

## Project Reports: Industry and Services

### Study Meeting on Business Continuity Management

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23-25 March 2004, Singapore

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#### BACKGROUND

In today's dynamic business environment the basis of business, trade, and competition has changed and continues to change. No longer are companies competing against each other on a local or national basis but within a global economy. The ability of an organization to continue to produce its goods and services and successfully trade by responding to and meeting its customers'/clients' expectations and legal and regulatory requirements, even during natural or man-made disruptions, is recognized as the key to business survival and the provider of additional competitive advantage. While trying to achieve these goals, it should be recognized that no enterprise has complete control over its business environment.

Throughout the world, customers, governments, regulators, institutional stakeholders, and investors are emphasizing effective corporate governance and the need for organizations to exhibit a high level of business resilience. It is therefore essential for organizations, both public and private, to have an effective, efficient, systemic, and holistic business continuity management (BCM) capability. This form of business resilience is designed to minimize the negative impacts of a business interruption, disruption, or severe loss and enables better crisis management when required. It also makes it more likely that an organization can maintain its business and thereby its share price, market share, and investor confidence.

The regulatory emphasis is also being reflected by insurance companies, brokers, underwriters, and credit rating agencies that require evidence of effective BCM for setting premiums, policy excess, and ratings. This is particularly true for business interruption insurance and directors' and officers' liability insurance. In essence, while the policy premium may be affordable, the policy excess may make it unaffordable. Consequently, complacency is unacceptable in the face of the challenges and threats that inevitably arise in today's business environment. Unfortunately, it seems that many public and private organizations still think "it will not happen to us." In this context, it is worth remembering (and reminding all senior executives) that managerial ignorance is no longer a legal or moral defence if a crisis is handled badly.

BCM is not just about technology recovery after a disaster; too many organizations tend to focus all their efforts on this area because of its critical nature. In addition to legal and regulatory issues, this non-holistic approach leaves them exposed and vulnerable in many other key business areas that include an organization's most valuable assets: customers, clients, personnel, brand, public image, reputation, and trust.

As a result of its all-embracing nature, the way that BCM is carried out will inevitably be dependent upon, and must reflect, the nature, scale, and complexity

of an organization; the business environment within which it operates; and its risk appetite and profile. It is directly linked to corporate governance. The importance of a holistic approach in relation to BCM can be equated to a set of interconnected cogs. If one cog moves, it automatically affects and impacts upon the positioning of all other cogs. The interdependency of each cog is also a critical factor; if one cog fails the whole system is affected and may be brought to a halt.

Against this background, each country and organization worldwide that engages in either local, national, or international business must understand and embrace BCM to be resilient, productive, and successful in the new economy.

In consequence of this recognized need, the Asian Productivity Organization (APO) arranged a three-day Study Meeting on BCM in Singapore hosted by Standards, Productivity and Innovation Board(Spring) Singapore in March 2004. The purpose of the study meeting was to enable representatives of APO member countries to share their experiences in the practical application of BCM. The study meeting highlighted the positioning and key role of BCM in providing, among other objectives, greater productivity, competitiveness, and improved customer satisfaction within their market domains. Specifically, the meeting provided participants with an in-depth understanding of the concepts and practices of BCM; examined the methodologies employed in the development of a BCM program; identified the issues and pitfalls in the development and implementation of a BCM program; and recommended measures to promote the wider use of BCM in organizations.

The methodology employed during the study meeting consisted of a series of lectures from seven resource persons knowledgeable in the field of BCM from the UK, Canada, USA, and Singapore; case study papers presented by 18 participants from 14 member countries; and experiential learning through facilitated syndicate discussions and presentations. The study meeting was also attended by a number of local observers from Spring Singapore and partners of Spring involved in establishing a national program on BCM.

The Chief Facilitator of the study meeting was Dr. David J. Smith, Executive Member of the Board of the Business Continuity Institute (BCI) and Chairman of the BCI Education Committee.

