



**Asia-Pacific  
Economic Cooperation**

---

**2011/EPWG/WKSP/005**

Intro 2

## **Business Continuity Planning (BCP) Survey Results and Analysis for the APEC Region**

Submitted by: Asian Disaster Reduction Center (ADRC)



**Workshop on Private Sector Emergency  
Preparedness  
Sendai, Japan  
1-3 August 2011**



# BCP Survey Results and Analysis for the APEC Region

APEC Workshop on Private Sector Emergency Preparedness

Asian Disaster Reduction Center (ADRC)

Takahiro ONO

[apec.survey@adrc.asia](mailto:apec.survey@adrc.asia)

2<sup>nd</sup> August 2011

1



## Background


### *Object*

- Understand current situation of Business Continuity Planning of Private Sector in the region


### *Expected Outcome*

- Know current situation by the economy, industry sectors and size of the company.
- Identify and clarify the bottlenecks and problems for the development and implementation of BCP
- Gathering the information needed for future enhancement strategy to policy makers
- Share the knowledge and better practices in the region

2



**APEC BCP SURVEY In the Asia Pacific Region**




**– Web-based Online Survey  
( 24 Questionnaire , English only )**

[https://www.i-enquete.jp/apec\\_survey](https://www.i-enquete.jp/apec_survey)

**Q7. What threats have the potential to cause serious disruption to your company?  
[multiple answer]**

- 1. Earthquake
- 2. Tsunami
- 3. Hurricane / Wind storm
- 4. Flood
- 5. Snow
- 6. Fire
- 7. Wild fire
- 8. Volcano eruption
- 9. Drought
- 10. Insect Infestation
- 11. Pandemic / Epidemic
- 12. Blackout
- 13. Terrorism
- 14. Nuclear
- 15. other(  )

**APEC BCP SURVEY In the Asia Pacific Region**




**Q6. Is your company listed or unlisted?  
[single answer]**


1. Listed

2. Unlisted

Survey conducted by Asian Disaster Reduction Center  
Contact[apec\_survey@adrc.asia]



3



## The Questionnaire

- Q1-Q6    General Information
- Q7-Q8    Potential Threats and Disaster Experiences
- Q9-Q10    About their BCP
- Q11-Q12    Reasons for BCP
- Q13-    Public supports
- Q14-    How to build BCP
- Q15-Q16    Coordination with Suppliers
- Q17-    Difficulties of BCP development
- Q18-    Related Plans
- Q19-    Coordination with Community
- Q20    Standards and Certification
- Q21    Risk Control / Finance
- Q22 -23    Checking BCM
- Q24    Difficulties of BCM review

4



## Methodology



April 25, 2011  
From: ABAC Japan  
To: All ABAC Members / Staffers

Dear ABAC Colleagues,

The subsequent catastrophic disasters caused by the earthquakes and tsunami in Japan and New Zealand in the recent months have reminded us again that the APEC region is vulnerable to the natural disasters and thus the issue of emergency preparedness in APEC region have been drawn into sharper focus this year. We should also like to reiterate our heartfelt appreciation towards all the supportive comments and offers of assistance from all the ABAC colleagues immediately after the disaster.

Against this backdrop, the Governments of Japan and the United States are planning to host a workshop focusing on the private sector emergency preparedness this summer in Tokyo. This project is co-sponsored by Australia, Chinese Taipei, Indonesia and Russia. As a part of the project, the two economies will conduct a survey on the current status of the Business Continuity Plan (BCP) in the Asia-Pacific region and they are seeking ABAC members' assistance in deciding how and where they should distribute the survey within respective economy.

The survey itself is a web-based, multi-choice questionnaire which takes approximately 20 minutes to complete. Asia Disaster Reduction Center based in Kobe, Japan, will conduct the survey starting from mid May and the results will be compiled for presentation at the workshop in August. (Please refer to the attachment for the outline of the survey.)

You are kindly requested to specify an appropriate economic organization in respective economy such as the Chamber of Commerce or the Business Federation, which has a diverse membership ranging from small, medium to large enterprises, and notify its point of contact (POC). The identity of POC should be sent to [spec.survey@ndrc.usa](mailto:spec.survey@ndrc.usa) by May 6, 2011 or to contact any of the Japan ABAC staffers who would be pleased to assist you. The questionnaire URL and a short instruction will be sent the POC, who will be requested to distribute the information to the

Should you have any questions, please contact the above email address.

The ABAC Japan hopes that, with members' generous assistance, this project will contribute to enhance our readiness to better manage emergency situations in the future.

