaker must show to audience that he has extensive knowledge, trusted personality, and also an honorable status (*ethos*). Aristotle added that speaker credibility can be reached by showed three characteristics: (a) intelligence (b) character and (c) Goodwill. Whether or not similarity perspective between communicator and audience about issued what being said is Aristotle mean in intelligence. The definition of character is communicator efforts to build image about himself as honest person, moral and trustworthy. While doing rhetoric, sincerity character and goodwill becomes the last definition of goodwill.

(2) Speaker should to 'touch' the hearts of audience, their feeling, emotion, hope, hatred, and their affection (*pathos*). There're 12 kinds of emotions that can be used in rhetoric process according Aristotle's theory: Anger (versus Mildness, Love or friendship (versus hatred), Fear (versus Confidence), Shame (versus shamelessness), Indignation (versus Pity), Admiration (versus Envy). (3) Speaker convincing audience with proof or something that seem like proof. *Logos* referred to Aristotle's said that all numbers, charts and claims, as well as findings are elements of *logos* in rhetoric's process.

Fairhurst and Sarr (1996) framed the concept of *ethos*, *pathos*, and *logos* into seven elements:

1. Metaphor: to give an idea or program a new meaning by comparing it to something else
2. Stories (myths and legends): to frame a subject by anecdote in a vivid and memorable way
3. Traditions (rites, rituals and ceremonies): to pattern and define an organization at regular time increments to confirm and reproduce organizational values
4. Slogans, jargon and catchphrases: to frame a subject in memorable and familiar fashion
5. Artifacts: to illuminate corporate values through physical vestiges (sometimes in a way language cannot)
6. Contrast: to describe a subject in terms of what it is not
7. Spin: to talk about a concept so as to give it a positive or negative connotation

III. METHODS

This research is qualitative research with text analysis for analyze text of AirAsia's press release. Press release analyzed was issued by AirAsia from crash, 28th December 2014 until 4th March 2015. Those date showed how AirAsia crisis management solve the problem, from the date of their plane crash until there have been no remains found in the primary search areas of the Karimata Strait and Makassar Strait in the past week. Text of press release was obtained from official website of AirAsia that devoted to the crash of QZ8501 in qz8501.airasia.com. All data will be analyzed with Aristotle's method analysis of rhetoric; ethos, pathos, logos and also supported by the theory of framing techniques by Fairhurst and Sarr as explained in literature review.

IV. RESULTS

A. Crisis Communication Management

1. Crisis Communication Strategy

Strategy that used by AirAsia is part of mortification strategies that said by Coombs in Ngurah Putra (1999) which the organization try to apologize and accept the truth that they are really in crisis. The company also did remediation where willing to provide some compensation for victims. In repentance, organization apologized to public and rectification, organization take a step for reduces possibility of a crisis.

AirAsia's case is also answer Pearson and Mitroff theory in Argenti (2003) that part of communication act explains about the company that improve communication with stakeholders who interfere in crisis management such as dealing with government or media.

a) Media Relations

Communicating during crisis should be careful to choose or use communication channels, such as social media (Facebook and twitter), company's website, email and press release. After that, we should watch the content to be delivered. Just like AirAsia's case, Sturges's theory in Frandsen and Johansen (2010) answered all of that with describing three kinds of content; (1) information that the company is currently being in crisis and how they should react to crisis, (2) adjust the information to help

people psychologically feel at ease when facing a crisis, and (3) internalization of information, where it used by people to formulate an overview about the organization.

Audience is the next target. A crisis surely to be a case that can be detected by media, thus dealing with media to be one of communication activities that need to be undertaken in Public Relations. During crisis, dealing with media is a must. PRSSA in Baran (2004) said that relation built and developed with media to reach public for improve the imaging, trust and achievements individually or organization/companies.

Regester and Larking (2003) explained that activities of Public Relations in communication crisis with media are:

1. Set up a press center

PR needs to inform media when press conference will be held. Beside, PR should to prepare a place for it

2. Managing the press conference

During press conference, better to plan everything that need:

- a. Determine who will be a speaker, there should be directors who attend in press conference
- b. Invite the media and determine the time for press conference will be done on time.
- c. Deliver conclusion about incident that is being hit the company currently.

