Business Continuity Management as an Organization Development Framework For Organizational Renewal

by

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Dedication

I dedicate this paper to my parents,
Mario Villa Castillo (+) and Myrna Rosana Castillo…
Thank you for all the hardships and sacrifices…
for raising me and my siblings, Maria Teresa Castillo-Ramos and
Engr. Joselito Mario R. Castillo
to be the kind of children that you wanted us to be…
To God be the glory!

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CHAPTER I

Background of the Study

INTRODUCTION

According to The Global Risks Report (2016), in today's business context, companies will inevitably be exposed and encounter different types of risks. A risk is anything that threatens an organization's ability to generate profits at its target levels and an organization's sustainability in the long term. There are two economic risks on a global scale: unemployment and underemployment and energy price shocks. These are considered the top risks of highest concern for doing business in half of 140 economies. These are followed by the failure of national governance, fiscal crises, asset bubbles, and cyber-attacks. Economic risks predominate in responses from Europe, which includes fiscal crises, unemployment, asset bubbles, and energy prices. It is known that Canada is most concerned with energy prices, and that executives in the United States are most concerned about cyber-related risks and attacks. Respondents from Central Asia and Russia worry about fiscal crises and unemployment, along with the risks of unmanageable inflation and interstate conflict. Environmental risks worry business leaders in East Asia and the Pacific, alongside energy prices, asset bubbles, and cyber-attacks (World Economic Forum Geneva. 11th edition, The Global Risks Report, 2016).

GLOBAL REALITY

BCM is globally used as a framework to mitigate risks. The Global Risks Report (2016), which predominantly used the "global risks perception survey" by Klaus Schwab (Founder and Executive Chairman of World Economic Forum), surveyed and asked respondents to consider 29 global risks in categories over a 10-

year time horizon, and rate each according to their perceived likelihood of it occurring and impact if it does. The categories were societal, technological, economic, environmental, and geopolitical. The top global risks in terms of impact and likelihood are illustrated in Table 1 below. Accordingly, the Philippines is in conformity with the results of the conducted survey. Environmental risks that need to be addressed at the corporate and nationwide level are extreme weather events and natural catastrophes. The report emphasized that companies should provide risk mitigation in human resources since the availability of manpower after a disaster is a major concern. Environmental accidents—such as hazardous roads, unavailability of basic utilities such as water electricity, loss of basic needs such as food, clothes, or even shelter—may defer employees' attendance, and thus affect the continuity of company operations.

Table 1: Top 10 Global Risks in Terms of Impact and Likelihood

	Top Global Risks in Terms of Impact	**Top Global Risk in Terms of Likelihood**
1	Failure of climate change mitigation and adaptation	Large-scale involuntary migration
2	Weapons of mass destruction	Extreme weather events
3	Water Crisis	Failure of climate change mitigation and adaptation
4	Large scale involuntary migration	Interstate conflict
5	Energy price shock	Natural catastrophes
6	Biodiversity loss and ecosystem collapse	Failure of national governance
7	Fiscal crises	Unemployment or underemployment
8	Spread of infectious diseases	Data fraud or theft
9	Asset bubble	Water Crisis
10	Profound social instability	Illicit trade

In his work entitled Global Cybercrime Economy Generates over $1.5TN, Nick Ismail (2018) states that, “Business continuity is an issue of utmost importance in today’s business landscape which calls for change and organizational renewal. With the growth in the service industry and the level of stability needed in the manufacturing sector, the ability of an organization to maintain its critical operations during and following a disruption and the speed at which it is able to re-establish its full functionality marks the difference between success and failure. Without effective BCM that entails strategic planning and implementation, many organizations would end up having extreme difficulties to recover or suffer from higher cost of recovery after a crisis. One institution may not subject itself in Business Continuity Planning, but the consequence would balloon its insurance, capital expense, and inability to continue its operations.”

Ismail (2018) is of the opinion that information technology risks must be mitigated at all times either by sheer system failure, fraud within the system, or data loss and information breach or cybercrime that leads to a multimillion-dollar financial loss and unstable corporate image. According to Bromium’s independent study that looked into the interconnected dynamics of cybercrime, new platforms and a booming cybercrime economy in 2018 resulted in $1.5 trillion in illicit profits being acquired, laundered, spent and reinvested by cybercriminals. The platform criminality model is producing malware and making cybercrime as easy as shopping online. Not only is it easy for people to access cybercriminal tools, services, and expertise, it means enterprises and governments alike are going to see more sophisticated, costly, and disruptive attacks as this so-called “Web of Profit” continues to gain momentum. Gregory Webb, CEO of Bromium, concluded that this problem cannot be solved by using old thinking or outmoded technology. He encourages that it is time for different

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approaches to be put into use. This "Web of Profit" is now a growing interconnectedness and interdependence between both the illegitimate and legitimate economies.

Platform capitalism is a term used to describe the likes of Uber, Facebook, and Amazon, which are all fertile grounds for hackers to further their gains. Whether by hacking companies to acquire user data, intellectual property, disseminating malware, selling illegal goods and services, setting shop fronts to launder money, or simply connecting buyers and sellers, it is evident that cybercriminals are adept at manipulating existing platforms for commercial gain. It is still important to note that even though platforms are targets and unwitting enablers of cybercrime, reports suggest they have provided inspiration – as a model of platform criminality emerges. According to McGuire, this is creating a kind of 'monstrous double' of the legitimate information economy – where data is king. The "Web of Profit" is not just feeding off the way wealth is generated there, it is reproducing and, in some cases, outperforming it (Ismail, Nick (2018, April 24).

Source: Global Cybercrime Economy Generates over $1.5TN, According to New Study. Retrieved from https://www.information-age.com/global-cybercrime-economy-generates-over-1-5tn-according-to-new-study-123471631/)

Another form of business disruption is global climate change. The National Aeronautics and Space Administration (NASA) gave evidence of the rapid climate change happening to the planet (NASA Global Climate Change, n.d.). These evidences are the following:

1. Global temperature rise – the planet's average temperature has risen to 1.62 degrees Fahrenheit (0.9) degrees Celsius) since the late 19th century, a change driven

largely by increased carbon dioxide and other human-made emissions into atmosphere.

2. Warming oceans – the oceans have absorbed much of this increased heat, with the top 700 meters (about 2,000 feet) of ocean showing warming of more than 0.4 degrees Fahrenheit since 1969

3. Shrinking ice sheets – the Greenland and Antarctic ice sheets have decreased in mass. Data from NASA’s Gravity Recovery and Climate Experiment show Greenland lost an average of 281 billion tons of ice per year between 1993 and 2016, while Antarctica lost about 119 billion tons during the same time period. The rate of Antarctica ice mass loss has tripled in the last decade.

4. Glacial retreat – glaciers are retreating almost everywhere around the world, including the Alps, Himalayas, Andes, Rockies, Alaska and Africa.

5. Decreased snow cover – satellite observations reveal that the amount of spring snow cover in the Northern Hemisphere has decreased over the past five decades and that the snow is melting earlier.

6. Sea level rise – global sea level rose about 8 inches in the last century. However, the rate in the last two decades is nearly double that of the last century and is accelerating slightly every year.

7. Declining arctic sea ice – both the extent and thickness of the Arctic sea ice has declined rapidly over the last several decades.

8. Extreme events – the number of record high temperature events in the United States has been increasing, while the number of record low temperature events has

been decreasing since the 1950s. Many countries now have witnessed increasing numbers of intense rainfall events.

9. Ocean acidification – since the beginning of the industrial revolution, the acidity of surface ocean waters has increased by about 30 percent. This increase is the result of humans emitting more carbon dioxide into the atmosphere; hence, more being absorbed into the oceans. The amount of carbon dioxide absorbed by the upper layer of the oceans is increasing by about 2 billion tons per year.

The global climate change results to more super typhoons, destructive earthquakes, tsunami, huge forest fires, flash floods, landslides, pollution, and other natural disaster. Therefore, communities, business organizations, and people are the main targets that experience severe impact.

(NASA Global Climate Change. Vital Signs of the Planet – Evidence. **https://climate.nasa.gov/**)

Fourhooks Marketing (2015) defined generations in the industry as, "The change of Guards in Business Continuity Management (BCM) – from The Greatest Generation to Silent Generation to Baby Boomers, to Generation X to Generation Y to Generation Z."

1. The Greatest Generation who were born between 1901–1924 are those who experienced the Great Depression and World War II in their adulthood, experiences that led to being strong models of teamwork in order to overcome progress. They were the ones who became greatly adept in manual operation.

2. The Silent Generation also known as Builders or Maturists were born between 1924–1945; this coming of age during the postwar happiness. People who grew up during this time were fortified with the importance of hard work and keeping

their opinions to themselves. These were people who were largely encouraged to conform with social norms.

3. Baby boomers, on the other hand, were segmented into two: The Leading-Edge Baby Boomers (1946–1955) and the Late Boomers or Trailing-Edge Boomers (1956–1964). This generation was the first tolerant generation that envisioned technology and innovation as a requirement for learning process.

4. The Generation X (1965–1980) are the “latch-key kids” who grew up street-smart but isolated with divorced or career-driven parents. They are seen as the renaissance of entrepreneur generation referred to as Digital Immigrants.

5. Generation Y or Millennials are those born from the early 1980s to the early 2000s. They are the Yahoo, mobile phones, Google, iPhone generation. With unlimited access to information, they tend to be assertive with strong views. They tend to see the world in a 24/7 pace, processing things at a fast and immediate pace. The Generation Y are less brand loyal and the continuous innovation of the internet made them flexible, changing their fashion, style, consciousness. They are known as Digital Natives.

6. The Generation Z are people born after 1995, spanning from preschoolers to teenagers. They are known as Digital Integrators. They are globally focused, visually engaged, educationally transformed, and socially defined. They are the generation that experiments in Google, nano-computing, 3D printing, driverless/automated cars; the “technoholics” as they are entirely dependent on information technology (IT).

It is unfortunate that the Greatest Generation and Silent Generation does not exist in many organizations now, unless they are owners or stockholders of the company. Most of the Baby Boomers in the field of BCM are retiring and may soon leave and entrust the shops to the next generations. People classified as the Greatest

Generation and Silent Generation do not often stay long in organizations unless they are locked in with a memorandum of agreement (with companies having invested in their training and development).

(Fourhooks Marketing (2015, April 26). http://fourhooks.com/marketing/the-geneeration-guide-millenials-and-baby-boomers-art5910718593/)

NATIONAL REALITY

An article in Rappler published that, “Institutions in the Philippines face a high risk of being affected by natural and manmade disasters. The country’s geography makes it vulnerable to extreme natural events. This illustrates the severity of disasters in the Philippines in the form of a tropical depression, typhoons, and earthquakes. The magnitude of people affected by such events would one way or the other affect operations across different industries. Business continuity generally has to respond in these times of crises — a by-product of these risks, hence what is needed is a framework for crisis management. Business Continuity Management (BCM) is a way of countering these interruptions. Rappler published the worst disasters in the Philippines in terms of casualties as shown in Table 2.

Source: https://www.rappler.com/moveph/worst-natural-disasters-philippines

Table 2: Worst Disasters in the Philippines

		Areas Affected	**Number of People Killed**
Typhoon Yolanda (Haiyan)	8-Nov-13	Visayas	6300
1976 Mindanao Earthquake	17-Aug-76	Moro Gulf, North Celebes Sea	6000
Typhoon Uring (Thelma)	5-Nov-91	Ormoc, Leyte	5956
1990 Luzon Earthquake	16-Jul-90	Baguio, Dagupan, Cabanatuan	2412
Typhoon Pablo (Bopha)	4-Dec-12	Mindanao	1901

Tropical Depression Winnie	29-Nov-04	Luzon, Visayas	1619
Typhoon Titang (Kate)	13-Oct-70	Mindanao	1551
Typhoon Sendong (Washi)	15-Dec-11	Mindanao	1439
Typhoon Nitang (Ike)	1-Sep-84	Central Visayas	1422
Typhoon Reming (Durian)	30-Nov-06	Albay, Bicol	1399

Business Continuity Management (BCM) is an ongoing management and governance process supported by the company’s senior management. It involves a holistic process that covers Business Continuity Planning, Disaster Recovery Planning, and other specific plans such as Pandemic Planning, Liquidity Planning, Natural/Man-made disaster recovery plan, and Cybercrime Planning. This process ensures that necessary steps are taken to identify the impact of potential losses through risk assessments (RA) and business impact analysis (BIA); the maintenance of viable recovery plans and strategies by a proper recovery time objective (RTO) and recovery point objective (RPO); and assurance of product and service continuity. This can be attained through rehearsal, training, maintenance, and assurance of Business Continuity Plans (BCP). Thus in a simpler context, BCM is a process that helps organizations anticipate, prepare for, prevent, respond to and recover from disruption, whatever their source and aspect of the business they affect.

In line with this, Bangko Sentral ng Pilipinas — the central bank of the Philippines — has released circular letters (dated September and October 2001) regulating banking industries within the country to comply with standard BCM standard. The banking industry is governed by the mandates of Bangko Sentral ng Pilipinas (BSP), where compliance is a must within the standards for business continuity planning. But as a consequence, materials were not enough for BCM in the Philippines in 2001, not even organizations like the PAG-ASA, PHIVOLCS, and

National Disaster Risk Reduction Council (NDRRC) could provide a template for BCM to the Philippine companies. BSP exceptions showed many issues in the processes, systems, structure, human capacity in BCM, and other inter-dependent factors.

BSP Circular Letters dated September 26, 2001 and October 3, 2001

The objective of a Business Continuity Plan must be to (1) ensure that there would be minimal disruption in bank operations, (2) minimize financial losses through lost business opportunities or asset deterioration, and (3) ensure a timely resumption of normal operations. On the 22nd of January, 2004, BSP issued a Circular Pursuant to Monetary Board Resolution No. 1736 dated 27 November 2003, ordering banks and non-banks under the BSP supervision to create “Back-up Operations and Disaster Recovery Sites.”

Among the organizations that were quick to action and respond to the BCM mandate of the BSP were offshore banks. This is because of their strong support from head offices located in first world countries such as the United States of America, Europe, Japan, and Hong Kong. BCM systems in these countries are already well-established and embedded in their operations. Their back-up plans are supported by the mother company. It is known that their disaster recovery plan and possibly alternate sites were tested and passed the international standard.

Table 3 shows the list of these banks (branches of foreign banks.

Table 3: Branches of Foreign Banks in the Philippines

Universal Banks	Commercial Banks	
ANZ Banking Group Ltd.	Bangkok Bank Public Co., Ltd	Bangkok Bank Public Co., Ltd
Deutsche Bank AG	Bank of America NA	Bank of America NA
ING Bank NV (formerly called Internationale Nedelanden Groep Bank NV)	Bank of China Ltd. – Manila Branch	Bank of China Ltd. – Manila Branch
Mizuho Bank Ltd. – Manila Branch	The Bank of Tokyo – Mitsubishi UFJ, Ltd.	The Bank of Tokyo – Mitsubishi UFJ, Ltd.
Standard Chartered Bank	Cathay United Bank Co., Ltd. – Manila Branch	Cathay United Bank Co., Ltd. – Manila Branch
Hong Kong and Shanghai Banking Corporation	Citibank, NA	Citibank, NA
ANZ Banking Group Ltd.	Industrial Bank of Korea – Manila Branch	Industrial Bank of Korea – Manila Branch

The Asian Development Bank (ADB) is not categorized under universal or commercial banks as it operates as a public-private in infrastructure development in the Philippines. The Philippines has developed a state-of-the-art BCM system and acquired a crisis communication plan by providing communication gadgets to their key personnel in order to monitor people during emergencies. The ADB prides itself in taking great value on the welfare of their people with a mix of expatriates (professional) and local employees (staffs). A good example of their BCM's efficiency happened during and after Typhoon Ondoy. Top management immediately ordered the conversion of their multipurpose gym to be the temporary shelter of those who got affected by floods caused by Ondoy. The gym was provided with supplies for families such as dividers to create a form of privacy, furniture, beddings, food, clothes and other needs. Families were taken care of until people were able to go back to their respective houses. This event is a clear example of how BCM frameworks benefit the welfare of the workforce. The story of ADB furthermore illustrates the ability of local banks in the country to develop efficient BCM systems.

Some local banks are still at the stage of figuring out the holistic approach in BCM. When BSP started prompting banks to establish BCM, BCMS, BCP, and DRP in an organized manner, all of their current programs were subject to annual review under the BSP examination. Not one local bank had a sound BCM practice at the start of the Y2K. However, as mentioned earlier, it was imperative for all local banks to be compliant.

FOCAL REALITY

Recent international and local events have proven that people need to be prepared and better manage their organizations, especially in situations that threaten Victory Bank and the future of its subsidiaries. These new challenges go beyond mere emergency response plans or disaster management activities that Victory Bank have experienced.

Even with Victory Bank having implemented BCM, it is still evident from its current state that there is much room for improvement. It is imperative to adhere to the circulars of BSP on effective BCM; otherwise, the reputation of the bank would be at stake and penalties may be imposed for non-compliance. From the beginning, reports were given to the Board of Directors with corresponding recommendations for investments in alternate sites, office equipment, communication equipment, training, IT infrastructure, servers, and other resources needed for business continuity/disaster recovery sites. At first glance, the board considered the proposal as a white elephant and a redundancy by nature. It took years for the BOD and Risk Committee Directors to approve the extra budget needed to install the BCM paraphernalia.

After the approval stage, the dilemma then was how to start the BCM in Y2K. The BSP Circular were vague as the organization did not provide available BCM procedures to financial institutions in the Philippines; not one had a serious BCM in the first few years. Local banks only concentrated on disaster recovery in systems applications. There were not enough business continuity planning in other crisis scenarios like typhoons, earthquakes, terrorism, cybercrimes, and other man-made disasters. It was difficult to depend on the government as they could not guarantee support to private firms. Organizations started placing procedures by creating an Ad Hoc Committee for Business Continuity Planning in 2005. A few baby steps were made by the Operations Group, but it did not satisfy the BSP Examiners. Several exceptions were reported by the BSP Examiners on many aspects such as lack of crisis management strategies, business continuity management, disaster recovery, alternate sites, training awareness, tests and exercises, and all other activities and programs related to a sound BCM practice. People started seeking help from various organizations offering BCM solutions such as Business Continuity Manager's Association of the Philippines (BCMAP), International Association of Emergency Managers Asia (IAEM) – Philippines, consulting firms, and also international organizations such as the Disaster Risk Institute (DRI), British Standard Institute (BSI), and National Institute for BCM (NIBCM) which can aid in the implementation of BCM in financial institutions. However, at the end of the day, it was not enough for preparation needed in times of crisis and ensure customers that business operations would not be compromised when disruptions occur.

There were a number of loop holes and misalignment in the old documents with the practices of Business Units in 2009. Upon the first assessment in 2009, a number of weaknesses were found in the BCM practice. These were identified from the BSP's Report on Examination (ROE) as shown in Table 4. In terms of categories, BSP highlighted these eight areas:

Table 4: Eight Categories of Exceptions Cited by BSP

#	Category	Description
1	BCM Program Design and Deployment	Includes the definition of policies, standards and tools to support business continuity efforts. In addition, an effective BCM program should include assigning accountability and responsibility for each key area (e.g., crisis management, business resumption, and IT disaster recovery)
2	Business Impact Analysis (BIA)	Establishing recovery objectives (business and technology) as well as the associated justification for each
3	Risk Assessment	Identifying and prioritizing threats and failure scenarios to which the organization may be vulnerable
4	Strategy Design and Implementation	Identifying and implementing continuity strategies that best meet the organization's needs based on a cost-benefit analysis and driven by the results of the BIA and risk assessment
5	Plan Documentation	Documenting response, recovery and restoration procedures to enable effective business continuity operations
6	Testing	Validating and continuously improving business continuity strategies and plans
7	Training and Awareness	Increasingly knowledge regarding business continuity operations, both in terms of response/recovery team members, as well as employees in general
8	Compliance Monitoring and Audit	Establishing compliance with internal and third-party business continuity standards

In 2009, another set of BSP exceptions were reported to the Board of Directors that led the Senior Management to the creation of Crisis Management Office (CMO). The CMO was later renamed by the Risk Management Committee to Contingency Management Office (the same CMO acronym) in 2010. In 2014, the unit was transferred from Operations Group to Corporate Risk Management Services (CRISMS) and was renamed to Business Continuity Management Division (BCMD) with the general objective to organize the Business Continuity Management in Victory Bank, Subsidiaries and the Victory Group of Companies. One of Victory Bank's challenges was, therefore, to reply to the BSP findings in such a way that the company would not be penalized. Action plans and commitments were set with the BSP to address the enormous findings. Management resorted to adopting an international standard in BCM, which was offered by the British Standard Institute (BSI). The manual used was the British Standard (BS) 25999-1 and 25999-2 or simply called BS25999.

The Figure 1 below describes the Business Continuity Lifecycle.

The Business Continuity Lifecycle involves (1) understand the organization, (2) determining the BCM Strategy, (3) developing and implementing BCM response, and (4) exercising, maintaining, and reviewing. This study aims to help in developing the current BCM.

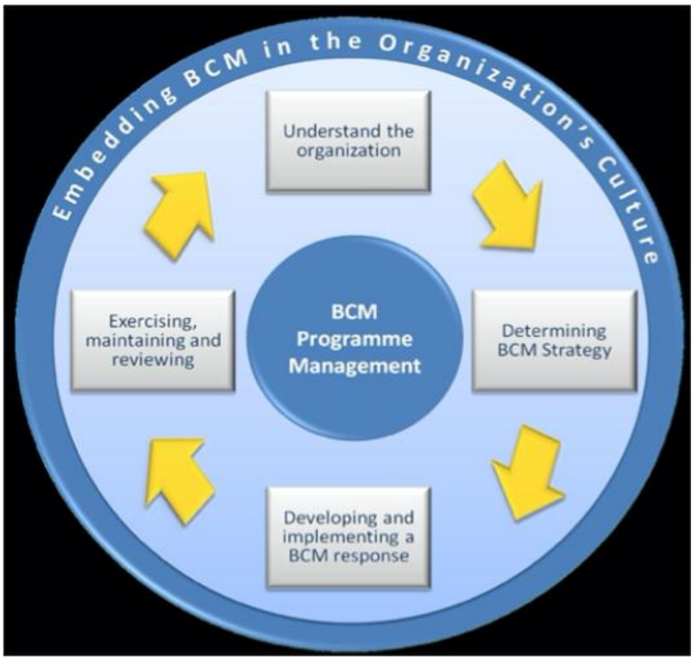

Embedding BCM in the Organization's Culture
Understand the organization
Determining BCM Strategy
Developing and implementing a BCM response
Exercising, maintaining and reviewing
BCM Programme Management

Figure 1: Business Continuity Lifecycle

In Mindanao, branches have high risk exposure to terrorism and civil disorder. Branches particularly in Zamboanga, Ipil, Cotabato, Iligan and even Davao (the home of the President of the Philippines) face the challenge to mitigate this high severity. The whole archipelago faces threats of super typhoons due to global climate change. Nowadays, super typhoons have been more prevalent. Subsequent threats of flash floods, soil erosion, and liquefaction continue to disrupt the stability of families and businesses nationwide.

It is common knowledge that banks, with cash vaults in every branch, are common targets of robbery. Despite the direct contact line of bank employees to police stations and the installation of technology such as CCTVs, there is still no assurance that a particular branch is exempted from the external elements, especially during the election period in the Philippines. Other threats, such as infectious diseases and pandemic outbreak, are also factors in the instability of organizations. With the pandemic, employees were required to be transparent and report cases of tuberculosis, flu, and other infectious diseases that would entail isolation in the hospital or at home.

