



Information Article

CRISIS COMMUNICATIONS CASE STUDY (Part 2 of 2)

Malaysia Airlines Incident (Flight MH 370 - KUL to PEK) - 08 March 2014

(Aircraft 'disappeared' during the early hours [local time] of a scheduled flight from Kuala Lumpur to Beijing - 227 passengers + 12 crew on board)



This case study is based on 'official' Media Statements and Press Briefings etc. - released / held by Malaysian Airlines / Malaysian Government in the aftermath of the disappearance of flight MH 370 during the early hours of 8 March 2014. It tries to complete at least part of the crisis communications 'big picture' by also including various (selected) media articles / reports / comment - from all types of media - relating to the 'incident' flight

Some critical (good and bad) comment (from various 'expert' organisations / individuals) has also been included - related to how well or otherwise the airline was perceived to be handling its crisis communications efforts





1. For full 'crisis communications related' *background* material to this case study - see (*separate document*) - *found at*:

<http://www.aviationemergencyresponseplan.com/information/>

When the above link opens, scroll down and 'click' on the information article entitled:

'**Information Article** - Crisis Comms - **Case Study** (Part 1 of 2 - background material) - **Malaysian Airlines flight MH 370**'

2. For a detailed and very well written *general* overview of unfolding events as they relate to Malaysian Airlines flight MH 370 - follow the below link:

http://en.wikipedia.org/wiki/Malaysia_Airlines_Flight_370

Malaysia Airlines Flight MH 370



The missing aircraft, 9M-MRO - photographed in 2011

Incident summary

Date	8 March 2014
Summary	Missing
Site	Unknown
Passengers	227
Crew	12
Missing	239 (all)
Aircraft type	Boeing 777-200ER
Operator	Malaysia Airlines
Registration	9M-MRO
Flight origin	Kuala Lumpur International Airport
Destination	Beijing Capital International Airport





Notes on this Case Study

- The content (written coverage) of all Malaysian Airlines (MAS) media statements (press releases), press briefings and press conferences from 08 to 25 March 2014 has been included in this case study
- Selected and pertinent comments from the media have also been included herein. For a more complete list see 'Part 1' (separate document) - 'background material to this case study' (see item '1' at top of previous page [page 2])
- Selected and pertinent comments from crisis communications 'experts / professionals / similar' have also been included. For a more complete list see 'Part 1' (separate document) - 'background material to this case study' (see item '1' at top of previous page [page 2])
- Remarks from the author / owner of this website document (the one you are reading now) have been made on some of the above (where appropriate) in an attempt to facilitate this case study. All such remarks are generally the personal opinion of said author / owner. However, do note that the said author / owner has considerable (many years) experience in the area of aviation emergency response planning - including significant knowledge on the subject of aviation related 'crisis communications'
- This case study concludes on 25 March as, by this date, MAS had publicly announced that it believed that the aircraft and all its crew and passengers were 'lost'
- The information indicated in the first three bullet points above continues after 25 March (up to 16 May 2014) in the separate document, as referred to at the top (item 1.) of the previous page (page 2). Also included in this separate document are selected 'screen shots' from the MAS main website - during the period 08 March to 09 May 2014

'..... I sense that this combination of lack of precedence, highly complex interdependencies between Malaysian agencies and international partners, the absence of traditional tracking sources on board and a lack of coordination within the airline - have led to public confusion and poor public relations. Even the best PR teams may have buckled in these circumstances.....'

Above quote taken from:

<http://www.thedrum.com/opinion/2014/03/18/flight-mh370-malaysian-officials-criticised-poor-pr-how-do-you-prepare>

Note 1 - Many press conferences / briefings etc. were held by Malaysian Airlines throughout the initial four weeks or so of this incident response. Whilst many are included herein - an internet search should provide at least some viewing coverage of the remainder, if required. Same goes for TV and radio coverage of the incident in general

Note 2 - Adobe Flash Player or equivalent will typically be required to run video type connections shown herein

Update January 2016 - since this document (information article) was first written (commenced March 2014) quite a few of the links originally shown below have been discontinued / lost / broken etc. for one reason or another. The author of this information article checks all such links several times per year but it is possible that in between such checks, further links will cease working. The author will be very grateful for notification of same (via email) at 'info@aviation-erp.com'





DAY 1 - Saturday 08 March 2014 - + 6 hours 02 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

1st Media Statement - MH370 Incident released at **7.24am Malaysian Time** [2324 GMT on 07 March] (4h 44mins since loss of contact with Flight MH 370)

Selangor, 8 March 2014: Malaysia Airlines confirms that flight MH370 has lost contact with Subang Air Traffic Control at **2.40am**, today (8 March 2014) [1840 GMT on 07 March]

Flight MH370, operated on the B777-200 aircraft, departed Kuala Lumpur at **12.41am (0041** [1641 GMT **07** March]) on 8 March 2014. MH370 was expected to land in Beijing at **6.30am** the same day. The flight was carrying a total number of 227 passengers (including 2 infants), 12 crew members.

Malaysia Airlines is currently working with the authorities who have activated their Search and Rescue team to locate the aircraft.

The airline will provide regular updates on the situation. Meanwhile, the public may contact +603 7884 1234 for further info.

(2014年3月8日雪邦讯) 马来西亚航空公司证实MH370航班于2014年3月8日凌晨2点40分与苏邦空中交通管制台失去联系

MH370航班由波音777-200机型执飞，于2014年3月8日凌晨0点41分由吉隆坡起飞，预计今晨6点30份抵达北京。该航班运载227名旅客（包括2名婴儿）及12名机组人员

马来西亚航空公司目前正与搜寻与救援机构通力合作以确定飞机位置

航空公司将会根据事件进展及时提供最新资讯。公众可以联络+603 7884 1234了解更多信息

Contact Information

For family members and friends, you may contact this number for query:

Malaysia: +603 8787 126 / +603 87871629

Press/Media Contact

Malaysia: +60387775777

Public Contact

Malaysia: +603 7884 1234

Note that this telephone number is not complete
(1 digit missing) - not corrected until 5th media
statement





DAY 1 - Saturday 08 March 2014 - + 7 hours 43 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Saturday, March 08, 09:05 AM [0105 GMT 08 March] **MYT** +0800 Malaysia Airlines MH370 Flight Incident

2nd Media Statement (1h 41mins since last statement)

We deeply regret that we have lost all contacts with flight MH370 which departed Kuala Lumpur at 12.41 am earlier this morning bound for Beijing. The aircraft was scheduled to land at Beijing International Airport at 6.30am local Beijing time. Subang Air Traffic Control reported that it lost contact at 2.40am (local Malaysia time) today.

Flight MH370 was operated on a Boeing B777-200 aircraft. The flight was carrying a total number of 239 passengers and crew - comprising 227 passengers (including 2 infants), 12 crew members. The passengers were of 13 different nationalities. Malaysia Airlines is currently working with the authorities who have activated their Search and Rescue team to locate the aircraft. Our team is currently calling the next-of-kin of passengers and crew.

Focus of the airline is to work with the emergency responders and authorities and mobilize its full support. Our thoughts and prayers are with all affected passengers and crew and their family members. The airline will provide regular updates on the situation 📍

The public may contact +603 7884 1234. For media queries, kindly contact +603 8777 5698/ +603 8787 1276.

Sepang Airport (Kuala Lumpur)

For the *next-of-kin*, please inform them to Anjung Tinjau, Level 5, KLIA. Our staff will be there to 📍 assist. *Transport will be provided to go to the South Support Zone Facility building for the next-of-kin.*

Or next-of-kin may head straight to the Support Facility Building at KLIA's South Support Zone

Contact Information

For family members and friends, you may contact this number for query:

Malaysia: +603 8787 126 / +603 87871629

Press/Media Contact

Malaysia: +60387775777

Public Contact

Malaysia: +603 7884 1234

Note - all above also copied here in Mandarin in actual statement - but now omitted for sake of space & clarity





DAY 1 - Saturday 08 March 2014 - + 9 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Saturday, March 08, 10:30 AM [0230 GMT 08 March] **MYT** +0800 Malaysia Airlines MH370 Flight Incident

3rd Media Statement (1h 25mins since last statement)

Ladies and Gentlemen, we are deeply saddened this morning with the news on MH370.

Malaysia Airlines confirms that flight MH370 had lost contact with Subang Air Traffic Control at 2.40am, today. There has been speculation that the aircraft has landed at Nanming. We are working to verify the authenticity of the report and others. Flight MH370 was operated on a Boeing 777-200 aircraft. It departed Kuala Lumpur at 12.41 am earlier this morning bound for Beijing. The aircraft was scheduled to land at Beijing International Airport at 6.30am local Beijing time.

The flight was carrying a total number of 239 passengers and crew - comprising 227 passengers (including 2 infants), 12 crew members. The passengers were of 14 different nationalities - citizens from:-

1. China / Taiwan - 152, 1 infant / 1
2. Malaysia - 38
3. Indonesia - 7
4. Australia - 6
5. France - 3
6. United States of America - 3 PAX plus 1 infant
7. New Zealand - 2
8. Ukraine - 2
9. Canada - 2
10. Russia - 1
11. Italy - 1
12. India - 5
13. Netherlands - 1
14. Austria - 1

Nationalities provided at + 9
hours 08 minutes after last
contact with flight MH 370

We are working with authorities who have activated their Search and Rescue team to locate the aircraft.

Our team is currently calling the next-of-kin of passengers and crew 🌐





The flight was piloted by Captain Zaharie Ahmad Shah, a Malaysian aged 53. He has a total flying hours of 18,365 hours. He joined Malaysia Airlines in 1981

First officer, Fariq Ab.Hamid, a Malaysian, is aged 27. He has a total flying hours of 2,763 hours. He joined Malaysia Airlines in 2007.

Our focus now is to work with the emergency responders and authorities and mobilize its full support. Our thoughts and prayers are with all affected passengers and crew and their family members.

The airline will provide regular updates on the situation. The public may contact +603 7884 1234. For media queries, kindly contact +603 8777 5698/ +603 8787 1276.

Next-of-kin may head to the Support Facility Building at KLIA's South Support Zone. For directions, call 03 8787 1269 📍

Contact Information

For family members and friends, you may contact this number for query:

Malaysia: +603 8787 126 / +603 87871629

Press/Media Contact

Malaysia: +60387775777

Public Contact

Malaysia: +603 7884 1234

Note - also copied here in Mandarin in actual statement - but now omitted for sake of space and clarity





DAY 1 - Saturday 08 March 2014 - + 13 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Saturday, March 08, 02:30 PM (1430 [0630 GMT 08 March]) MYT +0800 Malaysia Airlines MH370
Flight Incident update as at 2.30pm (4h 00mins since last statement)

We regret to announce that Subang Traffic Control lost contact with flight MH370 at 2:40 am today. We are currently working with international authorities on the search and rescue mission and as at 1400 hours, 08 March 2014, we have no information on the location of the aircraft.

MH370 is a Boeing 777-200 aircraft on a *code share with China Southern Airlines*. It departed Kuala Lumpur at 12.41 am today for Beijing. The aircraft was scheduled to land at Beijing International Airport at 6.30am local Beijing time. The flight had a total number of 227 passengers and 12 crew members. The passengers were from 14 different countries, most of who are from China.

Our team is currently calling family members of passengers to keep them updated on the situation and our focus now is to work with the emergency responders and the authorities. We are sending a MH team to support the families of passengers at Beijing. The airline will continue to publish regular updates on the situation 📍

Our thoughts and prayers are with all passengers, our crew and their family members.

Family members please call: 03 8787 1269 or call 87871629.
Media: +603 8777 5698/ +603 8787 1276.
Public: +603 7884 1234

Contact Information

For family members and friends, you may contact this number for query:

Malaysia: +603 8787 126 / +603 87871629

Press/Media Contact

Malaysia: +60387775777

Public Contact

Malaysia: +603 7884 1234

Note - also copied here in Mandarin in actual statement - but now omitted for sake of space and clarity





DAY 1 - Saturday 08 March 2014 - + 14 hours 58 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Saturday, March 08, 04:20 (1620 [0820 GMT 08 March]) PM MYT +0800 Malaysia Airlines MH370
Flight Incident

4th Media Statement (1h 50mins since last statement)

The time of 'loss of contact' as stated here is incorrect (it was actually 0122 Malaysian time on 08 March). The airline eventually corrected this

Selangor, 8 March 2014: Malaysia Airlines is still unable to establish any contact or determine the whereabouts of flight MH370. Earlier today, Subang ATC had lost contact with the aircraft at 2.40am. The last known position of MH370 before it disappeared off the radar was 06.55.15 North (longitude) and 103.34.43 East (latitude)

They have their latitude & longitude 'mixed-up' here

We are still trying to locate the current location of the flight based on the last known position of the aircraft. We are working with the International search and rescue teams in trying to locate the aircraft. So far, we have not received any emergency signals or distress messages from MH370. We are working with authorities and assure that all sources are deployed to assist with the search and rescue mission.

*The passenger manifest will **not** be released until **all families of the passengers have been informed**.* The flight was carrying a total number of 239 passengers and crew - comprising 227 passengers (including 2 infants) and 12 crew members.

We are deploying our "Go Team" to Beijing which will depart Kuala Lumpur International Airport at 4.30pm with a team of caregivers and volunteers to assist the family members of the passengers. The passengers are of 14 different nationalities. All crew on-board are Malaysians.

Please take note that the earlier statement did not include the number of Indian nationals. This was due to confusion between the country code of Indonesia and India.

The below table shows the latest number of passengers and their nationalities:-

Nationality	Total
China/Taiwan	154 including infant
Malaysia	38
India	5
Indonesia	7
Australia	6
France	4
USA	3 including infant

This is often a good 'general 'rule of thumb / best practice' to follow (with caveats e.g. associated law and / or code of conduct re this matter applies in some jurisdictions / countries)

However, within 3 hours of stating this - the airline *released the passenger and crew name lists anyway*. **Why?** (It is most unlikely [almost impossible in fact] that 'all' families had been contacted at the time of names release). See 5th Media Statement for details





New Zealand	2
Ukraine	2
Canada	2

Austrian	1
Russian	1
Italy	1
Netherlands	1

Our focus now is to work with the emergency responders and authorities and mobilize our full support.

Our thoughts and prayers are with all affected passengers and crew and their family members.

The public may contact +603 7884 1234

For media queries, kindly contact +603 8777 5698/ +603 8787 1276.

The airline will provide regular updates on the situation. *There are many invalid reports out in the media and Malaysia Airlines strongly urges the media and the public at large to only report from official statements from Malaysia Airlines and the Government of Malaysia* 🇲🇾🇲🇾

Contact Information

For family members and friends, you may contact this number for query:

Malaysia: +603 8787 126 / +603 87871629

Press/Media Contact

Malaysia: +60387775777

Public Contact

Malaysia: +603 7884 1234





DAY 1 - Saturday 08 March 2014 - + 17 hours 58 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Saturday, March 08, 07:20 PM (1920 [1120 GMT 08 March]) MYT +0800 Malaysia Airlines MH370 Flight Incident

5th Media Statement (3h 00mins since last statement)

See 'boxed' comment bottom of page 9

Selangor, 8 March 2014: The families of all passengers on board MH370 **are being informed**. The flight was carrying a total number of 239 passengers and crew - comprising 227 passengers (including 2 infants) and 12 crew members

An international search and rescue mission was mobilized this morning. At this stage, our search and rescue teams from Malaysia, Singapore and Vietnam have failed to find evidence of any wreckage. The sea mission will continue while the air mission will recommence at daylight.

For the passenger manifest of MH370, click here.....

The passengers are of 14 different nationalities. All crew on-board are Malaysians. The below table shows the latest number of passengers and their nationalities:-

Nationality	Total
China/Taiwan	153 including infant/1
Malaysia	38
India	5
Indonesia	7
Australia	6
France	4
USA	3 including infant
New Zealand	2
Ukraine	2
Canada	2
Russian	1
Italy	1
Netherlands	1
Austrian	1

Crew & PAX Name Lists
provided at + 17 hours and 58
minutes after last contact with
flight MH 370. See pages 13 to
19

Our thoughts and prayers are with all affected passengers and crew and their family members.

The public may contact +603 7884 1234

For media queries, kindly contact +603 8777 5698/ +603 8787 1276

Note that these contacts conflict
with those shown on the next page





Contact Information

For family members and friends, you may contact this number for query:

Malaysia: +603 8787 1269 / +603 8787 1629

Press/Media Contact

Malaysia: +603 8777 5777

Public Contact

Malaysia: +603 7884 1234

For the passenger manifest of MH370, [click here](#)





MH370 Passenger Manifest

8 Mar 2014

NO	NAME	NATIONALITY	AGE
1	AN/WENLAN	CHN	65
2	BAO/YUANHUA	CHN	63
3	BAI/XIAOMO	CAN	37
4	BIAN/MAOQIN	CHN	67
5	BIAN/LIANGJING	CHN	27
6	BIBYNAZLI/MOHDHASSIM	MYS	62
7	BRODSKII/NIKOLAI	RU	43
8	BURROWS/RODNEYMR	AUS	59
9	BURROWS/MARYMRS	AUS	54
10	CAO/RUI	CHN	32
11	CHAN/HUANPEENMR	MYS	46
12	CHE/JUNZHANG	CHN	68
13	CHEN/JIAN	CHN	58
14	CHEN/CHANGJUNMR	CHN	35
15	CHEN/WEI	MYS	43
16	CHEN/YUNMS	CHN	57
17	CHEW/KARMOOIMS	MYS	31
18	CHUANG/HSIULINGMS	TWN	45
19	CHNG/MEI	MYS	33
20	CHUSTRAK/OLEG	UKR	45
21	DAI/SHULING	CHN	58
22	DAISY/ANNE	MYS	56
23	DEINEKA/SERGII	UKR	45
24	DI/JIABIN	CHN	36
25	DINA/MOHAMEDYUNUSRAMLI	MYS	30
26	DING/YING	CHN	28
27	DING/LIJUN	CHN	43
28	DING/YINGMS	CHN	62
29	DONG/GUOWEI	CHN	48
30	DOU/YUNSHANMR	CHN	61
31	DU/WEN	CHN	50
32	FENG/DONG	CHN	21
33	FENG/JIXIN	CHN	70
34	FU/BAOFENG	CHN	28
35	GAN/TAO	CHN	44
36	GAN/FUXIANG	CHN	49
37	GAO/GE	CHN	27
38	GU/NAIJUN	AUS	31





