



#### THE FIRST BCM WORKSHOP ...

- Specially designed for manufacturing in Asia
- To use the proposed TR 19:2005 in its curriculum
- To be accredited with 14 PDUs from the Professional Engineers Board, Singapore



*General Motors' Oklahoma City manufacturing plant, May 2003*

A Two-Day Comprehensive and Practical Workshop on ...

# Business Continuity Management for Manufacturing

1-2 June 2006,  
Orchard Hotel  
Singapore

26 – 27 June 2006,  
Crowne Plaza Mutiara  
Kuala Lumpur, Malaysia

Organised by

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Supported by



#### Workshop Leaders

##### Mr. Nathaniel Forbes

- Founder and Director, Forbes Calamity Prevention Pte Ltd  
[www.calamityprevention.com](http://www.calamityprevention.com)
- President, Business Continuity Group –  
Singapore Computer Society 1999-2001
- International Trainer and Speaker for 10 years in Asia

##### Mr. Daniel Steele

- Senior Director, Facilities Operations,  
Chartered Semiconductor Manufacturing Ltd
- Chairman, Business Continuity Management Council,  
Singapore
- Member, Business Continuity Institute, UK

# Business Continuity Management for Manufacturing

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## Why Business Continuity for Manufacturing?

Asia is the world's factory: Singapore earns 27% (about US \$30 billion) and Malaysia earns 34% (about US \$78 billion) of their GDP's from manufacturing and exporting goods to the rest of the world. But Asia is also Ground Zero for many of the world's biggest disasters. When the next tsunami, earthquake, volcano or epidemic hits our region, should the manufacturing sector – our most important employers and exporters – have plans to recover from the disaster?

If your company makes and exports products to North America or Europe, you already know that the game has changed since Sept 11. You can't sell to Wal-Mart or General Motors or IBM or Motorola or Marks & Spencer if you can't assure them of the security of your supply chain. And you can't guarantee supply chain reliability without a business continuity plan. We have case studies to prove it.

Banks in Asia have prepared business continuity plans for 10 years, but manufacturers have lagged behind. That may be because their managements think an insurance claim is the only way to recover if a factory is destroyed. If that's what you think, too, your company should send someone to this workshop.

## About TR 19:2005, the proposed ISO standard for BCM

Last year, the Singapore Business Federation (SBF), the Economic Development Board and SPRING Singapore developed a Technical Reference for Business Continuity Management, designated TR 19:2005, as a proposed international ISO standard, like the ISO 9000 or ISO 14000 standard you already know. TR 19:2005 is relevant to any manufacturing business – indeed, to any business anywhere. We are proud to launch the first public workshop on BCM in Manufacturing to incorporate TR 19 in the curriculum, and we are fortunate to have the chairman of the committee that developed the standard as one of the instructors. A free copy of TR 19:2005 will be given to all delegates at the workshop.

## What are the Workshop Take-Away's?

### After this workshop, you will:

- Know not just what to do, but how to complete a BCP at your company.
- Know why there is an international-standard BCM methodology, and how to apply it.
- Have assessed the business impact of a disaster event on a company, perhaps your own.
- Have decided the top 3 threats to your company's manufacturing operations.
- Consider appropriate BCP strategies for a specific manufacturer, perhaps your own.
- Have examined actual BCP's from other companies, and decided what makes a plan "good".
- Have developed lists of tasks to demonstrate that your plan will "work" in a disaster.
- Have participated in a skit to demonstrate the concept of "business impact" of a disaster.
- Have had plenty of chances to discuss your company's situation and needs with the instructors.

## Why is This Workshop Unique?

- "Business Continuity Management in Manufacturing" has never been offered in Asia; you can be the first to recognise and understand its importance and future impact .
- Our workshop leaders – Mr. Nathaniel Forbes and Mr. Dan Steele – are industry experts and recognised leaders with 15 years of BCP experience in Asia. With their insights into case studies and real-life events at MNC's in Asia, you may never hear instructors with more real-world, practical experience in contingency planning.
- This workshop uses actual documents and case studies from real companies to show you how other companies do BCP (note: names of companies have been changed for confidentiality).
- The workshop content is not industry-specific. It applies to any manufacturing business: examples and case studies are from both actual and imaginary manufacturers.
- This will be the first time the proposed international standard TR 19:2005 will be used in a workshop curriculum.
- Our workshop emphasizes planning for operational business continuity. The workshop is not about emergency response for health and safety of employees, and it is not about crisis management for events like product recall, product liability or employee malfeasance.
- The workshop does not cover information systems recovery, although IT disaster recovery is an important part of a BCP for manufacturers.