STATEMENT OF THE PROBLEM

This study looks into the case of Victory Bank to address the need of:

1. Strategy - By creating a dynamic and resilient framework for BCM to cope with the challenges of the global climate change, promoting risk in the cyber world and the possibility of brain drain or lack of BCM talents in the labor market in the Philippines may harm Victory Bank. This may involve a clear-cut strategy when invoking the Crisis Management Plan to address the gaps and issues arising from the operations of BCM of Victory Bank. Other Crisis Management Team (CMT) Members (Senior Management) are not yet aware of their roles during a severe crisis. The Crisis Communication Team that reports to the CMT Head/President should expedite the crisis communication plan — the one that anticipates the potential communication issues that can impact employees, customers, and operations during a crisis.

2. Processes – There is a lack of quick and clear communication in internal and external stakeholders during and after a crisis. Victory Bank is a conservative bank with too many clearances in place, which delays announcements that are issued or published by the Marketing Group or Crisis Communication Team. Overall, incident management is one of the major concerns; the root of the problem (Business Unit or Information Technology) that makes it difficult for parties to cascade and resolve incidents or crisis.

3. Structure and People – The current Crisis Management Team structure is generally acceptable and fitting for Victory Bank. However, new Senior Management should be made aware on the process flow when a crisis occurs.

4. People - New officers and staff are part of Victory Bank's concern in line with BCM awareness. This may seem low risk, but due to the number of employees in need of training, this has potential to turn in to a real issue if left unattended. Another issue related to people is the lack of IT support during times of system failure or downtime. There has been quick turnovers in the IT workforce, with people coming in and out of companies easily. The lack IT personnel causes delays in processing the requirements of business units, especially when there is no one to attend to system failure or customers.

One of the exception of BSP is a disaster recovery (DR) site that can withstand the big one or 7.2 magnitude earthquake in the east valley fault or west valley fault. Currently, the primary Data Center is located at BGC, Taguig City, and the back-up DR site is located at Makati City. Both sites are critical and could be affected by the big one in Metro Manila.

The threat of cyber-attack is another major concern. One incident can have a significant and severe impact. Incidents such as a virus attack, phishing, data breach or loss or hacking operation can lead to bad reputation and huge financial loss.

RESEARCH OBJECTIVES

The objectives of this study include (1) determining the current BCM strategies in place at; (2) determining the effects of these BCM strategies; (3) identifying areas for improvements for people, processes, and structures in implementing BCM; and (4) design a change management framework in introducing, expanding, maintaining, and sustaining BCM.

RESEARCH QUESTIONS

The research answers the general question: “What is the situation of the current BCM strategies in place?” It specifically answers the following questions:

1. What are their current BCM strategies?
2. What are the effects of these current BCM strategies on people, processes, and structures?
3. What are the areas for improvement of people, processes/system, and structures in implementing BCM?
4. What change management framework can be used in introducing, expanding, maintaining, and sustaining the BCM?

DEFINITION OF TERMS

1. Business Continuity Management – Holistic management process that identifies potential threats to an organization and the impact of those threats to business operations. This provides a framework for building organizational resilience and the ability to have an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities. (BS EN ISO 22301:2014)
2. Business Continuity Management System – This is part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity. (BS EN ISO 22301:2014)
3. Business Continuity – The capability of an organization to continue its delivery of products or service at acceptable predefined levels following a disruptive incident. (BS EN ISO 22301:2014)

4. Business Continuity Plan – Documented procedures that guide organizations on how to respond, recover, resume, and restore itself to a pre-defined level of operation following a disruption. (BS EN ISO 22301:2014)

SCOPE AND LIMITATIONS OF THE STUDY

1. The scope of the study covers the business continuity management of Victory Bank. Unibank will be the study focus and shall exclude subsidiaries and other companies.
2. The actual name of the bank is changed for this study to maintain confidentiality. The actual name of the bank will only be disclosed to the panel during the oral defense.
3. The study has refrained from revealing the specific names of senior officers and financial details; therefore, some presentations shall be coded and numerical results will be placed in ballpark figures.
4. Data gathering has been made from 2017 to 2018.
5. Crisis Management Plan, Institutional BCP, and other plans cannot be attached with this paper for confidentiality reasons.
6. Cyber-attack/Cybercrime was only mentioned in the paper but not included as a topic in the FGD as it covers another study in IT domains and solution requirements from different IT vendors and solution providers.

SIGNIFICANCE OF THE STUDY

1. This paper aims to align the researcher’s area of work in terms of identifying and addressing gaps between BCM strategy, structure, system, and processes, staff, skills and shared values.

2. Victory Bank is the main beneficiary of this study. This paper will provide studies and the different methods into which disruptions to the company may be deterred; any form of interruption can and will affect any organization. Reviewing BCM practices promotes a culture of resiliency, excellence, and productivity; minimizing financial loss and risks in general. This also allows the company to resume its normal operations quicker after incidents. The study illustrates the connection and shared responsibility between employees in the company; moreover, acquire a highly developed BCM promotes company marketability.

3. This research paper will assist the banking industry in diagnosing an organization’s current state of BCM practice in a scientific manner.

4. Overall, this research contributes to the current pool of literature in regards to OD in banking within the current challenges of climate change and cyberattacks by giving a case-based insight towards a more efficient and sustainable BCM practice.

5. This paper may be beneficial to future research on BCM.

CHAPTER II

Theoretical and Conceptual Frameworks and Related Literature

This chapter is dedicated to discussing the theoretical assumptions of the study, past research studies conducted in the field, the conceptual framework of the study, and the variables which this study looks into.

THEORETICAL ASSUMPTIONS

BSP Compliance. This study delves into Victory Bank's documents that were made in compliance with BSP's Guidelines on Business Continuity for BSP Supervised Financial Institutions (BSFIs) that states, "BSFIs can be adversely affected by the disruption of critical operations due to internal and external threats, which may be natural, manmade or technical in origin. Extreme events may cause major disruptions whose impact is very broad in scope, duration, or both and can pose a substantial risk to the continued operation of BSFls. Because BSFIs play a crucial role in the financial system and economy as a whole, it is important to ensure that operations can withstand the effects of major disruptions. Thus, BSFIs need to have a comprehensive business continuity management (BCM) process as an integral part of their operational risk management system. A well-designed BCM process enables BSFIs to resume critical operations swiftly and minimize operational, financial, legal, reputation, and other material risks arising from a disruption. This also helps mitigate systemic risks as well as maintain public trust and confidence in the financial system."

Crisis Management. Victory Bank engages in a comprehensive process best described generically as Crisis Management. t is no longer enough to draft a response plan that anticipates natural-, accidental-, or intentional-caused disaster or emergency scenarios. Today's threats require the creation of an ongoing, interactive process that serves to assure the continuation of an organization's core activities before, during, and most importantly, after a major crisis event.

Recovery. The Board of Directors and Senior Management of Victory Bank became committed to addressing a range of crisis events to mitigate or reduce the impact and to bring back business activities to normal operations as early as possible. Victory Bank aims to provide preparatory steps required to provide a strong foundation on which to build a crisis management plan, prevent or limit the impact of a crisis occurring, develop steps that will be required to respond effectively should a crisis occur, bring the organization out of the crisis and recover critical processes, train and educate the employee population, and finally validate and enhance the BCP.

The **Invocation of Crisis Management Plan** during a severe crisis in Victory Bank involves the following steps and functions:

1. Triage - The triage is initiated during the early stages of a crisis. This is composed of the bank's Chairman of the Board, President and CMT Head who will then determine the invocation of a crisis and the Crisis Management Team meeting;
2. Quorum - A quorum of at least five Core CMT members can be called out for immediate resolution of the problem;
3. Communication - The Crisis Communication Team Head will be notified, and the CMT Coordinator will be given the go signal to call the CMT Members to proceed to the Crisis Management Assembly Site (CSite) once the roles of other CMT Members become essential to immediately resolve the issues;

4. CMT Meeting at the CSite - Decision-making and responses must be quick and at least span 10-15 minutes. Follow-up meetings are to be set.
5. CMT Binder - Guides in action planning regarding the CMT meeting at the CSite.

Business Continuity Plan. Victory Bank established business continuity activities to protect the lives, assets and interests of the bank and its subsidiaries, the clients, employees, stockholders, community and local government. It is the responsibility of every Victory Bank employee/associate to provide the necessary support and perform the tasks as required by the Crisis Management Plan and Business Continuity Plan in times of crisis.

- Crisis Management Plan
- Crisis Management Charter & Services Framework
- Institutional Business Continuity Plan
- Business Continuity Plans of Business Units

The hierarchy of documents are as follows:

1. **Crisis Management Strategy**

   The Board of Directors and Senior Management are committed to addressing a range of crisis events to mitigate or reduce the impact and bring back business activities to normal operations as soon as possible. It aims to provide preparatory steps required to provide a strong foundation on which to "build a crisis management plan, prevent or limit the impact of a crisis occurring, develop steps that will be required to respond effectively should a crisis occur, bring the organization out of the crisis and recover critical processes, train and educate the employee population, and finally validate and enhance the BCP." It also establishes business continuity activities to protect the lives, assets, and interests of the bank, clients, employees, stockholders, community, and local government. Although Crisis Management Strategy is made from top management, the strategic objective is to make every employee responsible and resilient during times of crisis.

2. **Crisis Management Charter and Services Framework** – The Crisis Management Plan is the overarching plan for all types of crisis that may occur in Victory Bank. These are:
    a. Disaster Recovery Plan
    b. Pandemic Plan
    c. Cyber-Attack Plan
    d. Earthquake Preparedness
    e. Contingency Funding Plan
    f. Security Planning and Procedures in cases of bank robbery, hostage scenario, terrorism, and all types of physical threats and attacks
    g. Others as the need arises
    - The charter and services framework document outlines the existence of the Business Continuity Management Division, service elements, activities-methodology-technique, and frequency. The service element covers crisis management planning, business continuity planning and maintenance, business impact analysis and risk mitigation, awareness training, policies-procedures-standards-guidelines, tests, and simulation, disaster recovery/resumption planning/maintenance, and mitigation strategy and review.

The Operational Model is illustrated in Figure 2.

The roles and responsibilities of critical senior officers are identified in the charter, as well as in the Crisis Management Plan. A significant part of this document is to identify the Business Continuity Planning (BCP) Leaders as they are part of the CMT Organizational Structure.

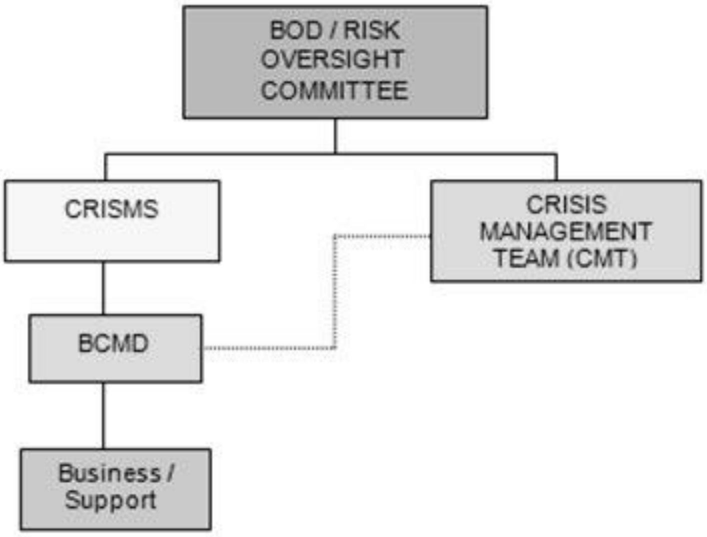


Figure 2: Operational Model of Crisis Management

3. Institutional BCP

The Institutional BCP is the summary of all critical BCPs of Business Units. It highlights the Mission Critical Product-Services and Processes, Mission Critical Application Systems, Risk Assessment, Recovery Strategies, Priority Branches, and Buddy Branches, Test Plan, Call/Text Tree Process, UHV Radio Test Process, and others.

4. Business Continuity Plans

A Business Continuity Plan is a documented strategy of every Business Unit that records and measures the threats and risks businesses might face. It also ensures that personnel are safe, assets are protected, and critical processes for critical products and services are available during an incident or crisis.

How to Invoke BCP. Unlike in Crisis Management, a BCP can be invoked by a BCP Leader and their Group Head in coordination with BCMD/Risk Management Group and other Support Units such as IT, GSD, Marketing, Retail Banking, HR, to resolve an incident. An incident can be localized in an area or domain. However, in cases where a severe crisis happens, it can be local or within the business unit or branch. If in case a crisis affects the whole bank and other subsidiaries, the Crisis Management Team must then be involved in declaring the crisis, giving instructions, monitoring the event, providing resources until the final recovery.

A Five-Year Plan from 2009 to 2013 was initiated to improve the BCMS as shown in Figure 3.

A Balanced Scorecard was submitted to the management board (Risk Oversight Committee) to address several issues raised by the BSP Examiners. Some are related to the construction or procurement of BCM materials/supplies.

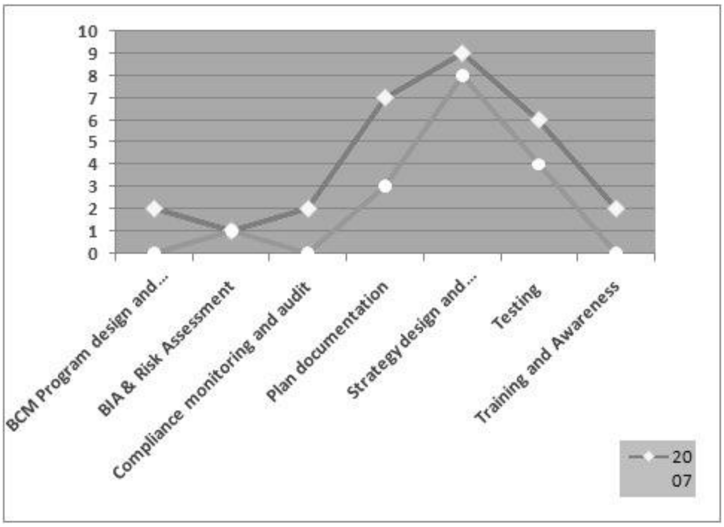
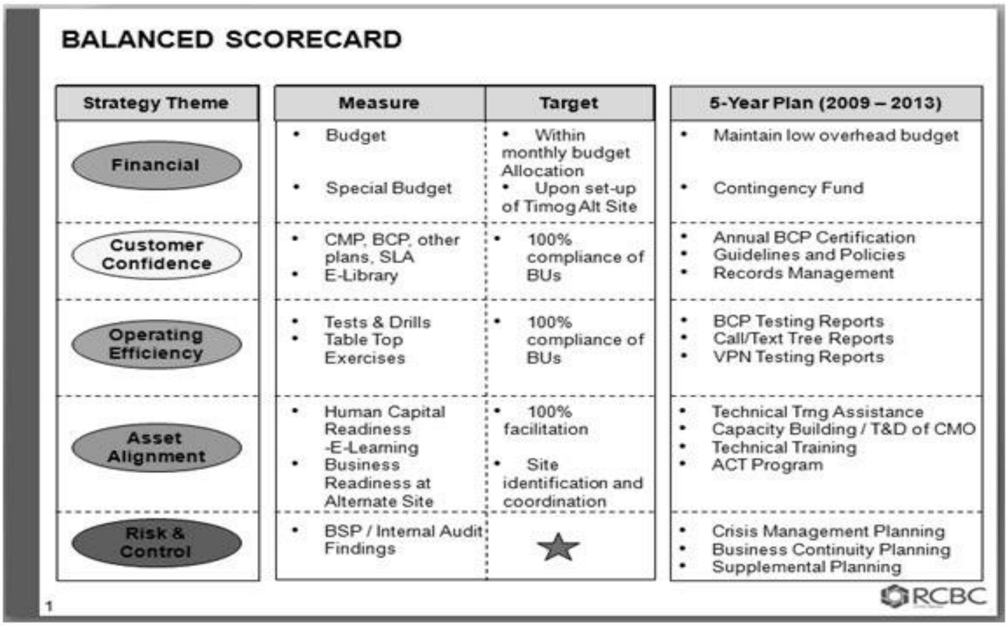


Figure 3: Comparative Review of BSP Findings in 2009 & 2015

The BCMS that started in 2009 had somehow addressed major BSP findings. The result was remarkable when the 2009 findings were compared with the 2015 BSP findings.

Figure 3 shows the drop-in exceptions. The green line in the graph represents the 2015 BSP exceptions and the red line represents 2019. In a span of six years, there were dramatic changes as mentioned above; however, this is not a claim that does not have issues in business continuity management.



BALANCED SCORECARD

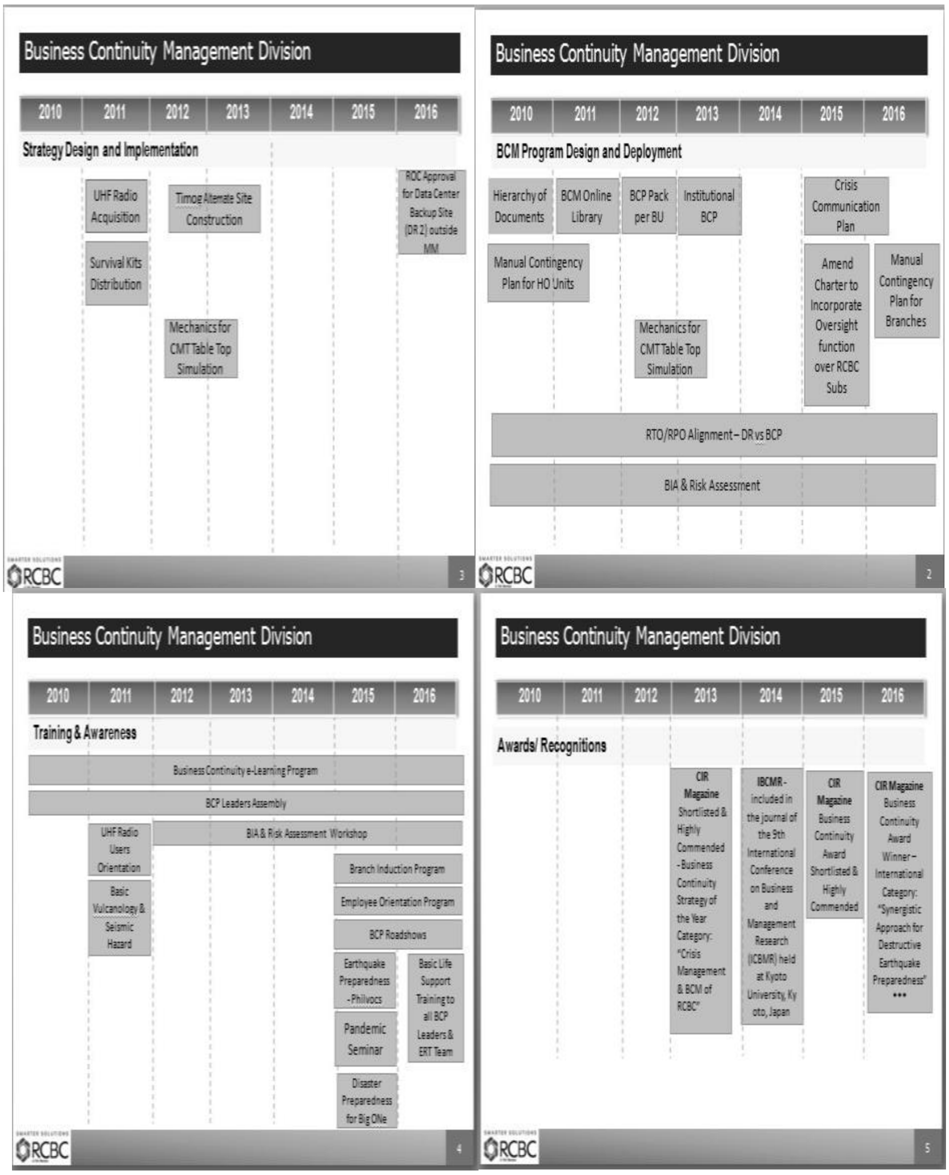
Strategy Theme	Measure	Target	5-Year Plan (2009 – 2013)
Financial	• Budget • Special Budget	• Within monthly budget Allocation • Upon set-up of Timog Alt Site	• Maintain low overhead budget • Contingency Fund
Customer Confidence	• CMP, BCP, other plans, SLA • E-Library	• 100% compliance of BUs	• Annual BCP Certification • Guidelines and Policies • Records Management
Operating Efficiency	• Tests & Drills • Table Top Exercises	• 100% compliance of BUs	• BCP Testing Reports • Call/Text Tree Reports • VPN Testing Reports
Asset Alignment	• Human Capital Readiness -E-Learning • Business Readiness at Alternate Site	• 100% facilitation • Site identification and coordination	• Technical Trng Assistance • Capacity Building / T&D of CMO • Technical Training • ACT Program
Risk & Control	• BSP / Internal Audit Findings	★	• Crisis Management Planning • Business Continuity Planning • Supplemental Planning

Figure 4: 2009 BCMD Balanced Scorecard

Figure 4 above shows the accomplishments from 2010 to the second half of 2016. Even though there are gaps to be addressed to ensure the Bank's preparedness from any type of severe crisis, there were still dramatic improvements.

Figure 5: Accomplishments of BCMD from 2009-2016

It should be noted in the 4th table of Figure 5 that BCMD joined the international call for paper to share the BCM story and the impact of change within different business units from 2013 to 2016.



Business Continuity Management Division

2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016

Strategy Design and Implementation

UHF Radio Acquisition

Survival Kits Distribution

Timog Alternate Site Construction

Mechanics for CMT Table Top Simulation

ROC Approval for Data Center Backup Site (DR 2) outside MM

RCBC 3

Business Continuity Management Division

2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016

BCM Program Design and Deployment

Hierarchy of Documents

BCM Online Library

BCP Pack per BU

Institutional BCP

Manual Contingency Plan for HO Units

Mechanics for CMT Table Top Simulation

Crisis Communication Plan

Amend Charter to Incorporate Oversight function over RCBC Subs

Manual Contingency Plan for Branches

RTO/RPO Alignment – DR vs BCP

BIA & Risk Assessment

RCBC 2

Business Continuity Management Division

2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016

Training & Awareness

Business Continuity e-Learning Program

BCP Leaders Assembly

UHF Radio Users Orientation

Basic Vulcanology & Seismic Hazard

BIA & Risk Assessment Workshop

Branch Induction Program

Employee Orientation Program

BCP Roadshows

Earthquake Preparedness - Philvocs

Pandemic Seminar

Disaster Preparedness for Big ONe

Basic Life Support Training to all BCP Leaders & ERT Team

RCBC 4

Business Continuity Management Division

2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016

Awards/ Recognitions

CIR Magazine Shortlisted & Highly Commended - Business Continuity Strategy of the Year Category: "Crisis Management & BCM of RCBC"

IBCMR - included in the journal of the 9th International Conference on Business and Management Research (ICBMR) held at Kyoto University, Kyoto, Japan

CIR Magazine Business Continuity Award Shortlisted & Highly Commended

CIR Magazine Business Continuity Award Winner – International Category: "Synergistic Approach for Destructive Earthquake Preparedness" •••

RCBC 5

Figure 5: Accomplishments of BCMD from 2009-2016

The level of confidence had increased from 2009 to present. However, in the following sections, we find out if the formulation and implementation of BCM strategies are supported or managed effectively, particularly the results of Disaster Recovery exercises and Communication Planning, as well as communications with Group of Companies.

Figure 6 shows consistent exercises and those still need improvement.