NO	NAME	NATIONALITY	AGE
39	GUAN/HUAJINMS	MYS	34
40	GUAN/WENJIEMR	CHN	35
41	HAN/JING	CHN	53
42	HASHIM/NOORIDA	MYS	57
43	HOU/AIQINMS	CHN	45
44	HOU/BO	CHN	35
45	HU/SIWANCHD	CHN	3
46	HU/XIAONINGMR	CHN	34
47	HUANG/YIMS	CHN	30
48	HUANG/TIANHUI	CHN	43
49	HUE/PUIHENGMR	MYS	66
50	JIA/PING	CHN	32
51	JIANG/CUIYUN	CHN	62
52	JIANG/XUEREN	CHN	62
53	JIANG/YINGMS	CHN	27
54	JIAO/WEIWEI	CHN	32
55	JIAO/WENXUE	CHN	58
56	JINGHANG/JEE	MYS	41
57	JU/KUN	CHN	32
58	KANG/XU	CHN	34
59	KOH/TIONGMENG	MYS	40
60	KOLEKAR/CHETANA	IND	55
61	KOLEKAR/SWANAND	IND	23
62	KOLEKAR/VINOD	IND	59
63	KOZEL/CHRISTIAN	AUT	30
64	LAWTON/CATHERINEMRS	AUS	54
65	LAWTON/ROBERTMR	AUS	58
66	LEE/KAHKINMR	MYS	32
67	LEE/SEWCHUMDM	MYS	55
68	LI/YANLIN	CHN	29
69	LI/ZHI	CHN	41
70	LI/GUOHUI	CHN	56
71	LI/HONGJING	CHN	20
72	LI/JIE	CHN	27
73	LI/MINGZHONG	CHN	69
74	LI/WENBO	CHN	29
75	LI/YAN	CHN	31
76	LI/YUAN	AUS	33
77	LI/YUCHEN	CHN	27
78	LI/ZHIJIN	CHN	30





NO	NAME	NATIONALITY	AGE
79	LI/ZHIXIN	CHN	35
80	LI/LE	CHN	36
81	LIANG/LUYANGMR	CHN	60
82	LIANG/XUYANG	CHN	30
83	LIM/POWCHUAMS	MYS	43
84	LIN/ANNANMR	CHN	27
85	LIN/MINGFENG	CHN	34
86	LIU/FENGYING	CHN	65
87	LIU/JINPENGMR	CHN	33
88	LIU/QIANG	CHN	40
89	LIU/RUSHENG	CHN	76
90	LIU/SHUNCHAO	CHN	46
91	LIU/ZHONGFU	CHN	72
92	LOU/BAOTANG	CHN	79
93	LU/JIANHUA	CHN	57
94	LU/XIANCHU	CHN	33
95	LUI/CHING	CHN	45
96	LUO/WEI	CHN	29
97	MA/WENZHI	CHN	57
98	MA/JUNMR	CHN	33
99	MAIMAITIJIANG/A	CHN	35
100	MAO/TUGUI	CHN	72
101	MARALDI/LUIGI	ITA	37
102	MARIA/MOHAMEDYUNUSRAMLI	MYS	52
103	MATRAHIM/NORFADZILLAHMISS	MYS	39
104	MENG/NICOLECHD	USA	4
105	MENG/BING	CHN	40
106	MENG/FANQUAN	CHN	70
107	MENG/GAOSHENG	CHN	64
108	MOHDKHAIRULAMRI/SELAMATMR	MYS	29
109	MOHAMADSOFUAN/IBRAHIMMR	MYS	33
110	MUHAMMADRAZAHAN/ZAMANIMR	MYS	24
111	MUSTAFA/SUHAILIMISS	MYS	31
112	MUKHERJEE/MUKTESH	CAN	42
113	NG/MAYLIMS	MYS	37
114	NORLIAKMAR/HAMIDMDM	MYS	33
115	OUYANG/XIN	CHN	38
116	PUSPANATHAN/SUBRAMANIAN	MYS	34
117	RAMLAN/SAFUANMR	MYS	32
118	SHARMA/CHANDRIKAMS	IND	51





NO	NAME	NATIONALITY	AGE
119	SHI/XIANWEN	CHN	26
120	SHIRSATH/KRANTI	IND	44
121	SIM/KENGWEI	MYS	53
122	SIREGAR/FIRMAN	IDN	25
123	SONG/FEIFEIMR	CHN	32
124	SONG/CHUNLINGMS	CHN	60
125	SONG/KUN	CHN	25
126	SU/QIANGGUO	CHN	71
127	SUADAYA/FERRYINDRAMR	IDN	42
128	SUADAYA/HERRYINDRAMR	IDN	35
129	SUGIANTO/LOMR	IDN	47
130	SURTIDAHLIA/MRS	NLD	50
131	TAN/TEIKHINMR	MYS	32
132	TAN/AHMENGMR	MYS	46
133	TAN/WEICHEWMR	MYS	19
134	TAN/CHONGLING	MYS	48
135	TAN/SIOH	MYS	42
136	TANG/XUDONG	CHN	31
137	TANG/XUEZHUMS	CHN	57
138	TANURISAM/INDRASURIAMR	IDN	57
139	TEE/LINKEONGMR	MYS	50
140	TEOH/KIMLUNMR	MYS	36
141	TIAN/JUNWEI	CHN	29
142	TIAN/QINGJUN	CHN	51
143	TONG/SOONLEEMR	MYS	31
144	VINNY/CHYNTHYATIOMRS	IDN	47
145	WAN/HOCKKHOOONMR	MYS	42
146	WANG/SHOUXIAN	CHN	69
147	WANG/SHU	CHN	61
148	WANG/XIANJUN	CHN	61
149	WANG/CHUNHUAMR	CHN	34
150	WANG/CHUNYONG	CHN	43
151	WANG/DAN	CHN	54
152	WANG/HAITAO	CHN	26
153	WANG/HOUBIN	CHN	28
154	WANG/LINSHI	CHN	59
155	WANG/WILLYSURIJANTOMR	IDN	53
156	WANG/YONGGANGMR	CHN	27
157	WANG/YONGHUI	CHN	33
158	WANG/YONGQIANG	CHN	30





NO	NAME	NATIONALITY	AGE
159	WANG/LIJUN	CHN	49
160	WANG/XIMIN	NZL	50
161	WANG/RUI	CHN	35
162	WANG/MOHENG	CHN	2
163	WATTRELOS/AMBRE	FRA	14
164	WATTRELOS/HADRIEN	FRA	17
165	WATTRELOS/LAURENCE	FRA	52
166	WEEKS/PAULMR	NZL	39
167	WEN/YONGSHENG	CHN	34
168	WEN/HAO	CHN	32
169	WENG/MEI	CHN	39
170	WONG/SAISANGMR	MYS	53
171	WOOD/PHILIP	USA	51
172	XIE/LIPING	CHN	51
173	XIN/XIXIMS	CHN	32
174	XING/FENGTAO	CHN	36
175	XING/QIAO	CHN	27
176	XIONG/DEMING	CHN	63
177	XU/CHUANE	CHN	57
178	YA/NA	CHN	26
179	YAN/LINGMR	CHN	29
180	YAN/PENG	CHN	29
181	YAN/XIAO	CHN	27
182	YANG/LI	CHN	35
183	YANG/AILINGMS	CHN	60
184	YANG/JIABAO	CHN	26
185	YANG/MEIHUA	CHN	65
186	YANG/QINGYUANMR	CHN	57
187	YANG/XIAOMINGMS	CHN	59
188	YAO/JIANFENG	CHN	70
189	YAO/LIFEI	CHN	31
190	YAP/CHEEMENGMR	MYS	39
191	YIN/BOYAN	CHN	33
192	YIN/YUEWANG	CHN	21
193	YUAN/JIN	CHN	63
194	YUE/GUIJUMS	CHN	51
195	YUE/WENCHAO	CHN	26
196	YUSOP/MUZIMR	MYS	50
197	ZANG/LINGDI	CHN	58
198	ZHANG/CHI	CHN	58





NO	NAME	NATIONALITY	AGE
199	ZHANG/LIQIN	CHN	43
200	ZHANG/QIMS	CHN	31
201	ZHANG/YAN	CHN	45
202	ZHANG/HUAMR	CHN	43
203	ZHANG/LIJUANMS	CHN	61
204	ZHANG/NAMS	CHN	34
205	ZHANG/SIMING	CHN	71
206	ZHANG/XIAOLEIMS	CHN	32
207	ZHANG/HUALIAN	CHN	42
208	ZHANG/JIANWU	CHN	31
209	ZHANG/JINQUAN	CHN	72
210	ZHANG/MENG	CHN	29
211	ZHANG/XUEWENMR	CHN	61
212	ZHANG/YAN	CHN	36
213	ZHANG/YAN	USA	2
214	ZHANG/YANHUI	CHN	44
215	ZHANG/ZHONGHAI	CHN	43
216	ZHANG/SHAOHUA	CHN	32
217	ZHAO/GANGMR	CHN	46
218	ZHAO/QIWEIMR	CHN	37
219	ZHAO/YINGXINCHD	CHN	3
220	ZHAO/PENG	CHN	25
221	ZHAO/YAN	FRA	18
222	ZHAO/ZHAOFANG	CHN	73
223	ZHENG/RUIXIAN	CHN	42
224	ZHOU/FENG	CHN	56
225	ZHOU/JINLING	CHN	61
226	ZHOU/SHIJIE	CHN	64
227	ZHU/JUNYAN	CHN	41





**MH 370 - PILOTS & CABIN
CREW**

No	NAME	NATIONALITY
1	ZAHARIE BIN AHMAD SHAH (COMMANDER)	Malaysian
2	FARIQ BIN AB HAMID (FIRST OFFICER)	Malaysian
3	PATRICK FRANCIS GOMES	Malaysian
4	ANDREW NARI	Malaysian
5	GOH SOCK LAY	Malaysian
6	TAN SER KUIN	Malaysian
7	WAN SWAID BIN WAN ISMAIL	Malaysian
8	JUNAIDI BIN MOHD KASSIM	Malaysian
9	MOHD HAZRIN BIN MOHAMED HASNAN	Malaysian
10	NG YAR CHIEN	Malaysian
11	FOONG WAI YUENG	Malaysian
12	TAN SIZE HIANG	Malaysian





DAY 1

From the Media & Similar - Saturday 08 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Note - Many **press conferences / briefings** etc. were held throughout the initial four weeks or so of this incident response. Most (in video format) are not included herein but an internet search should provide at least some viewing coverage of same, if required. Same goes for TV and radio coverage of the incident in general

First Airline Verbal Statement - probably given at **around 0345 GMT / 1145 MYT - 08 Mar**
+ 10 hours 23 minutes

<http://english.astroawani.com/videos/show/buletin-awani/mas-press-conference-on-the-missing-mh370-kl-beijing-flight-27083>

0740 GMT - 08 March 2014 - Daily Telegraph **+ 14 hours 18 minutes**

<http://www.telegraph.co.uk/10684770/At-least-239-people-feared-dead-as-Malaysian-airlines-plane-vanishes-off-Vietnam.html>

YOUTUBE - early on in crisis on **08 March 2014**

<http://www.youtube.com/watch?v=6JaTCOS3WYE>

Note that from about this point onwards the Malaysian **government** runs **most press conferences** *i.e. not the airline*

Malaysian Prime Minister's Press Conference (around **1230 GMT / 2030 MYT on 08 March 2014**)
+ 19 hours 08 minutes

<http://english.astroawani.com/videos/show/buletin-awani/prime-ministers-press-conference-on-the-mh370-flight-27114> (Note - they start speaking English at around 8 minutes into the clip)

1505 GMT - 08 March 2014 - Daily Mail **+ 21 hours 43 minutes**

<http://www.dailymail.co.uk/news/article-2576087/Malaysia-Airlines-says-plane-missing.html>





aviationemergencyresponseplan.com (Parent Website)

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DAY 2 - Sunday 09 March 2014 - + 1 day 38 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Sunday, March 09, 02:00 AM (1800 GMT on 08 March 14) MYT +0800 - Malaysia Airlines MH370 Flight Incident

6th Media Statement (6h 40mins since last statement)

Sepang, 9 March 2014: Malaysia Airlines humbly asks all Malaysians and people around the world to pray for flight MH370

It has been more than 24 hours since we last heard from MH370 at 1.30 am. The search and rescue team is yet to determine the whereabouts of the Boeing 777-200 aircraft

An international search and rescue mission from Malaysia, Singapore and Vietnam was mobilized this morning. At this stage, they have failed to find evidence of any wreckage. The sea mission will continue overnight while the air mission will recommence at daylight

We are dispatching all information as and when we receive it. The situation in Beijing is also being monitored closely. As many families of passengers are in China, we have deployed our "Go Team" to Beijing with a team of caregivers and volunteers to assist the family members of the passengers 🌐

This is a bit premature?

Immediate families of passengers are advised to gather at Kuala Lumpur International Airport. Travel arrangements and expenses will be borne by Malaysia Airlines. Once, the whereabouts of the aircraft is determined, Malaysia Airlines will fly members of the family to the location 🌐

Our sole priority now is to provide all assistance to the families of the passengers and our staff. We are also working closely with the concerned authorities in the search and rescue operation 🌐

The families may contact +603 7884 1234.

For media queries, kindly contact +603 8777 5698/ +603 8787 1276.

There will be a press conference at Sama Sama Hotel at 9.00 am tomorrow by DCA.





DAY 2 - Sunday 09 March 2014 - + 1 day 8 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Sunday, March 09, 09:30 AM (0130 GMT on 09 March 14) **MYT +0800 Malaysia Airlines MH370 Flight Incident**

7th Media Statement (7h 30mins since last statement)

Selangor, 9 March 2014: More than 24 hours after losing contact with Malaysia Airlines Flight MH370, the search and rescue teams are still unable to detect the whereabouts of the missing aircraft.

The airline is doing its utmost to provide support to the affected family members, this includes immediate financial aid. 🇲🇾

The airline has deployed a team of 94 caregivers consisting of well-trained staff and also Tzu Chi Foundation members to provide emotional support to the families. The airline will also be deploying another set of caregivers to Beijing later today 🇲🇾

Last night, a Malaysia Airlines' Senior Management team arrived at Beijing to address the media and met with family members. Families of affected passengers in Kuala Lumpur were also met by the team 🇲🇾

Meanwhile, Malaysia Airlines will set up a command centre at Kota Bharu, Malaysia or Ho Chi Minh, Vietnam as soon as the location of the aircraft is established and the airline will make the necessary arrangements

The airline is continuously working with the authorities in providing assistance. In fearing for the worst, a disaster recovery management specialist from Atlanta, USA will be assisting Malaysia Airlines in this crucial time

Was this AVIEM (www.aviem.com)?

Contact Information

You may contact this number for query:

Malaysia: +603 7884 1234

Beijing: +8610 6437 6249

Press/Media Contact

Malaysia: +603 8777 5777

For the passenger manifest of MH370, [click here](#).

Note that Beijing contact number above was only published starting with this 7th media statement. However, it has subsequently also been inserted in the contacts information panel on all previous (i.e. the first six) media statements





DAY 2 - Sunday 09 March 2014 - + 1 day 13 hours 21 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Sunday, March 09, 02:43 (1443) PM (0643 GMT on 09 March 14) **MYT +0800 Malaysia Airlines MH370 Flight Incident**

8th Media Statement (5h 13mins since last statement)

Statement by MAS GCEO, Ahmad Jauhari Yahya

Together with all those affected by the MH370 incident, we understand the need to provide regular updates on the progress of the search and rescue operations. As the hours turn into days, we at Malaysia Airlines are similarly anxious and we appreciate the patience, support and prayers from everyone.

We however acknowledge that the most affected group in this incident is the families of those on-board. As such, our primary focus at this point in time is to care for the families. This means providing them with timely information, travel facilities, accommodation, meals and emotional support. Initial financial assistance has been given out to all families. *Caregivers are already assigned to each family and they are trained staff and volunteers from Malaysia and Australia*

Family members of the MH370 passengers from Beijing *who wish to travel* will be flown in stages to Kuala Lumpur on the available flights. We are also communicating with the families from other nations to similarly arrange for their travel to Kuala Lumpur

In the event flight MH370 is located, a Response Control Centre (RCC) in the area will be activated to support the needs of families

The airline continues to work with the authorities and we appreciate the help we are receiving from all parties during this critical and difficult time.





DAY 2

From the Media & Similar - Sunday 09 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Press Conference with DIR Civil Aviation Malaysia (around **0100 GMT** / 0900 MYT on **09** March 2014) **+ 1 day 7 hours 38 minutes**

<http://english.astroawani.com/videos/show/buletin-awani/latest-report-on-the-mh370-missing-flight-9-00am-9-3-2014-27144>

Note - in the above the Director of Civil Aviation (for Malaysia) might be perceived as being somewhat evasive in his answers to many of the questions put to him?

Q & As - with acting transport minister Malaysia (around **0325** GMT / 1125 MYT on **09** March 2014) **+ 1 day 10 hours 03 minutes**

<http://english.astroawani.com/videos/show/buletin-awani/q-a-on-missing-mh370-flight-11-25am-9-3-2014-27153>

0714 GMT - 09 March 2014 - BBC **+ 1 day 13 hours 52 minutes**

<http://www.bbc.co.uk/news/world-asia-26502843>

???? GMT - 09 March 2014 - FOX News

<http://www.foxnews.com/world/2014/03/09/malaysia-airlines-loses-contact-with-plane-carrying-23-people/>





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DAY 3 - Monday 10 March 2014 - + 2 days 8 hours 38 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Monday, March 10, 10:00 AM (0200 GMT on 10 March 2014) **MYT +0800 Malaysia Airlines MH370 Flight Incident**

9th Media Statement (19h 17mins since last statement)

It has been more than 48 hours since we lost contact with our flight MH370 from Kuala Lumpur to Beijing.

Despite not being able to establish any positive findings on the whereabouts of the aircraft, Malaysia Airlines has been actively cooperating with the search and rescue authorities coordinated by the Department of Civil Aviation Malaysia (DCA).

DCA has confirmed that search and rescue teams from Australia, China, Thailand, Indonesia, Singapore, Vietnam, Philippines and the United States of America have come forward to assist. We are grateful for these efforts.

Malaysia Airlines' primary focus at this point in time is to care for the families. This means providing them with timely information, travel facilities, accommodation, meals, medical and emotional support. The costs for these are all borne by Malaysia Airlines 🇲🇾

Initial financial assistance has been given out to all families over and above their basic needs. At least one caregiver is assigned to each family. These caregivers are well-trained staff and volunteers from Malaysia and other organisations 🇲🇾

As of now, there are more than 150 "Go Team" members consisting of senior management and caregivers at Beijing to attend to these families. In Kuala Lumpur, a different group of caregivers are attending to the families' needs 🇲🇾 🇲🇾

Families from other nations apart from China have been arriving at Kuala Lumpur since early yesterday. More are expected to arrive today 🇲🇾

Malaysia Airlines is working closely with the government of China to expedite the issuance of passports for the families as well as with the immigration of Malaysia for their visas into Malaysia 🇲🇾

When the aircraft is located, a Response Coordination Centre (RCC) will be activated within the vicinity to support the needs of the families. This has been communicated specifically to the families.





The airline continues to work with the authorities and we appreciate the help we are receiving from all parties and agencies during this critical and difficult time especially the members of the media.

