The importance of external communication in crisis situations in the port authorities: The case of the APBA and the GPA

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ABSTRACT

Today, during a crisis situation, the reputation and image of a company can be affected in a very negative manner and, for that reason, the crisis must be managed from the point of view of external communication. The port authorities are becoming aware that they need to transmit truthful information in an agile way when there is an incident at their facilities to reassure citizens, customers and employees, among others. In a hyper-connected world, in which everyone wants to be informed, port authorities cannot ignore communication in these delicate situations.

1. Introduction.

Communication occupies a key position in the business world. Although many companies are still not giving it the place that it deserves, there is no doubt that business culture is increasingly aware of the importance of managing the flow of information inside and outside the company. Depending on how the communication is carried out, employees, consumers and citizens will have an impression of the company and its work.

This study focuses on the external communication carried out by companies, and, in particular, port authorities, during crisis situations, such as spillage or falling containers.

The Communication Offices, or failing that the Human Resources Departments, must define the institutional communication policy, manage the brand and image of the company, supervise advertising campaigns and measure their effectiveness.

They must also take care of relations with the media, and act as spokespersons, write reports and press releases, manage visits and events. They should develop information programmes for employees, such as welcome manuals and procedures through the appropriate channels. They should also develop other initiatives, such as the publication of internal magazines (Enrique, Madroñero, Morales and Soler, 2008).

In addition, we cannot ignore the importance of the internet, or the impact that the web can have on the image of a company, when used as a tool for communication with consumers and users.

The web and social networks offer channels through which companies can listen to their clients and potential customers, and even interact with them (Cayuela and García, 2007). The new technologies not only favour external communication, but also internal communication, as they promote the involvement of employees within the company, co operation and coexistence with colleagues, and make employees jointly responsible for projects and results. Also, the implementation of these tools (blogs and social networks) has a low cost and helps improve the positioning of the company on the internet.

The business communication model has changed: Communication is no longer unidirectional, it is not only the company that sends messages, but these new channels through the internet have provided a transformation. Currently, customers,

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employees and potential users or consumers are part of the information process (Cayuela and García, 2007).

As for ports, their relationship with cities and their citizens has not always been fluid and easy, and that is why communication plays a fundamental role in the new port-city relationship in which the port authorities are working.

Ports are business areas that generate wealth for the environment but can cause problems and emergency situations that must be managed from the point of view of communication. Any organisation, and the port authorities are not unaware of this, can be affected by situations which can put their balance at risk and monopolise the attention of the press, and that is why a plan is needed on how to manage these incidents (Rincón, 2017).

The ideal would be not to have crisis situations but, if they do arise, the objective is to minimise the negative repercussions for the corporate image of the port authorities (Rincón, 2017). Ports can experience accidents at work, spills, transport of dangerous goods, etc., so it is an environment in which an emergency can occur which may have a profound media impact. This is why the communicative aspects of a crisis must be dealt with, because the damage to the reputation and the image of the ports can be huge.

1.1. Objectives.

The objective of the work is twofold. There will be a review of the literature on external communication in crisis situations to understand the advantages of their good management, and, there will be an analysis of the communication policies in the Algeciras Bay Port Authority (Autoridad Portuaria de la Bahía de Algeciras - APBA) and the Gibraltar Port Authority (GPA).
1.2 Methodology

1.2. Methodology.

The methodology applied is as follows: A review will be made of journals specialising in business communication and crisis communication, in Google Scholar, and in the ABI / INFORM database. The case study methodology is used: Two practical cases will be presented through semi-structured and in-depth interviews with those responsible for communication in these port authorities, or those who are designated in their absence.

This work is structured starting with the introduction, stating the objectives and the methodology used. A literature review is then made with the main guidelines established on the management of external communication in crisis situations. The results comprise the analysis of the working methods of the port authorities of Algeciras and Gibraltar, followed by the conclusions section

2. Literature review.

2.1. External communicationy.

Sooner or later every company has to face a crisis situation. This is also the case with the port authorities. Whether it is a work accident, a container fall or a spill, when the crisis situation occurs companies must be prepared to face it from the communication point of view.

If we talk about large companies or port authorities, the incident will call the attention of public opinion and the media which will be involved in the coverage of the events (Contreras, 2006).

