

# Embedding BCP Testing & Crisis Management into Your Organization's DNA

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22 Oct 2024

Business Continuity • Enterprise Risk • Disaster Recovery • Crisis Management

1



## Henry Ee *FBCI, CBCP, ACTA, ISO22301 Lead Auditor*

**More than 20 years** of experience in Risk, Resilience, Business Continuity & Crisis Management.

### CREDENTIALS

- **Technical Expert (Business Continuity/ Resilience)**  
**ISO – International Organization for Standardization**
- Founding Chairman, BCI Asia Chapter (2015 -2023)
- Vice President, RIMAS
- ISO22301 and ISO3100 Task Group Member, Enterprise Singapore
- Certified Management Consultant, PMC
- Chairman, IAEM (US) Asia Chapter
- Certified ISO22301 Lead Auditor (ANSI)
- ISO 31000 Certified Lead Risk Manager, PECB
- Certified Trainer (ACTA) by WDA Singapore
- Approved Trainer by BCI, PECB, EXIN
- Member of UNISDR, Private-Public Partnership for Disaster Management

3

## Disciplines Relevant to Resilience



4

4

## Crisis Management

### What is a Crisis?

An abnormal situation, unstable and complex situation which threatens the strategic objectives, reputation or existence of an organization.

*BCI Dictionary of Business Continuity Management Terms*

5

**In the news**

*Target Data Breach  
Spilled Info On As Many  
As 70 Million Customers*





*Officials Arrested on Corruption  
Charges*

*Electrical Fire Causes  
Mass Evacuation*

*Burst Water Pipe Floods  
Hospital*

7

**Crisis Management Industry-Related**

Industry	Potential Source
	<ul style="list-style-type: none"> <li>• Hijacking</li> <li>• Plane crash</li> </ul>
	<ul style="list-style-type: none"> <li>• Explosions</li> <li>• Discharge of polluting / toxic materials</li> </ul>
	<ul style="list-style-type: none"> <li>• Distribution of "tainted" products</li> </ul>
	<ul style="list-style-type: none"> <li>• Inappropriate investment recommendations (stockbrokers)</li> <li>• Failure to perform due diligence on investments (broker-dealers)</li> </ul>

8

## Incident or Crisis?

### Incident

- Generally foreseeable
- Impacts reasonably well understood
- Response is tactical & operational oriented
- Amenable to pre-planned responses

### Crisis

- Unique, rare, unforeseen
- Complex and inherently uncertain
- Response is strategic oriented
- Need flexible, creative and sustained response

9

## Origins of crises

Sudden & disruptive events that have obvious strategic implications

Poorly-managed incidents that are left to smolder until they become a crisis

Latent problems that are left to incubate over time, eventually turning into a crisis

10

## Incidents that caused organizations to activate their business continuity or crisis management plans

Source: The Continuity Insights and KPMG LLP Global Business Continuity Management Program Benchmarking Study

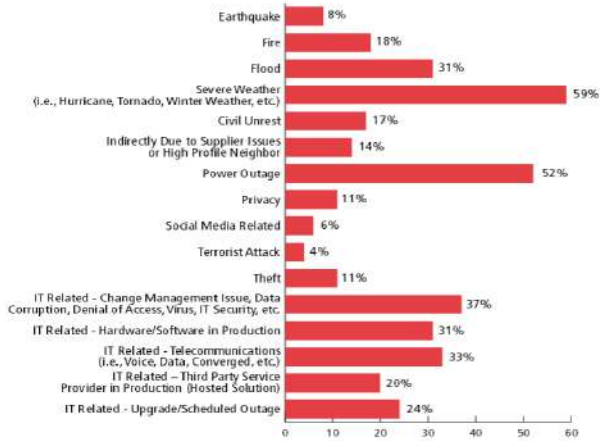


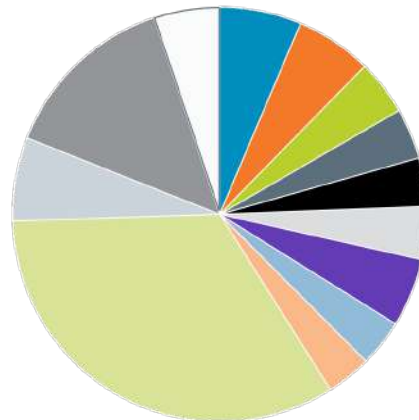
Figure 12: Incidents or interruptions in the past year that caused organizations to activate business continuity plans, crisis management plans or disaster recovery plans.