Malaysia Airlines reiterates that it will continue to be transparent in communicating with the general public via the media in all matters affecting MH370 🌐

Malaysia Airlines is similarly anxious and we appreciate the patience, support and prayers from everyone





DAY 3 - Monday 10 March 2014 - + 2 days 16 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Monday, March 10, 05:30 (1730) PM (0930 GMT on 10 March 2014) **MYT +0800 Malaysia Airlines MH370 Flight Incident**

10th Media Statement (7h 30mins since last statement)

The purpose of this statement is to update on emergency response activities at Malaysia Airlines. On notification of the incident the following steps have been taken:-

The EOC

1. Activation of the Emergency Operations Centre (EOC) in the early morning of 8 March 2014. The EOC is the central command and control facility responsible for carrying out emergency management functions at the strategic level during a disaster
2. In addition to the EOC, various departments of Malaysia Airlines are also addressing to all the different needs during this crisis.

Family Management

* Did they know about ICAO Annex 9, Chapter 8?

1. Malaysia Airlines is working closely with the government of China to expedite the issuance of passports for the families intending to travel to Malaysia, as well as with the immigration of Malaysia on the issuance of their visas into Malaysia
2. Malaysia Airlines is deploying an additional aircraft to bring the families from Beijing to Kuala Lumpur on 11 March 2014 🇲🇾
3. When the aircraft is located, a Response Coordination Centre (RCC) will be established within the vicinity to support the needs of the families. This has been communicated specifically to the families
4. Once the Response Coordination Centre is operational, we will provide transport and accommodation to the designated areas for the family members 🇲🇾
5. Our **oneworld** partners have been engaged to help bring family members in other countries (aside from China) into Kuala Lumpur 🇲🇾

* <https://www.aviationemergencyresponseplan.com/information>

When the above webpage opens, see the list of 'information articles' displayed. The one you want is entitled:

* **Information Article** - ICAO Annex 9, CH 8.41 to 8.46 - Facilitation - '**Assistance to Aircraft Accident Victims & their Families**'





Search and Rescue

1. Malaysia Airlines has been actively cooperating with the search and rescue authorities coordinated by the Department of Civil Aviation Malaysia (DCA) and the Ministry of Transport
2. DCA has confirmed that search and rescue teams from Australia, China, Thailand, Indonesia, Singapore, Vietnam, Philippines, New Zealand and the United States of America have come forward to assist. We are grateful for these efforts.

We also want to address a few common queries from the media.

We are receiving many queries about how the passengers with the stolen passports purchased their tickets. We are unable to comment on this matter as this is a security issue. We can however confirm that we have given all the flight details to the authorities for further investigation

We also confirm that we are making necessary arrangements for MH370 passengers' families from Beijing to travel to Kuala Lumpur. However, flight details of the families' arrival are highly confidential. This is to protect the privacy and well-being of the families during this difficult time and to respect their space. Our position is not to reveal any information on the flight or movements of the families 🙏

Malaysia Airlines' primary focus at this point in time is to care for the families of the passengers and crew of MH370. This means providing them with timely information, travel facilities, accommodation, meals, medical and emotional support. The costs for these are all borne by Malaysia Airlines.

All other Malaysia Airlines' flights are as per schedule. The safety of our passengers and crew has always been and will continue to be of utmost importance to us.

The airline continues to work with the authorities and we appreciate the help we are receiving from all local and international parties and agencies during this critical and difficult time.

Malaysia Airlines reiterates that it will continue to be transparent in communicating with the general public via the media on all matters affecting MH370

马来西亚航空公司MH370航班事件

媒体声明十

马航首席执行官阿末佐哈里发表声明

(2014年3月10日下午6点10发布)etc.





DAY 3

From the Media & Similar - Monday 10 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

1409 GMT - 10 March 2014 - National Post (Canada) + 2 days 20 hours 47 minutes

<http://news.nationalpost.com/2014/03/10/nine-countries-in-massive-three-day-search-for-malaysia-airlines-jet-have-only-ocean-debris-to-show-for-efforts/>

???? GMT - 10 March 2014 - Restless Communications (Professional comment [in this case re use of social media] on MH's and Malaysian Government's crisis communications response to date)

<http://www.restlesscommunications.co.uk/best-practice-crisis-communications-and-malaysia-airlines/>

Demonstrates nicely how Malaysian Airlines made early use of social media

Positive Comment in General

0620 GMT - 10 March 2014 - The Conversation.com (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://theconversation.com/clock-is-ticking-on-malaysia-airlines-in-crisis-management-24160>

Neutral to Positive Comment in General





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DAY 4 - Tuesday 11 March 2014 - + 3 days 9 hours 53 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Tuesday, March 11, 11:15 AM (0315 GMT on 11 March 2014) **MYT +0800 Malaysia Airlines MH370 Flight Incident**

11th Media Statement (17h 45mins since last statement)

As we enter into Day 4, the aircraft is yet to be found. The search and rescue teams (SAR) have expanded the scope beyond the flight path to the West Peninsular of Malaysia at the Straits of Malacca. The authorities are looking at a possibility of an attempt made by MH370 to turn back to Subang. All angles are being looked at. We are not ruling out any possibilities.

The mission is aided by various countries namely Australia, China, Thailand, Indonesia, Singapore, Vietnam, Philippines and the United States of America. The assets deployed to cover the search and rescue is extensive. In total there are nine aircraft and 24 vessels deployed on this mission.

Apart from the search in the sea, search on land in between these areas is also conducted. The search and rescue teams have analysed debris and oil slick found in the waters. It is confirmed that it does not belong to MH370.

The B777-200 aircraft that operated MH370 underwent maintenance on 23 February 2014, 12 days before this particular flight on 8 March 2014. The next check is due on 19 June 2014. The maintenance was conducted at the KLIA hangar and there were no issues on the health of the aircraft 🇲🇾

Better 'late than never' for this technical info related to the accident aircraft!

The aircraft was delivered to Malaysia Airlines in 2002 and have since recorded 53,465.21 hours with a total of 7525 cycles. All Malaysia Airlines aircraft are equipped with continuous data monitoring system called the Aircraft Communications Addressing and Reporting System (ACARS) which transmits data automatically. Nevertheless, there were no distress calls and no information was relayed 🇲🇾

Malaysia Airlines has a special task force to take care of families. Mercy Malaysia and Tzu Chi and others are also helping Malaysia Airlines by providing special psychological counselling to families and also the MH crew 🇲🇾 🇲🇾

The Chinese government officials in Malaysia are also working closely with Malaysia Airlines. A representative from the embassy is stationed at the Emergency Operations Centre to assist with the emergency management and matters related to families in Kuala Lumpur 🇲🇾 🇲🇾





In Beijing, the Prime Minister's special envoy to China, Tan Sri Ong Ka Ting is there to assist and coordinate all operational matters with Malaysia Airlines 🌐

We regret and empathise with the families and we will do whatever we can to ensure that all basic needs, comfort, psychological support are delivered. We are as anxious as the families to know the status of their loved ones.

To the families of the crew on-board MH370, we share your pain and anxiety. They are of the MAS family and we are deeply affected by this unfortunate incident 🌐

Malaysia Airlines reiterates that it will continue to be transparent in communicating with the general public via the media on all matters affecting MH370





DAY 4 - Tuesday 11 March 2014 - + 3 days 16 hours 07 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Tuesday, March 11, 05:29 (1729) PM (0929 GMT 11 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident

12th Media Statement (06h 14mins since last statement)

This statement is in reference to the many queries on the alleged five (5) passengers who checked-in but did not board MH370 on 8 March 2014 from Kuala Lumpur to Beijing despite having valid tickets to travel

Malaysia Airlines wishes to clarify that there were four (4) passengers who had valid booking to travel on flight MH370, 8 March 2014, but did not show up to check-in for the flight

As such, the issue of off-loading unaccompanied baggage did not arise, as the said four passengers did not check in for the flight. Hence, the above claim is untrue 🚫

Tuesday, March 11, 11:30 (2330) PM (1530 GMT 11 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident + 3 days 22 hours 08 minutes

13th Media Statement (06h01mins since last statement)

Malaysia Airlines has become aware of the allegations being made against First Officer, Fariq Ab Hamid which we take very seriously. We are shocked by these allegations

We have not been able to confirm the validity of the pictures and videos of the alleged incident. As you are aware, we are in the midst of a crisis, and we do not want our attention to be diverted. We also urge the media and general public to respect the privacy of the families of our colleagues and passengers. It has been a difficult time for them

The welfare of both the crew and passenger's families remain our focus. At the same time, the security and safety of our passengers is of the utmost importance to us 🚫 &



As at October 2014 (7 months after the disappearance of MH 370) there appears to be no more update on this matter from Malaysian Airlines! It might be that the matter is still under investigation? But it also might mean that the airline is hoping that it will 'go away & be forgotten'??

<http://www.cbsnews.com/news/malaysia-airlines-probing-report-2-women-visited-pilot-in-cockpit-in-2011/>





DAY 4

From the Media & Similar - Tuesday 11 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

0815 GMT - 11 March 2014 - BBC + 3 days 14 hours 53 minutes

<http://www.bbc.co.uk/news/world-asia-26525281>





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DAY 5 - Wednesday 12 March 2014 - + 4 days 11 hours 38 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Wednesday, March 12, 01:00 (1300) PM (0500 GMT 12 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident

14th Media Statement (13h 30mins since last statement)

Malaysia Airlines' primary focus at this point in time is to care for the families of the passengers and crew of MH370. This means providing them with timely information, accommodation, travel facilities, meals, medical and emotional support. All these costs are borne by Malaysia Airlines

We have deployed teams of caregivers consisting of trained MAS staff and volunteers from Mercy Malaysia and Tzu Chi Foundation. These caregivers are stationed at *five different locations at Beijing* and *four different locations in Kuala Lumpur* 🇲🇾

As of now, we have 115 family members in Kuala Lumpur and they are taken care of by 72 different caregivers. At least one caregiver is assigned to each family together with a Mandarin translator for the families from China 🇲🇾

The caregivers have been keeping the families updated on the search and rescue efforts as well as provide emotional support.

Equal amount of initial financial assistance are being given out to all families of passengers and crew over and above their basic needs. This amount is extended to families of all crew and passengers in Malaysia as well those from other nations 🇲🇾

We regret and empathise with the families and we will do whatever we can to ease their burden. We are as anxious as the families to know the status of their loved ones.





DAY 5 - Wednesday 12 March 2014 - + 4 days 22 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Wednesday, March 12, 11:30 (2330) PM (1530 GMT 12 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident

15th Media Statement (10h 30mins since last statement)

Similar to the situation in Kuala Lumpur, the focus of Malaysia Airlines team in Beijing is to provide care for the families of passengers 🇲🇾

Malaysia Airlines has to-date deployed a team of 112 caregivers to provide assistance to the family members during this trying time 🇲🇾

Once the news of the incident became known, a total of 94 caregivers including the Senior Management members of Malaysia Airlines were deployed to Beijing *immediately*. In the days that followed, an additional 18 caregivers were deployed 🇲🇾

The caregiver's primary role is to provide family members with emotional support and ensure their basic needs are met to try and make this difficult time relatively bearable 🇲🇾

Malaysia Airlines also provided equal amount of initial financial assistance to all families of passengers, over and above meeting their basic needs. All travel arrangements, accommodation, meals, and medical support are also absorbed by the Airline

Regular briefings are conducted to update the families on current progress. During these briefings, the team also takes questions from the families to clear any doubt that they may have. We have arranged a team of translators to convey our messages in Mandarin. We also continue to keep the Chinese media informed and updated via regular press conferences 🇲🇾

Malaysia Airlines also received support from the Department of Civil Aviation Malaysia (DCAM), who deployed two of their officers to join the team in Beijing. This was to facilitate questions and provide information on the search and rescue mission which is coordinated by the DCAM 🇲🇾

The Airline continues to work closely with the authorities and we appreciate the help we are receiving from all local and international agencies during this critical period.

Our top priority remains to provide any and all assistance to the families of the passengers and crew.

Malaysia Airlines reiterates that it continues to be transparent in communicating with the general public via the media on all matters affecting MH370 🇲🇾 🇲🇾





DAY 5

From the Media & Similar - Wednesday 12 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

1622 GMT - 12 March 2014 - CISION / VUELIO (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://www.vuelio.com/uk/blog/crisis-communications-malaysia-airlines-missing-mh370/>

Demonstrates again how Malaysian Airlines made early use of social media

Positive Comment in General

???? GMT - 12 March 2014 - HILL + KNOWLTON (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://archive.hkstrategies.com/www.hkstrategies.com/blogs/crisis/mh370-communicating-information-vacuum.html>

Positive Comment in General

Note: Above link no longer (as at late 2018) works





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DAY 6 - Thursday 13 March 2014 - + 4 days 23 hours 23 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Thursday, March 13, 12:45 (0045) AM (1645 GMT 12 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident

16th Media Statement (01h 15mins since last statement)

Malaysia Airlines wishes to clarify the claims that some families of the passengers were flown to India instead of Malaysia. This is not true 🇲🇾

Malaysia Airlines flies directly from Beijing to Kuala Lumpur without a transit. There are also no Malaysia Airlines' direct flights from Hong Kong to Mumbai or any part of India

The welfare of both the crew and passenger's families remain our focus. At the same time, the security and safety of our passengers is of the utmost importance to us.

Thursday, March 13, 11:10 AM (0310 GMT 13 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident + 5 days 9 hours 48 minutes

17th Media Statement (10h 25mins since last statement)

As a mark of respect to the passengers and crew of MH370 on 8 March 2014, the MH370 and MH371 flight codes will be retired from the Malaysia Airlines' Kuala Lumpur- Beijing-Kuala Lumpur route 🇲🇾

With effect from 14 March 2014, the new flight number to replace MH370 and MH371 will be:-

MH 318 - Kuala Lumpur - Beijing
MH 319 - Beijing - Kuala Lumpur

There are no changes to the frequency of our services and we will continue to operate double daily services to Beijing

Our thoughts and prayers remain with the families of our colleagues and passengers of MH 370





DAY 6

From the Media & Similar - Thursday 13 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

0610 GMT - 13 March 2014 - Guardian + 5 days 12 hours 48 minutes

<http://www.theguardian.com/world/2014/mar/13/malaysia-airlines-flight-how-long-plane-kept-flying>

???? GMT - 13 March 2014 - freemalaysiatoday.com

<http://www.freemalaysiatoday.com/category/opinion/2014/03/13/chaotic-handling-of-tragedy/>

Is it possible that 'Free Malaysia Today' might be having a somewhat unfair stab at the handling of the MH 370 response - looking at other media and similar comment to date? It certainly makes some valid criticisms. However, it possibly fails to present an overall balanced and objective view



Negative Comment in General (Hidden Agenda by FMT [query????])

2227 GMT - 13 March 2014 - CBC (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://www.cbc.ca/news/world/malaysia-airlines-mh370-how-to-make-a-crisis-worse-1.2570213>

There are several good reasons why much of the comment contained in this CBC News article is undeservingly harsh e.g. the comment '.....the first thing to have done was to get the airport to take (remove) the flight from the arrivals board.....' Oh really! So now there would be nothing (no information at all) re MH 370 on the arrivals board - and then what happens? *The correct thing to do* would have been to keep the flight info displayed and, in the 'comments' column, to have inserted something like 'contact airline' or 'contact airport information desk' etc.

Furthermore, it is generally an airport responsibility to typically provide an on-airport (or near airport) families reception centre in such circumstances (with airline, police, handling agent and other assistance of course). **Did** Beijing Airport have such a facility immediately available and was it used? Mention was made of families etc. being looked after in a nearby hotel. It is unclear if the airport, airline or both / whoever arranged this - but whatever, it was obviously arranged

Whilst the airline had certainly made some 'blunders' up to this point- they were relatively few and were generally corrected in quick time. Such blunders were to be expected given the 'information vacuum' situation prevailing and few airlines could have done any better in the same circumstances

Negative Comment in General - Unfairly Given





???? GMT - 13 March 2014 - AGNES + DAY *(More comment on MH's and Malaysian Government's crisis communications response to date)*

<http://agnesday.com/malaysia-airlines-crisis-communications-flight-mh370/>

Positive Comment in General

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DAY 7 - Friday 14 March 2014 - + 6 days 10 hours 38 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Friday March 14, 12:00 AM (0400 GMT 14 March 2014) - Malaysia Airlines MH370 Flight Incident

18th Media Statement (24h 50mins since last statement)

A 'screen print' of the 18th media statement is shown below

The screenshot shows a Mozilla Firefox browser window displaying the Malaysia Airlines website. The page title is "MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox". The address bar shows "www.malaysiaairlines.com/my/en/site/dark-site.html". The page features the Malaysia Airlines logo and a navigation bar with "Home" and "Flight Status" links. A blue banner at the top of the content area reads "MH370 Flight Incident". The main content area is divided into two columns. The left column contains the "18th Media Statement" dated "Friday, March 14, 12:00 AM MYT +0800". The text of the statement includes: "Malaysia Airlines reiterates that we will continue to give our full support in cooperating with the search and rescue mission which is coordinated by the Department of Civil Aviation Malaysia (DCA) under the purview of the Ministry of Transport, Malaysia." "Malaysia Airlines is fully aware of the on-going media speculations and we have nothing further to add to the information we have already provided." "Our primary focus at this point in time is to care for the families of the passengers and crew of MH370. This means providing them with timely information, travel facilities, accommodation, meals, medical and emotional support." "Malaysia Airlines will continue to provide regular updates to the general public via the media and our website on all matters affecting MH370." The right column contains "Contact Information" with phone numbers for Malaysia (+603 7884 1234) and Beijing (+8610 6437 6249), and a link to the passenger manifest. At the bottom of the page, there is a section in Chinese titled "马来西亚航空公司MH370航空事件" (Malaysia Airlines MH370 Flight Incident) and "媒体声明十八" (Media Statement 18), dated "(2014年3月14日下午12时13分发布)" (Released on March 14, 2014 at 12:13 PM).