Kind regards,

  
Takeshi Hajiro  
Japan ABAC Staffer

- APEC Business Advisory Council ( ABAC )
- The Japan Chamber of Commerce and Industry ( JCCI )

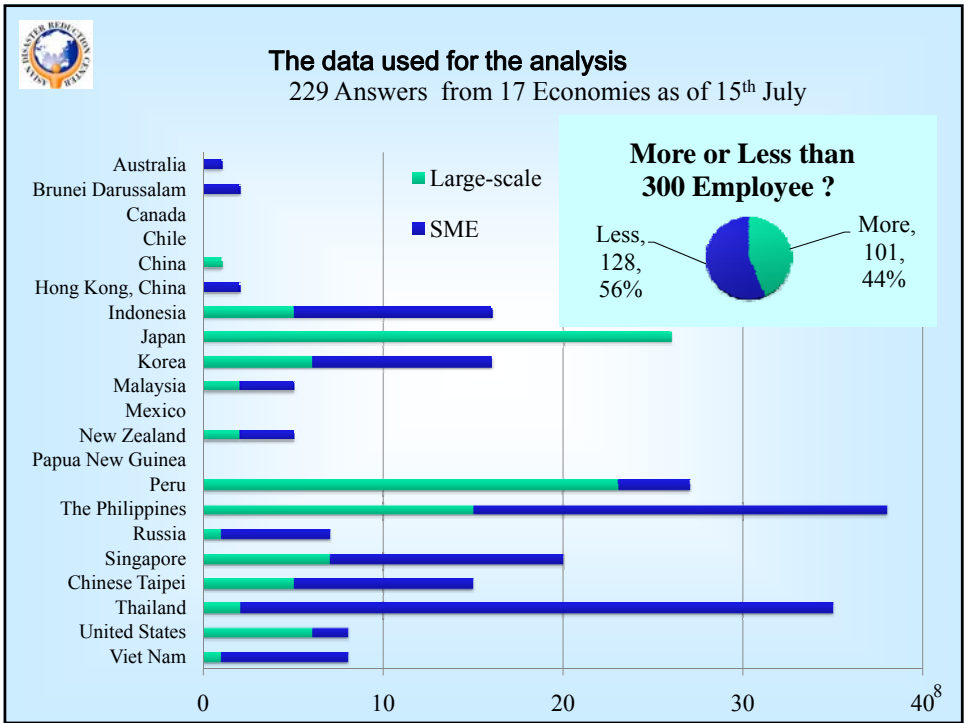
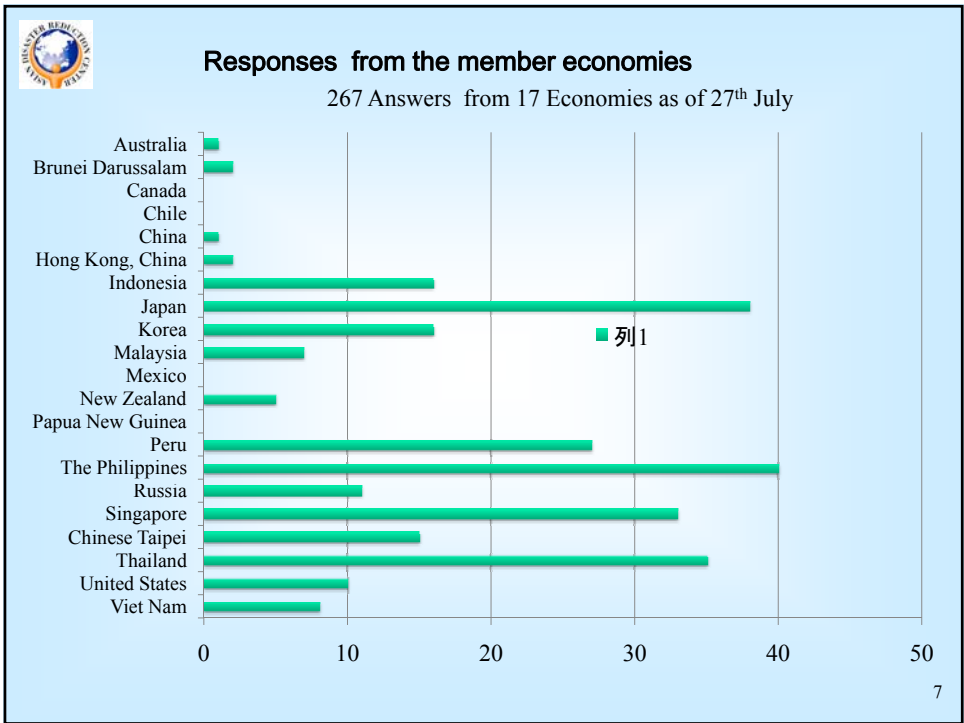
5