Therefore, within a company, communication has to be considered as the "most important intangible resource, which must be maintained, stimulated and managed in an appropriate manner for the proper functioning of a company or institution," according to Contreras (2006, 312), who adds that a communication specialist is fundamental in companies.
Sánchez points out that external communication is "a process that consists of conveying information and informative content, from the company or business organisation, to public opinion through the media" (2005, 2). This implies that this information will be about aspects of business life that affect or interest public opinion and that refers to the image of the company. This ranges from the financial year results and environmental policies, to sponsorship activities and much more.

This information set, whether regarding good or bad news, is distributed to the public and the media through the tools available to the company which, according to Sánchez (2005), should be to keep journalists informed and not only when they are interested in reporting on a certain issue. "We must always maintain an information flow so that the messages arrive regularly to the public and do not appear to be self-serving", says Sánchez (2005, 3).

In addition to regular contacts with the press, through press releases or documentation from the company, such as brochures or reports, and continual contact with journalists and the specialist media in the industry sector. The author indicates that, when urgent information needs to be circulated by organisations they are able to organise press conferences (Sánchez, 2005).

It is important to always tell the facts truthfully, regardless of the problems this may initially cause, to do otherwise would be to discredit the company when misinformation is discovered. Moreover, Túñez and Sanjuan (2007) add that companies have to assume their responsibilities and circulate factual messages. These authors argue that it is important to identify the communication needs of the media, respond without improvisation, prepare the spokesperson, provide the necessary and well referenced data, and identify the public (partners, customers, suppliers, citizens, other institutions, etc.) which they will contact during such a crisis situation (2007).

Sánchez (2005) states that the importance of external communication is more than justified, when the need of the company to take care of its image is taken into consideration. According to Túñez and Sanjuan (2007) there is a clear objective of communication in a crisis situation: to avoid or minimise any negative effects that may damage the image of the company.

Many steps have had to be taken to reach this point. Paniagua (2010) considers that the concept of crisis communication began to establish itself in Spain in the 1980s, when the spokespersons for a company tried to restore the good name of their corporation as soon as possible. At this time, crisis

communication was reactive, not proactive but, since that time, much progress has been made.

It should be said that crisis situations have different phases that should be highlighted when dealing with external communication in these types of incidents.

2.2. *Phases of a crisis.*

It is vital at this point in time, to recall that all statements and actions will have an immediate impact on the image and prestige of the company. Companies and institutions can see their prestige deteriorate by the lack of a Crisis Communication Plan with which to respond, during an incident (Contreras, 2006).

However, if this reaction is important, it is also important to work on prevention. The scenarios that could be faced must be anticipated and possible responses prepared for the group which the crisis may affect, trying to ensure that this crisis situation extends to as few members of the public as possible (Contreras, 2006).

Sánchez (2002) emphasises the importance of adapting and prioritising responses during a situation of this nature, knowing who will be involved, which members of the public will be affected, and how badly. The communicative actions must be appropriate for the different groups.

The reputation of a port authority, gained with the effort of its personnel over the years, can be harmed by a crisis situation which is badly managed from the communication point of view. In order to circumvent this, the Communications Department, or failing that the department responsible, must take into account a series of questions before, during, and after the crisis.

Among the steps to be taken are: identify the public to whom you wish to direct concrete, effective and simple messages; design a crisis plan; create a crisis committee; and, have a person trained in communication to react to and manage any chaos generated by a crisis (Contreras, 2006). In addition, it is necessary to consider the designation of an Operations Centre for a crisis committee meeting (Sánchez, 2002).

Although internal communication is not the case study of this work, employees are one of those areas of public interest during a crisis. The staff must be informed quickly and accurately to avoid the spread of unwarranted rumours (Sánchez, 2002). For this type of audience, those responsible for communication must rely on tools such as intranet or email.

Regarding the choice of spokesperson, Paniagua (2010) points out that it is not a good idea to choose the senior managers of the company as, in these types of situations, these are people who can see their credibility diminished by their clear dependence on the company. He also emphasises the importance of spokespersons receiving training on their responsibilities.

Contreras (2006) argues that when a crisis arises it is important to know what the media are publishing and to respond, through a spokesperson, with the company's version of events, which should be corroborated. The work of journalists should also be facilitated as much as possible. Once the crisis is over, the moment of analysis arrives. In this phase, Contreras indicates that it is necessary to evaluate how the crisis plan has

worked, so as to improve it in the face of future incidents, and how the spokesperson or spokespersons have behaved during the management of communication (2006).

