MSS
MAKING STRONG SUCCESS

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

BUSINESS CONTINUITY TESTING AND TABLETOP EXERCISE TRAINING IN THE PHILIPPINES

TEST BEFORE THE DISRUPTION. DECIDE UNDER PRESSURE. STRENGTHEN BUSINESS RESILIENCE.

Practical Business Continuity Plan Testing, Tabletop Exercise Design and Facilitation, Business Impact Analysis Review, Disruption Scenario Development, Crisis Decision-Making, Emergency Coordination, Recovery Strategy Validation, Exercise Evaluation, After-Action Reporting, Corrective Action Planning, and Business Continuity Improvement

Training Provider: Making Strong Success (MSS) Corporation
Program Category: Business Continuity Management, Enterprise Risk Management, Operational Resilience, Crisis Management, Emergency Preparedness, and Organizational Development
Program Duration: One Day (8:00 AM–5:00 PM)
Delivery Options: Face-to-Face In-House Training, Onsite Training, Offsite Training, Live Online Training, Hybrid Training, and Public Seminars
Training Methodology: MSS EnterTRAINment® — Approximately 30% Facilitator Input and 70% Participant Involvement, Scenario-Based Exercises, Tabletop Simulations, Crisis Decision-Making, Cross-Functional Workshops, Exercise Evaluation, and Improvement Planning

1. TRAINING OVERVIEW

Your organization has a Business Continuity Plan.

The plan identifies critical operations, recovery procedures, responsible personnel, communication arrangements, alternative working locations, and emergency response measures.

It may have been reviewed and approved by management.

Employees may even have attended Business Continuity Management awareness training.

But when an actual disruption occurs, an important question remains:
Will your people know what to do, who should decide, how to coordinate, and whether the recovery arrangements will actually work?

Imagine the following situation.

A severe typhoon causes widespread flooding near one of your organization's operating locations.

Employees cannot safely report to work.

Power is interrupted.

Internet connectivity becomes unreliable.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

A critical supplier announces that deliveries will be delayed.

Customers continue expecting essential services.

Your organization's management team must decide whether to activate the Business Continuity Plan.

But questions begin emerging:

- Who has the authority to declare a business continuity incident?
- Which operations must be prioritized?
- How long can those operations be disrupted?
- Are alternative working arrangements available?
- Which employees must be mobilized?
- What happens if key decision-makers are unavailable?
- Who will contact employees, customers, suppliers, and other stakeholders?
- Which decisions require management approval?
- What happens when several disruptions occur simultaneously?
- How will the organization know whether its recovery actions are effective?

These questions may appear straightforward when reading a written plan.

However, the answers can become complicated when participants must make decisions under time pressure, incomplete information, competing priorities, and changing circumstances.

Having a Business Continuity Plan does not automatically mean an organization is prepared to execute it.

A plan may contain outdated contact information.

A critical recovery procedure may depend on a person who is unavailable.

Two departments may have conflicting assumptions about their responsibilities.

An alternative supplier may lack the capacity to deliver.

A recovery strategy may depend on a technology system that is also affected.

A management team may disagree about when to activate the plan.

And an organization may discover these weaknesses only when a real disruption occurs.

That is why business continuity testing and exercising are essential.

From Documented Preparedness to Practiced Response

TEST BEFORE THE DISRUPTION. DECIDE UNDER PRESSURE. STRENGTHEN BUSINESS RESILIENCE. is MSS Corporation's practical and customizable Business Continuity Testing and Tabletop Exercise Training in the Philippines, designed to equip business continuity officers, risk management professionals, operations managers, department heads, crisis management team members, IT and administrative personnel, and organizational leaders with the skills required to plan, design, facilitate, participate in, evaluate, and improve business continuity testing and tabletop exercises.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

The program develops participants' ability to:

- Understand the purpose of business continuity testing.
- Differentiate Business Continuity Plan reviews, tests, drills, simulations, and tabletop exercises.
- Identify critical operations and recovery priorities.
- Review relevant Business Impact Analysis information.
- Establish clear testing objectives and success criteria.
- Develop realistic disruption scenarios.
- Design structured tabletop exercise injects.
- Assign exercise roles and responsibilities.
- Facilitate crisis response discussions.
- Test decision-making and coordination arrangements.
- Evaluate participant responses against approved plans.
- Identify missing information, dependencies, and recovery gaps.
- Document observations and exercise findings.
- Prepare after-action reports.
- Develop corrective action plans.
- Establish appropriate retesting and improvement arrangements.

Unlike general Business Continuity Management Training, which introduces the broader discipline of preparing organizations for disruption, this program concentrates on how organizations evaluate and strengthen continuity preparedness through structured testing and exercises.

Unlike Business Continuity Plan Development Training, which focuses on creating plans, procedures, and recovery arrangements, this program focuses on putting existing plans and assumptions through realistic scenarios to identify what requires clarification, improvement, verification, or further testing.

What Is a Business Continuity Tabletop Exercise?

A Business Continuity Tabletop Exercise, often abbreviated as TTX, is a structured, discussion-based exercise in which relevant personnel respond to a hypothetical disruptive event.

Participants are presented with a realistic scenario and asked to explain or demonstrate through decisions and coordinated discussion how they would respond using their organization's continuity plans, procedures, authority structures, and available resources.

The exercise may involve:

- Crisis Management Teams.
- Business Continuity Coordinators.
- Department Heads.
- Operations Managers.
- Information Technology Personnel.
- Human Resources.
- Administration and Facilities.
- Finance.
- Corporate Communications.
- Procurement and Supply Chain.
- Senior Management.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Relevant Third-Party Representatives.

The facilitator introduces developments or new information known as exercise injects, requiring participants to make decisions, clarify actions, and coordinate with other functions.

For example:
Initial Scenario: A major facility becomes inaccessible because of flooding.
Inject 1: The designated crisis management leader cannot be contacted.
Inject 2: The alternative worksite does not have sufficient capacity.
Inject 3: A critical technology application becomes unavailable.
Inject 4: A major customer requests confirmation of service availability.
Inject 5: The organization's expected recovery timeline is at risk.
Participants discuss what should happen at each stage.

Observers evaluate responses against approved continuity arrangements and exercise objectives.

Afterward, the organization identifies lessons, gaps, corrective actions, and follow-through requirements.

A tabletop exercise allows organizations to examine decisions and coordination in a controlled environment without deliberately disrupting live operations.

However, it does not automatically prove that equipment, backup systems, alternative sites, or recovery procedures will function as expected during an actual disruption.

Those capabilities may require separate operational, technical, functional, or live recovery tests.

Why Business Continuity Testing Matters

Business Continuity Management should not end when the organization's plans are approved.

Plans must remain appropriate as operations, personnel, technology, suppliers, locations, and business requirements change.

The international standard ISO 22301:2019, together with its 2024 amendment, provides requirements for Business Continuity Management Systems. Meanwhile, ISO 22398:2013 provides guidance for planning, conducting, and improving exercises. Both are relevant references for organizations developing structured continuity testing and exercising practices.

Business continuity testing helps organizations determine:

- Whether personnel understand the plan.
- Whether responsibilities are clear.
- Whether assumptions are realistic.
- Whether the communication arrangements are adequate.
- Whether critical dependencies have been considered.
- Whether recovery strategies are coherent.
- Whether management can make timely decisions.
- Whether important gaps require additional technical testing.
- Whether plans and processes need improvement.

MSS
MAKING STRONG SUCCESS

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Business Continuity Testing in the Philippine Corporate Setting

Organizations operating in the Philippines may face disruptions involving:

- Typhoons and Flooding.
- Earthquakes.
- Power Interruptions.
- Telecommunications Outages.
- Internet Connectivity Problems.
- Cybersecurity Incidents.
- Critical Technology Failures.
- Supply Chain Disruptions.
- Transportation Interruptions.
- Facility Inaccessibility.
- Public Health Emergencies.
- Workforce Unavailability.
- Critical Supplier Failures.
- Physical Security Incidents.
- Multiple Concurrent Disruptions.

A well-designed business continuity exercise should use scenarios appropriate to the organization's actual risk profile, operating environment, recovery requirements, and existing continuity arrangements.

Not every organization needs the same scenarios, and not every exercise needs to cover all possible disruptions.

Relevance to Philippine Financial Institutions

For Bangko Sentral ng Pilipinas-supervised financial institutions, business continuity testing has additional regulatory relevance.

BSP Circular No. 1203, Series of 2024, establishes guidelines on operational resilience. Covered institutions must address critical operations, tolerances for disruption, interdependencies, severe but plausible scenarios, and appropriate resilience testing. The circular discusses tabletop exercises, simulations, and live testing as possible testing approaches, and the documentation and reporting of exercise findings.

These requirements are particularly relevant to banks and other covered BSP-supervised institutions. They should not be represented as an identical testing mandate applicable to every private company in the Philippines.

Introducing the MSS T.E.S.T.I.N.G.™ Business Continuity Exercise Framework

The training introduces the MSS T.E.S.T.I.N.G.™ Business Continuity Exercise Framework, consisting of seven essential disciplines:

- T — Target Critical Operations and Exercise Objectives
- E — Examine Continuity Plans, Assumptions, and Dependencies
- S — Structure Scenarios, Exercise Roles, and Injects
- T — Test Decisions, Coordination, and Recovery Actions
- I — Inspect Exercise Performance and Supporting Evidence
- N — Note Gaps, Findings, and Corrective Actions

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- G — Govern Follow-Through, Retesting, and Continuous Improvement

The MSS T.E.S.T.I.N.G.™ Process:
TARGET → EXAMINE → STRUCTURE → TEST → INSPECT → NOTE → GOVERN

The framework helps participants understand the progression from establishing testing objectives to designing exercises, observing responses, identifying weaknesses, and implementing improvements.

Who Should Attend?

The program is designed for employees and leaders responsible for organizational continuity and resilience, including:

- Business Continuity Managers.
- Business Continuity Officers.
- Business Continuity Coordinators.
- Business Continuity Management Team Members.
- Enterprise Risk Management Professionals.
- Risk Management Officers.
- Operational Risk Managers.
- Operational Resilience Professionals.
- Crisis Management Team Members.
- Disaster Recovery Coordinators.
- Information Technology Managers.
- IT Disaster Recovery Personnel.
- Operations Managers.
- Department Heads.
- Administration and Facilities Managers.
- Human Resources Managers.
- Security and Safety Personnel.
- Corporate Communications Personnel.
- Procurement and Supply Chain Managers.
- Internal Auditors and Compliance Professionals in Appropriate Observer or Assurance Roles.
- Senior Managers and Executives With Continuity Responsibilities.

The course is also relevant to organizations seeking to establish or strengthen an internal business continuity exercise program.

Training Audience and Search Relevance

This program addresses the needs of Philippine organizations searching for:

- Business Continuity Testing and Tabletop Exercise Training in the Philippines.
- Training on Business Continuity Testing and Tabletop Exercise in the Philippines.
- Business Continuity Testing Training in the Philippines.
- Training on Business Continuity Testing in the Philippines.
- Testing Business Continuity Training in the Philippines.
- Training on Testing Business Continuity in the Philippines.
- Business Continuity Tabletop Exercise Training in the Philippines.
- Business Continuity Exercise Training in the Philippines.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Business Continuity Plan Testing Training in the Philippines.
- Business Continuity Plan Testing Workshop in the Philippines.
- Tabletop Exercise Facilitation Training in the Philippines.
- Business Continuity Simulation Training in the Philippines.
- Business Continuity Testing and Validation Training.
- Crisis Management Tabletop Exercise Training.
- Business Continuity Testing and Exercising Workshop.
- Business Continuity Exercise Design and Evaluation Training.
- Business Continuity Plan Validation Training in the Philippines.
- Operational Resilience Testing Training in the Philippines.

Training Versus an Actual Organization-Specific Tabletop Exercise

MSS Corporation distinguishes two related but separate services.

Training on Business Continuity Testing and Tabletop Exercises

Participants learn how to design, facilitate, participate in, evaluate, and improve exercises through demonstrations, templates, sample scenarios, and practice simulations.

Actual Business Continuity Tabletop Exercise Facilitation

MSS and an appropriately qualified business continuity specialist may be engaged to prepare and independently facilitate an organization-specific exercise using approved continuity documents, actual critical operations, authorized scenarios, relevant management participants, and defined evaluation criteria.

The second engagement may require pre-exercise planning, scenario development, stakeholder coordination, live facilitation, documentation, an after-action report, and corrective action recommendations.

These services may be combined when explicitly scoped.

The central objective of this training is to help organizations move beyond having a documented plan toward understanding how to test, challenge, evaluate, and strengthen their ability to respond to disruptions.

