



European institute of Innovation, entrepreneurship and Technology

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## Table of Contents

|                                                                   |    |
|-------------------------------------------------------------------|----|
| Abstract .....                                                    | 1  |
| Introduction .....                                                | 1  |
| Labor Market Focus .....                                          | 2  |
| SCCT-Informed Response Strategy .....                             | 2  |
| Deliverables .....                                                | 3  |
| Internal Memo .....                                               | 3  |
| Press Release .....                                               | 4  |
| Investor Letter .....                                             | 5  |
| SCCT Framework Application .....                                  | 5  |
| Culturally Appropriate Messaging for Labor Source Countries ..... | 6  |
| Literature Review .....                                           | 7  |
| Methodology .....                                                 | 8  |
| Findings analytical or communicative content .....                | 9  |
| Discussion .....                                                  | 10 |
| Conclusion .....                                                  | 12 |
| References .....                                                  | 13 |

## **Abstract**

This crisis communication plan outlines Blue Vista Resorts' comprehensive strategy to manage the events surrounding recent allegations of migrant workers being exploited while in seasonal positions. Such allegations are both damaging to the organization's reputation, stakeholder trust, and operational capacity. . This plan features a soon-to-be prepared immediate and ethical response that emphasizes healthy decision making while also limiting reputational harm, reinforcing Bellavista's commitment to ethical labor practices and responsible steadfastness in undertaking corporate social responsibility. The key components of the plan include a situation analysis, stakeholder identification, core messaging strategies, communication methods for internal and external stakeholders, and an action plan timeline. Special consideration is given to engaging in person with workers directly impacted, collaborating closely with labor rights non-profit organizations, and managing media relations. In addition, this plan introduces a framework for policy review, third-party assessments, and worker wellbeing that could encourage the rebuilding of trust and verify compliance with international labor standards. Following the response framework laid out in this plan, BlueVista Resort's not only likely to remedy the existing crisis, but also be a more trustworthy and transparent employer going forward.

## **Introduction**

With the prevalence of social awareness and widespread connectivity, corporations are constantly operating under the microscope for ethical behavior, labor practices, and transparency. BlueVista Resorts, one of the largest luxury hospitality providers, faces serious consequences with allegations surrounding the exploitation of the seasonal migrant worker force. The allegations range from low wages, unsafe working conditions, to multiple violations of their rights as worker. All of these unwarranted allegations impact the brand and reputational risk, stakeholder trust, and longevity of operations. Although the allegations are being investigated, those allegations are being reported on in the media and public outcry within the community has become considerable and urgent for the company to respond in a timely, effectual, and responsible manner. The following crisis communication plan is meant to present an organized and meaningful plan of action, addressing the matter holistically and decisively. The plan will provide timely and ongoing communication strategies, identify stakeholders, and exhibit accountability and transparency for stakeholders proactively and engaging them on the front end. Most importantly, the process is designed to regain public

trust and confidence, to commit to ethical business practices, and to ensure that all workforces were treated with fairness, dignity, and respect, irrespective of where they were born or work.

### **Labor market focus**

As per serious allegations of exploitation of migrant workers in seasonal employment positions, we are implementing a crisis communication plan that will address stakeholder issues, re-establish credibility with the public, and reinforce transparency and accountability. This plan will start by publicly acknowledging the problem with a statement outlining our compassion for the people the company has hurt, our commitment to fair labor practices, and announcing an independent investigation into the allegations. We will also have direct communication with workers, advocacy organizations, labor regulators, and community leaders to gather factual information from credible sources, showing we are making an honest effort to understand and mitigate systemic problems. All internal and external messaging will be planned and authorized, ensuring accuracy, as well as compliance with the law. Executive staff will be made available for the media and public from the community's perspective to reinforce the organization's public commitment regarding ethical employment practices. Also, as part of our long-term response, we will engage a third-party to conduct an audit of our recruiting, onboarding, and workplace conditions, to identify deficiencies and develop a publicly available improvement plan through the learnings of that as yet to be conducted assessment. This plan will include the involvement of policy specialists who tailor recommendations directed to advocate for enhanced policy protections for migrant workers across the industry, as our organization recognizes that there may be a long process to recover from reputational damage.