DAY 7

From the Media & Similar - Friday 14 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

???? GMT - 14 March 2014 - Sachs Media (More comment on MH's and Malaysian Government's crisis communications response to date + a useful article on use of social media in general re aircraft (airline) related crisis)

<https://sachsmedia.com/news/socialmedia-crisis/>

Only of slight interest for MH 370 - but nevertheless interesting from an aviation crisis communications response, in terms of social media use





aviationemergencyresponseplan.com (Parent Website)

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DAY 8 - Saturday 15 March 2014 - + 7 days 16 hours 23 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Saturday, March 15, 05:45 (1745) PM (0945 GMT 15 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident

19th Media Statement (29h 45mins since last statement)

Further to the statement by the Malaysian Prime Minister Datuk Seri Najib Tun Razak earlier today into the ongoing search for Flight MH370, Malaysia Airlines has shared all available information with the relevant authorities since the moment we learned that the aircraft had disappeared, in the early hours of Saturday 8th March. This includes the very first indications that MH370 may have remained airborne for several hours after contact was lost, which the Prime Minister referred to today 🌐

This is truly an unprecedented situation, for Malaysia Airlines and for the entire aviation industry. There has never been a case in which information gleaned from satellite signals alone could potentially be used to identify the location of a missing commercial airliner. Given the nature of the situation and its extreme sensitivity, it was critical that the raw satellite signals were verified and analysed by the relevant authorities so that their significance could be properly understood. This naturally took some time, during which we were unable to publicly confirm their existence 🌐🌐

We were well aware of the ongoing media speculation during this period, and its effect on the families of those on board. Their anguish and distress increases with each passing day, with each fresh rumour, and with each false or misleading media report. Our absolute priority at all times has been to support the authorities leading the multinational search for MH370, so that we can finally provide the answers which the families and the wider community are waiting for 🌐🌐🌐

We remain absolutely committed to sharing confirmed information with family members and the wider public in a fully open and transparent manner. However given the nature of the situation, the importance of validating new information before it is released into the public domain is paramount 🌐🌐🌐

Our thoughts and prayers remain with the families of the 227 passengers and our 12 Malaysia Airlines colleagues and friends on board flight MH370. They will remain at the centre of every action we take as a company, as they have been since MH370 first disappeared 🌐🌐🌐🌐





DAY 8

From the Media & Similar - Saturday 15 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

1103 GMT - 15 March 2014 - BBC

<http://www.bbc.co.uk/news/world-asia-26591056>

2151 GMT - 15 March 2014 - Guardian

<http://www.theguardian.com/world/2014/mar/15/flight-mh370-malaysia-hunt-speculation>





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DAY 9 - Sunday 16 March 2014 - + 8 days 15 hours 53 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Sunday, March 16, 05:15 (1715) PM (0915 GMT 16 March 2014) **MYT +0800 Malaysia Airlines MH370 Flight Incident**

20th Media Statement (23h 30mins since last statement)

The current general enquiry number +603-7884 1234 for the MH370 incident will change effective Monday, 17 March 2014 at 12.00 noon.

Moving forward, families of passengers and crew of MH370 may call +603-8777 5770. This is a dedicated number for families only.

For media queries, kindly contact +603 8777 5698 / +603 8787 1276.

Our thoughts and prayers are with the passengers and our colleagues on board MH 370 as well as their families and loved ones.

Sunday, March 16, 05:30 (1730) PM (0930 GMT 16 March 2014) **MYT +0800 Malaysia Airlines MH370 Flight Incident** + 8 days 16 hours 08 minutes

Press Briefing by Hishammuddin Hussein, Minister of Defence & Acting Minister of Transport

‘..... I know many of you have submitted questions, and I will try to answer some of those questions in my statement today

Every day brings new angles, especially as we are refocusing and expanding the search area - and as always, we have a responsibility to release only information that has been corroborated and verified

We cannot respond to every request immediately, so I ask you to bear with us

1. Search area

As the Prime Minister said yesterday, the operation has entered a new phase. The search was already a highly complex, multinational effort. It has now become even more difficult. The search area has been significantly expanded. And the nature of the search has changed. From focusing mainly on shallow seas, we are now looking at large tracts of land, crossing 11 countries, as well as deep and remote oceans





The number of countries involved in the search and rescue operation has increased from 14 to 25, which brings new challenges of co-ordination and diplomacy to the search effort. This is a significant recalibration of the search. The search and rescue operation continues to be a multi-national effort, one led and co-ordinated by Malaysia.

In the last 24 hours, the Prime Minister has spoken to the Prime Minister of Bangladesh, the President of Turkmenistan, the President of Kazakhstan and Prime Minister of India. Yesterday the Foreign Ministry of Malaysia briefed representatives from countries along the northern and southern corridors.

At 2pm today, the Foreign Ministry of Malaysia briefed representatives from 22 countries, including those along the northern and southern search corridors, as well other countries that may be able to help. These include Kazakhstan, Uzbekistan, Kyrgyzstan, Turkmenistan, Pakistan, Bangladesh, India, China, Myanmar, Laos, Vietnam, Thailand, Indonesia and Australia.

Malaysian officials are requesting support from these countries - as well as others. This support includes general satellite data, radar playback - both primary and secondary - provisions for ground, sea and aerial search, and assets as appropriate.

We are currently discussing with all partners how best to deploy assets along the two search corridors. At this stage, both the northern and southern corridors are being treated with equal importance.

We are asking countries that have satellite assets, including the US, China and France amongst others, to provide further satellite data. And we are contacting additional countries who may be able to contribute specific assets relevant to the search and rescue operation. Surveillance aircraft are required, and maritime vessels are needed, particularly for the southern corridor.

2. Police investigation

As the Prime Minister said yesterday, up until the time the aircraft left military primary radar coverage, its movements were consistent with deliberate action by someone on the plane.

I cannot comment on speculative theories as to what might have caused the deviation from the original flight path, as I do not wish to prejudice the on-going investigation. I understand the hunger for new details. But we do not want to jump to conclusions. Out of respect to the families, and the process itself, we must wait for the investigation to run its course.

The Malaysian authorities are refocusing their investigation on all crew and passengers on board MH370, as well as all ground staff handling the aircraft. Yesterday, officers from the Royal Malaysia Police visited the home of the pilot. They spoke to family members of the pilot and experts are examining the pilot's flight simulator. The police also visited the home of the co-pilot. According to Malaysia Airlines, the pilot and co-pilot did not ask to fly together on MH370

I would like to stress that Malaysia has been working with international law enforcement agencies since day one





3. Aircraft maintenance

Malaysia Airlines has confirmed that the aircraft was subjected to the required maintenance program: the Boeing Maintenance Planning Document. Checks are done according to this program. The aircraft had been fully serviced and was fit to fly.

4. New involvement

The Inmarsat team arrived yesterday and will support the investigations team, which includes the Malaysian authorities, and the UK and US teams.

5. Concluding remarks

I would like to conclude by reiterating that the search for MH370 has entered a new phase. The information released yesterday has provided new leads, and given new direction to the search process.

We will provide more detail on the redeployment of assets when it becomes available. Facts must be corroborated and verified before being released.

When possible, we will keep the media fully briefed, but our priority remains the search and rescue operation. To that end, we have been engaged in diplomatic and investigative efforts over the past 24 hours





DAY 9

From the Media & Similar - Sunday 16 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

1856 GMT - 16 March 2014 - National Post

<http://news.nationalpost.com/2014/03/16/malaysia-airlines-flight-mh370-pilot-suicide/>





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DAY 10 - Monday 17 March 2014 - + 9 days 15 hours 53 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Monday, March 17, 05:30 PM (1730) (0930 GMT 17 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident - MH370

Press Briefing by Hishammuddin Hussein, Minister of Defence and Acting Minister of Transport (24 hours since last press briefing)

Introductory statement

Before answering your questions I would like to give a brief statement, starting with an operational update

1. Diplomatic efforts

During the last 24 hours, the Prime Minister has spoken to the Prime Minister of Australia and the Premier of China. Malaysia's Ministry of Foreign Affairs has sent diplomatic notes to all countries involved in the search and rescue operation.

This includes two groups: first, countries in the search corridors; and second, countries from which we are seeking assistance and expertise.

For countries in the search corridors, we are requesting radar and satellite information, as well as specific assets for the search and rescue operation. We are asking them to share their land, sea and aerial search and rescue action plans with the Rescue Co-ordination Centre here in Malaysia, so that we can co-ordinate the search effort. We have asked for regular updates, including daily reports on both search activities, and details of any information required from Malaysia.

We are not at liberty to reveal information from specific countries. As the co-ordinating authority we are gathering all information as part of the on-going search and rescue operation.

2. Search and rescue operations

Over the past 48 hours, Malaysia has been working on the diplomatic, technical and logistical requirements of the search for MH370. The number of countries involved in the search and rescue operation has increased to 26.

Malaysia continues to lead the overall co-ordination of the search effort. The southern corridor has been divided into two sections, according to International Civil Aviation Organisation (ICAO) demarcations. These demarcations were agreed by the ICAO - of which Malaysia is a council member - before MH370 went missing. Australia and Indonesia have agreed to lead search and rescue operations in their respective regions as demarcated by ICAO





Today, I can confirm that search and rescue operations in the northern and southern corridors have already begun. Countries including Malaysia, Australia, China, Indonesia and Kazakhstan have already initiated search and rescue operations.

The Royal Malaysian Air Force and the Royal Malaysian Navy have deployed assets to the southern corridor. Two Malaysian ships have been deployed: the offshore patrol vessels KD Kelantan and KD Selangor. This deployment also includes a Super Lynx helicopter, which can operate from either ship.

Australia has already moved a P-3 Orion aircraft to the region of the Cocos and Christmas Islands. Today, the Prime Minister of Australia confirmed that Australia will send an additional two P-3 Orions and a C-130 Hercules. A US P-8 Poseidon aircraft will be travelling to Perth today to help with the search.

3. **Expert involvement**

Malaysia has been working with international investigators and aviation authorities since day one. Yesterday, experts from Civil Aviation Administration of China joined the investigations team. Today, officials from the French Office of Investigations and Analysis for the Safety of Civil Aviation also joined the team. These authorities are working with Malaysia Airlines and the DCA to refine data that can help with the search.

4. **Police investigation**

On Saturday 8 March, the Royal Malaysia Police started investigations into all crew members on board MH370, including the pilot and co-pilot, as well as all ground staff handling the aircraft. On Sunday 9 March, police officers visited the homes of the pilot and co-pilot. Officers also spoke to family members of the pilot and co-pilot.

Police visited the homes of the pilot and co-pilot again on Saturday 15 March. The pilot's flight simulator was taken from his house with the assistance of his family. The simulator was re-assembled at police headquarters.

At this point, I would like to stress that Malaysia has been co-operating with the FBI, Interpol and other relevant international law enforcement authorities since day one.

5. **Malaysia's response**

I would also like to address the speculation that Malaysia has held back information about MH370's movements.

For the families, I understand that every day prolongs the anguish. I understand because Malaysia, too, is missing its sons and daughters. There were 50 Malaysians on board the plane.

Our priority has always been to find the aircraft. We would not withhold any information that could help. But we also have a responsibility not to release information until it has been verified by the international investigations team 🇲🇾🇲🇾🇲🇾





This responsibility is not only to the families and to the investigation, but also the search and rescue operation. It would be irresponsible to deploy substantial assets merely on the basis of unverified and uncorroborated information.

As soon as the possibility emerged that the plane had carried out an air turn back to the Straits of Malacca, we expanded our search to that area. I would like to reiterate the US investigating team's statement about that decision: based on the information and data given by the Malaysian authorities, the US team was of the view that there were reasonable grounds for the Malaysian authorities to deploy resources to conduct search on the western side of peninsular Malaysia.

As soon as we verified and corroborated the new satellite information as to the possible last known whereabouts of the aircraft, we recalibrated our search efforts to the northern and southern corridors as announced by the Prime Minister. After my statement we will release a more detailed map of the northern and southern corridors.

6. **Malaysia Airlines**

Malaysia Airlines has set up operations centres in both Kuala Lumpur and Beijing, to care for the families of the crew members and passengers.

The airline has allocated each family a caregiver, who will be on 24hours duty. They have sent more than 100 staff and caregivers to Beijing.

The airline gives daily briefings to the families. They provide counselling sessions. And they contact families that have elected not to come to Malaysia between two and three times a day 🇲🇾🇲🇾

7. **Concluding remarks**

Over the past two days, we have been recalibrating the search for MH370. It remains a significant diplomatic, technical and logistical challenge. Malaysia is encouraged by the progress made during such a short period of time. We are grateful for the response by the heads of government that we have spoken to, all of whom have expressed a commitment of assistance.

With support from our many international partners, this new phase of the search is underway. Assets are being deployed, and search and rescue operations have begun. I wish to thank our partners from around the world for their continued support.





DAY 10

From the Media & Similar - Monday 17 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

0153 GMT - 17 March 2014 - Daily Telegraph

<http://www.telegraph.co.uk/news/worldnews/australiaandthepacific/australia/10701957/Malaysia-Airlines-MH370-no-sign-missing-plane-neared-Australia.html>

2220 GMT - 17 March 2014 - Daily Telegraph

<http://www.telegraph.co.uk/news/worldnews/asia/malaysia/10700892/Malaysian-Airlines-MH370-live.html>

2034 GMT - 17 March 2014 - Daily Telegraph (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://www.telegraph.co.uk/news/worldnews/asia/malaysia/10704165/Malaysian-officials-out-of-their-depth-in-MH370-crisis-management.html>

Note the word 'arguably' in the first paragraph of this rather disingenuous article

All the evidence presented in this case study to date shows that there is no 'arguably' about this matter - in that the airline has been doing its best to 'tick all of the boxes' in the areas of crisis communications and humanitarian assistance - and has made a reasonable job of it so far i.e. not great but not awful either

The first half of this article is downright incorrect in the main. The second half presents the fairer and more accurate view

Negative to Neutral Comment (on Balance)





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DAY 11 - Tuesday 18 March 2014 - + 10 days 15 hours 53 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Tuesday, March 18, 05:30 PM (1730) (0930 GMT 18 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident - MH370

Press Conference *presumably by Hishammuddin Hussein, Minister of Defence and Acting Minister of Transport (24 hours since last press briefing)*

Note - the 'original' information (as it actually appeared on Malaysian's website) is shown here (pages 62-69) for contextual purposes only

The screenshot shows a Mozilla Firefox browser window displaying the Malaysia Airlines website. The address bar shows the URL: www.malaysiaairlines.com/my/en/site/dark-site.html. The page content includes a translation notice, a title for a press conference on March 18, 2014, and an introductory statement in English and Chinese. The statement discusses the search for MH370 and the involvement of Malaysia and international partners.

Please note translation for this statement to Chinese language is in progress.
请您理解本声明的中文版本目前正在翻译中。

Tuesday, March 18, 05:30 PM MYT +0800 Malaysia Airlines MH370 Flight Incident – MH370 Press Conference on 18 Mar

MH370 PRESS CONFERENCE – 18/03/14
马来西亚航空公司MH370航空事件
新闻发布会
2014年03月18日

Introductory statement

引言：

Yesterday I stated that the search for MH370 has entered a new phase, which brings new diplomatic, technical and logistical challenges. Today, I would like to give you an update on the logistical and diplomatic aspects of the search.

昨天，我曾表示，有关MH370的搜救工作已经进入到一个新的阶段，这给外交、技术以及后勤方面带来了新的挑战。今天，我将向大家提供有关后勤和外交方面的搜救工作的最新消息。

The search and rescue operations have taken on a new international dimension. The search is still coordinated by Malaysia, but our partners have taken an increasing role in organising and carrying out operations, both within their own territory and also within agreed search sectors. My colleague the Foreign Minister Dato' Seri Anifah Aman will give a more detailed statement on our diplomatic efforts in a moment.





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines MH370 Flight Incident | Malaysia Airlines

www.malaysiaairlines.com/my/en/site/dark-site.html

Amran Aman will give a more detailed statement on our unfortunate errors in a moment.

搜救措施现已进入到新的国际层面。搜救工作仍由马来西亚统一协调，但无论是在自己的领域内，还是在获准搜索的其它领域，其它合作国家在组织和开展搜救工作中的作用都在逐渐增加。马来西亚外交部长达图·斯里·阿尼法·阿曼(Dato' Seri Anifah Aman)稍后将就我们的外交努力进行更加详细的说明。

On the logistical front, over the past 24 hours we have been working hard with other countries to narrow the search corridors. Our focus is on four tasks: gathering information from satellite surveillance, analysis of surveillance radar data, increasing air and surface assets, and increasing the number of technical and subject matter experts.

在后勤方面，在过去的24小时里，我们和其它国家一直在尽力缩小搜索走廊的范围。我们主要聚焦于四项任务：从卫星监测系统获取信息、分析监测雷达的数据、增加空中和海面搜索能力以及增加技术和主题专家的人数。

On satellite surveillance, I cannot disclose who has what satellite capability, but I can confirm we have contacted every relevant country that has access to satellite data.

关于卫星监测，我无法透露哪个国家拥有何种卫星能力，但我可以确认，我们已经联系了所有可获取卫星数据的国家。

On analysis of radar data, in the southern corridor Australia and Indonesia have agreed to take the lead of their respective parts of the search corridor. In the northern corridor, China and Kazakhstan have agreed to lead in the search areas closest to their countries.

在雷达数据的分析方面，位于南部走廊的澳大利亚和印度尼西亚已同意，在各自的搜索领域内带头进行搜索。位于北部走廊的中国和哈萨克斯坦也已同意，在其国家的周边领域带头进行搜索。

On air and surface assets, I have spoken to almost all ASEAN leaders to request further support, including assets with deep ocean surveillance detection capabilities. We are also asking international partners who have assisted us before to take another look at their primary radar data.

在空中和海面资源方面，我已与几乎所有的东盟(ASEAN)领导人进行了沟通，请求他们提

start Flight MH 370 - Cat Ai... MH 370 - 8 Mar 14 &... MH370 Flight Incident... 12:03





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines MH370 Flight Incident | Malaysia Airlines

www.malaysiaairlines.com/my/en/site/dark-site.html

Google

another look at their primary radar data.

在空中和海面资源方面，我已经与几乎所有的东盟(ASEAN)领导人进行了沟通，请求他们提供进一步的支持，其中包括深海监测能力。我们也请求此前向我们提供援助的国际伙伴再次分析他们获得的雷达初步数据。

1. Operational update措施更新

In the northern corridor, we have divided the search area into seven quadrants. Each of the seven quadrants is 400 nautical miles by 400 nautical miles - or 160,000 square nautical miles in total. We have also divided up the southern corridor into seven quadrants. Just like in the north, each quadrant covers an area of 160,000 square nautical miles. The entire search area is now 2.24 million square nautical miles.

在北部走廊，我们将搜救区域划分为7个部分。每个部分的长度和宽度均为400海里，总面积为16万平方海里。我们也将南部走廊划分为7个部分。与北部走廊一样，每个部分的面积为16万平方海里。目前整个搜索面积为224万平方海里。

This is an enormous search area. And it is something that Malaysia cannot possibly search on its own. I am therefore very pleased that so many countries have come forward to offer assistance and support to the search and rescue operation.

搜索区域十分广阔。单凭马来西亚一个国家的能力是无法完成的。因此我非常高兴看到这么多的国家愿意提供搜救援助和支持。

In terms of the deployment of specific assets:

具体的资源部署：

Today, the Royal Malaysian Navy deployed two more ships to the southern corridor. This deployment includes a Super Lynx helicopter, which can operate from either ship. This brings the total number of Malaysian ships deployed to the southern corridor to four; with two Super Lynx helicopters.