**Special Note:** The value of this workshop to you – and to your company – will be greatly increased if the instructors can discuss situations that are relevant to your specific company. If you bring parts of your own company's written BCP, or if you volunteer to share information about your company, the instructors will attempt to use it in the workshop. Knowing that many people are reluctant or embarrassed to reveal information about their companies, we have built the workshop around real companies, but with fictional names (see below). But if you bring your own company's information, you'll obtain more value from the workshop and the instructors will be as flexible as possible.

## Methodology

Our workshop follows the international standard methodology for business continuity planning, as expressed in the proposed ISO standard for BCM, TR 19:2005. To help you understand why the methodology exists, we teach the methodology in reverse order: Test, Write Plans, Develop Strategies, Business Impact Analysis, Risk Assessment.

## Training Deliverables

- A copy of Technical Reference for BCM, TR 19:2005
- Case Study for a manufacturing company
- Risk assessment template and sample
- Business impact analysis template and sample
- BCP strategies descriptions
- Sample business continuity plans

## Who Should Attend?

- Business continuity planners, BCP specialists
- Operations, production, engineering and manufacturing managers
- Environmental health and safety officers
- Security officers, risk managers
- Crisis Management Team members

## Exercises You'll Perform

- Prepare your own list of risks
- Evaluate those risks
- Prepare Business Impact Analysis summary for a manufacturing company, perhaps your own
- Choose appropriate business continuity strategies for a manufacturing company, perhaps your own
- Write exercise tasks to test a BCP, perhaps your own

**CASE STUDY**

*\*Smart Circuits Ltd* is a multinational semiconductor manufacturing company that makes sophisticated integrated circuits for Nintendo, Sony and Microsoft video game machines. The company is public-listed and trades on the Singapore Stock Exchange. It has manufacturing facilities in Jurong, Singapore and Penang, Malaysia. It exports to the United States, among other countries, and is therefore required to comply with U.S. homeland security legislation. Its customers depend on Smart Circuits to deliver IC's – even after a disaster.

Smart Circuits, like your company, is concerned about:

- Health and safety of employees, contractors and visitors
- Product quality
- Supply chain security and reliability
- Plant and equipment maintenance and security
- Investor relations
- Regulatory compliance

*\*Smart Circuits is a fictional company. All the details that will be revealed in the workshop about its operations are drawn from actual manufacturing companies in Asia.*

**Day One - 1 June 2006, 26 June 2006**

**Test First, Plan Later**

We take an innovative approach to teaching business continuity management (BCM): you are going to work backwards through the planning process, starting with testing and ending with risk analysis.

Why? We know that executive support is the key to developing a BCP – and also your biggest challenge. In our experience, there is simply no better way to get 'buy-in' than putting managers through a test. We believe this is also the best way for you to understand why the standard BCP methodology exists: why BC plans can come only after your business impact analysis, for example, and why business impact can be determined only after you agree on probable risks and threats to your business.

We will give you a background narrative to read about Smart Circuits' business, and then we'll give you a disaster scenario – but we won't tell you anything about their business continuity plan. Your task: how would you test Smart Circuits' ability to supply their customers after a disaster? We will show you how other manufacturers test their plans, and you will also learn why you might test before you have a plan, in order to drive home the value of BCM. And we'll explain what TR 19:2005 suggests about Tests and Exercises (Section 7).

**Before Your BCP: 14 Steps You Can Start Tomorrow Morning**

You will receive a copy of our popular document, "Before Your BCP". This contains 14 steps you can initiate to prepare your company for a disaster before you have completed a BCP. These are useful, low-cost preparations for any company and many of them can be tested simply and easily, before your company completes its BCP.

