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Proposal Contents.

Scan this QR code to view a digital copy of your proposal.
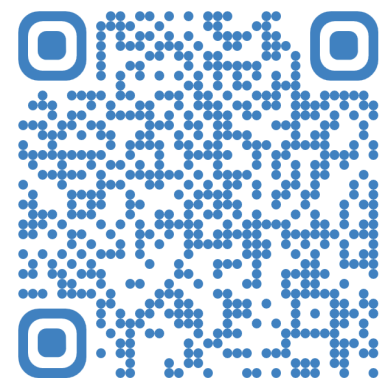
Or use the URL below to visit it online

https://fixinc.link/hyundai-bcp-25

Through to Executive Summary

Business Continuity for Hyundai by Fixinc
Business Continuity Program

Proposal ID rec1P6JAOVjzVOotb-1 | Valid until April 21 2025 · Strictly private & confidential.

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Executive summary by Brad Law.

Dear Jasper,

Thank you for the opportunity to present Hyundai Motor Group Innovation Center Singapore (HMGICS) with a proposal for Business Continuity Management services. It is my pleasure to introduce you to our team and detail our approach to supporting your organization on this important journey.

HMGICS has identified the need to update its business continuity program to ensure the appropriate level of preparedness in the event of a business disruption.

The key elements of our proposal include:

• Business Continuity Policy & Framework

• Business Impact Analysis and Risk Assessment

• Business Continuity Plan Development

• Business Continuity Training

• Scenario Desktop Exercise

A fit-for-purpose program validation, built on clear recovery priorities, dependencies, and strong stakeholder engagement, will increase confidence in HMGICS response capabilities and meet stakeholder expectations. It will also ensure your organization begins its journey toward building resilience maturity in a challenging world.

On the following pages, you'll find our approach to Business Continuity and how Fixinc enhances people's capabilities during times of adversity. The document outlines everything you need to know to trust Fixinc and both the digital and print versions of this proposal offer a glimpse into the level of quality we deliver every day.

Fixinc is a boutique, people-first advisory firm. We keep our client relationships and team structure intentionally streamlined, allowing our senior advisors to dedicate unparalleled commitment and attention to each program.

You will experience a tailored, personal relationship with us. We will check in on you during potential disruptions - regardless of ongoing work. All activities and services are performed to ISO-level standards and supported by our intelligent in-house technology solutions, which enhance efficiency and implementation tenfold. This is why we're widely regarded as some of the most reliable and dedicated resilience advisors in the market.

Fixinc has extensive experience working within the manufacturing sector. We have a deep understanding of the unique risks and threat landscape HMGICS navigates daily. Our Business Continuity and Crisis Management services are specifically designed to address manufacturing risks.

Jasper, at Fixinc, our mission is to modernize the resilience profession. We stake our careers and reputation on the excellence of our services, providing you with the assurance that robust measures are in place to address any business disruptions.

Thank you once again for the opportunity to submit this proposal. The team and I look forward to the prospect of working with you soon. Please don't hesitate to contact me directly if you have any questions.

Yours sincerely,

Brad Law

✉ brad@fixinc.org

☏ 0485 859 092

▯ (+64) 27 365 5824

Through to Methodology
→

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Methodology & what's in this proposal.

By facilitating this program of work, Fixinc aims to improve both the effectiveness of HMGICS corporate resilience, as well as the confidence of key stakeholders that your new program meets relevant best-practice standards.

In this proposal we will detail the main components of your program with us. We provide a short overview of investment, scope of work, agile timelines, and a detailed summary of work. At the back of the proposal are plenty of details about Fixinc, our team, and our capabilities. As a boutique advisory, our small but highly skilled team will deeply invest in your business to grow its resilience. **That's a promise.**

This proposal is for you, Jasper. Everything in it details our commitment to providing a premium service to you.

Through to Relevant standards

→

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Program Standards.

All Fixinc services strictly adhere to best practice benchmarks and international compliance frameworks. Throughout your program with us, we will continually introduce and monitor the quality of all disciplines put in place ensuring your organization is receiving the very highest level of compliance and strategy.

ISO 22301:2019

Societal security – Business Continuity Management Systems - Requirements.

Business Continuity

'Good practice guidelines 2018'.

ISO 31000 Risk Management

Principles and guidelines.

ISO 22361:2022

Security and resilience — Crisis management — Guidelines

ISO/IEC 27001:2022

Information security, cyber security and privacy protection — Information security management systems — Requirements.

SOC 2 & Cyber Security Practices

Including NZ ISM and Cloud Risk, Australian Essential 8, and IRAP.

Through to Engagement Meeting

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Phase one.

Engagement Meeting.

Stage duration

1 week[1]

Your Commitment

1 hour [2]

Proposed start date

21/03/2024[3]

Investment

SGD $1,200.00

Key scope highlights

· Client Portal and Engagement Prepared by Fixinc.

· 1 Hour Engagement Meeting.

· Minutes and Meeting Recording.

· Detailed scope and Q&A.

This is an opportunity to introduce the Fixinc team and our key program members. For your project sponsors (the people heavily involved with the program), it's a great opportunity to build a rapport and ask important questions. The meeting will confirm the scope and priorities as well as handle any of the admin requirements like invoicing and onboarding for Fixinc.

At Fixinc, we understand the importance of a solid foundation for every program we initiate. That's why we prioritize an Engagement Meeting, facilitated by our experienced Program Manager. This meeting is a crucial first step to ensure alignment and set clear expectations for all parties involved.

1. This indicates the approximate period of time Fixinc will require to complete this Phase.
2. This indicates the approximate time Fixinc would require you to be available.
3. This is the date we have set aside for your program now, however it is flexible to your team's schedule.

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info@fixinc.org   www.fixinc.io

Engagement Meeting (continued).

Meeting Details

Facilitation:

Your Program Manager will lead the Engagement Meeting, ensuring a structured and productive session. The meeting can be conducted virtually via Teams, Zoom, or Google Meets. In-person meetings can be arranged if preferred and feasible.

Attendees:

The meeting should be attended by yourself and any key program sponsors. In some scenarios, clients invite a member of an executive team should it be valuable to ensure this person is confident in the implementation plan (a great way to get initial buy-in).

Duration:

The Engagement Meeting typically lasts one-hour, providing ample time to cover all essential topics.

