

## Research Roundup: Business Continuity Management and IT Disaster Recovery Management, 4Q10

Roberta J. Witty

Business continuity management and IT disaster recovery management are cross-disciplinary topics that must be addressed by managers in multiple corporate roles. Gartner's research summary provides business and IT leaders with guidance to keep up with the important practices and latest trends.

## ANALYSIS

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### Overview

This research — an update from the 2Q10 report (see Note 1) — provides a guide to our most recent, important and foundational research on business continuity management (BCM) and IT disaster recovery management (IT DRM), including reports such as Case Studies, Cool Vendors, Hype Cycles, Magic Quadrants, MarketScopes, Predicts and Toolkits. Use the advice to select, implement, improve, mature and optimize your BCM and IT DRM program and solutions (see Note 2).

To make things easy to find, we've kept the research organized into six categories: BCM, vertical industries, supply chain availability, IT DRM, pandemic preparedness planning and national protection. One change made in this update is the grouping of our Hype Cycle and Predicts research reports because they cut across many BCM practices.

### Key Findings

- BCM governance is receiving more focus as organizations realize that it takes the entire organization to develop an effective program. We completed our BCM governance research publication with a BCM policy Toolkit.
- Improving and maturing the BCM program takes time and must be addressed in many ways. To help organizations assess the current level of BCM program maturity and assist in the development of an improvement road map, we published an online BCM maturity self-assessment in "ITScore for Business Continuity Management."
- Recovery plan management is a key deliverable of a BCM plan — one that must be an ongoing activity and that organizations struggle with every day. We published a recovery plan template for organizations to use when developing any type of recovery plan.
- Small and midsize businesses struggle with developing a meaningful IT DRM program (they often don't even have BCM in their sights). Our report on selling IT DRM solutions within these organizations will help IT professionals take steps to improve their programs.
- Supply chain availability is a key driver of much of the external pressure on organizations to improve their BCM programs. The Case Study on Cisco's supply chain risk management is a "state of the art" approach to ensuring you can still deliver goods and services, even when a supplier has a crisis and keeps its commitments to you.
- Due to the very fast adoption of cloud computing, we added a new category called "cloud computing" to the IT DRM section of this report. Our research in this category highlights the risk issues that many firms need to consider as they decide to move mission-critical IT processes to the cloud.
- Determining the cost of downtime is a core BCM practice, and our updated research on this topic expands the approach to include continuously available IT services.
- Backup and recovery is a challenge for many organizations, especially as we move to 24/7 processing. Our report on addressing the broken state of the marketplace will help organizations make sense of their current practices and put in place the next steps to improve the situation.

- Managing the data center well can go a long way in preventing disasters of our own making. Four new reports on data center management and recovery address this practice.
- IT service provider outages have started to increase over the last half of 2010. One of the problems is data management. Gartner's "Recent IT Outages Beg the Question: Who's Minding the Data?" looks at how you must improve your vendor management practices to ensure your data is available when you need it, even in the face of a provider failure.
- An IT DRM audit can put fear and panic into the heart of even the best IT professional. Our report on assessing your program's audit success can put some of those fears to rest.
- As a result of 24/7 processing, distributed computing, outsourced IT processing, the broken backup and recovery market, and pressure from the supply chain, IT DRM modernization is a growing project in many organizations. Three reports are dedicated to this topic so that organizations can put in place a solid and feasible road map to improvement.
- The real-time infrastructure (RTI) is the technology environment that makes cloud computing feasible. Three new reports on the RTI will help organizations understand what it is all about.

## Recommendations

- Make the business case for BCM by speaking the language of the business — on-time delivery, sustainability, good governance, supplier performance, agreement fulfillment and so forth.
- Start a vendor availability risk management program to ensure that your supply chain meets your organization's recovery and resiliency needs.
- Put in place a governance structure and executive steering committee to oversee the enterprisewide BCM program. Assign BCM responsibility to senior management in the organization and in each line of business (LOB).
- Establish an integrated operational risk management practice to leverage the risk identification and impact analyses across multiple risk venues.
- Identify the impact of a business disruption on the organization, and the value to the business of having a resiliency and recovery program in place. Communicate those results and value to senior management.
- To move toward a business operations management view of resiliency and recovery, integrate BCM into the enterprise culture to ensure that continuity of operations is a key planning component in all business operations activities. Align IT DRM with BCM for an integrated approach.
- Integrate BCM and IT DRM into the change management and project life cycle processes to ensure that recovery requirements — people, technology, facilities and business processes — are defined early in the project and, therefore, adequately funded.
- Cross-train personnel to remove single points of failure in business and IT processes.