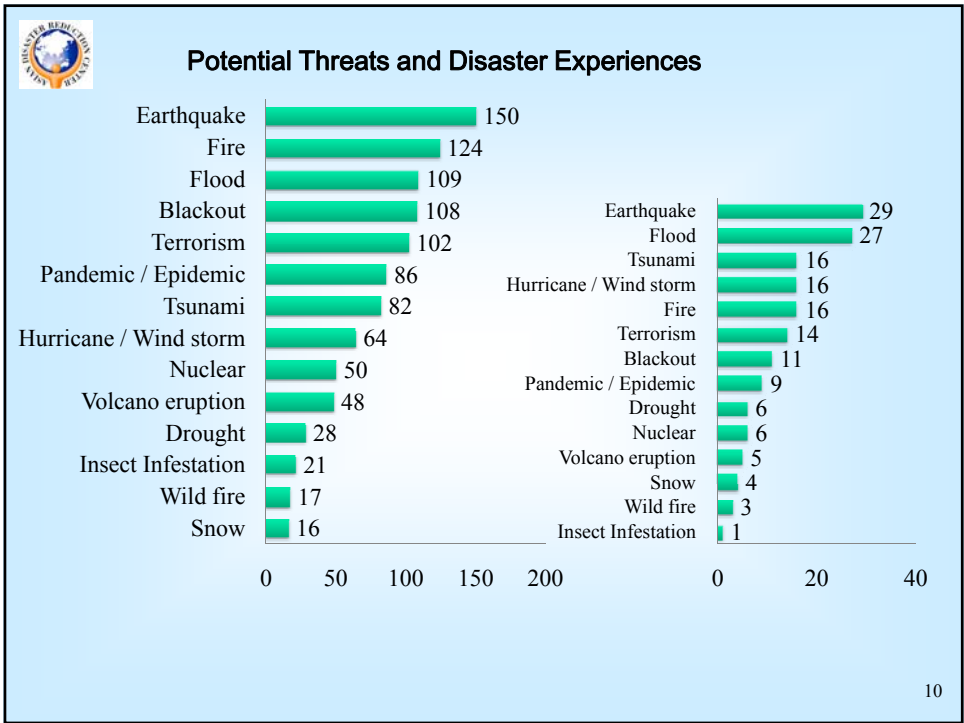
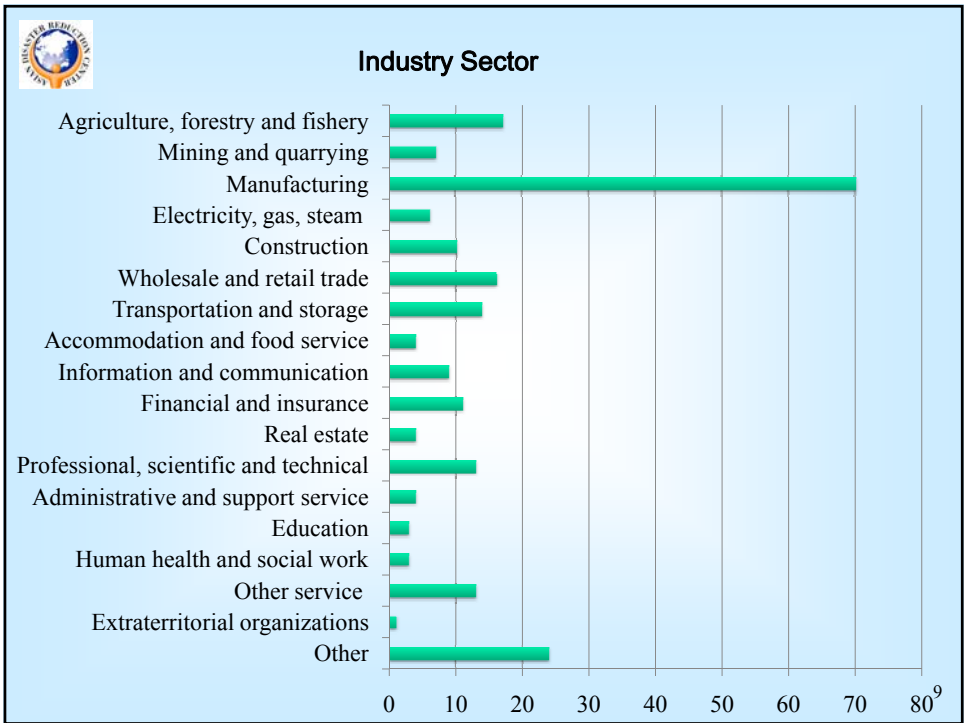