今天，马来西亚皇家海军派出2艘以上的船只搜索南部走廊。此外还包括1架“超级山猫”(Super Lynx)直升机，它可被任何一艘船只控制。这使得马来西亚部署到南部走廊的船只增加到4艘；以及2架超级山猫直升机。

start Flight MH 370 - Cat A... MH 370 - 8 Mar 14 &... MH370 Flight Incident... 12:04





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines MH370 Flight Incident | Malaysia Airlines

www.malaysiaairlines.com/my/en/site/dark-site.html

Google

加到4艘；以及2架超级山猫直升机。

· Today, Malaysia also deployed two C-130 aircraft to the Indonesian sector of the southern search corridor.
今天，马来西亚还部署了2架C-130飞机前往南部搜索走廊的印度尼西亚区域。

Other countries are also contributing the following assets:
其它国家也提供了以下资源：

· The United States has deployed one P-8 Poseidon, and will redeploy a P-3 Orion aircraft.
美国部署了1架P-8“波赛冬”海上巡逻机，并将重新部署1架P-3“猎户座”海上巡逻机。

· Australia, as I mentioned yesterday, has deployed three P-3 Orions and one C-130 Hercules.
正如我昨天所说，澳大利亚部署了3架P-3“猎户座”海上巡逻机和1架C-130“大力神”运输机。

· New Zealand is redeploying a P-3 Orion to support Australian search efforts.
新西兰正在重新部署1架P-3“猎户座”海上巡逻机，来支持澳大利亚的搜救工作。

· The Republic of Korea has committed one P-3 Orion and one C-130 Hercules.
韩国已承诺提供1架P-3“猎户座”海上巡逻机和1架C-130“大力神”运输机。

start Flight MH 370 - Cat Al... MH 370 - 8 Mar 14 & ... MH370 Flight Incident... 12:05





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

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www.malaysiaairlines.com/my/en/site/dark-site.html

Google

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Japan has committed two P-3 Orions, two C-130s and one Gulfstream jet.
日本已承诺提供2架P-3“猎户座”海上巡逻机、2架C-130“大力神”运输机和1架“湾流”喷气机。

The UAE has committed one C-17 aircraft and one Bombardier Dash-8 aircraft.
阿联酋已承诺提供1架C-17运输机和1架庞巴迪Dash-8飞机。

The assets from Korea, Japan, and the UAE are currently in Malaysia awaiting orders from their respective governments.
韩国、日本和阿联酋提供的搜救资源正在马来西亚等待各自政府的命令。

Aside from deploying its assets to the northern corridor, China has also made arrangements with Australia to deploy an aircraft to the southern corridor.
除了向北部走廊部署资源外，中国还与澳大利亚达成一致，向南部走廊提供了1架飞机。

2. ACARS 飞机通信寻址和报告系统

I would like to clarify what has been said about ACARS and the sequence of events before the air turn back.
我想要针对飞机通信寻址和报告系统以及飞机传回信号前的情况加以说明。

On Saturday, we stated that - and I quote -





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On Saturday, we stated that — and I quote —

“Based on new satellite information, we can say with a high degree of certainty that the Aircraft Communications Addressing and Reporting System (ACARS) was disabled just before the aircraft reached the East coast of peninsular Malaysia. Shortly afterwards, near the border between Malaysian and Vietnamese air traffic control, the aircraft’s transponder was switched off.”

在周六，我们表示——引用——

“根据新的卫星信息，我们可以肯定地说，在飞机即将到达马来西亚东海岸之前，飞机通信寻址和报告系统被禁用了。不久后，在马来西亚和越南的空中交通管制之间的边界附近，飞机的应答机被关掉了。”

These findings were drafted together with representatives from the lead international investigators, based on the information available at the time.

根据当时可用的信息，我们与牵头的国际调查员共同起草了以上发现。

Yesterday Malaysia Airlines clarified that we cannot determine exactly when ACARS had been disabled, only that it occurred within a specific time range: from 01:07 - approximately when the aircraft reached the east coast of peninsular Malaysia, and the last ACARS transmission occurred - to 01:37, which was the next scheduled reporting time. That is indeed the case.

昨天，马来西亚航空公司澄清到，我们无法确定飞机通信寻址和报告系统失效的准确时间，只知道它是在确定的时间段里发生的，即从01:07开始，大约是飞机到达马来西亚东海岸的时候，这也是飞机通信寻址和报告系统最后传回消息的时候，到01:37结束，即下一次预定的报告时间。这就是真实的情况。

This does not change our belief, as stated, that up until the point at which it left military primary radar coverage, the aircraft’s movements were consistent with deliberate action by someone on the plane. That remains the position of the investigating team.

这不会改变我们的想法，即在飞机离开海军雷达覆盖范围之前，它的行动被机上某些人员的蓄意行为所控制。这仍然是调查小组的立场。

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www.malaysiaairlines.com/my/en/site/dark-site.html

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蓄意行为所控制。这仍然是调查小组的立场。

It is also important to recognise that the precise time ACARS was disabled has no bearing on the search and rescue operation. We know that the last known position of the plane as confirmed by the international investigations team was in either the northern or southern corridors, which is where our search and rescue efforts are focused. Our priority has always been to find the plane.

清楚地认识到飞机通信寻址和报告系统失效的准确时间与搜救工作无关。我们知道，国际调查小组所确定的飞机最后已知位置不是在北部走廊就是在南部走廊，这正是我们开展搜救工作的重点区域。我们的首要任务一直都是找到飞机。

1. Police investigation 警方调查

I am aware there is a lot of interest in the Royal Malaysia Police investigation into the passengers and crew of MH370. I hope you understand that I cannot comment on the specifics of the investigation, which is still on-going.

我知道，马来西亚皇家警察对MH370乘客和机组人员的调查引起了人们的极大关注。我无法透露调查的相关细节，希望大家能够理解，而且调查正在进行当中。

I would also like to state that the search for MH370 is bigger than politics. I urge all Malaysians to put our differences aside and unite during this difficult time as we focus on finding the aircraft and the 239 people on board.

我还要指出的是，对MH370的搜救工作高于政治。我希望所有马来西亚人能够抛开政治分歧，在寻找飞机和239名乘客的艰难过程中团结一致。

2. Concluding remarks 结语

The search for MH370 remains our top priority. We will continue to provide you with operational updates, including further information about assets being deployed, as soon as they are available.

寻找MH370仍是我们的首要任务。我们将继续为大家提供搜救的最新消息，包括有关资源部署的更多信息。

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MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

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www.malaysiaairlines.com/my/en/site/dark-site.html

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寻找MH370仍是我们的首要任务。我们将继续为大家提供搜救的最新消息，包括有关资源部署的更多信息。

In the last few days we have been intensively contacting our friends across the search regions. The co-operation we saw in the first phase continues in this new phase. In fact, there is even more commitment to assist us in this much larger and more complex multinational operation.

在过去几天，我们已经与搜救领域的伙伴们进行了深入沟通。第一阶段的合作关系将进入到一个新的阶段。事实上，更多的国家承诺对这项范围越来越广、难度越来越大的跨国搜救工作提供帮助。

In the meantime our thoughts remain with the families and friends of those on board.

在此期间，我们将与乘客的家人和朋友们保持沟通。

1 2 3 4 5 6 7 8 9 10 11 12 13

[Back to top](#)

start Flight MH 370 - Cat Al... MH 370 - 8 Mar 14 & ... MH370 Flight Incident... 12:08





DAY 11

From the Media & Similar - Tuesday 18 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

18 March 2014 - by Samra Muslim (More comment on MH's and Malaysian Government's crisis communications response to date) [Please see note at top of next page before reading further]

<http://samramuslim.com/mh370-relearning-crisis-communications/>

This is generally an inaccurate and unfair report. To confirm this, look back (in this case study itself) at all of the press releases (media statements) and press conferences / briefings given to date (18 March) by the airline

For examples of this unfairness - look at the words in this comment's second para '.....hardly any concrete answers.....' There were not (and still aren't as at October 2014) any 'concrete' answers to give

Look at the words '*cryptic and confusing*' in para 3. The situation for the first week or so was '*confusing*' in reality as the airline sought to acquire what few facts were available. Anything that could have been sorted out in general was e.g. the two Iranian passengers travelling of false passports; the no-show passengers who never boarded the flight etc.

As to use of the word '*cryptic*' - this was almost certainly not the correct word to use e.g. for the first few days following the flight's disappearance it is now obvious that Malaysia's military had tracked the aircraft flying off course (to the west) over N Malaysia and Thailand - but were reluctant to say so outright for military security reasons. However, this information still got through to those that needed it and the search area changed accordingly - albeit with some small delay

The words '*erratic response*' were also used in para 3. There was nothing erratic about the response - again, read back through the information already provided in this case study to show that this is so

Very few airlines worldwide could have done a much better job than Malaysian given the unique circumstances of this particular situation. So, hopefully, the credibility (or otherwise) of the person who wrote this comment has now been 'assessed' accordingly by the reader

However, the commentator does make one valid point *i.e. the rapid origination, use and ownership of the hashtag (#) in social media*. Nevertheless, the airline did (otherwise) make reasonable use of social media throughout the crisis response

Negative Comment in General - Unfairly Given





Note - the above media article (previous page) by Samra Muslim has (as at early 2016) completely 'disappeared' from the internet - and the link provided no longer works. Nevertheless, the critical comment above (on Samra Islam's report) has been retained, as it still provides a reasonable background of just how bad (professionally, technically, fairly etc.) some of the 'media' can be in such circumstances!

0318 GMT - 18 March 2014 - the open-road (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://www.theopen-road.com/mh-370-a-culture-clash-in-crisis-communication>

Some excellent viewpoints in this article on custom, culture and political environment in Malaysia at the time - which almost certainly hampered the airline's (and also the Malaysian government's) crisis communications efforts to a significant degree - at least for the first week or so following the disappearance of flight MH 370

Note: Above link no longer (as at late 2018) works

1530 GMT - 18 March 2014 - The Drum (Media & Marketing) (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://www.thedrum.com/opinion/2014/03/18/flight-mh370-malaysian-officials-criticised-poor-pr-how-do-you-prepare>

(Note - the above link may take a little time to activate - please be patient)

An excellent, objective article which should be read thoroughly and carefully by all those having a genuine interest in crisis communications

Neutral to Positive Comment in General

???? GMT - 18 March 2014 - South China Morning Post (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://www.scmp.com/business/companies/article/1451411/some-disasters-can-defeat-firms-best-efforts-crisis>

Good, Objective Comment in General





???? GMT - 18 March 2014 - Agnes & Day *(More comment on MH's and Malaysian Government's crisis communications response to date)*

<http://agnesday.com/dont-know-malaysia-airlines-theyve-handled-crisis-flight-mh370/>

This useful article relates to some of the legal data protection / personal information aspects - re provision of personal information (into the 'public domain') or otherwise - regarding those on board MH 370. It goes some significant way in helping to understand why the provision of personal information (in circumstances such as those of MH 370 and similar) is not as simple and straightforward as most might believe

Positive Comment in General

???? GMT - 18 March 2014 - deeson-creative *(More comment on MH's and Malaysian Government's crisis communications response to date)*

<https://www.deeson.co.uk/blog/seven-ways-malaysia-airlines-handling-crisis-communications>

Positive comment as to how Malaysian Airlines seems to have handled its crisis communications reasonably competently from the social media viewpoint

Positive Comment in General

18 March 2014 - BBC

<http://www.bbc.co.uk/news/world-asia-26626204>





aviationemergencyresponseplan.com (Parent Website)

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DAY 12 - Wednesday 19 March 2014 - + 11 days 14 hours 48 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Wednesday, March 19, 04:10 (1610) PM (0810 GMT 19 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident

21st Media Statement (70h 55mins since last *media statement*) (22h 40mins since last *press conference*)

Note - the 'original' information (as it actually appeared on Malaysian's website) is shown here (pages 74-75) for contextual purposes only

MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

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www.malaysiaairlines.com/my/en/site/dark-site.html

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Home | Flight Status

MH370 Flight Incident

Wednesday, March 19, 04:10 PM MYT +0800 MH370 Incident – 21st Media Statement

The passengers and crew on-board flight MH370, their families and loved ones, have been at the centre of every action Malaysia Airlines has taken as a Company since we first learned the flight disappeared.

The Malaysian Government is coordinating an unprecedented international search effort covering 2.24 million square nautical miles. With this simply enormous area we cannot determine how long it will take to locate the aircraft.

Considering these challenges, our caregivers have informed the family members of the missing passengers and crew that we have taken the decision to continue to provide information and assistance through the further enhanced Family Support Centre (FSC) based in Kuala Lumpur which has been operational since 8 March 2014 rather than the various Family Assistance Centers (FACs).

The Family Support Centre will continue to proactively provide relatives waiting for news at home with daily updates. In addition to personal phone calls, Malaysia Airlines will now send out SMS blasts with brief updates to the families. We have also set up an email address for family members as a channel for them to communicate with us. Updates via the Malaysia Airlines website are also available.

This Family Support Centre will be open round-the-clock and will house family support representatives trained to assist those who are seeking answers and further information.

Contact Information

Family Support Centre (Toll-free number)

South China
10-800-130-1364

North China
10-800-713-1404

Malaysia
1800-81-4819

Indonesia
001-803-015-203-7708

Australia
1800-198-163

US/Canada
877-504-4210

New Zealand
080-045-4029

India
000-800-100-3449





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines x MH370 Flight Incident | Malaysia Airlines x +

www.malaysiaairlines.com/my/en/site/dark-site.html

This Family Support Centre will be open round-the-clock and will house family support representatives trained to assist those who are seeking answers and further information. The representatives will be divided into four shifts with ten staff handling each shift. This will ensure that someone is available to attend to the families at all times. The centre will also have Mandarin speaking personnel.

Below are the toll-free numbers that has been set-up for eight different countries. A back-up number is also given to the families in the event they are not able to reach the toll-free number. The number to call to get in touch with this centre is +603 8777 5770.

Countries	Toll-free number
China	10-800-130-1364 (South China) / 10-800-713-1404 (North China)
Malaysia	1800-81-4819
Indonesia	001-803-015-203-7708
Australia	1800-198-163
US/Canada	877-504-4210
New Zealand	080-045-4029
India	000-800-100-3449
France	080-091-2622

000-800-100-3449

France
080-091-2622

Family members may also get in touch with the centre at +603 8777 5770

Press/Media Contact

Malaysia:
+603 8787 1276
+603 8777 5698

For the passenger manifest of MH370, [click here.](#)

All this while, the families have always been briefed first, followed by the media and then the public whenever new information surfaces. However, the often conflicting information and wild speculation have caused a major distress to the families.

The Airline continues to work closely with the authorities and we appreciate the help we are receiving from all local and international agencies during this critical and traumatic period.

Our top priority remains to provide any and all assistance to the families of the passengers and crew.

Please note translation for this statement to Chinese language is in progress.

请您理解本声明的中文版本目前正在翻译中。

start Flight MH 370 - Cat Al... MH 370 - 8 Mar 14 & ... MH370 Flight Incident... 12:00





DAY 12

From the Media & Similar - Wednesday 19 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

1122 GMT - 19 March 2014 - Daily Mail

<http://www.dailymail.co.uk/news/article-2583807/Did-Malaysian-fisherman-missing-flight-MH370-flying-low-Gulf-Thailand.html>

1149 GMT - 19 March 2014 - Zee News

http://zeenews.india.com/news/world/malaysia-airlines-mh370-live-wish-we-could-hijack-the-plane-say-pakistani-taliban_918618.html

1323 GMT - 19 March 2014 - Guardian (Reuters)

<http://www.theguardian.com/world/video/2014/mar/19/malaysia-airlines-flight-mh370-relative-press-video>

???? GMT - 19 March 2014 - simonwakeman (*More comment on MH's and Malaysian Government's crisis communications response to date*)

<http://www.simonwakeman.com/blog/2014/03/19/flight-mh370-crisis-public-relations-and-social-media/>

More information on the social media aspects of crisis communications as related to MH 370

Neutral to Positive Comment in General





aviationemergencyresponseplan.com (Parent Website)

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DAY 13 - Thursday 20 March 2014 - + 12 days 16 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Thursday, March 20, 05:30 PM (1730) (0930 GMT 20 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident - MH370

Press Briefing by Hishammuddin Hussein, Minister of Defence and Acting Minister of Transport (72 hours since last press briefing) (48 hours since last press conference) (25HRS20MINS since last media statement)

1. *Australian satellite images*

At 10:00 this morning, the Prime Minister received a call from the Prime Minister of Australia, informing him that 'two possible objects related to the search' for MH370 had been identified in the Southern Indian Ocean. The Australian authorities in Kuala Lumpur have also briefed me on the situation, and the Australian Foreign Minister has spoken to the Foreign Minister of Malaysia.

The Australian Maritime Safety Authority (AMSA) continues co-ordinating the search for the missing Malaysia Airlines aircraft within Australia's search and rescue area, with assistance from the Australian Defence Force, the New Zealand Air Force, and the US Navy.

AMSA's Rescue Co-ordination Centre (RCC) Australia has received satellite imagery of objects possibly related to the search for MH370.

RCC Australia received an expert assessment of commercial satellite imagery today. The images were captured by satellite. They may not be related to the aircraft. The assessment of these images was provided by the Australian Geospatial Intelligence Organisation as a possible indication of debris southwest of Perth.

As a result of this information, four aircraft have been re-orientated to an area 2,500 kilometres southwest of Perth. A Royal Australian Air Force P-3 Orion aircraft arrived in the area at about 10:50AM.

Another 3 aircraft have been tasked by RCC Australia to the area, including a second RAAF Orion, a Royal New Zealand Air Force Orion, and a US Navy P-8 Poseidon. The Poseidon was expected to arrive early this afternoon. The second RAAF Orion was expected to depart RAAF Base Pearce, Perth, mid-afternoon. The New Zealand Orion was due to depart this afternoon.

An RAAF C-130 Hercules aircraft has been tasked by RCC Australia to drop datum marker buoys to assist in drift modelling. They will provide an on-going reference point if the task of relocating the objects becomes protracted





A merchant ship that responded to a shipping broadcast issued by RCC Australia on Monday was also expected to arrive in the area this afternoon. The Royal Australian Navy ship HMAS Success is en route to the area but is some days away. The ship is well equipped to recover any objects located and proven to be from MH370.

Every effort is being made to locate the objects seen in the satellite imagery. It must be stressed that these sightings, while credible, are still to be confirmed

2. *Assets deployed*

The search for MH370 is a multinational effort. I will now give you an update on the assets which have been deployed.

During the course of this operation, the Chief of the Defence Force has spoken to his counterparts from countries including:

- Australia
- China
- India
- Indonesia
- Japan
- Maldives
- Nepal
- New Zealand
- Singapore
- Thailand
- Vietnam
- UK
- USA

All were very supportive, and all offered their assistance. As the focus of the search has moved from the South China Sea and Straits of Malacca to the northern and southern corridors, our international partners have continued to provide whatever support they can.

A number of assets have been deployed at different phases of the search and rescue operation. Currently, there are 18 ships, 29 aircraft and 6 ship-borne helicopters deployed along the northern and southern corridors, as follows:

Aircraft

In the northern corridor, there are 4 aircraft:

- 2 from Malaysia
- 1 from Japan
- 1 from the US





In the southern corridor, there are 25 aircraft:

- 2 from Malaysia
- 5 from Australia
- 3 from China
- 4 from Indonesia
- 2 from India
- 4 from Japan
- 1 from New Zealand
- 2 from South Korea
- 1 from the UAE
- 1 from the USA

Ships

All 18 ships are in the southern corridor:

- 6 from Malaysia
- 1 from Australia
- 5 from China
- 6 from Indonesia.