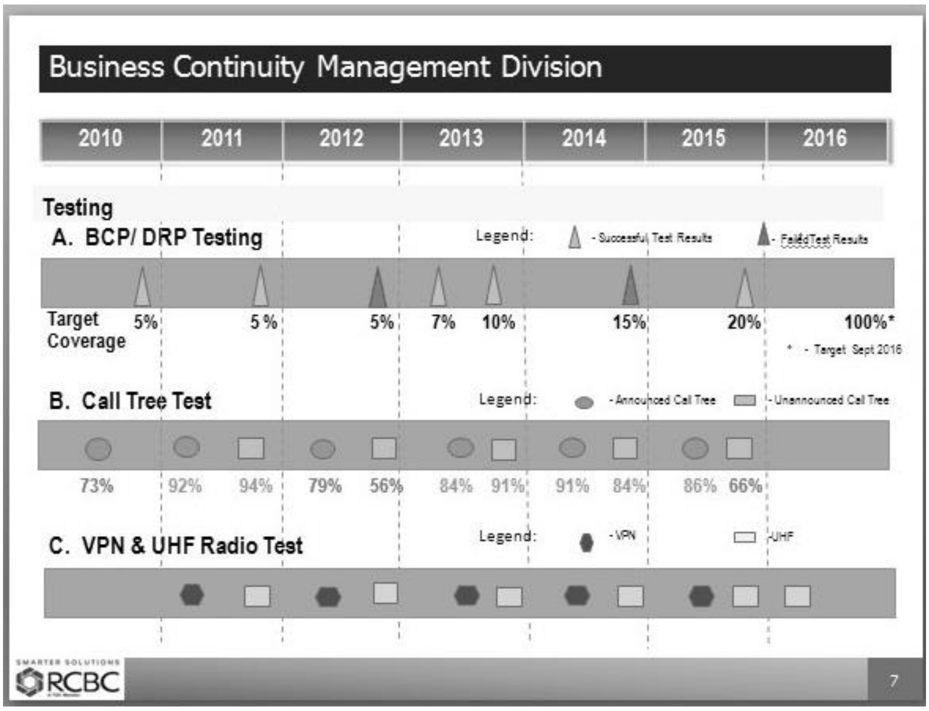


Figure 6: Disaster Recovery, Call & Text Tree & UHF Radio Exercises

RELATED STUDIES

This sub-section is divided into two parts: (1) BCM in financial institutions, implementation and processes, and (2) the Change Management Scheme.

1. BCM in Financial Institutions

One of the major industries that observes BCM systems are financial institutions. It is common that banking is considered an enterprise of risk — with customers suffering the most when threats occur. Whether customers are domestic or international, they rely on the financial assistance and security of these companies. Providing customers with financial assistance and security ensures long-term success for companies. Even though there are only few studies that pertain to different cases of BCM in banks (mostly in the United States and European countries), the need to practice this system gained drastic popularity. Businesses are pressured to have a stable business continuity; in turn, this caused competition and threats to rise among companies. This part of the study focuses on the different research and case studies that illustrates the establishment of BCM in financial institutions including its impact, benefits, and hindrances.

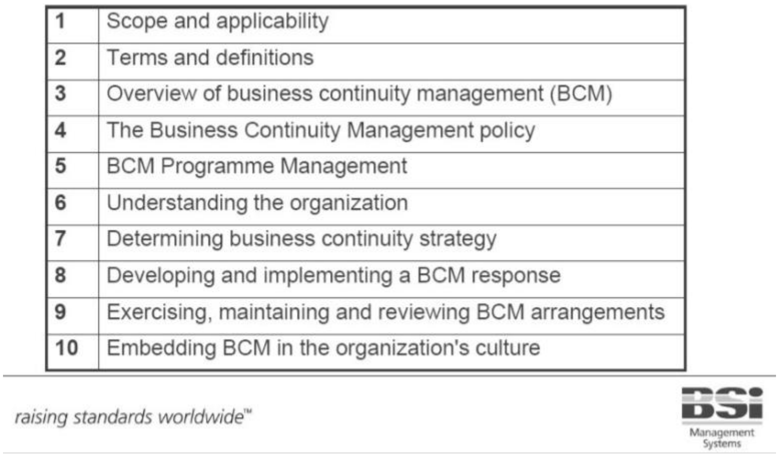
A study by Sawalha et al. (2012) looked into the case of BCM in Jordanian banks. The research highlighted the major difference of banks in the Middle East in terms of their BCM approach, as compared to other countries (the United States and Europe) that have already extensively studied the approach. It concluded that organizational culture is much different in these countries. By examining the values of these companies (especially with their Islamic background), Sawalha et al. were able to show a contextual take in BCM establishment. Cultural factors played a crucial role in practicing BCM. Local traditions deeply rooted in Arab culture became a major force and hindrance in procedural compliance. Findings showed that BCM was an already accepted approach in risk management (organizational risk and business disruptions) in the country. Senior managements were mostly responsible in launching BCM in the company, and all looked forward into acquiring the best practice type of BCM in their bank. There were cultural factors that identified as hindrances for progress — factors such as gender; the Central Bank of Jordan and government-imposed restrictions; the nature of corporate communications; level of financial openness; liberalization of banking operations and services; organizational structure and bureaucracy; geographical location of the branches of the bank in Jordan; religion; and the British Common Law legal tradition of Jordan (Ibid, p. 317).

Another study in Mumbai focused on the successful BCM implementations in banks (Rai and Mohan, 2006). It elaborated that companies with effective BCM worked on three great areas: (1) strategy, (2) operations, and (3) technology. It is important to note that some of the approaches intertwined with each area, serving several purposes. Strategies greatly considered customer-centric approaches, with multiple delivery options, collaboration and partnerships, and an excellent reputation. Operational changes included automations, delivery channels, monitoring, and strengthening security. Technologies mostly focused on data backup and security.

Ihab, Sawalha, et al. (2012) concludes that, “BCM is universal practice, especially for banks in Jordan or in the Philippines.” It is crucial for organizations to commit and comply with their respective Central Banks, so they can ensure that their clients’ investments are well-protected and that contingency plans are in place in cases of business disruptions. With organizations being customer-centric, people are able to resolve crises without compromising their recovery timeline. Critical application of systems in the Philippines are given fours hours to recover or resume business operation (Ihab, Sawalha H., et.al. “Business continuity management in Jordanian banks: Some cultural considerations.” November 2012).

2. Change Management Scheme

BS25999 follows the business continuity lifecycle illustrated in Figure 2 and Figure 7.



1	Scope and applicability
2	Terms and definitions
3	Overview of business continuity management (BCM)
4	The Business Continuity Management policy
5	BCM Programme Management
6	Understanding the organization
7	Determining business continuity strategy
8	Developing and implementing a BCM response
9	Exercising, maintaining and reviewing BCM arrangements
10	Embedding BCM in the organization's culture

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Figure 7: BS25999 Code of Practice Contents

What are the steps of BC Lifecycle?

Step 1 - The BC lifecycle starts with understanding the organization by identifying its key products and services, and the key critical resources and activities that support them. This pertains to the Business Impact Analysis (BIA), identification of critical activities, determining continuity requirements, evaluating threats to critical activities by conducting Risk Assessment (RA), determining choices, and approvals. It is important that the organization understand the interdependencies, whether they are upstream or downstream, and the reliance it has with external organizations or vice versa.

Step 2 - The second step is “Determining the Business Continuity Strategy,” which depends on a range of factors such as maximum tolerable period of disruption (MTPoD), cost and the consequence of inaction. Strategies are required for the following organizational resources such as people, premises, technology, information, supplies, stakeholders, and civil emergencies.

Step 3 - The third steps “Developing and Implementing a Response” by identifying critical activities, evaluating threats to those critical activities, choosing appropriate strategies to reduce the likelihood and impact of incidents; and choosing appropriate strategies that support the continuity or recovery from critical activities.

The range of threats that organizations need to be prepared for should be determined by the organization’s risk appetite. See Figure 8.

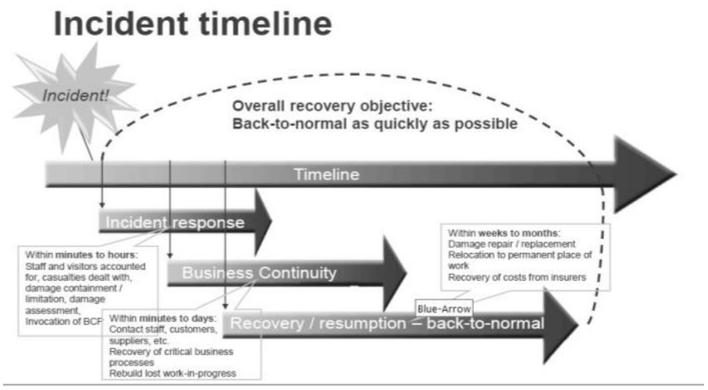
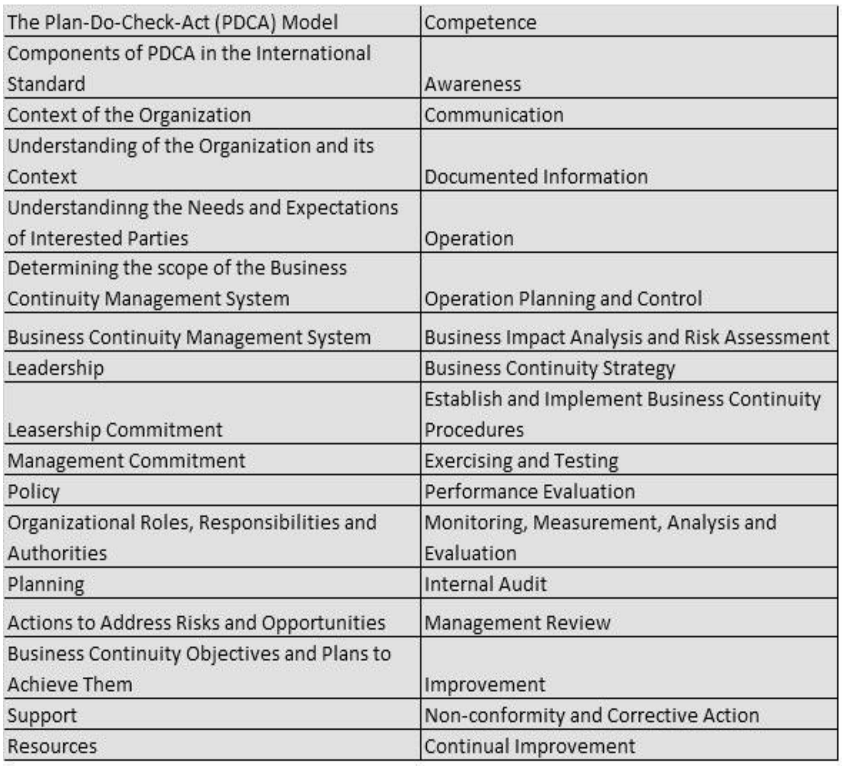

Incident timeline
Incident!
Overall recovery objective:
Back-to-normal as quickly as possible
Timeline
Incident response
Within minutes to hours:
Staff and visitors accounted for, casualties dealt with, damage containment / limitation, damage assessment,
Invocation of BCP
Business Continuity
Within minutes to days:
Contact staff, customers, suppliers, etc.
Recovery of critical business processes
Rebuild lost work-in-progress
Within weeks to months:
Damage repair / replacement
Relocation to permanent place of work
Recovery of costs from insurers
Blue-Arrow
Recovery / resumption – back-to-normal

Figure 8: Incident Timeline

a. ISO 22301:2014

(Societal Security – Business Continuity Management System Requirements)

ISO 22301:2014 supersedes BS ISO 22301:2012. It is also an improved version of BS25999. ISO 22301:2014 highlights the PDCA and Leadership of BCM. The leaders referred here are the Board of Directors and the Senior Management. The context of the ISO 22301:2014 are found on Figure 9.



The Plan-Do-Check-Act (PDCA) Model	Competence
Components of PDCA in the International Standard	Awareness
Context of the Organization	Communication
Understanding of the Organization and its Context	Documented Information
Understandinng the Needs and Expectations of Interested Parties	Operation
Determining the scope of the Business Continuity Management System	Operation Planning and Control
Business Continuity Management System	Business Impact Analysis and Risk Assessment
Leadership	Business Continuity Strategy
Leasership Commitment	Establish and Implement Business Continuity Procedures
Management Commitment	Exercising and Testing
Policy	Performance Evaluation
Organizational Roles, Responsibilities and Authorities	Monitoring, Measurement, Analysis and Evaluation
Planning	Internal Audit
Actions to Address Risks and Opportunities	Management Review
Business Continuity Objectives and Plans to Achieve Them	Improvement
Support	Non-conformity and Corrective Action
Resources	Continual Improvement

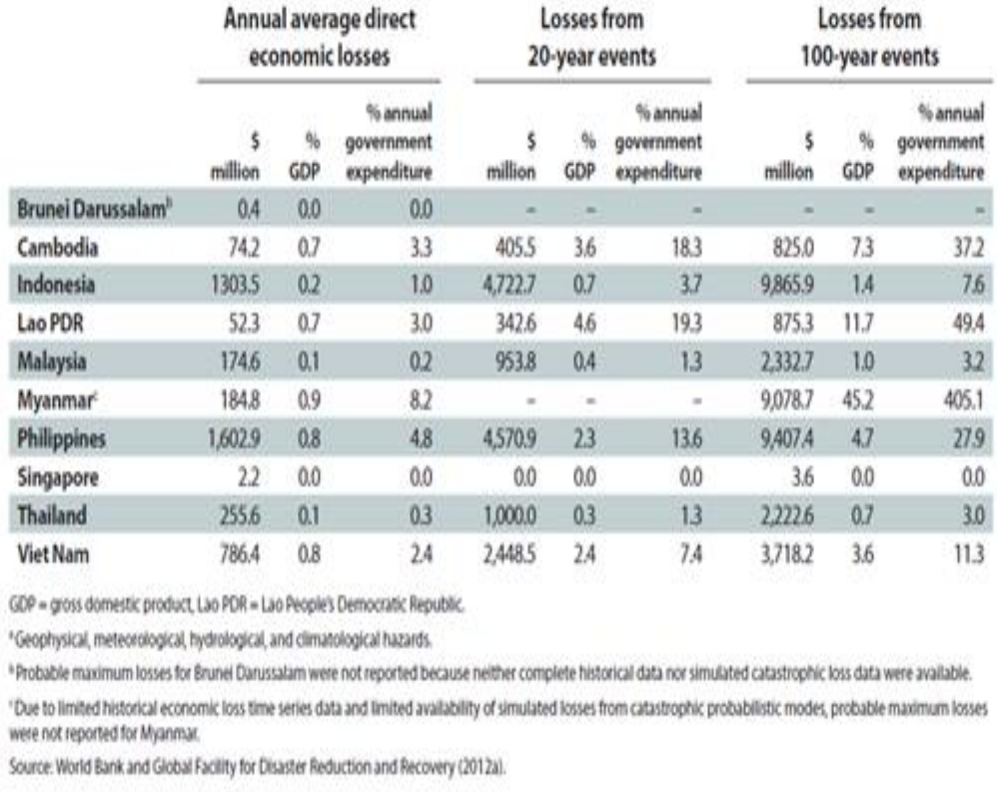
Figure 9: Topics in ISO 22301:2014

The Global Risk 2016 Report

A segment of The Global Risk 2016 Report was discussed in Chapter 1, showing the top 10 global risks in terms of likelihood and impact categorized as societal, technological, economic, environmental or geopolitical – over a 10-year time horizon.

1. Investment in Resilience – ADB 2013

Figure 10 shows that the Philippines have the highest annual average direct economic losses. (Source: World Bank and Global Facility for Disaster Reduction and Recovery, 2012)



	Annual average direct economic losses			Losses from 20-year events			Losses from 100-year events		
	$ million	% GDP	% annual government expenditure	$ million	% GDP	% annual government expenditure	$ million	% GDP	% annual government expenditure
Brunei Darussalam[b]	0.4	0.0	0.0	-	-	-	-	-	-
Cambodia	74.2	0.7	3.3	405.5	3.6	18.3	825.0	7.3	37.2
Indonesia	1303.5	0.2	1.0	4,722.7	0.7	3.7	9,865.9	1.4	7.6
Lao PDR	52.3	0.7	3.0	342.6	4.6	19.3	875.3	11.7	49.4
Malaysia	174.6	0.1	0.2	953.8	0.4	1.3	2,332.7	1.0	3.2
Myanmar[c]	184.8	0.9	8.2	-	-	-	9,078.7	45.2	405.1
Philippines	1,602.9	0.8	4.8	4,570.9	2.3	13.6	9,407.4	4.7	27.9
Singapore	2.2	0.0	0.0	0.0	0.0	0.0	3.6	0.0	0.0
Thailand	255.6	0.1	0.3	1,000.0	0.3	1.3	2,222.6	0.7	3.0
Viet Nam	786.4	0.8	2.4	2,448.5	2.4	7.4	3,718.2	3.6	11.3

GDP = gross domestic product, Lao PDR = Lao People's Democratic Republic.

[a] Geophysical, meteorological, hydrological, and climatological hazards.

[b] Probable maximum losses for Brunei Darussalam were not reported because neither complete historical data nor simulated catastrophic loss data were available.

[c] Due to limited historical economic loss time series data and limited availability of simulated losses from catastrophic probabilistic modes, probable maximum losses were not reported for Myanmar.

Source: World Bank and Global Facility for Disaster Reduction and Recovery (2012a).

Figure 10: Average Annual and Probable Maximum Losses in Relation to Association of Southeast Asian Nations

2. Disaster Recovery, The Governance, Economic and Social Impact – ADB

One of the relevant topics in this study is the provision of risk insurance to address loss and damage. Risk insurance needs to resolve and overcome several limitations before it can serve as an effective tool for disaster risk reduction and climate change adaptation.

Today's risk insurance products target to serve the agriculture sector; however, doing so still does not properly convey the proper risk price signal, causing the sector to suffer from moral hazards and adverse selection issues. Insurance payouts have failed to gather investments in risk mitigation options and the lack of sufficient incentives have led to continuing the business as usual. Insurance contracts are traditionally designed to address economic losses. However, the non-economic loss and damages that could account for as much as 50 percent or more of the total damages of a natural disaster (especially in the case of developing countries) are often not covered by the insurance products. It is still worthy to note that there have been some advancement in measuring the non-economic loss and damages including post-traumatic stress disorders, loss of social capital, ecosystem health and services, and loss of cultural heritage. Insurance product designs must take advantage of these advancements and start addressing non-economic loss and damage. Only then can the insurance industry contribute to a holistic risk reduction approach.

Envisioning a Resilient Future

When combined with careful planning, coordinated action, and widespread impetus for change, there would be enough sufficient instruments and mechanisms to achieve a future in which the following are true:

1. The resilience of organizations are continuously strengthened as demonstrated by the long-term decline in human and physical losses as a consequence of natural hazard events.

2. There are components that recognize and accept their respective roles and responsibilities in strengthening the resilience of their respective organizations and the long-term nature of their commitment. Furthermore, they acknowledge that related resource needs, in the form of money, capabilities, and human resources, stretch well beyond the capacity and obligations of the public sector. These components are identified as policy makers, legislators, national, regional, and local government officials, private businesses, communities, individual households, and the international community.

3. The case and opportunity for investing in an organization’s resilience is considered with each development action. Every public and private partner recognizes that actions potentially carry disaster risk but can also strengthen resilience. With the support and encouragement of appropriate regulatory, institutional, and policy frameworks, organizations are able to take responsibility in reinforcing resilience for both individuals and the common good.

4. Disaster Risk Financing is an accepted, institutionalized, and routinely employed part of DRM policy and practice. To attain this vision, suggested critical steps are in place to help kickstart the process of overcoming numerous common gaps and challenges faced by many countries across Asia and the Pacific. These tasks should be prioritized and treated with immediate action.

Policy Change

Governments have the power to review and revise DRM legislative and regulatory frameworks in order to clarify and explicitly articulate the precise roles and responsibilities of individual households, communities, the private sector, governments, and the international community in strengthening resilience. The government and international community (its forms, levels of relief, early recovery, and reconstruction assistance) must be adjusted to ensure that designated roles, responsibilities, and incentives are not undermined by actual public behavior in the event of a disaster. If executed with careful planning, coordinated action, and widespread impetus for change, there would be sufficient instruments and mechanisms that can help achieve a future in which resilience is significantly strengthened.

Risk Assessment

Governments can ensure that some form of disaster risk assessment is undertaken for all new investments in their countries, whether financed directly by a government, the international community, or privately. Appropriate risk management features can then be reflected in the resulting project design and in the location of structures — protecting new investments against natural hazards and ensuring that the investments do not create new forms of risk. The international community can support governments in this process.

Financing

National and sub-national governments can develop and implement comprehensive Disaster Risk Financing (DRF) strategies to reduce risk, and provide adequate and timely post-disaster support to strengthen financial resilience. The insurance industry and international community can play vital roles in this process, including the provision of risk modeling expertise. The insurance industry can also offer risk-sharing capabilities, while the international community can provide startup capital reserves, guarantees, contingent credit, and technical advice on risk layering and regulatory framework requirements.

Governments, in cooperation with the international community, can encourage the growth and development of the insurance and reinsurance sectors in their countries to provide a range of DRF instruments. They will be able to establish public programs with financial support for community and local investment in risk assessment, risk reduction, and residual risk management. A significant portion of the required investments in resilience are needed at this level, even as existing funding for local and community initiatives is particularly limited.

Programs of financial support can be designed to leverage additional financing from local governments, local businesses, and community funds (for instance, cost-share arrangements), and reward progress in strengthening resilience with additional resources. Technical and financial support from the international community may be required to support this process.

Private Sector Engagement

As mentioned before, if governments can cooperate with the international community, they will be able to develop work programs to strengthen the private sector's understanding and appreciation of the commercial opportunities in terms of strengthening resilience. They will be able to facilitate regional sharing of ideas, and incentivize related undertakings such as by supporting first-entrant product development and market research costs.

Knowledge Management

Governments and regional associations, along with international community and private sector partners, can establish an open-source, regional online information platform to facilitate the development, exchange, and dissemination of hazard and disaster risk data, including climate change modeling. They can establish a regional knowledge development and capacity-building program to strengthen understanding in governments and society on the potential returns of investment in risk assessment, risk reduction, and residual risk management. The program can collate existing cost–benefit and cost-effectiveness analyses into a central online repository, including analyses undertaken by the private sector and non-government organizations, as well as governments and the international community.

Community consultation must prioritize actions for disaster risk management. Bangladesh ADPC Training on risk assessment methodologies can also be provided. Related tools can be developed and placed on the same platform, offering support for non-experts in interpreting and applying the data to public and private development plans and investment decisions.

Governments and regional associations can commission further analysis to address any key gaps in the existing knowledge base, relating to types of hazard, sectors of analysis, and scales of intervention. They can provide related technical training on the application of relevant analytical tools in this area and highlight potential mechanisms to enhance rewards for current investments that are beneficial in the future. A dissemination of activities can be included to inform individual citizens about the net benefits of potential DRM actions that they could take and enhance their capacity to assess public DRM policies and actions, thereby strengthening political reward for investment in resilience.

(Asian Development Bank. “Investing in Resilience: Ensuring a Disaster-Resistant Future.” Mandaluyong City, Philippines: Asian Development Bank, 2013.)

3. SunLife of Canada’s Crisis Management Plan – Crisis Management Team (CMT) Procedures

The initial report of a potential crisis could come from one of many sources:

1. The report can come from an internal employee stationed at an individual facility, through the SLF business line reporting chain, or from the SLF Ireland crisis hotline operator.

2. The report can come from external source such as a customer or member of the public, a stakeholder, government agency, or the media.

Regardless of where the initial report comes from, it is imperative that the information is passed as quickly and accurately as possible to the SLF Philippines CMT Leader. If in case that the assigned leader is unavailable, the report should be handed to the first immediate available member of the SLF Philippines CMT. The information should be transmitted through the SLF Ireland crisis hot line operator. If it is transmitted through other channels, the SLF Ireland crisis operator must be informed immediately so the appropriate notification and activation procedures can be initiated.