- Conduct regularly scheduled exercises of all business and IT recovery plans. Ensure that adequate test time is scheduled with your third-party disaster recovery (DR) service providers.
- Review and update recovery plans against business needs and market and industry best practices at least once a year.
- Assess your BCM program maturity by taking the online survey "ITScore for Business Continuity Management," and then apply the Gartner BCM Activity Cycle to improve your program's maturity. Perform a gap analysis for component coverage using the Gartner BCM component definitions to uncover where your BCM program needs reinforcement.

## Hype Cycles

"Hype Cycle for Business Continuity Management and IT Disaster Recovery Management, 2010"

"Hype Cycle for Governance, Risk and Compliance Technologies, 2010"

"Hype Cycle for Real-Time Infrastructure, 2010"

"Hype Cycle for Regulations and Related Standards, 2010"

"Hype Cycle for Networking and Communications, 2010"

"Hype Cycle for Storage Technologies, 2010"

"Hype Cycle for Virtualization, 2010"

## Predicts

"Predicts 2011: Program Management Mistakes Will Sink Your BCM Boat"

"Gartner's Top Predictions for IT Organizations and Users, 2011 and Beyond: IT's Growing Transparency"

"Predicts 2011: Cloud Computing Is Still at the Peak of Inflated Expectations"

"Predicts 2011: Improved Recoverability May Be on the Horizon, but Significant Challenges Remain"

"Predicts 2011: Storage, a Thicket of Digital Life in Evolving Internet and Entwining Storage Landscapes"

"Predicts 2010: The Role of Business Continuity Management Continues to Expand and Extend"

"Predicts 2010: New IT Disaster Recovery Technologies Are Emerging, but Most Are in the Early Stages"

"Predicts 2009: Business Continuity Management Juggles Standardization, Cost and Outsourcing Risk"

## Business Continuity Management

BCM research is focused on the trends and best practices for maturing the overall program, including governance and program management, ensuring that the right components and processes are addressed in the program, plan development and management, leveraging software to assist in the maturing of the program, and so forth.

## **BCM Governance**

"Business Continuity Management Governance Defined, 2010"

"Toolkit: Business Continuity Management Charter Best Practices and Template"

"Toolkit: Business Continuity Management Policy Template"

"Toolkit: BCM Governance and Implementation Responsibility Decision Matrix, 2010"

## **BCM Program Certification**

"Case Study: ETS Shares Best Practices for BS 25999-2 Business Continuity Management Certification"

## **BCM Program Management**

"SAS 70 Is Not Proof of Security, Continuity or Privacy Compliance"

"Business Continuity Management Key Initiative Overview"

"Business Continuity Management Key Initiative Overview for CIOs"

"Case Study: Euroclear Bank Applies Business Continuity Management Practices to Financial Crises"

"Cool Vendors in Risk Management and Compliance, 2010"

"Q&A: How Much Does an Hour of Downtime Cost?"

"Toolkit: 2009 BCM Program Overview"

"2009 Data Center Conference Polling Results: BCM Organization Certification and Business Process Integration"

"Activity Cycle Overview: Business Continuity Manager Role, 2010 to 2011"

"Key Issues for Risk and Security Roles, 2010"

"Best Practices for Aligning Recovery and Business-as-Usual Access Requirements"

"DRI and NFPA Announce New BCM Auditor Certifications"

"Legal Issues in Business Continuity Management: Introductory Questions"

"Legal Issues in Business Continuity Management: Advanced Questions"

"Highlights From the Gartner Business Continuity Management Summit, 2009"

"Business Continuity Management Defined, 2008"

"Top-Five Issues and Research Agenda, 2008: The Business Continuity Manager"

"Findings: IT Disaster Recovery Can Upsell Business Continuity Management"

"Gartner for IT Leaders Overview: The Business Continuity Manager"

"Toolkit: Job Description for Business Continuity Manager"

"Findings From the 'Security and Privacy' Research Meeting: Successful Business Continuity Approach in the Wake of Katrina"

"Use Good Business Continuity Management to Prepare for a Disaster"

"Client Issues for Business Continuity Management"

"The Importance of Partnerships in Disaster Preparedness"

"Making the Enterprise More Disaster-Proof"

"Aftermath: Business Continuity Planning"

"Year 2000 Aftermath: Too Much Contingency Planning?"