The Agenda will include:

1) Introduction:

- Welcome and introductions
- Overview of Fixinc and the program's purpose

2) Discussion Points:

- Scope of Work: A detailed discussion on the scope of the program to ensure clarity and mutual understanding.
- Priorities and Responsibilities: Identifying and assigning key priorities and responsibilities to ensure a smooth workflow.
- Approximate Timescales: Reviewing the tentative timeline for program milestones and deliverables.
- Client Portal Review: A walk-through of the Client Portal, highlighting its features.

- Program Outcomes and Objectives: Confirming the desired outcomes and objectives to ensure alignment with the client's vision.
- Next Steps: Outlining the immediate next steps following the meeting to maintain momentum.

3) Q&A Session:

Dedicated time for questions and answers to address any concerns or uncertainties.

Logistics

Timing:

The Engagement Meeting is scheduled within 7 days of accepting the proposal. This prompt scheduling helps maintain momentum and ensures a timely start to the program.

Rescheduling:

We understand that schedules can change. Therefore, there are opportunities to reschedule if necessary, ensuring all key participants can attend.

Follow-Up:

Minutes from the meeting will be meticulously documented and shared via the Client's Portal. Additionally, the call will be recorded using the chosen meeting software for future reference, all found via the Implementation section of your Client Portal.

Conclusion

The Engagement Meeting is designed to establish a strong foundation for the program, ensuring all parties are aligned and ready to proceed. With clear communication, defined objectives, and a dedicated time for questions, we aim to set the stage for a successful collaboration.

Through to BCP and Framework
→

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Phase two.

Business Continuity Policy and Framework.

Stage duration

1 week

Your Commitment

1 day

Proposed start date

28/3/2025

Investment

SGD $1,600.00

Key scope highlights

- Agree the definition and objectives for business continuity within the organization.
- Agree the scope of the business continuity program.
- Identify and agree on the standards or guidelines that will be used as a benchmark.
- Draft the new or revised policy.
- Circulate the draft policy for consultation with top management.

- Facilitate the approval and sign off of the policy by top management.
- Ensure the approved policy is communicated to all interested parties.

Based on the outcomes of the engagement meeting Fixinc will develop the recommended Policy and Framework for approval.

The Policy and Framework will define the implementation and management approach for the Business Continuity Program and align it with best practice standards or guidelines.

BCP and Framework continued

→

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Business Continuity Policy and Framework (continued).

Purpose and Scope

- Purpose: Clear statement of the purpose of the policy.

- Scope: Defines the coverage of the policy, including business functions, geographic locations, and any exclusions.

Objectives

- Business Continuity Objectives: Specific goals that the policy aims to achieve, such as minimizing downtime and ensuring the safety of personnel.

Roles and Responsibilities

- Leadership Roles: Identification of individuals or teams responsible for oversight and implementation of the business continuity plan.

- Staff Responsibilities: Roles of employees in executing and maintaining the business continuity measures.

Business Impact Analysis (BIA)

- Critical Business Functions: Identification and prioritization of critical business processes.

- Impact Assessment: Evaluation of the potential impact of disruptions on business operations.

Risk Assessment

- Risk Identification: Potential risks that could disrupt business operations.

- Risk Mitigation Strategies: Measures to reduce the likelihood and impact of identified risks.

Business Continuity Strategies

- Recovery Strategies: Detailed plans for restoring critical business functions.

- Resource Allocation: Identification of necessary resources (personnel, technology, facilities).

Recovery Plans

- Detailed Recovery Procedures: Step-by-step procedures for recovering business operations.

- Time-frames: Estimated recovery times for critical functions.

Training and Awareness

- Training Programs: Regular training schedules for staff on business continuity procedures.

- Awareness Campaigns: Initiatives to keep all employees informed about business continuity practices.

Testing and Exercising

- Test Types: Different types of tests (e.g., tabletop exercises, full-scale drills).

- Frequency: Regular testing schedules to ensure plans are effective and up-to-date.

Plan Maintenance

- Review Cycle: Regular review and update schedules for the business continuity plan.

- Continuous Improvement: Mechanisms for incorporating lessons learned from tests and actual incidents.

Compliance and Audit

- Regulatory Requirements: Adherence to relevant laws, regulations, and industry standards.

- Audit Processes: Regular audits to ensure compliance and effectiveness of the business continuity plan.

Through to BIA and Threat Assessment

→

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Phase three.

Business Impact Analysis and Threat Assessment.

Stage duration

1 hour meetings/ business unit
1 hour BIA meetings with key managers.

Your Commitment

1 week

Proposed start date

31/03/2025

Investment

SGD $13,320.00

Key scope highlights

• Initial BIA: High-level analysis to establish a framework for detailed BIAs.

• Product & Service BIA: Strategic-level identification and prioritization of business continuity requirements.

• Process BIA: Assessment of processes needed to deliver prioritized products and services.

• Activity BIA: Identification of critical activities and required resources.

During the BIA meeting, Fixinc will review the current BIA templates provided by the business unit representative of the organizations. After the meeting, the business unit representative will have the opportunity to review the findings with their business unit leaders and finalize the BIA.

A clear understanding of your key priorities and dependencies are essential to build effective business continuity strategies. To achieve this, Fixinc will develop a Business Impact Analysis (BIA) through the facilitation of consultative interviews with business unit representatives.

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BIA and Threat Assessment (continued).

For each area of the business that undertakes the BIA, outcomes of the BIA process will include confirmation of:

- All mission-critical functions
- Allowable outages and recovery time-frames for each critical function
- Resource requirements and critical dependencies

As part of the BIA process, Fixinc will also facilitate a threat assessment using our proprietary threat forecasting tools to assess relevant business continuity vulnerabilities and plausible disruption scenarios that may impact critical business functions, as identified in the BIAs. This will include:

- Prioritize the organization's products and services by determining the MTPD for each.
- Prioritize the process or processes required to deliver the organization's most urgent products and services, including identification of the activities that make up those processes, if required.
- Prioritise the activities that deliver the most urgent products and services, and determine the resources required for the continuity of these activities following an incident, as well as their interdependencies.
- Perform a final analysis or consolidation of analyses which should lead to the determination of business continuity requirements.
- Identification and categorization of disruption related threats.
- Review of likely causes, existing controls and potential impacts.
- Prioritisation of all identified risks based on likelihood and impact ratings.
- Grouping and prioritisation of risks into key disruption scenarios.

