

# Using Core Values to Navigate a Crisis

Jan Swartz

Group President, Princess Cruises and Carnival Australia

November 4, 2020





PRINCESS

Please note that this presentation was designed to share lessons learned and ideas for leaders to consider when called upon to respond to a future incident or crisis.

To the extent that any comments or content relates to actual incident response, including COVID-19, these are not complete or definitive, since our response protocols continue to evolve.

This presentation is confidential and may not be used or published without the written consent of Princess Cruises.

# OUR SHARED PURPOSE

To share our world,  
share our hearts,  
protect our Earth and  
create lasting memories

# OUR CORE VALUES



PROTECT



RESPECT



CONNECT

# 1 Cultivate Global Relationships

Mobilize representatives in countries of operation to leverage the relationships they have with relevant government officials, stakeholder representatives, embassy leadership, global health organizations



**PROTECT**

THINK Ahead



**RESPECT**

Build TRUST



**CONNECT**

SHARE Ideas



## From our VP of Public Affairs

“ A local representative can be worth their weight in gold if they can succinctly describe how their government operates, and know who to call.

Having a local rep guide us on who to contact within their government is invaluable. Without it, we could have wasted considerable time searching for the decision-makers and learning who they listen to. ”

# 2 Co-Locate with Responding Agencies

Embed an incident commander in the unified command center with representatives of all responding agencies co-located in a single space



**PROTECT**

**COMPLY** with all standards



**RESPECT**

**INCLUDE** everyone



**CONNECT**

Own and **RESOLVE** issues

## From our Managing Director Carnival Japan

“

Having a strong relationship with the Ministry of Labor, Health and Welfare, we received first-hand information and could make informed decisions about the challenges we faced.

The most important element was the trust between government and the local representatives from Princess.

”





# 3 CARE Team

Activate employees specifically trained in CARE Team services to provide care for customers and teammates involved in the incident or crisis



**PROTECT**

Put **SAFETY** first



**RESPECT**

**CARE** for ourselves, communities and each other





**CONNECT**


Deliver **GENUINE, HAPPY, EXPERT** service



# Well-Being Resources





### Imposed Change

Mental health experts refer to experiences including being quarantined as "imposed change." Losing control over your environment and circumstances can undermine well-being, stress relationships and test personal resilience.

**Common Reactions to Imposed Change:**

- Restlessness or outright agitation
- Disturbed sleep patterns
- Anxiety and fear of the unknown
- Anger at the situation
- Feelings of powerlessness
- Sadness and frustration
- Irritability or anger over the loss of control
- Symptoms related to claustrophobia
- Boredom
- Testy interactions with others
- Loneliness due to social isolation
- Self-medicating with comfort foods or alcohol
- Physical symptoms due to

While it doesn't change your circumstances, it sometimes helps to remember that your teammates are in the same situation and experiencing similar disruptions. You are in a scenario that presents unique and unprecedented challenges. It helps to be gentle and forgiving with yourself and others.

We will be sharing ideas of things you can do to stay engaged during this unexpected time on your own -- from catching up on sleep, listening to music, reading a book, dancing or exercising in your room, enjoying mindfulness moments, or watching things that make you laugh.

**A message from Jan Swartz, Group President, PCL & CAU:**

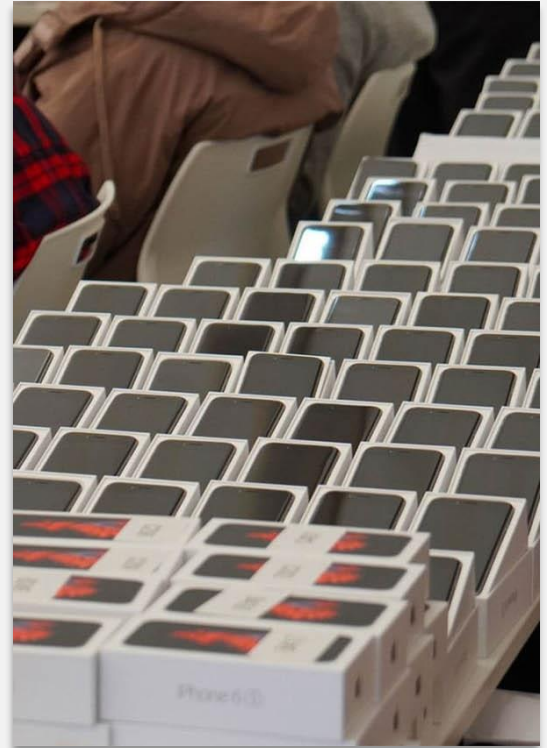
I am truly #PrincessProud of the heart you've shared, your flexibility as we've adjusted to new developments, and your incredible teamwork as we have overcome many challenges. We are all with you through this next phase of your journey.

#IamInThereDiamondPrincess

**Daily Riddle**

What travels the world but always sits in a corner?