## **SUMMARY OF FINDINGS**

Based on the syndicate discussions and resource person's presentations, the study meeting arrived at several key findings:

### **Awareness**

The APO country representatives acknowledged that BCM is critical within both public and private organizations at local, national, and regional levels. It should be promoted and embedded in business as a normal management process. Some of the key drivers of BCM were identified as globalization, corporate governance, regulation, legislation, various types of insurance, and supply chain management.

It was recognized that there is an urgent need to raise awareness of BCM and its role in a global market within all APO member countries. Throughout the syndicate discussions and presentations, it was agreed that multinational organizations tended to be generally aware of and implement BCM. In contrast, the SME sector was not always fully aware of the need for and benefits of BCM, e.g., positioning and

resilience within a supply chain. The study meeting increased participants' understanding of the benefits that BCM offers in relation to dramatic changes in work and business processes, with positive results in business resilience and productivity.

### **Implementation and practice**

Because of the lack of BCM awareness, the delegates acknowledged that BCM is not currently widely practiced in most APO member countries, except in multinational organizations where it is generally required by corporate headquarters as a part of a global program. The failure of the SME sector to implement BCM is seen as creating a distinct disadvantage and vulnerability. This is usually caused by a limited view of the business world outside their immediate operations and contacts. Consequently, there is an urgent need for SMEs to recognize the fragility of their situation and become aware of the current global drivers of BCM, e.g., customers/clients (supply chain), investors, governments, and insurers. In APO member countries there may also be a link between the national (macro) economy and the resilience and ability of industry and commerce (micro economy) to sustain their wealth-generating activities via proven BCM competence.

### **Information sharing**

A key issue that the study program syndicate discussions highlighted is the critical need, in the current global business environment, for a forum to coordinate information on good practice, provide advice and mentoring, and discuss other BCM issues. This was seen as easy for multinational organizations but not for the SME sector. Within the SME sector, difficulties arise as a result of a misplaced belief that the sharing of information may jeopardize the competitive advantage enjoyed by a particular SME. This belief places them in a situation where they unwisely do not wish to participate in unrestricted sharing of information and good practices that would ultimately provide them with business resilience and competitive advantage.

### **Support**

A recurring theme of country paper presentations and syndicate discussions was the need for more government assistance to encourage BCM within the SME sector. This was based on the view that in some APO member countries the majority of economic activity occurs among SMEs. It is therefore imperative that SMEs be motivated to adopt BCM practices, albeit they may require a level of financial and other resource support to achieve this.

### **Standards**

Throughout the study program the issue of defining, benchmarking, and adopting a minimum common BCM standard for Asia dominated many of the syndicate discussions. The current BCM standard, guidelines, and assurance audit process of Spring Singapore were endorsed by the delegates as a potential starting point for further discussion. The setting of a minimum standard was also recognized as enabling individual countries to adapt it to their own national requirements. The delegates believed that governments of APO member countries should publicly acknowledge their responsibility within this area and the advantages of setting a common minimum standard.

### **Guidelines**

The issue of a minimum BCM standard was related to the view that there is also an

equally strong case for developing a set of BCM good practice guidelines that incorporate a BCM methodology, e.g., a Business Continuity Institute model, to underpin any standard(s). BCM guidelines and methodology should also be accompanied by a BCM good practice planning workbook to allow consistency of BCM implementation to achieve the minimum standard.

### **Training, skills, and expertise**

The syndicate discussions, presentations of country papers, and specialist resource persons readily acknowledged the critical need for multi-level skills training to enable the planning and application of BCM standards. In the SME sector, this should be assisted by government subsidies and/or incentive schemes.

## **RECOMMENDATIONS**

There are many ways in which governments in APO member countries, industrial and commercial clusters, and the APO can assist in the adoption of BCM for multinational corporations and SMEs hoping to achieve greater resilience and higher productivity. Some recommendations addressing the issues identified within the summary of key findings are listed below.

