2019 AAPA COMMUNICATIONS AWARDS PROGRAM

Port Tampa Bay

Crisis Communications
Port Tampa Bay: The Fuel Gateway

Entry Type:
8. Overall Campaign
During the early morning hours of September 11, 2017, Hurricane Irma barreled through the Tampa Bay area, threatening lives, homes, businesses, and access to basic needs. Churning through the Caribbean as a deadly Category 4 hurricane, Irma stirred panic and fear, prompting a run on essential supplies including gasoline. As the hurricane neared the Tampa area, millions of people evacuated and nearly every business closed, including Florida’s largest port, Port Tampa Bay. Port Tampa Bay supplies approximately half of the petroleum for the state of Florida.

Although the U.S. Coast Guard closed Port Tampa Bay for two days, the question remained, was there really a gasoline crisis and would the U.S. Coast Guard closure of the Port channel create a fuel shortage? The answer was no – Port Tampa Bay’s private tenants stored hundreds of thousands of gallons of gas at the Port and continued to deliver fuel statewide.
Additionally, of the approximately 7,200 fuel stations in Florida, less than a third of them were closed before, during, and after the storm. Our challenge was to convince a terrified public, the media and our port tenants that we were still open for business, even if our channel remained closed. The hurricane threat also hit the billion-dollar cruise industry, canceling and rescheduling some cruises at the very last second.

When the hurricane struck Tampa, many feared flooding and damage at Port Tampa Bay. To monitor the situation overnight, a group of Port staff rode the storm out on an icebreaker ship anchored at the Port. The icebreaker ship was docked at Port Tampa Bay for annual repairs, but would normally roam the arctic.

Working from the icebreaker as a command center allowed staff to not only carefully observe the situation at the Port, but to communicate constantly with tenants, stakeholders, the media and public. Video captured on the icebreaker of the incoming hurricane’s wind bands and the port director working through the night was disseminated to news outlets which aired worldwide. Remaining at the port on the icebreaker also indicated staff would not abandon the region’s greatest economic driver, by sticking together at a port in the storm. Dozens of photographs and videos of petroleum vessels and gas tanker trucks were immediately distributed to the media and looped on news outlets everywhere, demonstrating Port Tampa Bay is Florida’s fuel gateway.

Port Tampa Bay, like the rest of the Tampa area, escaped major damage, and began fueling tanker trucks just hours after Irma had torn through the area. Florida Governor Rick Scott ordered police escorts for the fuel deliveries throughout the state. The Port officially re-opened the next day, but before it did, we were able to effectively deliver the message: we are open for business, we are fueling up the state, and we provide essential needs for the people of Florida.
I. CHALLENGES AND OPPORTUNITIES

WHAT ARE/WERE THE ENTRY’S SPECIFIC COMMUNICATIONS CHALLENGES OR OPPORTUNITIES?

The challenge of determining a safe and appropriate place to ride out the storm was determined by Port Tampa Bay President/CEO Paul Anderson. He selected the icebreaker ship AIVIQ as a safe spot to monitor port activity, potential hurricane damage, and coordinate response.

The Director of Public Relations, hired six weeks prior to this hurricane, immediately familiarized herself with all port staff and hurricane readiness plans. She identified the best methods for external communication with the media & public, not previously utilized at the port.

The opportunity to showcase the port’s leadership and role in the state and nation quickly drove directly into the challenge of creating time for interviews. At the same time the port director was preparing the port for the storm, he was communicating with state and federal officials, and securing funding for a possible impact. Constant communication between the Port Tampa Bay President/CEO and the Director of Public Relations maximized the messaging opportunities while addressing the critical work for securing the port.

Port Tampa Bay President/CEO Paul Anderson watches Hurricane Irma from the icebreaker AIVIQ

Port Tampa Bay President/CEO Paul Anderson delivered constant updates following the impact of Hurricane Irma
II. OVERALL MISSION

HOW DOES THE COMMUNICATION USED IN THIS ENTRY COMPLEMENT THE ORGANIZATION’S OVERALL MISSION?

Port Tampa Bay’s Mission Statement is central to the planning process of our marketing and communications efforts.