3. Dealing with the television interview

There're tips for PR when facing in front of camera:

- a. Important point that should be delivered is explain to public about crisis in detail, like victim(s), inform to families of victim then cause of incident like crash, threaten, et cetera.
- b. Don't put the blame on other parties like company management, employee, or third party.
- c. Praising the actions of third party like stakeholder.

4. The news release

Press release is one of important communication tool in crisis. Press release made by PR clearly and unbiased, example: caused of incident,

location, what is being done, etc. Press release is given to media as news guideline for writing newspaper.

b) Press Release

In crisis situation, a company is required to be transparent. AirAsia did that by dissemination of press release to be used as one of the communication tools to stakeholders, especially families of victims. Press releases are given to the media as guideline for what they should write on news and it was seen that AirAsia's press release included Aristotle rhetoric theory, *ethos*, *pathos*, *logos*, *aim*, *mode* and also Fairhurst and Sarr (1996) theory *jargon* and *traditions*.

B. Implementation of Communication Crisis

Communication strategy that is run by AirAsia during the crisis started since the crisis appeared until the end of it. AirAsia used kind of communication tools for spread or get information from others easily. Capability of AirAsia's crisis team to using all information channels and communicated well was to be one of main factor in the successful of the airline out of their problem.

AirAsia applied *mortification strategies* that stated by Coombs who tried to apologize and accept the truth that they were currently in crisis. AirAsia also did *remediation* that disposed to give amount of compensation for families of victim. In *repentance*, AirAsia airlines apologize with public and *rectification*, organization take action to decrease possibility during crisis. In this case, AirAsia, BASARNAS and other parties who have authority collaborated to search missing people. That collaboration became the real implementation of AirAsia to improve the communication with authority parties who involved in crisis management, like Pearson and Mitroff said.

a) Media Relations

AirAsia also dealt with media for getting trust from their stakeholders. The first activity that they did in this concept was holding press conference to clarify the current case in order not to bring up bias or disinformation. This is proving of Regester and Larking's theory (2003) about activity that public relations do in dealing with media. In this theory, there're four activities and all been executed:

1. Set up a press center

AirAsia arrange the location of press conference where will be held

2. Managing the press conference

AirAsia chose Tony Fernandes, Group CEO of AirAsia as spoke person, invited the media and determined time of press conference, and also explained the conclusion about incident that is happening.

3. Dealing with the television interview

AirAsia has been explained about the truth of the incident that they have lost contact with plane QZ8501. In that time, AirAsia didn't blame on other parties,

4. The news release

AirAsia crisis team made press release after lost contact with their plane, it proved by press release December, 28th 2014 that released four times.

