Where the increase comes from

Supplement to the WhatsApp analysis · all figures are messages per day, January–June 2026 against July–September 2026 · three operational groups, 27,622 messages.

+65.7 messages a day — 81 before July, 147 after

Nearly half of that increase carries no new information. 31.8 of the 65.7 extra messages a day are continuations: the same person sending again within three minutes of own previous message. Across the whole period that habit went from 31% of all messages to 39%.

WHAT THE EXTRA 65.7 MESSAGES A DAY ARE MADE OF



WHICH GROUP

GROUP	BEFORE	AFTER	CHANGE	PER DAY
OPERATION	56.6	112.8	+99%	+56.3
Handover	18.2	26.3	+45%	+8.1
HSSE	6.5	7.8	+20%	+1.3

Almost the whole increase sits in **OPERATION**. Handover and HSSE barely moved.

WHICH SHIFT

PERIOD	BEFORE	AFTER	CHANGE
Day 07:00–15:29	39.0	65.0	+67%
Afternoon 15:30–23:29	25.8	47.7	+84%
Night 23:30–06:59	16.3	34.2	+110%

The **night shift more than doubled**. It is now the fastest-growing period of the it is the period with the fewest people awake to read it.

TELLING, ASKING OR INSTRUCTING — THE ANSWER TO THE QUESTION ASKED

TYPE OF MESSAGE	BEFORE	AFTER	CHANGE	PER DAY	SHARE OF T
Statements, no question	40.7	77.2	+90%	+36.5	
of which reporting words (started, completed, ongoing, discharging)	17.3	22.4	+30%	+5.1	
of which instruction words (please, ensure, make sure, must)	4.4	8.0	+82%	+3.6	
Photo or video	38.7	67.5	+74%	+28.8	
Short text, five words or fewer	23.5	47.4	+102%	+23.9	
Longer text	17.8	29.9	+68%	+12.2	
"ok / noted / thanks"	1.2	2.0	+68%	+0.8	
Contains a question	2.0	2.4	+24%	+0.5	

Questions did not move. Two a day before, two and a half after. Whatever changed in July, it was not people asking each other more or coordinating more — it is people posting m what is happening. Instruction-like wording did rise faster in percentage terms (+82%), but from a small base: 3.6 extra messages a day out of 65.7.
The categories overlap — a photo with a caption counts in two rows — so the shares do not add to 100%.

WHICH SUBJECT

KEYWORD GROUP	BEFORE	AFTER	CHANGE
Hold / cargo	7.0	14.8	+113%
Crane / equipment	2.1	5.1	+138%
Berth / vessel	13.0	20.6	+58%
Manpower / gang	8.1	10.3	+27%
Truck / yard	1.7	2.7	+55%
Safety / HSSE	0.8	1.2	+41%
Planning / priority	0.3	0.6	—

Cargo progress and equipment, on the quay. Planning and priority language is too rare to read anything into.

WHO — BY ROLE

ROLE	PEOPLE	BEFORE	AFTER	CHANGE	SHARE OF T
OPS Manager	1	4.0	3.1	−23%	
GSV	8	26.6	44.4	+67%	
SV4	3	5.4	8.1	+49%	
SV3 and below	47	42.6	87.6	+106%	
HSSE / support	2	2.6	3.7	+46%	

It is not coming from management. The OPS Manager posts **less** than before thirds of the whole increase comes from SV3 and below.

WHAT EACH ROLE ACTUALLY SENDS — MESSAGES PER DAY, JULY ONWARDS

ROLE	TOTAL	PHOTO OR VIDEO	TEXT	OF WHICH A QUESTION	CONTINUATION OF O
OPS Manager	3.1	1.1	2.0	1.0	
GSV	44.4	10.8	33.6	1.2	

SV4	8.1	4.7	3.4	0.0
SV3 and below	87.6	50.2	37.4	**0.2**

> **The three roles use the group for three different things.** The OPS Manager posts three messages a day and one of them is a question. The GSVs write text. Below SV4, well ove what is sent is a photograph, and questions are practically absent — 0.2 a day across 47 people. That is a reporting channel, not a conversation.

MESSAGES PER DAY, BY MONTH

GROUP	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
OPERATION	59	60	50	58	47	66	98	104
Handover	9	15	26	17	26	15	25	21
HSSE	4	8	6	4	7	11	10	6
Total	71	83	82	80	80	92	133	131

> **What this cannot tell us is why.** The step is in July. The Operational Excellence Programme was announced around the same time, but a coincidence in timing is not a cause, and WhatsApp export carries no field for the purpose of a message.
> One figure would settle a large part of it and it is not in this data: **vessel calls and tonnage per month**. If throughput also stepped up in July, part of this increase is simply more w the conclusion should be adjusted accordingly. September is also a partial month (1–26).

Method. WhatsApp exports of OPERATION, GSV/SV4 shift handover and Operations-HSSE, all messages dated 2026. Before = 1 January to 30 June (181 days). After = 1 July to 26 September (88 days). A counts as a continuation when the same sender posted in the same group within the previous three minutes. Question, reporting and instruction categories are keyword-based and therefore indicative, no Subject groups are keyword matches on the message text and overlap where a message mentions more than one. **Roles** were assigned by name, from a list supplied by Operations. Senders who appear o contact nickname default to “SV3 and below”. Two of those are among the heaviest posters in the data (3,356 messages between them); if either turns out to be a GSV or SV4, that split shifts accordingly