Enrique (2008) also establishes these three phases in the management of a crisis. In the first, called pre-crisis, it is considered that a risk assessment should be carried out, as a timely response could avoid the crisis, or at least establish guidelines that will help actions when the time comes. She points out that it is positive move to establish a working group that is capable of "constituting containment mechanisms, as well as planning, managing and controlling each of the actions proposed to face a crisis" (Enrique, 2008, 38).

The second phase would take place when the crisis situation has already taken place, which occupies pages and minutes in the media, and finally, the post-crisis phase, which is the moment when errors and successes are analysed (Enrique, 2008).

Other authors who also mention these phases are Túñez and Sanjuan (2007), who indicate that companies should monitor the course of a crisis but also be prepared in case one breaks out. This is why, in the phase that precedes the storm, is to have an established and proactive policy on crisis situations, which consists of the preparation of contingency plans, the designation of a crisis committee, the designation and preparation of a spokesperson, a media map, and the preparation of messages to be transmitted.

Once the organisation is immersed in a crisis, if there is no prior action plan available, the option is limited to reacting to events (Túñez and Sanjuan, 2007), whereas if a crisis plan is in place, proactive measures can be taken, which consist of calling up the previously designated crisis committee, a spokesperson should already be appointed, the prepared messages can be adapted to the crisis in question and directed to the appropriate communities. In that way, the company can be prepared ahead of negative coverage.

The post-crisis phase is also important as attention must continue to be given to the relevant public, continue to inform the media as necessary, evaluate the communication plan and develop communication strategies to repair the damage caused (Túñez and Sanjuan, 2007). These phases and actions must be included in the organisation's communication plan. Moreover, Paniagua (2010) adds the need to rehearse the Crisis Communication Plan and update it periodically.

For Sánchez (2002) these steps, especially those directed to the media, imply rules of behaviour based on, anticipation and the absence of silence; the transmission of tranquillity, sincerity and authority; and, the maintenance of a proactive stance.

In the first case, the author affirms that silence is understood as culpability and if the crisis is serious, it can be interpreted as evasion. Both situations can damage the company's image. Therefore, the author advises proactively informing the media of the situation, before they obtain information through unofficial channels (2002). "Experience indicates that a fluid dialogue with all journalists ends in creating a very useful communication route when defending business postulates," says Sánchez (2002, 167). She affirms that in the golden rules of the Communicator, sincerity is paramount because its consequence is credibility. Therefore, spokespersons must choose to commu-

nicate what they know, without making pronouncements on unproven questions. She advises that communications are limited to the crisis itself and that, without ignoring what is happening, the company provides reassuring information.

When a crisis has occurred, the goal of a company must be to return to normal as soon as possible, but Sánchez (2002) considers it also a good opportunity to reinforce the company's image and highlight its reaction if it has been appropriate. She points out that it is a moment in which positive information can be provided about the company and, with references to the future, to transmit as much confidence as possible. This is an idea that Paniagua supports, who affirms that "if this message of calm and control of the situation is transmitted, the company will benefit" (2010, 14).

In dealing with the media there are a series of rules that must be followed and respected, such as avoiding a defensive attitude, commitment to a policy of transparency, not allowing falsehoods to be admitted as truth, maintaining an objective tone and not talking about the end of the crisis until it has occurred (Sánchez, 2002). It is also necessary, according to Paniagua (2010), to recognise the crisis when it arrives because this will bring more benefits than trying to hide it.

For Rincon (2017), the objective of communication in port authorities is to avoid a crisis, and, if it cannot be prevented, it should help to minimise the negative repercussions that may affect the corporate image. The author insists that taking care of communication in a crisis situation is fundamental, because damage to the institutional image can be more serious than just materially.

It must be clear that communication does not guarantee the resolution of the crisis, but good communication management can reverse the negative impact on the image of the organisation, or at least lessen the blow (Túñez and Sanjuan, 2007).

2.3. Crisis communication and the Internet.

The internet and social networks occupy a prominent position in society and offer companies immediate responses, which conventional communication channels lack. However, it must be pointed out that a crisis badly managed in this environment can contribute to the deterioration of the corporate image. On the positive side, together with immediacy, social networks create a direct channel of communication with the public (Rincón, 2017).