## Contributed Organizations

<b><u>Australia</u></b>	Australian Industry Group Australia Japan Business Council Chamber of Commerce and Industry Queensland Business South Australia Tasmanian Chamber of Commerce and Industry Printing Industries Association of Australia Chamber of Commerce and Industry Western Australia	<b><u>Mexico</u></b>	Cámara Nacional de Manufacturas Eléctricas CANAME Cámara Nacional de la Industria de Productos Cosméticos CANIPEC Cámara Nacional de la Industria Molinera de Trigo CANIMOLT Cámara Nacional de la Industria del Vestido CANAIVE Cámara Nacional de Industriales de la Leche CANILEC
<b><u>Brunei Darussalam</u></b>	National Chamber of Commerce and Industry Brunei Darussalam	<b><u>New Zealand</u></b>	Business NZ
<b><u>Canada</u></b>	The Canadian Chamber of Commerce	<b><u>Papua New Guinea</u></b>	Manufacturers' Council of PNG
<b><u>Chile</u></b>	Federation of Chilean Industry (SOFOFA)	<b><u>Peru</u></b>	Sociedad de Comercio Exterior del Peru (COMEX-PERU)
<b><u>People's Republic of China</u></b>	China Council for the Promotion of International Trade (CCPIT)	<b><u>The Philippines</u></b>	Makati Business Club Philippine Chamber of Commerce and Industry
<b><u>Hong Kong, China</u></b>	Camber of Commerce in Guangdong Province Hong Kong General Chamber of Commerce	<b><u>Russia</u></b>	Chamber of Commerce and Industry of the Russian Federation
<b><u>Indonesia</u></b>	Indonesian Chamber of Commerce and Industries	<b><u>Singapore</u></b>	Singapore Business Federation
<b><u>Japan</u></b>	Support Council for ABAC Japan The Tokyo Chamber of Commerce and Industry The Osaka Chamber of Commerce and Industry Japan Machinery Center for Trade and Investment	<b><u>Chinese Taipei</u></b>	Chinese National Association of Industry and Commerce Chinese National Federation of Industries:
<b><u>Republic of Korea</u></b>	Federation of Korean Industries The Korea Chamber of Commerce and Industry	<b><u>Thailand</u></b>	Thai Chamber of Commerce
<b><u>Malaysia</u></b>	Federation of Malaysian Manufacturers	<b><u>The United States</u></b>	National Center for APEC US Chamber of Commerce
		<b><u>Viet Nam</u></b>	Vietnam Chamber of Commerce and Industry

6







## Potential Threats and Disaster Experiences

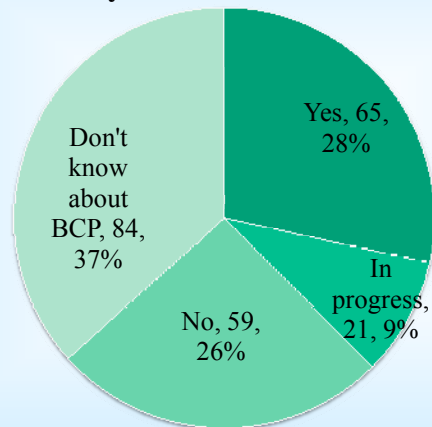
Economies more than 5 answers	Whole	Q7																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
		E a r t h q u a k e	T s u n a m i	s / H o r r i m d	H u r r i c a n e	F l o o d	S n o w	F i r e	W i l d f i r e	V o l c a n o	D r o u g h t	n i n s e c t	I n d e m i c c /	E P a n d e m i c	B l a c k o u t	T e r r o r i s m	N u c l e a r	o t h e r
	229	150	82	64	109	16	124	17	48	28	21	86	108	102	50	19		
Indonesia	16	13	10	2	12	-	8	2	11	2	2	8	6	11	1	2		
Japan	26	24	20	10	11	3	15	3	9	3	1	20	22	14	13	3		
Republic of Korea	16	7	2	5	4	2	12	-	1	-	-	2	6	2	4	-		
Malaysia	5	2	1	-	2	-	1	-	-	-	-	-	2	-	-	1		
New Zealand	5	5	3	4	1	-	5	-	2	-	1	4	1	1	-	1		
Peru	27	24	15	-	7	-	13	-	-	3	4	3	3	15	2	-		
The Philippines	38	30	7	20	29	-	23	3	14	9	7	15	27	17	3	4		
Russia	7	-	-	-	-	1	4	1	-	-	-	-	2	2	-	-		
Singapore	20	7	4	3	7	1	14	1	3	1	1	15	13	13	6	3		
Chinese Taipei	15	13	2	4	5	1	9	1	-	1	-	5	7	4	6	-		
Thailand	33	13	10	7	17	2	9	3	4	6	3	5	10	13	8	5		
The United States	8	4	3	5	6	5	4	1	2	1	1	5	3	6	4	-		
Viet Nam	8	5	3	2	4	-	4	2	2	-	-	1	3	3	2	-		

