

Circus Cruise Line

Crisis Communication Plan

Group 3 Crisis Team:

Sue Nicole Susenburger, Maggie Christ, Taylor French, Ana Mebane

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GROUP 3 CRISIS PLAN

We identified the following possible top crisis in the cruise line industry:

Possible Crisis:	Likelihood	Impact	Combined
Sinking/Capsizing	3	5	8
Pirates/Warzone	2	4	6
Employee treatment, abuse	4	2	6
Pollution	3	2	5
Conditions on the ship, technical/inventory issues	5	4	9
Boycott	1	1	2
Layoffs	1	1	2
Disease	4	4	8
Criminal activity	3	4	7

Rationale

Sinking/Capsizing: We gave this case a likelihood of 3 and an impact of 5. Looking back to cases in the past years, most of the time when there were incidents on cruises they did not sink. The ship might have been out of power or they might have overturned or run aground, but sinking is unlikely with today's technological advances. In case a cruise ship would really sink and the passengers are put at risk of death and injury, the impact for the company would be dramatic: 5.

Pirates/Warzone/Hijacking: We placed the likelihood of this at 2, since there have been very few cases of piracy on cruise ships in the past. If it would happen, it usually is very serious and is not controllable by the cruise company. Therefore we gave it a impact of 4, as the company would be seen as a victim, but it is still a serious incident.

Employee treatment/abuse: The likelihood of employee mistreatment on a cruise seems likely; we gave it a 4. The hospitality and travel industry can be a tough one since crewmembers live on the ship along with passengers and do not truly get "time off" during a cruise. In addition to being seen as entertainers and hospitality workers, they have the safety of the passengers to think about. We think the impact would be rather small, since the business is known for these conditions and abuse cases are usually handled internally and do not often make headlines.

GROUP 3 CRISIS PLAN

Pollution: Technology and industry regulations make the likelihood of pollution issues low: 2. If there would be an accident on the ship, it is likely that would cause a bigger issue than the pollution itself. We assume that even it would happen, it would have a small impact on the company's image.

Conditions on the ship, technical/inventory issues: Based on incidents in the last several years, like the ones from Carnival Cruise (Italy and Mexico), we know this kind of crisis is the most likely one: 5. It gets picked up by the media very quickly (and takes over social media) and people have the incidents from the last years still in their mind. This would create a significant impact on the reputation of the industry: 4.

Boycott and Layoffs: Both of these issues are very unlikely to happen. Boycotts are unlikely in the entertainment sector and the past years have shown, that despite accidents and capsizing, people still go on cruises and the cruise lines still make money. The impact would be low.

Disease: It is fairly likely that diseases occur on a cruise: 4. It is a small space with a lot of people and germs. If a virus like the Norovirus is present and infects the guests, it quickly becomes a serious crisis. Depending how good the company is able to manage the situation, it can have a very high impact on their image. People do not like to deal with germs and disease.

Criminal activity: The likelihood is about 3, it happened in the past but not more or less than in hotels or other places. If there would be, for example a shooting, the impact would be high: 4.

Circus Cruise Line

Circus Cruise strives to create a safe, fun environment that serves as a relaxing escape for anyone seeking an exciting, affordable, and fun vacation!

Purpose

In the event of happenings such as a fire or power outage on our cruise ship, we must take immediate and effective action to address the issue, inform our publics of the crisis and measures they must take. Our honest and open communication with the media and patrons will eliminate confusion and fear. By being truthful with the media and working with technical professionals we can work to discover the source of the problem and reduce the likelihood of the incident occurring in the future.

GROUP 3 CRISIS PLAN

Objectives

- Initiate the crisis communication plan within three hours of the crisis outbreak in the event of ship fire, power outage, food/water contamination or other technical issue.
- Inform all employees on the ship and patrons of the crisis within three hours.
- Inform the media of the crisis within four hours of the outbreak.
- Maintain honesty and open communication with the media and all publics throughout the crisis management.
- Work with technical professionals and vendors to find the source of the problem.
- Develop ways to alleviate future problems and educate employees, vendors and technical experts on findings.

Crisis One: Fire aboard the ship

Statement: On our ship *Three Rings*, a fire occurred on Thursday April 17, 2014 and damaged 20 percent of the ship. The fire was put out quickly, but the main dining room and kitchen are damaged beyond use as are several of the offices and entertainment areas located on the floors above.

Our crew responded quickly and precisely as trained to evacuate the room and extinguish the fire. Some passengers were injured from the fire directly and from the evacuation. We are working to get them the proper care, and we are contacting their family members.

At this time, we are working to keep all passengers away from the damaged dining room and provide them all with the care and food they need. In addition, we have sent out messages to the entire ship of passengers through phone calls, texts, emails and personal communication to alert them to the situation and where they can find food in other areas of the ship.

