

Profile & Capability Statement

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We plan the continuity
of your business
before any sudden,
unplanned, severe
interruption.

We plan confidence,
security, and peace
of mind.

Forbes Calamity Prevention is a member of :



Singapore Business Federation



Singapore Computer Society

American Chamber of Commerce

The Chinese characters in our logo, pronounced
"Wan yi", mean "just in case" or "what if?"

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What We Do

Forbes Calamity Prevention helps multinational companies - and the companies that compete with them - to prepare, test and manage business continuity plans.

How We Approach Business Continuity Planning (BCP)

1) We start by meeting your Crisis Management Team (CMT), we agree on potential **threats** to your business: natural threats, technical threats, human threats and medical threats. A threat can be a power failure, a sprinkler discharge, a software virus or the loss of a key employee. We also assess the likelihood of these threats happening to your business. This is called Risk Assumptions.

2) If your organization does not have a CMT, we help to form one.

3) Our next step is a **Business Impact Analysis** (BIA), which answers the question, 'What would the impact be if our business couldn't function?' In a BIA, we use interviews and questionnaires to identify all the functions or activities of your business that could be interrupted by a disaster. We help you estimate both the financial impact on your business – lost revenue, increased expenses or replacement costs – and the non-financial impact, such as unhappy customers, damage to your reputation or regulatory sanctions.

From this information, we apply our planning experience and business judgment to suggest **Recovery Time Objectives** (RTO) and **Minimum Operating Requirements** (MOR) for your business (see definitions at right). The rest of your business continuity plan is derived from these recovery objectives. RTO's and MOR's determine which continuity strategy is best for each business activity and department.

4) When you approve recovery objectives for your business, we propose appropriate continuity **strategies** which meet cost-benefit and recovery time guidelines determined by your management. Strategies might include relocating staff, suspending some activities, serving only the most important customers, or transferring some work to another office. Having a recovery site at least ten (10) kilometers away from your office is often recommended, especially for your computer systems. Serving customers and keeping revenue flowing are common recovery priorities, but we always weigh the costs of recovery planning against the likelihood and impact of a business interruption (see the Cost Benefit Analysis, next page).

A disaster is a sudden, unplanned, severe interruption of normal business activities

Minimum Operating Requirements
The number of people - and associated equipment - required to perform any activity at the minimum level you think essential to continue your Business

Recovery Time Objective
A targeted number of hours or days to restore or recover an activity or a resource

What We Do

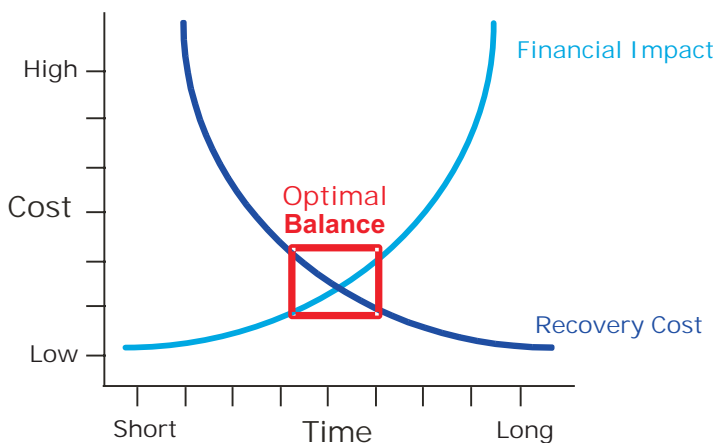
5) Whatever strategies you choose, we write a plan for each department or workgroup. The plan lists the tasks in order they will be performed during a recovery, and lists what your company will need to achieve its recovery objectives. We can publish your BCP on a private internet site only for your company, and we can even make it available any time, anywhere on Personal Digital Assistants, like Palm® handheld devices.

6) No plan is complete until you **exercise** it with your employees. That's because no plan works the first time the way you expected: some task is always missing, an unforeseen consequence is always discovered through 'testing'. We help you improve your BCP in regularly scheduled exercises of increasing difficulty, so you have confidence it will work if you need to activate it.

7) As with any business asset, your BCP begins to become outdated the moment you put it into service. Employees leave, equipment is replaced, business activities are started or abandoned. We help you **maintain** your BCP by reviewing parts of it carefully monthly or quarterly. Like auditors, we ask probing questions to ensure that your investment in planning is constantly protected.