11



## Adaptation and Awareness Situation

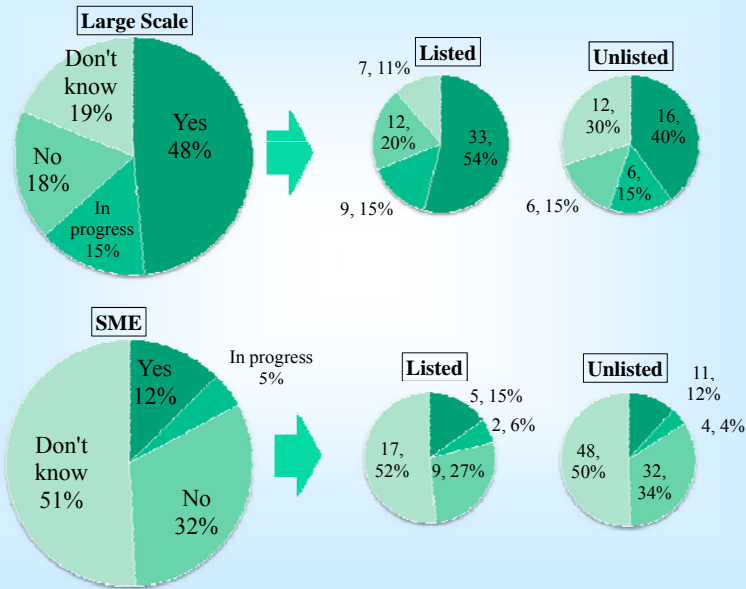
Do you have written BCP?



12



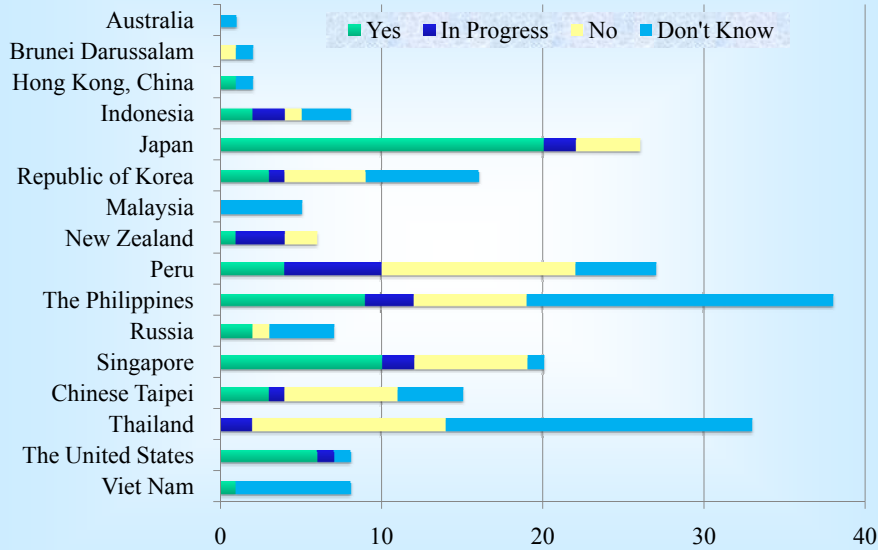
### Adaptation and Awareness Situation



13



### Adaptation and Awareness Situation

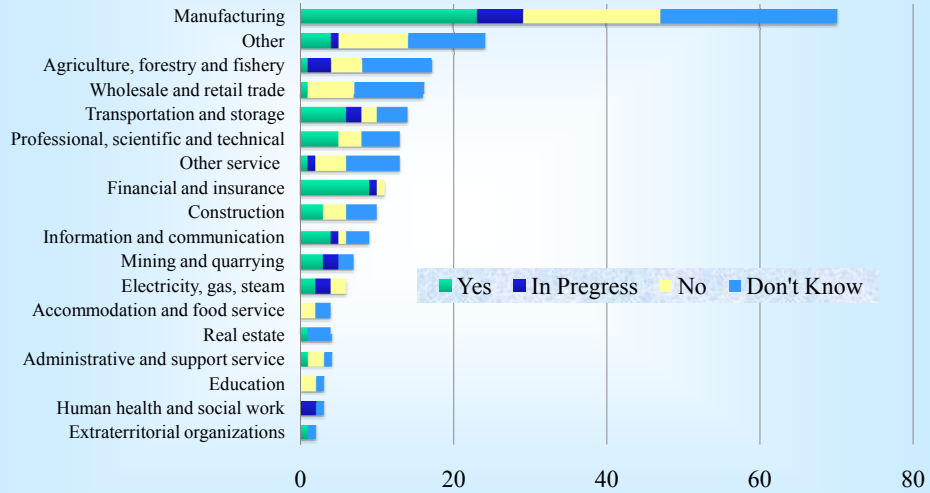


14





### Adaptation and Awareness Situation



15

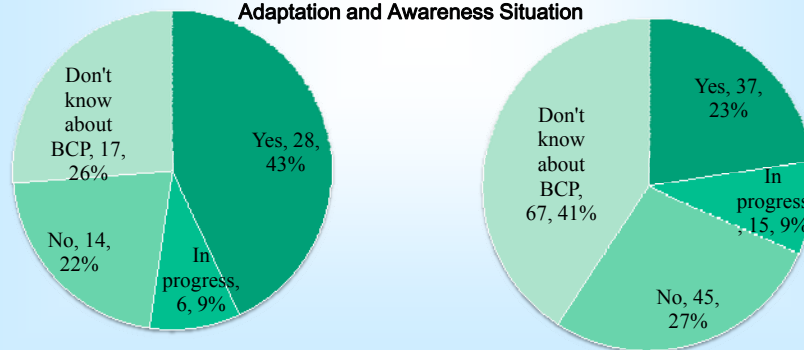


### Past Experiences

Has your company ever been seriously disrupted by a disaster?



