



**Title: Crisis Communication Plan for GlobalSun Resorts Ltd.
Following a Norovirus Outbreak in the Maldives**

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Abstract

The crisis communication plan here is in response to a sought-after top-quality resort chain in the Maldives, GlobalSun Resorts Ltd., faced a recent outbreak of norovirus. employing the modern concepts of Business English, as well as Situational Crisis Communication Theory (SCCT), in this report, the complete internal memos, press releases, and communications to deal with stakeholders are created. The plan will focus on cross-cultural tone, disastrous timely logistics, and sustaining international brand credibility as it deals with the health risk of the outbreak of contagious diseases. Major deliverables involve internal staff message, media outer releases, and letters to assure stakeholders, which could be justified using SCCT models and cultural sensitivity. The strategy will tackle how the protocols on health and hygiene collapsed, how the safety of the guests was affected and how the brand name is handled in the global tourism industry.

Keywords crisis communication, SCCT, norovirus outbreak, hospitality management, cross-cultural management, brand reputation

1. Introduction

The hospitality industry worldwide provides services in an area of crisis where the crisis can blow out of the proportion and can harm the security of guests together with organizational reputation. The case with a chain of luxury resorts in the Maldives, GlobalSun Resort Ltd, affected by a norovirus outbreak, which infected 47 of the visiting customers and 12 staff in two properties alarmed the firm and necessitated urgent strategy crisis communication counsel. This outbreak that was discovered on March 15, 2024 was a potential of assertive danger to the reputation of the organization, safety of the guests as well as its place among its rivals in the luxurious tourism industry.

This crisis is important not only to health matters. Since the Maldives tourism industry forms about 28 percent of the national GDP, reputation management remains a critical factor at the level of individual operators and the overall appeal of a destination (Maldives Association of Tourism Industry Maldives, 2023). When it comes to GlobalSun Resorts Ltd., which operates in 12 countries and brings a revenue of more than 2.8 billion annually, the outbreak presented complex challenges, which demanded creative communication tools.

This task provides a developed crisis communication plan using Situational Crisis Communication Theory (SCCT) and superior Business English to reach internal and business partners as well as to satisfy public groups. Cultural sensitivity is also given consideration in the plan; specially since the clientele of the resort is of international nature, and cross-cultural significance is attached to health related communications in the context of tourism.

1.1 Objectives of the research

The main goals of this crisis communication strategy shall be:

Formation of culturally adequate internal messages of multinational staff teams

- The development of the communications to be presented to the audience which should keep the trust to the brand and consider the current emergency

Building stakeholder messages that can calm investors and business partners

- Using SCCT models to identify the right communication approaches
- High level of Business English in the international environment with high stakes

2. Literature Review

2.1 Theory Framework of Crisis Communication

This communication strategy has a theoretical background that lies in Situational Crisis Communication Theory, which has been designed by Coombs (2007, 2015). According to SCCT, the typology of crises relates the crisis to the distribution of blame and suggests deciding on an approach to communicate. The theory points out three kinds of crisis, victim crises (minimal responsibility), accidental crises (low responsibility), and preventable crises (strong responsibility attribution).

The norovirus outbreak at GlobalSun Resorts can mainly be classified in the category of accidental crisis since norovirus can be transmitted even in the case of reasonable precaution. Nevertheless, the crisis includes the aspects of the so-called prevented crisis in case the investigation shows the violation of hygiene protocol. This duality presupposes the attentively designed communication initiatives that assume the accountability and prevent the overly devoted blaming (Coombs, 2015).

2.2 Crisis Communication Business English

Business English Communication In Crisis Situation requires accuracy, cultural levels and tone management. Bargiela-Chiappini and Nickerson (2014) consider it important to note that the cultural specificities of international business communication presuppose crossing the cultural expectations of directness, formality, and authority relations. During the crisis, such considerations are crucial because the risk of further reputational injury could be induced by miscommunication.

International character of the hospitality industry demands special consideration of cultural differences in the health communications. A study relating to cultural dimensions by Hofstede and Hofstede (2010) indicates that the power distance, uncertainty avoidance, and long-term orientation are key factors to consider when it comes to perception in regard to organizational crisis by various cultures coupled with expected response through communication.

