It seems, however, that the convergence of individual areas makes it worth going beyond the framework of individual research areas, all the more so because the importance of internal communication will undoubtedly increase. The measure of this convergence is also a measure of communication efficiency affecting management efficiency, organizational culture, motivation and creativity. And these are one of the main factors of the competitive advantage of a given economy, influencing its development.

9.2. Communication in a crisis situation in developing countries

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The globalization of economic processes, digitization and media convergence have increased the role of information in the modern economy, at the same time influencing the emergence of a new global audience that can be called a "network society". The most important feature of this society is the unification and massification of social and economic behavior patterns that occur through the global media system. In a society operating in this way, access to information is an important factor that allows building a competitive advantage not only locally, but also on international markets. The dominance of information produced and distributed by the media from developed countries, with the simultaneous disappearance of the geographic barrier and the globalization of the media market, may contribute to an increase in inequality between developed and developing countries. The instrumental treatment of developing countries by the West was not without significance (Deszczyński, 2015).

According to Manuel Castells, a Spanish sociologist and professor at Berkeley University, the new network society, governed by the dominant model of economic development, threatens the traditional institutions of developing countries, negatively affecting their economy, culture and identity (Castells, 2005). Unable to develop their own information and communication infrastructure and not having sufficient potential to conduct an equal dialogue on the Internet and through the international

press, developing countries are at risk of dominance in the information, economic, and cultural area (Babran, 2008).

The new technology enables the network society to easily, quickly and cost-effectively engage in criticism of entire industries or national economies. The development of communication channels via the Internet, despite the democratization and apparent openness of this medium, does not guarantee equal participation in the discussion for all entities. Sometimes the selection and display of information is determined by algorithms used by providers of various services. Google has algorithms for searching for information on the Internet, and Facebook uses algorithms to "arrange" the content of posts into an individual list of news for each user of this portal. The problem of the possibility of manipulating the attitudes and behaviors of Internet users was noticed by the European Union, which took legal action against, for example, Google (Rydzak, 2020).

Modern technology may fail in a crisis situation (Sturdivant, 2007), not everyone will then be able to access the Internet (Barnett, 2007), and the cellular network, suddenly overloaded, may stop working or be intentionally switched off (Malloy, 2008). The solution to this problem may be combining various information channels, including the use of traditional media, such as radio or television, which are less susceptible to interference (Rydzak, 2020).[1]

The decision-makers of developing countries, who in most cases do not have national media with a global reach, in crisis situations face challenges not only of an internal nature, i.e. the implementation of information strategies tailored to the national recipient. The analysis

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[1] An example of such an approach is the information campaign addressed in 2014 to the inhabitants of the largest agglomeration in Nigeria – Lagos, in which the dominant source of instructions on correct behavior during the Ebola epidemic threat was television (over 25%). Social media as the main source of information came second (over 15%), and it is worth adding that over 39% of respondents indicated it as the most important additional source of information. More than thirty percent of the Internet access rate among 200 million Nigerian population in 2015, including the seventy percent share in social media, show major changes taking place in developing countries (Olatunji & Okunnu, 2020).

of the concepts of authors from developing countries shows that in these countries the issues related to the loss of image in the international arena are considered to be a more important area of communication in crisis situations. It is worth noting that the effects of these efforts may be partially weakened by the impact of the negative reputation of one country on the credibility of other countries belonging to the same category. In most cases, the impact of a negative reputation does not lie in the exclusion and refusal of assistance, but in the deterioration of the conditions under which such assistance is provided (Lindert & Morton, 1991).

In the international media space, according to Avraham (Avraham, 2017), the image of developing countries is shaped by several factors: 1) the geographical distance of the country from the headquarters of a given medium, 2) selection of information (the dominance of negative information in broadcast), 3) a small number of reporters assigned permanently to cover developing countries (superficiality), 4) focusing by Western journalists on the audience "at home" (lack of full understanding / setting the discussed issues in the right context), 5) belief that residents of developing countries are not target audience for international media coverage (due to the low importance of a developing country in the international arena and thus also the low level of global media coverage), 6) ineffective public relations efforts of developing countries.