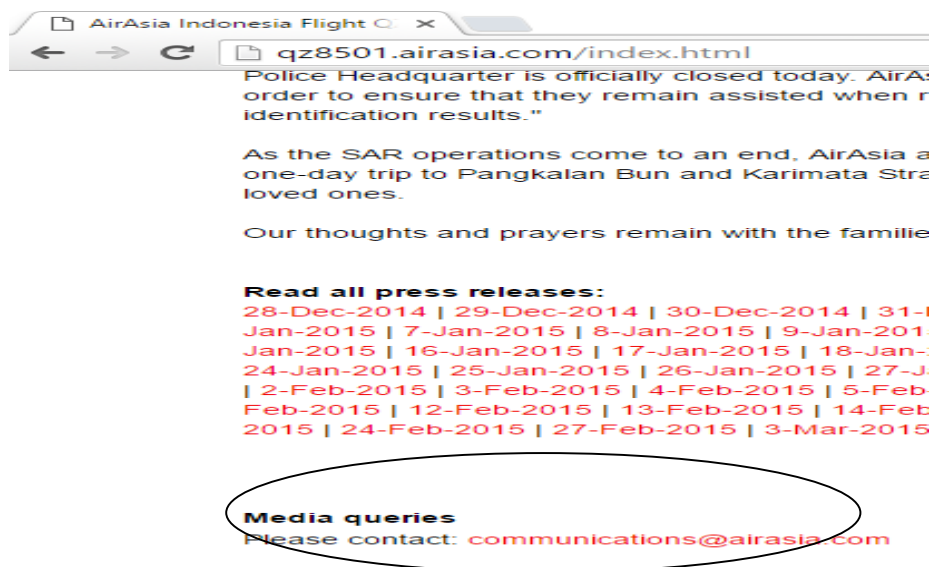


Picture 4.1 Press conference situation

Picture above is press conference situation that AirAsia held after lost contact with QZ8501. In that event, Tony Fernandes, Group CEO of AirAsia became management spoke person to clarify the incident. This event (press conference) showed that AirAsia cared and respect to family or relatives of victim, also AirAsia rule out 'No comment' answer.

The emergence of Tony Fernandes as management spoke person attract attention of public, also mean that responsibility, credibility and seriousness of AirAsia. Tony as spoke person applied one door theory which information should be spread out by one person, so not cause a lot of bias and disinformation.

AirAsia also made communication channel special for media to search information. It showed by press release in website qz8501.airasia.com.



Picture 4.2 Special contact for Media

Dealing with the media was seen by the use of digital media, which today is increasingly among people and of companies. Many platforms can be used to communicate and reach out to stakeholders, in which social media made it possible to communicate in two ways, compared to company website that only serves to certain stakeholder.

In general, AirAsia applied Sturges in Frandsen and Johansen (2010) theory where three kinds of content are present in information:

1. Disseminate the information, where AirAsia said the truth that they have lost contact with QZ8501
2. Adjust the information where AirAsia tried to calm families and relatives of victims, it showed by explanation of pathos concept in press release.

3. Internalization of information where people can monitor what is being and has been done by AirAsia as responsibility, showed by emergency call center in company website that provide information about search of victims or wreckage.

b) Press Release

AirAsia used press release to communicate with stakeholder. It released during the crisis between December 28, 2014 until March 4, 2015. According to theory, press release is one of important communication tools in crisis, because it contains clear and detail of information, example: caused of incident, the location, what efforts are being made, etc. Press release is given to media as news guideline for writing in newspaper.

In this part, as researcher, the contents were analyzed further about press release with content analysis. Ethos, pathos, logos, aim, mode are the main indicators researched. Beside, researcher used framing technique theory Fairhurst and Sarr (1996) to support basic theory of rhetoric.

a) Ethos

Having an extensive knowledge, trusted personality and respected status become something that must be showed by speaker. Aristotle said that speaker credibility can be reached by three of characteristics: intelligence, character and goodwill. Whether or not similarity perspective between communicator and audience about issued what being said is Aristotle mean in intelligence. The definition of character is communicator efforts to build image about himself as honest person, moral and trustworthy. While doing rhetoric, sincerity character and goodwill becomes the last definition of goodwill.

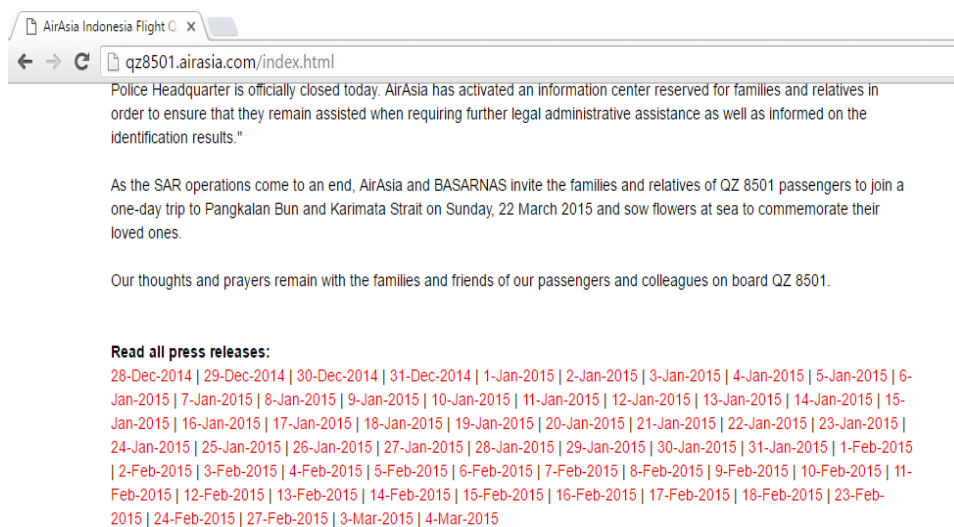
Based on findings, researcher found AirAsia crisis team had implemented the rhetoric in terms of ethos. In this case, AirAsia looks to be responsible party and took control all of the search process and resolving the case. It proved by phrase "*AirAsia Indonesia is cooperating fully and assisting the investigation in every possible way.*" that contained in press release as of December 28, 2014 at 11.40 PM (GMT 8).