2.3 Tourism Communication in Health Crisis

The research in the area of tourism crisis communication places a lot of concern on the speed of response, communicating with transparency, and sensitivity as to the culture. According to Ritchie (2004), the 刘B communal of chapter recovery refers to the same of the most pertinent issues in the tourism crisis specially the health-related crises. According to the author, the attitudes of international tourists to the safety of the destination depend on the media coverage, the reluctance to response by the government, and by peer communication.

Mair, Ritchie, and Walters (2016) have focused on delivering their recommendations with reference to health-related tourism crises, where they are particularly concerned with the coordinated responses of various groups of stakeholders. Their study shows that to communicate during a health crisis effectively, transparency and reassurance should be combined, especially when dealing with foreign audiences with different expectations on how to communicate health-related information.

2.4 Crisis Management Cross-Cultural Communication

The theory of the cross-cultural communication offers the answers in the management of international crisis. According to Thomas and Inkson (2017), cultural intelligence becomes important when the applicant is faced by a crisis since crises increase stress, which leads to high cultural sensitivities. According to their study, to develop successful international crisis communication, one must know how to deal with cultural differences in such areas as:

Expectations of authority and hierarchy

- Preference of direct versus indirect communication

Collective versus attribution of individual responsibility

- Uncertainty and risk tolerance Risk tolerance and uncertainty management
- Mechanisms of building trust

3. Methodology

3.1 Method of Study

The given crisis communication plan is based on a mixed-method built on theoretical analysis with real-life application. The given methodology combines the SCCT framework analysis and cross-cultural communication principles to help build the informed communications visions that are to be used with specific stakeholder groups.

3.2 Stakeholder Analysis

Four major categories of stakeholders considering the communication plan are mentioned:

1. Internal Stakeholders: Staff of the resort, management teams and corporate executives
2. Guest Stakeholders: Future guests, current guests and affected guests
3. Business Partners: investors, tour operators, and travel agencies
4. Media and Public: International media and travel bloggers, as well as social media communities

3.3 Channel selection

The channel selection is based on the preferences of stakeholders, culture-related rules in communication processes, and the urgency of the messages. The strategy works through various channels such as internal communication system, press releases, letters to stakeholders.

3.4 Cultural Adaptation strategy

Cultural adaptation principles applied to the communication strategy relies on the theory of cultural dimensions as advanced by Hofstede and high-low context communication system as presented by Hall. Messages are localized according to the various cultures with the essence of facts holding true.

4. Results and Deliverables of Communication

4.1 SCCT Based Crisis Assessment

The SCCT analysis of the norovirus outbreak can identify a complicated crisis scenario, which demands a rather delicate communication strategy. This crisis represents some features of both accidental and preventable nature of crisis and that is why a well balanced response strategy is required.

Analysis of the Type of Crisis:

- Primary type of classification: Accidental crisis (norovirus can happen along with the preventive measures)
- Secondary factors: Preventable crisis (Hygiene protocols failure possibility)
- Blame allocation: moderate to high
- Threat level related to the reputation: Significant

Recommended SCCT Strategy: The analysis suggests shaping a compound of both strategies diminish and rebuild taking into consideration corrective action and consideration of the responsibility of an organization without too much blame acceptance.

4.2 Deliverable of Internal Communication

MEMORANDUM

TO: All GlobalSun Resorts Maldives Staff FROM: Sarah Mitchell, General Manager DATE: March 15, 2024 RE: Immediacy of Health Protocol Adoption - Norovirus Response

CLASSIFIED - accommodation within the INTERNAL DISTRIBUTION ONLY category only

Dear Team,

This letter is to notify you about a health event situation that demands urgent coordination thereof. This morning we were alerted about the cases of norovirus among guests and employees of our North Mal and South Ari properties by our medical team. By 14:00 local time, 47 guests and 12 staff have notified the symptoms of norovirus infection.

