



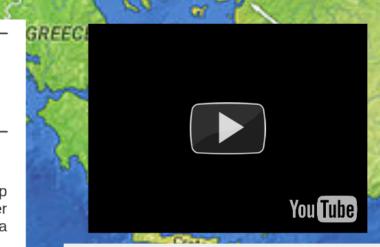
### The Dark Side of Organizational Improvisation: Lessons from the Sinking of Costa Concordia

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#### Costa Concordia



 Costa Concordia was a cruise ship built in January of 2004 as a newer model of Costa Fortuna and Costa Magica.



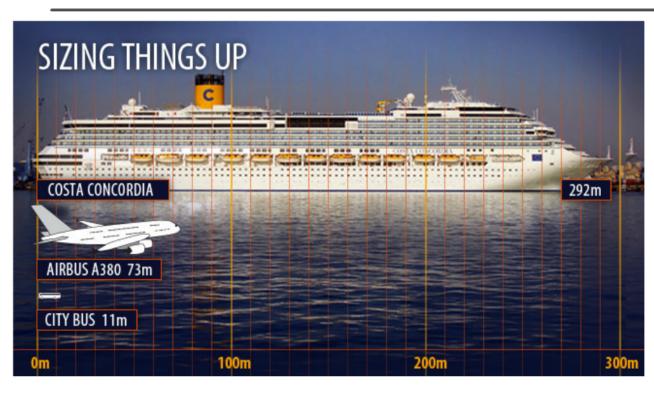
## Costa Concordia



- Costa Concordia was a cruise ship built in January of 2004 as a newer model of Costa Fortuna and Costa Magica.
- Designed for all year round cruising
- · Capacity of 3780 passengers
- Part of the Carnival Corporation cruise line

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#### Costa Concordia Dimensions



- Largest Italian cruise ship in history
- Length of 950 feet, a Beam of 118 feet, and draft of 26 feet.
- 13 decks
- 100,000 tons

### Disaster January 13, 2012 · The ship hits a rock on the coast of Giglio, damaging · The ship capsized within an hour. · Considered the biggest maritime evacuation in history. · 32 people lost their lives Thecasesolutions.com

# Investigation

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- It was found that the ship hit the rocks because the captain changed the route.
- He ordered the ship to be steered close to the island of Giglio as a salute.
- The ship was too close to the shore and there were no appropriately detailed maps of the area.





# Costa Concordia Parbuckling Project Thecasesolutions.com

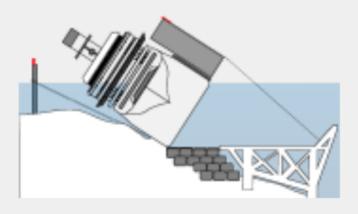
- Nick Sloane: Senior Salvage Master
- The idea of parbuckling was to remove the ship intact and in one piece.
- This was a difficult task due to the size of the ship and the amount of time it was submerged.
- Plan took 2 years
- Never done before!





1. Secure the ship to prevent sea from washing it away.

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2. Underwater support system platform to catch Costa Concordia as it rolls upright.