MISSION: Port Tampa Bay will be recognized as a leader in the maritime industry. Port Tampa Bay will have a customer driven, strategic business focus in working with stakeholders to develop and manage marine terminals and supporting infrastructure for the benefit of the regional economy. Port Tampa Bay will employ sound financial, business, environmental management, and public safety practices in fulfilling its mission.

Port Tampa Bay’s mission is to leverage its maritime assets to increase economic vitality and impact on community and region, as well as to create sustainable jobs. The Port is the largest and most diverse port in Florida, with more than 5,000 acres in its complex and handling 37 million tons of every category of cargo as well as cruise passengers.

The very nature of its industrial operations, its sheer size, its cargos and the diversity of business lines means that Port Tampa Bay must be crisis-ready, anticipating the wide variety of circumstances and scenarios where potential disaster lies, either man-made or natural.

Port Tampa Bay is the first seaport in the U.S. to receive the designation as “StormReady” by the National Weather Service.

The mission provides a basic framework for how to convey our messaging. In a crisis, Port Tampa Bay’s mission guides the swift communication with tenants, customers, public safety officials, the media and the public.

A petroleum vessel docked at Port Tampa in the days before Hurricane Irma rolled into Tampa.
III. PLANNING AND PROGRAMMING

WHAT WERE THE COMMUNICATIONS PLANNING AND PROGRAMMING COMPONENTS FOR THIS ENTRY?

Located in Tampa and stretching into Hillsborough County, Port Tampa Bay supplies approximately 48% of the petroleum for the state of Florida – in fact, petroleum is Port Tampa Bay’s largest commodity, handling 17 tons annually.

DRILLS, TRAINING EXERCISES & THE CRISIS COMMUNICATIONS PLAN

In order to prepare for any danger to the port, Port Tampa Bay conducts regular, system-wide drills to test emergency preparedness and determine threats to the organization. Within these drills, there is an annual hurricane response exercise attended by port staff, local law enforcement, first responders, the U.S Coast Guard, and NOAA. The exercise represents an opportunity for the crisis communications team to identify potential issues and areas for improvement in the emergency communications plan. Under the leadership of Port Tampa Bay President/CEO Paul Anderson, port staff additionally holds an annual Tampa Bay Safety Summit which also features hurricane readiness preparation.

The crisis communications plan serves as a guide for Port Tampa Bay senior leadership. It is modeled after plans put in place by other ports and large businesses following the evaluation of emergency communications models, offering significant flexibility in implementation.

“During and after a crisis event, Port Tampa Bay’s first priority must be to protect human life and the environment; we are also responsible for protecting property and operations, and for communicating with affected parties. Communications in a crisis provides an essential public service, while helping to protect our reputation. If we do not communicate, Port Tampa Bay may appear to be uncaring, or not managing the situation effectively. We also run the risk that those with inaccurate information may speak for us, thus creating rumors and confusion. Port Tampa Bay is responsible for maintaining open communications with people and organizations affected by a crisis, emergency or unforeseen accident involving Port Tampa Bay-operated or tenant operations. This means that to the greatest extent possible, we must provide complete, accurate and timely information to the news media and to concerned individuals and groups.” - Port Tampa Bay Crisis Communications Plan
TARGET AUDIENCES

There were four target audiences – in this case, all primary audiences:

1. Port Tampa Bay tenants, customers, and stakeholders
2. Local, state, and federal officials
3. Port Tampa Bay staff
4. The public (and media) – local, statewide, national and global populations

MESSENGING GOALS

• **Tenants, customers & stakeholders:** Port Tampa Bay staff used information from the news releases to tenants and customers. The Marketing & Business Development VP used the latest updates generated by the Director of Public Relations to directly engage with anyone doing business with the port.

• **Local, state, & federal officials:** Port Tampa Bay President/CEO Paul Anderson, side by side with his Chief of Staff, remained in constant contact with Florida’s governor, legislative representatives, and federal officials.

• **Port Tampa Bay staff:** The VP of Human Resources, along with the VP of Information Technology created an email group with senior leadership in order for all to share information. Senior leadership was able to communicate the latest updates to all staff.

• **The public and media:** Early on, the Director of Public Relations established several communication goals. An early goal was also to humanize the Port by creating messaging which connects the average person to what the Port provides: the gas that fuels your car, the cruise you save up for during the year, or the orange juice in your glass.