11

## Crisis Categories

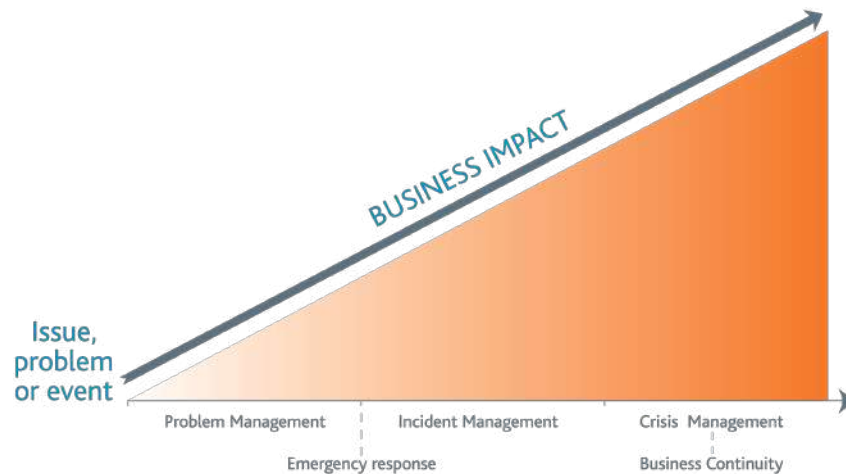
Casual Accidents	6.39%
Environmental Damage	5.96%
Consumer Activism	4.32%
Cyber Crime	3.96%
Defects & Recalls	3.78%
Discrimination	4.11%
Executive Dismissal	5.35%
Hostile Takeover	3.67%
Labour Disputes	3.50%
Mismanagement	33.47%
Whistle Blowers	6.52%
White Collar Crime	13.86%
Other	5.15%

OTHER:  
Class Action Lawsuits 2.89%, Financial Damages 0.76%,  
Catastrophe 0.71%, Workplace Violence 0.48%, Sexual Harassment 0.31%



12

## Response continuum



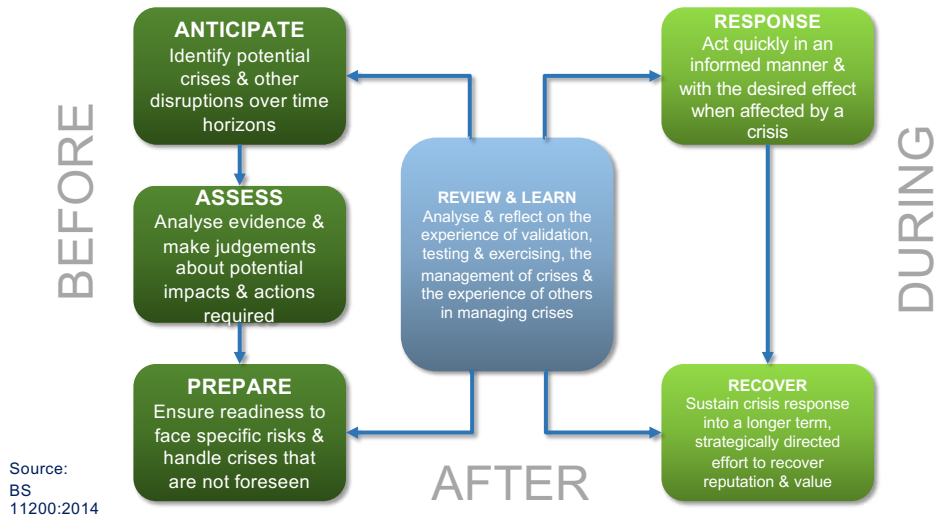
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## Key principles of crisis management