Not only that, AirAsia first sought for empathy that was given by Group CEO of AirAsia and CEO of AirAsia Indonesia. Showed by their statements in press release,

Tony Fernandes, Group Chief Executive Officer of AirAsia added: "I am absolutely devastated." At the same time, Sunu Widyatmoko, Chief Executive Officer of AirAsia Indonesia said: "We are sorry to be here today under these tragic circumstances"

AirAsia is serious to solve the case, they cooperated with rescue team Indonesia such as BASARNAS and DVI POLRI *"the management of AirAsia along with the Governor of East Java, National Search and Rescue Agency of Republic of Indonesia (BASARNAS), Airport Authority of Indonesia, Airport Operator (Angkasa Pura I) met with the members of the families to update them on the latest developments and reconfirmed their commitment."* According to what AirAsia did with BASARNAS and DVI POLRI prove that AirAsia implemented Pearson and Mitroff theory in Argenti (2003) about dealing with the experts from external crisis management.

There was an emergency call center as transparent action from AirAsia to stakeholder, *"We have also established an Emergency Call Centre"* and also official website during the crisis that build by AirAsia to maintain people trust. AirAsia also made special website for press release that released periodically in qz8501.airasia.com. Goodwill from AirAsia increase people trust, it proved that they responsible for crash of QZ8501



Picture 4.3 Press Release Special Website

b) Pathos

Besides credibility of communicator, a speaker must be able to touch the heart of audience, feel, emotion hope, hatred, and affection to support rhetorical factors. There're 12 kinds of emotions in rhetoric process, (a) Anger (versus Mildness) (b) Love or friendship (versus hatred) (c) Fear (versus Confidence) (d) Shame (versus shamelessness) (e) Indignation (versus Pity) (f) Admiration (versus Envy).

Based on research, AirAsia used some sub concepts in pathos, like love or friendship, pity and admiration, which is shown by its press release. AirAsia interpreted concept of love or friendship as an expression of sympathy, support and prayers that directed to families of victims, such as: *"Our sympathies also go out to the families of our dear colleagues."*

In addition to giving support, AirAsia also got support from other people because of their responsibility. Reported by <http://banjarmasin.tribunnews.com/2015/01/02/bos-airasia-terharu-dapat-dukungan-dunia> Tony Fernandes got support from many people. There's one of tweet from netizen that gave support to Tony, *"@tonyfernandes @RapplerID Sir Tony you are one of a kind CEO...we do pray all CEO's are like you!!! God bless you,"*.

Concept of pity also appeared in the AirAsia press release, shown through keywords such as shock, sadness and regret. The feeling is not only expressed in the press release, but also supported in real action and official statement from Tony Fernandes, Group CEO of AirAsia. Sympathy and support to family does not only came from AirAsia, but also from many people. The presence of General Moeldoko and General Soetarman to the Bhayangkara hospital to convey their concern about the tragedy that took 155 lives was proof that family got other support from many people.

