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FROM CHAOS TO COMMAND: RISK LEADERSHIP IN INDUSTRY 6.0

WHEN CRITICAL OPERATIONS FAIL: BUILDING OPERATIONAL RESILIENCE BEYOND BCM

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Abdul Hakim Razip is amongst the faculty members in the Institute of Enterprise Risk Practitioners (IERP). He is also a Director of Consulting Services at Friday Concepts. He has experience in actuarial, finance, insurance, business operational resilience and risk management for nearly two decades, covering more than 20 countries, economies and jurisdictions across Asia, Pacific and Latin America regions. His global experience stretches from China, India, Indonesia, Singapore, Malaysia, Hong Kong, French Polynesia, all the way to Argentina, Brazil, Mexico and others across emerging markets.

Furthermore, he was entrusted to contribute as the CRO for Berjaya Sompo Insurance Berhad from 2021, subsequently as the CRO for Generali Insurance Malaysia Berhad from 2024. Prior to that, he was the Group Head, Takaful & Insurance Risk Management & Economic Capital Modelling at Maybank Ageas Holding Berhad from 2018, whilst concurrently serving as Head of Risk Management for Etiqa General Insurance & Takaful.

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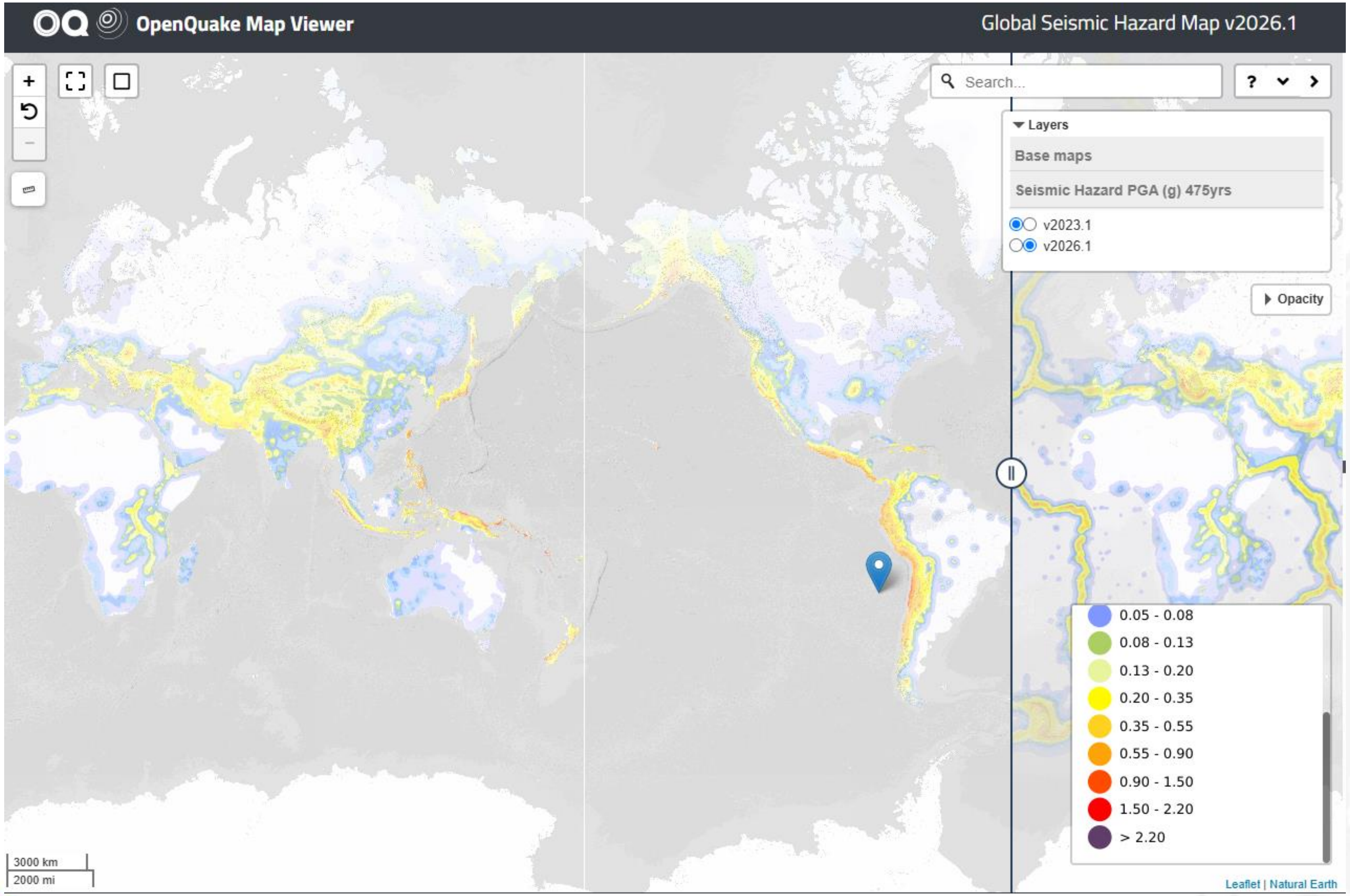
Global Seismic Hazard : Disaster & Distruptions