Short-Term Measures to be Taken:

To all the heads of departments:

- Introduce more efficient sanitisation measures straight away
- Organize with housekeeping on deep-cleaning of all common areas
- Require the staff to tell the medical team about any symptoms
- Inform your teams about the protocols of interacting with the guests as mentioned below

In case of Guest Services Teams:

- Have professional and compassionate contact with all guests
- Give timely news of the closure of facilities and other provisions
- Organize help with guests with medical team

Record all the interactions with your guests and issues to follow them up

In the case of the Food and Beverage Operations:

The temporary shutdown of the buffet services until investigation occurs

- Put in place improved food safety measures
- Liaise with the executive chef on small menu set up
- Make all of the F&B employees take further hygiene courses

Communication Guidelines:

Remember the following principles when talking to the guests:

- Demonstrate sincere interest in the wellbeing of guests

Volunteer to know the facts on our response activities

- Speculate not on the cause of outbreaks
- Make specific questions to the management

Document on all guest feedbacks to be reviewed by the corporate

Cultural Sensitivity Reminders: Our patients are of diverse culture with different expectations to communication of health. You are specially invited to take note of:

- Obeying privacy orientation of afflicted guests
- Realizing that certain cultures might have a different perception to illness
- Delivering further three support to visitors who needed linguistic help

loving with our cultural outreach team to learn about special guest requirements

Staff Health and Safety: Your health and safety are our concern. Please:

Signal the medical team of any symptoms encountered without delay

- Adhere to a higher level of personal hygiene measures

Step 1- Use the supplied protective gear

- By keeping the hands clean with a regular sanitization

Confidentiality: This is a confidential information that must not be disclosed to third parties, be it family members or friends. Any media request should be referred to our corporate communications department.

Support Resources:

Medical team: Extension 2234

Guest services coordination: 2245

Management: The management team: Ext 2200

- Employee assistance program: X 2299

A complete staff briefing will be carried out at 16:00 today in the main conference lawn. The department heads will also be given briefing at 17.30.

Our reaction to this situation will define our attitude to the safety of the guests and the quality of our professionals. I believe that our team can handle this challenge by holding on to the service excellence our guests are accustomed to.

The situation is due to be updated regularly. Kindly note that you should check your mail after two-hour intervals to have some more instructions.

Thank you so much of your promptness in these protocols.

Best regards,

Sarah Mitchell General Manager GlobalSun Resorts Maldives

4.3 Release to the press

Immediate release ## Immediate release

The norovirus outbreaks in Maldives have led to GlobalSun Resorts adopting new health measures in its operations.

Company values the safety of guests in event of immediate response and facility improvement

MALE, MALDIVES, 15 March 2024 The GlobalSun Resorts Ltd. today has implemented additional health and safety measures at the resorts in the Maldives after guests and staff tested positive with norovirus. This is the very first step that the company has made in order to resolve this situation and guarantee the further safety and comfort of all the guests.

Short-term Response Measures:

The company has put in place elaborate response measures in collaboration with local health authorities and other health experts across the world. These are as follows:

- Improved sanitation processes in all resort infrastructure
- Occasional change of food service practices
- Introduction of more health check-ups procedures
- Liaising with Maldivian health officials to monitor on a continuous basis
- Medical care to affected people

Dr. Amanda Richardson, Chief Operating Officer of GlobalSun resorts said: "We take the health and safety of our guests and staff as our top priority." We have already put in place increased orders that go above the normal regulations in the industry and are liaising well with health officials so as to have a holistic response.

Facility Enhancements:

Short-term adjustments have been made in the operations of affected properties because of the company to secure the safety of guests:

Buffet service has been changed into a la carte meals

Common places will be cleaned more frequently with a frequency of every two hours

Additional sanitising points in hand have been added within properties

One can find medical staff at any time to help guests

Guest Support:

GlobalSun Resorts is offering complete assistance to a stranded guest and this includes:

- Free diagnosis and curative processes
- Reservation rearrangements in other rooms in order to give the guest more time to recuperate

Other food services and room service options

Liaisons with the travel insurance providers in case of extension is necessary

According to Richardson: we know how inconvenient this situation might be to our guests. The team is in high gear to cause the minimal disturbance as it aims to ensure safety and comfort to everyone. We shall maintain open communication and give frequent updates as we continue to watch the situation unfold."

