

Good-bye speech by outgoing HKFSBCM Chairman Willem Hoekstra

To: All members of HKFSBCM

Hong Kong, 25 April 2019

Dear professional peers,

Over the past 7 years or so, I have had the privilege of being the Chair of HKFSBCM. When we started it was merely a group of BCM professionals looking to meet socially and share some ideas. Names from those days include Keith Mulcahy, Tony Booth, Satyam Das, Perry Pow, and Selina Tng. All senior, professional managers, willing to work together for the common good. Not only commit, but also deliver.

Similar to other industry peer groups, HFSBCM can play a key role in the development and recognition of our profession. In the interest of individual companies, as well as for the industry at large. BC is really better not left to the intern of the secretary, no matter how smart he or she is!

For me, HKFSBCM was a professional hobby. Over the years, I initiated and/or helped organize many presentations, site visits, and seminars. Most notably, HK Electric, Cathay Pacific, Hill & Associates, Akamai, Regus, BCI, DRII (MY and CN), Resilience-One, SendWordNow, EverBridge, Amazon Web services, Bloomberg, HKEx, International SOS, Control Risks, and a seminar with the foreign Consulates in HK on collaboration during major incidents. I'm probably forgetting a few here, which is not on purpose. We also did many surveys, and had plans for a members' training program and defining Best Practices.

The most visible deliverable has obviously been the WISE industry-wide exercises. WISE2015 was largely done by professional volunteers and it took 1.5 years to prepare. In my view it was the best one, but the set-up perhaps not sustainable. In WISE2017 we (mainly Leigh, Hozefa and I) worked with a partner for 1 year, and although some shortcuts were taken, and still many weekends surrendered, it was again successful.

In the course of organizing WISE, we were recognized and have worked together with HKMA, SFC, ASIFMA, HKAB, FSTB (Government), Commissioner of Insurance, Association of Insurers, MPF Authority, HKEX, HK Police, ACSG, ASIS, OSAC, SG Raffles IWE organizers, etc. etc. Over the years I was also asked to present on WISE to equally relevant parties, such as Global platform of Financial authorities (IOSCO). We were at the forefront, setting an example and sharing this with the world, and as a group we can be proud of that.

As chairperson, I have also pushed for professionalization of HKFSBCM. We became a registered organization, with a bank account, website and our own email domain, postal mail address and Limited liability in a company. I strongly believe these items are important for our reputation and credibility, but also to prevent problems: tax reasons, personal liability, signing contracts, and simply operating the bank account. Some are a legal requirement. Especially since we have some capital, you must keep your house clean.

All these things are not necessarily a lot of work, but they don't happen by themselves. There is some work overdue here. I would now like to hand them over, but you as a group

need to decide if you want to pick this up or discontinue. I will also not be involved in WISE2019, and wish the team all the best. Note: I'll refrain from unsolicited advice, but feel free to ask.

BCM has changed over the years, and this group with it. There have been no high-visible incidents like Y2k, 911 or Fukushima in recent years. Management attention is limited and drifting away from BCM towards concerns over Cyber threats. Some now believe that BCM is merely a subset of CSIRT, just like there are people that believe it is a merely subset of Risk, IT, or Building management. As a consequence, you can see that BC Managers tend to be replaced with more junior staff, with less relevant BCM experience or expertise. I think this is a concerning development, and we need an organization like HKFSBCM more than ever, with leadership and professionalism.

I don't know what the future will bring for me. You may still hear from me through the BCI or ContinuityGroup (Annual Conference, BCI Certifying training and Consultancy), and I may be back in the industry someday. But for now: Let's not be strangers. I wish the new / remaining team all the best (Leigh, Hozefa). I hope I was able to contribute something positive. It's been an absolute pleasure to work with you all and *tot ziens / au revoir*.



The WISE2015 control team

For HKFSBCM Hand-over or close-down:

- Website: hkfsbcm.org, hkfsbcm.com, hkwise.org
- Email Accounts: @hkfsbcm.org
- Bank Account: HSBC
 - o Check books
 - o Online banking
- Post address: 2302, New World Tower 1, 18 Queens Road Central (OneStart)
- Society Registry: HK Police
- Ltd Registry: HK Companies Registry / OneStart Company Secretary
- HKFSBCM Ltd - Green box
 - o Company chop, stamp
 - o Statutory Book
 - o Terms of Association 20x
 - o Initial minutes, resolutions of bank account opening