Assessment

SLF Ireland crisis hotline operators are trained to make an initial severity assessment and declare a crisis if appropriate. Based on the information that operators receive, they are directed to make make an assessment of the situation and prompt the

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crisis management team at the appropriate level. If a level one crisis occurs, they are tasked to notify all members of the corporate crisis management core team. For level two crises, they are tasked to contact the SLF Asia RCMT Leader and inform him/her of the situation. They are to ensure the applicable local Crisis Management Team Leader (in this case, the Philippines CMT leader) is informed for level three crises. In crises/situations that are local to a business unit (level 3) and in the event that the designated leader is not available, the Philippines CMT Leader or any Philippines CMT member must meet with two other CMT members to assess if the CMT should be activated depending on the crisis level. Decisions will then be communicated to the SLF Crisis hotline operator. Once the decision has been made to activate the SLF Philippines CMT, members will be notified and directed to proceed to the Crisis Management Center or to another designated Place determined by the Philippine CMT leader. The SLF Philippines CMT Leader is responsible in ensuring that the appropriate and agreed measures take place. The leader must monitor the progress of the SLF Philippines CMT Coordinator and the SLF Crisis Hotline Operator.

Activation

Members of the SLF Philippines CMT must be briefed by the SLF Philippines CMT Leader (or an assigned team member) once they arrive at the Crisis Management Center. The first task will be information gathering and attempting to validate/confirm the event details in order to understand the situation completely. This can be done while the Crisis Management Center is being prepared and set up by the CMC Support Team. Once the Crisis Management Center systems are declared functional by the Philippines CMT Coordinator, the SLF Philippines CMT can proceed with their operation from the center. One of the primary tasks is to formally declare that the SLF Philippines CMT is operational. To achieve operational status, the following prerequisites must be met:

- The SLF Philippines CMT Leader or its backup must be present.
- A minimum of three (3) members of the team must be present.
- Communications must have been established with the other Crisis Management Teams and/or Facilities involved in the incident.

The target time for the SLF Philippines CMT to assume command of a crisis is two (2) hours from the commencement of notification.

Assuming Command

The SLF Philippines CMT approach must be to ensure that the company continually functions as normally as possible during the crisis — that all legal commitments are met and that corporate integrity is maintained. All response activity will be decided based on the following priorities:

- Safety of people (including employees, clients, and the public)
- Fulfill fiduciary responsibilities
- Protect public confidence in Sun Life Canada
- Resume key customer services
- Ensure financial loss will not exceed tolerance

These priorities must never be compromised. All personnel engaged in crisis management or emergency response, at all levels of the corporation, must adhere to the above without exception.

The SLF Philippines CMT should assume command of the crisis as soon as possible. Doing so will allow the casualty business group to concentrate on their immediate problems and permit the available company resources to be deployed in their support. Once the SLF Philippines CMT Leader has obtained enough information about the nature of the crisis and the CMC has been declared operational, the SLF Philippines CMT should assume command of the crisis.

(Sunlife of Canada "Crisis Management Plan (CMT) Procedures." 2004.)

RESEARCH PARADIGM

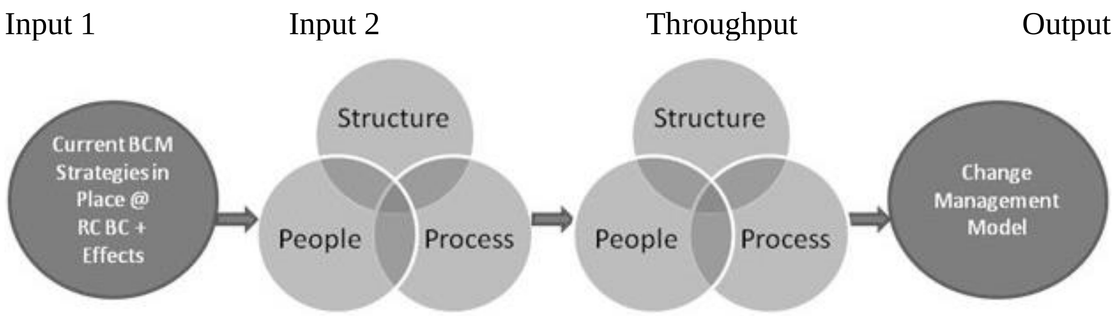
Input 1
Input 2
Throughput
Output
Current BCM Strategies in Place @ RCBC + Effects
Structure
People
Process
Structure
People
Process
Change Management Model

Figure 11: Conceptual Framework

The study's research framework uses the Input-Throughput-Output approach. The study flow starts by first examining the current business strategies or diagnosis of the business continuity practices in place — looking into the weaknesses in structure, people, and processes, rather than the improvement in the organization, training awareness, and plans, policies and procedures — to define BCM processes. In order to continually improve, Change Management addressed the interventions of Throughput. The change management model was crafted in Figure 11 as the output.

Institutionalizing BCM and DRM in an organization is change management by itself because every step needs the specific approaches of change management. ISO 22301:2012 proposes that change management process studies in a more scientific and organized way to prepare and handle business disruptions better as illustrated in Figure 12.

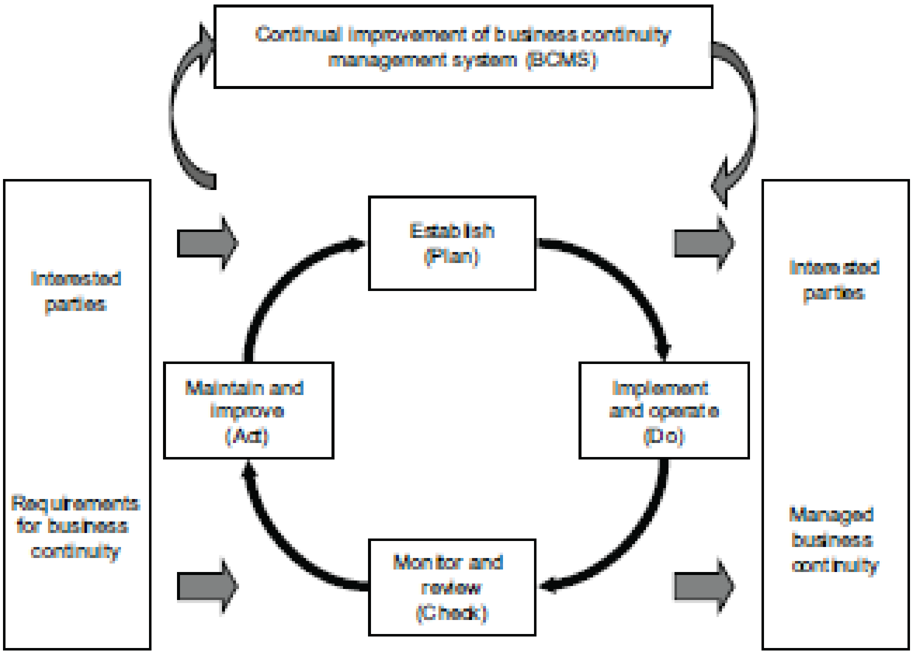
Continual improvement of business continuity management system (BCMS)
Interested parties
Requirements for business continuity
Establish (Plan)
Implement and operate (Do)
Monitor and review (Check)
Maintain and improve (Act)
Interested parties
Managed business continuity

Figure 12: Change Management Model of ISO 22301

The model here shows an enhanced PDCA Cycle. The international standard applies the "Plan-Do-Check-Act" (PDCA) model to planning, establishing, implementing, operating, monitoring, reviewing, maintaining, and continually improving the effectiveness of an organization's BCMS. This model guarantees a degree of consistency with other management systems standards such as ISO 9001 quality management systems, ISO 14001, environmental management systems, ISO/IEC 27001, information security management systems, ISO/IEC 20000-1, information technology-service management, ISO 28000, and specification for security management systems for the supply chain. These support the integrated implementation and operation of related management systems.

Figure 13 illustrates how a BCMS takes inputs interested parties, requirements for continuity management, necessary actions and processes, and continuity outcomes (i.e., managed business continuity) that meet those requirements.

Explanation of the PDCA Model

Plan (Establish) - Establish business continuity policy, objectives, targets, controls, processes, and procedures relevant to improving business continuity in order to deliver results that align with the organization's overall policies and objectives. This identifies the requirements necessary to establish the context of the BCMS as it applies to the organization, as well as needs, requirements, and scope. It summarizes the requirements specific to the top management's role in BCMS and how leadership can articulates its expectations to the organization via a policy statement. Not only does this identify the requirements but it also relates to establishing strategic objectives and guiding principles for BCMS as a whole. It supports BCMS operations as it relates to establishing competence and communication on a recurring/as-needed basis with interested parties while still documenting, controlling, maintaining, and retaining required documentation.

Do (Implement and Operate) - Implement and operate the business continuity policy, controls, processes, and procedures. It defines business continuity requirements, determines how to address them, and develops the procedures to manage a disruptive incident.

Check (Monitor and Review) - Monitor and review performance against business continuity policy and objectives, report the results to management for review, and determine and authorize actions for remediation and improvement. It identifies the requirements necessary to measure business continuity management performance, BCMS compliance with the international standard and management's expectations, and seeks feedback from management regarding the said expectations.

Act (Maintain and Improve) - Maintain and improve the BCMS by taking corrective action, based on the management review results and reappraising the scope of the BCMS and business continuity policy and objectives. It identifies the BCMS non-conformance through corrective action.

[British Standard Institute. "Societal Security — Business Continuity Management Systems — Requirements (ISO 22301:2012). BSI Standards Limited. 2014.]

CHAPTER III

Research Methodology

This section looks into the research methods and procedures taken for this study. It starts with the rationalization of the research design — a full qualitative case study. Followed by the sampling technique in this sub-section, the total number of expected respondents is determined, and the purposive sampling was considered to be appropriate. The research tools and instruments used in the study are discussed afterward. These are divided into three parts: (1) documentary review, (2) survey questionnaire, and (3) Focused Group Discussion (FGD). In the last section, data treatment and analysis have been conversed.

RESEARCH DESIGN

This research uses a full qualitative case study design. The data for RQ1 was gathered from the documents of Victory Bank. Presented in Chapters 1 and 2, these are the existing plans, BSP results, Balanced Score Card, and other relevant information. This study will also include the International Frameworks such as BS25999 Code of International Practice and ISO22301:2014 Societal Security – Business Continuity Management System Requirements. Related studies will be placed for comparison and to strengthen the research paradigm. Collection of data and information started in 2016 until 2018.

For RQ2, the BCM Survey will be conducted by an assistant with an AVP rank. The assistant will be tasked to handle the distribution of the survey and collection of the survey results for independence and to be free from biases. The Information Technology used in this study was able to help in gathering the results of the BCM Survey Application with ease and accuracy. The timeline was from April to July 2017.

For RQ3, the researcher and her assistant proceeded with the Focused Group Discussion. The researcher handled the discussion, while her assistant recorded the reply of the four respondents and summarized the FGD results. Each question was read and each respondent was able to relay their response in a cohesive manner. There were follow-through questions for clarification. This was done last September 2017.

For RQ4, the researcher proposed a BCM Change Management Framework after gathering all the results of RQ1-3 to address some findings. The timeline of this was made last December 2017.

A case study is a widely used research design, known for focusing on a varied sample or group of people. Generated data cannot be claimed to be universal, but it is just as essential in attaining studies for generalizable assertions. The case study was the chosen design since this research focused mainly on the case. No other companies were taken into account in the course of the research; any other cases (generally unavailable or unknown in academia) was not intended to be part of the study’s result. The resources mentioned and used in other chapters are not considered as new data that bore from the research; past studies are the only means to help re-operationalize the topic.

RESEARCH POPULATION

A purposive sampling method was deemed necessary in pursuit of the study’s research objective. Purposive sampling is a widely used technique in qualitative research. It is a way of determining respondents based on criteria, arguments with proper logic, to be considered sufficient in supplying the data to prove a given hypothesis. Focusing solely on the case, the study purposively selected BCP leaders of the company in their branches. Fifty percent (50%) of the total population of BCP leaders (151) is the target number of respondents. Fifty percent (50%) will be a sufficient size to get substantial results from the proposed survey and FGD. As seen in Figure 5, out of 82 BCP leaders at the Head Office, 43 of them are selected to be participants; Metro Manila with 12 out of 23; Luzon with 9; Visayas 7; and Mindanao 5. Participants in the survey and FGDs are all Department Heads, Division Heads, Branch Managers, District Heads, and Group Heads. The list of itemized BCP Leaders as of January 2017 is attached in the appendix.

In the actual execution, the acquired number surpassed the target sample. Ninety-five (63%) out of the total population of 51 served as respondents for the survey questionnaire. Fifty-six as opposed to the targeted 43 were from the head office; 15 contras to 12 in Metro Manila; with an additional respondent from other branches in Luzon; and meeting the targeted sample in Mindanao.

Results are discussed in the next section.

Table 5. Total Population, Target Sampling and Actual Respondents

Business Unit	Total Population	Target Sampling (50%)	Actual (63%)
Head Office	86	43	56
Metro Manila	23	12	15
Luzon	18	9	11
Visayas	14	7	8
Mindanao	10	5	5
Grand Total	151	76	95

Table 6. Respondents' Position Profile (Head Office)

Area	Position	Population	Respondents
Head Office	Chief Tech Officer/Deputy Group Head	2	2
	Division Head/IT Director	37	23
	Department Head	42	26
	Support Officer/Executive Secretary	4	4
	Specialist	1	1
		86	56
Branches		66	39
Population/Respondents		152	95

The Chief Technology Officer and Deputy Group Head (100%) participated in the survey. Most of the survey respondents were Division Heads (24%) and Department Heads (27%) who are BCP owners of the Bank. Some Support Officers, Executive Secretaries, and Specialists (100%) were selected in order to get a blend of non-BCP Leaders' assessments.

Table 7. Respondents' Job Position Profile (Branches)

Job Position	Area/MM	Luzon	Visayas	Mindanao	Total	Respondents
National Head	3				3	1
Regional Head	6	4	4	2	16	12
District Head	14	14	10	8	46	26
Total	23	18	14	10	65	39

Table 7 indicates the respondents' job position profile in the branches. One out of three National Sales/Service Heads (2.5% of respondents) participated in the survey. Twelve Regional Sales and Service Heads (30.7% of respondents) and 26 District Heads (67% of Respondents) were accounted. The biggest cluster was obviously within the District Heads group because they make up more of the population. Each District Head (Sales or Service) handles around 10–15 Branch Managers or Branch Operations Heads.

Table 8. Respondents' Rank Profile

Rank	Frequency
FSVP	1
SVP	7
FVP	22
VP	32
AVP	21
M	6
SAM	5
AM	1
Total Respondent's Rank Profile	95

In Table 8, the respondents were well-represented, with persons in positions such as First Senior Vice President (FSVP - 1% of respondents), Senior Vice President (SVP – 7%), First Vice President (FVP – 23%), Vice President (VP – 34%), Assistant Vice President (AVP – 22%), Manager (M – 6%)), Senior Assistant Manager (SAM – 5%) and Assistant Manager (AM – 1%). The highest cluster was within the VPs level followed by FVPs and AVPs. The intention of this study was to obtain feedback from Senior Officers who could provide sound judgment and feedback for the improvement of BCM.

Table 9. Respondents' Job Tenure Profile

Job Tenure	Frequency
30 Years and Above	6
25–29 Years	20
20–24 Years	17
15–19 Years	18
10–14 Years	14
5–9 Years	8
1–4 Years	12
	95

In Table 9, majority of the incumbents are serving 25–29 years in service, which had the highest count in the respondents (21%), followed by 15–19 years in service (19%), then 14–20 years in service (18%), then 10–14 years in service (15%), with a blend of 1–4 years of service (13%), and lastly 30 years or more (6%) who are retiring employees but are still persons that contribute to the organization. There was an apparent advantage in getting feedback from those with many years in service, although there are new and fresh ideas that came from the newbies. The combination was beneficial in the results of the survey.

DATA COLLECTION

Three research instruments were utilized in gathering data:

1. **Document Review**

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The researcher asked for permission from the Chief Information Officer of the Bank to use BCM data and information from the researcher's office as proof of study. The researcher's BCM Office served as the laboratory during the course of writing this paper. The ISO 22301 and BS25999 served as the international guide in comparing the guidebook with the BCM practice of Victory Bank. Proper procedures were followed in acquiring the documents from Victory Bank and BSP findings. The utilization of this methodology provided the data needed for understanding the current BCM strategies. The target timeline for RQ1 was achieved from 2016 to 2018.

Document review is a widely used tool in social sciences. In the business landscape, it serves as a method in which current policies, regulations, and certain documents in an organization are collected and reviewed. These documents are considered as data. Divided into three types, only primary documents — those made for public consumption (government publications, policy statements, etc.) — are used such as BSP circulars and public documents. Private documents are identified as those not necessarily open to the public such as BSP's Report on Examination (ROE) of BCM and Crisis Management documents.

2. Survey Questionnaire

The survey questionnaire was crafted from the principles of ISO22301:2014, taking into account only the basic requirements of a local bank in the Philippines. There was no BSP Circular for BCM at the time the survey questionnaire was written. As mentioned, a BCM Survey Application was used to relay the questionnaire to BCP Leaders to Business Units at the Head Office and Branches, and to a target sampling of 75 respondents over 151 population. There was a favorable number of respondents of the 95/151 population (see Table 10). The BCM Survey Application analytics summarized the survey results according to strategy, structure, people, and process. The results became available immediately upon the collection of all survey results.

Table 10. Total Population, Target Sampling and Actual Respondents

Business Unit	Total Population	Target Sampling (50%)	Actual (63%)
Head Office	86	43	56
Metro Manila	23	12	15
Luzon	18	9	11
Visayas	14	7	8
Mindanao	10	5	5
Grand Total	151	76	95

The survey questionnaire, directly intended for the BCP Heads, covers areas for review and analysis of BCM. Following the five-point Likert scale design, responses ranged from ‘Strongly Disagree’ to ‘Strongly Agree’ (1–5 accordingly). The flow of the questionnaire was divided into four parts: (1) strategy, (2) structure, (3) people, and (4) process. The questionnaires were geared towards gathering data based on the research questions.

A space for comments and suggestions for each item in the survey questionnaire for the researcher to know any areas for improvement. Those data were also collected and summarized. The timeline set was achieved from April to June 2017.

3. Focused Group Discussion

The Focused Group Discussion (FGD) went through a semi-structured conversation. Only a sequence of questions served as a guide on how the flow of discussion should take place; through this, the generation of data was not limited and, at the same time, it kept the exchange of narratives in line with the study's objective. The arrangement of questions is presented below.

1. In cases of systems in branches going offline for a prolonged period due to typhoons and calamities, are current BCM strategies such as communication equipment, alternate sites, alternate procedural support, and logistics in place?

2. What are the effects on the people involved, processes, and structures in cases of system unavailability or being offline during an environmental crisis?

3. What are the areas for improvement in regards to people, processes, structures and other factors? Can the feedback be implemented so BCM can be more efficient and effective in the future?

4. Are there new opportunities to introduce and expand the BCM of banks? Would the mirroring of BCM to VGC be a good BCM strategy, and why?

5. What are the new ways to maintain and sustain the BCM of banks?

DATA TREATMENT

All of the information gathered in this study is strictly confidential. The researcher made it certain that identities were not disclosed to protect the respondents' data privacy. The researcher was the only person who had access to the collection and summary of data. Pertinent individuals, such as the adviser, who are considered necessary to see the summary were viewed from the coded version; making sure the identities of participants were not traceable.

The following data treatments were employed to answer the research questions:

Table 11: RQs, Data Treatment & Data

RQ#	Research Question	Data Treatment (How)	Data (What).
RQ 1	What are the current BCM strategies?	Descriptive	Review of International Standards, Frameworks and Documents of Victory Bank
RQ2	What are the effects of these current BCM strategies on people, processes, and structure?	Frequency count	BCM Survey Results
RQ3	What are the areas for improvement of people, processes/system, and structures in implementing BCM?	Descriptive	FGD Data Results
RQ4	What is a change management framework in introducing, expanding, maintaining and sustaining BCM?	Framework	Change Management Framework for Incident Management

For RQ One: What are their current BCM strategies?

For RQ Three: What are the areas for improvement of people, processes/systems, and structures in implementing BCM? Results from the survey questionnaire and FGD were studied through a descriptive type of analysis.

For RQ Two: What are the effects of these current BCM strategies on people, processes, and structures? Responses from the BCM survey were treated with percentage and ranking through their frequency counts. Frequency count is a method used in both qualitative and quantitative research to determine how many times a certain keyword, concept, or even names were mentioned; these were processed and coded.

Finally, for RQ Four: What is a change management framework in introducing, expanding, maintaining, and sustaining the BCM? The Change Management Framework was analyzed by using a framework. By using this treatment, an in-depth examination was employed to better improve BCM.

CHAPTER IV

Results and Discussion

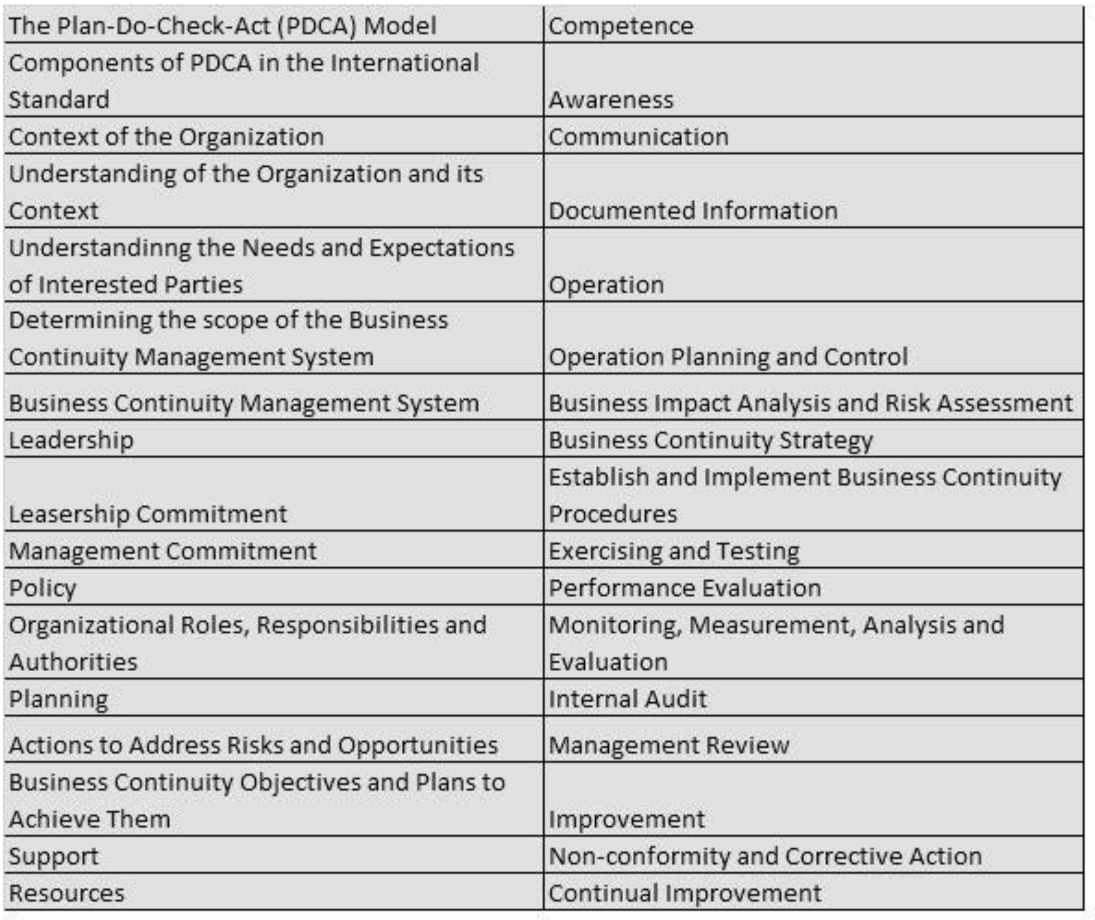
The results and discussions for RQ 1, RQ 2, RQ 3, & RQ 4 are hereby presented on the following pages. Here's the summary as previously shown in Table 11.