#### Adaptation and Awareness Situation

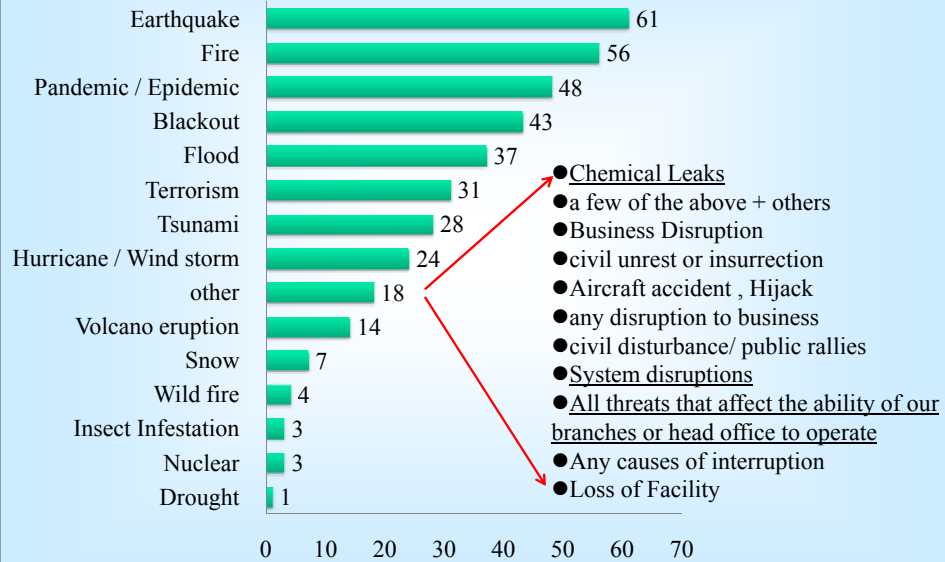


16



## Prepare for What ?

Which threats does your BCP address?

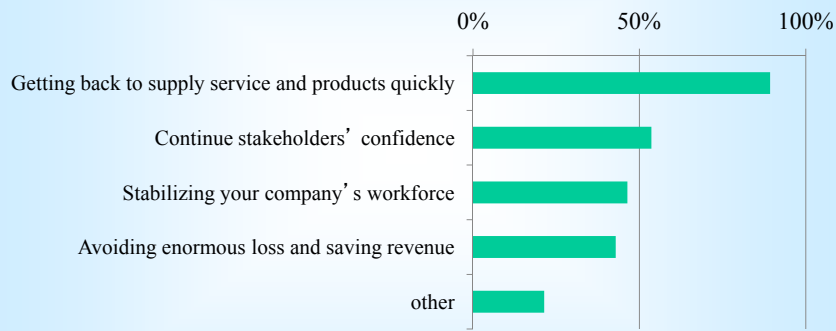


17



## Benefits of BCP

Did your company have a BCP in place during the past disasters and how was it useful? (28 answers)



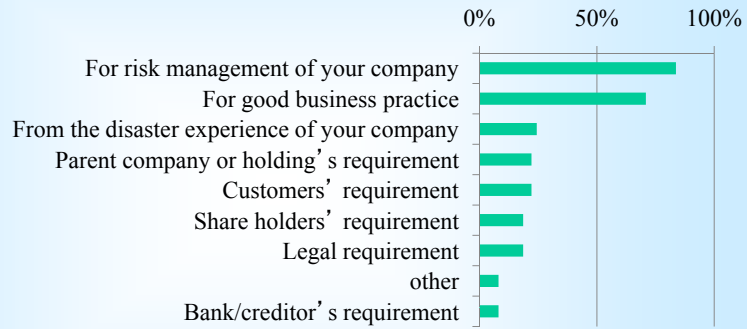
- Ensure safety of employees as first priority
- Commitment to social responsibility
- People knew what to do

18



### Drivers for BCP

What are the reasons or trigger events that motivated your company to develop a BCP?