*A petroleum vessel offloads fuel at Port Tampa Bay on September 7, 2017*
Another major goal was to be extremely responsive in all communications efforts. The Director of Public Relations asked to have her contact information posted on the website immediately, which helped enormously in terms of communication with the hundreds of people who called with questions. The VP of Branding & Regional Alliances quickly updated Port Tampa Bay’s website with the latest news releases and information about the situation.

Other messaging included: we are a team – and we are prepared. It included maximizing all visuals of the port director and his staff in planning meetings, port staff surveying port property, law enforcement securing facilities, port leaders monitoring the hurricane’s impact as it made landfall in Tampa, and the steady roll of petroleum vessels charging through the channel on the way to Port Tampa Bay, as well as the rapid dispatch of fuel tanker trucks from the port, to demonstrate the flow of petroleum, and its priority.

The West Palm Beach NBC affiliate reports on fuel deliveries out of Port Tampa Bay. If you are having troubles viewing this video, you can view it here.
IV. ACTIONS TAKEN

WHAT ACTIONS WERE TAKEN AND WHAT COMMUNICATION OUTPUTS WERE USED IN THIS ENTRY?

As the hurricane’s strongest bands came through the Tampa area, the Director of Public Relations, hunkered down on the icebreaker AIVIQ with other port staff. In evening of September 10th, the PR Director donned storm gear, climbed the staircase to the top of ship’s deck, and shot cell phone video while holding on to metal piping as the hurricane passed through the port. The first few seconds of video show transformers blowing up, pounding rain, and howling winds. The PR Director shot and edited the video on her cell phone. She immediately returned to the ship’s command center and edited 31 seconds of cell phone video on her phone using a mobile app called “Videoshop”.

The video was widely disseminated nationwide, and was one of the first images of the hurricane hitting the Tampa area. The dramatic images showed Port Tampa Bay was still operating, despite wide power outages and damage to the area.

The PR Director sent the video out first via Twitter, and then what’s called “media alert.” She had just signed up Port Tampa Bay on the local “media alert” system which sends news releases instantly to all media representatives and newsroom assignment desks in the Tampa Bay area. The media alert system became the primary method to send extended updates because it could be utilized via cell phone or computer at no cost to the Port.

YouTube link: 31 Seconds

If you are having troubles viewing this video, you can view it here.
Port Tampa Bay Elevated to Port Condition X-RAY at 8pm Tonight

At 8pm, September 7th - The United States Coast Guard will elevate Port Tampa Bay’s alert level to Port Condition X-RAY. Based on current weather predictions, Port Condition X-RAY will be set for Port Tampa Bay, Port Manatee, and Port St. Pete. This is still a preparation and planning stage. X-RAY is ordered due to the possibility of sustained gale force winds (34-54 mph/34-47 knots) within 48 hours. The Coast Guard will make the ultimate decision regarding the potential closure of the Port. Right now, Port Tampa Bay remains open and operating.

Today PTB had three ships unloading gas at our petroleum berths - each vessel discharged 1.2 million gallons of fuel. Between yesterday and today we received approximately 21,000 barrels of diesel gas, 145,000 barrels of regular gas, 25,000 barrels of premium gas and 100,000 barrels of jet fuel - that’s 12.2 million gallons total. (one barrel is 42 gallons)

Port Tampa Bay provides approximately 48% of the gas consumed in Florida. The gas unloaded today was delivered to the Tampa Bay area and Central Florida. However, today Governor Rick Scott arranged for a Florida Highway Patrol escort of tankers to distribute gas to other parts the state.

Our staff has been in meetings all day, coordinating with Homeland Security, Customs & Border Protection, United States Coast Guard, Port Tampa Bay Security, Hillsborough County Sheriff’s Office, Florida Department of Law Enforcement, and the Tampa Police Department. We’ve also been in regular contact with Governor Rick Scott, along with other federal, state and local officials. Right now, PTB staff are taking inventory of ships, determining how long the vessels may take to unload cargo, and playing out different scenarios based on weather conditions.
We are in close communication with our tenants regarding safety measures. At Port Tampa Bay, we store ammonia, unleaded gasoline, ethanol, jet fuel, diesel fuel and sulfur along with a variety of other bulk products, including steel, concrete and orange juice. All of the facilities that support the storage and movement of these products are designed to withstand powerful weather events, like hurricanes. We work with our vendors to secure these facilities through regular patrols, using multiple technologies - like camera surveillance systems. We have also secured our cranes in anticipation of deteriorating weather conditions. The Carnival Cruise Paradise departed from Port Tampa Bay today as scheduled. Carnival has advised it may revise its itinerary based on weather conditions.