AirAsia does have a priority to focus on the welfare of victim's family, but they don't forget those who helped during search for victims and those who helped to find out the cause of the crash. Thus it appears meaningful sentences, like awe and pride that represent 'appreciation'. *"humbled and touched by the incredible efforts and professionalism put forth by BASARNAS, Army, Navy, Air Force and Police of Indonesia"*.

c) Logos

After credibility of communicator and rhetoric emotions, there is another element in rhetoric, that someone is able to manipulate other choices or affect person's mind for against or support an idea (Heath: 2001). When convincing audience, communicator must able to provide evidence or something that looks as evidence. The approach used in this case is through the audience's brain (logos). Aristotle added that all numbers, graphs, and claims as well as findings are elements of the logos.

Based on research, AirAsia implemented the concept of logos in the press release. There are three concepts that researcher found of four concepts in press release, they are, numbers, claims and findings. Three of that concepts have a balanced of their emergence in press release.

It said because press release described a case of accident which there must be information at least the number of victims or total of loss, the opinions of others and an official statement from the party who has the authority. Sub concepts numbers has same interpreted by AirAsia as describe of numbers to explain 'total'. It means 'total' being keywords. Sub concept claims have different keywords, they are 'according to' and 'allegation' that indicate the statements is not completely trusted before the evidence clear.

AirAsia has same interpreted to sub concept findings, proved by keywords 'evidence', 'identification' and 'confirmation'. Those keywords very clear indicated that findings are from scientific facts provided directly by the authorities. In this case, the authorities for identify the victim is DVI POLRI, beside BASARNAS as coordinator of the rescue team. Both teams coordinate and update the latest information about the findings and what is being done to AirAsia as the main door to spread out information.

d) Aim

Usability of the text of press release as media guideline for writing the news with purpose that information can be distributed by media with the same message, although there will be difference in the style of writing. Arrangement of content in press release must clear, logic and systematic, so not cause confusion and bias. Caused of that press release has many audiences, especially families and relatives of victims and media, so in any press release has update the findings of each day and what was happening on that day.

e) Mode

Press release related to crash can be accessed on its official press release website qz8501.airasia.com.

f) Jargon

The concept of jargon is part of Fairhurst and Sarr framing technique (1996) and it contain in AirAsia’s press release. This concept defined as framing to subject as looks familiar and easy to remember. Researcher found that in this case, AirAsia used the word ‘colleague’ as a call for pilots, co-pilot, flight attendants and technicians who are victims in the plane crash. Colleagues said for 55 times in press release.

g) Traditions

AirAsia did traditions to showed how the company’s value to people. It was found in the press release where AirAsia interpreted traditions as repetitive activity and scheduled. In addition, this concept is interpreted by activities to express sorry and condolences.

Strategies of Crisis Communication	Implemented of Crisis Communication
<p><i>Mortification strategies</i> (Coombs in Ngurah Putra (1999))</p> <ol style="list-style-type: none"> 1 Remediation 2 Repentance 3 Rectification 	<p>AirAsia apologize and accept the truth.</p> <ol style="list-style-type: none"> 1 AirAsia willing to provide compensation to the families of victims. 2 AirAsia apologize to public. 3 Coordinate with BASARNAS and DVI POLRI
<p>Communication actions (Pearson and Mitroff in Argenti (2003))</p>	<p>Improve the communication with BASARNAS and DVI POLRI in terms of rescue and find the wreckage</p>
<p>Three kind of contents (Sturges in Frandsen and Johansen)</p> <ol style="list-style-type: none"> 1 Disseminate the information 2 Adjust the information 3 Internalization of information 	<ol style="list-style-type: none"> 1 AirAsia said the truth that has lost contact with the plane QZ8501 2 Calm families and relatives of victims, it showed by explanation of pathos concept in press release 3 People can monitor what is being and has been done by AirAsia as responsibility, showed by emergency call center in company website that provide information about search of victims or wreckage.
<p>PR activities regarding to dealing with media:</p> <ol style="list-style-type: none"> 1 Set up a press center 2 Managing the press conference 3 Dealing with the television interview 4 The news release 	<ol style="list-style-type: none"> 1 AirAsia arrange the location of the press conference where will be held 2 AirAsia chose Tony Fernandes, Group CEO of AirAsia as spoke person, invited the media and determined time of press conference and also explained the conclusion about incident that is