Through to Business Continuity Plan
→

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Phase four.

Business Continuity Plan.

Stage duration

2 weeks

Your Commitment

2 days

Proposed start date

24/4/2025

Investment

SGD $7,500.00

Key scope highlights

- Recognize and assess threats to determine appropriate responses.
- Establish a response structure for activation, escalation, and control.
- Empower competent personnel to implement agreed solutions.
- Ensure effective communication with internal and external parties.
- Secure sufficient resources to support continuity solutions.

Upon completion of the BIAs, Fixinc will develop a Business Continuity Plan (BCP) tailored to the unique operational requirements and structure of the organization.

The business continuity plans will include simple and easy-to-use documentation in the form of action plans covering business recovery and resumption considerations for all relevant disruption scenarios. Plans will also closely align with existing crisis management, emergency management, risk management, IT and operational measures to ensure an integrated outcome.

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Business Continuity Plan (continued).

This will deliver a standardized and integrated protocol for dealing with business disruptions and will include:

- Establishment of required command and control structures, including management roles and responsibilities.

- Communication strategies and supporting templates.

- Incident Assessment tools to measure the severity of an event.

- Impact assessment tools to measure the scale and nature of damage to business operations.

- Practical checklists for immediate operational tasks and escalation procedures to aid with decisions.

- Staff management plans to assist with relocations and recovery of work priorities.

- Resource management plans to effectively coordinate recovery efforts.

- Identification of alternate accommodation and process workarounds.

- Recovery strategies in the form of highly practical checklists, supported by reference procedures.

- Resumption strategies to resume business as usual operations.

- Other supporting tools, documents, and reference materials.

Through to Incident Management Training

→

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Phase five.

Incident Management Training.

Stage duration

2 weeks

Your Commitment

3 hours

Proposed start date

12/5/2025

Investment

SGD $2,800.00

Key scope highlights

- Incident Management Training Session
- Complete interactive incident response activities
- Attend 3-hour training session

Fixinc is committed to delivering a pragmatic training program to enhance the incident management culture, fostering proactive awareness and thereby elevating the organization's level of resilience. The training curriculum will be customized to precisely address the unique program requirements.

Suitable for staff with overall incident management responsibilities. The 3-hour modular Leadership Program is an industry first management course specifically designed to build awareness, critical skills, and incident leadership capabilities of your team using the latest experiential learning techniques and real-world case studies. Fixinc's Learning and Development division will organize all pre-training bookings and complete training participant records for all sessions.

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Incident Management Training (continued).

The session will deliver the following key outputs:

Understand the current threat Environment:

- World Economic Forum Report

- Focused Risks

- Risk Activity

Identify Incident Management Principles:

- Incident Response Diamond

- What is an Incident

- Phases of an Incident

- Incident assessment activity

Demonstrate use of the Incident Management Plan:

- Initial Actions

- Active Resources

- Manage the Incident

- Stand Down

- Post Incident Review

- Situational Awareness Activity

Through to Scenario Exercise

→

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Phase six.

Scenario Exercise.

Stage duration

6 weeks

Your Commitment

3 hours

Proposed start date

13/5/2025

Investment

SGD $9,160.00

Key scope highlights

- Review and approve exercise plan.
- Review and approve scenario and run sheet.
- Attend 3-hour desktop scenario exercise.
- Review and approve post-exercise report.

Your response plan should not be considered final until it has been thoroughly validated. The validation process should not only apply to the plan but also to the individuals who will be implementing it. Fixinc will deliver a realistic, thought-provoking exercise for the response team.

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Scenario Exercise (continued).

Exercise Planning

Validating a Response Plan and Procedures is essential to:

- Confirm the Recovery procedures are accurate.
- Confirm time-frames regarding the restoration of Critical Business functions and recovery of systems.
- Build familiarization with staff roles, responsibilities, processes and available tools.
- Identify practical program improvement.
- Provide a high level of stakeholder confidence in the organizations recovery capability.

Exercise Plan

After the planning meeting, Fixinc will draft an exercise plan for the organizations that outlines all necessary information for the exercise program, including:

- Exercise objectives
- Exercise methodology
- Exercise scope and scale
- Communications
- Roles and responsibilities
- Resource requirements
- Time-frames and timescales
- Internal exercise participants
- Performance criteria

Exercise Development

Fixinc will establish and arrange all necessary components for the organizations exercise program, including:

- Selection and development of the preferred exercise scenario.
- Creation of exercise schedules that outline all inputs and interactions during the exercise.
- Involvement of both internal and external participants in the exercise.
- Selection and briefing of exercise volunteers.
- Conducting briefings for participants in the exercise.

Exercise Delivery

Fixinc will design a scenario-based exercise that is event-driven and realistic, maximizing participant involvement and offering a comprehensive yet practical learning opportunity. Fixinc will provide you with dynamic injects that utilize proven exercise resources within a managed exercise setting.

On the day of the exercise, Fixinc will have a lead facilitator oversee the program, with support from additional Fixinc staff, in coordination with representatives from the organization and other relevant parties. The role of Fixinc during the exercise will be to:

- Manage the flow of information and inputs related to the exercise scenario.
- Provide structure and formality to the exercise process, ensuring teams remain focused and on task.
- Monitor and record the efficacy of organization's response and recovery procedures.
- Document all relevant issues as they arise during the exercise.
- Discover any discrepancies or gaps in the organization's Incident response processes.
- Conduct immediate debriefings with participants in the exercise.

Post Exercise Activity

After the conclusion of the exercise program, Fixinc will deliver:

- A full exercise report that details the key activities conducted, evaluations against established criteria, and recognition of crucial shortcomings to be addressed.
- Advice on ways to enhance the program even further.
- Follow-up and implementation assistance as necessary.

Through to our Technology

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Our Technology solutions.

Fixinc recognizes the growing need for organizations to adopt technology in supporting their resilience efforts while balancing caution amid an overwhelming influx of AI-driven tools. The resilience industry is undergoing a transformative shift, where modern technology is becoming essential for managing crises effectively.