Enrique (2013) delves into the approach of external communication in situations of crisis by companies from their social networks, taking into account that the internet is a medium in which complaints and criticism travel quickly, and can cause a negative and harmful impact on the image of a company. The author points out that it is time for companies to assume that they have lost absolute control of the communication process, and that an unfavourable comment can be the spark that ignites a crisis situation, and can cause a negative and damaging impact on a company's image.

Social networks have changed the way we relate, and this can be extrapolated to organisations that have a channel of communication in these types of profiles, not only to promote their products, but to transmit their corporate values, and interact with their stakeholders directly, now such networks are generators of opinion (Enrique, 2013).

It is important to decide in which social networks a company must have a presence, since not all are equal, nor do they work in the same way. For Enrique (2013), the advantages offered by social networks in external communication are the speed in dissemination and updating of content, the elimination of intermediaries, the impossibility of altering content and the feedback, especially in crisis situations.

Social networks provide companies with the possibility of knowing the concerns, doubts and criticisms of their publics of interest, including those affected by a crisis, and this type of information is useful when considering communication strategies (Enrique, 2013). It is necessary to establish a protocol of action in social networks during a crisis, to respond to their publics of interest, and which must be based on transparency, coherence and responsibility.

Once the company has its profiles in social networks, it must be noted that this type of tool has its rules which cannot be breached by the organisation, and has, in this particular universe, to listen and speak to its publics of interest. The company must guarantee their active participation in their profiles as otherwise it will not make sense to have them (Enrique, 2013).

Finally, the company must commit to having a Community Manager who is responsible for social networks, it is "a very powerful medium that requires proper management, as it becomes a point of direct and very powerful contact with its publics: therefore underestimating its capacity of impact is a mistake" (Enrique 2013, 127-128).

Companies today cannot ignore the internet, and they cannot ignore the risk they run if they do not manage social networks properly.

3. Case study: APBA and GPA.

The cases of the Algeciras Bay Port Authority of (APBA) and the Gibraltar Port Authority (GPA) were chosen, as the objects of study for this work on external communication in crisis situations in the port authorities, because they are both located in Algeciras Bay.

The case study methodology is used, with two practical cases being presented through semi-structured and in-depth interviews with those responsible for Communication in these port authorities or their deputies.

The APBA is one of the 28 Spanish port authorities governed by the State Ports, and is responsible for the ports of Algeciras and Tarifa. The first is diversified but specialised in container traffic, being one of the first ports in the world having ended 2017 with 4.4 million TEUs, and more than one hundred million tons transported (APBA, 2018), results that are only found in Rotterdam (Holland), Antwerp (Belgium) and Hamburg (Germany). The second case is dedicated to passenger traffic with Tangier (Morocco), which shipped 1.4 million people during 2017.

On the other side of the bay is the GPA, which was born in 2005 to improve safety in navigation, and attention of participating agents who offer a better service to visitors (GPA, 2018). Gibraltar is a territory with a high tourist index receiving 10.7 million tourists in 2017, of which 573,460 arrived by sea (Government of Gibraltar, 2018). It is a port that is noted for cruise traffic and bunkering services.

3.1. Results.

Both port authorities were asked whether they had their own or an external Communications Office. The APBA has had its own department since the early 1990s, while the GPA has outsourced this task to the communications office of the Government of Gibraltar.

Regarding spokespersons, in the Gibraltarian case it is a matter that depends on the Government's press office, although the port authority points out that if comments of a technical nature are necessary, the person responsible, with sufficient specialisation in the required matter, will attend to the media, if the Government's communication office considers it necessary.

The APBA explains that the spokesperson to attend the media is the port's Chief of Protection, although it clarifies that it depends on the issue, if it is a commercial issue, the spokesperson will then be someone from that department. However, in the case of crisis communication, Algeciras insists that the Chief of Protection deals with journalists, unless it is considered preferable that the Director or the President should deal with the situation.

How do you choose those who should be your face and voice at critical moments? In the case of Algeciras, the Head of Port Protection has been selected, not only for their position, but also for their innate abilities. They know how to stay calm and be a good communicator in public, as well as being an accessible person and willing to take on this task. In the GPA, it is usually the port's CEO, because of their position in the organisation, who handles

routine questions from the media at the request of the Government's communications office, while any other spokesperson will be available to deal with the media, depending on the nature of the issue. However, the GPA points out that if it is not the CEO, it will usually be a senior member of the management team.

