Building Resilience With BELFOR - 3-Part Podcast Series

Series Theme: Business Continuity Plan (BCP)

Episode 1: "Strengthening Your BCPs in the Age of Poly Crisis"

OPENING

HOST: Welcome to "Building Resilience with BELFOR" - I'm your host, Aidil. We live in what experts are calling 'Generation Risk' - an era of Poly crisis where typhoons, floods, large fires and supply chain disruptions can strike simultaneously. Today, we're exploring how Business Continuity Planning isn't just about having a plan anymore - it's about building adaptive resilience for an unpredictable world.

INTRODUCTION & GUEST INTRO

HOST: Joining me today is Guido Gavio, Asia Complex Loss Director from BELFOR Restoration Services. Guido, you've been on the front lines of disaster recovery across Asia for 30 years. When you see a major incident unfold - whether it's a semiconductor fab flooded in Taiwan or a shipping terminal damaged by a typhoon in the Philippines - what's the first thing that comes to mind?

GUIDO: Hi Aidil, thank you for inviting me to join this podcast. In response to your question, my first consideration wouldn’t be the damage itself, but rather whether the organisation was sufficiently prepared for such a disaster. We’re increasingly seeing more frequent complex incidents, and the companies that manage to recover and succeed aren’t just those with strong insurance coverage—they’re the ones with well-developed Business Continuity and Disaster Recovery Plans that can withstand real-world challenges.

HOST: That's fascinating, Guido. Can you help us understand the fundamental difference between Business Continuity Planning and Disaster Recovery Planning?

SEGMENT 1: DEFINING BCP VS DRP

GUIDO: That's a good question. These two terms are closely related however they serve different purposes. Think of it this way - Business Continuity Plan (BCP) ensures that critical business operations can continue during and after the disruption. For example, if a flood disables your main office, the BCP outlines how staff will work form a backup office, access cloud-based systems and continue servicing customers and at the same time supporting the recovery efforts such as payments to contractors etc.

Disaster Recovery Planning (DRP), on the other hand, focus on restoring specific systems, assets, and infrastructure after the disruption. It is more technical and operational.

A typical DRP would have procedures for restoring servers (pre-arranged contract with IT vendors), procedures to repair or replace damage equipment and or facilities, again vendor / service provider and Restoration Service Providers (like BELFOR) in their approved contractor's list.

HOST: So, BCP is proactive and DRP is reactive?

GUIDO: Well, on the surface it appears to be correct.

BCP focus on anticipating potential disruptions (fires, floods, power failures, pandemics even cyber attacks) with the goal to keep essential business functions running with minimal downtime.

DRP kicks out after a disaster has occurred, specifically addressing how and who will restore the IT systems, power, equipment and the building itself.

Just to clarify let’s do an analogy with a car

BCP in a car is equivalent to having seatbelts, airbags, and safe-driving habits (plan to reduce the impact of an accident).

DRP on the other hand would be the equivalent to calling the tow track, repairing the car after the crash (restoring the normal operations).

But here's where it gets interesting. In traditional thinking, we've focused heavily on DRP - how do we fix things after the disaster happens. But in today's Generation Risk, with global warming causing bigger rain and floods, and with the setting up industrial parks in high-risk areas, BCP is more important than ever. Why? Disasters are happening more frequently, and business will be affected more often. Hence, if you do not have a BCP, your business and customers will suffer a lot more.

HOST: Guido, can you give us a real-world example of how this plays out?

GUIDO: Sure. During a wide area flood event which affected a number of electronics manufacturers in Thailand, one of the companies we worked, had great insurance coverage but minimal BCP - they were completely out of operations for 3 weeks while we restored their IT equipment and facilities equipment to re-start clean room environment. Another company, with similar damage but robust BCP, had already moved critical operations to their backup facility and was back online in less than 3 days. Same insurance payout, vastly different business outcomes.

HOST: That's a good example. For our Risk Managers, how should they be thinking about continuity planning?

GUIDO: It's not only about creating a comprehensive BCP and DRP. The Risk Managers need to ensure the entire organisation embraces these plans. Preparing BCP and DRP is something no company wants, but it is critical for business continuity. So, it needs to be taken seriously.

Our most successful restoration projects come from organisations that took BCP and DRP seriously. Having good insurance coverage is not a replacement for a good BCP and DRP. Insurance does not cover the loss of customers, if you cannot fulfil your delivery commitments on time, your customers will look at your competitors for assistance.

SEGMENT 2: UNDERSTANDING CRITICAL ROLES

HOST: Guido, let's dive into the practical side. What do you do when you arrive at a disaster site?