2. TRAINING GOAL

To equip Business Continuity Management professionals, crisis management team members, risk management personnel, operational leaders, and relevant employees with the knowledge, practical skills, exercise design techniques, facilitation competencies, evaluation methods, and improvement planning capabilities necessary to conduct structured business continuity testing and tabletop exercises that assess organizational readiness, identify continuity weaknesses, strengthen crisis coordination, and support continuous improvement of business continuity arrangements.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

3. TRAINING OBJECTIVES

By the end of the program, participants should be able to:

1. Explain the purpose and value of business continuity testing and exercising.
2. Differentiate Business Continuity Management, Business Continuity Planning, crisis management, disaster recovery, and operational resilience.
3. Distinguish plan reviews, walkthroughs, tabletop exercises, functional exercises, simulations, and live recovery tests.
4. Explain what tabletop exercises can and cannot validate.
5. Apply the MSS T.E.S.T.I.N.G.™ Business Continuity Exercise Framework.
6. Recognize relevant international business continuity and exercising standards.
7. Identify applicable Philippine industry-specific business continuity requirements at an awareness level.
8. Understand the relationship between Business Impact Analysis, critical operations, recovery objectives, and exercise design.
9. Identify critical business activities appropriate for an exercise.
10. Recognize key internal and external dependencies.
11. Review relevant Business Continuity Plan assumptions and recovery arrangements.
12. Establish clear business continuity testing objectives.
13. Define appropriate exercise scope and limitations.
14. Determine expected participant roles and responsibilities.
15. Identify appropriate exercise success criteria and evidence requirements.
16. Select realistic and relevant disruption scenarios.
17. Develop severe but plausible scenarios appropriate to the organization.
18. Distinguish a scenario narrative from individual exercise injects.
19. Develop a structured sequence of exercise injects.
20. Prepare an exercise timeline or Master Scenario Events List.
21. Identify appropriate facilitators, controllers, observers, evaluators, and documentation personnel.
22. Establish exercise rules, safety boundaries, and communication protocols.
23. Prepare an appropriate exercise briefing.
24. Facilitate realistic decision-making discussions.
25. Ask appropriate probing questions during a tabletop exercise.
26. Evaluate how participants recognize and escalate disruptive events.
27. Assess the clarity of activation and succession-of-authority decisions.
28. Examine cross-functional communication and coordination.
29. Review decisions involving critical operations and recovery priorities.
30. Identify potential issues involving personnel, technology, facilities, suppliers, and communication channels.
31. Distinguish exercise assumptions from evidence of tested capabilities.
32. Capture important participant decisions and observations.
33. Apply structured exercise evaluation criteria.
34. Differentiate satisfactory responses, gaps, uncertainties, and matters requiring further validation.
35. Facilitate an appropriate immediate exercise debriefing or hot wash.
36. Prepare a basic After-Action Report.
37. Identify corrective and preventive improvement actions.
38. Prioritize findings according to impact and urgency.
39. Assign responsible action owners and target completion dates.
40. Develop a 30–60–90-Day Business Continuity Testing Improvement Plan.
41. Establish appropriate retesting and follow-through arrangements.
42. Demonstrate the ability to participate effectively in a facilitated tabletop exercise.
43. Develop a preliminary exercise plan relevant to their organization's continuity requirements.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

4. LEARNING DOMAINS ADDRESSED

Learning Domain	Development Focus
Cognitive — Business Continuity Testing Knowledge	Business continuity testing concepts, exercise types, critical operations, Business Impact Analysis, recovery objectives, dependencies, scenario design, exercise governance, evaluation, reporting, and improvement
Affective — Organizational Resilience and Preparedness Mindset	Preparedness, accountability, realism, cross-functional collaboration, sound judgment, openness to identifying weaknesses, professional communication, and commitment to continuous improvement
Behavioral — Exercise Design, Facilitation, and Evaluation Skills	Establishing exercise objectives, developing scenarios and injects, facilitating tabletop discussions, making simulated response decisions, observing exercise performance, documenting findings, and preparing corrective actions

5. FROM POINT A TO POINT B: DESIRED TRAINING TRANSFORMATION

Point A: Before the Training

Participants or organizations may:

- Have an approved Business Continuity Plan that has rarely been tested.
- Assume that documented procedures will work during an actual disruption.
- Confuse tabletop exercises with physical emergency drills.
- Be uncertain about which continuity testing methods are appropriate.
- Conduct exercises without specific objectives.
- Select unrealistic or irrelevant disruption scenarios.
- Test only one department despite significant cross-functional dependencies.
- Overlook unavailable personnel, systems, suppliers, or facilities.
- Be uncertain about who can authorize plan activation.
- Lack clear scenario injects and exercise timelines.
- Have limited experience facilitating crisis decision-making.
- Conduct exercises that consist mainly of reading the BCP.
- Fail to challenge assumptions in the plan.
- Record discussions without systematically evaluating performance.
- Treat participant confidence as proof of operational recovery capability.
- Conduct exercises without a formal debriefing.
- Produce incomplete or inconsistent exercise findings.
- Fail to assign owners for corrective actions.
- Repeat the same exercise without addressing previous weaknesses.
- Lack a structured business continuity testing and improvement program.

Point B: After the Training

Participants should be better able to:

- Explain the different types of business continuity tests and exercises.
- Select the appropriate exercise method for a defined objective.
- Review critical operations and recovery arrangements before testing.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Develop clear exercise objectives and evaluation criteria.
- Identify important dependencies and assumptions.
- Design realistic disruption scenarios.
- Prepare structured exercise injects.
- Establish exercise roles, rules, and boundaries.
- Facilitate meaningful business continuity discussions.
- Analyze activation, communication, and recovery decisions.
- Observe participant performance systematically.
- Identify discrepancies between documented plans and actual decisions.
- Recognize matters requiring technical or functional testing.
- Conduct an effective post-exercise debriefing.
- Document findings and lessons learned.
- Develop corrective actions and identify responsible owners.
- Prepare a preliminary After-Action Report.
- Establish retesting requirements.
- Contribute to stronger organizational preparedness and resilience.

6. ORGANIZATIONAL CHALLENGES ADDRESSED

This program may help organizations address:

- Business Continuity Plans That Have Never Been Exercised.
- Unclear Business Continuity Testing Objectives.
- Outdated Continuity Assumptions.
- Unvalidated Recovery Arrangements.
- Poor Crisis Management Team Familiarity With the BCP.
- Unclear Plan Activation Authority.
- Inadequate Succession-of-Authority Arrangements.
- Inconsistent Emergency Communication Procedures.
- Weak Cross-Departmental Coordination.
- Unrecognized Critical Process Dependencies.
- Incomplete Alternative Work Arrangements.
- Uncertain Recovery Priorities.
- Unclear Management Decision-Making Responsibilities.
- Weak Exercise Scenario Design.
- Tabletop Exercises That Do Not Challenge Participants.
- Poorly Documented Exercise Results.
- Lack of Independent Observation.
- Inconsistent Exercise Evaluation Criteria.
- Failure to Identify Actionable Continuity Gaps.
- Unresolved Findings From Previous Exercises.
- Weak Corrective Action Monitoring.
- Insufficient Readiness for Severe but Plausible Disruptions.
- Inadequate Business Continuity Testing Governance.
- Lack of a Structured Continuity Exercise Program.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

7. EXPECTED BUSINESS AND PEOPLE IMPACT

Expected Business Impact	Expected People Impact
Greater visibility into business continuity weaknesses	Better understanding of continuity roles and responsibilities
More systematic exercise planning	Stronger preparedness and coordination skills
Clearer activation and recovery arrangements	Improved crisis decision-making awareness
Better identification of critical dependencies	Greater understanding of cross-functional interdependencies
Improved documentation of exercise findings	Stronger observation and reporting competencies
Better prioritization of recovery improvement actions	Greater accountability for corrective action
More consistent continuity testing practices	Improved ability to participate in tabletop exercises
Improved readiness to identify disruption-related weaknesses	Stronger appreciation of continuity planning assumptions
Better support for relevant audit or assurance reviews	Improved familiarity with performance evidence
More structured retesting and continuous improvement	Greater commitment to preparedness and improvement

These are intended outcomes. A one-day training program or a single discussion-based exercise cannot guarantee uninterrupted operations, achievement of recovery time targets, regulatory compliance, or successful recovery during a real disruption.

8. THE MSS T.E.S.T.I.N.G.™ BUSINESS CONTINUITY EXERCISE FRAMEWORK

The MSS T.E.S.T.I.N.G.™ Business Continuity Exercise Framework provides organizations with a practical, structured process for preparing, conducting, evaluating, and improving business continuity exercises.

It is designed to help participants move beyond simply reading the Business Continuity Plan and begin examining the actual decisions, coordination, resources, responsibilities, and recovery assumptions required during disruptions.

Framework Overview

Letter	Business Continuity Testing Competency	Practical Application
T	Target Critical Operations and Exercise Objectives	Identify the operations, capabilities, decisions, and recovery arrangements that an exercise should examine.
E	Examine Continuity Plans, Assumptions, and Dependencies	Review existing BCPs, Business Impact Analysis information, recovery objectives, personnel, systems, facilities, and supplier dependencies.
S	Structure Scenarios, Exercise Roles, and Injects	Develop realistic disruption scenarios, exercise rules, participant roles, timed developments, and evaluation criteria.
T	Test Decisions, Coordination, and Recovery Actions	Conduct a discussion-based simulation to assess plan activation, crisis decision-making, communication, escalation, and proposed recovery actions.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

I	Inspect Exercise Performance and Supporting Evidence	Observe decisions, compare responses with approved plans, record evidence, and identify uncertainties or deviations.
N	Note Gaps, Findings, and Corrective Actions	Conduct debriefings, distinguish strengths from weaknesses, document findings, and recommend appropriate improvements.
G	Govern Follow-Through, Retesting, and Continuous Improvement	Assign action owners, establish completion targets, verify improvements, schedule retesting, and update continuity arrangements.

The MSS T.E.S.T.I.N.G.™ Process:
TARGET → EXAMINE → STRUCTURE → TEST → INSPECT → NOTE → GOVERN

T — Target Critical Operations and Exercise Objectives

An effective business continuity exercise begins with a clear understanding of what needs to be examined.

A company should not conduct a tabletop exercise simply to announce that its BCP has been tested.

The exercise must have a defined purpose.

Participants learn to identify:

- Critical Business Activities.
- Essential Products and Services.
- Important Customer Commitments.
- Priority Business Functions.
- Recovery Requirements.
- Crisis Management Responsibilities.
- Critical Decision Points.
- Operational Dependencies.
- Relevant Recovery Arrangements.
- Potential Consequences of Disruption.

Establishing Clear Exercise Objectives

Examples of appropriate objectives include:

- Assess whether participants understand BCP activation procedures.
- Examine whether crisis management responsibilities are clear.
- Evaluate coordination between Operations, IT, HR, and Management.
- Assess how the organization would prioritize critical services.
- Examine the adequacy of alternative workplace arrangements.
- Evaluate communication decisions during a prolonged disruption.
- Identify dependencies requiring further verification.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Exercise Scope

Participants learn to define:

- Operations to Be Examined.
- Facilities or Locations Included.
- Relevant Departments.
- Disruption Scenario.
- Exercise Duration.
- Participants and Observers.
- Planned Discussion Boundaries.
- Evaluation Criteria.
- Expected Outputs.

Core Principle: An exercise is more useful when it has a specific purpose and clearly defined success criteria.

E — Examine Continuity Plans, Assumptions, and Dependencies

Before designing an exercise, the organization should review the continuity arrangements that participants will be expected to apply.

This may include:

- Business Continuity Policy.
- Business Continuity Plan.
- Business Impact Analysis.
- Risk Assessment.
- Crisis Management Plan.
- Business Continuity Team Structure.
- Incident Response Procedures.
- Recovery Strategies.
- Emergency Communication Plan.
- Departmental Continuity Procedures.
- IT Disaster Recovery Plan.
- Alternative Workplace Arrangements.
- Critical Supplier Arrangements.
- Previous Exercise Reports.
- Open Corrective Actions.

Understanding Critical Operations and Dependencies

Participants learn to identify potential dependencies involving:

People

- Key Personnel.
- Authorized Decision-Makers.
- Alternate Personnel.
- Specialized Competencies.
- Minimum Staffing Requirements.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Processes
- Critical Workflows.
- Required Approvals.
- Internal Service Dependencies.
- Operational Controls.

Technology
- Business Applications.
- Network Services.
- Communication Platforms.
- Data Availability.
- Backup and Recovery Arrangements.

Facilities
- Operating Locations.
- Alternate Worksites.
- Power Supply.
- Physical Access.
- Essential Equipment.

Suppliers and Third Parties
- Critical Vendors.
- Outsourced Service Providers.
- Logistics Partners.
- Utilities.
- Telecommunications Providers.

Recovery and Disruption Objectives

Participants are introduced to relevant concepts such as:

Recovery Time Objective (RTO)
The target period within which a business activity, service, or system should be resumed following a disruption, as defined by the organization's continuity arrangements.

Recovery Point Objective (RPO)
For data-related recovery, the point to which data must be restored, typically expressed in terms of acceptable data loss over time.

Maximum Tolerable Period of Disruption (MTPD)
The period after which the adverse impacts of not resuming an activity become unacceptable to the organization.

Tolerance for Disruption
For organizations using an operational resilience framework, the amount or level of disruption that can be tolerated for a defined critical operation.

These concepts are related but should not be treated as interchangeable.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Continuity Assumptions

Participants learn to challenge assumptions such as:

- All crisis team members will be available.
- Alternate sites can accommodate essential personnel.
- Internet connectivity will remain accessible.
- Suppliers will be able to deliver.
- Employees can work remotely.
- Backup systems will be available.
- Communication channels will function normally.
- Recovery can occur within established targets.

Core Principle: Business continuity testing should examine the assumptions upon which recovery strategies depend.

S — Structure Scenarios, Exercise Roles, and Injects

A tabletop exercise should be realistic enough to challenge participants without creating unnecessary confusion or operational risk.

Participants learn to design:

- Exercise Objectives.
- Scenario Context.
- Starting Conditions.
- Relevant Disruptions.
- Expected Decision Points.
- Scenario Injects.
- Exercise Timeline.
- Participant Instructions.
- Evaluation Criteria.
- Debriefing Arrangements.

Developing a Realistic Scenario

A well-designed exercise scenario considers:

- Organizational Risk Exposure.
- Critical Services.
- Geographic Location.
- Available Resources.
- Internal and External Dependencies.
- Likely Operational Impacts.
- Potential Escalation.
- Recovery Priorities.
- Communication Requirements.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

What Is an Exercise Inject?

An inject is a planned development or piece of information introduced during an exercise to stimulate participant decisions or actions.

Examples include:

- A crisis team member becomes unavailable.
- A telecommunications provider reports an extended outage.
- A supplier announces a delivery failure.
- A customer requests an urgent service update.
- A second operating location experiences disruption.
- Recovery estimates exceed the approved target.
- An external stakeholder requests information.

Exercise Roles

Participants learn about:

Exercise Sponsor
Authorizes and supports the exercise.

Exercise Director or Exercise Lead
Oversees exercise preparation and delivery.

Facilitator
Guides discussion and challenges participants with appropriate questions.

Controller
Manages scenario information and injects.

Evaluator
Observes performance against defined criteria.

Scribe or Documenter
Records important decisions, observations, and findings.

Exercise Participants
Respond to the scenario using their assigned organizational roles.

Safety or Exercise Control Lead
Ensures appropriate boundaries are maintained and the exercise can be paused or stopped when necessary.

For smaller tabletop exercises, some responsibilities may be combined where appropriate, provided evaluation independence and documentation quality remain sufficient.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Exercise Boundaries

Participants learn to establish:

- Clear Exercise Start and End.
- Simulation-Only Communications.
- Appropriate Information Confidentiality.
- No Unauthorized Activation of Live Systems.
- No Real Emergency Calls Unless Specifically Authorized for a Separate Test.
- No Actual Supplier or Customer Notifications Without Approval.
- A Process for Handling Real Incidents During the Exercise.
- Clear Pause and Stop Procedures.