Drone video of tankers delivering fuel is available on request. Photos of gas deliveries and PTB staff preps are also available. For immediate updates, please follow us on Twitter @PortTampaBay

++++++++++++++++++++++++++++++++++++++
Photo available at https://www.media-alert.com/listings/Person.aspx?id=77399
CODE WORD: mediapic
++++++++++++++++++++++++++++++++++++++

*******************************
Samara Sodos
Director of Public Relations Port Tampa Bay
813-468-9882 cell
ssodos@tampaport.com
31 SECONDS LOOPS ON NETWORK NEWS

The video shot on the icebreaker was one of the first images of Hurricane Irma released from Tampa. It looped on news outlets within hours of its release. It showcased Port Tampa Bay and its leadership in a crisis to millions of people.

AN URGENT PHOTO GALLERY – COLLECTING CELL PHONE PHOTOS FROM PORT STAFF

The PR Director asked port staff to take cell phone photos of all the activity at the Port – whether it was cruise ships, tanker trucks, law enforcement, or implementing safety measures for the impending storm. This became the beginning of a new way of gathering the sights and sounds of Port Tampa Bay to share on social media, news releases & the port website.
The public and media celebrated images of petroleum vessels at Port Tampa Bay. Government officials also made sure to point out the importance of our message to assure the public that gasoline was available and a top priority.

USING SOCIAL MEDIA TO COMMUNICATE WITH THE WORLD

The PR Director also ramped up all social media efforts, particularly Twitter, where some updates, photos and videos were shared solely on this medium. It was the first time the port’s social media channels were used to communicate breaking developments. Twitter was the most highly engaged form of social media before, during, and after the storm because of its immediacy and its responsiveness from the media and public. Many news outlets would quote the Port’s Twitter handle with new information and celebrate the images of the petroleum vessels entering the Port. A Wall Street Journal reporter wrote an entire story based on Port Tampa Bay tweets during Hurricane Irma. The 31 second video of Hurricane Irma tearing through Port Tampa Bay was also posted on the PR Director’s Vimeo page, along with three other Hurricane Irma videos.
VIMEO LINKS

- Docked on an Icebreaker Ship at Port Tampa Bay during Hurricane Irma: https://vimeo.com/235205367
- Watching, Waiting, Worrying: https://vimeo.com/235205493
- Florida Highway Patrol Fuel Escort: https://vimeo.com/235210894
- Scenes from the window of my cabin: https://vimeo.com/235211772

TIMELINE

Starting on September 1st, going into Labor Day weekend, Port Tampa Bay staff began monitoring Irma closely. On September 4th, the crisis communications plan was implemented, and messaging goals were established. By September 5th, the media inquiries were at a steady, frenetic pace. The first news release regarding Irma’s potential impact was issued on September 6th. Regular internal and external communication continued through September 14, 2017.

The objective was to facilitate an efficient flow of accurate information that would help consumers seeking basic supplies like gas and cruise passengers searching for updates to itineraries.

The Director of Public Relations:

- Gathered accurate information on Port conditions, cruise updates, and fuel status, working with other local, state and federal agencies – primarily the U.S. Coast Guard and Florida Governor Rick Scott
- Provided regular updates on social media via social media, news releases & port website
- Arranged local, state, and national interviews with Port CEO/President on a daily basis during course of impending crisis
- Utilized internal communications channels to provide updated information to leadership team
- Established Port Tampa Bay social media channels as a credible source of information for public, media and port tenants, significantly raising the Port’s profile
- Shot and edited cell phone video and disseminated to news outlets around the world before, during and after hurricane struck Port Tampa Bay
- Logged media requests and built distribution lists for updates

There was no outsourcing of communications support. Port Tampa Bay managed the crisis relying entirely on its own staff.
V. OUTCOME

WHAT WERE THE COMMUNICATIONS OUTCOMES FROM THIS ENTRY AND WHAT EVALUATION METHODS WERE USED TO ACCESS THEM?

