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SOUTHGATE TERMINAL

Media Team Quick Reference Card

75-Minute Crisis Communications Guide

PURPOSE

This card guides Media Team responses during the port cybersecurity incident, managing external communications, social media, and stakeholder messaging without revealing specific scenario details.

PHASE 1 (0-15 Minutes) - Early Warning & Preparation

INITIAL INDICATORS

- **Internal Activity:** Staff checking vessel tracking systems
- **Early Queries:** Requests for archived vessel photos
- **System Issues:** Visibility problems emerging
- **First Contact:** Initial journalist inquiries arriving

IMMEDIATE ACTIONS

1. **Activate Monitoring:** Set up social media tracking immediately
2. **Prepare Holdings:** Ready basic holding statements
3. **Legal Coordination:** Establish clearance process with Legal
4. **Team Briefing:** Alert all media team members

ESSENTIAL DOCUMENTS

- `Rapid_Response_Media_Protocol.pdf` - Fast response procedures
- `Crisis Communications SOP.pdf` - Comprehensive procedures
- `Public Messaging Templates.pdf` - Pre-approved templates

KEY QUESTIONS TO ADDRESS

- What can we confirm factually at this point?
- What are our Legal team's communication restrictions?
- Who is authorised to speak publicly?

- What is our position on speculation?

HOLDING STATEMENT FRAMEWORK

"We are aware of [specific issue mentioned]. Our technical teams are investigating, and safety remains our highest priority. We will provide updates as more information becomes available."

EARLY PHASE PRINCIPLES

1. **Don't Deny Known Facts:** If visible externally, acknowledge
 2. **Avoid Speculation:** Stick to confirmed information only
 3. **Check Legal First:** All statements need Legal clearance
 4. **Monitor Sentiment:** Track how story is developing
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PHASE 2 (15-35 Minutes) - Media Escalation & Leak Management

ESCALATING PRESSURE

- **Vendor Leaks:** Internal emails circulating externally
- **Media Requests:** TV interviews and live coverage demands
- **Social Activity:** Anonymous posts and speculation spreading
- **Stakeholder Queries:** Industry partners asking questions

CRITICAL DECISIONS

1. **Leak Response:** Address or ignore vendor email leaks?
2. **Interview Requests:** CEO availability for media?
3. **Social Media:** Engage with speculation or stay silent?
4. **Messaging Strategy:** Reactive or proactive approach?

KEY DOCUMENTS NEEDED

- `Internal_Information_Leak_Response.pdf` - Leak management
- `CEO Comms Briefing Template.pdf` - Executive briefings
- `Final_Media_Deadline_Management.pdf` - Deadline handling

LEAK MANAGEMENT STRATEGY

- **Document Everything:** Screenshot all leaked content
- **Trace Source:** Work with Legal on leak origin
- **Measured Response:** Don't confirm authenticity
- **Control Narrative:** Redirect to official statements

MEDIA ENGAGEMENT FRAMEWORK

For Interview Requests: 1. Assess deadline and format (live/recorded/written) 2. Coordinate with Executive on spokesperson 3. Prepare key messages with Legal approval 4. Brief spokesperson thoroughly

For Social Media: 1. Monitor but don't engage anonymous accounts 2. Document false information spreading 3. Use official channels for corrections 4. Coordinate with HR on employee posts

PHASE 3 (35-55 Minutes) - Peak Crisis Communications

MAXIMUM PRESSURE POINTS

- **Operational Visible:** Port disruptions becoming public
- **Media Convergence:** Multiple outlets covering story
- **Social Virality:** Hashtags trending regionally
- **Stakeholder Concern:** Customers and partners worried

STRATEGIC DECISIONS REQUIRED

1. **Statement Level:** CEO statement vs operational spokesperson?

2. **Disclosure Depth:** How much operational detail to share?
3. **Media Strategy:** Individual responses vs press conference?
4. **Digital Response:** Website statement or social media?