Core Principle: A realistic exercise requires careful design, clear roles, and appropriate control of simulation activities.

T — Test Decisions, Coordination, and Recovery Actions

During a tabletop exercise, participants respond to the developing scenario using their organization's documented continuity arrangements.

The facilitator should avoid supplying all the answers.

Instead, participants should be encouraged to explain:

- What they would do.
- Why they would do it.
- Who has authority.
- Which plan or procedure applies.
- What information is needed.
- Who must be informed.
- Which recovery options are available.
- What action should happen next.

The Tabletop Decision Sequence
RECOGNIZE → ASSESS → DECIDE → COORDINATE → RESPOND → REVIEW

Recognize
Identify the disruption and its potential effect.

Assess
Determine the affected operations, available information, and immediate risks.

Decide
Apply appropriate authority and decision-making criteria.

Coordinate
Engage relevant departments, personnel, and stakeholders.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Respond
Explain intended continuity or recovery actions.

Review
Assess whether additional actions or escalation are required.

Effective Facilitation Questions

- What does the Business Continuity Plan require at this point?
- Who is responsible for making this decision?
- What information would you need before proceeding?
- What if that person is unavailable?
- Which critical operations are affected?
- Which recovery strategy would be activated?
- What resources does that strategy require?
- What happens if the alternative arrangement fails?
- Who must be informed?
- How would you know whether the response is working?

Core Principle: A tabletop exercise tests the quality of proposed decisions and coordination through discussion; it does not by itself prove physical or technical recovery performance.

I — Inspect Exercise Performance and Supporting Evidence

Observers and evaluators should compare actual exercise responses with the defined objectives and relevant continuity arrangements.

Participants learn to evaluate:

- Incident Recognition.
- Activation Decisions.
- Clarity of Responsibilities.
- Decision-Making Authority.
- Recovery Prioritization.
- Communication.
- Cross-Functional Coordination.
- Resource Awareness.
- Dependency Management.
- Recovery Strategy Selection.
- Escalation.
- Documentation.
- Adaptability.

Observation Versus Assumption

For example:

Participant Statement:
"We will activate our alternative worksite."

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Evaluator Questions:

- Is the alternative worksite identified in the plan?
- Is there an approved activation procedure?
- Who is authorized to initiate the arrangement?
- What staffing capacity is available?
- Has the site been technically tested?
- What evidence supports the assumptions?

If participants can describe the activation process but cannot provide evidence of the site's actual readiness, the exercise may demonstrate procedural familiarity while leaving operational capability unverified.

Core Principle: Exercise findings should be based on observable responses and relevant evidence, with limitations clearly identified.

N — Note Gaps, Findings, and Corrective Actions

An exercise should generate useful findings that help strengthen business continuity arrangements.

Participants learn to identify:

- Strengths.
- Good Practices.
- Plan Inconsistencies.
- Outdated Information.
- Unclear Responsibilities.
- Missing Procedures.
- Untested Assumptions.
- Coordination Gaps.
- Recovery Strategy Weaknesses.
- Resource Constraints.
- Training Needs.
- Matters Requiring Technical Testing.

After-Action Review

The exercise may conclude with a short hot wash, or immediate participant debriefing.

Participants discuss:

- What worked well?
- What decisions were difficult?
- Where was information missing?
- Which assumptions proved questionable?
- Which responsibilities were unclear?
- What needs improvement?
- What requires further testing?

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

After-Action Report

The findings may be consolidated into a structured report covering:

- Exercise Details.
- Objectives and Scope.
- Scenario Summary.
- Participants and Roles.
- Exercise Activities.
- Observed Strengths.
- Findings and Gaps.
- Evaluation Limitations.
- Recommended Corrective Actions.
- Management Follow-Through Requirements.

Core Principle: The value of an exercise lies not only in the discussion but also in the quality of the lessons and improvements that follow.

G — Govern Follow-Through, Retesting, and Continuous Improvement

A continuity exercise should not end with a report that is filed and forgotten.

Participants learn to establish:

- Corrective Action Owners.
- Priority Ratings.
- Target Completion Dates.
- Resource Requirements.
- Management Approvals.
- Verification Criteria.
- Progress Reviews.
- Plan Updates.
- Follow-Up Exercises.
- Retesting Requirements.

Corrective Action Follow-Through

A practical improvement cycle is:
FINDING → ROOT CAUSE → CORRECTIVE ACTION → OWNER → DEADLINE → VERIFICATION → RETEST

Example
Finding: The organization lacks a clearly documented alternate decision-maker when the Crisis Management Team Leader is unavailable.

Possible Corrective Action: Review and update the approved succession-of-authority arrangement.

Responsible Owner: Authorized Management / Business Continuity Coordinator.

Verification: Approved and communicated continuity documentation.

Retest: Conduct an exercise inject in which the primary decision-maker is unavailable.

Core Principle: Business continuity preparedness improves when exercise findings lead to verified action and appropriate retesting.

9. DETAILED ONE-DAY BUSINESS CONTINUITY TESTING AND TABLETOP EXERCISE TRAINING OUTLINE

Program Title: TEST BEFORE THE DISRUPTION. DECIDE UNDER PRESSURE. STRENGTHEN BUSINESS RESILIENCE.
Training Duration: One Day (8:00 AM–5:00 PM)
Training Methodology: MSS EnterTRAINment® — Approximately 30% Facilitator Input and 70% Participant Application
Training Emphasis: Business Continuity Testing, Exercise Planning, BCP Review, Scenario Development, Exercise Injects, Tabletop Facilitation, Crisis Decision-Making, Performance Evaluation, After-Action Reporting, and Corrective Action Planning

Time	Module / Topics / Subtopics	Previewed Activities and Expected Outputs
8:00 AM–10:00 AM	**MODULE 1: PREPARE TO TEST — BUSINESS CONTINUITY TESTING FUNDAMENTALS, CRITICAL OPERATIONS, RECOVERY ASSUMPTIONS, AND EXERCISE OBJECTIVES** 1. Understanding Business Continuity Testing and Exercising • Business Continuity Management Versus Business Continuity Planning • Purpose of Business Continuity Testing • Tabletop Exercises Versus Walkthroughs, Drills, Simulations, and Live Tests • What a Tabletop Exercise Can and Cannot Validate • Common Business Continuity Testing Mistakes • Introduction to the MSS T.E.S.T.I.N.G.™ Framework 2. International Standards and Philippine Context • ISO 22301 Business Continuity Management Principles • ISO 22398 Exercise Planning and Improvement Guidance • Philippine Operational and Disaster Risk Considerations • BSP Operational Resilience Awareness for Covered Institutions • The Importance of Industry-Specific Requirements 3. T — Target Critical Operations and Exercise Objectives	**Activity 1: The Business Continuity Readiness Reality Check** Participants analyze an organization that has an approved BCP but has never conducted a meaningful exercise. Teams identify assumptions, missing information, possible weaknesses, and the difference between documented preparedness and demonstrated response capability. **Activity 2: Critical Operations and Dependencies Mapping** Participants use a fictional organization profile to identify critical operations, key personnel, technology, facilities, suppliers, and recovery dependencies. They examine how disruption to one resource may affect multiple activities. **Activity 3: What Exactly Are We Testing?** Teams develop clear objectives and scope for a proposed continuity exercise. They identify the decisions, coordination capabilities, and recovery arrangements to be examined, together with suitable success criteria. **Expected Outputs:**

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

	• Identifying Critical Business Activities • Reviewing Priority Products and Services • Understanding Business Impact Analysis • Recovery Priorities • Recovery Time and Data Recovery Objectives • Tolerance for Disruption Where Applicable • Selecting Exercise Objectives • Defining Exercise Scope and Boundaries 4. E — Examine Continuity Plans, Assumptions, and Dependencies • Reviewing Existing BCPs • Crisis Management and Recovery Roles • Personnel Dependencies • Technology and Communication Dependencies • Facilities and Alternative Work Arrangements • Critical Suppliers and Third Parties • Recovery Strategy Assumptions • Previous Exercise Findings 5. Establishing Exercise Success Criteria • Observable Exercise Performance • Appropriate Evidence • Decision-Making Expectations • Communication and Coordination Expectations • Identifying Matters Requiring Additional Testing	• Business Continuity Testing Readiness Checklist • Critical Operations and Dependencies Map • Exercise Objectives and Scope Worksheet • Preliminary Exercise Evaluation Criteria
10:00 AM–10:15 AM	MORNING BREAK	
10:15 AM–12:00 NN	**MODULE 2: DESIGN THE TABLETOP EXERCISE — DISRUPTION SCENARIOS, EXERCISE ROLES, INJECTS, FACILITATION GUIDES, AND EXERCISE CONTROL** 1. S — Structure Scenarios, Exercise Roles, and Injects • Characteristics of a Realistic Disruption Scenario • Selecting Relevant Threats and Disruptions • Severe but Plausible Scenarios • Scenario Scope and Starting Conditions • Escalating and Compound Disruptions • Matching Scenarios With Exercise Objectives	**Activity 4: Build a Severe but Plausible Scenario** Participants develop a disruption scenario based on a fictional Philippine organization. They identify the initiating event, affected critical operations, available resources, likely consequences, and decision points. **Activity 5: The Scenario Inject Design Challenge** Teams prepare a sequence of injects that gradually complicate the initial disruption.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

	2. Developing the Exercise Scenario • Scenario Background • Initial Incident Description • Operational Impact • Assumed Resources and Constraints • Critical Decision Points • Exercise Timeline • Expected Participant Actions 3. Designing Exercise Injects • Meaning and Purpose of Exercise Injects • Timed Scenario Developments • New Information and Complications • Communication and Authority Challenges • Resource and Dependency Problems • Customer and Stakeholder Concerns • Recovery Timeline Challenges 4. Preparing the Master Scenario Events List • Inject Number • Exercise Time • Scenario Development • Intended Recipient • Expected Decision or Discussion • Evaluation Focus • Facilitator Notes 5. Establishing Exercise Roles and Responsibilities • Exercise Sponsor • Exercise Director • Facilitator • Controller • Evaluator • Scribe or Documenter • Exercise Participants • Exercise Safety and Stop Authority 6. Exercise Rules and Control Procedures • Exercise Briefing • Simulation-Only Communications • Information Confidentiality • Real Incident Versus Simulated Incident • No Unauthorized Live System Activation • Pause and Stop Procedures • Timekeeping and Facilitation Control	Each inject must create a meaningful decision, coordination issue, or recovery question connected to the exercise objectives. **Activity 6: Ready, Set, Exercise!** Participants prepare a basic exercise briefing, assign roles, establish rules and boundaries, and organize their scenario into a structured exercise timeline. Teams exchange plans and identify weaknesses in exercise design before conducting their simulations. **Expected Outputs:** • Business Continuity Tabletop Exercise Scenario Brief • Scenario Inject Cards • Master Scenario Events List Template • Exercise Roles and Responsibilities Matrix • Exercise Briefing and Control Checklist
12:00 NN–1:00 PM	LUNCH BREAK	
1:00 PM–3:00 PM	**MODULE 3: RUN THE TABLETOP EXERCISE — CRISIS DECISION-MAKING, BCP ACTIVATION, CROSS-FUNCTIONAL COORDINATION,**	**Activity 7: The First 30 Minutes — Activate or Wait?** Participants receive the initial disruption scenario and assume assigned crisis

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

	RECOVERY PRIORITIZATION, AND EXERCISE OBSERVATION 1. T — Test Decisions, Coordination, and Recovery Actions • Conducting the Exercise Opening Briefing • Introducing the Initial Scenario • Recognizing Disruption Severity • Determining BCP Activation Requirements • Clarifying Decision-Making Authority • Engaging Crisis Management Teams • Prioritizing Critical Operations • Selecting Appropriate Recovery Responses 2. Crisis Management Decision-Making • Evaluating Available Information • Making Decisions Under Uncertainty • Responding to Changing Conditions • Understanding Escalation Requirements • Succession of Authority • Recognizing Decision Delays and Conflicts 3. Cross-Functional Continuity Coordination • Operations and Business Units • Information Technology • Human Resources • Administration and Facilities • Finance • Corporate Communications • Procurement and Suppliers • Management and External Stakeholders 4. Challenging Recovery Assumptions • Workforce Unavailability • Facility Inaccessibility • Communication Failures • Technology Disruption • Alternative Work Arrangement Limitations • Critical Supplier Disruption • Competing Recovery Priorities • Recovery Time Constraints 5. I — Inspect Exercise Performance and Supporting Evidence • Observing Participant Decisions • Recording Important Actions and Discussions • Comparing Responses Against Approved Plans	management, operations, IT, HR, and communication roles. They discuss incident assessment, escalation, activation authority, priorities, and first-response actions. The facilitator challenges assumptions and asks participants to identify relevant plan provisions. **Activity 8: The Disruption Gets Worse — Live Tabletop Simulation** Teams receive a series of escalating injects involving unavailable personnel, technology interruptions, supplier constraints, and urgent stakeholder concerns. Participants must make simulated decisions, coordinate responsibilities, select recovery actions, and explain their reasoning. The simulation remains discussion-based; no actual business systems or emergency response channels are activated. **Activity 9: Observe, Challenge, and Capture** Designated observers use an exercise evaluation checklist to record important decisions, strengths, uncertainties, missing procedures, and potential weaknesses. Participants then conduct a brief initial debriefing to identify the most significant lessons. **Expected Outputs:** • Business Continuity Tabletop Decision Log • Crisis Coordination and Recovery Actions Worksheet • Exercise Observation and Evaluation Checklist • Preliminary Exercise Findings and Lessons Learned

