



European institute of Innovation, entrepreneurship and Technology

Name :Cherry

Student ID :240015

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Title: Crisis Communication Plan for Blue Vista Resorts Addressing Allegations of Exploitation of Migrant Workers in Seasonal Roles

Abstract

The crisis communication plan spells out Blue Vista Resorts Ltd.'s contingency response plan in the aftermath of the one at its premier property in the Maldives under a norovirus scare. Bearing in mind Situational Crisis Communication Theory (SCCT), the report covers a portfolio of communications-applied corporate staff memos, a press release to the public, and letters of correspondence for formal stakeholders-realized to prevent reputational damage, restore public confidence, and open up transparent dialogue with internal and external parties. It lays special focus on ensuring culturally sensitive communications, given a plethora of worldwide culturally influenced perspectives about illness, blame, and institutional accountability at the forefront of communicating health and safety protocols credibly and rapidly. Health safety issues related to norovirus have been addressed, as well as compromised hygiene protocols and resultant impacts on guest well-being and brand equity. Simply put, with clarity and cultural appropriateness, Blue Villa Resorts intends to act fast in demonstrating its unequivocal commitment to guest safety and operational integrity when faced with public health challenges.

Introduction

The recent norovirus outbreak at a Blue Vista Resorts Ltd. flagship property, Maldives, requires an autochthonous communication plan of strategic importance to ensure guest safety while protecting the worldwide reputation of the company. Being a premium brand in hospitality, the blue Billa Resorts operate in a very competitive global tourist marketplace where trust, safety, and branding image matter the most. The rapid spread of this highly contagious form of gastrointestinal illness poses dire threats to such travelers and employees, while the above-mentioned perceptions concerning hygiene standards and moral integrities of operations are downgraded. Utilizing articulate Business English refined through the application of the Situational Crisis Communication Theory (SCCT) helps create a response that is strong and culturally nuanced. The plan envisages the implementation of varying modes of communication, including internal memos, press releases for the external media,

and letters sent affirming commitment to stakeholders, each method targeted toward specific groups. It is a communicative strategy that embraces transparency and accepts responsibility through well-tailored cultural means to best restore public trust, shore up containment, and replenish any damage to reputation.

Key Health Threats

- **Contagious disease Outbreak:** norovirus affecting multiple guests.
- **Protocol breakdown:** temporary lapse in hygiene and sanitation protocols.
- **Reputation impacts:** potential erosion of guest trust and media scrutiny

1. Internal memo to staff

Subject: Urgent Norovirus Outbreak Response Protocol

To: all Maldives resort staff

From: chief operations officer, blue villa resorts

Date: 9 July 2025

Dear team,

Following a confirmed attack of norovirus at one of our resorts in the Maldives, Blue Vista Resorts is taking all preventive measures aggressively to secure the well-being of its guests and staff. Effective immediately, the full extent of the knowledge of sanitization needs to be instilled in all team members for all areas of the resort, bringing special focus on guest rooms, common areas, and food preparation areas.

Our 24/7 medical teams have been established within the resort to promptly respond to any emergency, and anyone exhibiting symptoms-whether guest or staff-must be sent to seek medical attention. To further reiterate the requirement of confidentiality and uniform messaging to all media outlets, the staff is reminded that any media interface on this matter strictly has to be handled by our Corporate Communications Office. Once this inculcation is given, all staff members will be required to undergo a refresher hygiene training program within the next 24 hours to reinforce best practices in infection control. Quick containment of the outbreak and the safety of every person on the property are a must. We are sincerely thankful to every staff member for their hard work and commitment during these trying times, as your efforts would indeed

protect us. We appreciate your cooperation during this critical time. Your commitment ensures guest safety and preserves our global reputation.

Sincerely

Elena smith

Chief operations officer, blue vista resort Ltd.

2. Public Press Release

For Immediate Release

Blue Vista Resorts implements enhanced health measures amid the norovirus incident in the Maldives. July9, 2025

It is, of course, gut-wrenching to even think about: norovirus detected on the premises. While a few remain affected, the resort is taking proactive measures in tandem with relevant local authorities to ensure containment of the situation as well as to care for all of its guests and employees. Comprehensive cleanup of the property is underway; combined with regular sanitation of high-traffic areas and all guest facilities, extra precautions are being taken. The resort medical team has been expanded in capacity, alongside the imposition of bolstered health screening measures to spot any signs or symptoms compatible with norovirus swiftly. Communal buffet dining, by this token, has been suspended for the moment as contact reduction lies on the priority list of prevention. Blue Vista Resort offers its heartfelt apologies for any inconvenience this may cause to guests' plans for travel and reaffirms its commitment to guest safety, transparency, and world-class hospitality laid down throughout the years. Guests holding upcoming bookings are requested to kindly contact the resort concierge team for current updates, health advisories, or alternative arrangements.