It was asked if the spokespersons receive training. The APBA noted that a training course was held years ago that was attended by people from different departments, in anticipation of having to act as spokespersons at some point but, since then, no more initiatives of this type have been carried out. The GPA explained that the staff of the management team receive standard education in communication as part of a broader training programme that takes place within the port authority.

When asked if they had crisis committees designed and ready to be activated, the APBA and GPA responded that they did not have their own structure. In the first case, the Port Authority summons the committee, consisting of the Harbour Master and other agents involved, depending on the type of crisis, but there is no document that indicates which entities or personnel of the

APBA would be part of this special office. For its part, the GPA is integrated into the crisis management office of the Government of Gibraltar and it would be its press office that would be responsible for handling communications, during that kind of situation.

To prepare for an emergency, simulations are carried out in both ports, but while in Algeciras there is no Communications Department, in Gibraltar communication protocols are included in this type of dynamic.

Authors and manuals stipulate that companies should have a specific space in which to meet and address the crisis. The GPA does not have one site but several, which are designated in advance, to offer the best possible location to house the crisis office, depending on the types of situations that may occur and their scope. The APBA has a crisis room but it is only used when the situation affects more institutions. If the problem relates solely to the APBA, other meeting rooms are chosen.

Regarding a communication manual for emergencies, the APBA recognises that one was developed years ago but it is not used, nor are phases and actions during the crisis currently recorded in writing. It stresses that the journalists in their office know what they have to do. On the other side of the Bay, the port of Gibraltar is integrated into the Government's crisis management plan, which includes a written and detailed contingency plan for the GPA.

Regarding previously prepared presentations to deal with an emergency, Algeciras does not have a written document so addresses communications from point zero, while the GPA, by not dealing with communication, does not know if the Government's office has them.

The same response was given by the GPA when asked if they had a media map, or whether they opted for silence or communication during a crisis. Algeciras does have a map of media but not of journalists. The map is divided into local, national, international and specialist press. Regarding the communication process during a crisis, the APBA indicates that each case is assessed and, although non-communication is not normally chosen, sometimes it may be.

Regarding crisis scenarios, Gibraltar has them included and differentiated in their contingency plan, from the point of view of communication, this includes those scenarios that are improbable or rare. Although it did not provide details on what these are, it has pointed out that they cover a wide range of different crisis scenarios and variations within them. On the other hand, Algeciras has visualised them but they are not currently collected in a single document. It also stresses that, since it is a large port, many of the crisis situations involve third parties who have their own routes of communication.

Regarding the publics to communicate with when there is a crisis situation in these port authorities, Gibraltar considers that the communication strategy, both on a day-to-day basis and in an emergency, is adequate and covers the information demands that are made from the different sectors of the external public. This is without clarifying with which of these there had been failures in the past and which are more accessible. Algeciras points out that the Communication Department only addresses the media, while other publics, such as trade unions or clients,

are dealt with by other departments. In this case the Human Resources and Commercial Departments, respectively, although it adds that social networks now represent a direct way of communication with citizens. The APBA specifies that the public it considers most complicated is the citizenry of Gibraltar who maintain an attitude of opposition to the port sector, and it points out that the citizenry may have been the most forgotten public, something that has been remedied through social networks. On the other hand, the port sector itself at the national level is the most accessible public for this port authority, as they have greater interest in the port of Algeciras and how it is managed.

As indicated, the APBA office does not use internal communication with its staff to provide information on crisis situations and avoid rumours. However, in Gibraltar the internal communications are carried out by the port authority via e-mail or informative meetings. It is an institution that is not large, so the GPA is confident that its staff are well informed, both on a day-to-day basis and in a crisis.

Once in crisis, both institutions monitor what the media are publishing. Regarding the channels used to contact and inform during the crisis, the APBA points out that social networks and press releases are the most used and sometimes press conferences, on very few occasions. For its part, the GPA does not clarify this issue because it is in the hands of the Government's communications office.

On the use of social networks, the GPA has profiles on Twitter and Facebook and soon on Instagram. The content is updated regularly but only in relation to promotional issues and the port's routine operations. As regards direct communication with the public, it is a task assigned to the Government's press office.