Our approach and methodology are explained on the following pages. To see how our methodology becomes specific steps of your BCP project, please see our [Sample Project Schedule](#) in the [BCP Documents](#) section at www.calamityprevention.com.

Cost Benefit Analysis



The shorter the recovery time, the greater the recovery cost.
The longer the recovery time, the greater the potential impact.

Continuity Strategies

H : Hot Site
E : Expansion Seat
R : Relocate
M : Work Outside Office
T : Transfer Work

A disaster recovery (DR) plan covers your computer systems & networks.

A BCP covers your staff, telephone, business activities and important documents or records. It covers the whole organization, not just the IT department.

Business continuity planning (BCP) and management (BCM)

Business impact analysis (BIA)

- Determine qualitative, quantitative impact on business processes
- Develop consensus on Recovery Time Objectives (RTO)
- Develop consensus on Recovery Point Objectives (RPO)
- Develop Minimum Business Continuity Objectives (MBCO)

Risk & threat analysis

- Facility infrastructure risk
- IT security risk
- Security & vulnerability assessment
- Infectious disease monitoring

Continuity strategies

- Recovery site(s) selection
- Technology requirements
- Capital expense and recurring costs
- Personnel deployment

Writing plans

- Printed & digital
- In Microsoft® Office® programs or using your BCP software
- PC based, web based or PDA based
- Action steps separate from reference information
- Organized in order needed in an emergency

Rehearsing, Exercising & Testing plans

- Pre-announced and unannounced exercises
- Table-top "talk through" exercises, full-scale activation exercises
- Develop realistic disaster event scenarios
- Call tree, IT connectivity, evacuation & assembly drills
- Lists of follow-up actions for improvement

Maintenance & Updating

- Monthly, quarterly, semi-annual reviews
- Review & update business impact analysis
- Scenario-based reviews

Crisis management

- Crisis Management Team (CMT) selection and training
- Large-scale simulations and exercises
- Observation, comments, professional opinion

Emergency Response

- In cooperation with XtraMile Solutions www.xtramile.biz
- Incident Command System training
- Corporate emergency preparedness
- Fire warden training and practice
- Environmental health & safety training

Crisis Communications

- In cooperation with Ewing Communications
www.ewingcommunications.com
- Media skills for senior executives
- Disaster management for call centres
- Ambush interview training
- Training & videotaped rehearsals

Training & Exercises

- "Forbes Calamity Prevention's Do-It-Yourself Business Continuity Planning" (one day or two days)
- "BCM for Manufacturing"
- "Rehearse, Maintain, Audit your BCP"

Methodology

Risk Assessment "What could go wrong?"



Is this in your basement?

Business Impact Analysis

"If something went wrong, how would it affect our business?"

Name	Functions	Impact	RTO	MOR	MOR	Dependence						
						50% 300	Vital Records	Phone	Email	Systems		
# of people	Foreign Exchange						Paper	Digital				
	Customer orders and options	High	< 4 H				High	High	High	Low	High	
	Customer service	High	< 4 H				Low	Low	High	Low	Low	
	FX Swaps	High	< 4 H				Low	Low	High	Low	High	
	Proprietary trading	High	< 3 D				High	High	Low	Low	High	
	Marketing	Low	> 7 D				Low	Med	Low	Low	Med	
	Customer orders and options	High	< 4 H				High	High	High	Low	High	
Subtotal				1	1							
Name	Accounts & Finance						Paper	Digital				
# of people	MAS compliance	Low	< 7 D				Med	Med	Low	Med	Med	
	Nostro reconciliation	High	< 1 D				Low	High	Low	High	High	
	MAS monthly reports	Low	> 7 D				Low	Med	Low	Med	Med	
	Headquarters monthly reports	Low	> 7 D				Low	Med	Low	High	Med	
	Local report reports	Low	< 7 D				Low	Med	Low	Low	Med	
	Payments to vendors	Med	< 7 D				High	High	Low	Low	High	
	Sales tax returns	Low	< 7 D				Low	High	Low	Low	High	
Subtotal				1	2							

Our BIA results in a deliverable table like this one

Continuity Strategies

"How can we achieve our recovery objectives?"