### **SCCT-Informed Response Strategy**

A SCCT-informed (Situational Crisis Communication Theory) response strategy for BlueVista Resorts dealing with serious allegations of abusive labor exploitation of vulnerable seasonal migrant workers must include ethical accountability, transparency, and stakeholder-centered communication. The SCCT response strategy should match the organization's perceived level of responsibility in a crisis. In this instance, the crisis falls into the preventable cluster, and the severity of the allegations suggests the company has very high responsibility. Because SCCT calls for a rebuild strategy in cases of high responsibility, (i.e. the company takes full responsibility and apologizes, and demonstrates reasonable, corrective

action), BlueVista resorts needs to start with a public statement that directly acknowledges the allegations, honestly apologizes and outlines a plan to investigate the matter in the immediate future. Importantly, this should be followed by a commitment to clear transparency, such as agreeing to an independent audit of their labor processes and human resources, partnering with third-party labor rights organizations, and producing and sharing regular updates on their progress. Additionally, the company must provide reparations or assistance to potentially affected workers and reform hiring and workplace policies to secure ethical hiring and working conditions going forward. Proactively engaging media, employee advocacy, and government labor agencies will help to restore confidence. Most importantly, all communications should maintain a tone that reflects sincere regret, respect for human dignity, and a commitment to systemic change, not simply a way to repair its reputation, but to help ensure the company has an ethical basis for future operations. A strategy such as this maintains the best SCCT practices and fosters recovery and integrity for the brand over the long term.

## **Deliverables**

### **1.Internal Memo: Announcement of Investigation and Training Reforms**

To: All BlueVista Resorts Staff

From: Executive Leadership Team

Date: July 11, 2025

Subject: Announcement of Investigation and Implementation of Training Reforms

Dear team,

In light of the recent allegations made against behavior at one of our resort locations, BlueVista Resorts is commencing an internal inquiry to consider the matter fully and transparently. Given the seriousness of the allegations made, we want to assure our employees and stakeholders that we take this matter seriously and we are treating this issue with urgency and accountability. We are taking action with the Situational Crisis Communication Theory (SCCT) in mind, as it covers accountability, responsiveness, and protecting stakeholders, and we are committed to taking action that will allow us to address this matter and protect the integrity of our brand. We intend to recover the facts, support any parties that may have been affected, and apply systematic changes so that instances like this

will not happen again. In accordance with our crisis communication plan and SCCT rebuild strategy where the organization is at fault, we will accept responsibility, show true remorse and take corrective action that is visible to all. In this case, we will be using a third-party ethics and compliance agency to support the investigation and give feedback in an impartial way about what occurred and the policies involved. We will additionally be starting a required training reform initiative that will include additional training on ethics, diversity and inclusion, guest relations, and professional behavior in a hospitality environment. This initiative will be implemented at every BlueVista location within the next 60 days.

We understand that trust is built by doing the right thing, consistently. Therefore, we will not only be addressing this crisis with transparency and care, but we will also be improving our organizational culture over time. We will provide you with all information as it becomes available, and we encourage any other team member with relevant information or concerns to speak up in a safe and supportive culture. Thank you for all your hard work during this difficult time. Together, we will expand on our practices with integrity.

Sincerely,

The Executive Leadership Team

BlueVista Resorts

## **2. press Release: compliance with Labor Laws**

For immediate release

Date: 11 July 2025

Contact: [media@bluevistaresorts.com](mailto:media@bluevistaresorts.com)

BlueVista resorts Affirms commitment to fair labor practices

BlueVista Resorts believes that the reports of seasonal, contract migrant workers are very serious matters, and as such, is conducting an independent review of all labor practices across our operations. We comply fully with all national and international labor obligations. We proudly employ a diverse workforce that includes people from all corners of the globe, and we provide equally respectful and safe spaces. If we identify breaches of legally required

practice areas, we will act. We remain committed - as always - to transparency, accountability and ethical practices.

### **3. Investor Letter: Ethical Labor Assurance Plan**

Subject: Ethical Labor Assurance Plan Following Media Reports

Dear Investors,

In the wake of the recent labor allegations regarding the operations of BlueVista Resorts, we wanted to reiterate our strong commitment to ethical operations and transparency. Following Situational Crisis Communication Theory (SCCT), we are taking responsible and swift actions to protect our stakeholders and regain their confidence.

We have launched a comprehensive Ethical Labor Assurance Plan, which includes an independent audit of all our labor conditions at each of our properties, immediate consultation with third party human rights experts, a transparent grievance reporting system for employees, a stricter code of conduct for suppliers and partners as well as ethical training for all management.

We take these allegations seriously and are actively working to rectify them. Respecting the dignity and rights of each employee is more than just a legal obligation; it is a matter of moral integrity for BlueVista's brand. Thank you for your support as we work hard to ensure BlueVista continues to be a responsible leader in the hospitality industry.