High-stress situations often lead to inadequate outcomes, but innovative leaders are embracing digital solutions to mitigate these risks. Fixinc offers a streamlined approach, providing immediate insights through our digital BIA, access to top resilience advisors, industry-leading incident management software, and clear implementation strategies.

While still paying homage to a time-tested, but traditional approach, we're modernizing resilience technology for the future.

Through to FACT24
→

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FACT24.

Used by thousands when others tools fail them.

100% of F24 clients who use the Microsoft suite activated FACT24 during the Crowdstrike outage. An increase of <1000%+ usage within 24 hours.

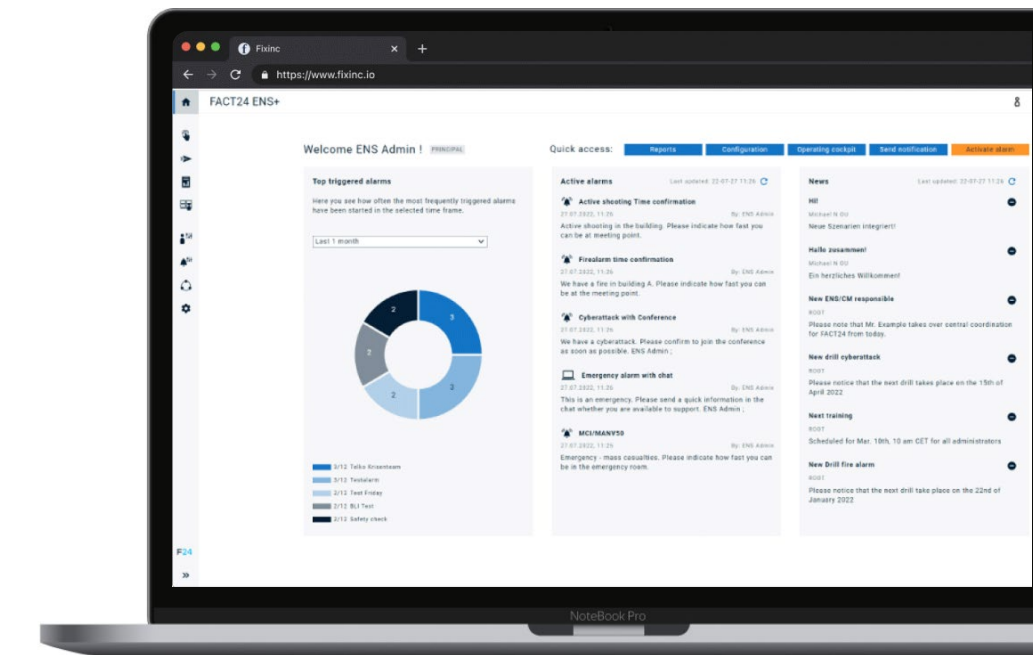F24 is the leading Software-as-a-Service (SaaS) provider for business messaging, emergency notification as well as incident and crisis management in Europe. The highly innovative F24 solutions support customers through the whole value chain from high-volume communication in the corporate environment through governance, risk and compliance (GRC) up to Emergency Notification and Smart Event Communication as well as Comprehensive Crisis Management.

More than 3,000 customers worldwide rely on F24's solutions to manage their communication needs, as part of their day-to-day communication of critical or confident content, or in the event of a crisis.

FACT24 provides your organization the ability to communicate, manage, and record the preparation and response to any event, completely virtually.

20+ Years
in the market.

42%
of STOXX Europe 50 companies use F24.

100%
DSGC-Compliant.

Through to Digital BIA

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Digital BIA.

A spreadsheet on steroids

Get what's critical, right now.

We've built a clever online business impact analysis (BIA) tool allowing response teams to filter critical functions and RTOs within milliseconds. A functional, valuable component of your response toolkit.

Professionals familiar with a BIA will recognise it as a traditional spreadsheet format. While still paying homage to a time-tested but traditional approach, we've modernized BIAs by incorporating automations, artificial intelligence, and clever filtering processes to transform a BIA into a practical tool.

When a crisis leader is navigating an event, simplicity in the process is crucial. We have prioritized the delivery of your BIAs to our Portal through a straightforward layout, utilizing filtering to facilitate a basic understanding of your critical vulnerabilities in real-time.
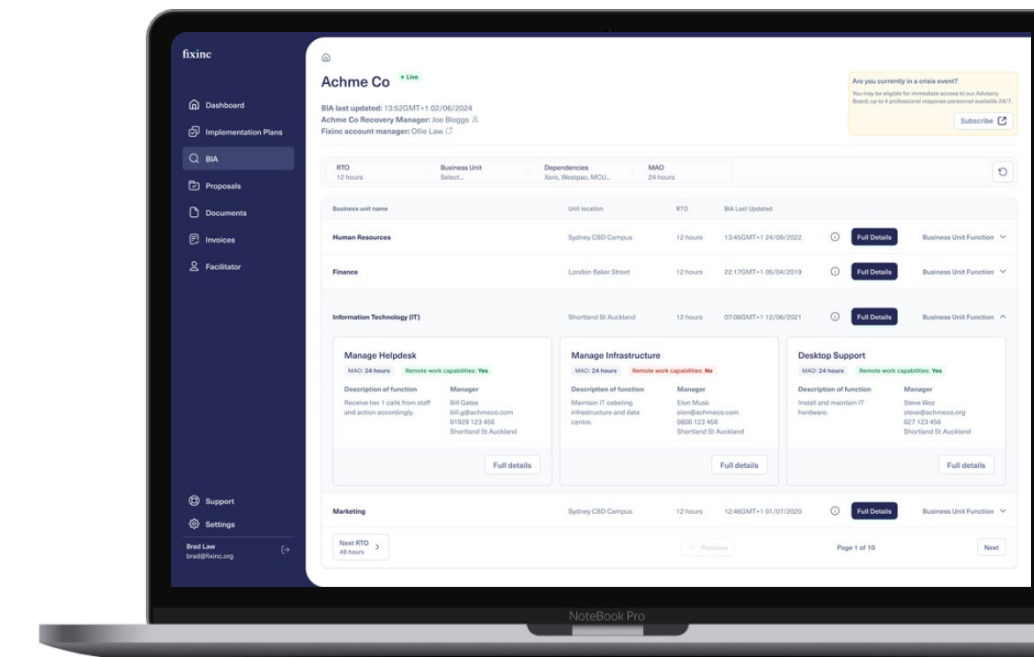
12 seconds
to log in and filter your critical functions.