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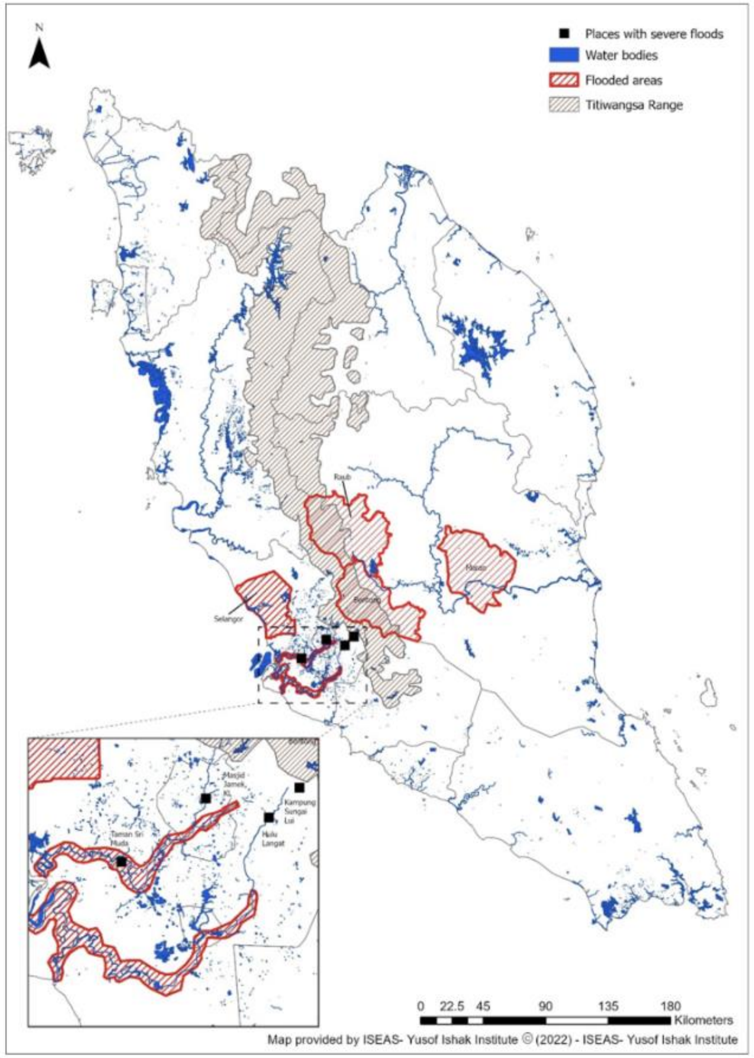
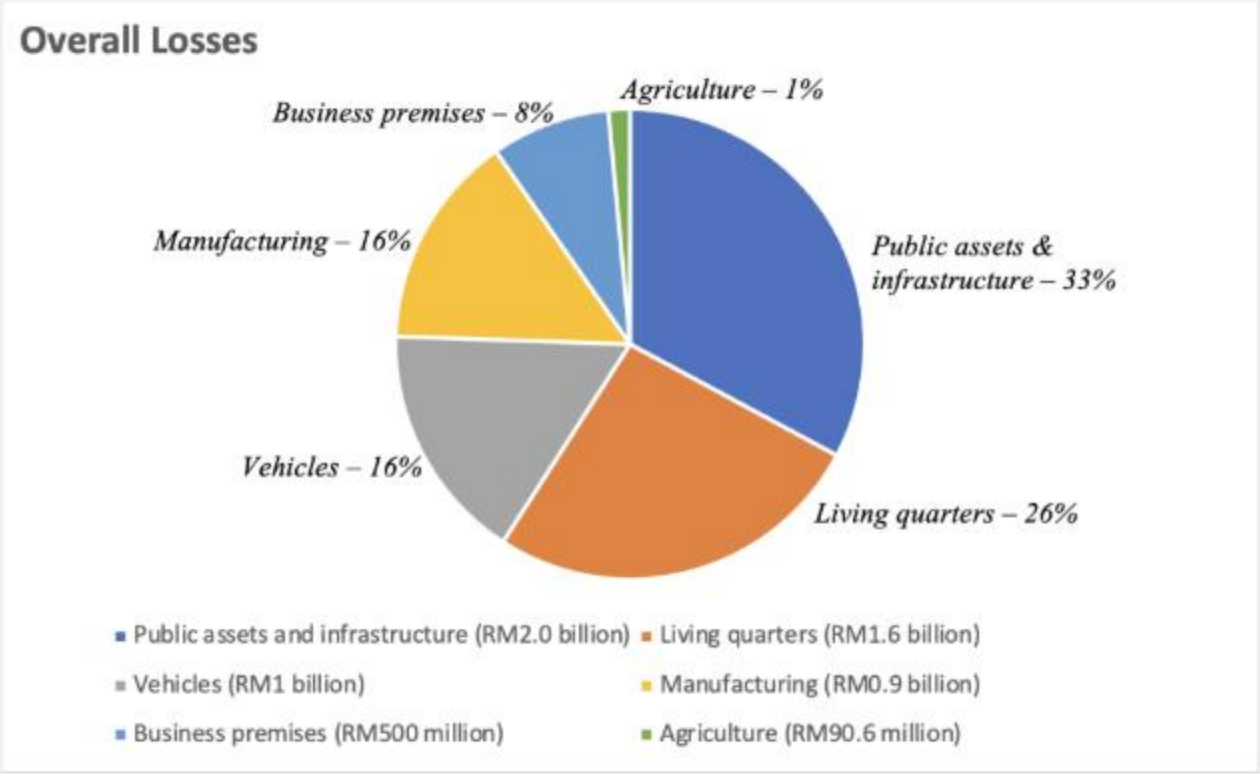
Local Catastrophe Event : Flood Disaster & Disruption