### **Awareness**

If possible, the APO could dedicate part of its Website to raising awareness of BCM in addition to organizing additional study meetings/seminars, publishing articles, and arranging visits to organizations that have successfully implemented BCM. This would also enable the implementation of the suggested initiatives in the information sharing section below. Additionally, and via similar methods, governments, trade and commerce associations, and similar organizations within each APO member country should proactively raise awareness of the importance of BCM and the externally and internally imposed non-negotiable business drivers that make it a business imperative. This approach should clearly identify the organizational and operational dependencies between the public and private sectors, in particular the national infrastructure, e.g., power supply. A government award scheme for SMEs that successfully implement BCM to the minimum standard should be instituted. A further consideration is the need for a program to reinforce the concept that technology recovery is only part of a holistic BCM program. A scenario-based exercise in BCM competency was cited as a practical and positive awareness creation method.

### **Implementation and practice**

The APO could showcase relevant Asian SMEs and multinational organizations that have successfully implemented BCM and thereby provide an initial point of contact for other SMEs wishing to implement or improve BCM. In addition to raising awareness, this process will provide insight into the practical realities and advantages of implementing BCM and offer networking opportunities. There is also a need to encourage customers and suppliers to be involved in an organization's BCM process. Another key consideration is the BCM roles, accountability, and responsibility of individuals within an organization. They should also be defined in job descriptions and annual performance targets as key performance indicators. The nomination of a BCM champion within an organization is also a key step and should be accompanied by "hands-on" involvement by executives and senior managers.

A number of other advantages and enablers, such as a BCM planning workbook, are described in the sections concerning Information sharing and Guidelines.

### **Information Sharing**

In the current business environment, information sharing also includes coordinating and disseminating information on a global or regional basis, in real time, with all participants given free access to the same information network. Where possible a national or collaborative regional database of BCM resource centers for SMEs should be created by governments of APO member countries. The database should provide multi-level BCM information and guidance, covering, for example, good practice guidelines and planning workbook, current self-assessment audits, techniques and templates, appropriate publications, references, hyperlinks to key global Web sites, successful case studies, and expert advisory services.

The APO could also create a link, network, or an e-chat room to disseminate information and expertise and allow general discussion to seek advice or answer questions. In particular, these approaches should contain case studies of failure to enable learning from other organizations' crises and/or business continuity situations.

A further consideration is for the APO to create and develop a Web-based SME BCM forum, or for other special interest groups or individual member countries.

### **Support**

While the SME sector should, at the industry or local economy level, provide a degree of self-help by collaboration, cooperation, or the creation of consortia, governments in APO member countries should be encouraged to assist by providing funds, interest-free loans, subsidies, or incentives. Some delegates suggested that a national body for BCM should be created in each APO member country for this purpose.

### **Standards**

In a global market there is a need for a BCM minimum standard to enable benchmarking at both the multinational and organization level. The minimum BCM standard should be published on the APO Web site and take into account the financial and other considerations faced by the SME sector. Where possible, governments of APO member countries should provide an independent assurance audit process for SMEs based on the minimum BCM standard. This will not only encourage the implementation of BCM but enable them to provide evidence of their BCM compliance for a number of business and other reasons. The current Spring Singapore BCM standard and assurance audit process could be considered as the current benchmark upon which future development in collaboration with the APO could be based. Periodic reviews of BCM standards are needed to ensure that they remain current and appropriate.

### **Guidelines**

The APO could develop and publish BCM good practice guidelines, standardized methodology, and BCM good practice planning workbook for different levels of implementation (multinational organizations, SMEs, government departments).

### **Training, skills, and expertise**

Where there is currently a lack of BCM skills and expertise, SMEs should collaborate

to share scarce resources. Where possible, a national or regional database of BCM resource centers for SMEs should be created by governments of APO member countries. If there is a complete lack of BCM skills and expertise, the governments of APO member countries should engage professionally qualified external agencies or consultants. All training of BCM practitioners should be based on the 10 skills and knowledge competencies currently used by professional BCM practitioner institutes. Training in the implementation of BCM within an organization should be based on an approved set of BCM good practice guidelines and a minimum BCM standard.