Using another company location for recovery can be a cost saving strategy

In analyzing risk, we identify possible natural, technical and human threats and estimate the likelihood they will affect your business or organization. A power failure is a threat. A UPS for your computer system may reduce the impact of a power failure, but it doesn't reduce the likelihood that you will experience one. Until you know and agree which threats to your business are most likely to occur, it is difficult to make a sound business decision about how much to spend on business continuity planning. For most companies, loss of access to their offices for any reason is the most serious risk.

A Business Impact Analysis measures the effects of interruption on your business. It doesn't identify the causes of an interruption: that's the function of the Risk Analysis. Perhaps more accurately called a "failure impact analysis," a BIA capture estimates of costs – both financial and non-financial – if any part of your company cannot function for any reason.

We use oral interviews or written questionnaires, or both, with department representative employees, to collect and analyze the impact of a business interruption. We help you identify the possible damages which could result from a disruption.

Impact analysis provides your management with information required to make sound decisions about what business functions need to be recovered, and how quickly. It helps your company determine Minimum Operating Requirements (MOR's) for each work group or business function: how many people you would need, and where.

A BIA also produces Recovery Time Objectives (RTO's) for each business function. Some activities will require immediate recovery, while others may be able to recover gradually, in phases. Recovery Time Objectives are measured in hours or days for most businesses. Not every activity is equally important in an emergency situation; the BIA prioritizes them.

Combined with Risk Analysis, the BIA provides essential information for all subsequent decisions to be made in the development of your company's recovery – Or 'continuity' – plans. We contribute our experience doing this for other companies all over the world to help you confirm the judgments you make, and to recommend appropriate steps to recovery.

A recovery or continuity 'strategy' is a way to achieve your company's recovery objectives. Assume, for example, that one of your objectives is to be able to answer customer telephone calls within 24 hours, no matter what happens. One strategy to achieve that objective might be to have another office to which employees could relocate. Another strategy would be to arrange to forward the telephone numbers from your office to that office. A strategy for outside sales people might be to enable them to work outside the office, perhaps with laptop computers, email access and mobile phones. No single strategy is suitable for all departments, nor for all companies.

Continuity Strategies

Many businesses - particularly banks and other service companies — have activities considered so important that they have permanent, dedicated rooms or buildings to which they can relocate quickly after a disaster. Maintaining such facilities can be costly, and many companies choose instead to rent recovery space which is shared with other companies. Many vendors in Asia offer recovery space. See the [Links](#) section of our web site for their names and contact numbers.

Exercising, Rehearsals & Testing



Regular exercises build interest in BCP and get management's attention

Stopping or suspending a business activity is also a legitimate strategy, and is appropriate for tasks which are not time-sensitive. Of course, stopping an activity is only a 'strategy' if your company plans to stop that activity. If it's stopped suddenly because your company doesn't have a BCP, that's not a strategy. That's a disaster. A business continuity plan that isn't rehearsed isn't a plan; it's a wish list. Your company's BCP should be exercised and practiced by all recovery team members at least once each year.

This activity is often called "testing". A "test" implies that your company can "pass" or "fail," and we don't believe that's true. A BCP rehearsal exercise that reveals deficiencies in the BCP – forgotten lists, backup tapes that were defective, employees who didn't know what to do – should be considered a success, not a failure. Would you rather discover those deficiencies during a real emergency? Obviously not, and so we use the term "exercise" to describe rehearsing your BCP, so that no one feels in danger of failing.

We prepare Task Lists of activities in advance for participants to perform. We ask participants to confirm that they have access to the computer systems they normally use in their offices. We ask them to make and receive telephone calls. We try to discover if one department is depending on another to do something that may not have been part of the plan. Like auditors, we are looking for oversights and omissions in the plans.

After the exercise, we de-brief the participants on videotape, and ask them to suggest improvements. We provide lists of follow-up actions for each department, and we deliver a complete report to management. On request, we will also render a professional opinion on the readiness of your company to respond to a business disruption.

Maintenance & Updating

Your company's BCP will quickly become unusable if it is not reviewed and updated regularly. Employees leave or join the company, new products or services are introduced, customers change their phone numbers, and computer systems get replaced or updated.

We conduct monthly or quarterly reviews, interviewing department heads to confirm or update information in a plan. Updating only part of the total plan each month reduces the burden on your staff, and keeps the plan more up-to-date than if you update it all at once, once a year. In addition, having our BCP Specialist in your office once or twice a month helps keep BCP on everyone's mind.