This deployment includes 6 helicopters:

- 3 from Malaysia and 3 from China.

Until we are certain that we have located MH370, search and rescue operations will continue in both corridors. I can confirm that Malaysia is sending 2 aircraft to Kazakhstan and the UK is planning to send 1 ship to the southern corridor.

In addition to the assets I just listed above, a number of countries in the northern corridor are carrying out search and rescue operations within their own territory:

- China is using every means possible, including 21 satellites, to search the area within its borders, and is ready to send more ships and aircraft wherever they are needed
- In Cambodia, 4 helicopters are conducting search operations within Cambodian territory
- The Laos Air Force is carrying out search operations within Laos
- Singapore is using its International Information Fusion Centre, where a Malaysian representative is stationed, to notify mariners and help with the search
- The Thai military are conducting search operations in the northern part of Thailand with all available aircraft
- Vietnam is conducting search operations within their territory using an unspecified number of aircraft.

Together this represents a significant international force deployment. I am thankful for the co-operation of our partners as we continue to focus on finding MH370





3. *Family care*

The high-level team I announced yesterday is leaving for Beijing this evening.

I would also like to confirm that representatives from the Malaysian government spoke to the families who were present here yesterday.

In addition, the Prime Minister's Special Envoy to China, and the Chinese Ambassador to Malaysia, will lead a briefing today for the Chinese families who are here in Kuala Lumpur.

Also in attendance will be the Department of Civil Aviation, the Armed Forces, the Royal Malaysia Police, the Ministry of Foreign Affairs and MAS. A similar briefing will also be held for the other families

4. *Concluding remarks*

For families around the world, the one piece of information they want most is the information we just don't have - that is the location of MH370.

Our primary focus has always been to find the aircraft. And with every passing day, our efforts have intensified.

Yesterday I said that we wanted to reduce the area of the search. We now have a credible lead. There remains much work to be done to deploy the assets. This work will continue overnight





DAY 13

From the Media & Similar - Thursday 20 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

0515 GMT - 20 March 2014 - Daily Telegraph

<http://www.telegraph.co.uk/news/worldnews/asia/malaysia/10704769/Malaysian-Airlines-MH370-March-19-as-it-happened.html>





aviationemergencyresponseplan.com (Parent Website)

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DAY 14 - Friday 21 March 2014 - + 13 days 16 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

**Friday, March 21, 05:30 PM (1730) (0930 GMT 21 March 2014) MYT +0800 Malaysia Airlines
MH370 Flight Incident - MH370**

Press Briefing by Hishammuddin Hussein, Minister of Defence and Acting Minister of Transport (24 hours since last press briefing)

Introductory statement

Malaysia continues to work on the diplomatic, technical and logistical challenges involved in the search for MH370.

We are still awaiting information from the Australian search and rescue operation as to whether the objects shown in the satellite images released by Australia yesterday are indeed related to MH370. In the meantime, we are continuing search and rescue operations in the rest of the southern and northern corridors. I will now give you a brief operational update

1. Operational update

Search efforts southwest of Perth continue, and the Australian authorities are intensifying their efforts in the area. HMAS Success is due to reach the vicinity of the objects tomorrow. China has deployed 5 ships and 3 ship-borne helicopters, which are currently heading toward the southern corridor. 3 Chinese aircraft (2 Ilyushin IL-76s and 1 Shaanxi Y-8) arrived in Malaysia at 11:00 this morning. They will also be searching in the southern corridor. Japan is deploying its assets to Perth, including 2 P-3 Orions, to assist with the Australian search efforts.

This morning I have spoken with the acting High Commissioner from the United Kingdom, who confirmed that the Prime Minister has spoken to the Prime Minister of the UK, and that HMS Echo is already heading towards the southern Indian Ocean to support the search effort. He also confirmed that the UK will be providing us with a list of possible assets that can be deployed if needed. He also has reaffirmed that, in addition to the technical support provided so far, the UK stands ready to provide further specialist search and investigative assistance once more information about the fate of MH370 becomes known.

I have also been in touch with the French delegation, which is led by the French Ambassador to Malaysia, **and includes the man who led the investigation into the Air France 447 crash**. They have agreed to assist us with their considerable experience and expertise.





I will also be speaking to the US Secretary of Defence at 21:15 tonight, to request further specialist assets to help with the search and rescue efforts, including remotely-operated vehicles for deep ocean salvage.

The Kazakhstan authorities have assured us that they have found no trace of MH370, and we are awaiting permission for Kazakhstan to be used as a staging point for search operations.

On the police investigation, the Ukraine police have confirmed that the background checks on the Ukrainian passenger have come back clear.

2. *Satellite data processing*

I would like to briefly discuss the processing of the Inmarsat data.

The investigations team received the complete raw Inmarsat satellite data which included the six handshakes at approximately 15:00 on Wednesday 12th March.

This type of data is not normally used in investigations of this sort. It is only because we have so little other information to go on in this difficult and unprecedented situation that the data is being used.

Upon receiving the raw data, the Malaysian authorities immediately discussed with the US team how this information might be used. The US team and the investigations team then sent the data to the US, where further processing was needed before it could be used. Initial results were received on **Thursday 13th March** at approximately 13:30, but it was agreed by the US team and the investigations team that further refinement was needed, so the data was again sent back to the US.

The results were received at approximately 14:30 on **Friday 14th March**, and presented to the investigations team at a high-level meeting at 21:00 on Friday. The UK AAIB, who had also been processing this data independently, presented their results - which concurred with ours and those of the US team - at that meeting.

The Prime Minister was briefed on this satellite information at 08:00 **Saturday 15th March**, and **publicly announced it at the press conference at Saturday** lunchtime. Search and rescue operations were immediately shifted to the northern and southern corridor

3. *Family care*

Last night in Kuala Lumpur we held a briefing for the relatives of those on board MH370. As I mentioned in yesterday's statement, the briefing was to update family members on the latest developments, and to answer questions and clear up any confusion.

The meeting was well attended by family members from different nations, including Malaysia, and by representatives from the Chinese Embassy in Kuala Lumpur. A high-level Malaysian delegation, including representatives from Malaysia Airlines, the Department of Civil Aviation, the Ministry of Transport, the Ministry of Defence, the Ministry of Foreign Affairs and the National Security Council also attended the meeting





We had a very constructive and frank discussion. Although we answered most of the questions they raised, we could not answer them all. These briefings will continue - at the families' convenience - for as long as the families want them.

The briefing brought the families and the Malaysian authorities closer together, not just in terms of sharing information, but also in terms of listening to the voice of the family members. The Prime Minister's Special Envoy to China will be co-ordinating the briefings in Kuala Lumpur from now on.

The high-level team I announced yesterday arrived in Beijing last night. Today they met with family members for three and half hours

4. *Concluding remarks*

There continues to be a multinational effort co-ordinated by Malaysia and involving dozens of countries from around the world. We continue to receive offers of assistance, including specialist assets that can help with the search and rescue. We welcome all assistance as we continue to follow every credible lead.





DAY 14

From the Media & Similar - Friday 21 March 2014

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

???? GMT - 21 March 2014 - PR Week (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://www.prweek.com/article/1286333/analysis-malaysia-airlines-mishandled-response-mh370-crisis>

Another example of what is basically an inaccurate and unfair article:

A quote from this article reads '.....information given in official statements was also often inaccurate, with most followed by statements giving corrections. "You can't do that because you lose credibility".....' We have discussed earlier that inaccurate information is almost inevitable during the early days of any catastrophic aircraft accident response - even when there is wreckage, fatalities, injuries etc. present. Where none of these latter exist (as with MH 370) the opportunities for inadvertent inaccuracies rise sharply. Thus corrections are inevitable where such inaccuracies are uncovered - even if credibility suffers accordingly. There is no other logical & honest choice

The article also alludes to the CEO of Malaysian Airlines not 'assuming his leadership role during the crisis communications response'. Again, we have seen why this was so given the specifics of the 'system of government' in Malaysia - and the fact that the airline is majority owned by that government. Furthermore, there is a maxim in crisis communications that 'the more serious the crisis - the more senior the spokesperson'. However, this maxim needs to be managed at times as the 'most senior person' will not always be the 'most appropriate person'. Perhaps that is why the Malaysian government eventually assigned most spokesperson tasks to its articulate (and fluent English speaking) Minister of Defence

Another quote reads '..... Malaysia Airlines has not taken on an external agency to help with its handling of the crisis.....' This is not correct. See:

<http://www.holmesreport.com/news-info/14756/Malaysia-Airlines-Calls-In-Ketchum-For-MH370-Crisis-PR-Counsel.aspx>

Lastly, Mr Jensen's (CEO of 'Kenyon International Emergency Services') remarks would seem to be 'rather wide of the mark' at times - both here and also in the CBC article found on page 43

Negative Comment in General - Unfairly Given





???? GMT - 21 March 2014 - Global Insurance Intelligence (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://www.globalreinsurance.com/what-the-missing-malaysia-airlines-mh370-case-reveals-about-poor-crisis-management/1407586.article>

An article which looks at some of the 'risk management' and 'insurance' aspects of the MH 370 situation (Note - the comments of the 'anonymous' inputter should be treated with caution)

However, there is valid criticism here concerning the very early release by Malaysian Airlines / Malaysian Government of the identities of all on board MH 370. This has already been commented on in this case study (see 'boxed' comment at bottom of page 9)

???? GMT - 21 March 2014 - Braud Communications (More comment on MH's and Malaysian Government's crisis communications response to date)

<http://blog.braudcommunications.com/?p=1753>

http://www.rajan.com/Main/Articles/5_lessons_learned_from_Malaysia_Airlines_crisis_re_48122.aspx# (This link provides a 26 March update to the info provided in the 21 March link immediately above)





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DAY 15 - Saturday 22 March 2014 - + 14 days 09 hours 23 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Saturday, March 22, 10:45 AM (0245 GMT 22 March 2014) **MYT +0800 Malaysia Airlines MH370 Flight Incident**

22nd Media Statement (66h 35mins since last *media statement*) (17h 15mins since last *press briefing*)

Malaysia Airlines wishes to clarify that the lithium ion batteries carried on-board MH370 on 8 March 2014 were in compliance with the International Civil Aviation Organisation (ICAO) and the International Air Transport Association (IATA) requirements - in which they are not classified as dangerous goods

Saturday, March 22, 05:59 PM (1759) (0959 GMT 22 March 2014) **MYT +0800 Malaysia Airlines MH370 Flight Incident** + 14 days 16 hours 37 minutes

Press Briefing by Hishammuddin Hussein, Minister of Defence and Acting Minister of Transport (24 hours and 29 minutes since last press briefing; 7 hours & 14 minutes since last media statement)

Introductory statement

Diplomatic, logistical and technical efforts continue in the search for MH370. As we intensify the search and rescue operations, the overall emphasis remains the same: using all available means to narrow the search areas in both corridors.

1. *Operational update*

In the northern corridor, in response to diplomatic notes, we can confirm that China, India, Pakistan, Myanmar, Laos, Kyrgyzstan and Kazakhstan have verbally informed the search and rescue operation that based on preliminary analysis - there have been no sightings of the aircraft on their radar.

With respect to the southern corridor, today two Chinese Ilyushin IL-76s will arrive in Perth to begin operations. The Shaanxi Y-8 which arrived yesterday will be operating from Subang air base in Malaysia. China is also sending an additional two ships from the Andaman Sea to join the five Chinese ships already in the southern corridor. Two Indian aircraft, a P-8 Poseidon and C-130 Hercules, arrived in Malaysia at 18:00 last night to assist with the search.





HMS Echo is currently in the Persian Gulf and is en route to the southern corridor. The ship is equipped with advanced sensors that allow it to search effectively underwater

2. **Australian search area**

Five aircraft and two merchant ships were involved in the search and rescue operations in the vicinity of the objects identified by the Australian authorities, which are approximately 2,500km southwest of Perth. Despite improved visual search conditions yesterday, there were no sightings of the objects of interest.

Operations continue, and today they plan to search an area of approximately 10,500 square nautical miles. The Rescue Co-ordination Centre Australia anticipates that 6 aircraft, 4 military and 2 civilian, will be visually searching the area. Two merchant vessels will also be present during search operations, and HMAS Success was due to reach the search area at 14:30 today.

Generally, conditions in the southern corridor are very challenging. The ocean varies between 1,150 metres and 7,000 metres in depth. In the area where the possible objects were identified by the Australian authorities there are strong currents and rough seas

A cyclone warning has been declared for Tropical Cyclone Gillian, which is located in the southern corridor. Very strong winds and rough seas are expected there today

3. * **Family briefings**

The briefing for families in KL yesterday went well. The briefing in Beijing, however, was less productive. Despite the best intentions, I understand there were tense scenes. I have received a report from the Malaysian high-level team, as well as a copy of the declaration from the Chinese families. I have asked the Ministry of Foreign Affairs, together with the authorities in China, to investigate what happened

We will continue to engage with the families. We are working hard with Chinese authorities and the Chinese working group to create a more conducive environment for the briefings. I have instructed my technical team to do a review of both briefings so that we can improve them. We appeal to all parties to be understanding during this extraordinary and difficult time. My pledge to all the families, wherever they are, is the same: we will do everything in our power to keep you informed 🇬🇧🇬🇧

* See 'Daily Mail' article extract starting page 96 for a possible explanation to such reaction from the Chinese families

4. **Transcript**

The original transcript of the conversation between MH370 and Malaysian air traffic control is with the investigations team, where it is being analysed. As is standard practice in investigations of this sort, the transcript cannot be publicly released at this stage. I can however confirm that the transcript does not indicate anything abnormal.





5. *Cargo manifest*

On the matter of MH370's cargo, the cargo manifest is with the investigations team, and will be released in due course. Preliminary investigation of the cargo manifest has not shown any link to anything that might have contributed to MH370's disappearance. As was stated yesterday, all cargo carried on MH370 was in compliance with International Civil Aviation Organisation and International Air Transport Association standards

6. *Concluding remarks*

Over the past two weeks, the search for MH370 has taken many twists and turns. From satellite images to eyewitness accounts, we have followed every lead and investigated every possibility

Today we are focused on leads from the satellite images announced by the Australian authorities on Thursday. We continue to be updated by the Australian authorities on an hourly basis

I know this rollercoaster has been incredibly hard for everyone, especially for the families. We hope and pray this difficult search will be resolved, and bring closure to those whose relatives were on board

I would like to take this opportunity to thank all 26 countries who are with us in this effort; from ordinary people to the highest levels of government

I would also like to pay special tribute to the men and women from all countries who are putting themselves in harm's way in the search for MH370. As we speak, people are sailing through a cyclone to help find the missing plane. We are immensely grateful to all our partners for their efforts





DAY 15

From the Media & Similar - Saturday 22 March 2014

0832 GMT - 22 March 2014 - Daily Telegraph

<http://www.telegraph.co.uk/news/worldnews/asia/malaysia/10710250/Malaysian-Airlines-MH370-live.html>

1004 GMT - 22 March 2014 - BBC

<http://www.bbc.co.uk/news/world-asia-26691013>





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DAY 16 - Sunday 23 March 2014 - + 15 days 16 hours 38 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Sunday, March 23, 06:00 (1800) PM (1000 GMT 23 March 2014) **MYT +0800 Malaysia Airlines MH370 Flight Incident**

Press Statement by Ministry of Transport, Malaysia (24 hours 01 minutes since last press briefing)

1. Search and rescue operational update

- a. The search and rescue operation remains an international effort, co-ordinated by Malaysia. A number of countries are leading in their respective search areas and all countries involved are displaying unprecedented levels of co-operation.
- b. This morning, Malaysia received new satellite images from the French authorities showing potential objects in the vicinity of the southern corridor. Malaysia immediately relayed these images to the Australian rescue co-ordination centre.
- c. Two Chinese Ilyushin IL-76s have arrived in Perth, and will depart for the search and rescue operation tomorrow at 05:00 and 06:00.
- d. Two Japanese P3 Orions today left Subang airport for Perth.
- e. The Australian rescue co-ordination centre will deploy eight aircraft (four military and four civilian) to the southern corridor today, to conduct visual searching.
- f. The Australian Defence Vessel 'Ocean Shield', which has a sub-sea remotely operated vehicle, is currently en route to the southern corridor.
- g. As of 2:30pm Malaysia time, Australian officials have informed us that they have not made any new sightings regarding MH370.
- h. One Indian Navy P8 Poseidon and one Indian Air Force C130 left Subang airport today to join the search and rescue operation in the northern part of the southern corridor, which is being led by Indonesia.
- i. A number of other sorties from Subang airport to the southern corridor were cancelled today due to bad weather caused by tropical cyclone Gillian.
- j. Australia, China and France have now released satellite images that show potential objects, which may be related to MH370, in the vicinity of the southern corridor. All this information has been forwarded to Australia, as the lead country in the area of concern.

2. Family briefing

- a. The **Malaysian high level team** started a briefing in **Beijing** this morning for relatives of those on board MH370. The meeting lasted more than 6 hours. **This is the third such meeting that has been held.**





The team presented information to the relatives and answered questions. The Government wishes to reiterate its commitment and continued engagement with the relatives of those on board MH370

3. *Update on ACARS transmission*

a. The last ACARS transmission, sent at 1.07am, showed nothing unusual. The 1.07am transmission showed a normal routing all the way to Beijing

DAY 16

From the Media & Similar - Sunday 23 March 2014

0001 GMT - 23 March 2014 - Sydney Morning Herald

<http://www.smh.com.au/world/malaysia-airlines-defends-battery-cargo-on-missing-mh370-20140323-35b41.html>

0355 GMT - 23 March 2014 - Daily Mail

<http://www.dailymail.co.uk/news/article-2587129/Relatives-missing-passengers-Malaysia-Airlines-Flight-370-struggle-anger-frustration-wait-answers-two-weeks-loved-ones-went-missing.html>

The following extract from the above Daily Mail article might give the reader some indication as to suspicious and sometimes violent reactions of some of the Chinese families associated with the Chinese victims of MH 370:

'.....Word came Thursday that satellite imagery had captured debris that might be part of the lost aircraft. That night, Malaysian officials from several government departments flew to Beijing to communicate directly with the relatives. But searches by plane and ship turned up no sign of any wreckage

The officials' presentation, meanwhile, was largely a reiteration of what the relatives already knew, without much new information. 'We're exhausted,' Wang said. 'Why did the plane fly so far away? Are the people still alive? Is this new piece of information reliable? This is how I feel.'

Wang said he still had hope and was praying that the Australian reports that debris from the plane may have been spotted turned out to be false. He said he and other relatives had lingering suspicions about what they were being told by the Malaysian side, but were at a loss as to what to do next. 'We feel they're hiding something from us,' Wang said.





