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ABSTRAK

Setiap perusahaan biasanya memiliki tim krisis tersendiri apabila krisis menimpa mereknya. Dalam kasus krisis merek AirAsia akibat insiden QZ8501, selain tim krisis, CEO perusahaan juga turut andil bahkan memimpin langsung penanganan krisis merek tersebut. Tujuan dari penelitian ini adalah untuk mengetahui interaksi dan komunikasi yang dilakukan oleh CEO AirAsia Tony Fernandes dalam konteks *brand engagement* selama krisis merek berlangsung. Menggunakan metode yang bersifat kualitatif dengan pendekatan studi kasus, penelitian ini melakukan pengumpulan data melalui pengamatan terhadap media terkait pemberitaan interaksi dan komunikasi yang dilakukan CEO AirAsia, serta akun Twitter pribadinya. Selain itu, peneliti juga melakukan wawancara mendalam kepada Head of Corporate Secretary and Communication AirAsia Indonesia, salah satu anggota keluarga korban insiden QZ8501, pakar pemerekan, dan pelanggan AirAsia. Hasil penelitian menunjukkan bahwa CEO AirAsia melakukan interaksi dan komunikasi kepada keluarga korban, pelanggan, karyawan dan publik secara luas baik dalam bentuk tatap muka secara langsung, pemberian informasi secara simultan melalui akun Twitter pribadinya, dan pengiriman surat secara pribadi melalui *email* dengan mengatasnamakan dirinya. Terlihat bahwa dalam setiap interaksi dan komunikasinya, Tony Fernandes selalu memberikan *personal touch* dan melakukannya secara kekeluargaan.

Kata kunci: krisis merek, CEO, *brand engagement*, AirAsia, Tony Fernandes

**BRAND ENGAGEMENT OF CEO AIRASIA TONY FERNANDES IN THE BRAND
CRISIS: CASE STUDY OF AIRASIA QZ8501 INCIDENT**

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ABSTRACT

Every company has its own way in dealing with brand crisis. Most companies will have a crisis team when the crisis befell the brand. In the case study of brand crisis as a result of the incident QZ8501 AirAsia, besides crisis team, the CEO of the company was contributing even leading the brand crisis management. The purpose of this study was to determine interactions and communications made by the CEO of AirAsia Tony Fernandes in the context of brand engagement during the crisis. Using qualitative method with case study approach, this research collected the data through observation on the media news related to the interactions and communications of CEO AirAsia, as well as on his personal Twitter account. In addition, the researcher also conducted in-depth interviews with the Head of Corporate Communications AirAsia Indonesia, one of the family members of QZ8501 victims, branding expert, and the customers of AirAsia. The results showed that the CEO of AirAsia doing interactions and communications to the victims' families, employees, customers and public in the forms of face-to-face interactions, information provisions simultaneously through his personal Twitter account, and of sending a letter via email with his personal behalf. In every interaction and communication, Tony Fernandes always gives his personal touches and doing it amicably.

Key Words: *brand crisis, CEO, brand engagement, AirAsia, Tony Fernandes*

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