- Effective leadership
- Clear roles and responsibilities
- Competent personnel
- Achieve and maintain control as soon as possible
- Effective communications
- Clear decision making process
- Good information management
- Good record keeping
- Continuous learning and improvement

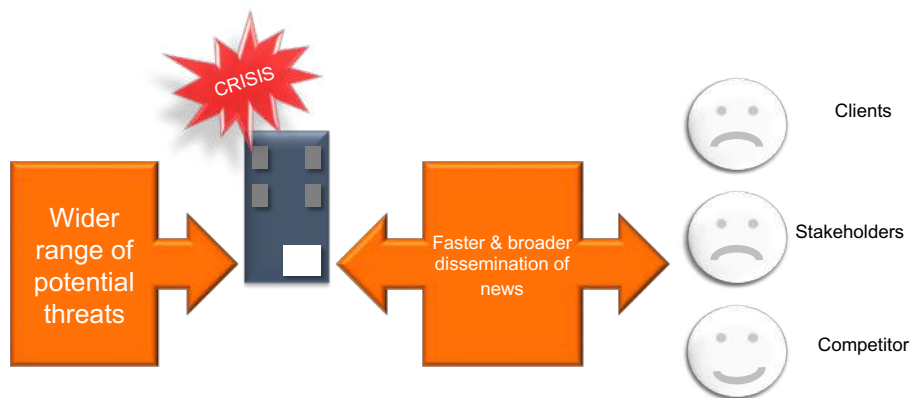
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## Framework for crisis management



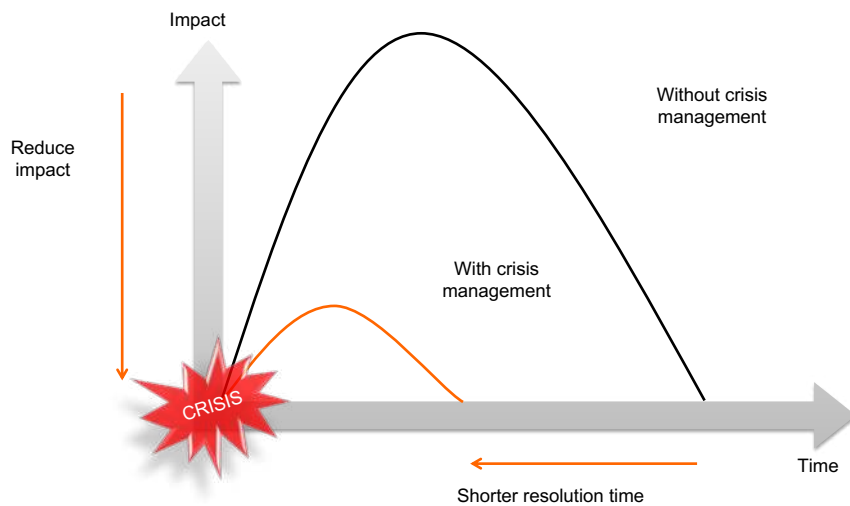
15

## Challenge Faced by Organisations



16

## What Crisis Management Does...



17

## Crisis Management

### What is Crisis Management?

The process by which an organisation manages **the wider impact of any situation until it is under control or a full BCP is invoked**. It can be used in situations in which the main activities are external such as dealing with malicious rumours, hostage taking, product failure or product recall.