Answers

How long does it take to develop a BCP

It takes six (6) to nine (9) months to complete written plans. A BCP may be completed in less time if your company already has disaster recovery plans on which your BCP can be based. Our estimate assumes that your company can assign one (1) part-time employee as BCP Coordinator during development of the BCP, in addition to our BCP professionals assigned to help you with your planning.

How much should your company spend on BCP?

Our rule-of-thumb is about two (2%) percent of your organization's operating budget, excluding interest, taxes, depreciation and amortization. If your organization's expenses were \$1 million per year, spending \$20,000 per year (about \$55 per day) for business continuity – in addition to your insurance premiums – seems reasonable and prudent, in our view. However, most companies spend nowhere near this amount on contingency planning.

How much do you charge?

Our daily rates average is SGD 1,250 per day. Detailed quotations are based on our estimate of the number of professional days required to complete a BCP to your satisfaction. For most projects, we quote a fixed monthly rate to complete specified work within a specified period, with milestones to mark progress.

You can download a BCP Project Quick Cost Estimator at http://www.calamityprevention.com/bcp_docs.php

Why do we need a consultant?
Can we do it ourselves?

You definitely don't need a consultant to prepare a BCP. However, some companies can't or don't devote attention to BCP – and even if they write a plan, they don't spend the money to implement it. If you can overcome those obstacles without outside assistance, you should.

- FCP has experience with other companies in Asia, so you have confidence that our recommendations and BCP strategies are appropriate
- FCP is business-oriented, so BCP isn't just a burden for your IT department
- FCP can question assumptions that your employees may be reluctant to challenge
- FCP is passionate about BCP, so motivation is sustained to completion

Aren't your services expensive?

Ask our satisfied customers, some of them very large companies who can afford our expensive competitors. Ask them whether they would hire Forbes Calamity Prevention again. Our client references are readily available upon request.

Our Professionals

Nathaniel Forbes
1996 to Present



Resume of Nathaniel L. Forbes Director

January 1996 to present (12 years): Founder and Director

Forbes Calamity Prevention, Singapore

Asia's leading business continuity planning consulting company

- Large, multi-national clients in Asia, Europe, North America
- Clients include two high-profile institutions in Singapore
- Established partnerships with facilities & services vendors
- Managed large-scale crisis management exercises
- Delivered numerous talks and training workshops
- Five (5) employees

1993 & 1994: Served non-competition contract period

1992 to 1993: Director, Electronic Services

ChipSoft Inc., San Diego, CA (now publicly-listed Intuit, Inc.)

- Managed Electronic Services department
- Managed integration of acquired company into acquiring company
- Responsible for strategic relations with partner tax software companies
- Identified Vice President candidate, who was later hired
- Actively participated in development of national EDI data format standard for tax returns

1983 to 1992: Founder & President

SPEED>S Corporation, USA

- Founded and managed America's first electronic tax filing company
- Sold electronic transaction services to 4,000 tax preparers, including US Army
- Grew revenue from 0 to \$1.5 million
- Directed development of 400,000 lines of software code
- Hired and managed 100+ employees
- Sold company in 1992 to ChipSoft Inc. (now Intuit, Inc.)

1981 to 1983: National Sales Manager

The Source, the first on-line service for consumers, owned by The Reader's Digest Association

- Increased subscribers from 12,000 to 53,000 (300% increase) in two (2) years
- Hired and managed a 15-person, nationwide sales force
- Conceived, designed and executed new retail packaging of product
- Executed first modem/services bundle with modem manufacturer
- Reported directly to President, now retired Chairman of Reader's Digest

Skills & Accomplishments

- Member, Business Continuity Institute (6026)
- Technology development and project management
- Innovative marketing
- Foreign language exposure
Mandarin Chinese, French, Russian, Dutch, Japanese
- Member, Singapore Computer Society (SCS)
- President, Business Continuity Group (BCG) of SCS, 1999/2000

Education

- BA degree, Middlebury College, Middlebury, Vermont, 1974
- Passed DRII CBCP examination October 1997, score 85%

Our Professionals

Ong Wee Cheng 2002 to Present

Project Manager

With a background as an internal auditor and vice president of finance & compliance, Wee Cheng developed her first BCP at futures broker Refco Singapore, a client of FCP, in 2001. After Refco, she joined FCP and was assigned to another client, ABN Amro Bank in Singapore, in 2002 to coordinate the build-out of a large, outsourced recovery facility, a complicated project which involved the bank's staff, their IT integrators' employees and the recovery facility's staff. Her assignment was to ensure that each seat had access to the appropriate systems and network segments. In 2003 she was contracted to OCBC Bank's BCP department to complete the business impact analysis (BIA) for the bank in Malaysia.