For its part, the APBA has profiles on Facebook, Twitter and LinkedIn. The first serves to communicate with citizens and users of the port, while Twitter is focused on journalists, and the third has a more commercial and professional nature. The APBA highlights the usefulness of social networks to contact their publics and obtain a response from them. These profiles are active, are updated periodically, and used to launch information during crisis situations.

While both institutions have social networks, the GPA has specific personnel for this task, under the supervision of the management, while the APBA distributes this task between the two journalists of the Communication office.

Regarding the attention given to journalists, it is an issue that is always handled by the Government press office, at its discretion, in the case of Gibraltar and the APBA always tries to serve journalists in crisis situations.

Once the crisis is over, it is time for analysis. In Algeciras they do not hold a specific meeting to evaluate the management of external communication during the emergency, but this would be addressed in the department's weekly meeting. The GPA chooses to make a report that is incorporated into the crisis management structure.

Arriving post-crisis, what can be improved? The APBA explains that there are times when the Communication Office is not notified when there is an incident, although it should be one of the first departments to be alerted. Meanwhile, at the GPA, they are confident that the external communication protocol established for an emergency is adequate, although they point out that they are always working for the continuous improvement of these protocols.

Given the management of external communication in a crisis, do these institutions receive orders or guidance from higher authorities? Are they free to design their communication protocols? In the case of the GPA, the system has been created in-house, with the collaboration of the Government's communication office. This institution has been free to develop and design its communication plan, although with the idea of optimising available resources, in this case the Government press office, to guarantee one unique flow of information. Something similar happens at the APBA, which has developed its communication policy, without interference from higher authorities.

It should perhaps be considered whether crises are opportunities to reinforce the image in a difficult situation. In Gibraltar they consider that this is a fundamental aspect of communication protocols, especially as it is an institution that captures the attention of the media if there are incidents. On the contrary, the APBA considers that it is difficult to emerge strengthened from a crisis.

Regarding the review of communication plans, in Algeciras this task is not carried out, as no document or written guides exist. It is carried out in the GPA, where communication plans and contingency plans are reviewed. The GPA adds that, since they were integrated into the Government's crisis management structure, all response strategies, including communication strategies, are reviewed regularly.

Conclusions

After analysing the case studies of this work, it is concluded that the port authorities are aware that crisis situations not only affect them, but also the external public, which is why it is necessary to maintain and work on external communication.

The importance of a spokesperson addressing the affected public, mainly refers to both the media and citizenry in both organisations. This spokesperson, being the sole route of communication to the outside, is something that is clear in the APBA, as well as the need to train them to perform their task in the best possible way. However, this training is done regularly in Gibraltar, while in Algeciras it was an initiative that has not been resumed for years.

When appointing spokespeople, the APBA opts for professional experience and innate skills, while in Gibraltar they opt for the position to be included in the organisation chart, something that is not recommended in the literature review.

However, although the APBA and the GPA are aware of the relevance of crisis communication, in Algeciras there is no specific communication plan and there is no designated crisis committee as such. In spite of the importance derived from the literature review of having both, it seems that this has generally not yet penetrated the port authorities.

The preparation and written study of messages, incident scenarios and a media map is something that is not done 100%

in these port authorities, so both should work more on the pre-crisis phase.

Unlike the APBA, which has had its own office for two decades, Gibraltar has outsourced this service to the Government's press office, which implies that the GPA is unaware of some issues regarding the operation of communication protocols. This should be corrected so that, even solely for information purposes, the GPA is aware of everything that affects its external communication protocols. Both port authorities are aware of the importance of monitoring what is published in the media and social networks during a crisis, and of the need to have profiles in them to maintain a direct communication with their publics. However, only the APBA uses this route in a crisis, gaining immediacy. Regarding the networks, in Algeciras it is a task that involves the two journalists of the communication office, while in Gibraltar there is a specialist, a more recommended option and, even more so, in the case of the APBA which manages the social networks of two ports: Algeciras and Tarifa.

Once a crisis has passed, and despite what has been reviewed in the literature, neither of these organizations convene a specific meeting to evaluate what happened and to consider improvement actions, opting for reports or the inclusion of this issue in the agenda of routine meetings. It would be interesting to change this way of proceeding and to commit to a specific meeting to address the management of a crisis.

Regarding the intervention of higher authorities in the design of their communication plans, both port authorities have had freedom and have developed dynamics and strategies adapted to their peculiarities.

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