100%
visibility of internal and external vulnerabilities.

99.99%
uptime ensuring your BIA is there when you need it.

Through to About Fixinc

→

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Trusted by inspiring organizations, just like yours.

eDL   ✿ UTS UNIVERSITY OF TECHNOLOGY SYDNEY   STRIDE   OPTUS   OCEANAGOLD   CAMBRIDGE PARTNERS

Singtel   AM Tāmaki Paenga Hira Auckland War Memorial Museum   Te Kaunihera-ā-Rohe o Ngāmotu New Plymouth District Council   NTT

About Fixinc
A boutique, people-first advisory.

We support medium to large Oceania and ASEAN organizations and their people prepare and get through any crisis event. Your people will thrive through the simple, modern, and agile programs we build every day. That's a promise.

When you join us, it's a partnership for life.

19 years
average experience between our advisors.

150+
business collectively serviced.

2016
Founded in New Zealand.

23
Active clients in 2024.

250+
Programs successfully delivered.

367
Registered training attendees in 2024.

Fixinc was founded by Brad and Ollie Law (pictured) in 2016. The pair experienced first-hand the results of practitioners failing their clients when they were needed most. They developed the Consulting Practice, Advisory Board, and ResilienceWEB.com to help organization have premium support at any moment. With over three decades combined in the industry, the father and son duo bring a powerful balance of technology expertise and senior executive level consulting to a fresh and impactful service. Today, the team is a mixture of senior advisors, operational teams, software developers, and key commercial partnerships. Fixinc services businesses around the globe.

Through to our credentials

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Case Studies and Credentials.

Fixinc has supported a dynamic range of clients across all sectors and disciplines, including government agencies. All of our Advisors and client-facing colleagues have extensive experience in resilience and disaster recovery, with an average of 19 years in the field. Our technical team are trained and certified in the very highest level of disaster recovery.

NV1 Clearance

Holder of the AGSVA Negative Vetting Level 1 Security Clearance

88 BCPs

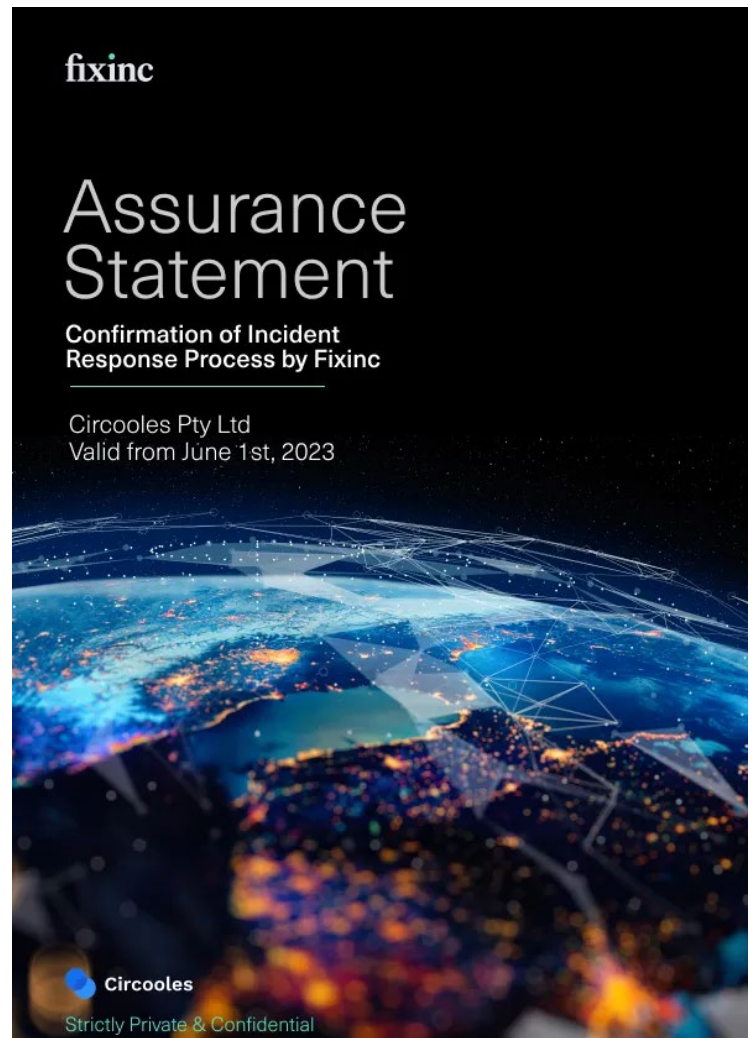Business Continuity Programs delivered since 2016.

BCI Awarded

MBCI accredited and regional awards by the BCI.

Assurance Statement

All programs with Fixinc come with our unique Assurance Statement. This document is a signed and dated letterhead by Fixinc that confirms the work and relationship we have formalised used to share with stakeholders and investors. It details our credentials as well as the level of resilience maturity we have measured you against.

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Assurance Statement

Confirmation of Incident Response Process by Fixinc

Circooles Pty Ltd
Valid from June 1st, 2023

Circooles
Strictly Private & Confidential

Further references & case studies available upon request.

Through to Referrals

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Singtel

Business continuity Program and Crisis Management Exercise.

Singtel and NCS implemented a robust Business Continuity (BC) program aligned with ISO 22301 to enhance resilience and operational readiness, covering governance, risk analysis, continuity strategies, and regular testing. A crisis management exercise further strengthened their preparedness, simulating a multi-level response to a cyber-security breach, testing detection, containment, and recovery capabilities across departments, while ensuring customer trust and safeguarding critical operations.

Program Contact
Kok Yuen (KY)
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Group Risk Manager
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High level details.

The Business Continuity (BC) program was systematically implemented across multiple departments within Singtel and NCS to ensure resilience and operational readiness. The program adhered to the ISO 22301 standard, which outlines best practices for Business Continuity Management Systems (BCMS).

This included a comprehensive approach that covered all aspects of business continuity, such as:

Management Practices:
Establishing governance structures, assigning roles and responsibilities, and ensuring top-level management commitment to support BCMS implementation.

Establishing the BCMS:
Defining the scope, objectives, and context of the BCMS, alongside developing policies and aligning them with organizational goals and regulatory requirements.