Our plan is to end the cruise at the next port of call in San Juan, Puerto Rico and assist passengers with getting hotels and flights home. This cruise ship will be out of service until it is repaired and a thorough investigation as to how the fire occurred will be conducted. San Juan is only four hours from where the ship was during the fire.

We are encouraging passengers to contact their loved ones directly, but our staff is also emailing the families of those who were not harmed and calling the families of those who were injured to provide the necessary information about their well-being and treatment.

GROUP 3 CRISIS PLAN

Key Publics

- Customers: All current customers, including the ones are one the board, and all future customers.
- Customers' families, those concerned about passengers.
- Media: TV and radio stations, newspapers local, national or possibly world-wide. Also social media channels. News services like Reuters, or travel specific services or blogs like #cruislog or cruisecritic.com.
- Special Interest Groups: This could include ecologists like Greenpeace in case our cruises affect the environment or food safety groups, since we are storing and serving a huge amount of food on board.
- Employees: Everyone who works at the affected ship as well as all other employees hearing about it. The internal audience should be informed before the external audience knows about it. This can be challenging in the age of social media.
- Government agencies: This includes all governments of the countries and cities visited and agencies that regulate the travel industry, ships, and food. Coast Guard, Cruise Lines International Association and International Maritime Organization.
- Investors: Everyone who holds stocks or other financial interest in the company.
- Vendors: food and beverage providers, entertainment companies.

Key Messages

1. Circus Cruise is committed to the safety of their passengers.
 - a. Our first priority is attending to those passengers who were injured during the fire and evacuation of the dining room. They are being treated with medical care on the ship and will be checked again once the ship docks.
2. Circus Cruise is committed to meeting passengers' needs.
 - a. We will be ending the cruise at San Juan and assisting passengers with finding hotels and flights home.
3. Circus Cruise is working with the Cruise Line International Association and the Coast Guard (CLIA) to investigate how this could have happened on the ship and how to ensure it doesn't happen again and to regain the very valuable trust of our guests.

Q&A

1. How did this happen?
 - a. It's too soon to know what caused the fire. We are investigating the cause of the fire to understand what happened and we will provide more information as soon as we know.
2. Has this ever happened before?

GROUP 3 CRISIS PLAN

- a. No, Circus Cruise is committed to the safety of its passengers and crew and has not experienced a fire like this on any of its ships. We are working with CLIA and the Coast Guard to investigate the cause of the fire.
3. What is Circus Cruises doing to address the problem?
 - a. We are ensuring passengers are treated for their injuries and that they are aware of the situation.
 - b. We are ending the cruise at San Juan and assisting passengers to find flights home.
 - c. We are investigating as to what could cause this incident.
4. Are the passengers safe now?
 - a. All passengers are safe. Any passengers that were injured are being treated by on board medical professionals.
 - b. The crew is trained to help and assist in situations like this. Every action we are taking is for making the passengers as comfortable as possible.
 - c. In addition, we want to thank passengers for doing such an extraordinary job in dealing with this difficult situation.
5. What is Circus Cruises doing to avoid incidents like this one?
 - a. Our cruises get checked on a regular base by maintenance service. We have very high standards; the safety of our passengers is always our top priority.
6. Will you reimburse the passengers for their trip?
 - a. Yes, they will receive one free cruise and the cost of flight adjustments for their rescheduled flights home.
7. What are your safety regulations like? Which safety actions do you do on a regular basis?
 - a. The U.S. Coast Guard inspects Circus Cruise. The U.S. Coast Guard conducts both scheduled and unannounced safety inspections. These inspections make sure safety systems on the ship are functioning properly. The ship's fire alarm systems are tested, along with supplement safety systems such as lifeboats and floatation vests. The U.S. Coast Guard works with Circus Cruise to make sure that all crew members are in compliance with safety regulations by observing their execution of fire and abandon ship drills.
8. How did you prepare for this situation?
 - a. In the event of a fire on ship, all Circus Cruise ships have 4,000 smoke detectors, 500 fire extinguishers and 5,000 sprinkler heads that are placed throughout each ship. Under the supervision of the U.S. Coast Guard, crew members are required to participate in fire and abandon ship drills. These drills ensure that all Circus crew members know how to utilize the

GROUP 3 CRISIS PLAN

ship's safety systems and know how to execute a safety plan in the case of an emergency.