RQ#	Research Question	Data Treatment	Presentation
RQ 1	What are the current BCM Strategies	Descriptive	Review of International Standards, Frameworks and Documents
RQ2	What are the effects of these current BCM Strategies on people, processes, and structure?	Frequency count	Survey Results
RQ3	What are the areas for improvement of people, processes/system, and structures in implementing BCM?	Descriptive	Focused Group Discussion
RQ4	What is a change management framework in introducing, expanding, maintaining and sustaining BCM?	Framework	Framework

RESEARCH QUESTION 1: What are the current BCM Strategies?

a. Able to develop BCM Crisis Management Plan, Enterprise Business Continuity Plan, BCP per Department, and BCM Charter which itemize the whole cycle of BCM activities from planning to implementation and evaluation. The discussion is presented from Chapters 1-3 of this paper.

b. Follows the International Standard: ISO22301:2014 not as a certified institution of ISO but as an advocacy to ensure that the Bank is in line with the international practice. A list of key activities or topics is found in Figure 13.



The Plan-Do-Check-Act (PDCA) Model	Competence
Components of PDCA in the International Standard	Awareness
Context of the Organization	Communication
Understanding of the Organization and its Context	Documented Information
Understandinng the Needs and Expectations of Interested Parties	Operation
Determining the scope of the Business Continuity Management System	Operation Planning and Control
Business Continuity Management System	Business Impact Analysis and Risk Assessment
Leadership	Business Continuity Strategy
Leasership Commitment	Establish and Implement Business Continuity Procedures
Management Commitment	Exercising and Testing
Policy	Performance Evaluation
Organizational Roles, Responsibilities and Authorities	Monitoring, Measurement, Analysis and Evaluation
Planning	Internal Audit
Actions to Address Risks and Opportunities	Management Review
Business Continuity Objectives and Plans to Achieve Them	Improvement
Support	Non-conformity and Corrective Action
Resources	Continual Improvement

Figure 13: Topics in ISO 22301:20144

c. Adheres to the BSP Circular 951: Guidelines to Business Continuity Management (Series 2017) that states that BSP's Supervised Financial institutions (BSFIs) can be adversely affected by the disruption of critical operations due to internal and external threats, which may be natural, manmade, or technical in origin. Extreme events may cause major disruptions whose impact are very broad in scope, duration or both and can pose a substantial risk to the continued operation of BSFls. Because BSFIs play a crucial role in the financial system and economy as a whole, it is important to ensure that their operations can withstand the effects of major disruptions. Thus, BSFIs need to have a comprehensive business continuity management (BCM) process as an integral part of their operational risk management system. A well-designed BCM process enables BSFIs to resume critical operations swiftly and minimize operational, financial, legal, reputational, and other material risks arising from a disruption. This also helps mitigate systemic risks as well as maintain public trust and confidence in the financial system.

RESEARCH QUESTION 2: What are the effects of these current BCM Strategies on People, Processes, and Structures?

In the survey, the questions were grouped according to 4 areas of BCM: *(1) Strategy, (2) Structure, (3) People*, and *(4) Process* as indicated in the succeeding tables.

The average rating per area clustered in strongly agree (SA) and agree (A), as Table 12 on Results of the BCM Strategy has clustered in “Strongly Agree” for 49.62% and “Agree” for 50.23%. It is an indicator that has existing BCM Strategies and Top Management provides support for resources requirements that are evidenced by the investments on resiliency such as alternate sites, back up laptops, rubber boats, trucks, communication equipment/tools (3 repeaters, 4 mobile/manpack radio/repeater, more than 200 UHF Radios, 5 satellite phones, bank-provided cell phones to Senior Officers for business as usual and emergency purposes). Also, the Researcher was able to request for approval of Disaster Recovery Site 2 outside Metro Manila for P150-200M worth of investment. This will mirror all system applications in BGC to serve as back up daily in case of destructive disaster that may stop the operations due to system failure.

Table 12. Results of the BCM Survey – Strategy

#	**Questions**	**SA**	**A**	**Disagree**	**SD**	**No. of Respondents**
		Strongly Agree	**Agree**	**Disagree**	**Strongly Disagree**	
1	VICTORY BANK determines the external and internal issues that are relevant to its purpose and that affect...	43	52	0	0	95
3	VICTORY BANK articulates its objectives, including those concerned with business continuity, define the ...	35	60	0	0	95
11	VICTORY BANK determines and provides the resources needed for the establishment, implementation, mainten...	45	50	0	0	95
23	VICTORY BANK determines an appropriate business continuity strategy based on the outputs from the BIA an...	53	42	0	0	95
24	VICTORY BANK determines resource requirements to implement the selected strategies. The types of resour...	47	47	1	0	95
29	VICTORY BANK Risk Oversight Committee reviews the organizations BCM, at planned intervals to ensure its ...	51	44	0	0	95
30	VICTORY BANK continually improves the suitability, adequacy or effectiveness of the BCM. ...	56	39	0	0	95
		330	334	1	0	665
	Average Score	49.62%	50.23 %	0.15%	0.00%	

On the other hand, there is one respondent who gave a Rating of 2, representing 0.15% of respondents on survey question #24. Table 13 on Structure shows clustering of responses in “Strongly Agree” for 50.26% and “Agree” for 49.74%.

Table 13. Results of the BCM Survey – Structure

Questions	**Description**	**SA**	**A**	**Disagree**	**SD**	**No. of Respondents**
		Strongly Agree	**Agree**	**Disagree**	**Strongly Disagree**	
VICTORY BANK identifies and documents the Bank(s) activities and relationships with parties and the pot...	STRUCTURE	40	55	0	0	95
VICTORY BANK determines the scope of the BCMS by taking into consideration the parts of the organization...	STRUCTURE	46	49	0	0	95
VICTORY BANK Top Management ensures that the responsibilities and authorities for relevant roles are ass...	STRUCTURE	52	43	0	0	95
Persons in top management and other relevant management roles such as BCMD, BCP Leaders, and Sup...	STRUCTURE	53	42	0	0	95
		191	189	0	0	380
Average Rating		50.26%	49.74%	0.00%	0.00%	

There were no negative responses (“Disagree” and “Strongly Disagree”) in the structure part of the survey. This indicates the existence of a Crisis Management Organization and properly appointed BCP Leaders in the organization. The roles and responsibilities of the Crisis Management Team (CMT) headed by the President and CEO and membered by the Senior Officers were documented in the Crisis Management Plan and Institutional BCP. A monthly BCP Assembly Meeting is conducted by BCMD to provide updates, awareness training, and announcements to BCP Leaders nationwide. One of the agenda is the introduction of New Senior Officers who are automatic members of the Crisis Management Team. This refreshes everyone as regards the CMT and the relevance of each role for business continuity and disaster recovery.

Table 14 in the area of People has clustered in responding “Strongly Agree”, having 51.23% of the total and “Agree” for 48.60% that is indicative of the following reasons:

-That BCMD was formed as a unit dedicated to handling business continuity management, incident management, crisis management, disaster risk, and recovery management ,and monitoring of other generic plans such as pandemic, cyber-attack and data bridges, terrorism, earthquake, typhoon, flood, and other forms of disasters.

-That the Crisis Management Team was formed to identify key senior officers who are given the mandate to make decisions under crisis mode.

-That the BCP Leaders were appointed to represent his/her respective group in the preparation and study of Business Impact Analysis, Risk Assessment, BCP; manage his/her team during tests and exercises conducted by BMD.

-That BCMD facilitates awareness training and learning sessions to the CMT and BCP Leaders related to causes of business disruptions whether natural or man-made.

Table 14. Results of the BCM Survey – People

Questions	**Description**	**SA**	**A**	**D**	**DS**	**No. of Respondents**
		Strongly Agree	**Agree**	**Disagree**	**Strongly Disagree**	
VICTORY BANK Top Management ensures that the responsibilities and authorities for relevant roles are ass...	PEOPLE	53	42	0	0	95
VICTORY BANK determines who will be responsible, what will be done in BCM, what resources will be requir...	PEOPLE	44	51	0	0	95
VICTORY BANK determines the necessary competence of BCP Leaders and Members, ensures that people are com...	PEOPLE	43	52	0	0	95
BCP Leaders are aware of the business continuity planning and policies, their contribution to th...	PEOPLE	50	44	1	0	95
VICTORY BANK determines the need for internal and external communications relevant to the BCM including ...	PEOPLE	50	45	0	0	95
VICTORY BANK establishes, implements, and maintains a formal and documented process for business impact ...	PEOPLE	52	43	0	0	95
		292	277	1	0	570
Average Rating		51.23%	48.60 %	0.18%	0.00%	

One responded “Disagree” in the survey question #15 with a comment that the Branches are left unattended whenever there is prolonged off-line due to strong typhoon or disaster.

Table 15. Results of the BCM Survey – Process

Questions	**Description**	**SA**	**A**	**D**	**SD**	**No. of Respondents**
		Strongly Agree	**Agree**	**Disagree**	**Strongly Disagree**	
When planning for BCM, VICTORY BANK determines the risks and opportunities that need to be addressed to ...	PROCESS	51	4	0	0	95
VICTORY BANK plans actions to address these risks and opportunities and how to integrate and implement t...	PROCESS	47	8	0	0	95
VICTORY BANK adapts and integrates a national or regional threat advisory system, or equivalent and ensu...	PROCESS	51	4	0	0	95
VICTORY BANK operates and tests communications capabilities such as call/text tree exercise and UHF Radi...	PROCESS	61	4	0	0	95
VICTORY BANK documents information such as Institutional Business Continuity Plan, Risk Assessment, Busi...	PROCESS	51	4	0	0	95
VICTORY BANK plans, implements, and controls processes needed to meet requirements by establishing crite...	PROCESS	48	7	0	0	95
VICTORY BANK establishes, implements, and maintains a formal and documented process for business impact ...	PROCESS	49	6	0	0	95
VICTORY BANK establishes, implements, and maintains a formal and documented evaluation process for deter...	PROCESS	46	9	0	0	95

VICTORY BANK conducts risk assessment (RA) process that systematically identifies, analyses and evaluate...	PROCESS	47	8	0	0	95
VICTORY BANK establishes, implements, and maintains business continuity procedures to manage a disruptiv...	PROCESS	55	0	0	0	95
VICTORY BANK establishes documented procedures for responding to a disruptive incident and how it will c...	PROCESS	51	4	0	0	95
VICTORY BANK exercises and tests its business continuity procedures to ensure that they are consistent w...	PROCESS	58	7	0	0	95
VICTORY BANK monitors, measures, analyses an evaluates the BCM activities in order to ensure their suita...	PROCESS	50	5	0	0	95
Total		53.85%	46.15%	0.00%	0.00%	

There was clustering in “Strongly Agree” and “Agree” in Table 15 - Process for 53.85% and 46.15%, respectively. No one replied “Disagree” and “Strongly Disagree”. It shows that although may not yet be ISO Certified in 22301:2014, their adaption and practice of its philosophies would bring at par with those that are ISO Certified. What matters most is the application of BCM and DRM principles that are being practiced by the institution as noted in ISO 22301:2014. The value that is being derived in following ISO 22301 and also BS25999 at the starting point is the importance of documentation of charter, guidelines, policies, plans, test scripts, simple instructions, minutes of the meetings, and reporting system.

Table 16. Results of the BCM Survey - Average Rating Summary

Area	SA	A	D	DA
Strategy	49.62%	50.23%	0.05%	0.00%
Process	50.26%	49.74%	0.00%	0.00%
Structure	51.23%	48.60%	0.18%	0.00%
People	53.85%	46.15%	0.00%	0.00%
Average Rating	51.24%	48.68%	0.08%	0.00%

Overall the results of the survey show the average rating of 51.24% for "Strongly Agree", 48.68% for "Agree", and 0.08% for "Disagree" in Table 16.

Table 17. Results of the BCM Survey – Comments

SURVEY QUESTION		COMMENTS
#24 VICTORY BANK determines resource requirements to implement the selected strategies. The types of resources considered shall include but not be limited to people, information and data, buildings, work environment, facilities & equipment, information and communication technology (ICT) systems, transportation, finance, and partners and suppliers.	STRAT	Until now, there is no definite alternate site. It is taking too long to decide.
#10 VICTORY BANK determines who will be responsible, what will be done in BCM, what resources will be required during crisis, when it will be completed, and how results will be evaluated.	STRAT	Incidents on prolonged offline due to fortuitous events like BC was badly hit by typhoon then all systems are down, lacks system support. People in the BC were usually left unsupported / unaided while being bombarded with clients complaints. Worst, during audit examination this incident is being counted against the BC because float items remained unattended for several days without minding that problem on prolonged offline is beyond the BC control.
#11 VICTORY BANK determines and provides the resources needed for the establishment, implementation, maintenance and continual improvement of the BCM.	STRAT	Not feasible/ not felt by the BC during prolonged system offline in the BC due to fortuitous event. System support from HO units usually came in very late.

#22 VICTORY BANK conducts risk assessment (RA) process that systematically identifies, analyses and evaluates the risk of disruptive incidents to the Bank.	PROC	Not feasible/ not felt by the BC during prolonged system offline in the BC due to fortuitous event. System support from HO units usually came in very late.
#15 VICTORY BANK determines the need for internal and external communications relevant to the BCM including on what it will communicate, when to communicate, and with whom to communicate. communication, receiving, documenting and responding to communication from interested parties.	PEOPL	BC is normally left unattended and unsupported during prolonged offline brought about by fortuitous event like typhoon.
#16 VICTORY BANK adapts and integrates a national or regional threat advisory system, or equivalent and ensures availability of the means of communication during disruptive incident.	PEOPL	The 2-way radio units not yet tested if they would work in the provinces - Central & North Luzon
#17 VICTORY BANK operates and tests communications capabilities such as call/text tree exercise and UHF Radio exercise to critical personnel.	PROC	The 2-way radio units not yet tested if they would work in the provinces - Central & North Luzon
#13 BCP Leaders are aware of the business continuity planning and policies, their contribution to the effectiveness of the BCM, including the benefits of improved BCM performance, implications of not performing with the BCM requirements, and their own role during disruptive incidents.	PEOPL	Lack/Deficient IT support especially during off-line situations brought by defects in hardware. "Sense of Urgency" as one of the core values is a must for IT as support unit

Table 17 is a table that shows the comments gathered from the BCM Survey. The comments are mostly related to Disaster Recovery Site 2, IT support right after a disaster, and availability of radio communication in Luzon Branches. These comments are taken into consideration and will be discussed in the recommendation section in Chapter V.

RESEARCH QUESTION 3: Focused Group Discussion (FGD)

In addition to the data gathered from the survey, the results of the FGD provide confirmation survey ratings and comments. The FGD was conducted with Respondents composed of :

- Senior Officer from Operations Group (Respondent 1) – He is one of the Regional Head in Branch Operations and has been in the Bank for 30 years. All 15 District Operations Heads with 8-10 Branch Operations Heads in Metro Manila report to him.

- Senior Officer from RBG (Sales) and has been in the Bank for 25 years. All 15 Sales District Heads with 8-10 Branch Managers in Metro Manila report to him.
- Senior Officer from Information Technology (Respondent 3) - He is currently the Chief Technology Officer (CTO) of Victory Bank and all units in Information Technology report to him. He has been 20 years in the Bank
- Consultant/Director of ISOG and ISACA(Respondent 4) – He is a Guru and Educator in the field of BCM and Information Security. He had been engaged in consulting services to many organizations.

This sub-section is divided into FGD Questions 1, 2, 3,4 & 5.

FGD Question #1

On incidents of prolonged system offline in the Branches due to typhoons and calamities, are current BCM strategies such as communication equipment, alternate sites, alternate procedural support, and logistics in place?

Respondent 1: "Yes for alternates sites and procedural support, and yes for communication equipment and even more in MM BCs which are provided with UHF radio. But limited office supplies only for logistic"

Respondent 2: "Communication Equipment at the Head Office and Metro Manila could be said to be in place"

Respondent 3: (has shared the efficiency of their BCM in a recent disaster recovery testing in their office. This illustrates how drills and consistent practice help in the development of such strategy)

"The BCM strategies of the Bank in terms of system resiliency are quite adequate and these were proven by the success of the disaster recovery testing last September 2016 where all critical applications were recovered within the prescribed recovery time objective. It was a first for the Bank to have a bank-wide exercise participated in by all critical Head Office units, all branches and bank subsidiaries. Another first was the processing of live transactions in the DR environment of the core banking system, Finacle, for one week until transaction processing was returned to the production server."

While most of the respondents claim that current practices in place are effective, they have noted that the matter differs on a case to case basis. Some have argued that concerns regarding BCM efficiency vary in different branches, highlighting areas to improve for subsidiary offices.

Respondent 2: "The concerns and the gravity of the concerns would vary from branch to branch. In general, though and from the recent typhoons, the problems that we have is a direct result of the outage of the infrastructure of the utility companies themselves. Our branches in these locations are remote with limited if any, buddy branch options. Since the likely buddy branch would be in the same region, in all likelihood, the buddy branch would also be suffering the same outage. UHF portable radios are only available in Metro Manila branches only."

Respondent 4: "Branches all over the Philippines should be given *attention for the provision of communication equipment particularly areas with frequent calamities such as destructive typhoons and floods. Alternate Sites in Metro Manila and Branches are in Place. The existing Timog Alternate Site that can accommodate around 150 personnel, Binondo Alternate Site for 50 personnel and other sites such as BGC, VB Plaza, Alabang, Quezon Avenue are strong indication of VB for the preparation in case VB Plaza and/or BGC are not available as employees' primary sites. Branches are prepared as well because of the 'buddy branches'. My only comment is for VB to check the sites for other employees of Head Office in case of prolonged crisis, and also for Branches in case the identified buddy branch/es were also affected by a destructive calamity or system outage.*

VB may invest on providing very small aperture terminal (VSAT)s to branches to be able to immediately restore the system applications within the Recovery Time Objective (RTO) set by BSP for at least 4 hours."

FGD Question #2

As regards system availability or system offline during environmental crisis in particular what are the effects on (a) people, (b) processes, and (c) structures?

Respondents have claimed that the impact of BCM system availability and system offline to **people** has produced a lot of challenges for workers and costumers alike. In instances of such calamity, employees typically spend longer periods for transactions due to manual processing.

People

Respondent 1: "longer processing of transaction due to manual process"

Respondent 2: "overtime of work due to manual processing of operations…added work because they would have to do things manually and under bad working conditions - e.g. no light, no aircon, no cell phones"

Respondent 2: "absenteeism will be high especially those of personnel directly affected by natural calamity, unable to report for work"

Respondent 3: "inability of employees to provide services due to unavailability of their primary offices"

Respondent 4: "…some could be sick and may need medical assistance - in this case the medical support is in place"

Respondent 4: "employees are…emotionally or physically stressed"

Respondent 3: "frustrated and unsatisfied customers" "harassed customer service employees"

Process

Respondent 1: "longer processing time due to manual processing"

Respondent 2: "Since we are doing things manually, it takes much longer to complete a transaction. This also affects service to clients. Also, if ATM's are not available, we will have more clients transacting over the counter"

Respondent 3: "pending transactions" "long queues in customer servicing"

Respondent 4: "slow processing due to offline / float items are experienced"

Structure

Respondent 2: "manpower outage, manpower pooling/reserve will be activated"

Respondent 3: "Unavailability of critical systems"

Respondent 4: "in place, but may need reserve officers for affected branches"

FGD Question #3

What are the areas for improvement for (a) people, (c) processes, (3) structures and other factors to implement the BCM more efficiently and effectively in 2017 and so on?

Following the question regarding the effects of BCM system availability and system offline, areas for improvement were discussed. For **people**, extensive training was highly suggested. BCM related drills, systems recovery, and exercise for multi-tasking for employees to fill-in different responsibilities in their branch,

ensuring the continuation of operations.

People

Respondent 2: "succession planning and extensive BCM training for employees"

Respondent 3: "improved training of key personnel especially on recovery of systems to ensure that systems will be readily available when they malfunction"

Respondent 4: "multi-tasking training of all branch personnel, enabling all to learn other functions within the branch for deployment strategy during crisis"

Meanwhile, improving the **process** may involve initiating a more frequent testing of systems recovery, revisiting the procedures and processes in its activation. Furthermore, respondent 4 has suggested buying a VSAT networking systems for better performance.

Process

> *Respondent 2: "revisit manual contingency procedures and streamline critical processes especially during BCP activation, waiver on some restrictions shall be granted provided it is properly documented and with higher approval"*

> *Respondent 3: "increased frequency of test activities to ensure that systems work properly at the backup/alternate site and are currently updated."*

> *Respondent 4: "purchase very small aperture terminal (VSAT)s, if manual contingency is invoked then end of day balances must be stored daily in one designated site"*

With regard to **structure,** sufficiency of staff and personnel were raised. Respondent 2 has shared that operations are highly dependent on technology, suggesting a backup satellite be installed. Similarly, respondent 3 has also raised that there should be a duplicate system competent in order to serve as backup. Both responses also shared the consequences of their comments; the idea being expensive and costly.

Structure

> *Respondent 2: "sufficient personnel staffing to run critical processes*

and services, strategic positioning of reserve pool for effective deployment.

My comment here is that it is really the damage to infrastructure i.e. electricity and telecommunication connections which we are entirely dependent on, that hurts our BCM. We can only do so much under those conditions. Maybe having back-up satellite connections is an option so that if landlines and infra to cell sites are damaged, there could be an alternative. I am not sure though how viable or realistic this is."

Respondent 3: "implementing redundant system components and load sharing so that if one or more of systems fail the system continues to operate. This strategy is quite expensive and costly to implement"

Supporting respondent 4's suggestion in terms of process (multi-task training for employees), the office structure should align with a flexible schedule.

Respondent 4:"shifting schedules of critical personnel at the site, that is why all personnel at Head Office and branches must be given multi-skilling training"

FGD Question #4

Are there new opportunities to introduce and expand the BCM of the Bank? Would the mirroring of BCM to VGC be a good BCM strategy? Why?

Respondent 1: "Enhance recovery strategies for unavailability of People, system/data, structure and critical service providers…Use of i-cloud technology, foreign DR site for system and data recovery… Relocation of portion of the workforce to other workplace/s to lessen impact of disruption to services… on a large scale crisis, synergy will help achieve faster recovery than with the Bank doing it alone" - Respondent 1

Respondent 3: "BCM should be cascaded not only to the BCP Leaders but also down to the ground employees as readiness for any contingency is responsibility of all."

Respondent 2: "Yes, BCM shall be echoed to VGC especially those best practices to enable other VGC members effectively continue and sustain their critical operations during disruptive incident, compliance and for disaster preparedness awareness." –

Respondent 3: "Yes, mirroring of BCM in VGC is a good strategy because it provides opportunity to synergize BCM processes and disaster preparedness with the other VGC companies as well promote sharing of resources. This is due to the diversity of the line of businesses and expertise of the VGC companies that supports the various components of business continuity in terms of logistics, security, medical needs, communication, transportation, rescue and response, and awareness."

Respondent 4: "The effectiveness and efficiency of the Bank's BCM can be replicated first to subsidiaries and to other sister companies of VGC. This will enable VGC to share the best practices and resources during crisis."

FGD Question # 5

What are the new ways to maintain and sustain the BCM of the Bank?

Respondent 2: "Effective awareness to all branch employees using advance communication technology to reach remote areas/branches."

Respondent 3: "Comprehensive testing of application interfaces and connectivity with components should be conducted to ensure that the systems are reliable not only by itself but also its interconnection with other systems of the Bank. Implementing reliable systems will lead to increased availability of systems which would ensure continuity of operations. On the other hand, having a good preventive maintenance procedure can increase system availability and can be achieved through proper training, knowledge transfers, creating standardized procedures, having the right tools onsite and having a review of system's repair history

The Bank needs to implement management tools that provide a single pane view across all IT assets and workloads, regardless of where they reside, to ensure critical business applications are always available and running at peak performance."

Cross-national partnerships are commended; adapting international standards of BCM create a good starting point to serve as criteria for excellence. As stated in the earlier chapters, it is notable that Victory Bank has been engaged in aligning the BCM practices with BSI.