*BCI Dictionary of Business  
Continuity Management Terms*


18

# Business Continuity Management (BCM)

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# What is Business Continuity



INTRODUCTION

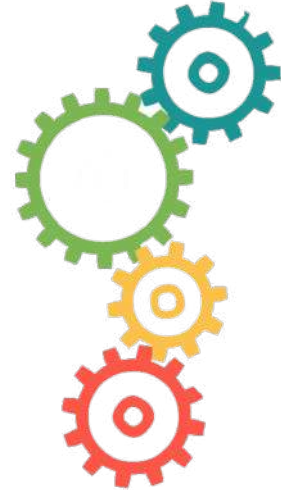
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## Business Continuity Management System (BCMS)

- Business Continuity is the *capability* of an organisation *to continue* the delivery of products^ and services *within acceptable time frames at predefined capacity* during a disruption.

- (ISO22301:2019, Clause 3.3)



21

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## What Kind of interruption Do You Fear the Most?



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# Crisis Perpetually Appearing



Fire



COVID-19 Pandemic  
Worldwide (2019 to current)



Cyber Attack /  
Hacks  
Worldwide



Floods



Civil Unrest



Internet Network  
Disruption

So Many **Scenarios** to Plan...

What Can We **Plan** For ?



**Equipment**

**Premises**

**Data**

**Staff**

**Supply Chain**

Plan for the **consequences** of losing these **KEY RESOURCES**

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## Benefits & Importance of Business Continuity



To keep critical services & functions up and running during crisis



To protect the business's income stream



To reduce the risk of further losses due to an incident or disaster



To meet the requirement of the interested parties and regulators



To protect corporate image



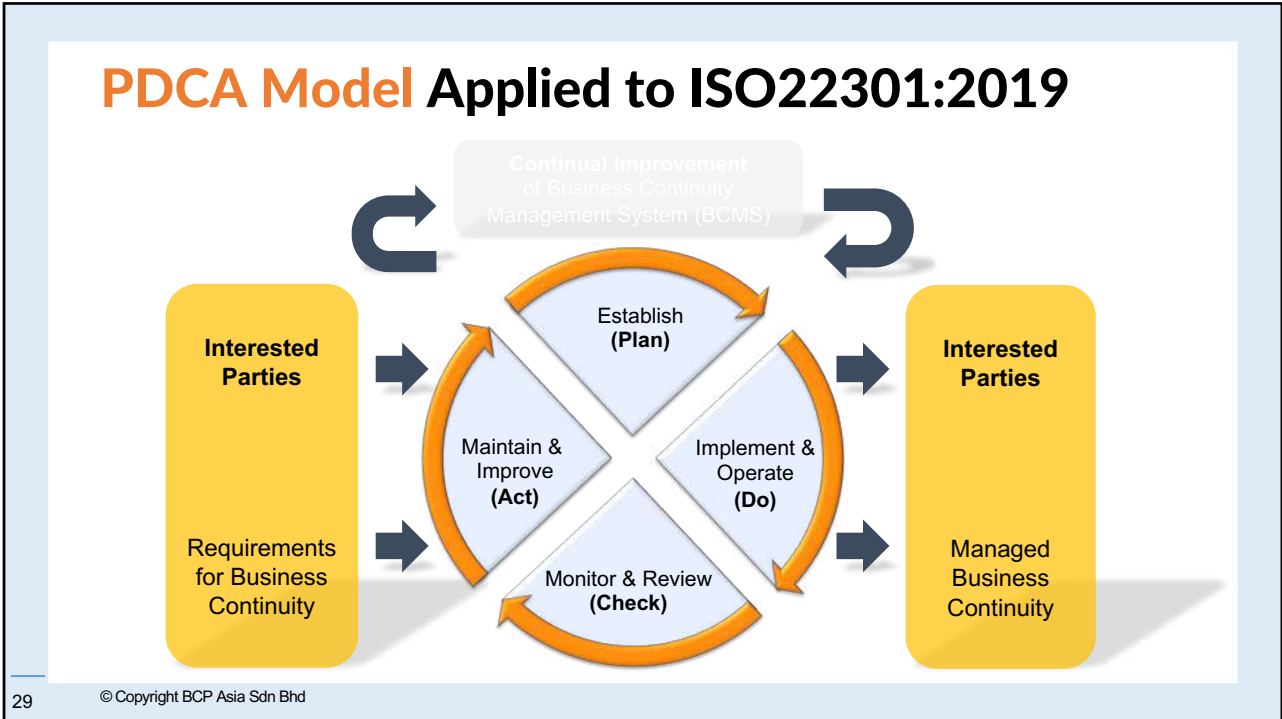
## Implement Business Continuity ---ISO & GPG