We deeply regret the inconvenience caused and reaffirm our commitment to health, safety, and transparency. Guests with upcoming reservations may contact our concierge team for updates or rebooking assistance.

For media inquiries:

press@bluevistaresorts.com

About blue Vista resort Ltd.

An award-winning luxury hospitality group with properties in over 18 countries, Blue Vista Resorts is known for its dedication to guest wellness and exceptional service.

3. Stakeholder Letter (to travel agencies and Investors)

Subject: Norovirus update- strategic response and risk mitigation

To: value travel partners and investors

From the CEO, Blue Vista Resort Ltd.

Date: July9, 2025

Dear partners,

Blue Vista Resorts Ltd. would like to notify all its valued travel partners and investors that at one of our resorts in the Maldives, a few guests have contracted norovirus recently due to illness. We appreciate the concern such information would incite, but we want you to know that this is being taken extremely seriously and with an unprecedented level of openness. We have already implemented strict, WHO-sanctioned protocols for sanitization and containment throughout the resort in collaboration with the Maldives Health Services. Here at VU, our team is working tirelessly to control the outbreak, and early indications suggest that we are doing a good job of keeping this virus in check. Guests who are ill (fever, coughing, body aches) have been given full care, including medical care and comfort, in order to recover completely. We have always maintained a high level of service continuity, and today the business resilience plan is built around this, furthermore ensuring that future bookings as well as pre-booked stays continue on their journey through our platform. This is a one-time occurrence, and their actions confirm for us the general willingness of our health authority partners to work with forward-thinking companies like Amex GBT in assuring guest safety as well as partner trust. We are communicating in a very transparent manner and following our rapid response plan to the T. Thank you for your ongoing trust, attention, and cooperation during this time; we are ever committed to delivering the best hospitality in all our hotels.

This incident is isolated and being handled with utmost transparency. We are confident in our swift resolution strategy, and thank you for your continued partnership and trust.

Warm regards,

Lena Gupta

Chief Executive Officer, Blue Vista Resort Ltd.

4. Tone and style justification via SCCT

The Situational Crisis Communication Theory (SCCT) is a useful framework for managing organizational responses to crises, and it suggests that communication strategies should match the type of crisis and the level of organizational responsibility. In this case, it's an accidental cluster–pathogen exposure without malicious intent. The organization is not entirely to blame, but is still responsible for the situation and its impact. So SCCT recommends a combined strategy of Diminish and Rebuild: the organization should acknowledge the harm, accept responsibility for fixing the issue, and take tangible steps to restore stakeholder trust. The tone of communication must be managed carefully – empathy, cultural sensitivity, and a confidence-building approach. You also need to communicate differently to different audiences: staff need direct and operational communication; the public need transparency and reassurance; and stakeholders need a professional data data-driven response focused on risk mitigation. SCCT warns against defensiveness in health crises. Instead, the organization should focus on corrective actions, apologies where necessary, and compensate where warranted. This approach helps preserve public trust, credibility, and long-term recovery and reputation management.

Element	Strategy Applied
Crisis Type	Accidental (pathogen exposure without malicious intent)
Primary Strategy	Diminish and Rebuild: Acknowledge harm, take responsibility for solutions
Tone Management	Empathetic, culturally neutral, and confidence-building
Audience Differentiation	

5. Cultural Considerations

When speaking to a global audience, you need to tailor your messaging to the regional cultural values and sensitivities. In Asia, where family safety and group wellness is key and avoiding shame is deeply ingrained in social behavior, you need to focus on proactive safety

measures, collective protection efforts, and community resilience, and avoid language that implies individual blame. In Europe, where transparency, accountability, and evidence of systemic solutions are expected, you need to present clear data-backed actions taken to fix the issue while being open and showing responsibility at an institutional level. In the Middle East, you need to convey control and respect for discretion, highlight effective leadership and minimal disruption while honoring cultural preferences for privacy and measured disclosure. In North America, where consumer rights are key and health compliance and flexibility are negotiable, you need to provide clear information on refund or rebooking policies, public health adherence, and rapid response protocols. Across all regions, our communication avoids stigmatizing language and blame; instead, it's about collective well-being, swift corrective action, and restoration of service integrity, key to keeping the trust and confidence of our global diverse customer base.