Since 4Q 2003, Wee Cheng has managed all BCP activities for Singapore Exchange Ltd., the country's publicly-listed securities and derivatives exchange. She is responsible for annual reviews and updates of both BIAs and plans, and BCP and emergency exercises ("tests"). In 2004 she coordinated two (2) pre-announced BCP exercises, one of which involved market participants (members, brokers, dealers) and SGX employees. She also assisted in coordinating the evacuation and assembly drills for 3 SGX facilities and a 'call-out' exercise for all SGX staff, using an automated notification system. In 2005, she coordinated a full-day crisis exercise for SGX' Crisis Management Team, using a scenario in which the open-outcry trading floor in the financial district was destroyed.

She is the most senior member of FCP's professional staff, responsible for fulfillment of the company's consulting agreements to all clients. She has superlative references from our clients for her work. In her free time, she has traveled widely in her goal to visit as many world heritage sites as possible. She speaks, reads and writes Mandarin Chinese and English.

Soo Kheng Hui 2003 to Present

Senior Consultant

Kheng Hui has prepared, reviewed and updated BCP's for French bank Credit Industriel et Commercial, Dutch global bank ABN Amro, consumer products company Gillette Asia Pacific, German conglomerate Siemens (Asia Pacific headquarters), business & tax law publisher CCH, and the Heng An Standard Life insurance company in Tianjin, China.

In 2004, she was seconded (posted temporarily) to investment bank Credit Suisse First Boston to assist in a BCP rehearsal. She also worked on assignment for several months at Oversea-Chinese Banking Corporation (OCBC Bank) in Singapore, where she reviewed and updated more than one hundred separate BC plans for the bank's Singapore offices.

Kheng Hui was our first professional to perform BCP work in both written and oral Mandarin Chinese. To complete Heng An Standard Life's BCP in 2004, she arranged to have our risk survey and business impact analysis (BIA) questionnaires translated into simplified Chinese, explained to the company's Chinese staff in Mandarin how to answer the questions, and compared the written answers in both English and Chinese to be sure nothing was lost in translation. Like all of our staff, she speaks at least two (2) languages.

For our clients' frequent BCP rehearsals, she writes tasks for participants to perform, debriefs them afterward and compiles extensive lists of follow-up actions to improve plans.

Kheng Hui graduated with a Computational Finance major, and studied political science in China. She enjoys backpacking with friends, and misses spring time in Beijing.



Left to right:
Soo Kheng Hui
Ong Wee Cheng

Our Professionals

Elaine Khaw
2006 to Present



Consultant

Formally trained in commerce and information systems, Elaine worked for large MNCs in administration, customer service and IT. She embarked on her first BCP project in 2003 at CCH Asia Pte Ltd where she was the head of IT for Singapore, Malaysia, Japan, Hong Kong and China.

Elaine was BCP Coordinator, IT Coordinator; was a member and IT advisor on the Crisis Management Team and Damage Assessment Team at CCH Asia. With FCP, she developed and implemented BCP strategies for the company. She designed, implemented the Disaster Recovery Plan and set-up the first off-site recovery facility in Singapore for Asian operations. She oversees all business continuity management and IT issues, including BCP maintenance, reviews and rehearsals.

Elaine is the BCP project manager and consultant for Rogen and MENU, Singapore where she facilitated Management BIAs, department BIAs, developed strategies and wrote plans. Specifically, she developed Pandemic Influenza BCP strategies and plan for MENU group of restaurants (Brewerkz, Café Iguana and Wine Garage)

She has also facilitated management BIA meeting and interviews for Siemens AMC, China and wrote BCP concise plans and has written test plans for Siemens (Asia Pacific headquarters) BCP rehearsal.

Elaine speaks and writes English and Bahasa Malaysia fluently; and speaks Chinese. In her spare time, she enjoys traveling, music, painting and handicrafts.