Sincerely,

The Board of Directors

BlueVista Resorts

### **4. SCCT Framework Application**

The Situational Crisis Communication Theory (SCCT) gives a roadmap for determining response strategies based on aspects of the crisis itself and the degree of responsibility of the organization. In responding to allegations against BlueVista Resorts, the SCCT framework

provides direction toward an accommodative stance as it involves a high level of attribution of responsibility for allegations including, but not limited to, allegations of misconduct, safety violations, or moral turpitude. The first response strategy should begin with instructing information, asymmetrical communications to communicate safety measures and information to stakeholders. The second response strategy should include adjusting information, use adjusting information to assure stakeholders that the organization cares and empathizes with those affected. Relying upon the investigative findings, rebuilding strategies - which include apologies to affected parties, providing restitution or reimbursements (when appropriate), providing commitment statements or demonstrating corrective actions - should be used to assure stakeholders and rebuild organization's trust and goodwill. These response strategies certainly complement SCCT's focus on preventable crises and they are consistent with SCCT's emphasis on accountability, transparency, and relationship management moving forward.

| <b>Crisis Type</b>                                        | <b>Primary Response Strategy</b>              | <b>Secondary Strategy</b>               |
|-----------------------------------------------------------|-----------------------------------------------|-----------------------------------------|
| Labour Exploitation Allegation (preventable if confirmed) | Rebuild (apology, compensation, reform)       | Bolstering (remind of CSR track record) |
| No systemic wrongdoing found                              | Diminish (justification, corrective training) | Denial (challenge misinformation)       |

## 5. Culturally Appropriate Messaging for Labor Source Countries

Philippines (Tagalog Version Snippet):

“Ang BlueVista Resorts ay naninindigan para sa patas at makataong pagtrato sa lahat ng manggagawa. Kinikilala namin ang mahalagang papel ng mga migranteng manggagawa at kami ay gumagawa ng hakbang upang tiyakin ang kanilang karapatan at kaligtasan.”

Nepal:

"BlueVista Resorts तपाईंहरूको कडा परिश्रमको सम्मान गर्छ। हामी पूर्ण पारदर्शिता, सुरक्षित काम वातावरण, र कानुनी अधिकारहरूको रक्षा गर्न प्रतिबद्ध छौं।"

Mexico:

"En BlueVista Resorts valoramos profundamente el trabajo de nuestros colaboradores temporales. Estamos reforzando nuestros procesos para asegurar el respeto a sus derechos laborales y condiciones dignas de trabajo."

### **Literature Review (focusing on Business English and communication frameworks)**

The Situational Crisis Communication Theory (SCCT, Coombs 2007) offers effective methods for developing the content of crisis communication responses. The SCCT describes how organizations must devise crisis response strategies that are appropriate for the crisis and in line with the perceived responsibility of the organization. This is critical because stakeholder attributions—the degree of responsibility the public assigns to the organization for the crisis—guide response strategies by organizations in the interest of protecting reputational assets. In the case of BlueVista Resorts and the allegations it faces, which could significantly damage public trust as well as its brand image, SCCT provides a guide for selecting communication tactics that align with crisis type and stakeholder expectations.

In terms of the business English language perspective, communicating in a crisis includes writing clearly, concisely, and accurately, while practicing empathy and aligning messages with corporate practice and corporate values. The literature also emphasizes the importance of rhetorical sensitivity and audience analysis in drafting crisis messages (Cornelissen 2020). Tone, lexical choices and degree of syntactical clarity all affect stakeholder interpretation. Business communication strategies such as the 5C's strategy (clarity, conciseness, correctness, completeness and courtesy) will enhance the overall adequacy of messages to better ensure that stakeholders receive transparent and trustworthy information during times of crisis.

Using SCCT in the case of BlueVista Resorts, if the allegations imply misconduct that was preventable or intentional then the rebuild strategy (ex. apology, compensation) would be best. If the crisis is viewed as a more accidental or externally inflicted the diminish/or bolster strategies could suffice. In any case, the combination of SCCT and business English conventions equips organizations with not only the strategic alignment of their organizational

responses, but it also tells them how to communicate it correctly in order to maintain their credibility and the confidence of their stakeholders.

## **Methodology**

The SCCT approach to crisis communication begins by definition of the type of crisis. In this instance, the allegations point to a preventable or intentional crisis—implying a high degree of organizational responsibility. Given that preventable crises require accommodative strategies due to the high reputational threat, it is doubtful that BlueVista Resorts would rely solely on denial or diminish strategies. Instead, it would be expected to show concern, acknowledge responsibility, and then take corrective action. The first action on the part of the company would be to issue a full apology and accept accountability where appropriate, and this would include a statement from the highest leadership openly stating remorse and a willingness to take corrective action.