The distrust of the authorities is rooted in modern China's experience with the arbitrary use of power and scorning of public opinion by the single-party communist state, social commentators say.

'China is now at a time of escalating social problems and government actions have sharpened the distrust,' said Shi Shusi, an independent commentator and journalist with the official Worker's Daily newspaper

Repeated government cover-ups in the name of preserving stability have had a corrosive effect on public trust, Shu said. That's created a mind-set that is hard to reverse, despite a relatively prompt and thorough response from the government, he said.

'Once the government lies, it's difficult to restore public belief'

2345 GMT - 23 March 2014 - Daily Telegraph

<http://www.telegraph.co.uk/news/worldnews/asia/malaysia/10717049/Malaysia-Airlines-MH370-March-23-live.html>

???? GMT - 23 March 2014 - mesh&moser (More comment on MH's and Malaysian Government's crisis communications response to date)

<https://www.meshandmoser.com/2014/03/23/mh370-week-three-time-to-criticize-malaysia-airlines-crisis-communications-no/>

PLEASE READ THIS ARTICLE

Based on everything provided in this MH 370 (Crisis Communications) Case Study so far, this is probably the most objective and useful comment made to date

Note - above link no longer functioning (as at November 2017)





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DAY 17 - Monday 24 March 2014 - + 16 days 16 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

**Monday, March 24, 05:30 1730 PM (0930 GMT 24 March 2014) MYT +0800 Malaysia Airlines
MH370 Flight Incident**

Press Statement by Ministry of Transport, Malaysia (23 hours 30minutes since last press statement)

Introductory statement

The search for MH370 continues. Over the past few days, new leads from satellite data have focused our search and rescue operations in the southern corridor. Our partners continue to deploy assets to assist us, as we work to narrow the search areas

1. Operational update

Yesterday, 18,500 square nautical miles were searched in the Australian search area. Two orange objects approximately one metre in length and one white coloured drum were sighted by search aircraft - but remain unidentified and have not been conclusively linked to MH370. HMAS Success detected two radar targets within the search area, but could not locate the targets on further investigation of the area

Earlier today, a Chinese search plane reportedly sighted objects in the Australian search area. These objects are not in the vicinity of those which were identified by the Australian authorities last week.

A few minutes ago the Prime Minister received a call from the Prime Minister of Australia, who informed him that an Australian search aircraft had located two objects in the Australian search area, one circular and one rectangular.

HMAS Success is in the vicinity and it is possible that the objects could be received within the next few hours, or by tomorrow morning at the latest.

Three search areas, totalling approximately 20,000 square nautical miles, have been identified for operations today. RCC Australia anticipates that 10 aircraft will be used. HMAS Success remains the only vessel in the search area. A number of Chinese vessels are expected to commence arriving within the search area on 25th March

3 aircraft - 2 from Japan and 1 from the UAE - have already departed from Subang today and are en route to the southern corridor





6 Malaysian ships, with 3 ship-borne helicopters, are now in northern part of the southern corridor. 10 Chinese ships are in the southern corridor, carrying out search and rescue operations. HMS Echo is currently refuelling in the Maldives and will be sailing to the southern corridor this evening.

In the northern corridor, Turkmenistan has confirmed that they have not had any sightings of MH370 on their radar. Each piece of information we receive from our partners in the northern corridor helps us to continuously narrow the corridor

2. Satellite images

New leads into MH370's possible location have come from satellite data. This was one of the four tools we identified that could narrow the search area, along with surveillance radar data, increasing surface and air assets, and bringing in more technical experts.

The most recent images were obtained by French satellites, which captured radar images of potential objects in the vicinity of the southern corridor on 21st March. These images were received by Malaysia on the evening of the 22nd March, and were relayed to RCC Australia on the morning of the 23rd March, as they are leading the search in that particular area of the southern corridor. This morning we have received a further set of images from French satellites, this time captured by cameras. These images were taken yesterday and have been relayed to RCC Australia

3. Family briefings

Yesterday, the high-level team met with families in Beijing for more than eight hours

The families asked many questions and made detailed requests for radar readings and other data. Some of these questions could not be answered and some of the data they requested was still being held by the investigation, as is standard procedure in investigations of this sort.

After meeting with the families for a total of more than twelve hours and taking hundreds of questions, the high-level team has returned to Kuala Lumpur to discuss the matters raised at the meetings. They will return to Beijing tomorrow to continue 🇬🇧 🇬🇧 🇬🇧

The briefings in Kuala Lumpur over the last two days went smoothly and the families responded as positively as could be expected, with the families engaging with representatives from the relevant authorities.

It has always been our intention to keep the families as fully informed as possible. We continue to do so

4. Specific questions

There are a few specific questions I would like to respond to:

On the police investigation, we can confirm that the police have interviewed more than a hundred people, including families of both the pilot and co-pilot





As far as the transcript is concerned, the technical committee is considering releasing it and we will keep you informed about the decision

The Inspector General of the Police will attend tomorrow's press conference to answer further questions on the investigation

We can also confirm that MH370 was carrying wooden pallets. However, there is as yet no evidence that these are related to the wooden pallets reportedly sighted in the Australian search area

5. Concluding remarks

The search for MH370 has taken us halfway around the world. At the moment there are new leads, but nothing conclusive. Our thoughts continue to be with the families who are still waiting for news. In the meantime, we are grateful for the on-going co-operation shown by our partners in this multinational search

Monday, March 24, 10:15 (2215) PM (1415 GMT 24 March 2014) **MYT +0800 - Malaysia Airlines MH370 Flight Incident** + 16 days 20 hours 53 minutes

23rd Media Statement (4 hours 45 minutes since last media / press statement)

Note: The communication below was shared with the family members of passengers and crew of MH370

Malaysia Airlines deeply regrets that we have to assume that MH370 ended in the southern Indian Ocean

As you will hear in the next hour from Malaysia's Prime Minister, new analysis of satellite data suggests the plane went down in the Southern Indian Ocean

On behalf of all of us at Malaysia Airlines and all Malaysians, our prayers go out to all the loved ones of the 226 passengers and of our 13 friends and colleagues at this enormously painful time

We know there are no words that we or anyone else can say which can ease your pain. We will continue to provide assistance and support to you, as we have done since MH370 first disappeared in the early hours of 8 March, while flying from Kuala Lumpur to Beijing





The ongoing multinational search operation will continue, as we seek answers to the questions which remain. Alongside the search for MH370, there is an intensive investigation, which we hope will also provide answers

We would like to assure you that Malaysia Airlines will continue to give you our full support throughout the difficult weeks and months ahead

Once again, we humbly offer our sincere thoughts, prayers and condolences to everyone affected by this tragedy

马来西亚航空公司MH370航空事件 媒体声明廿三

(2014年3月24日晚上10时15分发布)

注：以下信息谨与MH370航班的乘客及机组人员的家属共享。

随着马来西亚首相即将在一项简报声明中指出，根据卫星数据的新分析，MH370航班已坠毁于南印度洋，为此，马来西亚航空公司深感悲痛与遗憾地告知各位，我们唯有假设此航班已终结于南印度洋。

在此极度悲伤的时刻，我们谨代表马来西亚航空公司全体同仁与所有马来西亚人，向226乘客以及本航13名友人兼同事的爱人与亲属致以深切的哀悼与祈祷。

大家悲痛的心情，我们感同身受。我们也知道，此时此刻，不管何人或何语言，都难以抚平内心的伤痛。我们将继续给您提供援助与支持。正如MH370于3月8日失联后数小时般，从吉隆坡赶往北京，展开进一步的行动。

仍在进行着的多国搜救行动依然在持续着，毕竟我们寻求答案的问题依然存在。在搜寻MH370之际，尚有许多方面有待调查，希望也能得到答案。

我们向您保证马来西亚航空在您整个艰巨难熬时期与未来的数月中，继续给您全面的支援与帮助。

我们谨此再次向所有遭受此悲剧的每一位表示深切的哀悼与慰问。





DAY 17

From the Media & Similar - Monday 24 March 2014

1659 GMT - 24 March 2014 - Huffington Post

http://www.huffingtonpost.co.uk/2014/03/24/missing-plane-mh370-text-message_n_5021134.html?icid=maing-grid7|uk|dl1|sec1 lnk1%20%26pLid%3D252107

Note - may take a minute or two to download

1849 GMT - 24 March 2014 - BBC

<http://www.bbc.co.uk/news/uk-26720772>

1918 GMT - 24 March 2014 - The Guardian

<http://www.theguardian.com/world/2014/mar/24/flight-mh370-inmarsat-aaib-analysis>

Note - Updated to 25 March - 0747 GMT





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DAY 18 - Tuesday 25 March 2014 - + 16 days 23 hours 08 minutes

- MH 370 departed KUL for PEK at 1641 GMT on 07 March
- MH 370 last transponder contact with ATC was at 1722 GMT on 07 March

Tuesday, March 25, 12:30 (0030) AM (1630 GMT 24 March 2014) **MYT +0800 - Malaysia Airlines MH370 Flight Incident**

24th Media Statement (02 hours 15 minutes since last media statement)

It is with deep sadness that Malaysia Airlines earlier this evening had to confirm to the families of those on board Flight MH370 that it must now be assumed the flight had been lost

As the Prime Minister said, respect for the families is essential at this difficult time - and it is in that spirit that *we informed the majority of the families in advance of the Prime Minister's statement in person and by telephone. SMSs were used only as an **additional** means* of communicating with the families

Those families have been at the heart of every action the company has taken since the flight disappeared on 8th March and they will continue to be so. When Malaysia Airlines receives approval from the investigating authorities, arrangements will be made to bring the families to the recovery area and until that time, we will continue to support the ongoing investigation.

Please note translation for this statement to Chinese language is in progress

请您理解本声明的中文版本目前正在翻译中





Tuesday, March 25, 12:30 (1230) PM (0430 GMT 25 March 2014) MYT +0800 - Malaysia Airlines MH370 Flight Incident

25th Media Statement -by Tan Sri Md Nor Md Yosof - Chairman Malaysia Airlines (12 hours 00 minutes since last media statement)

By: Tan Sri Md Nor Md Yusof, Chairman of Malaysia Airlines

As you will be aware, last night the Prime Minister of Malaysia, Dato' Seri Najib Tun Razak, announced new evidence regarding the disappearance of MH370 on 8th March.

Based on this evidence, the Prime Minister's message was that we must accept the painful reality that the aircraft is now lost and that none of the passengers or crew on board survived.

This is a sad and tragic day for all of us at Malaysia Airlines. While not entirely unexpected after an intensive multi-national search across a 2.24 million square mile area, this news is clearly devastating for the families of those on board. They have waited for over two weeks for even the smallest hope of positive news about their loved ones.

This has been an unprecedented event requiring an unprecedented response. The investigation still underway may yet prove to be even longer and more complex than it has been since March 8th. But we will continue to support the families - as we have done throughout. And to support the authorities as the search for definitive answers continues. I will now ask our Group Chief Executive, Ahmad Jauhari Yahya, to provide you with fuller details of our support for the families.

By: Ahmad Jauhari Yahya, Group Chief Executive Officer, Malaysia Airlines

I stand before you today not only as the Group Chief Executive Officer of Malaysia Airlines, but also as a parent, as a brother, as a son. My heart breaks to think of the unimaginable pain suffered by all the families. There are no words which can ease that pain. Everyone in the Malaysia Airlines family is praying for the 239 souls on MH370 and for their loved ones on this dark day. We extend our prayers and sincere condolences.

We all feel enormous sorrow and pain. Sorrow that all those who boarded Flight MH370 on Saturday 8th March, will not see their families again. And that those families will now have to live on without those they love. It must be remembered too that 13 of our own colleagues and fellow Malaysians were also on board.

And let me be very clear on the events of yesterday evening. Our sole and only motivation last night was to ensure that in the incredibly short amount of time available to us, the families heard the tragic news before the world did. Wherever, humanly possible, we did so in person with the families or by telephone, using SMS

Why this reference to *'the incredibly short amount of time available to us'*?

Answer: The danger here for the airline was, that once it had started advising families of this news in person and by telephone - it was only going to be a matter of probably minutes before some of the notified families passed the information on to the 'media'. The last thing that the airline wanted was for families to hear this news via social media, the TV or radio, via newspapers etc. Hence the use of text messages where no other form of more 'personal' contact had been possible *in the necessary timeframe*





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

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English | Malaysia Airlines x MH370 Flight Incident | Malaysia Airlines x +

www.malaysiaairlines.com/my/en/site/dark-site.html

available to us, the families heard the tragic news before the world did. wherever humanly possible, we did so in person with the families or by telephone, using SMS only as an additional means of ensuring fully that the nearly 1,000 family members heard the news from us and not from the media.

Ever since the disappearance of Flight MH370 Malaysia Airlines' focus has been to comfort and support the families of those involved and support the multi-national search effort. We will continue to do this, while we also continue to support the work of the investigating authorities in the Southern Indian Ocean.

Like everyone else, we are waiting for news from those authorities. We know that while there have been an increasing number of apparent leads, definitive identification of any piece of debris is still missing. It is impossible to predict how long this will take. But after 17 days, the announcement made last night and shared with the families is the reality which we must now accept. When Malaysia Airlines receives approval from the investigating authorities, arrangements will be made to bring the families to the recovery areas if they so wish. Until that time, we will continue to support the ongoing investigation. And may I express my thanks to the Government and all of those involved in this truly global search effort.

In the meantime, Malaysia Airlines' overwhelming focus will be the same as it has been from the outset - to provide the families with a comprehensive support programme. Through a network of over 700 dedicated caregivers, the loved ones of those on board have been provided with two dedicated caregivers for each family, providing care, support and counsel. We are now supporting over 900 people under this programme and in the last 72 hours, we have trained an additional 40 caregivers to ensure the families have access to round-the-clock support.

In addition, hotel accommodation for up to five family members per passenger, transportation, meals and others expenses have been provided since 8th March and that will continue.

Malaysia Airlines has already provided initial financial assistance of USD 5,000 per passenger to the next of kin. We recognize that financial support is not the only consideration. But the prolonged search is naturally placing financial strain on the relatives. We are therefore preparing to offer additional payments as the search continues.

This unprecedented event in aviation history has made the past 18 days the greatest challenge to face our entire team at Malaysia Airlines. I have been humbled by the hard work, dedication, heartfelt messages of concern and offers of support from our remarkable team. We do not know why, and we do not know how this terrible tragedy happened. But as the Malaysia Airlines family, we are all grieving for

start MH370 Flight Incident... Flight MH 370 - Cat Al... MH 370 - 8 Mar 14 & ... 12:27





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines MH370 Flight Incident | Malaysia Airlines

www.malaysiaairlines.com/my/en/site/dark-site.html

continues.

This unprecedented event in aviation history has made the past 18 days the greatest challenge to face our entire team at Malaysia Airlines. I have been humbled by the hard work, dedication, heartfelt messages of concern and offers of support from our remarkable team. We do not know why, and we do not know how this terrible tragedy happened. But as the Malaysia Airlines family, we are all praying for the passengers and crew of Flight MH370.

-end-

Note: Please attribute all quotes to Malaysia Airlines

马航MH370事件 媒体声明25
2014年3月25日 中午12:30发布

马来西亚航空公司董事长丹斯里诺干瑟夫

正如大家所知，马来西亚总理纳吉布先生在昨晚宣布了于3月8日失联的MH370航班的新线索。

根据这些线索，总理先生所传达的信息是，我们必须接受这样一个沉痛的现实：这架飞机已经失事，机上乘客和机组成员无人生还。

对于马航的每一个人来说，这都是无比沉痛的一天。尽管在经历了224万平方英里的多国集中搜救行动之后，这样的消息并非完全出人意料，但它对于机上人员的家属们来说一定是沉重的打击。在两个多星期的时间里，他们一直在等待关于亲人的消息，哪怕仅存一线希望。

start MH370 Flight Incident... Flight MH 370 - Cat Ai... MH 370 - 8 Mar 14 & ... 12:29





Tuesday, March 25, 06:50 PM (1850) (1050 GMT 25 March 2014) MYT +0800 Malaysia Airlines MH370 Flight Incident

Press Briefing by Hishammuddin Hussein, Minister of Defence and Acting Minister of Transport (06 hours and 20 minutes since last media statement)

The screenshot shows a Mozilla Firefox browser window displaying the Malaysia Airlines website. The address bar shows the URL: www.malaysiaairlines.com/my/en/site/dark-site.html. The page features the Malaysia Airlines logo and a navigation bar with links to Home and Flight Status. A prominent blue banner at the top of the main content area reads "MH370 Flight Incident". Below this, the page is divided into two columns. The left column contains a press briefing announcement for Tuesday, March 25, 06:50 PM MYT +0800, followed by an introductory statement and a section titled "1. New data". The right column is titled "Contact Information" and lists toll-free numbers for Family Support Centres in South China, North China, Malaysia, Indonesia, Australia, US/Canada, New Zealand, and India. The Windows taskbar at the bottom shows the Start button, several open applications including the browser and a folder named "Flight MH 370 - Cat Ai...", and the system clock displaying 12:17.

MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines x MH370 Flight Incident | Malaysia Airlines x +

www.malaysiaairlines.com/my/en/site/dark-site.html

Google

malaysia airlines

Home | Flight Status

MH370 Flight Incident

Tuesday, March 25, 06:50 PM MYT +0800 Malaysia Airlines MH370 Flight Incident – Press Briefing by Hishammuddin Hussein, Minister of Defence and Acting Minister of Transport

Introductory statement

As the search for MH370 continues, we remain focused on narrowing the search area.

With such strong co-operation from our international partners, the challenge is no longer diplomatic. It is now primarily technical and logistical. Because the scale of the investigation is now much more complex, the release of technical and logistical information will be handled differently. As you have seen today, this means that Malaysia Airlines will take the lead in communicating with the families.

As the search area has narrowed, new challenges have arisen, including managing resources in a remote search and rescue effort. We continue to work closely with our friends and partners as we seek to marshal more specific resources in support of the operations in that area.

1. New data

Last night the Prime Minister announced that according to new analysis of satellite

Contact Information

Family Support Centre (Toll-free number)

South China
10-800-130-1364

North China
10-800-713-1404

Malaysia
1800-81-4819

Indonesia
001-803-015-203-7708

Australia
1800-198-163

US/Canada
877-504-4210

New Zealand
080-045-4029

India
000-800-100-3449





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines x MH370 Flight Incident | Malaysia Airlines x +

www.malaysiaairlines.com/my/en/site/dark-site.html

Google

Last night the Prime Minister announced that according to new analysis of satellite data, Inmarsat and UK Air Accidents Investigation Branch (AAIB) have concluded that flight MH370 ended in the southern Indian Ocean.

Today I will provide further details of how the data was analysed, as provided to us the UK AAIB. This information is quite technical in nature. So although I will give you as much information as I can, I will not be in a position to answer questions about this data analysis today.

However, we will accept written questions which will be answered as soon as possible. We will be providing this information as a press release at the end of this press conference. This is the information provided to us by the AAIB.