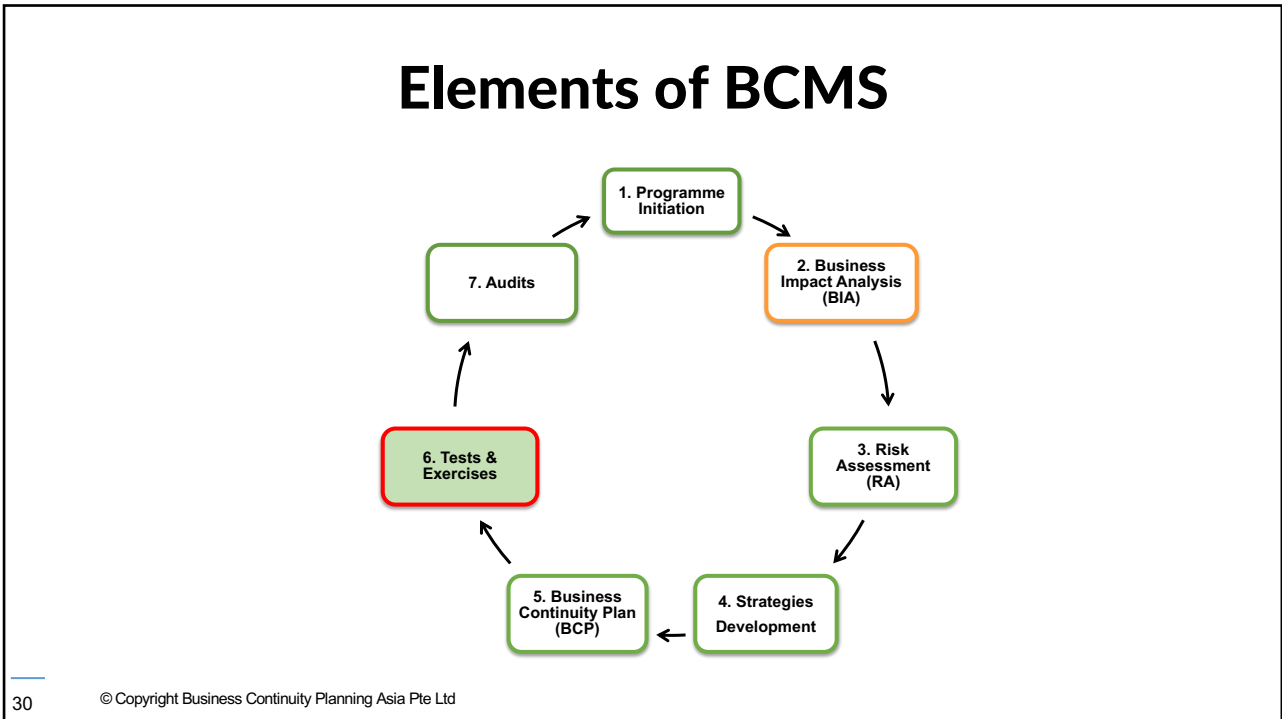
To Audit the BCMS:  
ISO22301:2019



To Implement the BCMS:  
BCI Good Practice Guidelines



29



30

# Building Resilience for a Sustainable Future

31

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## What is Organizational Resilience?

Organization's ability to anticipate, respond and adapt to unexpected disruptions and learn from crises to strengthen business capability.