To achieve the necessary level of skills and expertise, the governments of APO member countries could sponsor or provide incentives in the form of subsidies or interest-free loans to encourage appropriate BCM training programs at both the national and regional levels. This will result in a pool of technical expertise that can be utilized as the national or regional BCM database resource center. It was also suggested that multinational organizations should be encouraged to share their BCM expertise as a method of strengthening the resilience of their national and regional economies and business infrastructure.

## **CONCLUSIONS**

1. The outcomes and expectations hoped for by the participants at the beginning of the study meeting were achieved. Their specific requirements included:
  - BCM training
  - Gaining knowledge from others' experiences
  - Good BCM practices and guidelines
  - Practical understanding, knowledge, and skills
  - Opportunity to network
  - Opportunity to hear experts on the subject
  - Generation of practical ideas to help develop a BCM work program
2. Delegates were provided with a safe learning environment where participation was encouraged. The interactive syndicate work process soon created a teamwork approach. The use of subject matter experts provided the delegates with the opportunity to interact as a group, within syndicates, and on an individual basis.
3. The case study papers and presentations were of a high quality and indicative of the effort of the participants in their preparation. A key feature was an understanding of the global, regional, national, and local aspects of BCM, their interaction, and impact. This was accompanied by a clear demonstration of the complexity of the issues and the influence of external and internal BCM drivers, e.g., natural and man-made disasters, internal and international politics, global trends, changes in industry practices, national economies, and scalability to meet the needs of the SME sector.
4. Based on syndicate discussions and resource persons' presentations, the study meeting arrived at several key findings and recommendations that are grouped under the following headings:
  - Awareness

- Implementation and practice
  - Information sharing
  - Support
  - Standards
  - Guidelines
  - Training, skills, and expertise
5. The recommendations of the study meeting should be adopted by the APO and an implementation program developed in liaison with its member countries. The provision by the APO of a BCM Web site to enable a variety of activities was seen as paramount.
  6. Spring Singapore was considered by the delegates to lead in BCM in terms of methodology, standards, and assurance audits. A copy of Spring Singapore's BCM standard and details of the assurance audit process were provided to each delegate.
  7. The APO should organize further study meetings and encourage member countries to hold their own national study meetings as a part of their BCM awareness programs.
  8. The provision of a set of BCM good practice guidelines by the APO was seen as a key priority.



#### **APPENDICES:**

- SUMMARY OF THE DISTINCTIVE BCM FEATURES AND ISSUES
- COUNTRY PAPERS AND PRESENTATION SUMMARY
- STUDY MEETING PROGRAM
- LIST OF PARTICIPANTS
- LIST OF RESOURCE PERSONS

## APPENDIX A: SUMMARY OF DISTINCTIVE BCM FEATURES AND ISSUES

The following schedule summarizes the distinctive BCM features and issues contained within the country papers and presentations of APO delegates. They are prioritized and should not be considered exhaustive, definitive, or restrictive.

1	There is a critical need to recognize the role of BCM and its potential impact on the national economy of APO member countries if it is not implemented.
2	The governments of APO member countries should actively promote BCM awareness via incentives, awards, and an accreditation scheme linked to productivity, resilience, and quality of service whereby BCM is acknowledged to be necessary for business.
3	BCM is a corporate governance management issue that applies to all organizations regardless of size or sector (public or private).
4	BCM can provide a competitive advantage, especially where it is a mandatory condition within a business bidding process and/or forms a part of the standard terms and conditions in contracts for the supply of goods and services.
5	There is a need to recognize the global 24 x 7 x 365 economy and its impact at the macro and micro levels.
6	There is a critical need to identify the key internal and external influences and drivers of BCM at the macro and micro levels.
7	There is an urgent need for an APO Web site dedicated to BCM.
8	There is a need for a minimum BCM standard and benchmark. These should ideally reflect sector interests and address the issue of scalability.
9	There is an urgent need for the APO to publish BCM good practice guidelines.
10	BCM is an organization-owned and -driven process. It should be embedded in an organization as a business-as-usual management process.
11	BCM is a holistic process and there is a need to follow a recognized and structured evolutionary life cycle in a BCM program.
12	BCM is not restricted to the recovery of technology, which is only one of several key components that combine to provide BCM capability.
13	BCM is not just the creation of a plan; it is about the planning process and developing an effective, proven BCM competence to achieve organizational resilience and sustainability of productivity.
14	Communication with different internal and external audiences before and after a BCM incident is a critical issue that requires thorough planning.
15	There is a need to adopt a failure learning approach to BCM whereby the lessons from others can be integrated into BCM planning where appropriate.
16	The key to the successful implementation of a BCM program is based upon the



