

The bend AT ANGROIS

Crisis management lessons from a train accident

POLITICAL & SOCIAL CONTEXT (&2)



June 2011 political map: parties in power

- Rights and Lefts
- Center and Periferies
- (In)dependence of the judicial branch



The “FINIS TERRAE” (LAND’S END)

- Deficient infrastructures
- Economic underdevelopment
- Political preferences





FASTER AND CHEAPER

RISKY DECISIONS (from Socialist Party)

- “It must be finished before the elections”
- Two track gauges
- The "Frankenstein train"
- Security deficiencies
- Approved in 24 hours without testing



FRANKENSTEIN STARTS OPERATING



RISKY DECISIONS (from the Conservative Party)

- Safety meetings **canceled**
- Refusal to tighten security
- Lack of train drivers' training
- The Mazeira Report **ignored**
- **Partial** INECO certification
- Safety system disconnection
- Wrong priorities (" **punctuality** ")



TV Pública
VIVO



POLÍTICA

EL EXSECRETARIO DE T 20:04 T12°6



THE ACCIDENT



- A distracting phonecall
- 80 km/h? 178 km/h
- The neighbors of Angrois
- Rescue and coordination teams
- Emergency funeral home
- Victims Care Center
- Random spokesperson
- A tide of solidarity in Compostela

MOURNING AND GRIEF

- Official **mourning**
- Religious funeral
- Secular funeral
- First media reports
- **Applauses** for the prince and princess
- **Boos** to politicians



AND NOW WHAT?

- What should Adif do now?
- What should Renfe do now?
- What should the Ministry of Public Works do now?

"I WILL NOT REST UNTIL I KNOW THE TRUTH"

“

My goal, ladies and gentlemen, is none other than to know the whole truth of what happened and to prevent an accident as terrible as this from happening again. It is our duty to the victims, and they have my commitment that I will not rest until I know the truth. That is why, from the outset, we are collaborating with the investigations. On the one hand, to the judicial investigation being carried out by the Court of Instruction number 3 of Santiago de Compostela and, on the other, to the Commission for the Investigation of Railway Accidents.

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WORDS VS DEEDS

- **Positioning**: “It was the driver’s fault”
- Request to the insurance companies to **pay out soon**
- A very detailed reform plan
- Collaboration with the justice system is **interrupted**
- Change of the official **communication strategy**
- Controlled investigations

IN THE MEANWHILE, THE VICTIMS...

- Two associations:
 - Providing legal and health support
 - Seeking justice
- Legacy of the Prestige
- Bad precedents in Spain (Spanair, Valencia's underground, etc.)
- Collaboration with a documentary maker
- Lobby before the European Railway Agency

THE JUDICIAL INVESTIGATION



BEFORE:

- Non-independent experts
- Judge vs prosecutor
- Change of judge
- Macro-trial

SENTENCE (24-6-2024)

- Driver (RENFE)
- And the head of security (ADIF)



TAKEAWAYS

Yours:

- 1.
- 2.
- 3.
- 4.
- 5.

Mine:

1. Distinction between emergencies and crises
2. The victims should always be my first priority.
3. When not treated with dignity and respect, victims will become my worst enemies
4. Law vs. public opinion
5. Sooner or later, everything will come to light: let's work for the long ter



Q & A

Case study: Natalia Celis, Ignacio de la Cierva & Yago de la Cierva

Script: Yago de la Cierva ([yclierva@iese.edu](mailto:ycierva@iese.edu))

Graphic Design: María del Mar Chapa (maria@malinche.studio)