Respondent 1: "Adopt internationally accepted approach in BCM by bench-marking with leading company in the industry"

Respondent 4: "Always benchmark with other international companies"" Exchange notes with companies in an association of BCM Practitioners"

Properly defining crisis management was also mentioned. By having a better understanding of the concept, those in managerial positions within the company may have a better grasp of its importance and support BCMs improvement.

> *Respondent 2: "Crisis management should be well defined and discuss to the management and directors in order to gain substantial support."*

With regard to supporting BCM, communication was widely mentioned, highlighting the importance of networks and connections among branches and different departments within those divisions. Constant training on these procedures should provide the efficiency needed in order to overcome systems failure.

RESEARCH QUESTION 4: What is a change management framework can be used in introducing, expanding, maintaining and sustaining BCM?

Change Management Framework

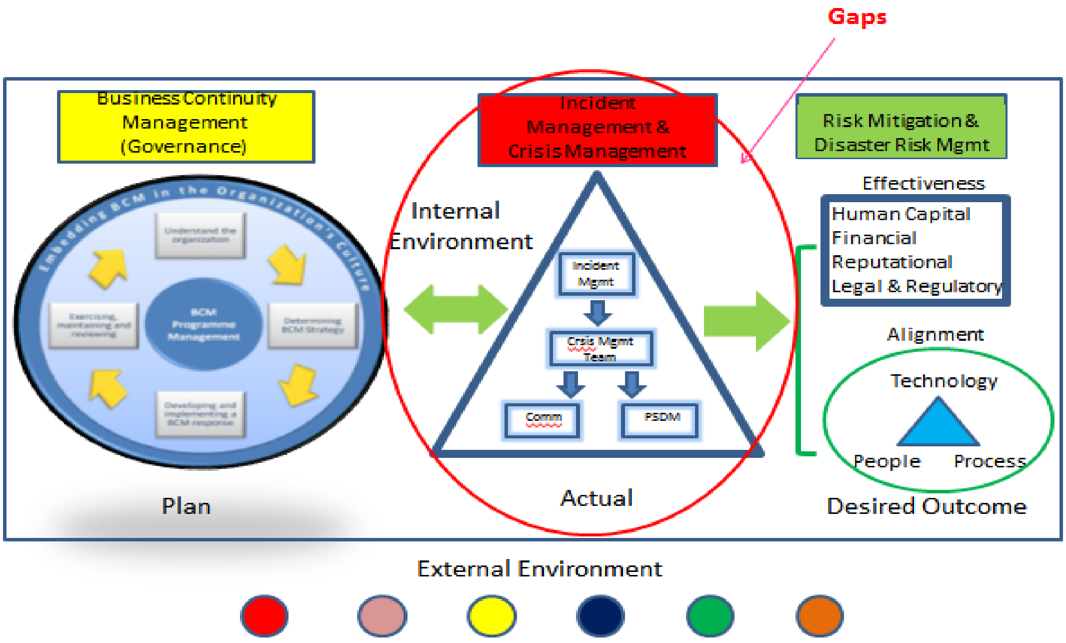

Gaps
Business Continuity Management (Governance)
Embedding BCM in the Organization's Culture
Understand the organization
Determining BCM Strategy
Developing and implementing a BCM response
Exercising, maintaining and reviewing
BCM Programme Management
Plan
Incident Management & Crisis Management
Internal Environment
Incident Mgmt
Crsis Mgmt Team
Comm
PSDM
Actual
Risk Mitigation & Disaster Risk Mgmt
Effectiveness
Human Capital
Financial
Reputational
Legal & Regulatory
Alignment
Technology
People
Process
Desired Outcome
External Environment

Figure 14. BCM Change Management Framework

A Change Management Model for Victory Bank is presented to address gaps and issues arising in activating incident management and crisis management. The current BCM is considered satisfactory according to BSP, but moving forward a strategic approach needs to have proactive solutions and careful participation of significant impact or damages to be able to prepare seriously for the welfare of the stakeholders, and not to be used as a matter of compliance to BSP. For this reason, a BCM Change Management Framework is recommended to be quick and responsive to incidents and crises in the Bank.

For the past 8 ½ years BCMD of the Bank had seen different types of incidents or crises and how the organization dealt with each event. Ever since the top executives' skills set for problem-solving and decision-making are in place. Business continuity plans and all other generic plans were written extensively and intelligently. On the other hand, the acid test of a plan is said to be effective when an incident or crisis was handled according to the plan. Figure 14 is a proposed change model to address a lack of coordination and misalignment in structure, people and processes.

The Business Continuity Management (Governance) section Figure 1 - Business Continuity Lifecycle in Chapter 1. The contents of the triangle under Incident Management & Crisis Management from top to bottom are as follows: Incident Management (top box), Crisis Management Team (middle box), and Communication and Problem Solving and Decision Making (PSDM). The right portion that is Risk Mitigation and Disaster Risk Management entails "effectiveness and alignment". The Researcher would like to highlight effectiveness in human capital, financial, reputational, legal & regulatory aspects from the planning stage to the incident undertaking until post-crisis situations. It is also the part of the framework to see the alignment of technology, people and processes considering that Victory Bank is highly dependent on the three (3) mainstreams to improve the services.

CHAPTER V

Summary of Findings, Conclusions and Recommendations

SUMMARY

Purpose of the Study

The main purpose of this study was to look into the BCM practice since banking is highly dependent on system applications to process financial transactions of clients. This study’s goal is to evaluate the current BCM strategies and implementation of VICTORY BANK and to check the alignment of the set strategies with the experience of the Business Units as an indicator of the effectiveness and efficiency of the BCM resources and practices. Furthermore, to properly comply to BSP’s circulars on BCM that states: “The overall goal of this business continuity plan must be to (1) ensure that there will be minimal disruption of bank operations, (2) to minimize financial losses through lost business opportunities or asset deterioration, and (3) to ensure a timely resumption of normal operations”.

Population and Instruments

The population of the paper entails the Business Continuity Leaders of the Bank who are mandated to represent their Business Unit to be equipped in BCM execution. They are Senior Officers of a respective group who are equipped, trained, and monitored to make Business Impact Analysis, Risk Assessment, and Business Continuity Plan of their team to be prepared for any incident such as typhoons, earthquakes, pandemic diseases, terrorism, etc. Table 5 summarizes the population, target of 50% per area, and the actual count of respondents which turned out to be higher than the target.

The instruments used in the study of this paper were Document review, BCM Survey, and Focused Group Discussions. The BCM Survey were released to BCP Leaders who are Senior Officers of the Bank. The Focused Group Discussion was conducted to three (3) Senior Officers of the Bank from Retail Banking Group, Head Office Operations Group and Information Technology Group, and also a Board of Trustees Member Information Systems Audit and Control Association (ISACA) – Manila Chapter.

PROCEDURES

The procedures followed were mainly based on the objectives of the research. The first step was determining the BCM strategies. Accordingly, the document review was prioritized and the documents regarding the BCM practice were gathered. This was immediately followed by the BCM survey and Focused Group Discussion. An application was developed to facilitate a computerized survey throughout the Philippines which involved Head Office Business Units and all Branches from Metro Manila, Luzon, Visayas and Mindanao. The respondents are heads of Business Units being the BCP Leaders and Branch Managers of the Bank. Each respondent used their HRIS ID code and password to enter the BCM Survey and accomplish it with a high level of integrity. This ensures the non-tampering of results.

FINDINGS

RQ 1 What are the current BCM strategies?

1.BCM Crisis Management Plan, Enterprise Business Continuity Plan, BCP per Department and BCM Charter, and other generic plans such as Cyber Security Plan, Pandemic Plan, Security Plan, Typhoon, Earthquake, Liquidity Plan, etc.

2. Follows the International Standard: ISO22301:2014

3. Adherence to the BSP Circular 951: Guidelines to Business Continuity Management

RQ 2 What are the effects of these current BCM Strategies on people, processes, and structure?

Results of the BCM Survey - Average Rating Summary

Area	**SA**	**A**	**D**	**DA**
Strategy	49.62%	50.23%	0.05%	0.00%
Process	50.26%	49.74%	0.00%	0.00%
Structure	51.23%	48.60%	0.18%	0.00%
People	53.85%	46.15%	0.00%	0.00%
Average Rating	51.24%	48.68%	0.08%	0.00%

Victory bank has a strong BCM strategic formulation and implementation, strong BCM process, strong, and effective structure, and relatively satisfactory awareness, preparedness and resiliency. Of the four (4) elements of the study - strategy, process, structure, and people – the "people" element ranked the fourth in terms of favorable assessment of respondents.

RQ 3 What are the areas for improvement of people, processes/system, and structures in implementing BCM?

FGD 1. On incidents of prolonged system offline in the Branches due to typhoons and calamities, are current BCM strategies such as communication equipment, alternate sites, alternate procedural support, and logistics in place?

If the Items are in Place		
Communication Equipment	Alternate Sites	Procedural Support / Logistics
Yes (3/4)	Yes (4/4)	Yes (4/4)
Suggestions		
Provide support to Branches		Invest on VSAT

FGD 2. As regards system availability or system offline during environmental crisis in particular what are the effects on (a) people, (b) processes, and (c) structures

Effect or Impact of System Offline		
People	Process	Structure
Increased Overtime	Slow or Longer Processing	Primary Offices not Available
Absenteeism	Manual Processing	
Medical	Affects Service to Customers	
Harassed Customers	Pending transactions	

FGD 3. What are the areas for improvement for (a) people, (c) processes, (3) structures and other factors to implement the BCM more efficiently and effectively in 2017 and so on?

Areas for Improvement		
People	Process	Structure
Succession Planning	Frequent Testing 2/4	Sufficient Staff
Training 2/4	Revising Procedures	Back up Satellite Connection
	VSAT Networking System 3/4	Redundant Syst Component
	Manual Contingency	
	Flexi or Shifting Schedules 2/4	

FGD 4. Are there new opportunities to introduce and expand the BCM of the Bank? Would the mirroring of BCM to VGC be a good BCM strategy? Why?

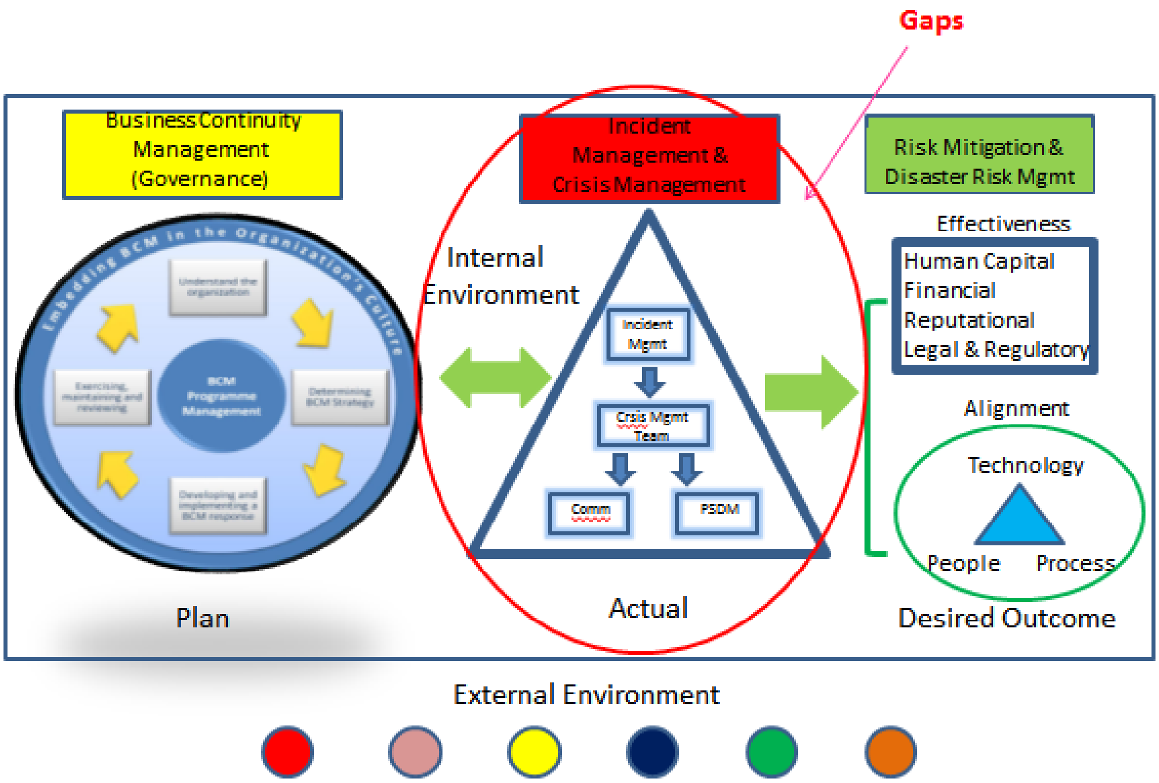
Opportunities to Expand the BCM
Enhanced Recovery Strategies
Communication to All Employees
Mirroring of BCM to Victory Group of Companies
Replicate BCVM to Subsidiaries

FGD 5. What are the new ways to maintain and sustain the BCM of the Bank?

Maintain and Sustain
BCM awareness to all employees
Comprehensive testing of systems
Management tools for single pane view across all IT assets and workloads
Cross national partnership
Adapt internationally accepted apprenticeship
Exchange notes with BCM Practitioners
Properly define Crisis Management to the Directors and Management
to gain support

RQ 4 What is a change management framework in introducing, expanding, maintaining and sustaining BCM?

Here is the Researcher's framework of change to address the gaps in the BCM of Victory Bank.


Gaps
Business Continuity Management (Governance)
Embedding BCM in the Organisation's Culture
Understand the organization
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Developing and implementing a BCM response
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Effectiveness
Human Capital
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Reputational
Legal & Regulatory
Alignment
Technology
People
Process
Desired Outcome
External Environment

Figure 14. BCM Change Management Framework

CONCLUSIONS

The existing BCM Plans of Victory Bank meet the minimum requirements of BSP, and this was confirmed in the 2017 BCM Survey on areas such as strategy, process, structure and people. For continuous improvement, comparing the results of RQ1 and RQ2 (questionnaire) with the comments portion of the BCM Survey and FGD responses, Victory Bank should address some issues of the BCM practice. The PDCA Plan-Do-Check-Act and/or Kaizen (Continuous Improvement) should be applied to achieve a more efficient and effective BCM practice. Victory Bank's BCM is relatively strong. On the other hand, the culture of resiliency should be nurtured because the impact of threats is getting more destructive and more damaging.

RECOMMENDATIONS

The recommendations are subdivided into strategic, functional and operational. The ideal timeline for all the following items can be implemented within three years.

1. Strategic Recommendation.

This entails long term solution and requires big budget. Approval of the Board, Technology Committees and Senior Management Committee

a) Investment for Resiliency

- Disaster Recovery (DR) 2 Alternate - The BSP mandates that a DR Site for banks should be far from Metro Manila in case of the big one. This will ensure to swing critical systems to a more stable and safer DR site. Budget allocation is estimated at P300M if the option is to get a solution provider at Clark, Angeles Pampanga. This falls under strategic because of long-term advantage of investing in a third-party disaster recovery site. Some banks may rely on BPOs and cold sites (vacant and empty office space) due to budget constraints, however, the reliability and readiness of the site may not be assured for operation when it is time to use it during a disaster.

- Insurance for Resiliency – There should be a collaboration with sister companies on creating insurance for resiliency similar to the advocacy of the Asian Development Bank on different types of disasters or attacks. The recent one that was created was Insurance for Cybercrime since there are thousands of cyber-attacks accounted daily.
- Split Head Office Alternate Sites – The split H.O. alternate sites are also a site or sites to set up mini head office/s in preparation for the big one or severe crisis in Metro Manila. Senior Management and manpower support should be provided to be able to continue the basic requirements of customers.

b) Flexible Roles of Senior Management

- Enabling Top Management Committee to have a better understanding and involvement concerning BCM and Crisis Management (CM) and continuously involve them in simulation such as Contingency Funding exercise, Pandemic Planning, Bomb Threat scenario call/text tree and the like. This entails proper briefing and walkthrough to engage the Top Management as regards their responsibilities and roles in BCM and CM .
- Challenge the Crisis Management Plan on Senior Management Level – This is to educate/engage the Top Management concerning their

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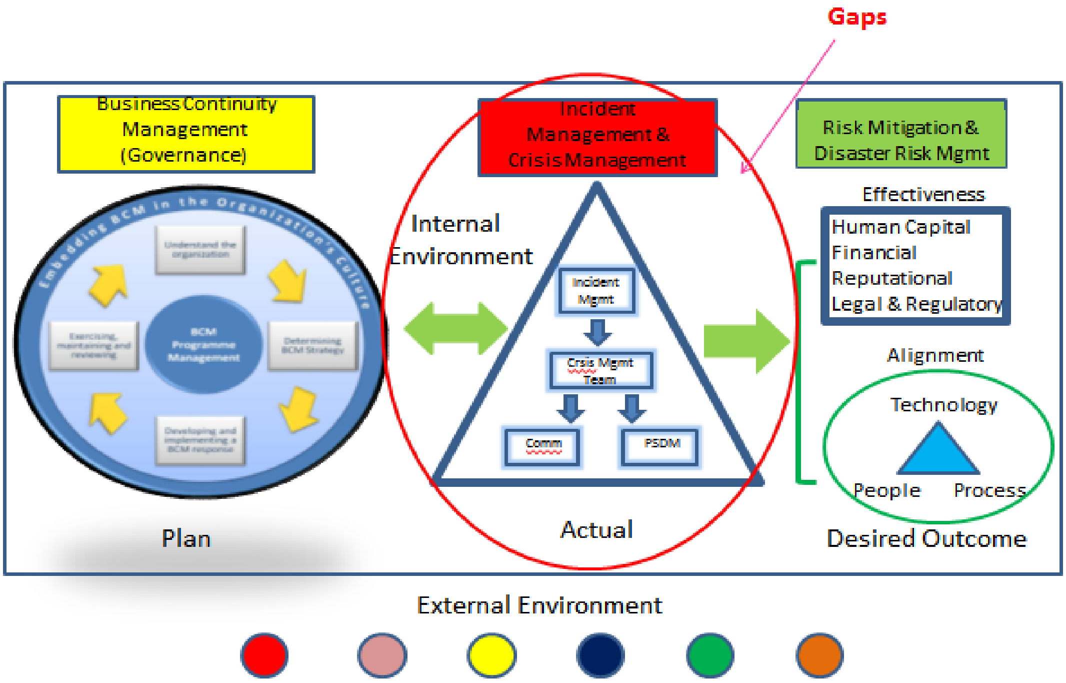
responsibilities and roles in BCM and CM.

- The challenge is not limited in a tabletop simulation to check the ability of senior level to make decisions in the field of their expertise, but to make them multi-skilled by engaging them in different work groups and projects to prepare them for challenging assignments when the company experience turbulence and disaster.

c) Culture of Organizational Resilience

- News, current events and experience teach us that natural or man-made disasters can occur far more frequently than previously anticipated. Japan’s post-tsunami crisis, and repeated tornadoes of the Southern, and Midwestern US, earthquakes in the ring of fire, and typhoons and calamities in many countries demonstrate the vulnerability of modern infrastructures to the forces of nature.
- The key to not only surviving such events, but to prospering during such upheavals
- Resiliency invests in the leaders, innovation and change, clients, and all levels of the organization. This should translate to funding innovative projects, hiring good leaders, providing training and giving competitive packages as a strategy to retain good employees.

d) Proactive Incident Management (IM) – Proactive incident management is recommended as improvement of the existing IM. Crisis Communication whether upward or downward, internal or external, face to face or via web-based should be taken into consideration to mitigate losses and to manage reputational risk. Table 14 is recommended to improve the internal and external communication in order to have faster recovery. What is lacking in the organization is efficient and effective incident management that runs from well-supervised crisis management, fast and well-coordinated communication channels and anticipated solutions for low to high-risk incidents.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Technology
People
Process
Desired Outcome
External Environment

Figure 14. BCM Change Management Framework

e) Regular Reporting to Risk Oversight Committee (ROC), Technology Committee – Regular update to ROC and Technology Committee (TechCom) concerning gap analysis on BSP Circular 951 incident or any potential threat that may affect or disrupt business operation should be performed.

2. Functional Recommendation

a) Strict Monitoring on Prolonged banking days of Disaster Recovery (DR) exercise in a production environment – Prolonged DR exercise runs for about a week to simulate the regular transactions like business as usual but swings the site to a DR environment. The process starts with a test on a Sunday with all the critical people from HO and all Branches to test transactions and finish within the day. This will run for one week that will end on the following Sunday. During the week, Head Office and Branches must not experience any trouble in processing transactions. All gaps in the recent test must be addressed on or before the next annual exercise.

b) Implement Business Continuity Plan for Cybercrime – When Cyber-attack has been successfully proliferated into the Bank’s computer systems and network it could result in a substantial work disruption and financial loss. The loss usually arises from theft of corporate information, theft of financial information (e.g. bank details or payment card details), theft of money, disruption to trading and services (e.g. inability to conduct transactions online), and loss of business. Companies that are experiencing cyber-breach may incur costs associated with remedial actions, such as repairs of affected systems, networks and devices. And since clients of banks operate on fiduciary relationships based on a high level of trust any incident in a bank with high reputational risk may cause the clients to withdraw their investments and walk away. The execution of the plan aims to define general procedures to restore online processes that support critical products and services of the Bank while main data center is inoperable. This plan also identifies minimum operating requirements to support the back-up implementation plan and required support from different recovery teams and relevant interdependencies.

c) Improve BCM policies –BCM policies should be revisited to strengthen specific functions, roles, and responsibilities of critical personnel, and to address issues on logistics, facilities, systems application availability, human resource, and other concerns during crises. BCM policies should be tested regularly.

d) Improvement of Crisis Communication Plan – This is similar to Strategic Recommendation #5, but the concerned individuals at this level are Middle Management. This pertains to releasing announcements to critical personnel, customers, and provide information with media.

3. Operational Recommendation

a) Enhancement of BCM Governance – Governance of BCM should emanate from the Top Management and must demonstrate responsibility and commitment in all BCM activities.

b) Improve awareness and capacity building of employees within Business Unit – Business units should be re-trained through road shows, mandatory e-learning and general assemblies.

c) Implementation of BCP for Cyber Crime Bottom-Up or Top-Down Approach – The procedures to do this may entail the following:

- Installation of security solutions software
- Configure access controls
- Manage the use of privileged IDs
- Implement software restriction policies or control
- Back up data regularly
- Establish ongoing assurance monitoring of controls
- Penetration Testing
- Disaster Recovery Site Test
- Awareness of cyber threats

BCM Practitioners of the Bank should proactively update and convince the Board and Senior Management by reporting regularly to the Risk Oversight Committee.