"Business Continuity: Changing Market Dynamics"

### **BCM Program Maturity**

"ITScore for Business Continuity Management"

### **Business Case of BCM**

"A New Approach: Obtain Business Ownership and Investment Commitment for Business Continuity and Resilience Management Through Key Performance and Risk Indicator Mapping"

"The CIO Challenge: Transforming Adversity Into Advantage"

"Enlightening the CEO on Business Continuity Management"

"Toolkit: How to Get Senior Management to Support Business Continuity"

### **Cost Optimization/Economic Crisis**

"How the Business Continuity Management Professional Can Survive the Worldwide Economic Crisis"

"Cost-Cutting IT: Should You Cut Back Your Disaster Recovery Exercise Spending?"

"Case Study: Cutting IT Costs Can Go Too Far"

"Best Practices in Information Security Before, During and After Employee Downsizing"

"U.S. Data Center Conference Focuses on How to Do More With Less"

"Backup and Recovery Optimization and Cost Avoidance"

"Cost Cutting Disaster Recovery in 2008"

### **Emergency Notification and Crisis Management**

"Sahana: Humanitarian Disaster Management and Collaboration System"

"From 'Drill, Baby, Drill' to 'Spill, Baby, Spill': Reinventing Risk and Passing the Billion-Dollar, Environmental Damage Threshold"

"Shepherd Partners: The Keys to Crisis Management: Liquidity, Perception of the Enterprise in the Marketplace and Effective Leadership"

"MarketScope for Emergency and Mass Notification Services"

"Toolkit: Emergency/Mass Notification RFP Template"

"Cool Vendors in Unified Communications, 2009"

"Key Issues for Unified Communications, 2009"

"Toolkit: Requirements for Crisis Command and Emergency Operations Centers"

"New York Projects Show Critical Need for Unified Emergency Management"

"Q&A: How Universities Can Notify Students of a Crisis"

"Automated Emergency Notification Will Speed Disaster Recovery"

## **Hurricane Preparedness**

"Hurricane Katrina Highlights Need for Disaster Preparedness"

"Tactical Disaster Recovery Advice: Prepare for 2005 Hurricane Season Using Lessons Learned in 2004"

"Strategic Disaster Recovery Advice: Prepare for 2005 Hurricane Season Using Lessons Learned in 2004"

## **Plan Management and Exercising**

"Toolkit: BCMP RFP Template"

"MarketScope for Business Continuity Management Planning Software"

"Ten Best Practices for Creating and Maintaining Effective Business Continuity Management Plans"

"A Mid-Atlantic Health Plan Organization Creates and Maintains Viable BCM Plans Through Automation"

"Cool Vendors in Risk Management and Compliance, 2009"

"Q&A for Business Continuity Management: Best Practices for Plan Management"

"How to Understand and Select Business Continuity Management Software"

"Automate Recovery Planning With Business Continuity Planning Tools"

"SunGard's Strohl Acquisition May Benefit Competitors More"

"Toolkit: Best Practices for a Successful Tabletop Recovery Test"

## **Risk Assessment and Business Impact Analysis**

"A Use-Case Approach to Developing an Information Security Risk Assessment Strategy"

"Toolkit: Policy for IT Risk Management"

"15 Common IT Risk Management Pitfalls"

"Location Matters: A Model for Assessing Information Risk"

"Assessing Risks Using Gartner Risk Assessment Methodology"

"Best Practices for Conducting a Business Impact Analysis"

## **Telework**

"Out of the Ashes: Business Continuity Management Lessons From Iceland's Volcanic Eruption"