- ***“The ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper”***

Source: ISO 22316:2017(E)

32

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## Aligned Management Disciplines to Organizational Resilience

### The disciplines that make up Organizational Resilience

It is necessary for organizations to build a successful business resiliency programme that aligns the disciplines with the objectives and strategies of the entire business.



34

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## How can Management Disciplines improve your organization's resilience?

### Risk Management

- Early **identification** of risk can help the organization put in place the **mitigations plan**

### Crisis Management

- Fast response in **managing a crisis** avoids the incident becoming a major disaster

### Business Continuity

- Preparedness and a coordinated **response** towards a system failure and can improve **recovery** time

35

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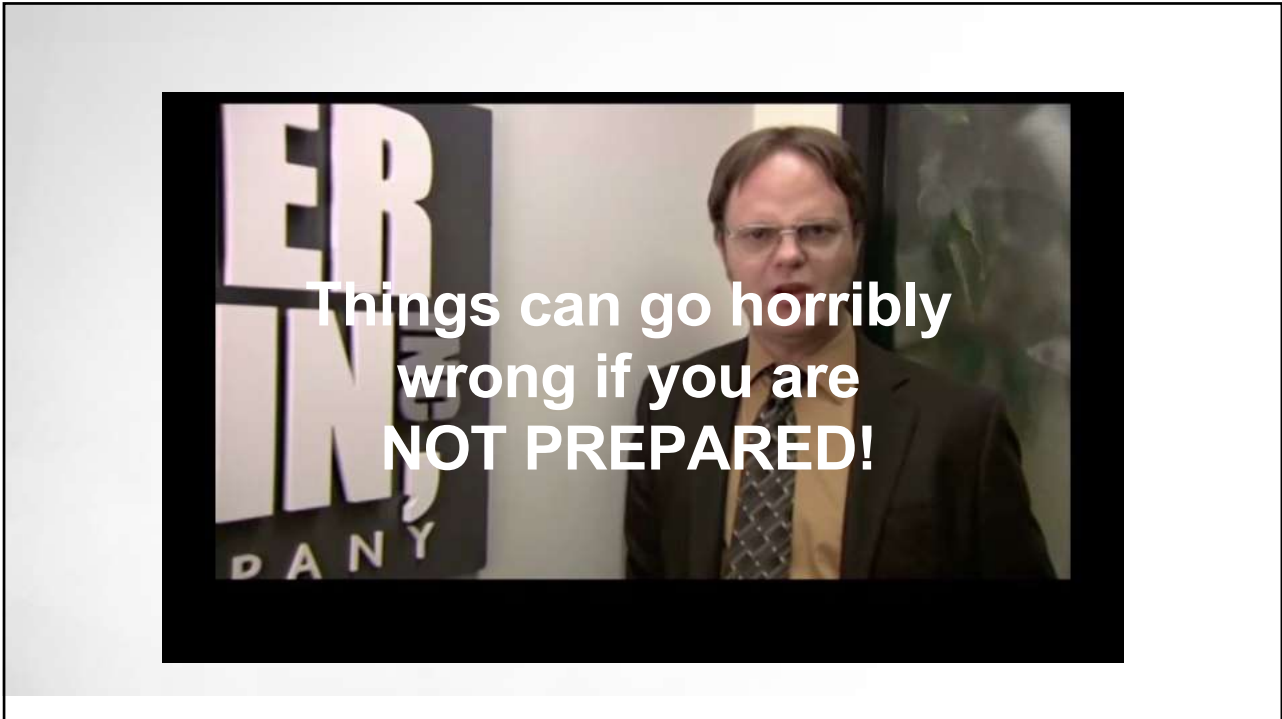


38

38



39



41

### Determine the type of Exercise

Select the Right Complexity

- Real-time Business Recovery Simulation
- Physical Deployment Simulation
- Table Top Simulation

Tips: Aim for progressive maturity.

42



**NO PLAN IS COMPLETE UNTIL  
FULLY TESTED!**

43

**Thank You!**

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44