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

	• Identifying Strengths and Weaknesses • Recognizing Unsupported Assumptions • Distinguishing Discussion Outcomes From Verified Recovery Capability • Maintaining Objective Exercise Documentation	
3:00 PM–3:15 PM	AFTERNOON BREAK	
3:15 PM–5:00 PM	**MODULE 4: TURN TEST RESULTS INTO IMPROVEMENT — AFTER-ACTION REVIEWS, EXERCISE FINDINGS, CORRECTIVE ACTIONS, RETESTING, AND CONTINUITY GOVERNANCE** 1. N — Note Gaps, Findings, and Corrective Actions • Conducting the Exercise Hot Wash • Reviewing Exercise Objectives • Identifying What Worked Well • Recording Decision-Making Gaps • Identifying Communication and Coordination Problems • Reviewing Recovery Assumptions • Distinguishing Findings From Opinions • Identifying Matters Requiring Further Validation 2. Preparing an After-Action Report • Exercise Summary • Objectives and Scope • Scenario Description • Participants and Roles • Major Decisions • Observed Strengths • Identified Gaps • Evaluation Limitations • Corrective Action Recommendations • Management Reporting 3. Prioritizing Business Continuity Findings • Criticality of Affected Operations • Potential Severity • Recovery Implications • Likelihood or Credibility of the Assumption Failing • Resource Requirements • Urgency of Corrective Actions • Responsible Action Owners 4. G — Govern Follow-Through, Retesting, and Continuous Improvement • Corrective Action Tracking	**Activity 10: From Exercise Observations to Actionable Findings** Teams review their tabletop decision logs and observer notes. They distinguish verified strengths, observed gaps, unanswered questions, and matters requiring technical or operational testing. Participants prepare a concise After-Action Report using a structured template. **Activity 11: Close the Gap — Corrective Action Planning** Teams prioritize identified findings and develop corrective actions specifying the problem, proposed improvement, accountable owner, target completion date, required support, and verification method. **Activity 12: The 90-Day Continuity Readiness Improvement Pitch** Participants present their proposed improvement roadmap to a simulated management review panel. They explain the most significant gaps, business implications, corrective actions, retesting requirements, and governance recommendations. **Expected Outputs:** • Tabletop Exercise Hot Wash and Lessons Learned Summary • Draft After-Action Report • Business Continuity Corrective Action Register

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

	• Root Cause Review • Updating BCPs and Supporting Procedures • Clarifying Roles and Escalation • Strengthening Communication Arrangements • Training and Awareness Improvements • Technical and Functional Retesting • Monitoring Action Completion • Management Review 5. Designing a 30–60–90-Day Improvement Roadmap • Immediate Findings and Quick Corrections • Actions Requiring Management Approval • Process and Resource Improvements • Verification Measures • Retesting Priorities • Next Exercise Requirements 6. Sustaining a Business Continuity Exercise Program • Risk-Based Exercise Scheduling • Coverage of Critical Operations • Exercise Frequency and Variety • Integration With BCP Maintenance • Tracking Open Findings • Updating Exercise Scenarios • Continuous Improvement	• 30–60–90-Day Continuity Testing Improvement Plan • Management Presentation of Priority Findings and Recommendations
5:00 PM	PROGRAM CLOSING	• Learning Synthesis • Business Continuity Testing Commitments • Training Evaluation • Recommended Next Steps

Implementation Note: The one-day program includes a shortened, controlled tabletop exercise in small groups and introduces the tools needed to design and evaluate future exercises. It does not replace a full organization-specific continuity test involving actual approved plans, senior decision-makers, real operational dependencies, independent observers, or verified technical recovery.

For companies requiring a formal, independently facilitated exercise with management reporting, MSS Corporation may propose a separate or combined engagement covering preparation, exercise execution, evaluation, after-action reporting, and follow-through.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

10. CORE PARTICIPANT OUTPUTS

Module	Expected Participant Outputs	Intended Workplace Application
Module 1: Prepare to Test	Testing Readiness Checklist; Critical Operations and Dependencies Map; Exercise Objectives and Scope Worksheet; Preliminary Evaluation Criteria	Establish appropriate exercise objectives and identify continuity arrangements requiring examination
Module 2: Design the Tabletop Exercise	Scenario Brief; Inject Cards; Master Scenario Events List; Exercise Roles Matrix; Exercise Briefing and Control Checklist	Prepare structured, realistic, and controlled business continuity exercises
Module 3: Run the Tabletop Exercise	Decision Log; Crisis Coordination Worksheet; Exercise Observation Checklist; Preliminary Findings	Facilitate or participate in exercises and capture relevant decisions and performance evidence
Module 4: Turn Results Into Improvement	Hot Wash Summary; Draft After-Action Report; Corrective Action Register; 30–60–90-Day Improvement Plan; Management Presentation	Convert exercise observations into actionable, accountable, and verifiable business continuity improvements

11. SAMPLE BUSINESS CONTINUITY TESTING AND TABLETOP EXERCISE SCENARIOS

The program incorporates realistic disruption scenarios suitable for Philippine organizations. The scenarios can be adjusted to reflect the client's industry, geographic exposure, operating model, and continuity arrangements.

Scenario 1: Typhoon, Flooding, and Facility Inaccessibility

Situation:
A severe typhoon causes flooding around the organization's primary operating facility.

Several employees cannot report to work safely.

Electricity and telecommunications services are disrupted.

Customers continue requesting essential services.

Business Continuity Challenge:
The crisis management team must determine whether to activate the Business Continuity Plan and how to maintain priority operations.

Expected Participant Decisions:

- Assess the severity of the disruption.
- Protect employee safety.
- Identify affected critical operations.
- Review plan activation criteria.
- Determine authorized decision-makers.
- Examine alternative work arrangements.
- Coordinate with HR, Facilities, IT, and Operations.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Establish appropriate internal and external communications.
- Monitor recovery priorities.
-

Key Learning: Facility disruptions require coordinated decisions involving personnel, technology, communications, and operational continuity.

Scenario 2: Earthquake and Unavailable Decision-Makers

Situation:
A major earthquake affects the organization's primary office.

The building cannot be used pending authorized safety assessment.

The Crisis Management Team Leader and two department heads are unreachable.

Business Continuity Challenge:
Participants must determine how continuity decisions will be made when designated leaders are unavailable.

Expected Participant Decisions:

- Prioritize life safety and emergency response.
- Determine the applicable escalation arrangements.
- Review succession-of-authority provisions.
- Identify alternate decision-makers.
- Examine alternative work arrangements.
- Clarify when operations can safely resume.
- Identify necessary management and stakeholder communications.

Key Learning: A continuity plan must account for the unavailability of essential personnel and decision-makers.

Scenario 3: Critical Information Technology System Outage

Situation:
A business-critical application becomes unavailable during normal operations.

IT reports that the cause has not yet been confirmed.

Employees cannot complete important transactions.

Business Continuity Challenge:
Business and technology teams must coordinate operational continuity decisions while technical personnel investigate the issue.

Expected Participant Decisions:

- Identify affected business services.
- Review relevant recovery objectives.
- Determine the available workaround.
- Coordinate business and IT responsibilities.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Identify operational consequences.
- Communicate appropriate service limitations.
- Determine whether business continuity escalation is necessary.
- Recognize requirements for separate technical recovery testing.

Key Learning: Business continuity involves maintaining essential operations while technology recovery activities are coordinated.

Scenario 4: Cybersecurity Incident and Prolonged Service Disruption

Situation:
The IT Security Team reports indications of a cybersecurity incident.

Several critical systems have been isolated as a precaution.

The duration of the interruption is uncertain.

Business Continuity Challenge:
Participants must consider how to maintain critical operations without interfering with authorized cybersecurity incident response activities.

Expected Participant Decisions:

- Establish coordination with authorized cybersecurity personnel.
- Identify affected business services.
- Review continuity activation criteria.
- Examine available alternative operating arrangements.
- Avoid unauthorized system access or restoration.
- Consider relevant customer and stakeholder communications.
- Clarify decision-making and escalation responsibilities.
- Identify potential data privacy or reporting issues for specialist review.

Key Learning: Cyber incident response and business continuity must be coordinated while respecting their distinct technical and operational responsibilities.

Scenario 5: Critical Supplier Becomes Unavailable

Situation:
A major supplier informs the company that it cannot deliver an essential product or service for several days.

The supplier's disruption is outside the company's control.

Business Continuity Challenge:
Participants must determine how to continue priority operations despite an external dependency failure.

Expected Participant Decisions:

- Identify affected products and services.
- Determine available inventory or reserves.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Review alternate supplier arrangements.
- Confirm approval requirements.
- Examine operational priorities.
- Communicate relevant impacts.
- Identify contractual or procurement issues for specialist review.
- Recommend additional supplier continuity validation.

Key Learning: The organization's resilience may depend on capabilities and arrangements outside its direct control.

Scenario 6: Telecommunications Failure During a Crisis

Situation:
A significant telecommunications outage prevents several crisis team members from using their usual communication channels.

The organization must coordinate personnel across multiple locations.

Business Continuity Challenge:
The team must determine whether alternate communication procedures are practical.

Expected Participant Decisions:

- Identify approved alternative communication methods.
- Determine how key personnel will be contacted.
- Review communication dependencies.
- Clarify alternate reporting arrangements.
- Establish information verification practices.
- Recognize the need for a separate communication or call-tree test.

Key Learning: An emergency communication plan must account for the failure of primary communication channels.

Scenario 7: Multiple Departments Competing for Limited Resources

Situation:
The organization's alternative operating location has space and equipment for only a portion of its usual workforce.

Several departments claim that their operations should receive priority.

Business Continuity Challenge:
Management must establish defensible recovery priorities.

Expected Participant Decisions:

- Review Business Impact Analysis findings.
- Identify critical operations.
- Consider recovery objectives.
- Examine available operating capacity.
- Determine who has authority to allocate resources.
- Communicate recovery priorities.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Record significant assumptions and unresolved issues.

Key Learning: Business continuity requires transparent, authorized decisions when resources are limited.

Scenario 8: Public Health Emergency and Workforce Unavailability

Situation:
A significant number of employees become unavailable over several days.

The disruption affects essential operational teams.

Business Continuity Challenge:
Participants must determine whether staffing arrangements and alternative work procedures are sufficient.

Expected Participant Decisions:
- Assess minimum staffing requirements.
- Identify critical skills and backup personnel.
- Review alternate staffing arrangements.
- Consider applicable employee safety and employment requirements.
- Prioritize essential operations.
- Coordinate HR and Operations.
- Examine longer-term workforce continuity measures.

Key Learning: Continuity planning should account for prolonged staffing disruption and critical skills dependencies.

Scenario 9: Customer Communication During a Prolonged Disruption

Situation:
A major customer asks whether the organization can continue delivering essential services.

The recovery timeline remains uncertain.

Different departments are providing conflicting information.

Business Continuity Challenge:
Participants must coordinate accurate and authorized stakeholder communication.

Expected Participant Decisions:
- Identify the authorized spokesperson.
- Verify operational information.
- Clarify the organization's approved communication process.
- Avoid unsupported recovery promises.
- Determine appropriate customer updates.
- Establish communication coordination.
- Identify contractual or regulatory notification matters requiring specialist review.

Key Learning: Inconsistent information during disruption can compound operational and reputational consequences.

Scenario 10: Recovery Strategy Appears Effective—Until a Second Failure Occurs

Situation:
The organization successfully discusses transferring critical work to its alternative location.

A new inject reveals that the alternate site depends on the same unavailable telecommunications provider.

Business Continuity Challenge:
Participants must reassess their recovery strategy and dependencies.

Expected Participant Decisions:

- Identify the failed assumption.
- Review alternative recovery options.
- Determine the operational consequences.
- Reassess recovery priorities.
- Escalate decisions requiring management action.
- Record the dependency weakness.
- Recommend additional validation or testing.

Key Learning: A recovery strategy may appear workable until its underlying dependencies are challenged.

12. PRACTICAL BUSINESS CONTINUITY TESTING AND TABLETOP EXERCISE TOOLS INTRODUCED

12.1. Business Continuity Testing Readiness Checklist

Participants learn to verify whether an organization is ready to conduct a meaningful continuity exercise.

Continuity Documentation

- Business Continuity Plan is available.
- Relevant plan version is identified.
- Critical operations are defined.
- Business Impact Analysis information is available.
- Recovery strategies have been documented.
- Relevant communication procedures are accessible.
- Key responsibilities are identified.

Exercise Preparation

- Exercise objectives are clear.
- Scenario is relevant.
- Scope is defined.
- Participants are identified.
- Exercise roles are assigned.
- Expected decisions are identified.
- Evaluation criteria are prepared.
- Time and venue are confirmed.

- Confidentiality and simulation rules are established.

Exercise Control

- Facilitator is prepared.
- Injects have been reviewed.
- Observers and scribes understand their roles.
- Participants receive appropriate briefing.
- A real-incident interruption procedure exists.
- Pause and stop arrangements are clear.

Reporting and Follow-Through

- Observation templates are available.
- Debriefing time is allocated.
- Reporting responsibilities are assigned.
- Management review arrangements are defined.
- Corrective action tracking is planned.

12.2. Business Continuity Testing Method Selection Guide

Testing or Exercise Method	Primary Purpose	Typical Output
Document Review	Examine completeness, accuracy, and currency of plans	Document review findings
Walkthrough	Review responsibilities and procedural steps with relevant personnel	Plan clarification and gap list
Tabletop Exercise	Discuss responses to a hypothetical disruption and assess decision-making and coordination	Decision log, observations, after-action findings
Communication or Call-Tree Test	Verify that authorized communication arrangements function as intended	Contact and response records
Functional Exercise	Perform selected functions or capabilities under simulated conditions	Functional performance evidence
Technical Recovery Test	Validate defined technology recovery procedures	Technical recovery evidence, timing, and findings
Alternate Site Test	Assess specified alternate-location capabilities	Site readiness and operational test results
Live or Integrated Exercise	Test selected capabilities across a broader operational environment	Recorded performance against defined objectives

The appropriate method depends on the organization's objectives, risks, readiness, resources, regulatory obligations, and safety considerations.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

12.3. Exercise Objectives and Scope Worksheet

Component	Guiding Question
Exercise Name	What is the title of the planned exercise?
Business Purpose	Why is the exercise necessary?
Critical Operations	Which services or activities will be examined?
Exercise Objectives	What specifically must be demonstrated or evaluated?
Scenario	What disruption will be simulated?
Scope	Which locations, departments, and capabilities are included?
Exclusions	What will not be tested?
Participants	Who must participate?
Exercise Method	Is the exercise discussion-based, functional, technical, or integrated?
Success Criteria	What observable evidence will indicate satisfactory performance?
Safety Controls	What simulation and stop rules are necessary?
Outputs	What records, findings, and reports must be produced?