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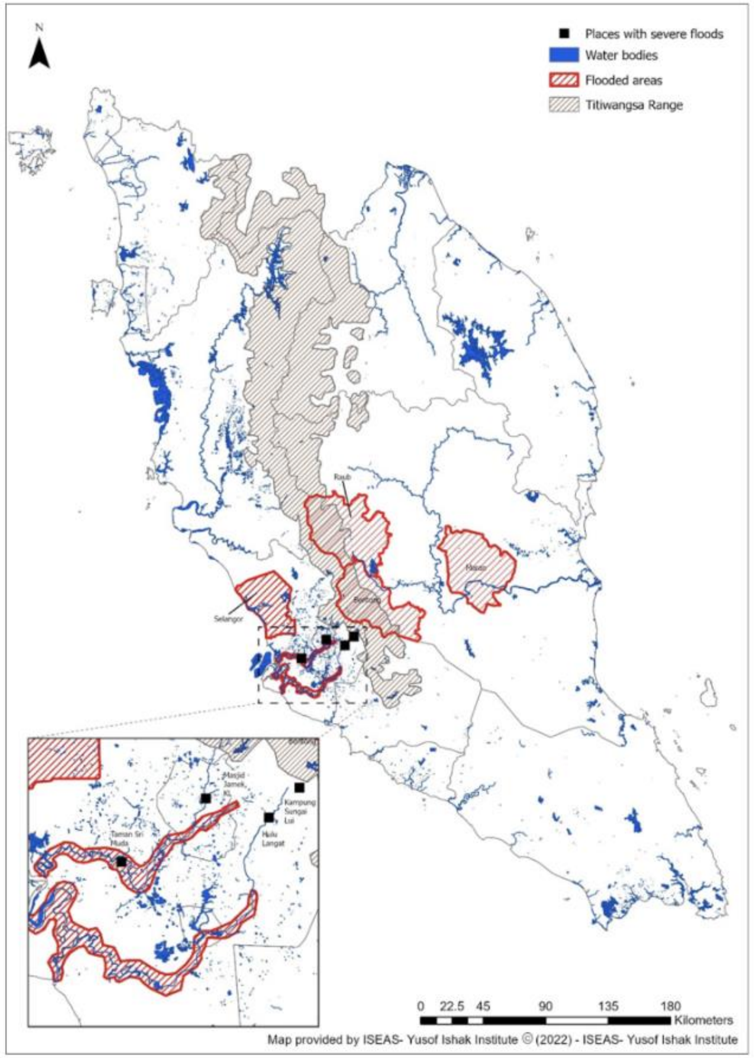