9.2.1. Information activities of developing countries in the international arena

Developing countries find their way to the headlines of international media mainly in the context of reports of crisis events, such as terrorist attacks, ethnic conflicts, natural disasters or violations of human rights. For a Western recipient who is a consumer of content produced by global media (most of the time in the hands of Western capital), negative information related to these countries is more attractive than positive information. At the end of the 20th century, the negative selection of information carried out by the media in relation to developing countries was defined as "The natural disasters and revolutions syndrome" (Goren, 1986). A review of publications in the field of image, reputation

and crisis communication by authors from developing countries shows a strong focus on this issue. There was an opinion that the balance between positive and negative information to which the societies of developed and developing countries had access was disturbed in the media. Concentration of media ownership in developed countries and increased dependence on them in developing countries may limit the citizens' ability to make informed economic decisions (Ashraf, 2011). Additionally, the negative agenda of the international media reinforced the existing stereotypes, generalizations and unfavorable perceptions of developing countries. According to Eli Avraham (Avraham, 2017), the situation began to change in the 1990s. Developing countries saw a decline in the number of Western reporters working for international news outlets during this period.

As a result, local journalists were increasingly used to cover the events. It was easier for them to present the problem presented not only from the perspective of an international audience, but also local communities, because they understood political, social and economic conditions as well as historical and cultural traditions.

Using an analysis of the content of press publications, interviews and media policies adopted by governments of developing countries, Eli Avraham (Avraham, 2017) sought to identify the strategies used by developing countries in relation to international media journalists. She listed seven types of strategies as the most common behaviors:

1. Purchase of information space (space or airtime on TV / radio, newspaper or news portal);
2. Developing media relations and responses to the news, including:
   a. direct techniques (letters to the editorial team, posts, reactions to messages and comments);
   b. indirect techniques (press conferences, press releases, giving interviews and creating links between reporters and news sources);
3. Reporting general and specific complaints about media activities, including:
   a. complaints about the activities of the media and the quality of general coverage,

  b. complaints about media activities and the quality of coverage in a specific country,
  c. boycotting "biased" media;
4. The use of threats of an economic nature (blockades, legal restrictions, etc.);
5. The use of physical threats;
6. Blocking Internet access (to sources or infrastructure), including blocking websites, access to social media, events and stories;
7. Encouraging / using activists, celebrities, opinion leaders and even tourists to post positive reviews / information about the developing country on social media (treating this information as an alternative source of balancing international media messages).

9.2.2. Intercultural differences and the effectiveness of communication in crisis situations

There is a slow change in the way developing countries operate. They are becoming more and more active creators of information in response to crisis situations that threaten their image. An example of such activity was a campaign using the hashtag #SomeoneTellCNN. It was launched after an information broadcast on CNN that described Kenya as a "terror hotbed." As a result of the campaign, the CNN editorial staff apologized and corrected the original announcement (Avraham, 2017). While the pursuit of information balance postulated by scientists from developing countries is fully understandable, it should be remembered that in these countries there are a number of restrictions, also in terms of access to information, and the rulers still try to control the content that reaches citizens.

The political system and the scope of civil liberties, in addition to social status, earnings, property or relationship to private property, may be important factors that will shape people's attitudes towards crisis situations and affect the process of formulating expectations towards entities responsible for the occurrence of negative events. Crisis events assessment is a process influenced not only by political, economic and social, but also by cultural and demographic factors.

At the beginning of the 21st century, demands began to appear in scientific research to step away from the dominant paradigm of communicating in a crisis situation based only on Western experiences (Lee, 2005). The multicultural environment we deal with in the case of an online community creates additional challenges (Gonzalez-Herrero & Smith, 2008). W. Benoit, in the context of companies operating globally, points to the differences between the perception of a crisis situation by the public from the country of origin and the perception of the threat by the public from the country where the crisis occurred. This is mainly related to the physical distance that separates some of the audience from the place where the negative effects of a crisis situation are felt. It is worth noting, however, that in the era of globalization, cheap transport and digitization of the information exchange process, the geographical barrier is partially losing its importance. On the other hand, new threats have emerged with the formation of a digital society. People from different cultures, despite the apparent ease of access to information, may perceive and understand the same problem differently, e.g. because of the language barrier that makes it impossible to understand the nuances of the information communicated and the context that may be more important than the information itself (Falkheimer & Heide, 2006). Low context level means that most of the information is included in the message, and high context level – that most of the information can be found in the sender's attitude and behavior.