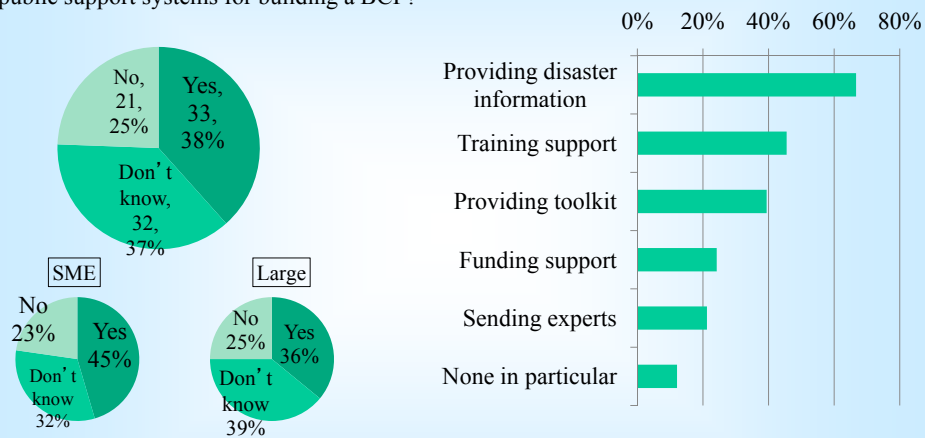


- Protect reputation of the company
- For SARS
- Assure business continuity to customers
- For Political Demonstration
- Requirement from the Government
- Governance requirements and staff wellbeing



### Public Support

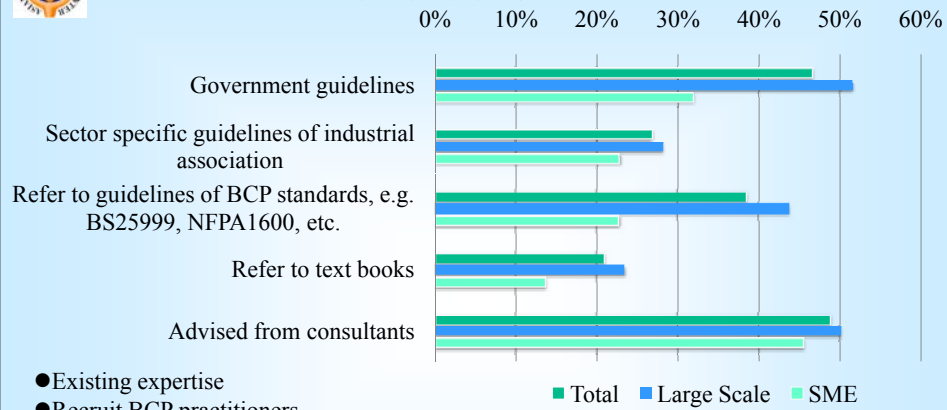
Does central / local government or emergency management/public safety organization have a public support systems for building a BCP?



✓ All Singapore companies answered "Yes"  
(National BCM Program)



### How to Build BCP

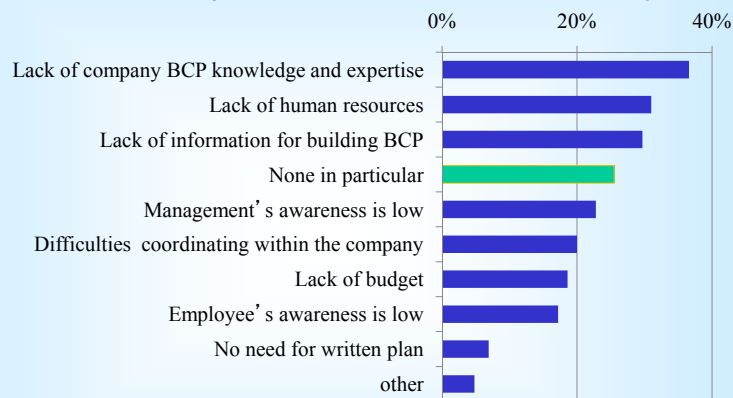


- Existing expertise
- Recruit BCP practitioners
- Leveraged internal experts to build practical BCP
- Group guidelines
- Fine tuned from other operators
- TR 19, SS 540
- Examples from other organisations
- Refer to guidelines from customers
- used experience from existing staff and other business piers



### Barriers for BCP Development

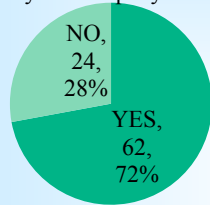
What are the obstacles for building BCP or what was the reason for not building BCP?



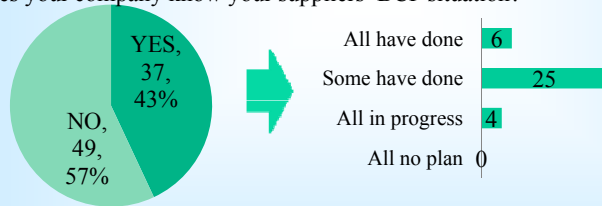


## Towards Effective BCP Supply Chains and Value Chains

Does your company coordinate with your suppliers on emergency operations?



Does your company know your suppliers' BCP situation?