Mike Fullwood
2006 to Present



Of Counsel

Mike Fullwood was the Global Head of Business Continuity Management for OCBC Bank in Singapore for 5 years until 30 September 2006. He managed the BCM process and put in place the BCM Framework as well as all the subsequent policies and guidelines. His scope covered threat analysis, business impact analysis (BIA), strategy selection and site development, BCM Plan development, testing strategy, actual and simulated tests and post mortem reports, annual BCM attestation to the Board (including residual risk) and review of BCM requirements for banking products/services moved cross-border to Malaysia.

Mike also managed the move to full split operations during the SARS outbreak. In 2005 he managed the transfer to permanent split operations for all critical business functions in Singapore to address concentration risk. He was the Head of the Incident Response Team, which assessed each incident and recommended to the CEO when the Crisis Management Team should be convened. As part of the crisis process, he set-up the various crisis command facilities, identified the staffing requirements and conducted training. He also managed the development of the Crisis Management policies, guidelines and staff handbook.

Mike managed the internal bank-wide crisis simulation exercises and was closely involved with all aspects of the Association of Banks in Singapore (ABS) industry wide crisis simulation exercise in May 2006. His roles at ABS are chairman of the crisis management sub-group, deputy chairman of the main ABS BCM Task Force, development of the ABS framework for crisis management, member of the scenario development team for the initial ABS crisis simulation exercise in 2005 and a key member of the planning committee for the 2006 simulation exercise, member of the ABS task force for avian flu, deputy chairman for the ABS SARS task force, and the chairman for the sub-group on crisis communication which recommended the use of GRID phones for crisis co-ordination between financial institutions, MAS and ABS.

Mike has given many presentations to ABS members for SARS, Avian Flu, crisis communications and the crisis management process and he has also spoken at various BCM conferences and seminars.

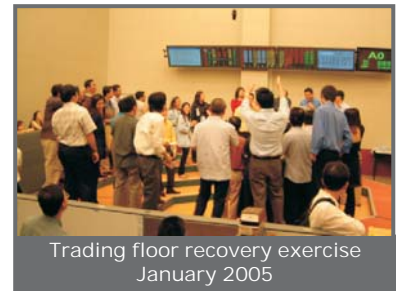
Formerly a UK citizen, he now holds Singapore citizenship after working in Singapore for the past 30 years.

Case Study

Singapore Exchange Ltd (SGX)

www.sgx.com

[Read SGX annual Report](#)



Number of Employees : 650, all in Singapore
Geographic Scope : Four (4) locations in Singapore
Project Dates : 2003 to present
Scope : Physical Security Assessment
Business Impact Analysis
Continuity Strategies
Write plans
Exercises
Emergency Response
Crisis Management

Risk & Motivation

The owner of Singapore's derivatives and security exchanges and clearing house is publicly-traded, and so draws scrutiny from its own shareholders as well as regulators and over 200 market participants. SGX is a Significantly Important Institution (SII) within [the Monetary Authority's BCM guidelines](#), and so is expected to recover sooner than other entities. SGX's long-term objective is to become uninterrupted.

Challenges

Many member firms have offices near SGX in Singapore's financial district ([see map](#)). If market-makers don't recover, there won't be a market, even if SGX recovers.

No exchange in the world has ever attempted an unannounced exercise during a normal trading day. Testing, therefore, has been limited to pre-announced simulations.

Our Approach & Strategies

We updated the existing [business impact analysis](#) (BIA) to confirm [Minimum Operating Requirements](#) (MOR) and [Recovery Time Objectives](#) (RTO). We listed every business activity performed in the company, and confirmed those deemed 'critical'. We wrote BCP's covering every Group and Function.

A security assessment of SGX's main office resulted in several changes in physical access control to the building, including active security checks, barriers and parking restrictions. We identified new evacuation assembly points for all staff.

SGX owns its recovery facility outside the financial district, capable of supporting clearing, settlement and electronic trading activities and the IT systems and networks indefinitely. IT systems are in two (2) locations with [EMC SRDF](#) real-time mirroring.

SGX's BCP focuses on continuity of clearing and settlement activities, which do not depend on recovery of market participants. SGX's Crisis Management Team will suspend all trading when appropriate if the number of participants able to function cannot ensure fairness and liquidity.

The [Central Depository](#) (CDP), the custodian owned by SGX, has a walk-in counter to serve individual shareholders. The CDP counter will be relocated to a member firm's office outside financial district when the BCP is activated.