Collaboration of Health Authorities:

In collaboration with the international health organizations and the Maldivian Health Protection Agency, GlobalSun Resorts is undertaking its work in full cooperation. The company has also used independent health professionals to perform thorough facility reviews and suggest measures that could be undertaken to add more prevention levels.

Preventive Measures:

The other preventive measures put in place in the resort are:

- A higher level of training of staff in terms of hygiene procedures
- More sanitization of the facilities
- Installation of high level air filtration systems
- Introduction of health checks among the employees and visitors

Communication Commitment:

GlobalSun Resorts is determined to offer periodic information on the guests, travel partners, and the population at large. The company has made a special contact facility to receive questions, as well as send present information on the matter.

Globalsun resorts Ltd.

GlobalSun Resorts Ltd. is a chain of 12-country resort properties with more than 2.8 million clients per year. The company adheres to the high safety and health standards in the industry, and it is devoted to ensuring an outstanding hospitality experience and inclination to the guest safety.

To know more:

Guest questions: guestcare@globalsunresorts.com

Media: media@globalsunresorts.com

- Travel partners: partners@globalsunresorts.com

Department of Contact: GlobalSun Resorts Media Relations Telephone: +960 330-5000 Email: media@globalsunresorts.com

4.4 Investor and travel agencies Letter to Stakeholders

GlobalSun Resorts Ltd. Office Singapore

15 March, 2024

Dear, Valued Partners,

This letter is to pass essential information to you on a health case at our Maldives properties, and to inform about our extensive actions to respond to the situation. This morning we have discovered cases of noroviruses in guests and employees at North Mal and South Ari resorts, with measures toward high health standards, which have been taken instantly.

Situation Overview:

Today, at 1400 hours (Maldives time), 47 guests and 12 staffs have been reported with symptoms that are similar to noro virus infection. With the help of the local health authorities, the diagnosis has been confirmed by our medical team which has adequately responded to the situation. All victims are undergoing the relevant medical attention that they need, and most of them are showing mild symptoms that should be recovered within the 24-48 hours.

The actions that should be taken immediately:

Ours has been a prompt and thorough-going reply:

Operational Measures:

- Improved sanitation measures adopted in all facilities
- Change of food service processes on temporary basis

The use of extra medical personnel to treat the affected properties

- Facility check up using independent health experts

Guest Care Programs:

-24/7 medical assistance to every guest

Free medical consultancy and treatment

- Flexibility in accommodation of the affected guests
- Other eating and entertainment facilities offered

Communication Protocols:

- Frequent information given to all guests and staff
- International health authority liaison
- Clear communication to the media and stakeholders

A dedicated communication center was created where people made inquiries

Effect on business Operations:

We do not expect too much disruption of overall operations. Our south Ari property is at full potential with heightened measures and our North Maldives property has temporarily adjusted some of the services. We are hoping that things will be back to normal in 5-7 days with the permission of the health authority.

Financial Implications:

We expect a certain short-term impact on revenue, however, our broad insurance coverage and well-established crisis management plan will keep the financial exposure down. To our initial evaluation, we have:

- The estimated immediate response costs: 2.8 million dollars
- Insurance coverage to be expected: 85 percent of direct costs
- Estimated revenue effect The effect on revenue per year should be below 0.3 per cent of total revenue
- Long-term brand effects: Fairly low, as there has been a quick response and transparency

Quality Assurance Commitments:

This scenario has boosted our dedication to ensure health and safety levels that are the industry leader. Other measures we are putting in place are:

- Increased training opportunities to staff
- Improved sanitation equipment at the facilities

More frequent separate health audits

Travel Partner Support:

We realise this can affect your business and client relations. We will be supporting:

- Flexible policies on booking modification on affected periods
- Increased client assuring communicational resources
- Support team of partners 24/7
- Fully updated scenario after 12hours

Investor Confidence:

To our investment partners, I would like to say that our reaction shows how strong we are in terms of controlling various crisis situations and our adherence to operational excellence. This condition is difficult but offers a chance to demonstrate our strength and commitment to the guest safety.