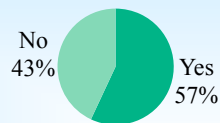


23



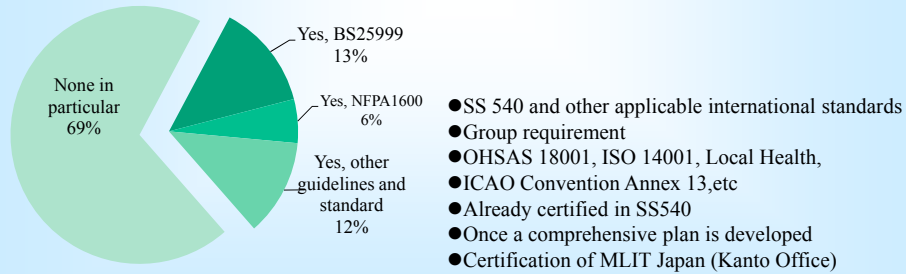
## Towards Effective BCP Communities

Does your company coordinate with the community in preparation for a wide area disaster?



## Towards Effective BCP Standards and Certifications

Does your company have or have a plan to be certified by BCP guidelines and standards e.g. BS25999, NFPA 1600, etc?

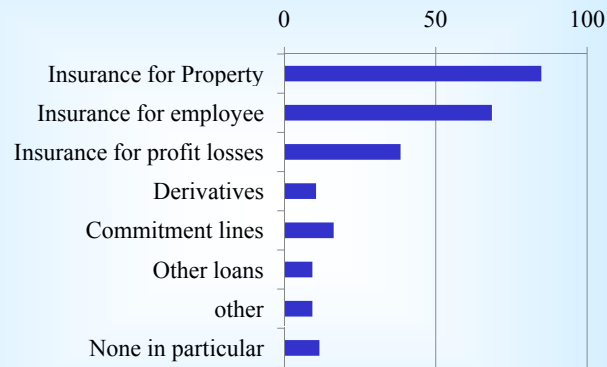


24



## Towards Effective BCP Risk Controls

What risk finance mechanisms does your company utilize?

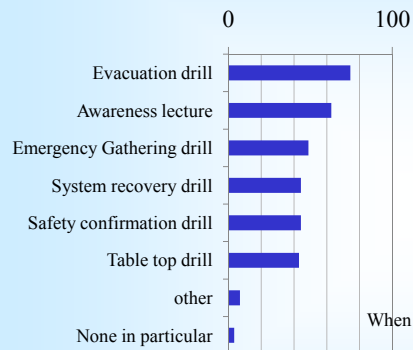


25

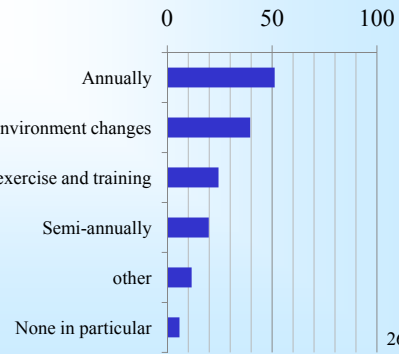


## Monitor and Review

How does your company educate and drill itself?



How often does your company monitor and update BCP?

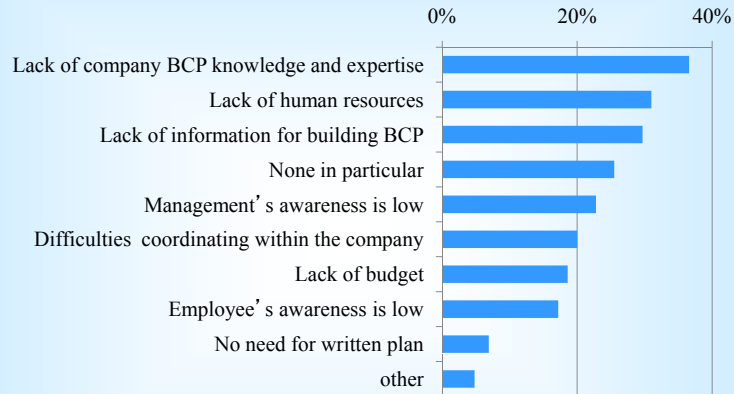


26



## Barriers for BCP Maintenance

What are obstacles and problems monitoring and updating BCP



- Make exercise as real to ensure BCP will work
- Staff have other more pressing day to day priorities
- No approved BCP yet

27



## Summary

Do you have written BCP?



**Adaptation and awareness situation vary by the economy**  
Fill up the gaps in the region and improve the each levels  
Share information on good practices and benefits of BCP

**Public supports are used in the process of developing**  
Especially SME  
Raise the awareness and enrich public support measures  
ex. Guidelines, Standards, Toolkits

**Bottlenecks identified for developing BCP and BCM**

- Lack of consciousness for BCP by board members
- Lack of Skills and Knowledge
- Difficult to secure proper human resources
- Low consciousness in each departments
- Lack of information for the contents of BCP
- Difficulty in preparation of sufficient budget for BCP

Need to remove these obstacles in the region for further promotion

**Strengthen the idea of coordination with suppliers and communities**

28



**Thank You For Your Attention**

**[apec.survey@adrc.asia](mailto:apec.survey@adrc.asia)**

**<http://www.adrc.asia>**