9. In the event of a fire on the ship, what measures are in place for passengers to be evacuated safely?
 - a. In cases of a fire on board, timely and effective evacuation of the impacted area of all passengers and crew is extremely important. Our crew is trained for this kind of incidents. The simulation projects are able to account for issues such as mustering, dynamic ship movement, static trim and heel, fire and smoke and ship abandonment. However, this fire did not require an evacuation of the ship, only of the damaged areas. Not all passengers were in the dining room, and the crew assisted in getting those who were there out safely.
10. Could there be other problems on this same ship before everyone is safe?
 - a. No, the fire is out and we will be evacuating the entire ship when we reach San Juan, Puerto Rico. Circus Cruise prides itself on providing passengers with safe accommodations. Each cruise liner is thoroughly inspected by the Cruise Lines International Association (CLIA) and the U.S. Coast Guard to ensure that all Circus Cruise passengers are safe. In the event of an unanticipated issue on-board, our crew members are trained to execute our safety plan and make sure our passengers are safe.
11. What is the likelihood of this happening on your other ships?
 - a. The likelihood of this happening on other ships is rare. The Cruise Lines International Association (CLIA) calls for strict regulations and compliance in terms of safety on cruise lines.
12. Were there any signs that pointed to a fire occurring on the ship?
 - a. No. The full safety inspection was performed prior to leaving the port and daily follow-up inspections were performed as required. This was a sudden, unforeseen fire. We will know more once we complete the investigation with the Coast Guard.
13. What would have happened if the crew had not responded so quickly or the safety equipment was faulty?
 - a. We do not like to speculate. We have great trust in the training and ability of our crew and they responded promptly and exactly as they should have responded.
14. How will passengers be compensated if there was a delay or change in schedule due to the fire? Monetary? Vouchers?
 - a. Passengers will be provided with a voucher for a free cruise. They will also be assisted with finding flights and with the fees that come with those additional or adjusted flights.

GROUP 3 CRISIS PLAN

15. How will passengers be kept up-to-date with the latest information when there is a fire?
- a. We have full faith in our communication systems with passengers and crew. All were notified by phone and email as soon as we learned of the fire and power outage and they receive hourly updates. In addition, our crewmembers all have handheld radios to stay in touch and to communicate with passengers about the progress of power restoration and safety measures. Passengers were encouraged to contact their families when they could and the families of those injured will be called directly by our crewmembers.
16. Has the fire caused other issues on the ship?
- a. No. The fire occurred in the dining room and surrounding areas but at this time there are no other concerns. Passengers will be let off at San Juan and the ship will be cleaned and investigated at that time.

Key Media List

- National news
 - television stations: NBC, CBS, FOX, ABC, CNN, HLN
 - radio: NPR
 - news websites and papers: *New York Times*, *The Washington Post*, *USA Today*, *Chicago Tribune*, *Los Angeles Times*, *Huffington Post*, *El Diario de Puerto Rico*
- Blog/Internet News
 - Forbes
 - Travel agencies
 - Travel blogs
 - Cruise/vacation blogs
- Social Media
 - Facebook - to reach passengers' families
 - Twitter

Related Information

- Spokespeople
 - Cruise Line International Association
 - Department of Homeland Security
 - Coast Guard
- URL
 - www.cruising.org
 - www.dhs.gov
 - www.uscg.mil

GROUP 3 CRISIS PLAN

Pre-gathered Information Sheet

- Safety records
- Safety, training, quality control procedures
- Timeline of similar incidents at organization or in industry
- Annual reports
- Photos
- Backgrounders - briefing the spokesperson
- Facility (ship) fact sheets and maps (electrical and storage information, blueprint of ship)

Prodromes/Warnings

- Electrical issues
- Storage problems
- Heating/Gas issues
- Plumbing/Water problems
- Overheating of stoves/ovens, equipment
- Fires on other ships

Incident Information Sheet

- How much of the ship is affected? How many passengers' cabins are affected?
- Were any passengers hurt or killed?
- What are the current conditions on the ship?
- Do we have enough food to feed the passengers until we reach port?
- Has the ship been tampered with?
- When did you first learn of the fire? Who discovered it?
- What steps have been taken to respond?
- What is the suspected cause?
- Are any regulatory agencies involved?
- Is the media involved yet?
- How will we compensate passengers?
- How will we get passengers safely to port and then home?
- What is being said on social media? Have passengers posted photos?
- Where will we take the passengers? How has this impacted the itinerary?
- Does this suggest a problem with the ship and other ships like it?
- If this is an equipment failure, has it affected other ships? Have steps been taken to assess the situation on those ships?

Evaluation Form

- Analyze coverage
 - Are the key messages included in traditional and social media coverage?

GROUP 3 CRISIS PLAN

- Was the information factual?
- Who was quoted and were the spokesperson's quotes included accurately?
- Were our third party referrals mentioned? Did any third parties speak on our behalf?
- Crisis management team
 - Evaluation of team members: Did everyone act according to plan?
 - Are reassignments needed?
 - Are there proposed updates or revisions to the Crisis Plan?
 - Is more training required?
 - Were the drills effective?
 - Is psychological evaluation and treatment offered to the crewmembers and those involved in the incident?