Analysis:
Conducting detailed business impact analyses (BIA) and risk assessments to identify critical processes, dependencies, and vulnerabilities. This step ensured a data-driven understanding of priorities and potential disruptions.

Solution Design:
Crafting tailored continuity strategies and solutions to mitigate identified risks, including redundancy planning, alternate site arrangements, and failover capabilities for critical systems.

Enabling Solutions:
Implementing technical and operational measures such as backup systems, employee training, and clear communication plans to enhance organizational readiness.

Validation:
Regularly testing and reviewing the BCMS through simulations, drills, and audits to ensure its effectiveness and identify areas for improvement.

By embedding this structured framework across departments, Singtel and NCS significantly enhanced their capability to respond to and recover from disruptions, ensuring continuity of services for customers and stakeholders.

Crisis Management Exercise
The exercise simulated a two-level response to an escalating incident affecting Singtel's data network, with a focus on incident management, crisis response, and organizational resilience. The scenario unfolded in stages, beginning with a localized technical anomaly detected by network operations teams. It rapidly evolved into a widespread cyber-security breach that disrupted critical services and data integrity, drawing significant public and regulatory scrutiny. The exercise culminated in a full-scale public relations crisis, requiring a coordinated, cross-functional response to mitigate reputational and operational impacts.

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NTT
Business Continuity Management Program.

A comprehensive Business Continuity program was developed and executed for Global Data Centres (GDC) across Singapore, South Africa, India, and the Czech Republic to align operations with international standards and achieve ISO 22301 accreditation. The initiative included assessing existing practices, conducting a gap analysis, and creating tailored continuity strategies to address site-specific challenges. Key activities involved stakeholder engagement, staff training, scenario exercises, and rigorous testing of continuity plans to ensure readiness and compliance. The program's successful delivery enhanced GDC's resilience, minimized disruptions, and secured a 3-year ISO 22301 certification, reinforcing their commitment to operational excellence and global customer trust.

Program Contact
Choon hian chua (CH)
Job Title
Vice President
Email
choon-hian.chua@global.ntt

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High level details.

The program was developed and executed to implement a robust Business Continuity framework across Global Data Centres (GDC) located in Singapore, South Africa, India, and the Czech Republic. The objective was to align operational processes with international standards and achieve ISO 22301 accreditation, the global benchmark for Business Continuity Management Systems (BCMS).

This initiative included a comprehensive assessment of existing practices, gap analysis, and the development of tailored business continuity strategies to address site-specific challenges. It also involved stakeholder engagement, staff training, and rigorous testing of continuity plans to ensure readiness and compliance.

The program's successful delivery enabled GDC to enhance resilience, minimize operational disruptions, and meet the stringent requirements for ISO 22301 certification, reinforcing their commitment to operational excellence and customer trust on a global scale.

Program phases.

Phase 1

- Develop Business Continuity Policy and Framework.
- Facilitate Business Impact Analysis (BIA) meetings.
- Develop GDC business continuity plans for NTT.

Phase 2

- Deliver Business Continuity training for BC Teams.
- Deliver Business Continuity scenario exercises.
- Exercise setup.
- Exercise delivery.

Phase 3

- Exercise debrief sessions including training.

Phase 4

- Prepare for external ISO 22301 audit.
- Facilitate engagement with external audits for ISO 22310.
- Successfully acquire and maintain ISO 22301 accreditation of 3 years.

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FairPrice

Crisis Management Training and Exercise.

This exercise simulated a two-level response to an escalating incident involving FairPrice Group's loyalty rewards program, focusing on incident management, crisis response, and organizational resilience. The scenario progresses from a localized technical issue to a full-blown public relations crisis, testing the organization's readiness across customer service, cyber-security, public relations, and executive leadership.

Program Contact
Kimberly Wong

Job Title
Head of Risk

Email
kimberly_wong@ntucenterprise.sg

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High level details.

FairPrice

Level 1: Incident Response

The exercise began with a customer complaint regarding missing loyalty points, which escalates into a systemic issue affecting the FairPrice Group's Linkpoints program. Key developments include:

1. Initial Incident: A single irate customer report at 9:00 AM grows into widespread customer dissatisfaction as similar complaints overwhelm the Customer Service line.
2. Public Escalation: Discontent spreads to social media, where allegations of fraud and corruption damage FairPrice Group's reputation.
3. Unusual Activity and Threats:
   - A surge in customer service tickets and scam email reports indicate coordinated phishing activities.
   - A journalist contacts FairPrice Group about leaked personal data from a cyber-criminal, raising significant security concerns.
4. Root Cause Identified: The Cyber-security and Rewards Management teams trace the issue to a spear-phishing attack targeting an employee with administrative privileges. Investigations are ongoing to determine the scope of the breach.

Level 2: Crisis Response

The incident escalates into a full-blown crisis with far-reaching reputational and regulatory implications. Key phases include:

1. Media Scrutiny and Public Backlash: The story gains traction in major news outlets, prompting mass customer verification of loyalty point balances and intensifying allegations of inadequate cyber-security.
2. Regulatory Involvement: The Personal Data Protection Commission (PDPC) demands updates on the breach, increasing regulatory pressure on FairPrice Group.
3. Internal and External Discontent:
   - Employees, many of whom are also loyalty program members, express concerns about their own data security.
   - Customers launch social media campaigns attacking FairPrice Group's perceived negligence.
4. Executive Oversight: The Crisis Management Team briefs the Board of Directors, outlining the breach's impacts and the proposed strategic response.
5. Media Relations:
   - Media crews arrive at FairPrice Group's headquarters seeking official statements
   - FairPrice Group is compelled to hold a live press conference to address public concerns and demonstrate accountability.

Key Objectives of the Exercise

1. Incident Containment: Efficiently manage the technical and operational aspects of the breach, including identifying and mitigating vulnerabilities.
2. Customer Engagement: Maintain clear and empathetic communication with affected customers to restore trust.
3. Regulatory Compliance: Ensure timely and transparent updates to the PDPC while adhering to data protection regulations.
4. Reputation Management: Proactively address media coverage and social media discourse to minimize reputational damage.
5. Strategic Recovery: Develop a comprehensive response plan, including preventative measures and stakeholder engagement strategies.