12.4. Critical Operations and Dependencies Mapping Worksheet

Critical Operation	People	Technology	Facilities	Third Parties	Recovery Considerations
Customer Service Operations	Service Teams and Supervisors	Customer Service Platform	Office or Remote Work Location	Telecommunications Provider	Customer access and response continuity
Finance and Payment Processing	Finance Personnel	Financial Applications	Authorized Worksite	Banks and Payment Providers	Transaction processing and control requirements
Order Fulfillment	Operations Personnel	Order Management System	Warehouse and Distribution Location	Logistics Partners	Inventory and delivery continuity
Internal Communication	Crisis Team and Relevant Personnel	Communication Platforms	Multiple Locations	Connectivity Providers	Emergency coordination
Business-Critical Technology	IT and Authorized Specialists	Servers, Applications, Networks	Primary or Alternate Infrastructure	Technology Vendors	Technical recovery dependencies

This is illustrative. Actual critical operations and dependencies must be established from the organization's approved Business Impact Analysis and related continuity documentation.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

12.5. Tabletop Exercise Scenario Development Template

A scenario brief should include:
Exercise Name
A short title identifying the scenario.

Background
The organizational and operating circumstances before the disruption.

Initial Event
What happened and when.

Affected Operations
Which business services, processes, personnel, facilities, or systems are affected.

Known Information
Facts available to participants at the beginning.

Unknown Information
Information that is uncertain or will be introduced later.

Expected Decisions
The important decisions participants are expected to discuss.

Exercise Boundaries
What is simulated and what is excluded.

Evaluation Focus
Which capabilities will be assessed.

Exercise End State
The point at which the exercise will conclude.

12.6. Master Scenario Events List (MSEL)

A Master Scenario Events List organizes the timing, sequence, and purpose of exercise injects.

Sample Tabletop Exercise: Operation Continuity Under Pressure

Illustrative scenario for a Philippine organization operating essential customer service and processing functions.

Scenario: A severe typhoon causes facility inaccessibility, employee unavailability, connectivity problems, and supplier disruption.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L. Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Exercise Time	Scenario Inject	Intended Decision or Response	Evaluation Focus
00:00	Primary facility becomes inaccessible because of flooding	Assess incident severity and activation requirements	Incident recognition and activation
00:10	Crisis Management Team Leader is unreachable	Identify alternate authority	Succession and accountability
00:20	Only part of the essential workforce is available	Prioritize operations and staffing	Critical operations and resources
00:30	Primary internet connectivity fails	Identify workarounds or alternate arrangements	Technology dependencies
00:40	Alternate worksite has insufficient capacity	Reevaluate recovery options	Recovery strategy feasibility
00:50	A critical supplier cannot deliver	Assess operational impact and alternatives	Third-party dependencies
01:00	A major customer requests a service status update	Coordinate an accurate and authorized response	Stakeholder communication
01:10	Expected recovery exceeds the initial objective	Escalate, reassess priorities, and consider alternatives	Recovery decision-making
01:20	Facilitator announces simulated stabilization	Identify transition and remaining continuity requirements	Recovery and return-to-normal considerations
01:30	Exercise concludes	Conduct immediate debriefing	Lessons learned

These are example exercise-clock intervals, not a mandatory schedule for the one-day classroom. An actual training simulation may use fewer injects or a compressed timeline according to the available time and learning objectives.

12.7. Exercise Roles and Responsibilities Matrix

Role	Primary Responsibility
Exercise Sponsor	Approves objectives, scope, and necessary resources
Exercise Director	Oversees planning, coordination, and implementation
Facilitator	Guides scenario discussions and decision-making
Controller	Releases injects and manages scenario progression
Evaluator	Records performance evidence against established criteria
Scribe	Documents decisions, observations, and relevant events
Participants	Respond in their assigned organizational roles
Safety / Stop Authority	Applies exercise safety and interruption controls
Management Reviewer	Reviews findings and approves appropriate improvement actions

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

12.8. Tabletop Exercise Facilitation Guide

A practical facilitation sequence is:
BRIEF → PRESENT → QUESTION → DECIDE → CHALLENGE → DOCUMENT → DEBRIEF

Brief
Explain objectives, roles, rules, and boundaries.

Present
Introduce the initial scenario.

Question
Ask participants what their plans require.

Decide
Allow the responsible participants to identify decisions and actions.

Challenge
Introduce complications and test relevant assumptions.

Document
Record decisions, evidence, and observations.

Debrief
Discuss strengths, gaps, lessons, and next steps.

Facilitator Questions

- What would your department do first?
- Which plan provision supports that decision?
- Who has the final authority?
- What happens if that person is unavailable?
- What is the immediate effect on critical operations?
- Which resources would you need?
- What assumptions are you making?
- How would the affected departments coordinate?
- What would you do if your original recovery option became unavailable?
- How would the organization verify whether the action succeeded?

12.9. Crisis Decision and Action Log

Exercise Time	Decision or Proposed Action	Responsible Role	Basis / Plan Reference	Assumptions or Gaps
00:10	Evaluate whether BCP activation criteria have been met	Authorized Crisis Leader	BCP Activation Procedure	Criteria require verification
00:20	Prioritize essential services under reduced staffing	Operations and Management	Business Impact Analysis	Minimum staffing availability uncertain
00:30	Consider alternate communication arrangements	IT / Communications / BCM	Emergency Communications Plan	Alternate channels not yet tested
00:40	Reassess alternate worksite use	Facilities / Operations / Management	Recovery Strategy	Capacity assumption appears insufficient

The entries are illustrative discussion outputs, not evidence that the proposed actions would succeed in a real incident.

12.10. Exercise Observation and Evaluation Scorecard

Participants may use the following five-point descriptive scale:
1 — Significant Gap Observed
2 — Major Improvement Required
3 — Partially Demonstrated
4 — Adequately Demonstrated in Discussion
5 — Strongly Demonstrated in Discussion
N/O — Not Observed or Not Applicable

Evaluation Area	Observable Criteria
Incident Recognition	Participants identify disruption severity and important impacts
BCP Activation	Participants explain applicable activation criteria
Decision Authority	Authorized decision-making responsibilities are identified
Critical Operations	Recovery priorities reflect the relevant plan and BIA
Cross-Functional Coordination	Departments identify responsibilities and necessary coordination
Internal Communication	Appropriate internal communication actions are described
External Communication	Stakeholder communications follow relevant authority and controls
Recovery Strategy	Participants identify relevant recovery options and dependencies
Adaptability	Participants respond appropriately to changing assumptions
Documentation	Important decisions and actions are recorded
Escalation	Matters requiring further authority or specialist review are identified
Overall Exercise Response	Responses are coherent and supported by the available continuity arrangements

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Important: These ratings assess observed discussion-based performance, not proven technical recovery capability. An organization should not use a high tabletop score to claim that an untested alternate site, system, or supplier has been operationally validated.

12.11. Exercise Hot Wash and Debriefing Guide

The immediate debriefing may use three stages.

WHAT HAPPENED?

- What were the major decisions?
- What worked well?
- What difficulties emerged?
- Which information was missing?

WHY DID IT MATTER?

- What did the decisions reveal about the BCP?
- Which dependencies were unclear?
- What risks could result?
- Which assumptions require verification?

WHAT SHOULD HAPPEN NEXT?

- Which plans require updating?
- What actions are necessary?
- Who should be responsible?
- What should be tested next?
- When should the improvements be reviewed?

12.12. After-Action Report Template

A practical After-Action Report should include:

1. Executive Summary
Brief statement of objectives, overall observations, significant gaps, and improvement priorities.

2. Exercise Profile

- Exercise Name.
- Date and Location.
- Sponsor.
- Facilitator.
- Participating Departments.
- Exercise Method.
- Exercise Duration.

3. Objectives and Scope
What was intended to be evaluated and what was excluded.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

4. Scenario Summary
Initial conditions, important injects, and relevant developments.

5. Observed Decisions and Responses
Key actions proposed during the exercise, supported by appropriate records.

6. Strengths
Practices and arrangements that were effectively demonstrated.

7. Findings and Gaps
Unclear responsibilities, missing procedures, unsupported assumptions, and other observed weaknesses.

8. Evaluation Limitations
What the exercise did not demonstrate or verify.

9. Recommended Corrective Actions
Specific improvements required.

10. Management Decisions and Follow-Through
Approval requirements, responsible owners, target dates, and retesting arrangements.

12.13. Business Continuity Corrective Action Register

Finding	Proposed Corrective Action	Responsible Owner	Priority	Verification Method
Crisis leadership succession unclear	Review and approve alternate authority	Authorized Management / BCM	High	Updated approved plan
Emergency contact information outdated	Validate authorized contact list	HR / BCM	High	Verified contact records
Alternate worksite capacity uncertain	Conduct an appropriate capacity review and separate test	Facilities / IT / Operations	High	Capacity assessment and test results
Supplier recovery assumptions unverified	Review vendor continuity arrangements	Procurement / Risk	Medium–High	Supplier evidence or follow-up assessment
Customer communication authority unclear	Clarify communication and approval roles	Communications / Management	Medium	Updated communication procedure

Priority ratings must reflect the organization's actual critical operations and risk criteria.

12.14. 30–60–90-Day Business Continuity Testing Improvement Plan

Timeline	Focus	Illustrative Activities	Expected Output
First 30 Days	Review and Prioritize	Validate exercise findings, establish action owners, correct urgent documentation gaps, seek approvals	Approved Corrective Action Register
Days 31–60	Implement and Verify	Update plans, clarify authorities, review resources, address dependencies, conduct selected verification tests	Improvement Implementation Evidence
Days 61–90	Retest and Review	Retest relevant findings, conduct follow-up exercise activities, review unresolved items, report progress	Corrective Action Status and Retesting Report

The timeframes are recommended action-planning intervals, not universal legal or regulatory deadlines.

13. TRAINING METHODS AND MSS ENTERTRAINMENT® APPROACH

The program follows MSS Corporation's EnterTRAINment® methodology, emphasizing active participation, realistic business continuity scenarios, structured decision-making, cross-functional coordination, and practical learning application.

Approximately 30% of the net learning time consists of:

- Concise Facilitator Discussions.
- Business Continuity Testing Concepts.
- International Standards Awareness.
- Philippine Regulatory Context Where Applicable.
- Exercise Design Demonstrations.
- Sample Scenario and Inject Explanations.
- Facilitated Learning Synthesis.
- Structured Feedback.

Approximately 70% consists of:

- Business Continuity Readiness Assessment.
- Critical Operations Mapping.
- Dependency Analysis.
- Exercise Objectives Development.
- Scenario Design Workshops.
- Inject Development.
- Master Scenario Events List Preparation.
- Crisis Management Role Simulations.
- Business Continuity Plan Activation Discussions.
- Cross-Functional Recovery Decision-Making.
- Tabletop Exercise Facilitation.
- Exercise Observation and Evaluation.
- Exercise Hot Wash Discussions.
- After-Action Report Preparation.
- Corrective Action Planning.
- 30–60–90-Day Improvement Roadmap Development.
- Management Presentation of Exercise Findings.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Participants do not merely study examples of tabletop exercises. They experience a controlled tabletop simulation and practice the methods required to develop, facilitate, observe, and improve future continuity exercises.

14. TARGET PARTICIPANTS

This Business Continuity Testing and Tabletop Exercise Training in the Philippines is recommended for:

- Business Continuity Managers.
- Business Continuity Officers.
- Business Continuity Coordinators.
- Business Continuity Specialists.
- Business Continuity Management Team Members.
- Crisis Management Team Members.
- Emergency Management Coordinators.
- Enterprise Risk Management Officers.
- Risk Management Managers.
- Operational Risk Managers.
- Operational Resilience Professionals.
- Disaster Recovery Coordinators.
- IT Disaster Recovery Managers.
- Information Technology Managers.
- Information Security Personnel.
- Business Operations Managers.
- Operations Supervisors.
- Department Heads.
- Branch Managers.
- Facilities Managers.
- Administration Managers.
- Human Resources Managers.
- Procurement and Supply Chain Managers.
- Corporate Communications Personnel.
- Customer Service Operations Managers.
- Compliance Officers.
- Internal Auditors.
- Quality Management Professionals.
- Senior Managers.
- Executives With Business Continuity Responsibilities.
- Employees Assigned as Business Continuity Exercise Facilitators.
- Employees Assigned as Business Continuity Exercise Evaluators.
- Personnel Responsible for Maintaining Business Continuity Plans.

The program is particularly suitable for organizations with existing continuity plans that need to strengthen testing, exercising, evaluation, and improvement capabilities.

Participants without an existing BCP may still learn the methods using fictional cases, but an actual organization-specific exercise requires sufficient information about the organization's operations and continuity arrangements.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

15. INDUSTRIES THAT MAY BENEFIT

The program may be customized for:

- Banking and Financial Services.
- Insurance.
- Business Process Outsourcing.
- Contact Centers.
- Shared Services.
- Information Technology.
- Telecommunications.
- Data Centers.
- Manufacturing.
- Retail.
- Distribution.
- Logistics.
- Warehousing.
- E-Commerce.
- Healthcare.
- Hospitals and Medical Facilities.
- Pharmaceuticals.
- Energy.
- Utilities.
- Transportation.
- Aviation.
- Hospitality.
- Hotels and Resorts.
- Real Estate.
- Property Management.
- Construction.
- Professional Services.
- Cooperatives.
- Educational Institutions.
- Government Agencies.
- Government-Owned and Controlled Corporations.
- Nonprofit Organizations.
- Other Organizations With Critical Operations or Service Continuity Requirements.

Industry-Specific Exercise Examples

Industry	Potential Tabletop Exercise Focus
Banking and Financial Services	Critical service disruption, alternate processing, communication, technology dependencies, and operational resilience
BPO and Shared Services	Site inaccessibility, telecommunications failure, staffing availability, and customer service continuity

Manufacturing	Facility disruption, production interruption, critical utilities, supplier failure, and alternative production arrangements
Retail	Branch closures, payment system disruption, inventory availability, customer communication, and distribution dependencies
Logistics and Distribution	Transportation interruption, warehouse inaccessibility, delivery delays, and alternate routing
Healthcare	Nonclinical continuity coordination, staffing, facility disruption, communications, and essential support functions
Information Technology	Business service disruption resulting from technology outages and coordination with IT recovery teams
Hospitality	Facility disruption, guest communication, alternative arrangements, and essential service continuity
Utilities	Critical operations, facilities, personnel availability, dependencies, and restoration coordination
Government Offices	Essential public services, alternative service arrangements, incident communication, and applicable government continuity procedures

For regulated or safety-critical industries, simulations must respect the applicable requirements and specialist responsibilities.