"Make Telework a Feature in Your BCM Program"

"Telework Failure Scenarios"

"Keep Telework Off the Cost-Cutting Chopping Block"

"User Survey Analysis: Remote Worker Communications Applications and Services, Worldwide, 2008"

"User Survey Analysis: Remote Worker Investment Variations, Worldwide, 2008"

"Gartner's Telework Action Plan Is Key to Successful Implementations"

"Findings: The U.S. GSA Is a Telework Success Story"

## **Workforce Continuity**

"Workforce Continuity: Best Practices for Workforce Management"

"Workforce Continuity Defined"

"Personal Preparedness Enhances Corporate Recovery"

"London Bombings Confirm Need for People-Based Continuity Plans"

"Safeguarding the Workforce in Uncertain Times"

"Protecting People, Knowledge, Work: Are You Prepared?"

## **Vertical Industries and Small or Midsize Businesses**

Vertical industry research is focused on BCM and IT DR trends and best practices that are specific to an industry, such as financial services, government, healthcare, manufacturing and small or midsize organizations.

## **Financial Services**

"Banks Worldwide Must Prepare for Civic Bankruptcies"

"Managing Scarcity-Driven Business Disruptions"

"Times of Transition Demand Immediate Action"

"Catastrophic Events Will Continue to Test Insurers Through 2012"

"Findings: Catastrophic Risks Are Real for Health Insurers"

"Banking and Investment Services BCM/DR, 2006"

## **Government**

"Case Study: City of Chicago and ChicagoFIRST Public-Private Partnership"

"FEMA Announces Guidelines for the Credentialing of State and Local First Responders"

"Cost-Cutting IT: Should You Cut Back Your Disaster Recovery Exercise Spending?"

"The U.S. Federal Government Offers Satellite Communications to First Responders"  
"Emergency Notification Planning"  
"Governments Are Using IT to Better Secure the Homeland"  
"How to Quickly Spread the Word Locally: Basic and Advanced Editions"  
"Miami-Dade Launches Multijurisdictional Government Contact Center"  
"The Emergency Services Sector of the National Infrastructure Protection Plan"  
"Michigan's Successful Experience With Centralizing Government IT"  
"Governments Working Together Bridge Emergency Response Gaps"  
"Emergency Communications Managers Should Plan at the National Level Because of the Nature of Voice Over IP Services and Regulations"  
"Management System Unites U.S. Emergency Response Groups"

## **Healthcare**

"Disaster Recovery at Hartford Hospital"

## **Manufacturing**

"Use IT to Reduce Risks From Business Interruptions"

## **Small or Midsize Business**

"Market Insight: Opportunities to Sell Disaster Recovery Solutions in the Midmarket"  
"Midsize Enterprise Summit Business Continuity Questions"  
"SMBs Must Raise Awareness of Importance of Business Continuity/Disaster Recovery Plans"  
"Business Continuity Questions From European Midsize Businesses"  
"Preparing for a Disaster: Affordable SMB Actions"

## **Supply Chain Availability**

Supply chain availability research is focused on trends and best practices for ensuring that partners, suppliers, vendors and so forth are managing their own internal recovery efforts such that they meet the needs of their customers.

"Two Major Supply Chain Failures Highlight the Need for Three Risk Management Best Practices"  
"North Star Alliance: Assuring a Healthy Supply Chain"  
"Case Study: Cisco Addresses Supply Chain Risk Management"  
"Is Your Company Air Cargo Dependent? Prepare Now to Ease Supply Chain Delays in August 2010"  
"Fighting Global Supply Risk: Pitney Bowes Maps a Plan"  
"How Financially Viable Are Your Suppliers?"

## **IT Disaster Recovery Management**

IT DRM research is focused on trends and best practices in the recovery of the data center, IT infrastructure, applications, data and so forth.