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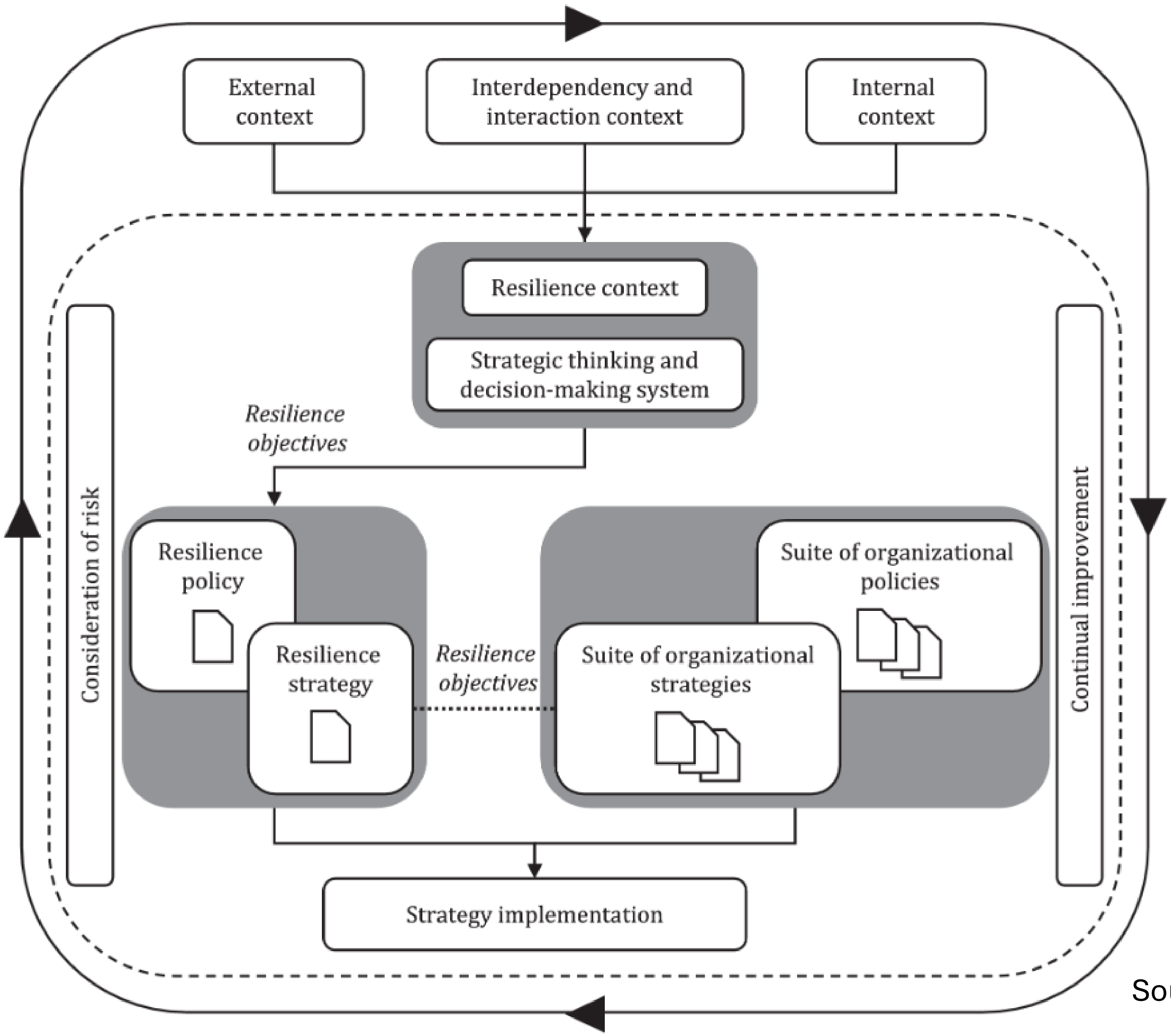
