Strategic Plan

1. Executive Summary:

- Provide a concise overview of the crisis and its impact on the company's goals.

The crisis that is indicated is about the outbreak of COVID-19 on the cruise ship, which caused hundreds of passengers and crew members to catch the virus, also causing several deaths. COVID-19 had a big impact on the Carnival Corporation and Plc Headquarters, also on the cruise industry. The crisis also affected the goals of the company like causing the company many financial losses, by people canceling a demand decrease in Asian travel and also many concerns that would affect future bookings. It also impacted the goals of policies and procedures, making the company make new policies to stop the outbreaks of COVID-19 for the safety of the passengers and crew members. This crisis also affected the reputation of the cruise company causing concerns among customers about the safety of cruising.

2. Situation Analysis: (Chart of your choice)

STRENGHTS	WEAKNESSES
• Established crisis management protocols for dealing with previous health crises like norovirus outbreaks. • Substantial investment in fleet infrastructure, including the Diamond Princess, which has a high replacement cost.	• Inadequate preparedness for novel and highly infectious diseases like the coronavirus. • Perceived failures in implementing effective containment and mitigation measures during the crisis, leading to negative publicity and reputational damage.
OPPORTUNITIES	**THREATS**
• Rethinking and improving existing health and safety protocols to address future outbreaks effectively. • Potential for innovation and renovation of cruise ship design and infrastructure to enhance passenger confidence.	• Continued impact of the coronavirus pandemic on global travel and tourism, leading to decreased demand for cruises. • Long-term repercussions on consumer perception and confidence in the safety of cruise travel, potentially affecting future bookings and revenue.

<u>3. Goals and Objectives:</u>

SMART Goals:

- Develop and implement new policies, procedures, rules, and regulations to minimize the risk of coronavirus spreading on Carnival Corporation & Plc's cruise ships within the next six months.
- Assess and address the short-term financial impact of the crisis to ensure the company's survival over the next year.
- Evaluate options for the Diamond Princess cruise ship considering its significant financial investment, reputation, and potential impact on future bookings within the next three months.

Objectives:

- Enhance sanitation and medical procedures fleet-wide to reassure passengers and address long-term concerns about cruise safety and hygiene.
- Maintain profitability while prioritizing passenger and crew safety as core values of the company's long-term vision.
- Rebuild consumer confidence in the safety and reliability of Carnival Corporation & Plc's cruise services through transparent communication and proactive measures.

<u>4. Strategy Development:</u>

Strategies:

- **Updating sanitation and medical procedures**
    - Implement strict sanitation measures onboard all cruise ships to minimize the risk of virus transmision
    - Create medical protocols for early detection, testing, and isolation of infected people
    - Guarantee plenty medical facilities and resources available onboard to handle potential outbreaks
- **Change of operations**
    - Temporarily stay away from Asian cruises to other regions less affected by the outbreak of the virus
    - Search alternative income sources like offering themed cruises or partnering with other travel industries for packages
    - Invest in digital platforms for virtual experiences or online engagement with passengers to maintain engagement during travel restrictions
- **Innovate customer experience**
    - Remodel activities and facilities to reduce close interactions among passengers and crew members
    - Present new technologies for contactless services like online check-ins, virtual entertainment and onboard delivery services
    - flexible booking policies to reassure customers and encourage future bookings despite uncertainties
- **Partnerships/ Collaborations**

- Collaborate with public health authorities and experts to place practices for disease prevention and management in the cruise industry
- Partner with local governments and health organizations to help safe port visits and medical support for passengers and crew members☺
- Involve with industry stakeholders to share resources, perceptions and collective strategies to direct the crisis and rebuild constumer confidence

1. Action Plan:
   Sanitation and Medical Procedures

- **Required action steps:**
  - Get and distribute necessary sanitation supplies and protective equipment for onboard staff
  - Train crew members on the new sanitation protocols and also teach them the proper use of PPE
  - Adding regular deep cleaning schedules for all areas and guest rooms
- **Responsibilities for:** Operations manager, Head of medical services, and Human Resources
- **Deadlines:** Obtain supplies - Within 2 week, Training – Ongoing, Cleaning Schedule - Within 1 week(on going)

Operations

- **Required action steps:**
  - Research market to identify alternative cruise destinations with lower infection rates
  - Negotiate partnerships with local tourism boards and service providers for tour modification
  - Distribute resources for marketing and promoting alternative cruise options
- **Responsibilities for:** Marketing manager, Operations manager, and the sales team
- **Deadlines:** Market Research - Within 1 month, Partnership Negotiation, Ongoing, Marketing Campaign - Within two months

Customer Experience

- **Actionable Steps:**
  - Form a task force to brainstorm and implement innovative onboard experiences that minimize close interactions.