Literature reviews

In developing an effective crisis communication response for Global Sun Resorts Ltd. to a norovirus outbreak, the use of Situational Crisis Communication Theory (SCCT) is essential to plot messaging strategies against stakeholder expectations and cultural sensitivities. SCCT, developed by Coombs (2007), contends that organizations must adjust their crisis response strategies based on the degree of crisis responsibility placed on their doorstep, reputational threat faced, and the crisis history of the company. For a contagious disease outbreak, SCCT puts this under an "accidental cluster" when the organization is not directly at fault but still expected to respond in a speedy and transparent fashion. When breakdowns in hygiene protocols are revealed, however, the classification veers toward "preventable," with greater corrective action and apologies necessary. Claeys and Cauberghe's (2015) work emphasizes that health crises require not just fact-based transparency but also emotionally intelligent communication to preserve brand trust and reduce public panic. Additionally, in cross-cultural environments such as the Maldives, with foreign clients and a local staff, Hofstede's cultural dimensions, particularly uncertainty avoidance, power distance, and individualism vs. collectivism, play a big role in how crisis messages are received. Cultures strong in uncertainty avoidance (e.g., Japanese or German tourists) need explicit, procedural knowledge and overt control systems, while collectivist cultures (e.g., Maldivian workers) may prioritize social harmony and face-saving responses. A review of the literature conducted

by Frandsen and Johansen (2017) also supports a dialogic crisis communication model, stakeholder confrontation, and acknowledgment of affective resonance being more effective than one-way fact releases, especially in reputationally unstable industries like luxury tourism. Blue Vista resorts' crisis communication must therefore include culturally specific messaging, rapid logistical containment news, and open stakeholder communication framed in terms of trust recovery, health security, and brand values. This inter-disciplinary incorporation of crisis communication theory, cultural analysis, and public health messaging presents a holistic approach to reputational damage control and stakeholder confidence retention.

Methodology

As we develop a full crisis communication plan for Blue vista Resorts Ltd. following a norovirus outbreak at one of its resorts in the Maldives, I fully intend to use Situational Crisis Communication Theory's (SCCT) prescribed steps to ensure tone and framing of responsibility and messaging to audience stakeholders will address each audience's cultural context. The reputation issues with the crisis of disease contagion, health and hygiene protocols, and risk to guest safety and assurance of the global brand have three main reputational threats with regard to the outlet statement of the outbreak. The deliverables include an internal communication staff memo, an outward-facing public-facing press release, and a stakeholder letter that will inform and take steps to rebuild trust based on the information needed, methodology based on stakeholders' need to know the content for their proximity to the crisis, and their ability to act upon the information. Internally, the staff are the first responders, and the staff need to be briefed on the operational containment measures and sanitation protocols.

As such, the tone is to deliver instruction, support, and a sense of shared responsibility without causing panic. The external public announcement should be framed around transparency and empathy, communicating immediate corrective measures while representing accountability and leadership to an international audience that may not understand the specifics of norovirus. Here, SCCT may be supportive of a rebuild strategy through an expression of acceptance of the event, an outline of how to respond to it, and stated assurance that the brand values health and safety while being responsive to traveler needs, as well as other linguistic and cultural factors that affect how explain illness, the blame for it, and the issue of corporate trust. For example, in high-context cultures, indirectness and politeness

govern communication, and the persistence of face is important, so softer language may be required; in contrast, many low-context audiences are likely to expect directness in fact and reassurance. The stakeholder letter to the travel agencies and investees is a draft that conveys a formal discussion, that reinforces trust while providing a factual update on the situation, reassurance of long-term stability, and future-proof safety policies. The rationale for tone and content is firmly grounded in SCCT's attributional thinking, where Blue Vista Resorts, while likely holding some preventable responsibility for the occurrence, can help to minimize reputational impact by claiming the crisis relatively early, attending in an empathetic manner, and providing credible steps to remediate the problem. Throughout all three communications (the external communication and the stakeholder letter to travel agents and investors), rapid and culturally aware messaging and identifying what specific information is important to the audience represent the foundation for an effective crisis strategy aimed.

Findings (analytical or communicative content)

The examination of the crisis communication strategy for Blue Vista Resorts Ltd. regarding the norovirus contagion incident in the Maldives reveals several key takeaways that are driven by situational crisis communication theory (SCCT) and culturally sensitive messaging. According to SCCT, this incident would be classified as an "accidental" crisis in which it would be assumed the organization has little responsibility, namely due to the unpredictable nature of viral outbreaks. However, the breakdown of hygiene protocols injects components of preventability, thereby necessitating a combination of communications that recognizes both and balances apology with remedial action. Communication takes place internally with a detailed outbreak response memo to all staff from the Chief Operating Officer shortly after the outbreak to provide operational transparency, reinforce staff roles in containment, and preserve morale during the crisis; externally with a press release to the public that focuses on what Blue Vista did immediately thereafter such as quarantine measures, deep sanitization protocols, notifying health authorities, and compensation of guests, etc. to portray accountability without laying blame; and, overall, tone is culturally calibrated: tone to high-context cultures (e.g. Japan or the UAE) tends to be indirect messaging with implicit reassurances, while tone to low-context cultures (e.g. the U.S. or Germany) tends to be much more explicit communication that emphasizes procedural volumes and timelines. Stakeholder letters embody this nuance by assuring both investors and travel agencies regarding both brand resilience and safety for the long journey ahead. Trust restoration was the clear pillar