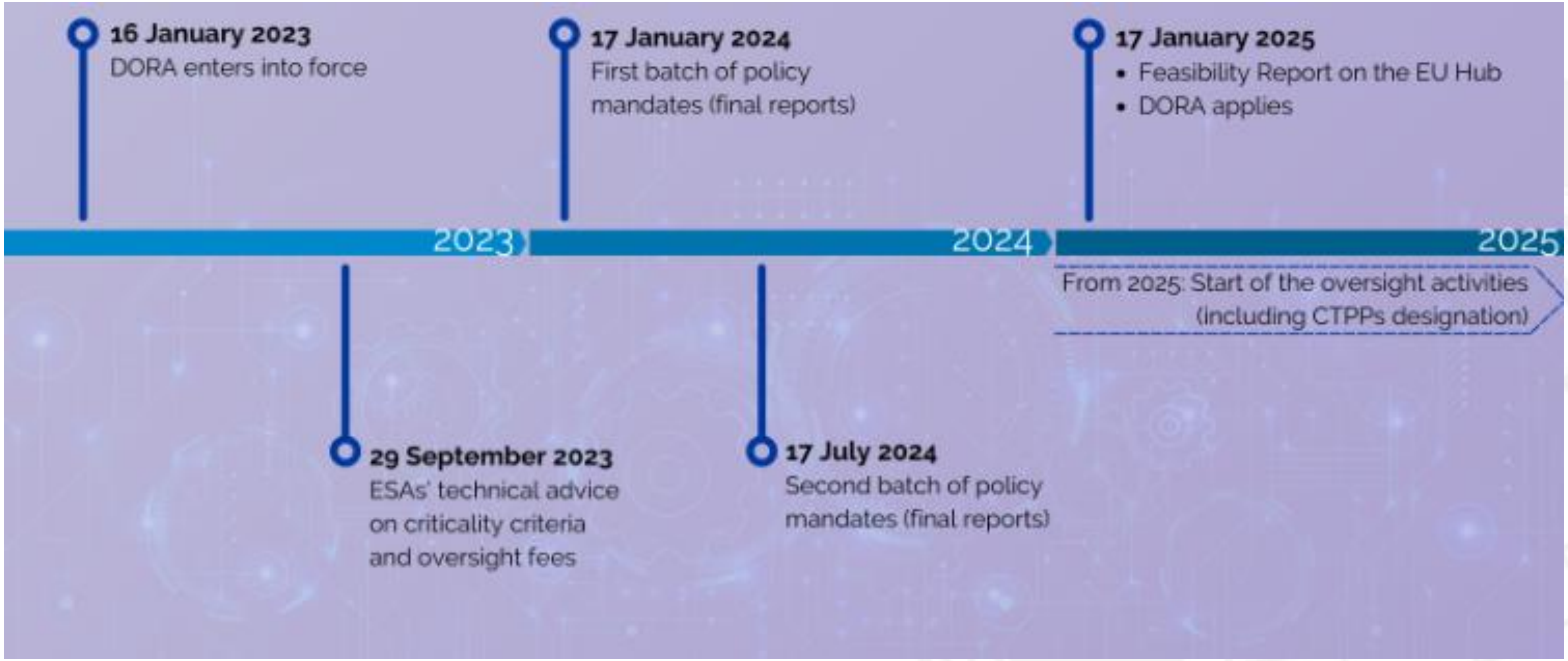
Organizational resilience policy and strategy framework