16. RECOMMENDED NUMBER OF PARTICIPANTS

In-House Corporate Training

Recommended Group Size: Approximately 12–20 Participants

This supports meaningful involvement in:

- Exercise Objectives Development.
- Scenario Design.
- Crisis Management Role Assignments.
- Tabletop Decision-Making.
- Inject Responses.
- Exercise Evaluation.
- After-Action Reviews.
- Corrective Action Planning.

For an organization-specific tabletop exercise, the required participant mix is more important than a fixed headcount. The exercise should include appropriate decision-makers and representatives of the critical functions being examined.

Recommended Participant Grouping

A group of 16 participants may be organized into four teams of four for selected learning activities.

During the tabletop simulation, participants may assume responsibilities such as:

- Crisis Management / Leadership.
- Operations.
- Technology / Facilities.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- HR / Communications / Supply Chain.

Evaluator and documentation roles can rotate where appropriate.

For larger or more technically complex exercises, additional facilitators, controllers, observers, scribes, or specialist support may be needed.

Public Seminars

Recommended Group Size: Approximately 12–20 Participants

This supports:

- Scenario Design Workshops.
- Exercise Inject Development.
- Tabletop Role Simulations.
- Peer Observation.
- Exercise Evaluation.
- After-Action Reporting.
- Cross-Industry Learning.

Actual capacity should consider exercise complexity, room layout, available facilitation support, and whether simultaneous group simulations will be conducted.

17. DELIVERY OPTIONS

The program may be delivered through:

- Face-to-Face In-House Corporate Training.
- Onsite Business Continuity Workshops.
- Offsite Corporate Training.
- Live Online Instructor-Led Training.
- Hybrid Training.
- Public Business Continuity Testing Seminars.
- Business Continuity Tabletop Exercise Workshops.
- Crisis Management Simulation Workshops.
- Business Continuity Management Development Programs.
- Operational Resilience Development Programs.
- Multi-Session Business Continuity Testing Programs.
- Separately Scoped Business Continuity Tabletop Exercise Facilitation Engagements.

Face-to-Face Training

Particularly appropriate for:

- Cross-Functional Crisis Team Simulations.
- Scenario-Based Decision-Making.
- Physical Exercise Inject Cards.
- Group Facilitation.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Observer Activities.
- Hot Wash Discussions.
- Management Presentations.

Live Online Training

May incorporate:

- Digital Scenario Briefs.
- Online Exercise Injects.
- Breakout Room Simulations.
- Virtual Crisis Coordination.
- Shared Decision Logs.
- Digital Evaluation Worksheets.
- Collaborative Corrective Action Plans.
- Virtual Exercise Debriefing.

Hybrid Training

May be appropriate where participants are distributed across locations.

However, the exercise design should account for:

- Remote Participation.
- Communication Reliability.
- Information Access.
- Exercise Control.
- Separate Discussion Channels.
- Documentation and Observation.
- Coordination Between Onsite and Remote Teams.

18. AVAILABLE PROGRAM FORMATS

18.1. Half-Day Business Continuity Testing and Tabletop Exercise Essentials

Duration: Approximately Four Hours
Number of Modules: Exactly Two

Module 1: Business Continuity Testing Fundamentals and Exercise Design

Topics and Subtopics:
1. Business Continuity Testing Fundamentals

- Importance of Business Continuity Testing.
- BCP Reviews Versus Exercises.
- Tabletop Exercises Versus Functional and Live Tests.
- Common Testing Mistakes.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

2. Understanding Critical Operations and Recovery Priorities
   - Business Impact Analysis.
   - Recovery Requirements.
   - Critical Dependencies.
   - BCP Assumptions.

3. Designing a Tabletop Exercise
   - Exercise Objectives.
   - Scope.
   - Scenario Selection.
   - Participant Roles.
   - Exercise Injects.
   - Evaluation Criteria.

Major Activity: Design a Basic Business Continuity Tabletop Exercise

Participants develop a short scenario, identify relevant participants, and prepare an exercise objective and inject sequence.

Expected Outputs:
- Exercise Objectives and Scope Worksheet.
- Basic Scenario Brief.
- Preliminary Inject List.

Module 2: Conducting and Evaluating a Tabletop Exercise

Topics and Subtopics:
1. Running a Tabletop Exercise
   - Exercise Briefing.
   - Scenario Introduction.
   - Simulated Decision-Making.
   - Cross-Functional Coordination.
   - Recovery Prioritization.

2. Evaluating Exercise Performance
   - Observing Decisions.
   - Recording Findings.
   - Identifying Gaps.
   - Exercise Debriefing.

3. Business Continuity Improvement
   - Corrective Actions.
   - Action Owners.
   - Retesting.
   - Improvement Planning.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Major Activity: Mini Tabletop Exercise and After-Action Review

Participants complete a short, controlled disruption simulation, record major decisions, identify gaps, and prepare a concise improvement plan.

Expected Outputs:

- Exercise Decision Log.
- Preliminary Exercise Findings.
- Corrective Action Worksheet.

The half-day format is recommended for introductory training, refresher learning, or employees requiring foundational awareness of testing and exercise practices.

18.2. One-Day Business Continuity Testing and Tabletop Exercise Training

Duration: 8:00 AM–5:00 PM
Number of Modules: Exactly Four

Recommended for the complete MSS T.E.S.T.I.N.G.™ Business Continuity Exercise Framework.

The modules are:

1. Prepare to Test.
2. Design the Tabletop Exercise.
3. Run the Tabletop Exercise.
4. Turn Test Results Into Improvement.

The one-day program includes 12 practical activities, scenario design, tabletop simulations, structured observation, after-action reporting, and corrective action planning.

18.3. Two-Day Intensive Business Continuity Testing and Tabletop Exercise Workshop

Recommended for organizations requiring more extensive exercise design and facilitation practice.

Day 1 — Planning and Designing Business Continuity Exercises

- Business Continuity Testing Fundamentals.
- International Standards and Regulatory Awareness.
- Critical Operations and Recovery Objectives.
- Business Impact Analysis Review.
- Continuity Dependencies.
- Exercise Scope and Objectives.
- Scenario Selection.
- Scenario Narratives.
- Exercise Inject Development.
- Master Scenario Events List Preparation.
- Exercise Roles.
- Facilitation and Evaluation Preparation.
-

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Day 2 — Conducting, Evaluating, and Improving Tabletop Exercises

- Exercise Briefing.
- Full Tabletop Simulation.
- Crisis Decision-Making.
- Cross-Functional Coordination.
- Recovery Strategy Examination.
- Exercise Observation.
- Decision Documentation.
- Hot Wash.
- Findings Analysis.
- After-Action Reporting.
- Corrective Action Planning.
- Retesting and Improvement Roadmap.

The two-day program provides greater time for a realistic scenario progression and individual or group facilitation feedback.

18.4. Three-Day Business Continuity Testing and Exercise Facilitator Development Program

Recommended for organizations seeking to establish an internal exercise design and facilitation capability.

Day 1 — Business Continuity Exercise Planning

- BCM and BCP Review.
- Testing Methods.
- Critical Operations.
- Recovery Priorities.
- Scenario Objectives.
- Dependencies.
- Exercise Governance.

Day 2 — Exercise Design and Facilitation

- Detailed Scenario Development.
- Master Scenario Events Lists.
- Inject Development.
- Exercise Control.
- Facilitation Techniques.
- Crisis Decision-Making.
- Managing Difficult Exercise Situations.
- Exercise Documentation.
- Evaluator Preparation.

Day 3 — Practical Exercise Facilitation and Evaluation

- Participant-Led Tabletop Exercises.
- Exercise Controller Practice.
- Independent Observation.
- Structured Evaluation.
- Debriefing.
- After-Action Reporting.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Corrective Action Planning.
- Management Presentations.
- Individual Facilitator Feedback.

The longer format provides greater opportunities for assessing participants' ability to design and facilitate exercises. Participation does not automatically provide an externally accredited business continuity professional certification.

18.5. Organization-Specific Business Continuity Tabletop Exercise Facilitation

This is a distinct, applied engagement for organizations that need an actual exercise conducted against their existing continuity arrangements.

Phase 1: Pre-Exercise Planning and Preparation

Possible activities include:

- Stakeholder Coordination.
- Review of Existing BCPs.
- Review of Available BIA and Risk Information.
- Selection of Critical Operations.
- Agreement on Exercise Objectives.
- Scenario Design.
- Inject Development.
- Participant and Role Confirmation.
- Evaluation Criteria Development.
- Exercise Briefing Preparation.

Phase 2: Tabletop Exercise Facilitation

Possible activities include:

- Exercise Opening and Briefing.
- Scenario Introduction.
- Structured Inject Delivery.
- Participant Decision-Making.
- Cross-Functional Coordination.
- Exercise Observation.
- Decision Documentation.
- Facilitated Hot Wash.

Phase 3: Post-Exercise Reporting and Improvement

Possible deliverables include:

- Exercise Summary.
- Decision and Observation Records.
- After-Action Report.
- Findings and Gap Register.
- Corrective Action Recommendations.
- Management Briefing.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Recommended Follow-Up Testing.

Optional Phase 4: Verification and Retesting

May include:

- Corrective Action Review.
- Plan Update Verification.
- Targeted Follow-Up Exercise.
- Communication Test.
- Appropriate Technical or Functional Testing by Qualified Specialists.
- Improvement Progress Review.

The exact scope, duration, specialist requirements, deliverables, and investment should be determined through a separate proposal.

Important Commercial Distinction: Training employees to conduct exercises and independently facilitating a company's actual exercise are related but different deliverables. MSS Corporation may propose both as an integrated capability-building and organizational testing engagement.

19. CUSTOMIZATION FOR IN-HOUSE CORPORATE TRAINING

MSS Corporation may customize the program around the requesting organization's business continuity priorities, operational structure, industry, and existing continuity arrangements.

Customization may involve:

- Existing Business Continuity Policy.
- Business Continuity Plans.
- Business Impact Analysis.
- Risk Assessment Findings.
- Critical Operations.
- Recovery Time Objectives.
- Recovery Point Objectives.
- Tolerance for Disruption Where Applicable.
- Crisis Management Structure.
- Incident Escalation Procedures.
- Departmental Continuity Plans.
- IT Disaster Recovery Arrangements.
- Alternate Site Arrangements.
- Workforce Continuity Measures.
- Supplier and Third-Party Dependencies.
- Emergency Communications Plan.
- Previous Exercise Reports.
- Audit Findings.
- Open Corrective Actions.
- Applicable Regulatory Requirements.
- Management-Approved Recovery Strategies.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Example: Bank or Financial Institution

Exercise scenarios may examine:

- Critical Financial Service Continuity.
- Alternative Processing Arrangements.
- Crisis Team Coordination.
- Information Technology Dependencies.
- Third-Party Service Disruption.
- Stakeholder Communication.
- Operational Resilience.
- Tolerance for Disruption Where Applicable.
- Management Reporting.

Example: Business Process Outsourcing Organization

Exercise scenarios may examine:

- Facility Inaccessibility.
- Large-Scale Internet Outage.
- Employee Unavailability.
- Alternative Work Arrangements.
- Client Communication.
- Critical System Dependencies.
- Service Delivery Continuity.

Example: Manufacturing Company

Exercise scenarios may examine:

- Production Facility Disruption.
- Critical Utility Failure.
- Workforce Availability.
- Supplier Interruptions.
- Alternative Production Arrangements.
- Inventory and Distribution Dependencies.
- Recovery Prioritization.

Example: Retail Organization

Exercise scenarios may examine:

- Multiple Branch Closures.
- Payment System Failure.
- Distribution Problems.
- Inventory Availability.
- Store Staffing.
- Customer Communication.
- Central Office Coordination.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Example: Healthcare Organization

Exercise scenarios may examine:

- Essential Support Service Continuity.
- Facility Disruption.
- Workforce Availability.
- Communications Failure.
- Critical Supplier Disruption.
- Coordination With Authorized Clinical and Emergency Teams.

Clinical emergency preparedness, patient safety, and specialized medical response require appropriate healthcare experts and procedures.

Example: Government Organization

Exercise scenarios may examine:

- Essential Public Service Continuity.
- Government Facility Inaccessibility.
- Alternative Service Locations.
- Citizen Communication.
- Critical Personnel Availability.
- Interagency Coordination.
- Continuity of Priority Administrative Functions.

Government exercises should be aligned with the agency's applicable continuity, emergency management, and public-sector requirements.

Customization Objective: Ensure that participants test and discuss continuity decisions relevant to their organization's actual critical operations and risks instead of relying exclusively on generic disruption examples.

20. APPLICATION FOR PUBLIC BUSINESS CONTINUITY TESTING AND TABLETOP EXERCISE SEMINARS

For public seminars, participants may come from different organizations and industries.

The program therefore emphasizes broadly applicable exercise planning, facilitation, evaluation, and improvement competencies.

Public seminar activities may include:

- Business Continuity Testing Fundamentals.
- Exercise Method Selection.
- Critical Operations Mapping.
- Dependency Identification.
- Exercise Objectives Development.
- Scenario Design.
- Inject Development.
- Exercise Role Assignments.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Tabletop Simulations.
- Observer Practice.
- After-Action Review.
- Corrective Action Planning.

Public seminar participants are encouraged to become familiar with their organization's existing Business Continuity Plan before attending.

However, confidential organizational plans do not need to be shared with other seminar participants.

Industry-neutral fictional continuity cases may be used instead.

The public seminar format is suitable for:

- Business Continuity Personnel.
- Risk Management Professionals.
- Crisis Management Team Members.
- Operations Leaders.
- IT and Disaster Recovery Personnel.
- Compliance and Assurance Professionals.
- Department Heads.
- Business Continuity Exercise Coordinators.
- Professionals Preparing to Facilitate Internal Exercises.

Interested participants may inquire about available 2027 public seminar schedules, delivery formats, training venues, registration requirements, participation investments, and program inclusions once confirmed.

21. RECOMMENDED LEARNING AND BUSINESS CONTINUITY PERFORMANCE EVALUATION

MSS Corporation recommends evaluating Business Continuity Testing and Tabletop Exercise Training through demonstrated knowledge, exercise planning competencies, simulated decision-making, observation quality, and practical improvement planning.

