



POLARIS

Cruise Lines

Student Packet

Student Case 1-430-477
January 14-15, 2016

Leadership Crisis Challenge 2016: Polaris Cruise Lines

Overview

You and your team members are executives at Polaris Cruise Lines, a subsidiary of Constellation Cargo, Inc. Constellation is a freight, logistics, travel, and hospitality company with operations around the world generating \$25 billion in annual revenue. Founded in 2000, Polaris is holding its own in the cruise sector, steadily growing to 6.7 percent market share against companies like Princess Cruise Lines, Disney Cruises, and Royal Caribbean. Polaris' market position is threatened, however, by public outcry over an alleged release of untreated ballast water from the Polaris flagship *Night Sky* into Biscayne Bay at Miami, Florida, causing an algae bloom that threatens wildlife. You have been selected as a member of the Polaris Executive Crisis Team, which is comprised of:

1. **Avery Powers**, Polaris CEO
2. **Carter Alvarez**, Polaris VP of Vessel Operations
3. **Dakota Moretti**, Polaris VP of Public Relations
4. **Jaime Sato**, Polaris CFO

It is up to you and the rest of the executive team to manage the crisis. This *Nationwide News Network* reportⁱ and the documents that follow will assist you in your situation analysis. Individuals who may have an impact on the Executive Crisis Team's decision-making processes include:

1. **Wendy Holtz**, Constellation Cargo CEO
2. **Arun Malakar**, Constellation Cargo Executive Assistant to the CEO
3. **Cynthia Perez**, Maritime Technologies CEO
4. **Suvan Rao**, Constellation CFO
5. **Tobi Zuma**, Constellation Cargo Board Member and TEG CEO
6. **Allyn Carter**, Constellation Cargo shareholder
7. **Reed Turner**, Polaris Director of Corporate Social Responsibility
8. **Aubrey Samson**, Constellation Cargo VP of Human Resources
9. **Alex Stanton**, Engineering Supervisor, *Night Sky*, Polaris Cruise Lines
10. **Gary Addams**, Polaris Chief Legal Officer

ⁱ The video can be found at <https://youtu.be/71sKrTutW3Q>

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