Source: ISO

Europe : Digital Operational Resilience Act (DORA)



Source: European Securities & Market Authority (ESMA)

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Europe : Digital Operational Resilience Act (DORA)

ICT risk management

A framework setting principles and requirements on ICT risk management.

ICT third-party risk management

Mitigation of ICT third-party risk; Key contractual provisions.

Digital operational resilience testing

Operational resilience testing programme encompassing a range of tests, including advanced testing.

ICT-related incidents

Management of ICT-related incidents, and notification of major ones and of significant cyber threats to competent authorities.

Information sharing

Exchange of information and intelligence on cyber threats.

Oversight of critical third-party providers

Oversight framework for ICT third-party providers that are desig-nated as critical by the ESAs for the financial sector.

Source: European Securities & Market Authority (ESMA)

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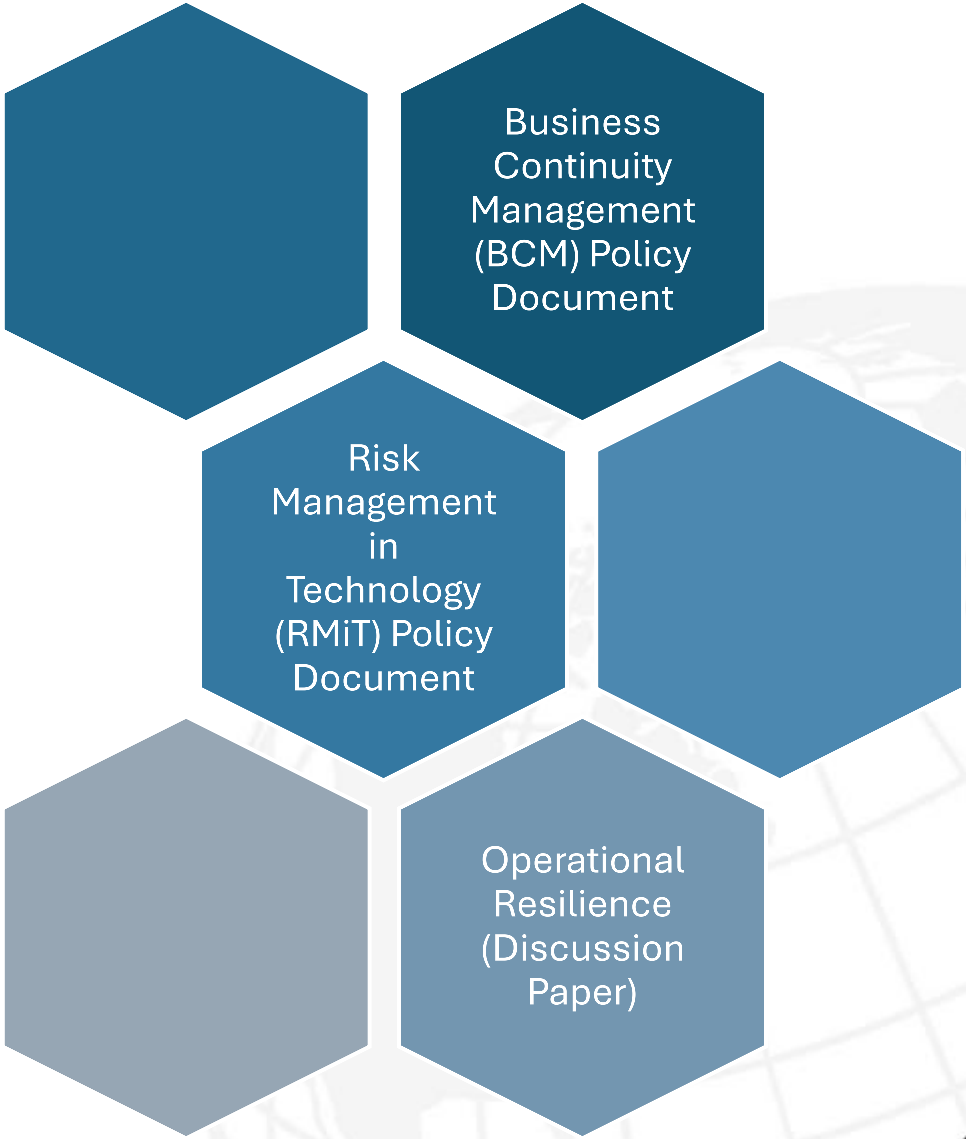
Local Regulatory Development



Source: Bank Negara Malaysia (BNM)

Operational Resilience & Business Continuity Management

Dimension	Traditional BCM	Operational Resilience
Core Objective	Recover assets, systems, and facilities post-incident.	Ensure continuous delivery of **Important Business Services (IBS)**.
Risk Appetite	Focused on maximum tolerable downtime (RTO/RPO).	Governed by pre-defined **Impact Tolerances** (customer & market harm).
Scope & Mapping	Internal departmental silos and critical asset inventories.	End-to-end mapping of upstream/downstream dependencies & vendors.
Testing Rigor	Tabletop functional walkthroughs & generator tests.	Severe-but-plausible scenario stress testing under live conditions.

Key Stages of Operational Resilience Roadmap

Phase 1: Governance
Define board accountability, set risk appetite, and establish cross-functional resilience committees.

Phase 2: Mapping
Catalog Important Business Services and trace end-to-end data, tech, and vendor dependencies.

Phase 3: Tolerances
Set quantitative and qualitative impact tolerances and perform severe scenario stress testing.

Phase 4: Investment
Remediate vulnerability bottlenecks, redesign architecture, and embed continuous learning.

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