GUIDO: Always look at the chain of command within the organisation, which is not necessarily the CEO. For example, during a disaster, your role changes, such as the Financial Controller becomes the Insurance Point-of-Contact. The Maintenance Manager becomes the link between BELFOR and the Management of the company. Such roles have been defined in the BCP. Part of my task is to identify the correct individuals who are assigned to work with us, to start doing the damage assessment and mitigation work.

HOST: Can you walk us through how this works in practice?

GUIDO: Let's take a semiconductor facility - a common client type in our region. Semiconductor requires extremely clean environments to operate. Therefore, the focus is on

re-establishing the environment as quick as possible. Once the environment is re-established, we can focus on the equipment.

This activity is very labour-intensive and requires very good coordination between our Recovery Specialists and the company's workers. The key is to have one main point-of-contact to coordinate the activities and communication.

HOST: That's where roles and responsibilities become crucial, right?

GUIDO: That's right Aidil. I've seen too many BCPs that look great on paper but fall apart because nobody knows who's supposed to do what when disaster strikes. Clear roles aren't just about organisational charts - they're about creating a culture of preparedness where everyone understands their part in keeping the business running.

HOST: For insurance professionals listening, what advice should they be giving their clients?

GUIDO: Great question. I think there is a lack of understanding of Insurance. Particularly, policies are misunderstood. Firstly, they are difficult to read and also because of the legal terminology used. In many cases, the expectation of the business management team is that the Insurance policy is a BCP, and it will fix everything. The reality is far from that.

Brokers should try to educate and explain the policy clearly, and indicate how the policy works and the company's responsibilities. It's not the responsibility of the Insurance company to fix your business. It's the business owner's or the management of the company's

responsibility. So how the insurance policy works should be part of the BCP. For example, choosing the loss adjusters can be pre-arranged, as part of the BCP.

SEGMENT 3: BELFOR'S APPROACH & BEST PRACTICES

HOST: Guido, you've been sharing insights from BELFOR's experience across Asia. Can you tell us about your approach to helping organisations strengthen their BCPs?

GUIDO: We work with clients through what we call the Equipment Recovery Planning process - it's about building preparedness before the disaster strike.

HOST: How does that work in practice? Tell us more.

GUIDO: Well, we start with awareness - helping teams understand what recovery really involves and the importance of loss mitigation. Then we move to preparedness - creating practical checklists and conducting site audits. Finally, we run actual drills using realistic scenarios. It's about turning theory into action.

HOST: These drills sound crucial, Guido. Why is hands-on practice so important?

GUIDO: Because in a real emergency, people default to their training. I've seen brilliant BCPs fail because when the crisis hit, team members had never actually practised their roles. Stress makes you forget procedures and the end result is disastrous.

HOST: What are some best practices you've observed from organisations that excel at business continuity?

GUIDO: Three things stand out. First, they communicate to their customers about the BCP to give them confidence that if a disaster occurs, there is a plan. Second, BCP is not static. It needs to be reviewed and adjusted based on near-misses and lessons from other industries. Third, internal training has to be consistent, especially when there are changes to the BCP.

KEY INSIGHTS SUMMARY

HOST: Guido, before we wrap up, let's summarise the key insights from today's discussion for all our listeners.

GUIDO: OK, the first insight: Business Continuity Planning and Disaster Recovery Planning serve different purposes - BCP is about keeping the business running during the disruption. DRP is about how to repair / restore once the damage is done.
In today's Generation Risk, having both BCP and DRP are more critical than ever to ensure business survival.

Second insight: Critical functions aren't just about what you do, but about how everything connects. Map the dependencies, not just the activities.

Third insight: The best BCP and DRP are the ones people can execute under stress. That means clear roles, regular practice, and building preparedness into your organisational culture.

HOST: Excellent summary, Guido. Any final thoughts for insurance professionals working with clients on business continuity?

GUIDO: Remember that your role isn't just about transferring risk - it's about helping clients reduce risk. A broker who helps a client build better business continuity and disaster recovery plans, is creating value beyond just coverage. A risk manager who prioritizes preparedness is and invaluable asses to any organisation.

CLOSING & NEXT EPISODE TEASE

HOST: Guido, this has been incredibly insightful. Thank you for sharing your expertise with our listeners.

GUIDO: My pleasure, Aidil. I hope this helps them think differently about Business Continuity Planning and Disaster Recovery Planning.

HOST: Thank you very much Guido for joining our podcast. In the next episode, we're going even deeper into the technical side of disaster recovery. Guido will be back to walk us through the actual recovery process - from loss mitigation to decontamination to restoration. We'll explore international standards, discuss timelines, and share insights that could save your clients weeks of downtime. You won't want to miss "Rapid Recovery in Action" - Episode 2 of Building Resilience with BELFOR.

Until then, stay prepared, stay resilient, and remember - in Generation Risk, the organisations that thrive are the ones that plan for tomorrow's challenges today.