across all deliverables and was achieved through timely factual updates and culturally intelligent empathy. The results indicate Blue Vista's credibility is based not only on logistics-related responsiveness but also on the ability to adapt its messaging with both emotional intelligence and strategic rigor, by SCCT best practices.

Discussion

In light of the norovirus outbreak at Blue Vista Resorts Ltd.'s Maldivian property, a crisis communication plan will be necessary that addresses not only the dissemination of accurate and timely information but also the management of tone, cultural sensitivity, and brand confidence. The basis of this communication plan is Situational Crisis Communication Theory (SCCT), which calls for crisis response strategies to align with the level of blame assessed against the organization. Because of the high risk to reputation and the health consequences of this incident, the strategy will operate under a preventable crisis posture, in which the organization is viewed to have a high level of responsibility due to a perceived failure in health and hygiene protocols. Therefore, this plan requires a rebuild strategy, including full disclosure, demonstrations of regret, corrective action, and reassurance.

Internally, staff must be informed as clearly and urgently as possible. The internal memo will need to communicate immediate health and safety measures, reinforce the updated sanitizing protocols, and outline the chain of responsibility to reassure the employees and delegate actions. Adopting a calm yet authoritative tone will help prevent unnecessary panic and allow for business continuity. Externally, the press release is a key point of contact for maintaining trust with the general public. The press release will need to begin by expressing empathy towards all affected guests. The notice will subsequently confirm that containment measures have been deployed. The letter's tone must be transparent, apologetic, and take action. It will therefore signal to Blue Vista stakeholders that we are committed to safety but not further escalating fear. In communicating with stakeholders generally (e.g., travel agencies, corporate partners, investors), the letter must balance, having some reassuring content together with accountability. This will involve discussing not just immediate response actions, but also medium-term actions, such as health audits by third-party businesses, and evidence of improved hygienic certifications. Culture will be a core context in dealing with multiple audience issues. In many cultures, as in Asia and the Middle East—important regional markets for the Maldives tourism—illness can be socially stigmatized, while public apologies

can be interpreted as admissions of guilt rather than self-responsibility. Messages must therefore be worded carefully to articulate concern and corrective intent, without inappropriate self-accusation, considered culturally inappropriate in the context. Further, in a luxury hospitality brand, trust is paramount, and tone must consistently signal safety, integrity, and responsiveness.

Moreover, the speed of communication is important. In the era of instant feedback on social media, even a minor delay can harm credibility. Therefore, making certain that communication is synchronized and conveyed in every instance in the same way across every platform (and language) allows Blue Vista to safeguard its global reputation, while its guests, staff, and partners all receive timely information. Ultimately, the goal is to not only contain the health crisis but position the organization as a brand that puts human health and safety first, acts with openness, and builds from vulnerability -- this approach provides an opportunity to convert a moment of risk into a meaningful, longer-term perspective on trust.

Conclusion

In short, the crisis communication plan prepared for Blue Vista Resorts Ltd. regarding the recent norovirus incident in the Maldives clearly outlines a comprehensive, theory-driven approach to reducing reputational liability and maintaining stakeholder trust. Using Situational Crisis Communication Theory (SCCT), the projects ascertain prompt communication and transparency while maintaining tone and message context for their different cultural international audiences. The first effort, an internal memo to staff, focuses responsibility on staff collaboration, while emphasizing the importance of collaborative participation supporting new health and safety protocols. The next project, the public press release, establishes an empathetic tone and responsive action, affirming the resort company's accountability for guest safety and commitment to propriety by prompt and responsive containment. The letter to stakeholders emphasizes the effort for investors and travel partners to be assured of long-term brand value and commitment to financial transparency. The consideration of cultural context addresses the framing with the understanding that perceptions of illness, blame and corporate accountability differ regionally and must be framed within the tone of a potential crisis. In particular, Asian markets apparently value humility and collective responsibility, while Western stakeholders require re-assurance on logical data-driven accountability and accountability. Appropriate tone management is therefore needed to provide an impression of competence but also care in order to reduce risk

that may affect global brand credibility and trust. Furthermore, the three-part communication approach addresses not just the impact on health, but model for crisis response that supports long-term brand integrity in the competitive international hospitality sector.

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