Then it would be necessary to take corrective action. BlueVista Resorts needs to denote the actual steps that will be taken to conduct a thorough investigation into the allegations; hiring a third-party auditor, making changes in their internal policies, adding employee training, and setting up better controls. SCCT also notes the importance of being transparent in these activities and ensuring it is communicated as promptly as possible, to attempt to regain public trust. Of course, as in the case with all of these strategies, the communications would have to be made on our owned media, as well as on traditional and social media, so that BlueVista can ensure message consistency and to be as open and transparent as possible, which are both important tenets of the SCCT approach.

Furthermore, BlueVista Resorts needs to operationalize the rebuilding strategies. These strategies include damages compensation assistance, conditional on if guests/stakeholders incurred damages, and community initiatives to reinforce their commitment to social responsibility. Internal, communication will also be critical; these types of conversations (employee briefings/town hall) can energize internal stakeholders towards the response strategy and relieve some internal backlash.

By following the SCCT framework, which emphasizes accountability, transparency, and corrective actions, BlueVista Resorts cannot only respond to the current reputational crisis but also improve, document its ethical practices, and rebuild trust with its stakeholders.

### **Findings (analytical or communicative content)**

As we witness the ongoing, unfortunate, and troubling allegations of BlueVista Resorts, we can see the value of utilizing Situational Crisis Communication Theory (SCCT) as a systematic and structured way to develop an ethical and effective response to a crisis. W. Timothy Coombs' SCCT recognized that there are broad categories of crises that correlate with perceivable responsibility. SCCT provides a process for collaboratively assessing and matching the type of crisis to an appropriate response strategy, enabling the organization to recover its reputation and restore stakeholder trust.

The allegations in the case of BlueVista Resorts will likely fit into either the accidental or preventable cluster for potential allegations related to employee misconduct, service failures, or irresponsibility. The classification of this crisis cluster will significantly raise perceived organizational responsibility and therefore warrant an accommodative and accountability-driven response. As such, the communicative strategy should focus on transparency, apologies, and corrective action.

From an analytical perspective, stakeholders will probably have a high degree of attribution responsibility if BlueVista is determined to have influenced the event that initiated the crisis. Denial or minimization, therefore, are clearly not advisable defensive tactics and could make reputational damage worse. The SCCT-based strategy begins and remains a combination of apology, compensation, and corrective action. All are important because they communicate regret, a commitment to resolution, and measures to try from occurring again.

In addition, the communication plan should be proactive, multiple channels—public statements, social media updates, shareholders briefings, and/or dedicated crisis hotlines should all be part of the plan. Often, visibility from leadership is paramount; having senior executives publicly recognize the issue increases accountability. Communications should be consistent, empathetic, factual, and should not speculate, but can directly address stakeholder concerns, if possible.

In summary, the SCCT-based strategy for BlueVista Resorts should be centered around a rebuild posture of openness, responsibility, and stakeholder-centered recovery. A strategy like this is in line with the best practices of crisis communication, but will also assist the brand with its long-term reputational recovery and restore its ethical standing.

## **Discussion**

Following the recent allegations against BlueVista Resorts, the company needs to put into motion a strong, ethical, and strategic crisis communication plan supported by the Situational Crisis Communication Theory (SCCT). Situational Crisis Communication Theory (SCCT) was established by W. Timothy Coombs; it allows for the development of response strategies based on crisis types, the responsibility the organization has, and how much threat is posed to the organization's reputation. In this case, allegations of employee behavior, environmental damage, guest treatment, or any other violation of the corporation will require the company to respond quickly, honestly, and empathetically to reduce reputational harm, reestablish stakeholder confidence, and show that it values ethical corporate behavior. The SCCT strategy will start by determining what type of crisis it is. SCCT uses three clusters to categorize crisis types: the victim cluster (organization has little or no responsibility), the accidental cluster (the organization has low responsibility), and the intentional cluster (the organization has high responsibility). If the accusations suggest intentional damage or gross negligence, BlueVista now resides comfortably in the intentional group where high accommodative strategies are warranted, as in a full apology, compensation, corrective action, and, in some cases, structural changes. With a crisis that is more accidental or victim-oriented (like misconduct by a third-party vendor), the strategy could include a combination of excuse, justification, and bolstering, but crucially, high engagement with these stakeholders is still necessary. It is crucial to recognize the organization's perceived responsibility (it does not matter if it was an indirect responsibility), because a denial or avoidance strategy is likely to be counterproductive if the stakeholders perceive BlueVista as responsible for the crisis. BlueVista will need to accept responsibility where it is due and make a sincere, public apology that acknowledges the seriousness of the situation. The apology should come from a high-ranking leader like the CEO to demonstrate accountability from the top and clearly show the company is serious about resolving the issue.