Port Tampa Bay successfully managed the crisis communications response to the threat of Hurricane Irma by responding to the hundreds of media and public inquiries, providing useful information to consumers, while calming rising fears. The media relations efforts also significantly raised Port Tampa Bay's profile, by facilitating the telling of thousands of stories – reaching millions and millions of people. The stark rise in use of the Port’s social media channels also became a superior branding mechanism and an extremely effective method of controlling messaging – often, through sharing simple images. A post-hurricane blog describing the experience on the icebreaker received accolades for its humanizing approach. Despite the Port’s brief closure, the narrative remained the same – the Port is still operating. Irma taught us all that Port Tampa Bay has a larger impact on our daily lives than perhaps we ever imagined. Months later, as a new hurricane season approached, Port Tampa Bay was the subject of many news stories about how to prepare for a storm and the importance of being the fuel gateway for southwest and west central Florida.

The local Fox affiliate was one of several news outlets which featured the critical role of Port Tampa Bay during a hurricane threat.

Port officials prepare state’s ‘fuel gateway’ for hurricane season

By Crystal Clark, FOX 13

News

Posted Jun 05 2018 03:57PM EDT
Video Posted Jun 05 2018 05:47PM EDT
Updated Jun 05 2018 05:48PM EDT

TAMPA (FOX 13) - Less than a year after Hurricane Irma devastated parts of Florida,
VI. APPENDICES

CREATIVE EXAMPLES AND ADDITIONAL RESULTS

To evaluate the impact of messaging during Hurricane Irma on Port Tampa Bay, the Director of Public Relations created several reports: measuring the amount of all news clips, and the steep rise in social media engagement with the port.

The PR Director also wrote a few first person account of the bracing for Hurricane Irma on her LinkedIn page, which was garnered several awards.

1. LinkedIn blog
2. Emails – Internal email from VP of Marketing & Business Development regarding helpful updates, email from WSJ reporter regarding story solely based on Port Tampa Bay Tweets, email from VP of Operations from 7/30/18 on statewide review of fuel shortage
3. Social Media Report
4. News Clips (Attachment)
5. Broadcast Clips (Attachment)

I. LINKEDIN BLOG

Bracing for Irma’s Impact: Watching from an Icebreaker Ship at Port Tampa Bay – a blog that features hurricane video from the Port showing storm damage as it happens, tense moments on the ship, scenes from inside the icebreaker and background information on Port Tampa Bay’s hurricane preparedness.
II. EMAILS

From: Wade Elliott
Sent: Friday, September 8, 2017 8:34 AM
To: Samara Sodos <ssodos@tampaport.com>
Cc: Sal Kass <skass@tampaport.com>
Subject: FW: Media Alert Port Tampa Bay - 8pm update

Hi Sam,
Your updates are very helpful and I am sharing them with customers and tenants who have reached out.
Thanks
Wade

Get Outlook for iOS

From: Samara Sodos <ssodos@tampaport.com>
Sent: Thursday, September 7, 2017 8:09 PM
Subject: FW: Media Alert Port Tampa Bay - 8pm update
To: Paul Anderson <penderson@tampaport.com>, Karl Strauch <kstrauch@tampaport.com>, Paul Alfonso <ralfonso@tampaport.com>, Wade Elliott <welliott@tampaport.com>, Joeanne Toledo <jtoledo@tampaport.com>, Dennis Martin <dmartin@tampaport.com>, Sal Kass <skass@tampaport.com>, Dan Abbitt <dabbitt@tampaport.com>, Janal Sowell <jsowell@tampaport.com>, Mark Dubina <mdubina@tampaport.com>, Lane Ramsfield <ramsfield@tampaport.com>, Katie Mahoney <kmahoney@tampaport.com>, Norberto Sanchez <nsanchez@tampaport.com>, Bruce Cameron <bcameron@tampaport.com>, John Thorton <jth@tampaport.com>, Lynn Reece <lreece@tampaport.com>

Thank you all again for your continued help with information, photos, and video to help us inform the public of what we are doing. I appreciate everyone's understanding of the immediacy of my requests and can't thank you enough.
Sam

-----Original Message-----
From: Media Alert Notification <mailto:bounces@media-alert.com>
Sent: Thursday, September 7, 2017 7:56 PM
To: ssodos@tampaport.com
Subject: Media Alert story with keyword "ZCZC"

ZCZC porttampabay
&fttn
From: Sider, Alison <alison.sider@wsj.com>
Sent: Thursday, September 7, 2017 3:34 PM
To: Samara Sodos <ssodos@tampaport.com>
Subject: Re: You still there and want info?