Evaluation should examine:

- What participants understand about business continuity testing.
- Whether they can distinguish appropriate testing methods.
- Whether they can establish meaningful exercise objectives.
- Whether they can design realistic scenarios and injects.
- How effectively they participate in simulated crisis decisions.
- Whether they can identify relevant continuity gaps.
- Whether they can document findings objectively.
- Whether they can develop actionable corrective measures.
- Whether exercise-related improvements are subsequently implemented.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Recommended Evaluation Framework

Evaluation Stage	Recommended Method	What It Measures
Before Training	Business Continuity Testing Knowledge Assessment and Readiness Self-Assessment	Baseline understanding of testing concepts and exercise responsibilities
During Training	Exercise Planning, Scenario Development, and Inject Design	Ability to prepare meaningful exercise components
During Tabletop Simulation	Decision Observation and Exercise Evaluation Checklist	Demonstrated decision-making and coordination in a discussion-based exercise
Immediately After Training	Scenario-Based Post-Test, Draft After-Action Report, and Corrective Action Plan	Learning gained and practical exercise evaluation competence
30 Days After Training	Exercise Planning and Corrective Action Review	Early workplace application
60 Days After Training	Review of Updated Plans and Improvement Actions	Progress in addressing identified continuity weaknesses
90 Days After Training	Continuity Exercise Readiness and Retesting Review	Verification of selected improvements and additional testing requirements

Sample Business Continuity Testing Competency Assessment

A five-point behavioral rating scale may be used:
1 — Needs Significant Improvement
2 — Developing
3 — Meets Basic Expectations
4 — Proficient
5 — Highly Proficient

Competency	Observable Performance Indicator
Testing Fundamentals	Differentiates appropriate testing and exercise methods
Exercise Objective Setting	Establishes clear and relevant objectives
Critical Operations Awareness	Identifies relevant operations and recovery priorities
Dependency Analysis	Recognizes important people, process, technology, facility, and supplier dependencies
Scenario Development	Designs a realistic scenario aligned with objectives
Inject Development	Creates meaningful developments that stimulate decisions
Exercise Governance	Identifies appropriate roles, controls, and boundaries
Facilitation	Guides discussion without unnecessarily directing participant decisions
Crisis Decision-Making	Explains appropriate simulated decisions and escalation
Cross-Functional Coordination	Identifies relevant departments and decision responsibilities
Observation	Captures objective evidence of exercise responses
Findings Analysis	Distinguishes observed gaps from assumptions and unverified capabilities

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

After-Action Reporting	Organizes findings into a clear and useful report
Corrective Action Planning	Recommends specific actions with owners and deadlines
Continuous Improvement	Establishes verification and retesting requirements

Possible Post-Training Performance Indicators

Organizations may monitor:

- Percentage of Planned Exercises Completed.
- Coverage of Identified Critical Operations.
- Percentage of Relevant Crisis Team Members Participating.
- Completion of Exercise Objectives.
- Exercise Documentation Completeness.
- Number and Severity of Exercise Findings.
- Percentage of Corrective Actions Completed.
- Overdue Corrective Actions.
- Percentage of Updated Continuity Plans Approved.
- Completion of Required Retesting.
- Exercise Evaluation Consistency.
- Verified Communication Test Results.
- Verified Technical Recovery Test Results, Where Applicable.
- Progress Against Relevant Recovery Objectives.
- Recurrence of Previously Identified Weaknesses.

Interpreting Exercise Results

Organizations should avoid concluding that a continuity plan is fully effective merely because participants completed a tabletop exercise.

A tabletop exercise may demonstrate that:

- Participants understand their responsibilities.
- Management can describe appropriate decisions.
- Departments recognize relevant coordination requirements.
- The organization has identified important gaps.
- Certain procedures are understandable and internally consistent.

However, it may not demonstrate that:

- Backup systems can actually be restored.
- An alternate site can operate at the required capacity.
- All suppliers can fulfill their continuity obligations.
- Communication systems will function during a disruption.
- Recovery time objectives will be achieved.

Those matters may require separate technical, functional, or operational validation.

The objective should not merely be:
"Did we conduct a tabletop exercise?"

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

A stronger evaluation question is:
"Did the exercise reveal how our organization would make continuity decisions, identify important gaps, and produce verified improvement actions that strengthen our ability to respond to disruptions?"

22. INTERNATIONAL STANDARDS, PHILIPPINE REGULATORY CONTEXT, AND EXERCISE SAFETY

Business continuity testing and exercising should be conducted using appropriate standards, organizational procedures, and applicable regulatory requirements.

22.1. ISO 22301 — Business Continuity Management Systems

ISO 22301:2019 provides requirements for Business Continuity Management Systems, including organizational preparedness, continuity arrangements, evaluation, maintenance, and improvement.

The standard has a published 2024 amendment addressing climate action considerations.

As of November 2026, ISO lists a new edition as being under development; the existing published edition and amendment remain the appropriate published references until replaced.

This training introduces relevant concepts but does not constitute a complete ISO 22301 implementation or certification course.

22.2. ISO 22398 — Guidelines for Exercises

ISO 22398:2013 provides guidance for organizing, planning, conducting, and improving exercise projects and exercise programs.

ISO identifies this publication as current following its most recent confirmation in 2022.

Societal security — Guidelines for exercises

Its principles are relevant to:

- Exercise Objectives.
- Exercise Planning.
- Exercise Governance.
- Scenario Preparation.
- Exercise Conduct.
- Performance Evaluation.
- Lessons Learned.
- Continuous Improvement.

The MSS T.E.S.T.I.N.G.™ Framework is a practical training structure developed for this program; it should not be represented as an official ISO framework.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

22.3. BSP Business Continuity and Operational Resilience Requirements

Philippine financial institutions supervised by the Bangko Sentral ng Pilipinas may be subject to specific requirements involving:

- Business Continuity Planning.
- Identification of Critical Operations.
- Recovery Strategies.
- Operational Dependencies.
- Testing and Exercises.
- Response and Recovery.
- Exercise Documentation.
- Board and Senior Management Oversight.
- Corrective Action and Improvement.

BSP Circular No. 1203 addresses operational resilience and the testing of critical operations under severe but plausible disruption scenarios. It recognizes different testing methods, including tabletop exercises, simulations, and live tests, and provides for documenting and reporting relevant findings.

For actual regulated engagements, the organization's Compliance or Legal team should verify applicable provisions, current issuances, deadlines, reporting obligations, and supervisory expectations.

Not every organization in the Philippines is subject to the same BSP requirements.

22.4. Exercise Safety and Operational Boundaries

Tabletop exercises should not unintentionally disrupt live operations or confuse employees, customers, suppliers, authorities, or other stakeholders.

Participants should be trained to observe:

- Approved Exercise Scope.
- Clear Simulation Labeling.
- Confidentiality Requirements.
- Authorized Communications.
- Exercise Control.
- Safety and Stop Procedures.
- Real Incident Interruption Arrangements.
- Appropriate Handling of Sensitive Scenarios.
- No Unauthorized System Changes.
- No Unauthorized External Notifications.
- Protection of Operational Information.

Exercise Versus Real Incident

If a real incident occurs during an exercise, the organization must follow its actual emergency, crisis, and business continuity procedures.

The simulation should not interfere with legitimate emergency response or organizational obligations.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

22.5. Confidentiality and Information Security

Business continuity plans may contain sensitive information involving:

- Critical Facilities.
- System Dependencies.
- Supplier Arrangements.
- Security Measures.
- Recovery Capabilities.
- Personnel Contacts.
- Internal Communication Channels.
- Business-Critical Processes.

Organizations should control access to these documents and establish appropriate confidentiality arrangements for external facilitators, observers, and other participants.

For public seminars, fictional or appropriately sanitized examples should be used unless disclosure is specifically authorized.

22.6. Business Continuity Training Versus Actual Recovery Validation

This program develops knowledge and exercise capabilities.

It does not automatically:

- Verify Backup Restoration.
- Validate Alternate Site Performance.
- Conduct a Live Disaster Recovery Test.
- Execute an Operational Failover.
- Certify Supplier Continuity.
- Guarantee Achievement of Recovery Time Objectives.
- Validate All Crisis Communication Channels.
- Perform an Organization-Wide Compliance Audit.
- Certify the Business Continuity Management System.
- Guarantee Successful Recovery During a Real Disruption.

These activities require additional scope, appropriate specialist involvement, and suitable operational controls.

23. FREQUENTLY ASKED QUESTIONS

What is Business Continuity Testing and Tabletop Exercise Training in the Philippines?

Business Continuity Testing and Tabletop Exercise Training in the Philippines is a practical training program that equips business continuity professionals, crisis management personnel, risk management teams, and organizational leaders with the skills to plan, design, facilitate, participate in, evaluate, and improve business continuity tests and tabletop exercises.

The program covers exercise objectives, critical operations, recovery assumptions, scenario design, exercise injects, crisis decision-making, coordination, performance evaluation, after-action reporting, and corrective action planning.

MSS
MAKING STRONG SUCCESS

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

What is Training on Business Continuity Testing and Tabletop Exercise in the Philippines?

Training on Business Continuity Testing and Tabletop Exercise in the Philippines helps organizations develop internal competencies for evaluating their Business Continuity Plans through structured and controlled disruption scenarios.

Participants practice exercise planning, scenario development, simulated response decisions, evaluation, and lessons-learned reporting.

What is Business Continuity Testing Training in the Philippines?

Business Continuity Testing Training in the Philippines introduces the methods organizations use to examine whether their continuity plans, recovery arrangements, personnel, resources, and procedures are suitable for disruption response and recovery.

It covers different methods such as plan reviews, walkthroughs, tabletop exercises, communication tests, functional exercises, and technical recovery tests.

What is Training on Business Continuity Testing in the Philippines?

Training on Business Continuity Testing in the Philippines teaches participants how to establish testing objectives, select appropriate methods, prepare exercise scenarios, evaluate simulated or observed performance, document findings, and recommend improvements to organizational continuity arrangements.

What is Testing Business Continuity Training in the Philippines?

Testing Business Continuity Training in the Philippines is a program focused on evaluating the preparedness of an organization's continuity arrangements.

It emphasizes reviewing critical operations, challenging assumptions, exercising response plans, assessing coordination, and identifying improvement priorities.

What is Training on Testing Business Continuity in the Philippines?

Training on Testing Business Continuity in the Philippines develops participants' knowledge of business continuity testing procedures and their ability to organize, conduct, evaluate, and improve continuity exercises.

What is a Business Continuity Tabletop Exercise?

A Business Continuity Tabletop Exercise is a discussion-based simulation in which designated personnel respond to a realistic hypothetical disruption.

Participants make simulated decisions, discuss appropriate actions, identify relevant responsibilities, and examine recovery arrangements.

The purpose is to evaluate preparedness, coordination, and the quality of planned responses.

MSS
MAKING STRONG SUCCESS

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

What is the difference between a Business Continuity Test and a Tabletop Exercise?

Business Continuity Testing is a broader category encompassing different methods of examining continuity arrangements. A tabletop exercise is one method, primarily focused on structured discussion and decision-making.

Other tests may involve actual communication, technical recovery procedures, alternate sites, or functional capabilities.

What is the difference between a tabletop exercise and a simulation?

A tabletop exercise usually emphasizes discussion of decisions and procedures.

A functional simulation may require participants to perform selected actions or demonstrate specific capabilities in a controlled environment.

Terminology can vary by organization, so the actual scope and activities should always be defined clearly.

Is a tabletop exercise the same as an emergency drill?

Not necessarily.

An emergency drill may involve physically demonstrating specific response actions, such as evacuation.

A tabletop exercise primarily involves discussing how participants would respond to a hypothetical situation.

Why should companies conduct Business Continuity Tabletop Exercises?

Tabletop exercises help organizations identify:

- Unclear Responsibilities.
- Outdated Procedures.
- Weak Communication Arrangements.
- Untested Assumptions.
- Recovery Coordination Gaps.
- Critical Dependencies.
- Inadequate Escalation Arrangements.
- Corrective Action Requirements.

They also help participants become more familiar with their continuity responsibilities.

Does a company need an existing Business Continuity Plan before attending the training?

Not necessarily.

Participants can learn the concepts and techniques using fictional cases.

However, an actual organization-specific tabletop exercise is more meaningful when relevant continuity plans, critical operations, and recovery arrangements are already available for review.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Does the training include Business Impact Analysis?

Yes, at a practical review and application level.

Participants learn how Business Impact Analysis results help identify critical operations, dependencies, and recovery priorities.

Conducting a full organization-wide Business Impact Analysis is outside the standard one-day training scope.

Does the program cover Recovery Time Objective and Recovery Point Objective?

Yes.

Participants learn the meaning of RTO and RPO and how these objectives relate to continuity and recovery arrangements.

The training does not automatically validate whether actual systems can meet the stated objectives.

Does the program teach how to design disruption scenarios?

Yes.

Participants develop realistic scenarios involving disruptions to personnel, facilities, technology, suppliers, and critical operations.

What are scenario injects?

Scenario injects are planned developments introduced during an exercise.

They provide new information, challenges, or complications that require participants to make decisions or reassess earlier assumptions.

Does the training include a Master Scenario Events List?

Yes.

Participants learn to prepare a Master Scenario Events List that organizes exercise injects, timing, intended recipients, expected decisions, and evaluation criteria.

Does the program include actual tabletop exercise simulations?

Yes.

The one-day program includes controlled tabletop exercises in which participants take on crisis management and operational roles, respond to disruption scenarios, and document decisions.

Will the training test our company's actual Business Continuity Plan?

The standard one-day training primarily develops participant capabilities using exercises and simulations.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Testing the organization's actual BCP can be included in a separately scoped or expanded in-house engagement.

The scope should define which continuity arrangements will be examined and how results will be evaluated.

Who should participate in a business continuity tabletop exercise?

Participants may include:

- Senior Management.
- Business Continuity Personnel.
- Operations.
- Information Technology.
- Human Resources.
- Facilities.
- Finance.
- Communications.
- Procurement.
- Risk Management.
- Other Relevant Critical Functions.

The appropriate composition depends on the selected scenario and exercise objectives.

Who should facilitate a Business Continuity Tabletop Exercise?

An exercise should be led by an individual who understands business continuity principles, the exercise objectives, scenario design, facilitation, and evaluation requirements.

For complex or regulated exercises, specialist business continuity and operational risk expertise may be necessary.

Can an external facilitator conduct our tabletop exercise?

Yes.

An organization may engage an external facilitator to support exercise preparation, scenario development, discussion facilitation, independent observation, documentation, and after-action reporting.

The external facilitator's precise responsibilities should be agreed before the engagement.

Can MSS Corporation customize an exercise for our industry?

Yes.

MSS Corporation may propose industry-specific training and, subject to scope and qualified specialist availability, organization-specific exercise facilitation.