	identification of an organization's business critical activities (BCAs) and its risk appetite through a business impact assessment (BIA) and risk assessment. This level of detail is required to enable the development and delivery of cost-effective BCM strategies and solutions.
17	A Business Impact Assessment(BIA) should be based upon identifying an organization's BCAs (e.g., regulations) and customer/client needs (perception of business, e.g., answering of telephones).
18	The level of BCM that an organization can implement is based on its risk appetite, which includes acceptance of risk and residual risk following mitigation, and is cost based.
19	The issue of systemic risk, dependencies, and single points of failure must be addressed within global, regional, national, and local business process supply chains.
20	There is a need to raise awareness of the positive return on investment of BCM in addition to the cost of not having it.
21	Business continuity planning is a process within BCM. A business continuity plan is not the final product.
22	The provision of BCM training is part of developing BCM knowledge and expertise.
23	BCM should be driven by senior managers and their commitment should be clearly demonstrated by hands-on involvement.
24	The "it won't happen to us" or "we are big enough to ride out any storm" mindset must be overcome.

## APPENDIX B: COUNTRY PAPERS AND PRESENTATION SUMMARY

Country	Delegate	Paper and Presentation Summary
Fiji	Prakash Singh	The paper and presentation provided a case study and focused on the development of a BCM program within the home furnishing industry. The BCM program is based on the external requirements of the global parent company located in London. BCM is now an integral part of the organization's operating strategy and has been successfully applied during the recent political disruption.
Fiji	Epeli Racule	The presentation provided a case study concerning the current level of BCM maturity and operation within the banking sector, its development, and maintenance. It considered the imposition of external regulations and legislation.
India	Anil Raghavan Manal Maril	The presentation provided a case study of a specific BCM incident within the fertilizer and chemical industry. It highlighted that the incident could have been prevented and the considerable length of time taken for the business to recover in consequence of the absence of BCM. The case study also highlighted the issues of 24x7 manufacturing, BCM skill competencies, and coordination with local authorities and failure learning.
India	Kurup Binoy Shankaranarayan a	The presentation considered BCM from the perspective of the Indian National Productivity Council. It provided a case study that highlighted, in general, a lack of personal and cultural BCM preparedness following a KPMG survey. BCM was currently seen as an IT issue in consequence of the boom in technology. Where it had been implemented it tended to be a BCM event-driven response that concentrated on infrastructure rather than stakeholder value.
Indonesia	Ir Igenesjz Kemalawarta	The paper and presentation provided a case study concerning the development of a new township, its social, economic, demographic, industrial, and commercial considerations and interactions in the context of BCM. Its recommendations concerned the need for a partnership between government and the private sector to promote and provide support and recognition for BCM.
Islamic Republic of Iran	Amir Hossein Mozayani	The paper and presentation provided a case study from a global perspective in relation to the macroeconomic approach to challenges facing the BCM program in the state's oil-export sector as seen within the context of the Ministry of Commerce.