**Business Continuity Plans**

You will discover that it is impossible to conduct an effective test or exercise until you have read a company's written plans to continue business in a disaster. We'll hand you samples of plans from other companies, including those for one location of U.S. consumer goods manufacturing company. Are they "good" plans? Will they "work" in a disaster? How can you know? We'll let you decide what a plan should look like for your company, and we'll explain the guidance about BCP's in TR 19:2005, Business Continuity Plan (Section 6).

**Strategies and Plans**

We will tell you all about Smart Circuits' manufacturing process and its business activities, and ask you to suggest "strategies" or "plans" to recover its business and manufacturing functions.

Strategies usually fall into categories: Avoidance, Reduction, Transfer, Acceptance, for example. By "strategies", we mean preparations made in advance to recover from a disaster. Storing backup tapes off site is a "strategy", for example; having multiple suppliers for a critical item (in case one fails) is a "strategy"; insuring equipment against loss or damage is a "strategy"; moving your factory out of a flood zone is a strategy (an expensive one!).

We will use your suggestions (and questions) to explain what strategies other manufacturing companies in Asia have used, and the guidelines in TR 19:2005 Strategy (Section 5).

**Business Impact Analysis**

You will soon discover that it is hard to make decisions about appropriate strategies if you do not know what the potential impact of a disaster is on your business. Should you spend US\$1 million to recover your one of your production lines? How can you decide if you don't know whether the manufacturing line is worth US\$100,000 or US\$100 million?

The way to find out is called a Business Impact Analysis. Using the results, you will decide your company's Minimum Operating Requirements and Recovery Time Objectives. TR 19:2005 Section 4 covers Business Impact Analysis, and we'll describe its Minimum Business Continuity Objective (MBCO) concept.

**WORKSHOP EXERCISE**

**The Gas Factory**

**Areas of potential impact in a manufacturing business include:**

- Plant and equipment
- Production machines (automated manufacturing)
- Raw materials inventory
- Finished goods inventory
- Storage/warehouse/yard
- Utilities
- Transportation
- Order processing
- Shipping
- Dependencies on other plants/other plants on yours
- Custom fixtures and equipment
- Cost of manufacturing tools (robots, molds)
- Operating environment (heat, pure water, clean air, special raw materials)
- Regulation/Compliance
- Documentation to guide reconstruction (critical, usually does not exist)

You are going to get some exercise and have a little fun on Day One, because you will be setting up and 'running' a gas factory. While you're running this factory, there will be a disaster – there might be more than one! This skit demonstrates – in a way that no presentation can – the concept of "business impact analysis". When the disaster happens, you'll see (and hear!) the business impact of a disaster on your gas factory. If you ever wonder how to get people in your company to pay attention to BCP, this will do the trick. Duration: about 40 minutes.

**Day Two - 2 June 2006, 27 June 2006**

**Risk Analysis**

During the business impact analysis, you will discover that it is hard to estimate impact if you do not know what event you are planning for: is the disaster an epidemic or a flood? To determine what threats might materialise for your company, you conduct a risk assessment. Your insurance company may already have conducted one for your company.

We will give you an extensive list of threats to Smart Circuits' business and ask you to pick five (5) that you are most concerned about. Our list is categorised according to TR 19:2005, Section 3:

- Threats to policies
- Threats to processes
- Threats to people
- Threats to infrastructure

We encourage you to add on threats which you feel are relevant to your organisation if they are not on this list. We will aggregate the results from the class, and throughout the workshop, we will use and relate the threat(s) which most of your companies are concerned with, and discuss how risks are covered in a manufacturing company's BCP.

**WORKSHOP EXERCISE**

We will end with one final test, using what you have learned. You will design a scenario and test for your own company that you can use at your workplace immediately after the workshop. The objectives of this exercise:

1. Determine how well your company would do in a disaster
2. Get your management's attention.

## Testimonials

### From past participants of Crisis Management exercise

*"This exercise gave our Crisis Management Team the opportunity to work together in a very realistic, stressful crisis scenario."*

Daniel Tan Bak Hiang, Executive Vice President,  
Head of Operations, Singapore Exchange Limited

*"The simulation exercise was realistic, intense, well-thought out, and orchestrated in a way that was very close to what reality may present to us. In my role, I found a good mix - work under pressure and lots of fun."*

Juan Gallo, Human Resource Director,  
Gillette Management (S.E.A.) Pte. Ltd.