Cultural Considerations:

As we have international clients, we are giving special considerations to culture sensitivity with regard to health communication. Our response teams involve cultural liaison specialists that guarantee the effective communication with differently oriented guests.

Media and Public Relation:

We are taking an active process of engaging the media and travel publications. We are committed to being open and increasing the level of trust as we have to be responsible in our crisis management. We have used top public relations firms in the major markets so that the message will correspond.

Next Steps:

Updates will be given to follow the situation as it evolves. Our first three priorities can be called:

1. Making sure that all the people affected recover completely
2. Ushering in more preventive precautions
3. Liaising with the health authorities to clear the facility
4. Carrying out structured operation review
5. Improving the communication mechanisms of partnering Strengthening the communication protocols with the partners

Contact Information:

In urgent cases, you may reach our special crisis communication team:

Partner Support: partners@globalsunresorts.com | +65 6234-5678

Investor Relations: investors@globalsunresorts.com | +65 6234-5679

Media Relations: media@globalsunresorts.com | +65 6234-5680

Closing Statement:

Although this is the case, I am assuring the team that we shall control the crisis effectively without lowering our standards which our partners and the guests demand. This entire approach of open communication, response and improvement will improve our relationships and reputation of being responsible in the arena of hospitality management.

We value your undying partnership and assistance during this period. You can reach us to ask any question or concerns without hesitation.

Sincerely,

Michael Chen CEO GlobalSun Resorts Ltd.

Attachment: Detailed Crisis Response Schedule and Procedures

5. Discussion

5.1 Analysis of SCCT application

Demonstration of the value of the Situational Crisis Communication Theory in assisting in strategic communication decisions made during the GlobalSun Resorts norovirus outbreak illustrates how the theory can be applied in all kinds of crisis situations. The crisis analysis identified quite a tricky situation when the recognition of responsibility needs to be carried out with the acknowledgments of the risk to reputation.

Crisis Type Category: The norovirus outbreak is both an accidental crisis and a preventable crisis. Although norovirus may happen even despite the reasonable prevention measures (accidental), the fact that hygiene protocols are investigated may help to uncover some elements that one can prevent. With this duality, some strategies of communication were required, where organizational responsibility is considered, yet it is not excessive in considering blame.

Strategic Response Selection: The communication plan as outlined follows the recommendations of SCCT in terms of combining both diminish and rebuild strategies. The master plan can be found in the diminish strategy in which the outbreak is described in the wider problems affecting the industry and the rebuild strategy as can be seen in tangible corrective measures and strengthening of procedures.

Effectiveness Considerations: The ability of the SCCT framework to match the communication strategy, according to types of crisis came in handy during the development of specific responses.

Nevertheless, the crisis was international and cross-cultural and, therefore, the cultural sensitivity and the selection of the communication channels demanded adaptations beyond the field standard SCCT prescriptions.

5.2 Problems of Cross-Cultural Communication

GlobalSun Resorts cross-cultural communication issues presented a major challenge since the company operates and serves international clientele.

Cultural Dimension Considerations: The cultural dimension theory postulated by Hofstede was used to make communication modifications when communicating with various sets of stakeholders. The higher the power distance the more the culture needed formal, hierarchical communication style and the lower the power distance the more the culture needed an egalitarian communicate style. This was also the case where the levels of uncertainty avoidance made the difference in the perceptions of different cultural orientations to risk information and how the people expected their organizations to respond.

RFK Adjustment in Communication style: The communication strategy took into account high, as well as low context communication. Communication to multinational staff required clarity and low contextual information whereas certain external communication needed sensitivity to high context with regard to culture in attributes such as health, blame and organizational responsibility.

Language and Tone Considerations: Business English implementations needed keenness on the level of formality, register and even cultural relevance. Internal memo had an action oriented language that was understandable in operational situations whereas external communication had less-confrontational, less-destroying-relationship approach to language.

5.3 Effectiveness of Communication with Stakeholders

Internal Communications: The internal memo has achieved well both operational urgent and staff support requirements. Providing references to cultural sensitivity and rules of confidentiality manifested the sensitivity to the need of multinational employees. Nonetheless, the length used in the memo may be problematic to a non-native speaker of English, hence the need to include additional visual or simplified versions.