This exercise underscores the links between cyber-security, customer relations, compliance, and public perception in crisis management.

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Program phases.

Phase 1:

- Develop Scenario exercise run-sheet.
- Deliver team briefings

Phase 2:

- Deliver half day exercise for FairPrice including Incident Response, Crisis Management and Board members.
- Running Crisis Management training and debrief sessions
- Deliver a full written report.

Through to our Contact Details

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Our contact details.

Fixinc operates across four major locations with a hybrid working model. While we are not an on-call service, we ensure team availability 24/7 across all major communication platforms.

Contacting your program lead, Brad Law.

Brad is available 5 days a week, from 7am till 7pm.

✉ brad@fixinc.org

📞 (+64) 0800 349 462

in linkedin/in/bradlawmbci

💬 0485 859 092

London, UK
uk@fixinc.org
020 3883 1394

Sydney, AUS
au@fixinc.org
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Christchurch, NZ
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0800 349 462

Kuala Lumpur, MY
my@fixinc.org
0485 859 092

Through to your Project Team

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Your project team.

Fixinc is boutique, which means we ensure that our annual client base and project work is modest and manageable every quarter. Unlike many consultancies in the industry, Fixinc clients are not handed off to junior staff once a program starts.

Our team is highly experienced in the processes required to complete successful resilience programs. During onboarding they will review your organization thoroughly. This means our team knows you as well as you do. **Let us introduce you to them in the following pages.**

Every advisor on our team comes with decades of experience. Their commitment to resilience is absolute and guaranteed.

Through to Brad Law's bio

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Bio
Brad Law.
Co-Founder & Global Head of Consulting

27 years
industry experience supporting the likes of

Fonterra   NSW GOVERNMENT | Transport for NSW   Australian Government — Department of Human Services

Brad is the Global Head of Consulting at Fixinc and oversees the Advisory Board. With 25+ years of Business Continuity and IT experience across Asia, the UK, Europe, New Zealand, and Australia, he has led numerous business continuity and crisis management projects across government, finance, education, infrastructure, utilities, and telecoms.

An expert in the business continuity life-cycle, Brad developed Fixinc's Tungsten Diamond framework and has extensive experience in policy development, BIAs, strategy, plan implementation, and scenario training. He brings strong business strategy, project management, and problem-solving skills, with a passion for building resilience. His expertise spans business continuity training, crisis response facilitation, and ensuring organizations embed resilience into their culture and operations.

Before Fixinc, Brad served 15 years in the British Army as a tank commander, earning the Northern Ireland Clasp for Operation Banner and the NATO Medal for Yugoslavia. He was a communications and cold-weather survival instructor, with extensive incident response experience in counter-terrorism and humanitarian operations with Médecins Sans Frontières and UNHCR.

Brad's expertise was tested during the 2011 Christchurch earthquakes, where he led two incident management cells, ensuring services were restored within a week. At Christchurch Polytechnic Institute of Technology (now Ara), he played a key role in business continuity and disaster recovery efforts, helping the institution navigate operational challenges in the aftermath of the disaster.

A CBCI-certified instructor, Brad has trained many professionals in business continuity certification courses and was named Australasian Business Continuity Consultant of the Year in 2015. He continues to drive industry best practices, knowledge transfer, and thought leadership in business continuity and crisis management.

Through to Hamish Woodside

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Bio
Hamish Woodside.
Head of Digital Innovation

15 years
industry experience supporting the likes of

Australian Government
Attorney-General's Department

Reserve Bank
of New Zealand
Te Pūtea Matua

ACCC
AUSTRALIAN
COMPETITION
& CONSUMER
COMMISSION

Hamish brings over 15 years of strategic IT leadership, service design, and innovation expertise to the govtech sector. As Director of Asia Pacific and Head of Commercial and Innovation at Delib, he specializes in balancing robust security frameworks with cutting edge public sector solutions. His extensive experience spans the United Kingdom, United States, Australia, and New Zealand, where he has successfully led digital transformation projects and new market entry.

With deep expertise in regional and international compliance frameworks such as NZ ISM and Cloud Risk, Australian Essential 8 and IRAP, ISO 27001, and SOC2, Hamish has a proven track record of aligning technical innovation with regulatory requirements. His approach combines technical depth with practical implementation, ensuring solutions meet both security standards and user needs.

Hamish has supported numerous high-profile government initiatives and has engaged with organizations at all levels, including Royal Commission Inquiries in the UK, as well as federal departments in Australia such as the ACCC, Attorney-General's Department, and the Department of Health and Aged Care. Through various ministries and local government organizations in New Zealand such as the Ministry of Justice, Ministry of Regulation, and the Reserve Bank. As such, Hamish brings a unique perspective on how technology can enhance public service delivery. His focus on service design and emerging technologies, including AI, is guided by a commitment to creating inclusive, secure, and accessible digital solutions that serve the public good.

Through to Ollie Law

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Bio
Ollie Law.
Co-Founder and Managing Director

14 years
industry experience supporting the likes of

GCHQ   xero   OPTUS

Ollie brings over a decade of industry experience in digital commercial marketing, application development, UI/UX design, project management, quality assurance, and campaign development, with specific expertise in no-code, low-code, SQL, JScript, and HTML-based solution design and application automation. His experience has enabled him to design and develop digital marketing campaigns that drive commercial market opportunities on mass, and identify emerging applications to support internal organizational and end-user experiences in their resilience journey. His career highlights include positions with Centrica (British Gas), Jaguar Land Rover, GCHQ, and AccountingWeb, where he built competitive and disruptive marketing campaigns, designed and closed multi-million-dollar promotional campaigns, and worked with senior executives on market introductions, annual budgets, and deep marketing insight analysis..

Ollie is a prolific entrepreneur with multiple New Zealand based businesses. He is passionate and

focused on converting traditional methods into modernized, competitive solutions through better project management, data analysis, AI, and software development. He brings valuable experience working across a number of private and government entities within the UK and Europe, ASEAN countries, and Australia & New Zealand.

He is the majority shareholder, founder and Managing Director of Fixinc Consulting Partners Ltd, Director of Fixinc Group, Founder and Editor-in-Chief of ResilienceWEB, a Growth Advisor to many startups and Advising Commercial Director for What IF Web.

Additionally, he supports the Fixinc client base in training, cultural development, design and development of tools and assets, as well as the commercial growth of the Fixinc partnerships.