### **Application Availability**

- "Competitive Landscape: Clustering Software Market, Worldwide"
- "Enterprise Guide to Gartner's High-Availability System Model for SAP"
- "Define, Develop and Verify Plans for Application Availability and Recoverability"
- "Latest RIM Outage Shows That Customers Need a Backup Plan"
- "Outages Tarnish Reputation of GXS's Trading Grid"
- "For Many, BlackBerry Disruption Points to Need for Strategy"
- "Polling Results Show Increased Application Availability Focus and Achievement"
- "Gartner Data Center Survey Shows Application Availability Levels Rising"
- "CIO Update: Poll Shows Application Availability Levels Have Increased"
- "Poll Shows Application Availability Levels Have Increased"

### **Call Center Recovery**

- "Protect Your Call Center With a Comprehensive Disaster Recovery Plan"

### **Cloud Computing**

- "IT Operational Considerations for Cloud Computing"
- "Will Your Data Rain When the Cloud Bursts?"

### **Continuous Availability**

- "How to Calculate the Cost of Continuously Available IT Services"
- "How to Design Software for Continuous Operations"
- "2008 Data Center Polling Shows Server Virtualization Spurs RTI"
- "Global eXchange Services' Leaky Roof Exposes the Importance of High Availability"
- "UPS Designs Architecture for Continuous Availability"
- "Clinical Automation to Drive High-Availability Requirements"

### **Data Availability**

- "Best Practices for Addressing the Broken State of Backup"
- "MarketScope for Enterprise Backup/Recovery Retired: New Enterprise Disk-Based Backup/Recovery Magic Quadrant in 2010"
- "Quest Software Buys Into Recovery and Deduplication"

"Vision Solutions Will Boost Portfolio With Double-Take Buy"

"Interest Declines for Use of the Distributed Virtual Tape Library Interface"

"Disaster Recovery and High-Availability Software Licensing Fees and Policies"

"Use Data Deduplication to Improve Availability and Lower Cost"

"Dataquest Insight: Cloud-Based Server Backup Services, 2Q09 Update"

"Enterprise Managed PC Backup Services, 1Q09"

"Cloud Storage: Benefits, Risks and Cost Considerations"

"Market Share Analysis: Enterprise Distributed System Backup/Recovery Market, Worldwide, 2009"

"Data Deduplication Will Be Even Bigger in 2010"

"Poll Shows Disk-Based Backup on the Rise, With a Few Surprises"

"Emerging Technology Analysis: Primary Data Deduplication, Storage Software and Hardware Technologies"

"Backup and Recovery in a Server-Virtualized World"

"Backup and Recovery Optimization and Cost Avoidance"

"Data Deduplication Is Poised to Transform Backup and Recovery"

"Toolkit Decision Framework: Choosing a Data Replication Architecture for Disaster Recovery"

## **Data Center Management and Recovery**

"Formalizing Release Management"

"Organizing and Measuring IT I&O: Trends and Best Practices, 2009"

"Consider Key Trends When Planning Data Center Strategies and Architectures"

"Top Challenges Facing IT I&O Executives"

"Toolkit: Create a Strategy for IT Service Data Availability and Protection"

"Data Backup and IT-DRM Modernization Generates Significant Savings for the Hay Group"

"How to Close a Data Center"

"How to Manage Emerging Vendors: Implications for the I&O Leader"

"When to Freeze IT Changes: Locking Down the Data Center"

"The Current State of IT Infrastructure and Operations Maturity: Immature!"

"Cool Vendors in IT Operations, 2009"

"Cool Vendors in IT Operations and Virtualization, 2009"

"U.S. Data Center Conference Focuses on How to Do More With Less"

"Rabobank Group Benefits From Strategic Data Center Planning"

"Preparing for the Impact of ITIL v.3 on GRC Strategies"

"Toolkit Decision Framework: Best Data Center Locations for Disaster Recovery"

"Toolkit Case Study: Banorte Project Shows the Benefits of Disaster Recovery Best Practices"

"Server and Data Center Consolidation for Continuity"

"Data Centers: Optimal Distances for Disaster Recovery"

### **Desktop Availability**

"Case Study on Minimizing Professional Productivity Loss Drives Desktop Availability Strategy at Stargate Digital"

### **E-Mail Recovery**

"Exchange Server 2007 HA/DR: Options, Benefits and Limitations"

"Establishing E-Mail Service-Level Agreements"

"Build Your Disaster Recovery E-Mail Architecture Before a Crisis Arises"

### **Information Security Integration**

"Sapphire Shows Increased Need for Business Continuity Planning"

### **IT DRM Program Management**

"Recent IT Outages Beg the Question: Who's Minding the Data?"