	<p>happening.</p> <p>3 AirAsia has been explained about the truth of the incident that they have lost contact with plane QZ8501. In that time, AirAsia didn't blame on other parties.</p> <p>4 AirAsia crisis team made press release after lost contact with their plane, it proved by press release December, 28th 2014 that released four times.</p>
<p>Aristoteles in Griffin yang quoted by Luhukay (2007)</p> <p>1 Ethos 2 Pathos 3 Logos 4 Aim 5 Mode</p>	<p>1 Intelligence showed by empathy. The character showed by responsibility, the selection of credible rescuers and transparent to information</p> <p>Goodwill showed by the emergency call as well as the official website. It caused AirAsia committed to update the information continuously.</p> <p>2 Love and friendship showed by AirAsia through expression of empathy, support and prayers The concept of pity in pathos appeared in shock, sadness, and regret.</p> <p>In-deep appreciation, thank you for support and all efforts that carried out by all parties.</p> <p>3 AirAsia described total of passengers, pilots and cabin crew and technicians in that accident and also the hours of flight pilot and co-pilot. Sub concept of claims is showed by statement that is not trusted completely, so there need to be proven scientifically.</p> <p>Findings got from several test an identification that conducted scientifically.</p> <p>4 Usability of the text of press release as media guideline for writing the news.</p> <p>5 Press release related to crash can be access on official press release website qz8501.airasia.com</p>
<p>Fairhurst and Sarr (1996)</p> <p>1 Metaphor 2 Stories 3 Jargon 4 Traditions 5 Spin 6 Contrast 7 Artifacts</p>	<p>3. AirAsia used the word 'colleague' as a call for pilot, co-pilot, flight attendants and technicians who are victims in the plane crash.</p> <p>4. AirAsia interpreted traditions as repetitive activity and scheduled.</p>

Crisis can be fearful for companies and organizations. No wonder they dodge from crisis. It is like a double-edge sword, which can be said that crisis can be opportunity or deadly for the company. There are two situations when crisis coming, it can predictable and unpredictable. AirAsia is one of case that crisis coming unpredictable.

AirAsia's crisis team is able to respond to the crisis very fast. Based on the theories, AirAsia used mortification strategies that said by Coombs which the organization try to apologize and accept the truth that they are really in crisis. The company also did remediation where willing to provide some compensation for victims. In repentance, organization apologized to public and rectification, organization take a step for reduces possibility of a crisis. AirAsia's case also answered Pearson and Mitroff's theory in Argenti (2003) that part of communication actions explained about the company that improve communication with stakeholders who interfere in crisis management such as dealing with government or media. In this case AirAsia dealing with BASARNAS and DVI POLRI as one of rescue team, the media as disseminator information, government, and also family and relative of victim.

All communication channels use maximally as one of strategies communication. Social media, company website and also e-mail are used by AirAsia to fast respond the crisis. This is proven by a tweet in AirAsia account @AirAsia *"AirAsia Indonesia regrets to confirm that QZ8501 from Surabaya to Singapore has lost contact at 07:24hrs this morning."* and followed by tweet from Tony Fernandes *"We will be putting out another statement soon. Thank you for all your thoughts and prays. we must stay strong."*

Good management of social media has become one of reliable communication tools that used by AirAsia. It showed by the same of profile picture on AirAsia's Twitter account, Facebook and twitter of Tony Fernandes that turned to black and white. Background their social media also turned into a dark color.

Tony Fernandes sent an open letter in person, which contained outpour of his heart about the incident. Open letter sent by email to all consumers, Fernandes told a little story when he starts to led AirAsia until he got incident that unpredictable, he added to commit to serve people with promise to improve his own products.

Not only that, AirAsia is also dealing with media during crisis. AirAsia held press conference to clarify the truth that they have lost contact with plane QZ8501 with flight destination Singapore from Surabaya. Researcher found that there was a special contact provided the

company to the media if there are any questions about the crash. In addition to hold press conference, AirAsia crisis team is also made a press release. It provided as news guideline for writing in a newspaper. Press release is become a powerful tool to deal with crisis. Researcher was also found that AirAsia spread out press release from crisis until it has done, proved by the date that marked on press release official website qz8501.airasia.com.