		9				
<b>S</b>	6			1	5	7
<b>U</b>	5	2				4
<b>D</b>	2		7	6		
<b>O</b>		3		2	1	7
<b>K</b>			9			3
<b>U</b>	8	2	6		9	
			4			3
	3			8		





# 4 Keep Everyone Informed

## REGULAR & FREQUENT

Ongoing cadence, reach all stakeholders

Summarize daily "must know" info for execs, leaders

Embrace transparency and proactively communicate to ALL stakeholders



## COLLABORATIVE TOOLS

Use tech tools to work collaboratively to save time



## NATIVE LANGUAGES

Translate ALL materials in multiple languages

**PRINCESS**  
message from Jan Swartz, Group President

A message to all teammates from Jan Swartz, Group President, Princess and Carnival Australia:

As COVID-19 continues to spread worldwide, we are taking quick action to respond to new developments. We remain committed to continuing our high level of transparency in the evolving situation and updating our teammates as quickly as possible.

Princess Cruises @PrincessCruises · Feb 8  
Our global team is working tirelessly to continue supporting #DiamondPrincess guests and crew during this challenging time. As onboard needs continue to evolve, here's an update on our current priorities. We will continue to provide updates as available. [@DishDaily](#)

We've shifted additional resources to be and Yokohama



**PRINCESS**  
Grand Princess Health Advisory

Updated March 4, 2020

Last night / early this morning, our chief medical officer Dr. Grant Tarling issued this Health Advisory Letter to guests and crew currently sailing onboard Grand Princess. A similar notification has been emailed to guests who sailed on the previous voyage. For guests who sailed on the previous Grand Princess voyage (Feb 13-21), if you have experienced any symptoms of acute respiratory illness with fever, chills, or cough since your return home, please immediately contact your medical provider. You can also view the COVID-19 information card (PDF) provided by the CDC.

Guests Health Advisory – Coronavirus  
March 4, 2020

Dear Princess Guest:

I wish to advise you that today we have been notified by the United States Centers for Disease Control and Prevention (CDC) that they are investigating a small cluster of COVID-19 (coronavirus) cases in Northern California connected to our previous Grand Princess voyage that sailed roundtrip San Francisco from February 11 to February 25. We are working closely with



## PROTECT

Do the right thing



## RESPECT

Be OPEN and HONEST



## CONNECT

LEARN every day



# Leverage the Power of Social Media

18 videos

Reached  
107M+ people

3.6M+ video  
views



**Princess Cruises** · 2/7/20  
Although we're facing many limitations and challenges, we're doing our best to deliver the most critical needs of [#DiamondPrincess](#). We're also working to provide as much care and comfort as we can to all onboard. We hope these gestures will lift the spirits of those onboard.



**Princess Cruises** · 2/29/20  
Given recent events and global interest in travelers' health, our Chief Medical Officer Dr. Grant Tarling, MD, MPH, provides an update on COVID-19 & our enhanced screening and preventive measures to keep our guests and crew healthy and safe. Updates here: [bit.ly/2PBxxRX](https://bit.ly/2PBxxRX)



**Princess Cruises** @Pr... · 22h  
Jan Swartz shares an update to announce our extended pause through June 30, including the impact on our Alaska season, Enchanted Princess delayed debut, and cancellation options: [bit.ly/3cjHuMu](https://bit.ly/3cjHuMu) We remain grateful for your support and look forward to brighter days ahead.



# 5 Turn Challenges Into Opportunities

Support rapid change using lessons learned for the company and culture to emerge stronger and better



**PROTECT**

Think ahead



**RESPECT**

Support **CHANGE**



**CONNECT**

**SHARE** new ideas

# 6 Express Gratitude

Recognize and thank those who supported the response effort



**PROTECT**

Do the right thing



**RESPECT**

Build **TRUST**

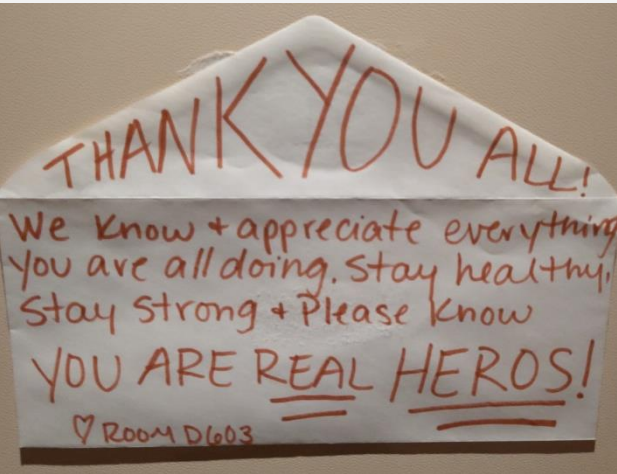


**CONNECT**

**EXCEED** expectations

# 7 Have Faith in Humanity

In every moment of darkness, there are countless moments of light — gestures of compassion that call people forth and remind us of our common humanity





# From a Princess Incident Commander

“ In a crisis, use your core values to guide you like they do during normal operations. They will guide your actions and decision-making and be most powerful when used by senior leadership.

In the end, you may never know if the decisions you made were viewed as good or bad, right or wrong by those impacted. But if you allow your core values to guide you and make a best effort to always do it right, that is the most that can be asked of you as a leader.

”



Thank You