"How Auditable Is Your Disaster Recovery Program?"

"Toolkit: Job Description for Lead IT Disaster Recovery Analyst"

"Toolkit: Job Description for IT Disaster Recovery Analyst"

"Toolkit: Job Description for Disaster Recovery Assurance Manager"

"Toolkit: IT-DRM Self-Assessment"

"Toolkit Best Practice: Making the Case for DRM Benchmarking"

"Toolkit Best Practices: How to Benchmark Your Disaster Recovery Processes"

"How to Organize for Disaster Recovery Management"

"How to Conduct a Disaster Recovery Management Self-Assessment"

"Introducing the Gartner IT Infrastructure and Operations Maturity Model"

### **IT DRM Software Licensing**

"Disaster Recovery and High-Availability Software Licensing Fees and Policies"

"How IBM, Microsoft and Oracle Address Disaster Recovery and High Availability Server Software Licensing"

## **IT DRM Spending**

"IT-DRM Modernization Is Driving Increased Disaster Recovery Spending"

"Disaster Recovery Spending Trends"

"Cost Cutting Disaster Recovery in 2008"

## **IT DRM Strategy**

"Modernizing IT-DRM Program Management"

"The Key Technology, Operations and Business Drivers Behind Disaster Recovery Modernization, 2010"

"Case Study: Constellation Energy's Path to Business-IT Transformation and Value"

"How to Assess Your IT Service Availability Levels"

"Toolkit Best Practice: Disaster Recovery Service Levels: What Makes Them Different and Why They Are Important"

"Six Myths About Business Continuity Management and Disaster Recovery"

"Survey Confirms There Are Many Effective Disaster Recovery Strategies"

## **IT Service Dependency Mapping**

"Q&A: No Silver Bullet Integrating Configuration Management Database With Data Recovery and Business Continuity Planning"

"IT Service Dependency Mapping Tools Provide Configuration View"

## **Network Recovery**

"Midsize Enterprise Questions About Networking"

## **Real-Time Infrastructure**

"Clearing the Confusion About Fabric-Based Infrastructure: A Taxonomy"

"Survey Shows High Interest in RTI, Private Cloud"

"Building Private Clouds with Real-Time Infrastructure Architectures"

"RTI Forms the Foundation of Business Process Fusion"

"Architecting the Real-Time Infrastructure"

"Real-Time Enterprise: Business Continuity and Availability"

"Survey Shows the RTI Journey Continues"

## **Remote Access**

"Management Update: Ten Remote-Access Failures Your Company Could Avoid in an Emergency"

"Critical Questions to Ask Your VPN Provider About Rapid License Capability"

"Magic Quadrant for U.S. Managed Remote-Access and Mobility Services, 2007"

## **Sourcing**

"Disaster Recovery Sourcing: The Time to Make More-Informed Decisions Has Come"

"Toolkit: RFP for IT Disaster Recovery and Work Area Recovery Services, 2010"

"Disaster Recovery Service-Level Management: Implementation Guidelines"

"How to Ensure Security and Business Continuity in Offshore Infrastructure Outsourcing"

"IT Disaster Recovery Sourcing Considerations"

"Too Many Data Center Conference Attendees Are Not Considering Availability and Location Risks in Data Center Siting and Sourcing Decisions"

"Critical Recovery Questions to Ask SaaS Providers"

"IT Operational Considerations for Cloud Computing"

"Toolkit: Disaster Recovery Contract Negotiating Points"

"Q&A: Benefits and Success of Insourced vs. Outsourced Disaster Recovery"

"Take Immediate Steps to Build Colocation Into Your Disaster Recovery/Business Continuity Plans"

"Beware of Unplanned Downtime When Using Software-as-a-Service Providers"

"Seek Evidence to Support Service Providers' Business Continuity Claims"

"SunGard Should Use Spin-Off to Improve Customer Relations"

"Comdisco and SunGard Merge: Advice for Their Clients"

"Negotiating a Sound Business Continuity Contract"

"HP Business Recovery Services: A Viable Option?"