Additional Fixinc team member Bios available upon request.

Through to additional members

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Additional team members.

RPF will be supported by our wider operational and administration team who will be thoroughly briefed on the program objectives. They will work meticulously in the background - out of sight - ensuring a smooth program and premium-level service.

Hannah Perry
Head of Operations

As the Head of Operations, Hannah is our lifeline on ensuring our standardized processes continues to run like clockwork. She oversees all output we send to our clients and will QA every document, email, link, and conversation we have with you to ensure our standard remains at the very highest level.

Imam Rossli
Management Consultant Associate

Imam will support our senior team on the R&D, financial, analytical, and administrative elements of your program. As our youngest team member, he is encouraged to innovate and consider ways to streamline processes and minimize unnecessary complexities.

Martin Petts
Head of APAC at F24

Martin oversees our incident and emergency management software, F24. In your program, he will be responsible for reviewing and adding communication strategies during a disruption, and will provide draft frameworks for implementing software to later enhance your crisis response should you wish to explore this.

Niral Bhagat
Growth Automation Engineer

Niral supports Fixinc's long-term vision to modernize, systemise, and automate the majority of processes we and our clients take every day. In this program, he will review and provide insight on how you can prepare for a digital future.

Through to our Loyalty Program ⟶

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The Fixinc Loyalty Program.

Putting your faith in a supplier to help develop your resiliency is a serious commitment. Your loyalty to Fixinc should be rewarded. That's why we've created our one of a kind Loyalty Program. Every solution or activity you do with us will earn you points that entitle you to additional items later. Within a few months, you can generate enough to 'cash' them in for complimentary services, like a review or exercise. If you choose us to run this program, you'll earn points today.

1,786
points earned on this program

Unlimited
points available as a client of Fixinc

Every dollar spent with Fixinc generates more services. Use your points to evolve your resilience indefinitely.

Through to FAQs

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Frequently asked questions.

We pride ourselves on ensuring engagements with Fixinc are transparent, simple, and clear. If you have any further questions, you can email us at info@fixinc.org or contact Brad on the Contact Details section.

When will the program start?

We can typically start a program within a week or two, however, we're ready to start as soon as you are able to get the team together for the engagement meeting. Fixinc will ensure that we keep the momentum of the program consistent throughout.

How many resources will I need for this program?

At Fixinc, our aim is to do the heavy lifting for you. This will limit your internal resource requirements to only the necessary people. After the engagement meeting, we will confirm the individuals we believe are required, and how often.

What are your payment terms?

These are accessible via the terms and conditions on the last page. We typically request the engagement fee within 14 days of signing this proposal but can adjust to align with your account's policies. The important thing is to share your payment process with us early to avoid delays and fees.

Can I pause a live program?

We can, but we recommend a limited suspension to maintain commitment and momentum of the work and your people's investment. If you suspect a pause in program delivery is imminent, please let us know as soon as possible so that we can plan accordingly.

Can we add additional items / components into the program once it has started?

This often depends on the program itself. We want to ensure additional work does not disrupt the momentum of your current program, and often it would not add value. However, we can run programs alongside one another, or provide a separate scope and quote to start something immediately once this one is finished. Speak to us about our Maintenance Program as this can cover multiple programs in one.

Will you bring course materials for the training session?

Yes. Our course materials will cover a notes section to follow the slides, additional resources, testing materials, and any other relevant information. We will provide this in digital format and where appropriate, printed.

Through to your investment

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Investment.

$35,580.00 SGD

Fixinc strives to provide fair and reasonable pricing on all our programs. Our quoted investment directly reflects the level of quality you will receive from us.

Engagement Meeting.

Responsibility	fixinc Hyundai
Investment	$1,200.00
Start date	21/03/2025
Scope of work	Pages 6 - 7

Business Continuity Policy and Framework.

Responsibility	fixinc
Investment	$1,600.00
Start date	28/03/2025
Scope of work	Page 10

Business Impact Analysis and Threat Assessment.

Responsibility	fixinc Hyundai
Investment	$13,320.00
Start date	31/03/2025
Scope of work	Page 10

Business Continuity Plan.

Responsibility	fixinc
Investment	$7,500.00
Start date	28/04/2025
Scope of work	Pages 8 - 9

Incident Management Training.

Responsibility	fixinc Hyundai
Investment	$2,800.00
Start date	12/05/2025
Scope of work	Pages 11 - 12

Scenario Exercise.

Responsibility	fixinc Hyundai
Investment	$9,160.00
Start date	13/05/2025
Scope of work	Page 10

Final note from Brad

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1) Excludes any relevant taxes or fees. Fixinc can provide this quote in NZD, USD, EUR, GBP, and AUD.

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Accepting
your proposal.

Jasper, I want to take this opportunity once again to thank you for considering Fixinc to run your Business Continuity Program. It's not lost on us the significance of putting your faith in an external supplier.

Ollie and I created Fixinc with the intention to provide a service so personalized and valuable that we could confidently stake our careers on it. That's what I'm doing today. At any point you need support, advice, or guidance during the quiet periods and the disruptive ones, we're in your corner - just call me on (+64) 027 365 5824 or WhatsApp at the same number or our business line on 0485 859 092.

Should you wish to go ahead with us, on the following page is a section to sign this proposal. You can also refer back to the online link I shared to sign digitally.

I'm thrilled to potentially be working with you and such a reputantional, premium brand as Hyundai. Please let me know if I can help in any way.

Thanks again.

Brad

Through to signature and T&Cs

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Signature of Acceptance.

Print, complete, and sign the below information, or us the digital proposal we have sent you to digitally accept this proposal. By signing, you confirm you have read and accept our program terms.

Authorized Signatory Name

First / Surname

Authorised Signatory Title

Job title

Date of Acceptance

DD / MM / YYYY

Authorized Signature

Signature

Your program terms can be found via the link
https://fixinc.link/program-terms

Your digital proposal and acceptance link is here
https://fixinc.link/hyundai-bcp-25

Proposal meta information

Use this information when discussing your proposal or for reporting purposes.

Valid until	Proposal ID	Version	Prepared by	Status
Monday, April 21st 2025	rec1P6JAOVjzVOotb-1	1.0	Brad Law	Published

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Dare to thrive

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