2. Further details

In recent days Inmarsat developed a second innovative technique which considers the velocity of the aircraft relative to the satellite. Depending on this relative movement, the frequency received and transmitted will differ from its normal value, in much the same way that the sound of a passing car changes as it approaches and passes by. This is called the Doppler effect.

The Inmarsat technique analyses the difference between the frequency that the ground station expects to receive and that actually measured. This difference is the result of the Doppler effect and is known as the Burst Frequency Offset.

The Burst Frequency Offset changes depending on the location of the aircraft on an arc of possible positions, its direction of travel, and its speed. In order to establish confidence in its theory, Inmarsat checked its predictions using information obtained from six other B777 aircraft flying on the same day in various directions. There was good agreement.

While on the ground at Kuala Lumpur airport, and during the early stage of the flight, MH370 transmitted several messages. At this stage the location of the aircraft and the satellite were known, so it was possible to calculate system characteristics for the aircraft, satellite, and ground station.

During the flight the ground station logged the transmitted and received pulse frequencies at each handshake. Knowing the system characteristics and position of the satellite it was possible, considering aircraft performance, to determine where on each arc the calculated burst frequency offset fit best.

The analysis showed poor correlation with the Northern corridor, but good correlation with the Southern corridor, and depending on the ground speed of the aircraft it was then possible to estimate positions at 0011 UTC, at which the last

000-800-100-3449

France
080-091-2622

Family members may also get in touch with the centre at
+603 8777 5770

Press/Media Contact

Malaysia:
+603 8787 1276
+603 8777 5698

For the passenger manifest of MH370, [click here](#)

**Department of Civil Aviation
Official Newsroom**
For official updates on MH370 search operations, [click here](#)

start | MH370 Flight Incident... | Flight MH 370 - Cat Ai... | MH 370 - 8 Mar 14 & ...





MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines MH370 Flight Incident | Malaysia Airlines

www.malaysiaairlines.com/my/en/site/dark-site.html

correlation with the Southern corridor, and depending on the ground speed of the aircraft it was then possible to estimate positions at 0011 UTC, at which the last complete handshake took place. I must emphasise that this is not the final position of the aircraft.

There is evidence of a partial handshake between the aircraft and ground station at 0019 UTC. At this time this transmission is not understood and is subject to further ongoing work. No response was received from the aircraft at 0115 UTC, when the ground earth station sent the next log on / log off message. This indicates that the aircraft was no longer logged on to the network.

Therefore, sometime between 0011 UTC and 0115 UTC the aircraft was no longer able to communicate with the ground station. This is consistent with the maximum endurance of the aircraft.

This analysis by Inmarsat forms the basis for further study to attempt to determine the final position of the aircraft. Accordingly, the Malaysian investigation has set up an international working group, comprising agencies with expertise in satellite communications and aircraft performance, to take this work forward.

3. Technical background

The new analysis I have described above was convincing enough for the AAIB to brief the Prime Minister that MH370 flew along the southern corridor, and that its last position was in the middle of the Indian Ocean, west of Perth. Within a few hours, the families had been informed, and the Prime Minister announced the new development to the world.

As the Prime Minister stated, this type of analysis has never been done in an investigation of this sort. There remains more work to be done, and we are grateful to Inmarsat, AAIB and the international investigations team, who are continuing to work with the Malaysian authorities. This is a developing situation, and as soon as we know more, we will share it.

4. Operational update

As a result of this new data analysis, the search and rescue operation in the northern corridor has been called off. We have also stopped the search and rescue operation in the northern part of the southern corridor, close to Indonesia.

All search efforts are now focused in the southern part of the southern corridor, in an area covering some 469,407 square nautical miles, as against the 2.24 million square nautical miles which we announced on 18th March.

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MH370 Flight Incident | Malaysia Airlines - Mozilla Firefox

File Edit View History Bookmarks Tools Help

English | Malaysia Airlines MH370 Flight Incident | Malaysia Airlines

www.malaysiaairlines.com/my/en/site/dark-site.html

Google

We are currently working to further narrow down the search area, using the four methods I mentioned previously: gathering information from satellite surveillance, analysis of surveillance radar data, increasing air and surface assets, and increasing the number of technical and subject matter experts.

On the assets deployed, 2 Korean aircraft left Subang airport for Perth this morning, to help in the multinational search operation. No flights from Perth to the search area took place today, due to bad weather. 6 Chinese ships are currently in the search area. They are expected to arrive within the vicinity of MH370's last known position by tomorrow morning. These ships include the ice breaker 'Xue Long'.

HMAS Success is also currently in the search area.

The American Towed Pinger Locator - an instrument that can help find a black box - is currently en route to Perth and will arrive tomorrow. The system will be fitted onto the Australian ship Ocean Shield, which is due to dock in Perth on 28th March. The Ocean Shield, fitted with the Towed Pinger Locator, is due to arrive in the search area on 5 April.

5. Concluding remarks

The new analysis shared with the investigation by Inmarsat and the AAIB has focused our efforts on the southern part of the southern corridor.

Although yesterday's news was incredibly hard for the family members, as our Prime Minister said, it was released out of a commitment to openness and respect for the relatives, two principles which have guided the investigation.

-ENDS

Tuesday, March 25, 12:30 PM MYT +0800 Malaysia Airlines MH370 Flight Incident – Media Statement 25

By: Tan Sri Md Nor Md Yusof, Chairman of Malaysia Airlines

As you will be aware, last night the Prime Minister of Malaysia, Dato' Seri Najib Tun Razak, announced new evidence regarding the disappearance of MH370 on 8th

start MH370 Flight Incident... Flight MH 370 - Cat Al... MH 370 - 8 Mar 14 & ... 12:24





DAY 18

From the Media & Similar - Tuesday 25 March 2014

0001 GMT - 25 March 2014 - Herald Sun

<http://www.heraldsun.com.au/travel/travel-news/malaysia-airlines-flight-mh370-incident-may-have-sparked-drop-in-australians-malaysia-travel-interest/story-fnjiv9zn-1226863566135>

Look at the video clip (may take some time to open) at the top of this article to see how Malaysia's Prime Minister broke the news to the world that '.....Malaysia Airlines deeply regrets that we have to assume that MH370 ended in the southern Indian Ocean.....'

0600 GMT - 25 March 2014 - Daily Telegraph

<http://www.telegraph.co.uk/news/worldnews/asia/malaysia/10720237/Malaysia-Airlines-crash-Suicide-mission-theory-of-MH370-investigators.html>

Look at the first and third video clips contained in this article

1053 GMT - 25 March 2014 - BBC

<http://www.bbc.co.uk/news/world-asia-26728045>

Look at the first and second video clips contained in this article

???? GMT - 25 March 2014 - BizNews.com (More comment on MH's and Malaysian Government's crisis communications response to date)

http://archive.is/http://www.biznews.com/video_/2014/03/how-not-to-handle-a-communications-crisis-alan-hilburg-on-mh370/

Perhaps the only useful thing to be contributed by this article (and Mr Hilburg) was to raise the question as to why Malaysia (government and airline) decided to pick 24 March as the day to try to 'officially' close the issue as to whether or not there were (are) survivors of MH 370 - or to put it another way - that there were no survivors

That they did so was probably not unreasonable given the technical evidence and also possibly from a 'humanitarian' (misplaced or not) viewpoint. However, people have been known to survive for months (officially the record is more than 4 months) when lost at sea. As I write this on 11 October 2014, however, there can now be no doubts remaining whatsoever





aviationemergencyresponseplan.com (Parent Website)

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Update by Author of this Information Article - dated 21 November 2014

Some later updates on 'expert' opinion (related to Malaysia's [airline & government] crisis communications efforts regarding MH370) - are included starting on the [next page](#)

The [first update](#) shows a reproduction of an article published in the USA's 'International Business Times' - dated 16 June 2014. The direct link to this article is shown below (note - this link may become inactive with the passage of time)

<http://www.ibtimes.com/disastrous-void-why-mh370-public-response-failed-1598774>

This article (again, starts [next page](#)) typifies the often paradoxical views of some of the so called 'experts' who have commented on the crisis communications aspects of this major disaster. Effectively the tenor of the article starts by giving various examples of how the Malaysian parties (airline & government) 'catastrophically' mishandled the crisis communications effort. Paradoxically, it eventually goes on to effectively say that there was, in fact, very little else that the airline / government (or any other airline / government for that matter) could have done - which they did not, in fact, actually do - to a greater or lesser degree

A glaring example of misassumption on the part of this IBT article's author appears right at the start (first paragraph) when referral is made to the now infamous 'text message'. If the reader looks again at the 'comments box' at the bottom of page [106](#) of this case study (i.e. in the document which you are now reading [not the article starting on the next page]) - he / she will see that there was a good (humanitarian) reason for why this was done. On the minus side, the Malaysian parties (airline & government) should have advised family, relatives & friends (right at the start of the crisis) that they (Malaysian parties) might need to use text messaging as one of several different methods of notification (they did not do this - but 'hindsight' is a wonderful thing)

The more critical parts of this particular article have been shown (by the author of this case study) in light blue font - with the remainder in black font

The next two articles following the one referred to immediately above (links to these articles are shown on page [121](#)) which, taken together comprise the [second update](#), present a much more balanced and objective view of what actually took place and why - from a crisis communications viewpoint:

- The first of these two articles presents interesting and appropriate comment on the influences of 'cultural factors / influences' on crisis communications - part of which makes very valid comment concerning MH 370 (see also 'Daily Mail' article on the same subject - starts on page [96](#) of the case study document which you are now reading)
- The second tries (and succeeds) in drawing some valid conclusions about what these incidents (MH 370 and the later 'shooting down' of another Malaysian Airlines flight [MH 17] over Ukraine in July 2014) might mean for the evolution of crisis management 'best practice'





International Business Times

A Disastrous Void: Why the MH370 Public Response Failed

By Zoe Mintz@ZoeMintzz.mintz@ibtimes.com on June 16 2014 6:58 AM



A woman, whose son, daughter-in-law and grandson were aboard the missing Malaysia Airlines flight MH370, cries after she and other family members failed to express their appeals to the airline outside its office in Beijing. Reuters

It seems likely to go down as one of the worst examples of botched corporate communications in history: On March 24, 16 days after Malaysian Airlines flight 370 disappeared on its journey from Kuala Lumpur to Beijing, the airline delivered official condolences to the relatives of the 239 people who had been on board.....by text message!

"Malaysia Airlines deeply regrets that we have to assume beyond any reasonable doubt that MH370 has been lost and that none of those on board survived" the airline declared in its text, acting on fresh satellite data that purportedly confirmed that the flight had crashed somewhere in the Indian Ocean





For practitioners of the trade known as crisis communication, here was a textbook illustration of how not to go about it. Here was a recipe for turning a terrible event into an irredeemable destroyer of brand image

“The most important stakeholder in an aviation crisis is the family,” Carreen Winters, executive vice president, corporate at MWW, a public relations firm based in East Rutherford, New Jersey, says. “Malaysia Airlines checked off the box, but didn’t figure out a way to communicate with families in a way that was human, to tell them their loved ones were presumed dead”

One hundred days after a jet loaded with the usual trappings of modern aviation somehow vanished into the void, the disappearance of MH370 is shaping up as a case study - and cautionary tale - for communications specialists stuck having to explain the next unthinkable disaster

In the telling of PR experts, the catalogue of mishaps is vast. Official mouthpieces for both the Malaysian government and the airline laid out often-incomplete and internally inconsistent accounts, enraging relatives of passengers and undermining confidence in their future pronouncements. They stumbled in their dealings with a demanding international media, appearing awkward, confused and less than forthright

All of this gave life to rumours, speculation and conspiracy theories, making the government and the airline appear worse than mere actors in a tragedy: They came to seem like conspirators, as if they had something to hide

James Lee, CEO of Los-Angeles-based the Lee Strategy Group Inc. - which specializes in aviation crisis management, says the ultimate error was keeping relatives in hotel rooms in Malaysia for weeks after the plane's disappearance

“That was really bad,” he says, adding that the relatives should have been sent home much sooner and then supplied regular updates. “You created a media-feeder every day where family members would come out after daily briefings and they became more emotionally distraught. I’m sure from Malaysia’s standpoint, it’s viewed as sign of compassion, but the problem is there’s a difference between compassion and prolonging agony”

And yet there was almost nothing the government or the airline might have said that was going to make things right. In an era in which nearly every public issue is analysed as one of image management, the doomed Malaysia Airlines flight was effectively impervious to communications spin, its bare essentials all-defining

Without any physical evidence to work with - no debris, no black box, no bodies - those tasked with interacting with the public essentially had nothing to offer. All that was known was precisely what was unknown: 239 people were missing, without any explanation

“There is a tendency nowadays to attribute the core tragedy or original sin to the mismanagement of its aftermath,” Eric Dezenhall, a crisis communications strategist and founder of Washington D.C.-based public relations firm Dezenhall Resources, says. “In other words, if the PR was better managed, there wouldn’t be so much outrage. This is a false construct.”





Every crisis is different, Dezenhall adds. This one was perhaps uniquely unsuited to the traditional crisis management playbook: just play straight and lay it out there. In this case there was almost nothing to 'lay out there' - beyond the frustrating lack of information. In an age in which GPS trackers are found on children's shoes, the public was going to have a difficult time grasping how a jumbo jet could simply disappear

THE WORKINGS OF AN INFORMATION VACUUM

Communications experts are big on metaphors. For Matthew Seeger, a communications professor at Wayne State University in Detroit, Michigan, the Malaysia Airlines disaster presents "like a murder without a body." It gave rise to no end of speculative explanations

"Every crisis creates an information vacuum," Seeger says. "There's an outstanding occurrence that is outside the norm so there's an intense need for information to explain what's going on. At the same time there's a lack of information"

In the case of MH370, that lack of information was near total - fertile ground for conspiracy theories. Everything from government cover-ups to alien abductions have been pitched as possible explanations for what happened. Perhaps that was inevitable, [but the chaotic and contradictory responses from the Malaysian government made it worse](#)

[Communications people are fond of reminding companies that they need to have plans in place long in advance of disaster striking. For years to come, one may safely assume, MH370 will be cited as a potent example](#)

["99 percent of crisis communication is preparation," Lee, the Los Angeles-based crisis management expert, says. "If you don't have something in place beforehand, or practice it, then when the real thing happens you're flailing to catch up. That was Malaysia's problem"](#)

Many airlines maintain protocols that spell out how to respond to tragedies. Family assistance centres are set up along with information hotlines. Relatives are put in touch with designated representatives via email and telephone

This was what happened on Sept. 11, 2001, recalls Ernest DelBuono, senior vice president at Levick and chairman of the firm's crisis practice, who ran the family assistance center for American Airlines at Dulles International Airport

"There were American Airlines employees that actually took up residence at the families' homes" he says. "That's how close, in some cases, the relationship was. The family member actually saw that the airline representative as a part of the family"





Relatives of passengers aboard MH370 found that what facilities were set up generally proved to be disorganized. Malaysia Airlines put up relatives in hotel rooms in Beijing and Kuala Lumpur and convened there to brief families about the search, but news was delivered sporadically - and often late

“We receive all of our meaningful information through the press and our network of private experts,” Sarah Bajc, the girlfriend of American MH370 passenger Philip Wood, says. “The updates from the Malaysian government are usually a day or two after the information hits the news”

At other times, the Malaysian government has seemed to jump the gun and share news too early. In one instance, the government reported a precise timeline that indicated when the plane’s two radar mechanisms shut down - a finding which suggested there had been a takeover in the cockpit. A few days later, the government [backtracked](#) and said it didn't know when the communications systems went dark

“If given the choice between angering people by saying ‘we don’t know’ and giving out bad data, it’s preferable to do the former because the latter looks like a mendacious attempt at spin,” Dezenhall says

THE PERILS OF INFORMATION

In many disasters involving corporate interests, communications people are inclined to disclose what they have in order to try to ‘inoculate’ the company from later charges of covering up bad news. But other executives bring the opposite inclination, fearing that too much information is like chum for lawyers bringing lawsuits

“The people that we have to deal with that are the most resistant to that idea - in companies and even governments - is counsel (lawyers)” Lee says. “Their natural inclination is to shut everything off and have no one say anything because they’re worried about liability”

No conclusive evidence has emerged that Malaysian Airlines or the national government withheld crucial information about the flight or the search, though some critics have suggested as much. But many PR experts agree that the country wasn't prepared for an aggressive international press, particularly because Malaysia's own press is effectively muzzled by curbs on free expression

“In this country, we are used to high levels of transparency, and that’s what we expect around these particular episodes,” Seeger says. “That assumption does not hold when dealing with other countries - not just Malaysia but China and other players associated with this event. We have seen this in other airline disasters - i.e. that those kinds of episodes reflect negatively on the country”





Those who recall, e.g. BP's crisis communications missteps in the aftermath of the Deepwater Horizon oil spill in the Gulf of Mexico may beg to differ. So, too, may those with memories of the Exxon Valdez grounding in Alaska in the late 1980s or Goldman Sachs' struggles to rid itself of the taint of the 2008 financial crisis. Yet the involvement of the Malaysian government - which has (previously) jailed journalists (for criticizing the government) - seems to have sown special distrust

The problem was exacerbated by the government's comparatively slow development of a clear consensus about where to search for the missing Boeing-777. The government was also criticized for not asking for international help sooner

"A lot of it is national pride," Lee says. "You find this in the southern hemisphere, and with first world countries that think they are just as capable when they are clearly not. It's no denigration. They don't have the technology, they don't have the experience and they don't have the resources. They want to hang onto the lead because they feel a moral obligation"

Once Australia took the lead in the search effort, things ran more smoothly, PR experts say. The Australian Transport Safety Bureau gave daily briefings and gained a social media presence that informed the general public on any progress made

"Australia had a more limited role. It was very clear they were acting from a position of greater strength" Josh Zeitz, a senior vice president at MWW, says. "They weren't the airline, the responsible party. They weren't the Malaysian government, who's expected to regulate the airline, follow its course, track it and know where it was. They weren't the Chinese government that has trust problems to begin with. They were a third party being helpful"

Yet a hundred days after the flight's disappearance, the same basic problem confronts anyone who must account for the tragedy: No one really knows what happened, making any explanation dubious on its face

"As long as we don't know what happened to that plane, Malaysia will be seen as having botched this" Dezenhall says. "My view is that they just don't know what happened, and in an age when we receive our cues from the entertainment industry, where everything is crisp and clean and all-knowing, this seems unfathomable"





aviationemergencyresponseplan.com (Parent Website)

Ella Minty - 'Culture and Crisis Communications' - 29 April 2015

<https://www.linkedin.com/pulse/culture-crisis-communication-ella-minty-chart-pr-mcipr-miod-mspe>

Regester Larkin - on 'When a crisis becomes a catastrophe: Reflections on the Malaysia Airlines crises and implications for crisis management best practice' - 15 September 2014

<https://www.regesterlarkin.com/wp-content/uploads/When-a-crisis-becomes-a-catastrophe-2014.09.09.pdf>