CRITICAL DOCUMENTS

- `Media SOP- Final Response.pdf` - Final statement procedures
- `Comms Summary Template.pdf` - Communication summaries
- All previous phase documents remain active

MESSAGE ARCHITECTURE

Three-Tier Messaging: 1. **Safety & Security:** "Safety is our top priority" 2. **Active Response:** "Teams are actively addressing" 3. **Commitment:** "We remain committed to transparency"

STAKEHOLDER DIFFERENTIATION

- **Media:** Factual, measured, professional
- **Customers:** Service impact and recovery timeline
- **Public:** Safety assurance and transparency
- **Industry:** Technical awareness without details

CRISIS PEAK MANAGEMENT

1. **Single Source:** Designate one spokesperson
 2. **Consistent Message:** Same core points to all
 3. **Regular Updates:** Even if "no new information"
 4. **Document All:** Every interaction recorded
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PHASE 4 (55-75 Minutes) - Managing the Crescendo

FINAL PHASE CHALLENGES

- **Ministerial Interest:** Government attention confirmed
- **TV Crews On-Site:** Physical media presence at gates
- **Speculation Peak:** Sabotage claims circulating
- **Decision Pressure:** CEO appearance demanded

END-GAME DECISIONS

1. **CEO Availability:** Live interview or written statement?
2. **On-Site Access:** Allow filming or restrict access?
3. **Final Statement:** Comprehensive wrap or ongoing updates?
4. **Future Commits:** What can we promise going forward?

ESSENTIAL REFERENCES

- All previous documents plus executive briefing materials
- Focus on final messaging and future commitments

TV CREW MANAGEMENT

If Crew at Gates: 1. **Don't Hide:** Avoiding looks worse than engaging 2. **Control Setting:** Briefing room better than doorstep 3. **Time Box:** "5 minutes" means 5 minutes 4. **Stay On Message:** Don't let questions lead off-topic

CEO MEDIA BRIEFING

Key Points to Cover: 1. Nature of incident (without technical details) 2. Safety measures implemented 3. Customer impact mitigation 4. Investigation commitment 5. Future prevention focus

Avoid Discussing: - Technical vulnerabilities - Specific system names - Third-party responsibilities - Financial impacts - Legal proceedings

SOCIAL MEDIA MANAGEMENT

MONITORING PRIORITIES

1. **Hashtag Tracking:** #SouthgateShutdown etc.
2. **Influencer Activity:** Industry voices amplifying
3. **False Information:** Sabotage claims, safety fears
4. **Employee Posts:** Internal information leaking

RESPONSE STRATEGY

DO: - Monitor continuously - Document everything - Correct via official channels - Coordinate with HR on employees

DON'T: - Engage trolls or anonymous accounts - Confirm unverified information - Make promises you can't keep - Delete or hide comments

PLATFORM PRIORITIES

1. **Twitter/X:** Fastest spread, monitor closely
 2. **LinkedIn:** Industry professionals
 3. **Facebook:** Community concerns
 4. **News Sites:** Comment sections
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MEDIA RELATIONS BEST PRACTICES

INTERVIEW PREPARATION

1. **Three Key Messages:** Stick to them
2. **Bridge Phrases:** "What's important is..."
3. **Avoid Traps:** "I can't speculate on..."
4. **Stay Calm:** Don't let pressure show

DIFFICULT QUESTIONS FRAMEWORK

- **Speculation:** "I can only speak to facts"
- **Blame:** "Our focus is on resolution"
- **Timeline:** "Investigation will determine"
- **Costs:** "Safety is our priority"

COORDINATION REQUIREMENTS

Before ANY Statement: - Legal approval on content - Executive sign-off on spokesperson - Technical verification of facts - Operations confirmation of status

QUICK RESPONSE TEMPLATES

Initial Holding Statement

"We are aware of operational issues affecting [system]. Our teams are investigating and implementing appropriate responses. Safety remains our highest priority."

Media Interview Request Response

"Thank you for your interest. We are currently focused on resolving the situation. We will consider interview requests once we have substantive updates to share."

Social Media Correction

"We've seen speculation about today's events. For accurate information, please refer to our official statements at [website]. Safety remains our priority."

Stakeholder Update

"We are experiencing technical issues affecting some operations. Our teams are working to resolve these issues while maintaining safety standards. We will provide updates as the situation develops."

CRISIS COMMUNICATION PRINCIPLES

1. **Speed with Accuracy:** Fast but factual
 2. **Transparency within Limits:** Open where possible
 3. **Consistency Across Channels:** Same message everywhere
 4. **Empathy First:** Acknowledge concerns
 5. **Future Focus:** What we're doing next
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Remember: You are the voice of the organisation during crisis. Stay calm, stick to facts, and always coordinate with Legal before any external communication.

Reference: MEDIA-QRC-01 | **Version:** 1.0 | **Classification:** Media Team Use