    - Research and invest in contactless technology solutions for check-ins, entertainment, and dining.
    - Revise booking policies to offer flexible cancellation and rebooking options.
- **Responsibilities:** Customer Experience Manager, Technology Officer, Sales Team
- **Deadlines:** Task Force Formation - Within 1 week; Technology Research and Implementation - Within 3 months; Policy Revision - Within 1 month

Strategic Partnerships and Collaborations:

- **Required action steps:**
    - Start discussions with public health experts and specialists to develop common guidelines for the prevention of diseasess.
    - Form communication channels with local governments and health organizations at future port destinations.
    - Organize industry forums and social mediaas to make it easier to acknowledge sharing among people
- **Responsibilities:** Corporate affairs manager, Legal counsel, Operations manager
- **Deadlines:** Guideline development - Within two months, Communication channels establishment – Ongoing, Industry forums - Within three months

Timeline

- **Month 1-2 :** Obtaining sanitation supplies, market research for alternative destinations, task force formation.
- **Month 3-4:** Training on sanitation protocols, negotiation of partnerships, technology research and implementation
- **Month 5- 6:** Implementation of cleaning schedules, marketing campaign launch, policy revision

<u>6. Communication Plan:</u>

Communication Strategy:

- Email updates(Internal): Regular updates to employees and crew members regarding the situation, safety measures, and organizational responses.
- Sessions/ Meetings(Internal): with management for addressing concerns and providing updates
    - Daily updates during the crisis period while also uploading weekly updates as the situation calms down.

- Website updates(External): Having a section on the companys website for crisis-related information and FAQs
- Social media(External): Update on the companys official social media channels to address concerns and provide important info
- Direct communication with passengers(External): Email/SMS notifications to passengers about cruise cancellations, safety protocols, and refunds
    - Every 2 wks release website updates with more communication as necessary for major changes in the situation.

Maintaining trust and confidence:

- To maintain trust and confidence it is important to show empathy and compassion by understanding the concerns that stakeholders might have. Also it is important to give honest and truthful information, and reassuring the company's commitment to safety, following the guidelines and controlling the pontential risks. Communicate the required actions that will be taken to solve the crisis and guarantee the safety of everyone.

7. Risk Management:

Improved Sanitation and Medical Procedures

- **Risks:**
    - Insufficient availability of sanitation supplies and PPE due to global demand.
        - Strategy- establish altrnative supply chain sources for emergency items.
    - Resistance or difficulty in enforcing new protocols among crew members.
        - Strategy- Provide comprehensive training and reasons to ensure the protocols are being followed.
    - Public opinion of lacking measures despite implemetation.
        - Communicate transparently with passengers and stakeholders about implemented measures.

Diversification of Operations

- **Risks:**
    - In accurate market research leading to unsuccessful destination choices.
        - Conduct thorough market analysis with multiple sources.
    - Difficulty securing partnerships with local tourism places.
        - Building strong relationships with locals through communication and mutual benefits.
    - Limited success of marketing campaigns due to constant travel concerns.

- Monitor campaign performance closely and adjust strategies based on feedback and market trends.

Innovation in Customer Experience

- **Risks:**
  - Technical difficulties or delays in fulfilling contactless technology problems.
    - Conduct thorough testing and pilot programs for technology solutions before full operation.
  - Resistance from loyal customers to changes in onboard experiences.
    - Offer motivation and personalized communication to encourage new experiences.
  - Negative feedback or perception regarding booking policies.
    - Communicate policy changes clearly and provide flexible options to accommodate customer preferences.

Strategic Partnerships and Collaborations

- **Risks:**
  - Difficulty in associating with various stakeholders on united guidelines.
    - Enable open dialogue and compromise among stakeholders to address changes in interests.
  - Political challenges impacting communication with local goverments.
    - Work closely with legal counsel to navigate regulatory complications and ensure fulfilment.
  - Limited engagement or participation in industry forums and webinars.
    - Control existing industry relationships and offer reasons for participationn in collaborative efforts.

8. Implementation and Evaluation

Execution of Action Plan:

- Distribute dedicated resources to oversee the implementation of each strategy according to the timeline.
- monitor progress regularly and address any change or obstacles encountered during the execution.

Feedback:

- Establish networks to collect feedback from passengers, crew members, industry partners and other stakeholders. Analyze the feedback received and prioritize suggestions based on their potential impact and probability
- Use surveys, focus groups, and direct communication to gather insights on the effectiveness of applied strategies and areas to improve. Add insights into ongoing operations and future planning processes to improve crisis response strategies

10. Conclusion

The strategic plan addresses the crisis of COVID-19 on cruise ships specifically the Carnival Corporation & Plc company. Through the execution of strict sanitation measures and medical protocols, Carnival Corporation & Plc aims to reassure passengers and address long-term concerns about cruise safety and hygiene. By temporarily shifting focus away from severe affected areas and exploring alternative revenue sources and coming up with fresh ideas for passengers and forming important partnerships show the company's dedication to regaining customers' trust and improving how it operates. The goal is to handle crises like COVID-19 better and rebuild trust with customers by collaborating, adapting, and being resilient. The plan's success will not only ease the crisis's immediate impact but also set the stage for growth and competitiveness after the pandemic. By staying focused on safety and bringing in new ideas, Carnival Corporation & Plc can emerge stronger and more resilient despite the challenges from COVID-19.

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