Country	Delegate	Paper and Presentation Summary
Japan	Yoshiro Takahashi	The presentation provided a case study of a global manufacturer of electrical goods. The key issues identified from the study were the need to learn from others, internal and external communication, and that BCM should be an embedded business management process linked to business strategy (unification) and sustainable in policy and strategic terms. The issue of risk assessment of natural disasters needs to incorporate an early warning system enabling a graduated BCM response.
Republic of Korea	Choi Minnseok	The paper and presentation provided a case study from the perspective of the Electronics and Telecommunications Research Institute in relation to both the social and commercial implications. The case study focused on the issues of technology and their BCM in relation to natural and man-made disasters. In addition to outlining BCM developments, they also addressed the issues of internal and external BCM drivers including the Basel II Accord (Bank of International Settlement) and return on BCM investment. A further consideration was the need for a government-sponsored BCM program and training.
Malaysia	Saliza Saari	The paper and presentation provided a case study from the perspective of the Malaysia National Productivity Corporation in relation to the increased reliability and productivity of an organization. They also highlighted the competitive advantage of BCM and potential increased market share for the organization's country and increased business growth. The need for a BCM standard, benchmarking, and good practice guidelines was also identified. These issues were linked to current successful productivity programs to enhance competitiveness in a global marketplace.
Mongolia	Baldorj Tserendorj	The paper and presentation provided a case study from the perspective of the Mongol News Media Group in relation to the publication, production, and distribution of both daily and weekly newspapers and the running of a television station.
Nepal	Prakash Pokharel	The paper and presentation provided a case study from the perspective of National Trading Limited, which is a state-owned trading organization. Against a background of political unrest and economic constraints, the challenges and solutions to the development of a practical and progressive BCM program were outlined.

Country	Delegate	Paper and Presentation Summary
Philippines	Rosita A. Rodriguez	<p>The paper and presentation provided a case study from the perspective of the Cebu Chamber of Commerce and Industry (CCCI) which is a non-stock, non-profit organization with over 700 company members of which the majority are SMEs. The role of the CCCI and its strategy in raising awareness and advising its membership in respect of BCM was discussed. The practical and financial difficulties experienced by the SME sector which prevented BCM implementation were outlined. This was described in the context of global trade, national infrastructure, short-term outlook, and technology issues where the SME sector is the core of the Philippine economy and the largest employer. The issues of good governance in situations of natural and man-made hazards were outlined together with the impact of external influences.</p>
Singapore	Choo Tuck Low and Pao-Jui Yap	<p>The paper and presentation provided a case study from the perspective of Spring Singapore. Spring Singapore's development and publication of a BCM standard is based on the Business Continuity Institute's BCM Good Practice Guidelines and British Standards Institute PAS56 BCM Good Practice Guidelines together with an independent assurance audit certification process was discussed. A copy of the Spring Singapore's BCM standard and details of the audit process were supplied to each study meeting delegate. The standard and assurance audit is a voluntary process that applies to all organizations regardless of size or industry sector. This proactive approach to BCM is designed to achieve a number of key objectives that include the creation of business opportunity and the advantage that Singapore is seen as a safe place for business. The non-prescriptive standard was developed in consultation with business and other sectors. The issue of promoting BCM and the challenges in its implementation were also discussed. The adoption of BCM and the standard within the SME sector was seen as the key challenge based on a number of issues such as finance and scalability.</p>