SGX formed a [Crisis Management Team](#) of senior executives which meets regularly. In 2005, the CMT participated in two simulated disasters, one of which occupied a full day. Our [BCP Project Manager](#) participates in SGX' Business Continuity Management (BCM) Committee which sets policies, programs and goals.

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Results

Each year SGX conducts pre-announced BCP exercises, evacuation and assembly drills, and 'call-out' or notification exercises for all SGX staff.

Case Study

United Kingdom
www.schroders.com

Schroder Investment
Management Singapore Ltd.
Schroder International
Merchant Bankers Ltd.
Schroder Securities
(Singapore) Pte Ltd

Number of Employees : 175 in Singapore
Geographic Scope : Three (3) Locations
BCP Project Dates (Singapore & Malaysia)
BCP Project Duration : 1997 to 2000
References Available : 3 Years
Scope of BCP Project : Yes
Business Impact Analysis
Continuity Strategies
Facilities
BCP Writing
Testing
Maintenance of Plan

Risk & Motivation

In the 1990's, Schroders had separate merchant banking, securities trading and investment management activities in Singapore, all in the same building. Award-winning investment fund management had attracted over 9,000 local unit trust (mutual fund) holders. In early 1997, an air conditioning failure over the weekend melted the PABX, cutting off phone services for half a day. A Schroder officer was on a committee advising the Singapore government on promoting fund management, adding reputation risk to the potential financial risk for the company. FCP was retained to prepare BCP's for each company and for Schroder offices in Kuala Lumpur, Labuan and Jakarta.

Our Strategy

The offices of Schroders' custody vendor were used for some staff. Offices of a Schroder-affiliated company were made available for staff to answer customer calls. A commercial recovery facility was used for 'back office' seats, and for trading positions with access to financial market data. An IT recovery facility was established to house network servers, an email hub and backup for the critical investment portfolio management system.

Our strategies for the Malaysia and Indonesia offices used Schroders' regional hub in Singapore. Settlement, cash management and credit administration were transferred to Singapore in an emergency. Only activities which could not be done outside the country were recovered within the country.

Planning became urgent in 1998, as civil unrest in Indonesia became widespread. Homes of senior Schroder staff members were used as assembly and information points. Some employees were relocated to Singapore. Catastrophic devaluation of the Indonesian currency made simply assembling cash to pay some employees a logistical challenge.

Results

Schroders activated its BCP in May 1998, when the Indonesian government was deposed. The firm sustained no long-term financial losses, operations were resumed from Singapore – and all staff received their wages on time. Schroders still exercises and improves its Singapore recovery plans each year.

Number of Employees	: 175
Geographic Scope	: Singapore only (2 offices in adjacent buildings)
BCP Project Dates	: 1998 - 1999
BCP Project Duration	: 21 Months
References Available	: Yes
Scope of BCP Project	: Risk Analysis Business impact Analysis Continuity Strategies BCP Writing Testing Maintenance of Plan

Risk & Motivation

Singapore subsidiary of the world's largest insurance company at the time the BCP project began. The office received 800 telephone calls and 800 pieces of mail each day. A walk-in centre on the 20 floor wrote receipts for 200 policy payments every day. All policy records were processed in monolithic AS/400-based application. Access to claim files was a particularly difficult, sensitive recovery requirement. Staff was linked between offices by a fiber optic cable which carried all voice and data traffic. We discovered that the cable was directly exposed to flame from a devotional altar in the basement of the building.

Our Strategy

We determined that the telephone, not the computer system, was the company's most important resource. "No telephone means no business," as a manager told us. We recommended outsourcing telephone customer service to an AXA-affiliated company, and locating a backup phone system at the PABX vendor's site. We recommended a shared recovery site for enough employees to process 50% of normal claims and policy renewals indefinitely. One of the company's main computers was identified to be moved to an off-site backup location.

We determined that losing a single day of postal mail could have resulted in losing S\$250,000 or more in payments and the loss of one hundred (100) insurance claim documents, some of which could probably not be reproduced. We recommended changing the pick up and delivery schedule to minimise the time mail remained in the building unprocessed.

Results

The IT department immediately initiated daily, off-site storage of backup tapes with a commercial vendor. We saved time and money for AXA by preparing Y2K contingency plans and the BCP at the same time.

We wrote BCP and Y2K plans for each department; the Y2K plans were tested during normal business hours before year-end.