In this part, researcher explore further about communication strategy that used by AirAsia in press release as respond. Concept of ethos has found that AirAsia implemented through three characteristics, intelligence, character and goodwill. Whether or not similarity perspective between communicator and audience about issued what being said is Aristotle mean in intelligence, proved by giving the empathy. Second characteristic is character, interpreted by AirAsia as communicator to build image about himself as honest person, moral and trustworthy. Besides, they coordinated with rescue team, BASARNAS, DVI POLRI and other authority parties. AirAsia doing goodwill with made a special website for press release only, emergency call and the most important is AirAsia have prioritized of family welfare.

Researcher found that the concept of pathos used feeling of love or friendship, pity and admiration. In sub concept love or friendship AirAsia show to them that they have warm personality. Based on the press release, AirAsia always supports to family of victims and conveyed their sympathy. The sentence of support for family represented by the phrase "*our thoughts and prayers*" that appears as 56 times of 58 press release. Not only that, the supports were given by external AirAsia. This indicates that there are people who love and amazed with actions of AirAsia during the crisis. In concept of pity, researcher found that AirAsia interpret as shock, sadness and regret. The feeling is not only just expressed in press release, but also supported in real action and official statement from Tony Fernandes, Group CEO of AirAsia. Admiration is also appeared in the middle or the end of press release. The keyword is 'appreciation'.

AirAsia press releases also provided data in numbers, claims, graphs and findings, which are contents of logos. Researcher found that there are only three out of four items in the press releases, which are numbers, claims, and findings. Sub concept numbers appear with description about total of passengers, pilot and cabin crew and also technician when crash happened. Total data of hours of flight pilot and co-pilot also provided as evidence that they were professional and credible. In this case, claims showed by keywords 'according to' and 'allegation' indicates

that the validity of data cannot be trusted completely. While on sub concept findings, seems that AirAsia describe data based on research from the authority party, like DVI POLRI who specifically deal with identification of victims.

Concept of aim and mode also appeared. The purpose of writing press release is to provide the latest information and also contain any information of what has been done for each day. Press release also has function as news guidelines. Concept of mode explained by special website of press release and freely accessible by people especially for those who really need the information.

Besides using rhetoric theory, researcher also using framing technique Fairhurst and Sarr (1996) to support analysis. This technique contains metaphor, stories, spin, jargon, traditions, artifacts and contrast. After analyzed for 58 press release, researcher only found concept of jargon and traditions. Concept of jargon appeared when management of AirAsia called their employee who become victims with colleague, this called write down many times as much 55 times. Concept of traditions implemented by AirAsia as repetitive activity and scheduled. In addition, this concept is interpreted by activities to express sorry and condolences. Scheduled activity is AirAsia promise to update the information every day, beside that unscheduled activity was invitation from AirAsia to all relatives of victims to sow flowers in the place that plane crash.

In this case, researcher also found Group CEO of AirAsia and CEO of AirAsia Indonesia showed by statement or not. Statement by Sunu Widyatmoko as CEO of AirAsia Indonesia appeared for 6 times and statement by Tony appeared for 4 times. Tony Fernandes as spoke person represented AirAsia globally and Sunu represent AirAsia Indonesia. The emergence of both influence to people perception about image of AirAsia and caused of appreciation from people to AirAsia, especially Tony Fernandes. These days, there are not many CEO who interfered in crisis, CEO usually appear in the media, give some statements, but Tony didn't. He appeared physically to meet families of victims and follow the entire of search and support through his twitter.

C. CONCLUSION

The main communication strategy during a crisis was to rely on press releases. Press release as a communication tool has the power to deal with crisis when the information provided are

properly handled. Information in the press release can be impactful if containing strong key messages, delivered according to the concept of ethos, pathos, logos and using jargon and traditional framing techniques. Applying rhetoric concept on press releases can be very influence reader, because contains of ethos which creates an image of credibility of communicator, logos which rationalize the logic excuses and sentences that influence the feeling of reader which include in pathos.

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