### From past participants of Do-It-Yourself BCP workshop

*"Useful and informative course and easy to understand. The consultant has an excellent experience and knowledge on BCP"*

Leading Bank, Malaysia

*"Pragmatic depth and insight into the development of a BCP"*

Land Transport Authority, Singapore

*"Given that participants have little knowledge and it was a one-day programme, the trainer has done a good job highlighting the essence of BCP"*



**Mr. Nathaniel L. Forbes**

Director, Forbes Calamity Prevention Pte Ltd

Nathaniel founded and manages the consulting firm Forbes Calamity Prevention (FCP) in Singapore. FCP offers business continuity planning, crisis management and emergency response planning for multinational companies. The firm's clients include BP Singapore, BP Australia, BP New Zealand, Oversea-Chinese Banking Corporation (OCBC), Singapore Exchange Ltd (SGX), The Gillette Company and Siemens Pte Ltd.

From 1984 to 1992, Nathaniel was the founder and president of a U.S. company which pioneered electronic filing of U.S. individual income tax returns, using Electronic Data Interchange (EDI) and Electronic Funds Transfer (EFT). In 1992, he sold that company to the public-listed U.S. company Intuit, Inc., publishers of the accounting software Quicken and the tax preparation programs TurboTax and MacIntax.

Nathaniel was President of the Business Continuity Group, a chapter of the Singapore Computer Society, from 1999 to 2001. He passed the Disaster Recovery Institute International examination for Certified Business Continuity Planners in 1998. He is the Singapore representative for the International Association of Emergency Managers (IAEM).

He has lived in Singapore for ten years. His wife teaches at the Singapore American School and he has two sons.



**Mr. Daniel W. Steele**

Senior Director, Facilities Operations,  
Chartered Semiconductor Manufacturing Ltd

Daniel W. Steele is the current the Senior Director for Facilities Operations with Chartered Semiconductor Manufacturing Ltd, Singapore. He has been with the organisation since June 2000, with the previous position of Director, for Environmental, Health, Safety, Security and Building Services. He is a Member of the Corporate HR Council; Chairman of the Employee Performance Appraisal Programme Development and Multi-source Feedback Programme Development sub-committees. His responsibilities include being a corporate trainer for Managing by Values and Leadership in Chartered, and Business Continuity Management Coordinator for the Corporation.

Daniel is largely responsible for managing the operations for six semiconductor manufacturing facilities. He

- had created/implemented central maintenance team to increase skills set and reduce dependency of vendors
- had initiated Cost of Systems Management and Cost of Facilities Quality Service programmes to track efficacy of facility organisation.
- is Co-Responsible (w/corporate controller) for Corporate Property Insurance Programme. Conducted Insurance 'Roadshows' in Asia and the EU that reduced insurance premiums 40 percent in three years while adding to the total sums insured.

At the same time, Daniel is the Chairman of Singapore Business Continuity Management Council. BCMC is a government-initiated programme to develop BCM standard for Singapore businesses, Free Trade Agreements and basis for ISO Standard offering. BCMC is initiated by the Singapore Economic Development Board and Singapore Business Federation.

He had chaired the BCMC council for SBF/EDB and Spring, and developed TR 19:2005 which was announced at this year's Annual General Meeting of ISO held in Singapore.

Daniel is a Singapore PR, married and has a daughter who was born in Singapore.

## Our Trainers

To register, please contact

**Partners Conference & Event Management Pte Ltd**

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Fees (nett per person)	Singapore	Malaysia
Register by 31 Mar 2006	<b>S\$1,495</b>	<b>US\$900</b>
Register by 30 Apr 2006	<b>S\$1,695</b>	<b>US\$1,000</b>
Regular Fee	<b>S\$1,795</b>	<b>US\$1,100</b>

*Enjoy group discounts off early bird fees when you register a team of 3 people from the same organisation.*

### Yes, please register me / us

Name of Delegates	Designation	Email
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

#### Approving Manager

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Email: \_\_\_\_\_ Organisation: \_\_\_\_\_

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