Sure, I pulled the stats from your tweets about 12.2 million gallons of fuel delivered over the last two days, but happy to hear if there's anything new!

On Thu, Sep 7, 2017 at 3:33 PM, Samara Sodos <ssodos@tampaport.com> wrote:

-----Original message-----
From: Sal Kass
Sent: Monday, July 30, 2018 9:18 AM
To: Raul Alfonso <ralfonso@tampaport.com>; Karl Strauch <kstrauch@tampaport.com>; Samara Sodos <ssodos@tampaport.com>
Cc: Paul Anderson <panderson@tampaport.com> Subject: FW: Hurricane panel photo

Raul,

Per your request I attended the Sunshine Expo last Friday in which I sat on a panel to discuss moving fuel during last year’s Hurricane Irma event. Approximately 6 million resident evacuated from south to north causing some fuel shortages. There are about 7200 fuel stations in the State of Florida and about 2100 of them were out of service at some point during this evacuation process and/or returning to their residence after the storm.

Fellow Panelist include our moderator Ken Armstrong, Ph.D. - President and CEO Florida Trucking Association, his boss Rob Sandlin - CEO and President Patriot Transportation Holding, Inc., Debbie Bass - State of Florida Emergency Mgmt., Ned Bowman - Executive Director Florida Petroleum Marketers Associations.

Best regards, Sal W. Kass
Vice President, Operations
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Visit us on the web at tampaport.com
III. SOCIAL MEDIA REPORT

A snapshot of external tags and mentions of Port Tampa Bay. This analysis does not reflect usage of the #PortTampaBay hashtag.

Twitter was the most utilized and engaged platform.

Port Tampa Bay was pushed into state and national spotlight in traditional news and social media.

- 60 Twitter mentions
- 488 News mentions (online)
- 5 Facebook mentions
- 4 Forum mentions
- 11 Tumblr mentions
- 10 Blog mentions

LATEST ACTIVITY

A snapshot of trend lines based on mentions from various sources.

The dotted line reflects all sources with a cumulative total of 1,164 mentions.
BUZZ GRAPH

A snapshot of the top keywords and the relationships between them, represented by connected dashed, thin or bold lines indicating the strength of their correlation.

TOPIC INSIGHTS

A snapshot of which topics Port Tampa Bay was most frequently associated with in the news media. Most frequently associated with: Hurricane Irma, Hurricane News, Largest Port, Local Florida, South Florida.
WORD CLOUD

The size of each word indicates its frequency and importance across all online platforms.

SUMMARY OF WHAT WORKS

• Twitter is the most commonly used platform for sharing information during crisis events.
• Port Tampa Bay increased its profile by creating a constant drumbeat of information leading up to and during the arrival of Hurricane Irma.
• Sharing and coordinating messages with local, state and federal organizations raised the Port’s profile on Twitter and increased its audience.
• 45 tweets posted by the Port
• 232K impressions
• 9,335 profile visits
• 404 mentions
• 300 followers added to Twitter audience
• 82% of Port audience is business and news
HOW TWITTER WAS USED

Connecting with consumers yields the highest return on increasing brand voice and audience. Being tagged by key influencers and elected officials increases the opportunity for exposure.

Positioning the Port as a resource for accurate information gains community trust. Capitalizing on existing trends and hashtags increases profile views.

34,353 - The tweet with the highest number of impressions related to consumer needs like fuel.

Port Tampa Bay @PortTampaBay · Sep 12
The first of at least 10 fuel vessels arriving within the next 48 hours @PortTampaBay! pic.twitter.com/16082vxsQwo

Port Tampa Bay @PortTampaBay · Sep 12
#NOW Three fuel vessels already @PortTampaBay! pic.twitter.com/Q8Gzzs3rG2

Port Tampa Bay @PortTampaBay · Sep 12
Escort @FLHSMV of fuel tankers leaving @PortTampaBay to supply gas to Florida gas stations! pic.twitter.com/cRn8cQbEe