

**HOSPITALITY AND TOURISM
OPERATIONS RESEARCH PROJECT**

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Carnival

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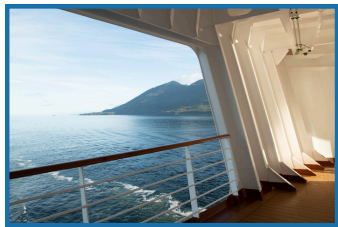
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I. EXECUTIVE SUMMARY

Description of Service

Carnival Cruise Line (CCL) is a leading global cruise company dedicated to finding **innovative** and **sustainable** ways to deliver memorable vacations and build borderless connections. Founded in 1972 by Ted Arison, CCL revolutionized the cruise industry with a vision of making luxurious vacations **accessible** to everyone, not just the wealthy. Today, Carnival is still guided by this goal and has welcomed over **100 million guests**, making it the first cruise line to achieve this milestone. CCL is the largest cruise line within Carnival Corporation, accounting for approximately 30% of the corporation's total ship count.



Our Purpose

Our team aims to **analyze customer feedback** and knowledge of Carnival Cruise Line's operations to develop a **corporate social responsibility (CSR)** strategy that aligns customer feedback and company values.

Research Methods

1 SEPT - NOV 2025 PRELIMINARY

- CCL Website/SEC Report
- Competitor CSR Initiatives
- Sustainability Report
- CSR Programs in Hospitality

2 OCT- DEC 2025 PRIMARY

- Customer Surveys
- Employee Surveys
- Interviewed Dominica Native
- Interviewed customers

3 NOV - JAN 2026 SUPPLEMENTARY

- Business Consultant
- Met w/ Sustainability Specialist
- Met w/ CSR expert
- Met w/ ecotourism expert
- Analyzed academic articles

Findings and Conclusions of Research

FINDINGS

CONCLUSIONS

Lacking rigor in sustainability plan

Passive sustainability operations

Ethical practices are inconsistent and weak

Injured stakeholder trust

Under coverage of important communities in philanthropic efforts

Inadequate philanthropy

Reduced economic support to port communities

Negative impact on ports

Plan Objectives

From our research findings, our team developed the following objectives to outline our goals and ambitions for improving CCL’s corporate social responsibility.



Accelerate Decarbonization



Strengthen Governance



Expand Charitable Outreach



Support Port Communities

Proposed Strategic Plan

Our team organized our strategic plan under the mnemonic **PORT**, which stands for **Protect, Oversea, Render, and Target**. It is through this comprehensive plan that we will bring corporate social responsibility initiatives to CCL.



PROTECT OUR PLANET

- 1.1 Orbisk Food Waste Management
- 1.2 Eniram Speed 3.0
- 1.3 HVAC & Lighting
- 1.4 Eco-Traveler Membership Program

“OVERSEA” ETHICAL OPERATIONS

- 2.1 CSR Report
- 2.2 Workforce Development
- 2.3 Real Me App Development

RENDER SUPPORT TO OUR COMMUNITIES

- 3.1 Caribbean with Purpose
- 3.2 Marine Life Research

TARGET LOCAL ECONOMIES

- 4.1 Local Economic Impact Commitment (LEIC) Program

Proposed Key Metrics

ABOVE
60%
Net Promoter Score
Measure of customer loyalty and perception.

ABOVE
80%
Customer Satisfaction Index
Measures four values and satisfaction.

Other Notable Specific PORT Metrics



- 1.1** Orbisk Food Waste
- 2.1** CSR Report
- 3.2** Marine Life Research
- 4.1** LEIC Program



- ≥25%** Food Waste Reduction
- >6%** Fuel Usage Reduction
- >50%** Passenger Engagement Rate
- >2K** Local Dollars Spent

Proposed PORT Timeline

The timeline of our **PORT** plan spans four fiscal quarters, starting in January 2027 and ending in December 2027. PORT also utilizes a pilot schedule by integrating some PORT initiatives across 5 of CCL’s ships.

		Q1 (2027)			Q2 (2027)			Q3 (2027)			Q4 (2027)		
Month		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Week		2 4	2 4	2 4	2 4	2 4	2 4	2 4	2 4	2 4	2 4	2 4	2 4
P	1.2 Eniram Speed 3.0												
							1.1 Orbisk Food Waste						
									1.3 HVAC and Lighting				
	1.4 Eco-Traveler Membership Program												
O	2.1 CSR report												
						2.2 Workforce Development							
				2.3 Real Me App Development									
R								3.2 Marine Life Research			3.1 Caribbean w/ Purpose		
T	4.1 LEIC Program												

Proposed Budget

The PORT plan carries a **\$29,817,160 implementation cost** and a **\$6,353,660 yearly recurring cost**. The budget was calculated across the four channels of PORT:



\$21,384,500



\$6,601,100



\$1,289,500



\$542,060

(Year One Implementation)

Year 3 Cost
\$42,524,480
Year 3 Revenue
\$84,336,660
Year 3 ROI
98%

3 Year Summary					
Year	Annual Expenses	Cumulative Expenses	Annual Revenue	Cumulative Revenue	ROI(%)
1	\$29,817,160	\$29,817,160	\$26,185,220	\$26,185,220	-12%
2	\$6,353,660	\$36,170,820	\$28,112,220	\$54,297,440	50%
3	\$6,353,660	\$42,524,480	\$30,039,220	84,336,660	98%