GROUP 3 CRISIS PLAN

Crisis Two: Disease In this crisis, Norovirus was discovered on the ship on the second of a five day cruise and spread quickly, infecting nearly ⅓ of the passengers on board. The ship has turned and is in route back to the original port (as it is closest) in order to better treat the passengers and separate the healthy and ill passengers to prevent further spreading of the disease. The cause is unknown, though it is not suspected to have come from food or beverages served on the ship.

Key Messages

1. Circus Cruise is committed to the safety of our passengers.
 - a. All ill passengers are being treated by medical professionals on board.
 - b. Healthy passengers are being advised to stay in or near their cabins until the ship reaches the nearest port of call.
2. Circus Cruise prides itself in having excellent service and communication with our passengers.
 - a. Passengers have been notified of the situation by calls, texts and emails. They are kept up-to-date as information becomes available. We believe in keeping them informed as much as possible during this situation.
3. Circus Cruise is fully cooperating with the Cruise Line International Association and medical professionals to understand how this virus came to infect our passengers.

Media Questions

1. How did this happen?
2. What is the disease and how does it spread?
3. How many passengers are sick?
4. Was it caused by infected food served on the ship?
5. What are your cleaning procedures like in the kitchen and in the cabins?
6. Is this an oversight in your procedures or by the crew responsible for cleaning and cooking food?
7. Was the crew affected?
8. How do you plan to keep the healthy passengers healthy?
9. How are you treating the sick passengers?
10. Is this disease deadly?
11. When did you first learn that passengers were sick?
12. Were any passengers sick before getting on the ship?
13. Do you require any health inspections before passengers board the ship?
14. Can this happen on other ships?
15. How long will it take to get the passengers back to shore?

GROUP 3 CRISIS PLAN

16. Will you refund the passengers or otherwise compensate them for their interrupted trip?

Incident Information Sheet

- How many passengers were affected?
- How serious is the disease? How contagious and/or deadly is the disease?
- Has anyone died?
- Is this the result of food or product contamination?
- When did you first learn the disease was present on the ship?
- What steps have been taken to help sick passengers?
- What steps have been taken to keep the healthy passengers from contracting the disease?
- What is the suspected cause?
- Are any regulatory agencies involved?
- Is the media involved yet?
- Has anything been posted on social media? What is being said and shared?
- Could this happen on other ships?
- How will this incident change the cruise itinerary?

GROUP 3 CRISIS PLAN

Crisis Three: Sinking/Capsizing In the event of capsizing or sinking, passenger safety again would be of the top concern. It would be important to get rescue teams to the site and communicate with the families of passengers. In this crisis, the ship capsized while leaving port, so the waters were not deep. It is still unknown if it was caused by shallow water and rocks or heavy winds. 124 passengers were hurt, only two were seriously injured and all passengers were evacuated first to lifeboats and then taken to shore in those lifeboats and larger boats that came to rescue them.

Key Messages

1. Circus Cruise is committed to the safety of their passengers.
 - a. In the event of capsizing or sinking of a cruise ship, Circus Cruise has a detailed plan to evacuate passengers swiftly and safely. Lifeboats and evacuation procedures are posted in all areas of the ship.
 - b. Passengers were evacuated within 35 minutes of water entering the ship.
2. Circus Cruise prides itself in having excellent service and excellent communication with our passengers.
 - a. Passengers are kept informed via email, text message or by calling on the phone.
 - b. Once all passengers are safely on shore or on the rescue boat, their families will be notified of their whereabouts.
3. Circus Cruise is fully cooperating with the Cruise Line International Association and the Coast Guard in their investigation of this incident.

Media Questions

1. How did this happen?
2. Is it the captain's fault?
3. How did the captain and crew not know that this would happen?
4. Were there any signs that this part of the ocean was dangerous?
5. How many passengers were hurt? Killed?
6. How did you evacuate the ship?
7. How quickly did everyone get off the ship?
8. How much of the ship is damaged?
9. How will the passengers that were evacuated rescued from the life boats?
10. Who is involved in the investigation?
11. Was the captain or crew drinking or otherwise impaired?
12. What are your policies on sleep and living conditions for crew members?
13. Will you fire the captain if he is at fault?
14. Did you know the water was too shallow in that area?

GROUP 3 CRISIS PLAN

15. Was the weather and high winds a concern when you were scheduled to leave port?

Incident Information Sheet

- How much of the ship is damaged?
- Were any passengers hurt or killed?
- How will the passengers be rescued? When?
- What is the experience level of the captain?
- Does this suggest a problem with the ship and other ships like it?
- Has the ship been tampered with?
- Were there signs or warnings that this could happen?
- What steps have been taken to respond to the capsizing?
- What is the suspected cause?
- Are any regulatory agencies involved?
- Is the media involved yet?
- Has anything been posted on social media? What is being said and shared?
- If this is an equipment failure, has it affected other ships? Have steps been taken to assess the situation on those ships?