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Endnotes

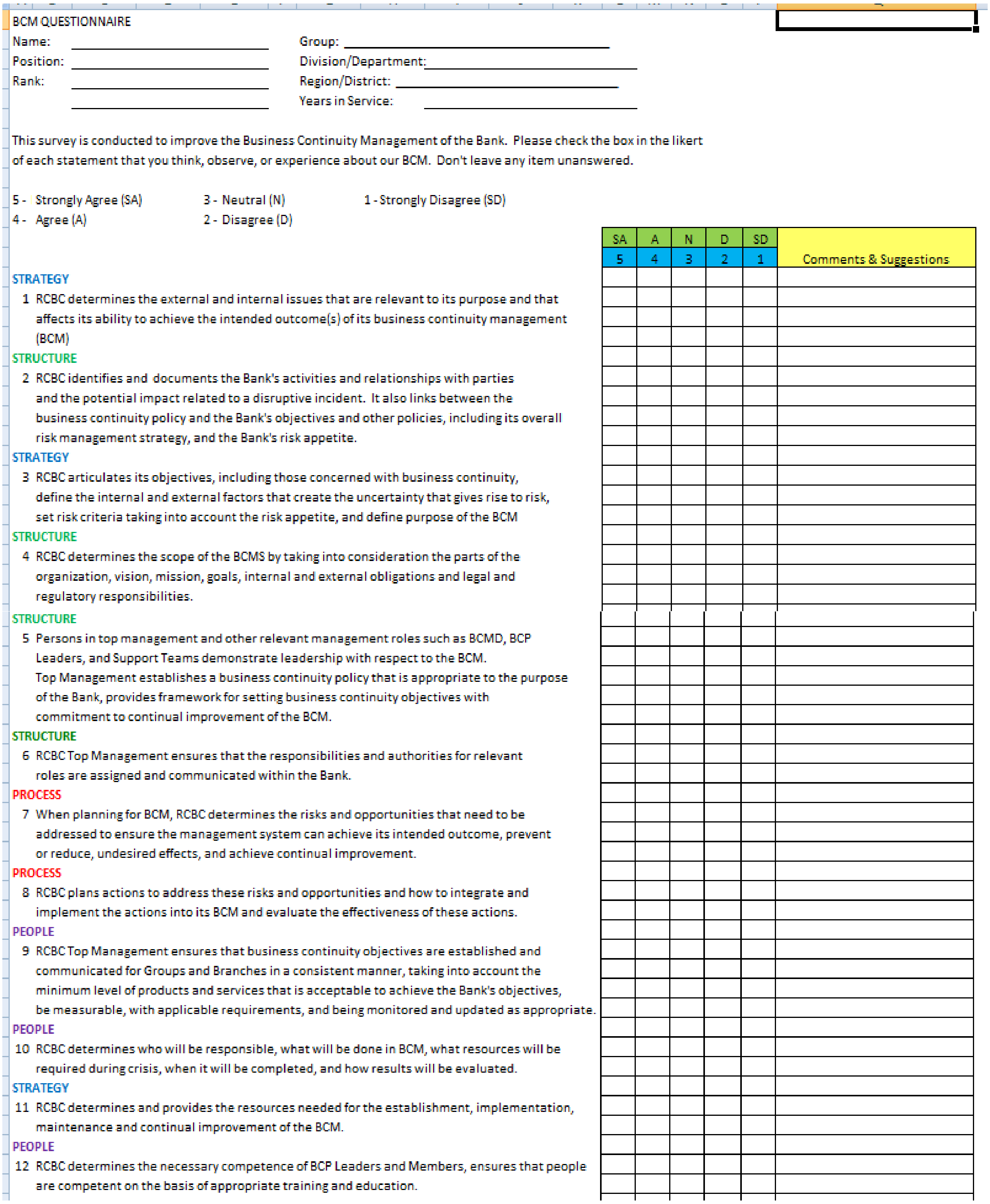
[1] Global risk is an uncertain event or condition that, if it occurs, can cause significant negative impact for several countries or industries within the next 10 years. A global trend is a long-term foreign bank in the Philippines operates as either a branch or a subsidiary incorporated
in the Philippines.

[2] A foreign bank in the Philippines operates as either a branch or a subsidiary incorporated in the Philippines.

[3] Actual counts mentioned per weakness will not be disclosed due to privacy concerns

[4] The third type of document, personal documents—household accounts, personal notes and letters, medical records, etc.—were not used in the study

APPENDIX A
Questionnaire



BCM QUESTIONNAIRE

Name: ______________________ Group: ______________________________

Position: ______________________ Division/Department: ________________________

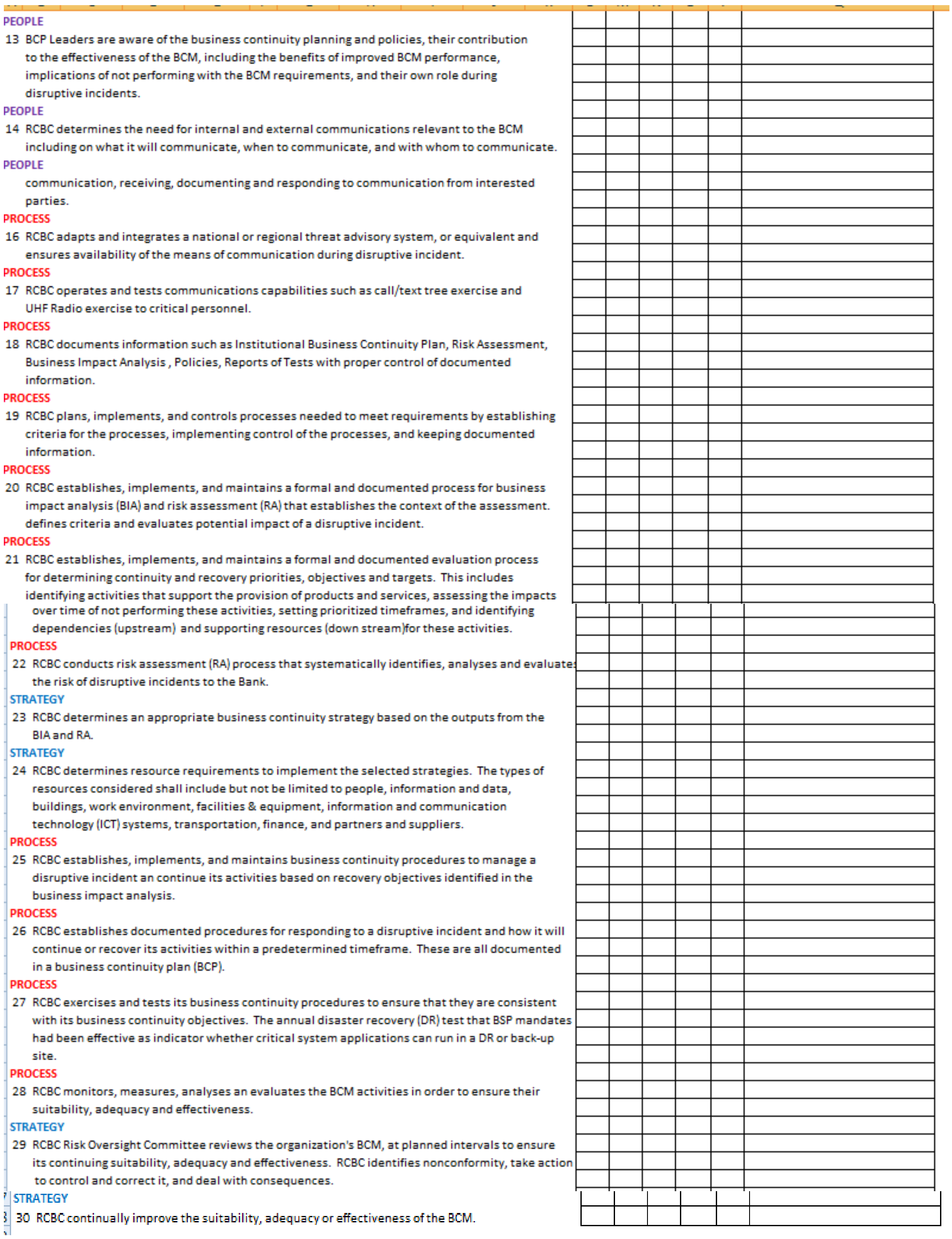
Rank: ______________________ Region/District: _________________________

______________________ Years in Service: ________________________

This survey is conducted to improve the Business Continuity Management of the Bank. Please check the box in the likert of each statement that you think, observe, or experience about our BCM. Don't leave any item unanswered.

5 - Strongly Agree (SA) 3 - Neutral (N) 1 - Strongly Disagree (SD)
4 - Agree (A) 2 - Disagree (D)

	SA	A	N	D	SD	
	5	4	3	2	1	Comments & Suggestions
STRATEGY						
1 RCBC determines the external and internal issues that are relevant to its purpose and that affects its ability to achieve the intended outcome(s) of its business continuity management (BCM)						
STRUCTURE						
2 RCBC identifies and documents the Bank's activities and relationships with parties and the potential impact related to a disruptive incident. It also links between the business continuity policy and the Bank's objectives and other policies, including its overall risk management strategy, and the Bank's risk appetite.						
STRATEGY						
3 RCBC articulates its objectives, including those concerned with business continuity, define the internal and external factors that create the uncertainty that gives rise to risk, set risk criteria taking into account the risk appetite, and define purpose of the BCM						
STRUCTURE						
4 RCBC determines the scope of the BCMS by taking into consideration the parts of the organization, vision, mission, goals, internal and external obligations and legal and regulatory responsibilities.						
STRUCTURE						
5 Persons in top management and other relevant management roles such as BCMD, BCP Leaders, and Support Teams demonstrate leadership with respect to the BCM. Top Management establishes a business continuity policy that is appropriate to the purpose of the Bank, provides framework for setting business continuity objectives with commitment to continual improvement of the BCM.						
STRUCTURE						
6 RCBC Top Management ensures that the responsibilities and authorities for relevant roles are assigned and communicated within the Bank.						
PROCESS						
7 When planning for BCM, RCBC determines the risks and opportunities that need to be addressed to ensure the management system can achieve its intended outcome, prevent or reduce, undesired effects, and achieve continual improvement.						
PROCESS						
8 RCBC plans actions to address these risks and opportunities and how to integrate and implement the actions into its BCM and evaluate the effectiveness of these actions.						
PEOPLE						
9 RCBC Top Management ensures that business continuity objectives are established and communicated for Groups and Branches in a consistent manner, taking into account the minimum level of products and services that is acceptable to achieve the Bank's objectives, be measurable, with applicable requirements, and being monitored and updated as appropriate.						
PEOPLE						
10 RCBC determines who will be responsible, what will be done in BCM, what resources will be required during crisis, when it will be completed, and how results will be evaluated.						
STRATEGY						
11 RCBC determines and provides the resources needed for the establishment, implementation, maintenance and continual improvement of the BCM.						
PEOPLE						
12 RCBC determines the necessary competence of BCP Leaders and Members, ensures that people are competent on the basis of appropriate training and education.						



PEOPLE
13 BCP Leaders are aware of the business continuity planning and policies, their contribution to the effectiveness of the BCM, including the benefits of improved BCM performance, implications of not performing with the BCM requirements, and their own role during disruptive incidents.

PEOPLE
14 RCBC determines the need for internal and external communications relevant to the BCM including on what it will communicate, when to communicate, and with whom to communicate.

PEOPLE
communication, receiving, documenting and responding to communication from interested parties.

PROCESS
16 RCBC adapts and integrates a national or regional threat advisory system, or equivalent and ensures availability of the means of communication during disruptive incident.

PROCESS
17 RCBC operates and tests communications capabilities such as call/text tree exercise and UHF Radio exercise to critical personnel.

PROCESS
18 RCBC documents information such as Institutional Business Continuity Plan, Risk Assessment, Business Impact Analysis , Policies, Reports of Tests with proper control of documented information.

PROCESS
19 RCBC plans, implements, and controls processes needed to meet requirements by establishing criteria for the processes, implementing control of the processes, and keeping documented information.

PROCESS
20 RCBC establishes, implements, and maintains a formal and documented process for business impact analysis (BIA) and risk assessment (RA) that establishes the context of the assessment. defines criteria and evaluates potential impact of a disruptive incident.

PROCESS
21 RCBC establishes, implements, and maintains a formal and documented evaluation process for determining continuity and recovery priorities, objectives and targets. This includes identifying activities that support the provision of products and services, assessing the impacts over time of not performing these activities, setting prioritized timeframes, and identifying dependencies (upstream) and supporting resources (down stream)for these activities.

PROCESS
22 RCBC conducts risk assessment (RA) process that systematically identifies, analyses and evaluates the risk of disruptive incidents to the Bank.

STRATEGY
23 RCBC determines an appropriate business continuity strategy based on the outputs from the BIA and RA.

STRATEGY
24 RCBC determines resource requirements to implement the selected strategies. The types of resources considered shall include but not be limited to people, information and data, buildings, work environment, facilities & equipment, information and communication technology (ICT) systems, transportation, finance, and partners and suppliers.

PROCESS
25 RCBC establishes, implements, and maintains business continuity procedures to manage a disruptive incident an continue its activities based on recovery objectives identified in the business impact analysis.

PROCESS
26 RCBC establishes documented procedures for responding to a disruptive incident and how it will continue or recover its activities within a predetermined timeframe. These are all documented in a business continuity plan (BCP).

PROCESS
27 RCBC exercises and tests its business continuity procedures to ensure that they are consistent with its business continuity objectives. The annual disaster recovery (DR) test that BSP mandates had been effective as indicator whether critical system applications can run in a DR or back-up site.

PROCESS
28 RCBC monitors, measures, analyses an evaluates the BCM activities in order to ensure their suitability, adequacy and effectiveness.

STRATEGY
29 RCBC Risk Oversight Committee reviews the organization's BCM, at planned intervals to ensure its continuing suitability, adequacy and effectiveness. RCBC identifies nonconformity, take action to control and correct it, and deal with consequences.

STRATEGY
30 RCBC continually improve the suitability, adequacy or effectiveness of the BCM.

APPENDIX B

Itemized BCP Leaders as of January 2017

de LEADERS OF VICTORY BANK HEAD OFFICE				
#	**BUSINESS UNIT**	**BCP LEADER** (SURNAME, NAME)	**RANK**	**POSITION**
1	AMRG	Employee # 001	FVP	Department Head
2	CBG	Employee # 002	VP	Division Head
3	CG_Accounting	Employee # 003	Manager	Planning and Support Officer
4	CG_GSD	Employee # 004	AVP	Department Head
5	CorPlan	Employee # 005	VP	Division Head
6	CMG_Review	Employee # 006	VP	Division Head
7	CRISMS	Employee # 007	VP	Division Head
8	CRISMS	Employee # 008	VP	Division Head
9	CRISMS	Employee # 009	VP	Division Head
10	CRISMS	Employee # 010	FVP	Division Head
11	CRISMS	Employee # 011	VP	Division Head
12	CRISMS	Employee # 012	VP	Division Head
13	DBG	Employee # 013	Manager	Business Development Officer
14	GTBG_GTS	Employee # 014	FVP	Division Head

15	GTBG_OFB	Employee # 015	VP	Division Head
16	HRG	Employee # 016	FVP	Department Head
17	IAG	Employee # 017	FVP	Audit Cluster Head
18	IT STS	Employee # 018	SVP	Chief Technology Officer
19	IT ADD1	Employee # 019	VP	IT Head
20	IT ADD2	Employee # 020	VP	IT Head
21	IT ADD3	Employee # 021	FVP	IT Head
22	IT ADD4	Employee # 022	VP	IT Head
23	IT ADD5	Employee # 023	FVP	IT Head
24	IT ADD6	Employee # 024	FVP	Division Head
25	IT ADD7	Employee # 025	FVP	IT Head
26	IT MSD	Employee # 026	FVP	IT Head
27	IT SBS	Employee # 027	AVP	IT Head
28	IT STS_DCO	Employee # 028	VP	Department Head
29	IT STS_NCD	Employee # 029	VP	IT Director
30	IT STS_OCC	Employee # 030	VP	IT Director
31	IT STS_SDD	Employee # 031	AVP	IT Director
32	IT STS_TSD	Employee # 032	FVP	Department Head

33	LRAG_Compliance	Employee # 033	Manager	AML Specialist
34	LRAG_Legal	Employee # 034	SVP	Division Head
35	MSD	Employee # 035	SVP	Division Head
36	MSD BSAD	Employee # 036	VP	Department Head
37	MSD ORAD	Employee # 037	VP	Operations Head
38	MSD SASD	Employee # 038	SAM	Operations Head
39	Office of the President	Employee # 039	AM	Executive Secretary
40	OG ASAD	Employee # 040	VP	Department Head
41	OG ADMD	Employee # 041	AVP	Operations Head
42	OG BPSD	Employee # 042	SAM	Operations Head
43	OG BRD	Employee # 043	VP	Operations Head
44	OG CAOD	Employee # 044	AVP	Operations Head
45	OG CCD	Employee # 045	VP	Operations Head
46	OG CCSD	Employee # 046	SAM	Operations Head
47	OG CIQD	Employee # 047	Manager	Operations Head
48	OG CISD	Employee # 048	Manager	Operations Head
49	OG CLSD	Employee # 049	VP	Operations Head
50	OG CMD1	Employee # 050	VP	Operations Head

51	OG CMD2	Employee # 051	VP	Operations Head
52	OG CoCD	Employee # 052	AVP	Operations Head
53	OG EBSD	Employee # 053	Manager	Operations Head
54	OG FCSD	Employee # 054	Manager	Operations Head
55	OG ICSD	Employee # 055	VP	Operations Head
56	OG IOD / 24x7 Operations	Employee # 056	FVP	Division Head
57	OG PSD	Employee # 057	Manager	Operations Head
58	OG LROC	Employee # 058	AVP	Operations Head
59	OG VMROC	Employee # 059	AVP	Operations Head
60	OG SD	Employee # 060	VP	Operations Head
61	OG TrOps	Employee # 061	AVP	Operations Head
62	OG TrSD	Employee # 062	AVP	Operations Head
63	OG ODGH	Employee # 063	SVP	Deputy Group Head
64	OG TBSD	Employee # 064	FVP	Division Head
65	OG CMSD	Employee # 065	FVP	Division Head
66	OG BBSD	Employee # 066	FVP	Division Head
67	OG CSMD	Employee # 067	FVP	Division Head
68	OG ABSD	Employee # 068	VP	Division Head

69	OG LTSD	Employee # 069	FVP	Division Head
70	OG Planning	Employee # 070	AVP	Operations Head
71	RBG HO_BSMD	Employee # 071	FVP	Division Head
72	RBG HO_CED	Employee # 072	VP	Department Head
73	RBG HO_FPAD	Employee # 073	VP	Division Head
74	RBG HO_ICSS	Employee # 074	FVP	Division Head
75	RBG HO_RLCD	Employee # 075	AVP	Branch Lending Head
76	RBG HO_SMD	Employee # 076	FVP	Division Head
77	Security	Employee # 077	SVP	Bank Security Officer
78	Treasury	Employee # 078	FVP	Division Head
79	Trust Operations	Employee # 079	VP	Operations Head
80	Trust Investment	Employee # 080	Manager	Trust Risk Officer
81	WMG_Segment 1	Employee # 081	FVP	Relationship Manager 3
82	WMG_Segment 2	Employee # 082	SAM	Sales and Admin Support Officer

BCP LEADERS OF VICTORY BANK BRANCHES				
Name		**Position**	**Rank**	**Region**
	HEAD OFFICE	**HEAD OFFICE**		
1	National Service Head	Employee # 083	FSVP	RBG - Ofc of Nat'l Service Hd
2	National Sales Director	Employee # 084	SVP	RBG - Ofc of Nat'l Sales Dir
	METRO MANILA			
3	Regional Service Head	Employee # 085	VP	RBG - South MM Region
4	Regional Sales Director	Employee # 086	SVP	RBG - South MM Region
5	Regional Service Head	Employee # 087	SVP	RBG - North Central MM
6	Regional Sales Director	Employee # 088	SVP	RBG - North MM Region
7	Regional Sales Director	Employee # 089	SVP	RBG - Central MM Region
8	District Service Head	Employee # 090	MGR	RBG - Bel Air & Southeast Mla
9	District Sales Director	Employee # 091	VP	RBG - Bel Air & Southeast Mla
10	District Service Head	Employee # 092	VP	RBG - Southwest Metro
11	District Sales Director	Employee # 093	FVP	RBG - Southwest Metro
12	District Service Head	Employee # 094	AVP	RBG - Ortigas CBD
13	District Sales Director	Employee # 095	FVP	RBG - Ortigas CBD
14	District Service Head	Employee # 096	VP	RBG - Upper NorthMetro

15	District Service Head	Employee # 097	VP	RBG - Northeast Metro
16	District Sales Director	Employee # 098	FVP	RBG - Northeast Metro
17	District Service Head	Employee # 099	VP	RBG - Chinatown
18	District Service Head	Employee # 100	AVP	RBG - Uptown Metro
19	District Sales Director	Employee # 101	FVP	RBG - Uptown Metro
20	District Service Head	Employee # 102	AVP	RBG - Midtown Metro
21	District Sales Director	Employee # 103	FVP	RBG - Midtown Metro
22	District Service Head	Employee # 104	AVP	RBG - Makati CBD1 & 2
23	District Sales Director	Employee # 105	VP	RBG - Makati CBD1 & 2
	LUZON			
22	Regional Service Head	Employee # 106	FVP	RBG - North Luzon Region
23	Regional Sales Director	Employee # 107	SVP	RBG - North Luzon Region
24	Regional Service Head	Employee # 108	FVP	RBG - South Luzon Region
25	Regional Sales Director	Employee # 109	FVP	RBG - South Luzon Region
26	District Service Head	Employee # 110	AVP	RBG - Northwest Luzon
27	District Sales Director	Employee # 111	AVP	RBG - Northwest Luzon
28	District Service Head	Employee # 112	SAM	RBG - Pampanga
29	District Sales Director	Employee # 113	FVP	RBG - Pampanga

30	District Service Head	Employee # 114	AVP	RBG - Northeast Luzon
31	District Sales Director	Employee # 115	VP	RBG - Northeast Luzon
32	District Service Head	Employee # 116	SAM	RBG - Bulacan, Bataan, Zambales
33	District Sales Director	Employee # 117	VP	RBG - Bulacan, Bataan, Zambales
34	District Service Head	Employee # 118	VP	RBG - Southwest Luzon
35	District Sales Director	Employee # 119	VP	RBG - Southwest Luzon
36	District Service Head	Employee # 120	AVP	RBG - Southcentral Luzon
37	District Sales Director	Employee # 121	FVP	RBG - Southcentral Luzon
38	District Service Head	Employee # 122	AVP	RBG - Southeast Luzon
39	District Sales Director	Employee # 123	FVP	RBG - Southeast Luzon
	VISAYAS			
40	Regional Service Head	Employee # 124	FVP	RBG - Visayas Region
41	Regional Sales Director	Employee # 125	SVP	RBG - Eastern Vis Region
42	Regional Sales Director	Employee # 126	FVP	RBG - Eastern Vis Region
43	District Service Head	Employee # 127	VP	RBG - Metro Cebu North
44	District Sales Director	Employee # 128	VP	RBG - Metro Cebu North
45	District Service Head	Employee # 129	AVP	RBG - Metro Cebu South
46	District Sales Director	Employee # 130		RBG - Metro Cebu South

47	District Service Head	Employee # 131	AVP	RBG - Central Eastern Vis
48	District Sales Director	Employee # 132	VP	RBG - Central Eastern Vis
49	District Service Head	Employee # 133	AVP	RBG - Negros Occidental
50	District Sales Director	Employee # 134	VP	RBG - Negros Occidental
51	District Service Head	Employee # 135	AVP	RBG - Panay
52	District Sales Director	Employee # 136	AVP	RBG - Panay
	MINDANAO			
53	Regional Service Head	Employee # 137	SVP	RBG - Mindanao Region
54	Regional Sales Director	Employee # 138	SVP	RBG - Mindanao Region
55	District Service Head	Employee # 139	AM	RBG - Northwestern Mindanao
56	District Sales Director	Employee # 140	VP	RBG - Northwestern Mindanao
57	District Service Head	Employee # 141	AVP	RBG - Southern Mindanao
58	District Sales Director	Employee # 142	FVP	RBG - Southern Mindanao
59	District Service Head	Employee # 143	AVP	RBG - Central Mindanao
60	District Sales Director	Employee # 144	VP	RBG - Central Mindanao
61	District Service Head	Employee # 145	AVP	RBG - Northeastern Mindanao
62	District Sales Director	Employee # 146	AVP	RBG - Northeastern Mindanao

GLOSSARY

Source: ISO22301:2014, ISO22300

1
activity
process or set of processes undertaken by an organization (or on its behalf) that produces or supports

2
audit
systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

3
business continuity
capability of the organization to continue delivery of products or services at acceptable predefined levels following disruptive incident

[SOURCE: ISO 22300]

4
business continuity management
holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities

5
business continuity management system
BCMS
part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity

6
business continuity plan
documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following disruption

NOTE Typically this covers resources, services and activities required to ensure the continuity of critical business functions.