The message should be delivered with clear, non-defensive language, apologies, empathy towards those affected, and a clear commitment to resolution and reform. As we pointed out before, transparency is key to any effective crisis communications strategy. BlueVista must commit to honest regular updates about the status of its internal investigations, which changes it puts in place, and whether a third-party will have access as auditor or mediator. By providing this information, they will comply with an SCCT recommendation—providing instructing and adjusting information designed to guide stakeholders so they understand the situation and can cope with the emotional shock. It is also important to communicate to employees, franchisees, and partners as well, so everyone across the entire organization tells an understandable, truthful story, and shares accurate information; if not, they might receive misinformation and confusion. If BlueVista wants to rehabilitate the image of the organizations, it can use SCCT's bolstering strategies: reminding stakeholders about the company's long-held values, past good works, and community contributions—again, in response to this crisis must be primary and should not distract attention or appear to deflect blame. Corrective action is also non-negotiable. BlueVista must provide clear information, publicly, about the changes they are going to make—updates to policies, re-training employees, implementing better safety or sustainability measures, and auditing from a third-party. Anything that demonstrates a change to make sure this does not happen again should be included.

This response will satisfy stakeholders and their desire for the kind of justice that also reflects the company's commitment to change and an obligation to acknowledge wrongdoing and the company's indirect cause of the disruption. At the end of the day, in order to close the loop, getting personal with the affected stakeholders, e.g. town halls, forums, and compensation packages, is a people-first response to an intensely high responsibility crisis. Then, rate or review social media and online. During the time of crisis, media and online communication should be monitored for sentiment, misinformation, and be consistent in voice coming from controllers. Following the crisis is the opportunity for retrospective analysis to assess the impact of communications, potential damage control, and efficiency in reflections for future crisis management strategies. The hope is that what started out as a tragic experience ends up financially and emotionally as a bright opportunity to reinvent, where BlueVista Resorts can illustrate it can own its failures and put trust in the rebuild through ethical leadership, transparent communications and genuine change.

## **Conclusion**

Due to the recent allegations BlueVista Resorts will need to follow an all-encompassing and ethically sound crisis communication plan. This plan should be built off the Situational Crisis Communication Theory (SCCT). The SCCT focuses on the fact that a company's crisis response should be dictated by its assumed level of responsibility for a crisis, nature of the event, and threat to its reputation. Given the seriousness of recent allegations, BlueVista Resorts will need to first acknowledge the allegations publicly and transparently, affirming its concern for those affected by the allegations, and establish its commitment to corrective action. Once the company has acknowledged the issue in public, it should respond publicly and no later than 24 hours after the recognition of the allegations, with a formal public statement from the leadership of the company - accepting responsibility if it has any, showing empathy for those individuals affected by the action or non-action, providing a brief outline of the steps that will be taken to investigate the allegations, and ending with a pledge for a follow-up that will discuss any corrective actions that will be taken and corresponding timelines. The company should find a way to engage via a responsibility-accepting position- which will be appropriate if evidence suggests BlueVista had some fault for the situation - using strategies of apology, compensation, and corrective action to begin the process of rebuilding public trust.

Assuming the allegations prove to be false, there will be some form of denial available, but this will only happen with credible evidence. In any case, once we have established the facts, our priority should be to keep dual lines of communication open, on the organization's company channels, website, social media accounts, and press releases, and provide stakeholders with regular updates on the current facts. Internally, staff must be briefed and trained on how to articulate responses to guest concerns while working through the crisis week to week. The key here will be to maintain transparency, responsibility, and consistency in communication. Seeking the involvement of a third-party investigator or advisor will add credibility to the process. Ultimately, BlueVista Resorts should consider this crisis in terms of thinking about it as an opportunity to reaffirm its mission, reinforce its relationships with stakeholders, and ultimately repair the damage caused by meaningful changes to policies and practices in the long run. By considering the SCCT principles and stakeholder expectations with crisis communication, BlueVista will be responsible for its actions, restore confidence in the brand, and find a more responsible and resilient future as it learns the hard way about the importance of clarity of communication.

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