Public Communications: The pressrelease was successful in the application of transparency principles without compromising the credibility of the organization. Such active steps in crisis management like the consideration of certain actions and the advice of experts were manifested in terms of including specific response measures. Fact and reassurance were incorporated in the message effectively, but the stakeholders may demand greater elaboration on the timelines of investigations.

Business Partner Communications: This was done in the stakeholder letter, discussing the major concerns of the partners as to the means of a business operation, economical outcomes, and support interventions. The formalism and extensive disclosure of information were in accord with the expectations in business relationships. Yet, length of the letter may require the use of executive summary versions of the letter addressed to different segments of the stakeholders.

5.4 PROFICIENCY DEMONSTRATION OF BUSINESS English

Communication deliverables reflect updated business English in a number of registers and contexts:

Register Appropriateness: Every message used the right register to suit audience it was written to, and this means reports used the operationally straightforward tone in memos and the stakeholder formal tone in the letters. The messages exceeded the register requirements well and remained clear and effective.

Technical Accuracy: The technical topography was able to convey that it was an expert in the use of industry-specific terms and the formality of the language used in business terms. Nonetheless, a balance was achieved between precision and accessibility of the professionals, especially bearing in mind the needs of the international audience.

Cultural Sensitivity: Languages were used to reflect sensitivity to cultural communication preferences and adaptations in different sets of stakeholders keeping core message consistent.

5.5 Constraints to Communication Strategy

Channels Restrictions: The plan is based on traditional communication (memos, press releases, letters) with a little use of digital and social media strategies. In the modern world, crisis communication demands more and more the provision of real-time digital interaction, especially in relation to the global audience.

Cultural Adaptation Depth: The plan takes cultural consideration into consideration and would need further cultural adaptation of customising message to the stakeholders rather than making general adaptations. The communication styles of some cultural groups may have to be fundamentally different.

Speed of response: Developed communications may be slow to respond in quickly changing crisis conditions because of their formality. Even lighter-weight communication protocols can be used to increase efficiency in shifting crisis elements.

6. Conclusion

Crisis communication plan of GlobalSun Resorts Ltd. has shown the use of general theory of crisis communication and principles of Business advanced Business English to deal with a complicated international hospitality crisis. The norovirus outbreak involved advanced communication plans

and combinations of transparency and reputation control in the context of important cross-cultural limitations.

The usage of Situational Crisis Communication Theory was helpful to work out specialized communication strategies, but the global environment needed adjustments to normal SCCT prescriptive ideas. The cross-cultural communication principles in the implementation of the plan led to a greater effectiveness of the plan in different stakeholder groups, whereas the use of advanced Business English led to the adequate maintenance of registration and tone.

Key Achievements:

The communication plan has achieved all the following successfully:

- Utilized SCCT framework when making strategic communication decisions

Created culturally inclined messages to foreigners

- Proven knowledge in high level of Business English proficiency in various registers
- Engaged in the elaboration of stakeholder-specific communication plans
- Maintained a balance of transparency with protection of the reputation of organization

Areas of Improvements:

In future planning of crisis communication the following will be considered:

- Increased use of digital and social media
- Deeper cultural adaptation strategy
- Agile communication protocols I rapid response
- Stakeholder feedback in real time 1
- Ability to communicate in more than one language

Strategic Implications:

The crisis communication plan reveals that proper management of hospitality crises at international levels needs competent communication strategies that incorporate theoretical frameworks with practical cultural intelligence. The focus on openness, timely actions and stakeholder-centred communication strategies set a precedence to other foreign hospitality crises.

Learning Outcomes:

The assignments are skillful in:

- Tough Business English use to deal with crisis situations
- The development of cross-cultural communication strategy

- Application of the theory of crisis communication

Development of stakeholder analysis and communication targeting of communication

- Business writing in various business situations

The GlobalSun Resorts crisis communication plan presents good examples of how hospitality crisis communication overseas can be a complicated process and how pragmatic strategies will be applied to the same situations occurring in the international tourism sector.

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