Scenarios may be tailored to the organization's critical operations, risk exposures, and approved continuity arrangements.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Does this training cover cyber incidents?

Yes, as a possible business continuity disruption scenario.

The program may examine business decisions involving system unavailability, service continuity, communications, and coordination with IT Security.

Detailed technical cybersecurity incident response belongs to a specialized program.

Does it cover IT Disaster Recovery?

It introduces technology dependencies and business continuity coordination.

However, actual system restoration, backup recovery, failover execution, and technical disaster recovery validation require specialized IT Disaster Recovery Training or testing.

Does the program cover supplier and third-party disruptions?

Yes.

Participants may examine how critical supplier unavailability, telecommunications outages, logistics problems, or outsourced service failures affect business continuity.

Does the program cover typhoons, flooding, and earthquakes?

Yes.

These may be used as realistic scenarios where relevant to the organization's risk profile and operating locations.

Does the training include business continuity communications?

Yes.

Participants examine internal and external communication responsibilities, alternate channels, stakeholder notification decisions, and appropriate information coordination.

Does the program include exercise evaluation?

Yes.

Participants learn how to observe simulated performance, use exercise criteria, document decisions, and distinguish demonstrated capabilities from unsupported assumptions.

What is a tabletop exercise hot wash?

A hot wash is a structured discussion conducted immediately after an exercise.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Participants and evaluators discuss strengths, weaknesses, observations, and possible improvements while the experience is still fresh.

Does the program include an After-Action Report?

Yes.

Participants learn the structure of an After-Action Report and practice developing a draft from exercise observations.

What is included in an After-Action Report?

An After-Action Report may include:

- Exercise Objectives and Scope.
- Scenario Summary.
- Participants and Roles.
- Important Decisions.
- Observed Strengths.
- Identified Gaps.
- Evaluation Limitations.
- Corrective Action Recommendations.
- Follow-Through Requirements.

What happens after a business continuity tabletop exercise?

Organizations should review the findings, identify corrective actions, assign owners, establish deadlines, update relevant plans, and determine whether retesting is needed.

How often should a company conduct business continuity exercises?

The appropriate frequency depends on risk exposure, organizational complexity, operational changes, critical services, previous exercise findings, and applicable regulatory or contractual requirements.

There is no single universal frequency that applies identically to every organization.

Regulated entities should follow their applicable requirements.

Is Business Continuity Testing required in the Philippines?

Certain Philippine organizations, particularly regulated institutions, may have specific business continuity and operational resilience requirements.

For example, BSP Circular No. 1203 addresses testing resilience arrangements for covered BSP-supervised financial institutions.

The exact requirement depends on the organization's regulatory status and applicable rules.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Is this program aligned with ISO 22301?

It introduces practical concepts relevant to Business Continuity Management Systems, including exercise planning, evaluation, and improvement.

However, completing the course does not establish ISO 22301 compliance or certification.

Does the training reference ISO 22398?

Yes.

The program incorporates practical exercise planning and improvement concepts consistent with the purpose of ISO 22398.

Can this training help prepare for an ISO 22301 audit?

The training may help personnel understand continuity testing documentation, exercise findings, and corrective action follow-through.

However, it is not a substitute for a formal management system assessment, internal audit, or certification audit.

Is the program suitable for banks and financial institutions?

Yes.

The program may be customized to address critical operations, dependencies, testing, recovery coordination, and relevant operational resilience requirements.

Actual regulatory interpretation should involve the institution's authorized Risk, Compliance, and Legal professionals.

Is the training appropriate for BPO and shared services organizations?

Yes.

Relevant scenarios may involve workplace inaccessibility, employee availability, internet connectivity, technology dependencies, client communications, and service continuity.

Can the program be delivered online?

Yes.

Live online tabletop exercises can use virtual breakout rooms, digital injects, online discussion, shared decision logs, and evaluation worksheets.

Is the program available as a public seminar?

The program is designed for both customized in-house corporate training and public seminars.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Interested participants may inquire about confirmed 2027 seminar dates, registration arrangements, venues, fees, and inclusions once available.

How many participants are recommended?

Approximately 12–20 participants are recommended for the practical one-day training.

Actual organization-specific tabletop exercises should include appropriate decision-makers and key function representatives, even when this requires a different group size.

Is one day enough for Business Continuity Testing and Tabletop Exercise Training?

One day provides an introduction to the complete MSS T.E.S.T.I.N.G.™ Framework and includes practical scenario design, simulation, evaluation, and improvement planning.

Organizations requiring extensive individual practice, detailed scenario development, formal exercise facilitation, or comprehensive after-action reporting should consider an expanded format.

Will this training guarantee that our Business Continuity Plan works?

No.

The program helps participants develop testing and evaluation capabilities.

Actual continuity preparedness requires appropriate plans, resources, functioning recovery arrangements, trained personnel, repeated testing, and management support.

Can MSS Corporation facilitate our company's actual Business Continuity Tabletop Exercise?

MSS Corporation may offer a separately scoped exercise facilitation engagement involving appropriate business continuity expertise, pre-exercise planning, scenario development, facilitation, observation, after-action reporting, and corrective action recommendations.

The scope and required specialists should be agreed based on the organization's actual requirements.

24. RELATED MSS CORPORATION BUSINESS CONTINUITY AND RISK MANAGEMENT TRAINING PROGRAMS

Organizations seeking broader or more specialized continuity capabilities may also consider:

- Business Continuity Management Training.
- Business Continuity Plan Training.
- Business Impact Analysis Training.
- Business Continuity Planning and Development Training.
- Crisis Management Training.
- Emergency Preparedness and Response Training.
- Enterprise Risk Management Training.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

- Operational Risk Management Training.
- Operational Resilience and Critical Operations Training.
- IT Disaster Recovery and Technology Resilience Training.
- Cyber Incident Response and Cyber Business Continuity Training.
- Supply Chain Continuity and Third-Party Risk Management Training.
- Disaster Risk Reduction and Management Training.
- Incident Management Training.
- Risk Assessment and Mitigation Training.
- Crisis Communication Training.
- Business Continuity Audit and Assessment Training.
- Business Continuity Testing and Validation Training.
- ISO 22301 Business Continuity Management Awareness Training.
- ISO 22301 Internal Audit Training, Where Properly Scoped and Supported by Qualified Specialists.

These programs may complement Business Continuity Testing and Tabletop Exercise Training by addressing broader continuity planning, risk assessment, operational resilience, technical recovery, specialist response, and organizational assurance requirements.

25. WHY CHOOSE MSS CORPORATION FOR BUSINESS CONTINUITY TESTING AND TABLETOP EXERCISE TRAINING IN THE PHILIPPINES?

25.1. The Program Focuses on Testing and Exercising, Not Merely Writing Plans

The training develops the practical competencies needed to examine whether continuity arrangements are understandable, realistic, coordinated, and sufficiently supported.

25.2. The MSS T.E.S.T.I.N.G.™ Framework Provides a Structured Approach

Participants learn seven practical disciplines:
Target → Examine → Structure → Test → Inspect → Note → Govern

The framework connects exercise planning, scenario design, simulated response, evaluation, and continuous improvement.

25.3. Participants Experience a Realistic Tabletop Simulation

Rather than only discussing business continuity concepts, participants work through evolving scenarios and make simulated organizational response decisions.

25.4. Scenario Development and Exercise Inject Design Are Included

Participants learn to construct realistic scenarios and introduce developments that challenge continuity assumptions.

25.5. Critical Operations and Dependencies Are Emphasized

The program encourages participants to identify important dependencies involving people, technology, facilities, processes, and third parties.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

25.6. The Training Develops Cross-Functional Coordination

Participants practice how different business functions should communicate and coordinate during disruptions.

25.7. Crisis Decision-Making Is Practiced

The program emphasizes decisions concerning:

- BCP Activation.
- Critical Operations.
- Recovery Priorities.
- Resource Allocation.
- Succession of Authority.
- Stakeholder Communication.
- Escalation.
- Recovery Arrangements.

25.8. Objective Exercise Evaluation Is Included

Participants learn to document observed decisions and identify meaningful gaps using defined exercise objectives and evaluation criteria.

25.9. After-Action Reporting Is Practiced

Participants develop a draft After-Action Report using the observations and decisions from their simulated exercise.

25.10. Corrective Action and Retesting Are Emphasized

The program does not treat an exercise as complete simply because the simulation has ended.

Participants learn to establish action owners, improvement requirements, verification measures, and appropriate follow-through.

25.11. In-House Programs Can Reflect Actual Organizational Risks

Scenarios may be customized around:

- Critical Business Operations.
- Organizational Structure.
- Existing BCPs.
- Recovery Priorities.
- Disruption Risks.
- Operational Dependencies.
- Previous Exercise Findings.
- Relevant Regulatory Requirements.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

25.12. MSS EnterTRAINment® Emphasizes Practical Application

Approximately 70% of the learning time is designed around exercises, simulations, group discussions, scenario development, observation, reporting, and action planning.

25.13. The Program Offers Practical Participant Outputs

Participants develop tools including:

- Business Continuity Testing Readiness Checklist.
- Exercise Objectives and Scope Worksheet.
- Critical Operations and Dependencies Map.
- Exercise Scenario Brief.
- Inject Cards.
- Master Scenario Events List.
- Exercise Roles Matrix.
- Decision Log.
- Exercise Evaluation Scorecard.
- After-Action Report Template.
- Corrective Action Register.
- 30–60–90-Day Improvement Plan.

25.14. Organizations May Extend the Training Into Exercise Facilitation and Consultancy

Where appropriate, MSS Corporation may propose a separately scoped engagement covering:

- Pre-Exercise Planning.
- BCP and BIA Review.
- Scenario Development.
- Tabletop Exercise Facilitation.
- Observation and Documentation.
- After-Action Reporting.
- Corrective Action Planning.
- Management Briefing.
- Follow-Up Testing.

Specialist technical, legal, regulatory, cybersecurity, or recovery validation needs should be handled with appropriately qualified personnel or partners.

26. CALL TO ACTION

YOUR ORGANIZATION HAS A BUSINESS CONTINUITY PLAN. BUT HAS IT BEEN MEANINGFULLY TESTED?

A Business Continuity Plan may look complete on paper.

It may identify critical operations.

It may contain recovery strategies.

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

It may assign responsibilities.

It may include emergency contact numbers, alternative locations, and communication procedures.

But when an actual disruption occurs:

- Will the right people recognize when to activate the plan?
- Will authorized decision-makers be available?
- Will critical departments coordinate effectively?
- Will employees understand their recovery responsibilities?
- Will the organization's recovery strategies remain practical?
- Will suppliers and technology dependencies support the response?
- Will management know which operations to prioritize?
- Will customer and stakeholder communication be accurate?
- Will the organization recognize when its recovery objectives are at risk?

A plan that has never been meaningfully exercised may contain weaknesses that remain invisible until a real disruption occurs.

MSS Corporation's Business Continuity Testing and Tabletop Exercise Training in the Philippines helps organizations develop the competencies needed to challenge continuity assumptions, practice crisis decisions, evaluate response arrangements, and strengthen organizational preparedness.

For Companies: Customized In-House Business Continuity Testing and Tabletop Exercise Training

MSS Corporation offers customizable training engagements for organizations developing:

- Business Continuity Teams.
- Crisis Management Teams.
- Risk Management Personnel.
- Business Continuity Coordinators.
- Department Heads.
- Operational Leaders.
- IT and Disaster Recovery Personnel.
- Business Continuity Exercise Facilitators.
- Exercise Evaluators and Documenters.
- Senior Management Teams.

The program may be tailored to your organization's:

- Existing Business Continuity Plan.
- Critical Business Operations.
- Business Impact Analysis.
- Recovery Strategies.
- Crisis Management Arrangements.
- Operational Dependencies.
- Relevant Industry Risks.
- Exercise and Testing Priorities.
- Regulatory Requirements Where Applicable.

MSS
MAKING STRONG SUCCESS

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

Available Delivery Options:

- Face-to-Face In-House Corporate Training.
- Offsite Corporate Workshops.
- Live Online Instructor-Led Training.
- Hybrid Training.
- Two-Day Intensive Business Continuity Testing Workshops.
- Three-Day Exercise Facilitator Development Programs.
- Multi-Session Business Continuity Testing Programs.

Request a Customized Business Continuity Testing and Tabletop Exercise Training Proposal From MSS Corporation.

For Companies: Actual Business Continuity Tabletop Exercise Facilitation

Does your organization already have a Business Continuity Plan but need to evaluate how it would be used during a realistic disruption?

MSS Corporation may develop a separate proposal covering:

- Pre-Exercise Coordination and Planning.
- Review of Relevant Continuity Documents.
- Exercise Objectives and Scenario Development.
- Exercise Inject Preparation.
- Cross-Functional Tabletop Facilitation.
- Exercise Observation and Documentation.
- After-Action Reporting.
- Corrective Action Recommendations.
- Management Briefing.
- Optional Retesting and Follow-Through.

Inquire About a Customized Business Continuity Tabletop Exercise Facilitation Engagement.

For Individuals and Small Teams: Public Business Continuity Testing and Tabletop Exercise Seminars

The program is also designed for individual business continuity professionals, risk management personnel, IT and operations leaders, crisis management members, and employees preparing to facilitate internal exercises.

Interested participants may inquire about:

- Available 2027 Public Seminar Dates.
- Training Venue.
- Delivery Mode.
- Registration Requirements.
- Participation Investment.
- Program Inclusions.
- Available Participant Slots.

Inquire About MSS Corporation's Business Continuity Testing and Tabletop Exercise Public Seminars.

Website: www.MSSCorporation.com.ph

MSS
MAKING STRONG SUCCESS

MSS SUCCESS SPACES
Units 2K–2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal
(02) 7255 5568
0995 846 2495 | 0917 123 1017
info@msscorporation.com.ph
www.MSSCorporation.com.ph

T.E.S.T.I.N.G.™ — DON'T JUST ASSUME YOUR PLAN WILL WORK. EXERCISE IT. EVALUATE IT. IMPROVE IT.

Target critical operations. Examine continuity plans and dependencies. Structure realistic scenarios. Test decisions and coordination. Inspect performance evidence. Note gaps and corrective actions. Govern follow-through and retesting.

TEST BEFORE THE DISRUPTION. DECIDE UNDER PRESSURE. STRENGTHEN BUSINESS RESILIENCE.

With MSS, We Make Strong Success.