Country	Delegate	Paper and Presentation Summary
Sri Lanka	Bevaneka Charita Dumbukola	<p>The paper and presentation provided a case study from the perspective of the Colombo Stock Exchange. BCM was discussed against a background of natural disasters, a 17-year separatist war, a terrorist attack on the Central Bank in 1995, and the destruction of the Colombo Stock Exchange as the result of a terrorist attack on the Colombo World Trade Centre in 1997. In contrast to international organizations, most local organizations do not effectively practice BCM and in many cases technology recovery plans are projected as BCM. With the exception of international organizations, there is a low level of BCM maturity. BCM awareness programs in both the public and private sectors should clarify that BCM is a holistic process. There is a need to dispel the perceptions that BCM is an unnecessary cost that does not improve profit, insurance is a safety net, and technology recovery is BCM. The paper made several key recommendations, including the creation of an institution that will promote BCM by setting good practice guidelines and developing other initiatives to embed BCM as a business-as-usual management practice.</p>
Republic of China	Chou Chia-Jung	<p>The paper and presentation provided a case study from the perspective of the Diwan Management College. Its focus concerned the critical role and need for BCM and crisis management. This was set in the context of the country's economy, scarce resources, and importance of international trade and global trends in trade relationships. Numerous types of threat, including the impact of comparatively recent natural disasters, an increase in environmental incidents, unstable international politics, and a shift from labor-intensive to high-tech industry, were described.</p>
Thailand	Teerapan Sattogowit and Chainarong Khaw-Ngern	<p>The paper and presentation provided a case study from the perspectives of the Bank of Thailand and Biophile Corporation. The issue of BCM was presented in terms of the impact of natural and other types of threat on Thailand's economy. The case study concerned the stability of the Thai financial sector to support the two key economic contributors of tourism and manufacturing. The adoption and growth of the use of technology within these key economic contributors and need for resilience were highlighted. The proactive hands-on involvement of senior management, external stakeholders, utilities, and government services in the BCM planning process was highlighted. The challenges of raising awareness and implementing a BCM program were discussed with clear recommendations. These included the publication of BCM success stories and personal and organizational motivation via benefits and targets.</p>

## APPENDIX C: STUDY MEETING PROGRAM

<b>Tuesday 23 March 2004</b>	
09:00–09:15	Registration and orientation session
09:15–10:00	Overview and desired outcome of study meeting by Dr. David J. Smith, Executive Member of the Board of the Business Continuity Institute (BCI) and Chairman of the BCI Education Committee (UK)
10:00–10:30	Refreshments and photography
10:30–11:30	Building Resilience—Integrating Business Continuity and Crisis Management into Your Organization by Dr. David J. Smith (UK)
11:30–12:30	Country paper presentations by Fiji, India, and Indonesia
12:30–13:30	Lunch hosted by Spring Singapore
13:30–14:30	Country paper presentations by the Islamic Republic of Iran, Japan, Republic of Korea, and Malaysia
14:30–15:30	Implementing BCM in Organizations—Issues and Solutions by Ms. Irene More, Consultant, Continuity Link (Canada)
15:30–15:50	Refreshments
15:50–16:50	BCM Professional Practices and Competencies by Dr. Goh Moh Heng, Executive Director, DRII (Singapore)
16.50–17:00	Summary of discussion by Chief Facilitator

<b>Wednesday 24 March 2004</b>	
09:00–10:00	Business Impact Analysis—Identifying the Critical Functions and Impact Assessment by Ms. Kelley Goggins, Chairperson Certification Commission, DRII (USA)
10:00–11:00	Current BCM Practices for Properties and Buildings by Professor Lim Lan Yuan, President, Association of Property and Facility Managers (Singapore)
11:00–11:20	Refreshments
11:20–12:30	Country paper presentations by Mongolia, Nepal, Philippines, and Singapore
12:30–13:30	Lunch
13:30–14:00	Country paper presentation by Sri Lanka, Republic of China, and Thailand
14:00–14:30	Syndicate discussion to identify key findings from country paper presentations
14:30–15:30	Singapore Power's Experience in Business Continuity Planning by Capt. Ong Liong Chuan, Senior Manager (Crisis and Emergency Planning), Singapore Power
15:30–15:50	Refreshments
15:50–16:50	SARS—Tan Tock Seng Hospital Experience by Dr. Leo Yee Sin, Clinical Director, Communicable Diseases Centre, Tan Tock Seng Hospital (Singapore)
16.50–17:00	Summary of discussions by Chief Facilitator

<b>Thursday 25 March 2004</b>	
09:00–09:30	Program evaluation by delegates
09:30–10:40	Syndicate discussions
10:40–11:00	Refreshments
11:00–11:30	Syndicate discussions
11:30–12:00	Presentations by syndicates and recommendations by Chief Facilitator
12:30–14:00	Lunch and certificate presentation

## APPENDIX D: List of Participants

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