7
business continuity program
ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management

8
business impact analysis
process of analyzing activities and the effect that a business disruption might have upon them

[SOURCE: ISO 22300]

9
competence
ability to apply knowledge and skills to achieve intended results

10
conformity
fulfilment of a requirement

[SOURCE: ISO 22300]

11
continual improvement
recurring activity to enhance performance

[SOURCE: ISO 22300]

12
correction
action to eliminate a detected nonconformity

[SOURCE: ISO 22300]

13
corrective action
action to eliminate the cause of a nonconformity and to prevent recurrence

[SOURCE: ISO 22300]

14
document
information and its supporting medium

NOTE 1 The medium can be paper, magnetic, electronic or optical computer disc, photograph or master sample, or a combination thereof.

NOTE 2 A set of documents, for example specifications and records, is frequently called “documentation”.

15
documented information
information required to be controlled and maintained by an organization and the medium on which it is contained

NOTE 1 Documented information can be in any format and on any media from any source. NOTE 2 Documented information can refer to

- — the management system, including related processes;
- — information created in order for the organization to operate (documentation);
- — evidence of results achieved (records).

16
effectiveness
extent to which planned activities are realized and planned results achieved

[SOURCE: ISO 22300]

17
event
occurrence or change of a particular set of circumstances

An event can be one or more occurrences, and can have several causes.
An event can consist of something not happening.
An event can sometimes be referred to as an "incident" or "accident".
An event without consequences may also be referred to as a "near miss", "incident", "near hit", "close call".

18
exercise
process to train for, assess, practice, and improve performance in an organization

NOTE 1 Exercises can be used for: validating policies, plans, procedures, training, equipment, and inter-organizational agreements; clarifying and training personnel in roles and responsibilities; improving inter-organizational coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement, and controlled opportunity to practice improvisation.

NOTE 2 A test is a unique and particular type of exercise, which incorporates an expectation of a pass or fail element within the goal or objectives of the exercise being planned.

[SOURCE: ISO 22300]

19
incident
situation that might be, or could lead to, a disruption, loss, emergency or crisis

[SOURCE: ISO 22300]

20
infrastructure
system of facilities, equipment and services needed for the operation of an organization

21
interested party
stakeholder
person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity

NOTE This can be an individual or group that has an interest in any decision or activity of an organization.

22
internal audit
audit conducted by, or on behalf of, the organization itself for management review and other internal purposes, and which might form the basis for an organization's self-declaration of conformity

NOTE In many cases, particularly in smaller organizations, independence can be demonstrated by the freedom from responsibility for the activity being audited.

23
invocation
act of declaring that an organization's business continuity arrangements need to be put into effect in order to continue delivery of key products or services

24
management system
set of interrelated or interacting elements of an organization to establish policies and objectives, and processes to achieve those objectives

25
maximum acceptable outage
MAO
time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable

NOTE See also maximum tolerable period of disruption.

26
maximum tolerable period of disruption
MTPD
time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable

NOTE See also maximum acceptable outage.

27
measurement
process to determine a value

28
minimum business continuity objective
MBCO
minimum level of services and/or products that is acceptable to the organization to achieve its business objectives during a disruption

29
monitoring
determining the status of a system, a process or an activity

NOTE To determine the status there may be a need to check, supervise or critically observe.

30
mutual aid agreement
pre-arranged understanding between two or more entities to render assistance to each other

[SOURCE: ISO 22300]

31
nonconformity
non-fulfilment of a requirement

[SOURCE: ISO 22300]

32
objective
result to be achieved

NOTE 1 An objective can be strategic, tactical or operational.

NOTE 2 Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels [such as strategic, organization-wide, project, product and process).

NOTE 3 An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as a societal security objective or by the use of other words with similar meaning (e.g. aim, goal, or target).

NOTE 4 In the context of societal security management systems standards, societal security objectives are set by the organization, consistent with the societal security policy, to achieve specific results.

33
organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

NOTE 1 The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

NOTE 2 For organizations with more than one operating unit, a single operating unit can be defined as an organization.

34
outsource (verb)
make an arrangement where an external organization performs part of an organization’s function or process

NOTE An external organization is outside the scope of the management system, although the outsourced function or process is within the scope.

35 performance measurable result

NOTE 1 Performance can relate either to quantitative or qualitative findings.

NOTE 2 Performance can relate to the management of activities, processes, products (including services), systems or organizations.

36
performance evaluation
process of determining measurable results

37
personnel
people working for and under the control of the organization

NOTE The concept of personnel includes, but is not limited to employees, part-time staff, and agency staff.

38
policy
intentions and direction of an organization as formally expressed by its top management

39
procedure
specified way to carry out an activity or a process

40
process
set of interrelated or interacting activities which transforms inputs into outputs

41
products and services
beneficial outcomes provided by an organization to its customers, recipients and interested parties, e.g. manufactured items, car insurance and community nursing

42
prioritized activities
activities to which priority must be given following an incident in order to mitigate impacts

NOTE Terms in common use to describe activities within this group include: critical, essential, vital, urgent and key. [SOURCE: ISO 22300]

43
record
statement of results achieved or evidence of activities performed

44
recovery point objective
RPO
point to which information used by an activity must be restored to enable the activity to operate on resumption

NOTE Can also be referred to as “maximum data loss”.

45
recovery time objective
RTO
period of time following an incident within which

- — product or service must be resumed, or
- — activity must be resumed, or
- — resources must be recovered

NOTE For products, services and activities, the recovery time objective must be less than the time it would take for the adverse impacts that would arise as a result of not providing a product/service or performing an activity to become unacceptable.

46
requirement
need or expectation that is stated, generally implied or obligatory

NOTE 1 “Generally implied” means that it is a customary or common practice for the organization and interested parties that the need or expectation under consideration is implied.

NOTE 2 A specified requirement is one that is stated, for example in documented information.

47
resources
all assets, people, skills, information, technology (including plant and equipment), premises, and supplies and information (whether electronic or not) that an organization has to have available to use, when needed, in order to operate and meet its objective

48
risk
effect of uncertainty on objectives

NOTE 1 An effect is a deviation from the expected — positive or negative.

NOTE 2 Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process). An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as a business continuity objective or by the use of other words with similar meaning (e.g. aim, goal, or target).

NOTE 3 Risk is often characterized by reference to potential events (Guide 73, 3.5.1.3) and consequences (Guide 73, 3.6.1.3), or a combination of these.

NOTE 4 Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.

NOTE 5 Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

NOTE 6 In the context of business continuity management system standards, business continuity objectives are set by the organization, consistent with the business continuity policy, to achieve specific results. When applying the term risk and components of risk management, this should be related to the objectives of the organization that include, but are not limited to the business continuity objectives.

[SOURCE: ISO/IEC Guide 73]

49
risk appetite
amount and type of risk that an organization is willing to pursue or retain

50
risk assessment
overall process of risk identification, risk analysis and risk evaluation

[SOURCE: ISO Guide 73]

51
risk management
coordinated activities to direct and control an organization with regard to risk

[SOURCE: ISO Guide 73]

52
testing
procedure for evaluation; a means of determining the presence, quality, or veracity of something

NOTE 1 Testing may be referred to a “trial”.
NOTE 2 Testing is often applied to supporting plans. [SOURCE: ISO 22300]

53
top management
person or group of people who directs and controls an organization at the highest level

NOTE 1 Top management has the power to delegate authority and provide resources within the organization.

NOTE 2 If the scope of the management system covers only part of an organization then top management refers to those who direct and control that part of the organization.

54
verification
confirmation, through the provision of evidence, that specified requirements have been fulfilled

55
work environment
set of conditions under which work is performed

NOTE Conditions include physical, social, psychological and environmental factors (such as temperature, recognition schemes, ergonomics and atmospheric composition.

[SOURCE: ISO 22300]

56
bottom-up call tree
activation of call tree exercise by initiating the call from a staff or telephone operator, for example, bomb threat, terrorism attack, or active shooting and the like that calls for emergency attention

Curriculum Vitae

Maria Victoria R. Castillo, PhD, MBA, CPA, CCM

Educational Attainment:

Doctor of Philosophy in Organization Development
Southeast Asia Interdisciplinary Development Institute (SAIDI)
Graduate School of Organization Development
2018 Quezon City, Philippines

Business Continuity Management Passer
Disaster Risk Institute , USA / Business Continuity Management Association of the Phils.
2019 Makati, Philippines

Certified Continuity Manager
National Institute for Business Continuity Management
2011 Las Vegas, USA

Master of Business Administration Degree
Ateneo Graduate School of Business
1999 Makati, Philippines

Certified Public Accountant
Bachelor of Accountancy
Polytechnic University of the Philippines
Consistent Scholar
1978-1982 Manila, Philippines

High School, Salutatorian
Consistent Scholar
Quezon City Academy
1978 Quezon City, Philippines

Faculty:

1. Southeast Asia Interdisciplinary Development Institute (SAIDI)
   Graduate School of Organization Development – 2020- Present
    - PhD in Organization Development
    - MA in Organization Development
    - MA in Instructional Design and Technology

2. Jose Rizal University - 2020-present
   DBA Program:
    - Advanced Production Management/Operations Management

   MBA Program:
    - Managerial Economics

3. Ateneo Graduate School of Business - 2003-present
MBA Standard/Middle Managers/MBA for Health/Regis Program:
Principles & Dynamics of Management
Strategic Human Resource Management
Financial Accounting
Managerial Accounting
Leadership
Personnel Management
Seven Habits of Highly Effective People

Types of Program:

- MBA Health Program
- Ateneo School of Med & Public Health
- Lipa, Regis Program
- Cebu, Regis Program
- Clark Regis Program
- Sta. Rosa, Regis Program
- Rockwell/Salcedo, Regis Program
- Rockwell, Standard Program
- Corporate, Regis Program – Allied Bank 2005
- Rockwell, Middle Managers Program
- Corporate - Asian Development Bank, 2003-2005

4. Insurance Institute for Asia and the Pacific (IIAP) – 2018-present
Subjects: Management Dynamics
Basis Operations
Business Continuity Management
Basic BCP
Strategic Management

5. The Association of Insurers and Reinsurers for Developing Countries (AIRDC) 2020-present
Subjects: Business Continuity Planning
Business Continuity Management & Crisis Management

6. Philippine School of Business Administration (PSBA), Q.C. 1986-1988
Subjects: Basic Accounting
Partnership and Corporation
Cost Accounting
Auditing
Financial Accounting

Personal Business:

Victoria’s Food House (2019 to present)
President & CEO, Victoria Business Management Consultancy (1993-2012)

Consultancy:

- Philippine Navy - 2020
- Icon Clinic – 2019-present
- St. Peter Group of Companies – 2004-present
- Ryonan Electric Philippine Corporation 2006-present
- Julie's Bakeshop 2014
- Health Solutions 2012-2014
- Access Computer School 2014
- Zyrel 2013
- AGSB Administration, 2003 - 2011
- USAID (Consultant) – 2005-2008
- Rico Yan Youth Foundation, 2002-2008
- International Elevator & Equipment, Inc., 2002-2007
- Merchants Bank (Cabanatuan) 1999-2004
- RCBC Savings Bank, 1999-2000
- Extraordinary Development Corporation - Construction Group 1999
- First Malayan Leasing 1999
- RCBC Securities 199
- 8Solid Cement 1998
- Phil-Am Life - c/o VMZL 1997
- Wacoal - c/o VMZL 1997
- Phinma - c/o VMZL1997
- Philippine Society for Training & Development 1997
- Mixed organizations - c/o VMZL
- Some Churches 1995 to present

Work Experiences:

Dean and Chairperson of Academic Council
Southeast Asia Interdisciplinary Development Institute (SAIDI) Graduate School of Organization Development and Planning
June 1, 2020- Present
Role Summary: Report to SAIDI President and Board of Trustees; Responsible for the academic matters and continuing education programs of the School

Chairperson, Business Continuity Management &
Disaster Risk Management (BCM&DRM)
Yuchengco Group of Companies (YGC) Council
2015 to 2019

Role Summary: Report to the overall Chairperson of YGC concerning the development of BCM preparations, practices and activities of the companies under YGC; Conduct regular meeting with all BCP Heads of each company; Provide BCM support and directive to YGC

Chief Information Security Officer (CISO)
Resiliency-Information Security-Risk Systems and Special
Projects (April 2018 to 2019)

Role Summary: Report to Risk Oversight Committee all types of risk pertaining to Information Security, BCM and operations of risk systems; Responsible for the overall protection of the enterprise information assets and manage that program. communications, applications and infrastructure, including the policies and procedures which apply; Oversee the business continuity management and the maintenance & review of the crisis management plans; Also oversee all related risk systems such as ambit focus for market and liquidity, credit risk management system and operations risk management system; Check and review new systems of solution providers/vendor's systems presentations; Review the Security Operations Center (SOC) being conducted by IBM for the overall protection of enterprise information – for RCBC Unibank and subsidiaries
RCBC Subsidiaries, namely:

1. *RCBC Savings*
2. *RCBC Capital*
3. *RCBC Securities*
4. *RCBC Leasing*
5. *RCBC Forex*
6. *Rizal Micro Bank*
7. *RCBC Bankard*

VP/Head, Business Continuity Management Division
Corporate Risk Management Services (CRISMS) Group
Rizal Commercial Banking Corporation (RCBC)
(September 11, 2013 to September 30,2018)

Role Summary: Provide a strategic and operational framework to enable coordinated response to any event that may threaten the operational stability of RCBC (Unibank) and RCBC Subsidiaries; Lead the entire organization and subsidiaries in the of business continuity management; Direct the design and maintenance of comprehensive and detailed business continuity plans and strategies; Responsible for identifying and construction of BCP Alternate Sites/Offices during crisis; Report regularly to Risk Oversight Committee as a Board of BCM.

AVP/Head, Business Continuity Management Dept.
Operations Group
Rizal Commercial Banking Corporation (RCBC)
(February 1, 2009 to 2013)

Role Summary: Direct the overall business continuity management of Operations Group; Spearhead the design and maintenance of comprehensive and detailed business continuity plans and strategies; Provide a strategic and operational framework that enables a coordinated response to any event that may threaten the operational stability of RCBC and Subsidiaries.

Manager/Head, Service Excellence
RCBC Office of the President and CEO
(July 1, 2004 to January 31, 2009)

Role Summary: Implement continuous service quality improvement; Initiate service quality management awareness, self-audit procedures, productivity measures and improvement; and install simple and cost-effective organization development (OD) approaches to identify service gaps and manage resolutions

Manager/Area Conversion Leader – QC Area
Channel Delivery & Operations Division – Office of the President
Rizal Commercial Banking Corporation (RCBC) - Mar 2001-Feb 2003

Role Summary: Change agent in advocating system change in the Branches by changing online tellering system (OLTS) to BDS (branch delivery system); Manage change processes, technology change, behavioral change and re-deployment of people, productivity measures and improvement; and identifying gaps and managing resolutions

Manager/Department Head,
Human Resources Training and Development Departm**ent, 1996-2001**

Role Summary: Responsible for the overall training and development of the Bank by conducting training needs assessment, budget and logistics requirements in training; Innovate instructional designs of technical and behavioral training programs; Responsible for the development of a number of batches of Management Development Programs - Executive Development Program (EDP), Marketing Assistants Training Program (MATP), Branch Operations Training Program (BOTP)

Others:

Training Officer - **Human Resources Training & Development**
RCBC 1990-1996
Rizal Commercial Banking Corporation

Control Assistant – 1990
RCBC

Operations Staff - 1988-1990
RCBC

Faculty Member – 1986-1988
PSBA

Accounting Clerk – 1984-1986
Metropolitan Waterworks & Sewerage System 1984-1986

Papers / Publications:

RCBC Crisis Management & Business Continuity Management, The 9th International Conference on Business & Management Research "International Market Integration", Kyoto, Japan, October 24-25th 2014

Crisis Management & Business Continuity Management of Rizal Commercial Banking Corporation, Continuity & Insurance Resilience (CIR) Magazine, London 2013
Recovery from Yolanda of Rizal Commercial Banking Corporation, Continuity & Insurance Resilience (CIR) Magazine, London 2014

Mergers & Acquisition in Philippine Banking System, Asian Productivity Organization, Project Code: 07-RP-17-GE-STM-B, Study Meeting on Mergers and Acquisitions for Higher Corporate Value, Kuala Lumpur, Malaysia
July 31 – August 3, 2007

Awards:

1. International Award Winner, Business Continuity Awards 2016 "Synergistic Approach of Yuchengco Group of Companies (YGC) for Destructive Earthquake". Awarding Body: Continuity & Insurance Resilience (CIR) Magazine, London

2. Highly Commended trophy in the Business Continuity Awards 2013 in the category Business Continuity Strategy of the Year - Crisis Management & Business Continuity Management of Rizal Commercial Banking Corporation, Awarding Body: Continuity & Insurance Resilience (CIR) Magazine, London

Membership:

Business Continuity Management Association of the Philippines (BCMAP)
    2016-present
International Human Resource Management Asso., Inc., Director (Treasurer),
    2000-2001
Juniors Association of the Philippines, Inc., Board of Trustee (Alternate
    Member) - 1999-2000, Adviser Committee
Association for Overseas Technical Scholarship (AOTS) - Alumni
Philippine Society for Training and Development (PSTD)
    1997-1998 – Executive Committee / Treasurer
    1995 Director/Chairperson, Professional Development Committee
Philippine Institute for Certified Public Accountant (PICPA)

Certified Facilitator on the following Training Programs:

Business Continuity Management and Crisis Management
Seven Habits of Highly Effective People by Center for Leadership, Ateneo (Licensed training outfit in the Philippines by Covey, International)
Service Plus (For Customer Relations) by Development Dimensions International
Interaction Management (For Managers & Supervisors) by Development Dimensions International
Service Quality Programs
Management Programs

Seminars/Conferences Attended (Local and Abroad):

2020 – Weekly Online Learning Sessions by International Speakers re Economic Outlook, Impact of Covid-19 and Lessons Learned from the Pandemic Crisis c/o Business Continuity Management Association of the Philippines
2019 – Business Continuity Management Certification, Disaster Risk Institute (passed)
2019 – YGC Resiliency Summit, Mapua Institute of Technology
2019 - "99 Days: Microsoft Security Conference" Makati
2018 - ISGM based on ISO and COBIT , Makati
2018 - ISO/IEC 27002 - Code of Practice for Information Security Controls, Makati
2017 - Business Continuity & Disaster Risk Management Summit, Preparedness, Mitigation, Response & Resiliency, Okada Manila, Phils., June 15, 2017 Summit Chairperson/Speaker/Moderator
2017 - Code RED (Risk Reduction Resiliency Education for Disaster), Community Health Education Emergency Rescue Services (CHEERS), March 24, 2017
2017 - DRI Collegiate Conference, BCMAP, De La Salle University, Manila, March 16, 2017
2017 - Organizational Resilience, BaiPhil, Dusit Hotel, Makati, March 8, 2017
2015 - Annual Online Consortium of Independent Colleges and Universities (OCICU) & Study Meetings on March 24-28 to be held at Disney's Coronado Springs Resort 1000 W Buena Vista Drive, Lake Buena Vista, FL 32830.
2014 - The 9th International Conference on Business and Management Research Joint Conference of Kyoto University GSM (GSM-KU) and Universitas Indonesia (UI) "International Market Integration" 24th–25th October 2014
Kyoto University, Japan
2011-ECP 601 Effective Business Continuity Management, October 17-20, 2011, Las Vegas, USA
2010-Preparing Research Proposal – AGSB, April 24, 2010
2010-Corporate Entreprenuership Seminar by Larry Farrel, AGSB, Jan 16, 2010

2008-Study Mission on Product Innovation – Hannover & Wolfsburg, Germany, September 15-19, 2008
2008-AGSB Faculty & Staff Conference – Stotsenberg Hotel, Clark June 11-14, 2008
2007-Mergers & Acquisitions for Higher Corporate Value – Sheraton Subang, Malaysia, July 31-August 3, 2007
2007-AGSB Faculty & Staff Conference – Malarayat Resort, Lipa City June 26-June 30, 2007
2006-Service Quality Management – AGSB Center for Continuing Education – March 7 – 8 , 2006
2006-Organizational Development for Line Managers – AGSB Center for Continuing Education – February 2 – 4, 2006
2005-Doing Business in China – AGSB, September 2005
2005-Ateneo Graduate School of Business General Faculty & Staff Conference –Laoag City – June 27 – July 1, 2005
2004-Future Trends in HR, Ateneo Cord, ADMU Loyola, 2004
2003-Ateneo Graduate School of Business General Faculty & Staff Conference –Baguio Country Club – June 23-28, 2003
2003-Ignatian Leadership Program (Colloquim on the Ministry of Teaching) – AGSB – MMLDC, Antipolo – March 7-9, 2003
2001-Integrated Delivery Channel, 2002, 2001
Training 2000, Philippines – Global Training Solutions, Inc.
From People to Profits (Executive Guide to Performance Mgmt.), Innovara Oct. 1999
Branch-Based Marketing, Infoworks July 1999
Tribes and Nations Outreach Conference, Thailand, Feb1999
Succession Planning Workshop, Career Systems, Inc. 1999
Life/Career Planning Workshop, Career Systems, Inc. 1997
Quality Management Program for Asean (Jan 27-Feb 14, 1997) -AOTS-Japan
Seven Habits of Highly Effective People Facilitator's Certification Workshop,1997
Seven Habits of Highly Effective People 1996 - Center for Leadership, Ateneo
Mastery of Customer Service Certificate Program - Rockhurst College Continuing Education Center, 1996
ARTDO Conference - 1996 Philippines
Service Plus Facilitator's Certification Workshop, Development Dimensions Int'l, 1996
Conferences of Philippine Society for Training & Dev't (1992-1995)
ARTDO Conference in Melbourne Australia 1995
Instrumentation in Teambuilding - John Clements
Instructional Designing - Andersen Consulting
The Heart of the HROD Practitioner - PSTD 1995
Newsletter Publishing - Executive Editors, Inc., 1995
Total Quality Management - AIM 1994
Quality Service Management, Guthrie-Jensen, 1994
Easymatics Train the Trainers – Andersen Consulting - 1994
Work Values Workshop - Ateneo-Bap Institute of Banking 1993
Teambuilding - Guthrie Jensen (1992-93)
High Impact Presentation Skills (1993)

Optimizing Workshop - 1993
Management of Customer Service, John Clements Consultants, Inc. 1993
Customers Are Really Everything - John Clements Consultants, Inc. 1993
Total Customer Satisfaction - John Clements Consultants, Inc. 1993
Building a World Class Learning Organization Through Integrative Learning, Philippine Society for Training & Development, 1992
Seminar on Human Behavior in Organizations, University of the Philippines, College of Business Administration, 1992
Accounting for Non-Accountants, Asian Center for Business Development 1992
Leadership Workshop - Ateneo BAP Institute 1992
Effective Business Writing - Ateneo BAP Institute 1992
Seminar on Human Behavior in Organizations - University of the Phils.
Creative Selling - Guthrie Jensen, 1992
Interaction Management Facilitator's Certification, Development Dimensions International, 1992
Work Attitude program, Meralco Foundation Center for Values and Professional Development, 1992
Career Development Program for Executive Secretaries and Administrative Assistants, Asian Center for Business Development, Inc. 1992
Mini-Management Development Program - 1992
Writing Effective Business Communication, Asian Center for Business Development, Inc. 1991
Effective Business Writing, Conferences and Seminars for Business Management (C/SBM) 1991
Training the Trainers, Personnel Management Association of the Philippines, 1991
Forgery Detection, Truth Verifier System, Inc. 1989
Staff Orientation – HR, RCBC - 1988
Toward More Effective Instruction Through Continuing Faculty Development, Philippine School of Business Administration, 1985

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