## **Telecommunications**

"Cable Outage Shows Need for Redundancy, Resumption Plans"

## **Virtualization**

"Data Center Conference Attendees Are Bullish on Virtualization and Cloud Computing for Improving Application Services Recovery and Availability"

"Polling at 2009 Data Center Conference Shows Broad Use of Virtualization for Disaster Recovery"

## **Pandemic Preparedness Planning**

Pandemic research is focused on planning and recovering from large-scale health-related events, such as the H1N1 flu (2009), the avian flu (2005), SARS and so forth.

"Rethink Work-at-Home Strategies for Pandemic Preparedness: Internet Bandwidth Supply Won't Meet Demand"

"A Perilous Practice: Not Planning for IT and Data Center Operations Support During a Pandemic"

"Toolkit: Workforce Communications Templates for Influenza A(H1N1) Preparedness"

"Will It Take More Deaths for Businesses to Prepare for a Pandemic?"

"Swine Flu': Lessons in Pandemic Preparedness From the Financial Industry"

"Swine Flu' Means Test Transaction Document Recovery Plans Now"

"The 'Swine Flu' is a Reason to Plan, Not Panic"

"Supplier Communications Critical During a Pandemic"

"Findings: Include Web Conferencing in Your Enterprise Pandemic Planning"

"Use ERP/Business Applications to Minimize Operational Discontinuity Created by Pandemics"

"New U.S. Guidance on IT in Pandemics"

"Business Applications Can Minimize Operation Discontinuity Created by Avian Flu"

"Pandemic Investing"

"Scenarios for Avian Influenza and How IT Can Mitigate Risk"

"Prepare for Avian Influenza: Our Interview With Microsoft's Jeff Jones"

"Prepared for Avian Influenza: Our Interview With T. Rajah, CIO, CLSA"

"Prepare for Avian Influenza: Our Interview With Andre Greyling, CIO, Hong Kong Hospital Authority"

"Dell CEO Highlights Preparations Needed for Avian Influenza"

"Prepare for Avian Influenza: Our Interview With the World Health Organization's Dr. David Nabarro"

"More 'Key Steps to Prepare for a Possible Avian Influenza Pandemic'"

"Prepare Now for a Coming Avian Influenza Pandemic"

"Key Steps to Prepare for a Possible Avian Influenza Pandemic"

"SARS: The First Global Crisis of the 21st Century"

## **National Protection**

National protection research is focused on the recovery efforts for events such as terrorist attacks, national protection challenges and other politically associated events.

"How to Respond to War in Iraq"

"Telecommuting in Wartime: Draft a Remote-Access Program"

"Using the Internet to Distribute Operations in Wartime"

"Act Now to Minimize the Impact of War With Iraq"

"Plan for Potential Threats Posed by U.S. War With Iraq"

"September 11: Business Continuity Lessons"

"Executive Lessons Post September 11"

"Business Continuity Lessons Not Learned From Sept. 11"

"War Will Change the Business Environment"

"A Sign of the Times: Ford Stockpiles Supplies"

"The Ripple Effect: Disaster's Indirect Impact"

## **RECOMMENDED READING**

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"Business Continuity Management Defined, 2008"

"Research Roundup: Business Continuity Management and IT Disaster Recovery Management, 2Q10"

"Research Roundup: Business Continuity Management and IT Disaster Recovery Management, 3Q09"

### **Note 1**

#### **Key Findings From the 2Q10 Research Roundup Report**

Making the business case for recovery is the hardest but most important activity a BCM professional can do. Speaking the language of the business is the way to win the case. We published research that explains how business key performance indicators can be mapped to key availability risk indicators, so you make BCM a business operations discussion, rather than one of fear, uncertainty and doubt:

- BCM governance and formalization of the program are receiving more focus as organizations realize that it takes the entire organization to develop an effective program. We published a Toolkit to help organizations map their BCM responsibilities to the right parts of the enterprise.
- Recovery plan management is an ongoing activity — one that organizations struggle with every day. We published a MarketScope of the tools that can be used to manage recovery plans, as well as an RFP template for organizations to use in their product selection projects.
- Alerting people during a crisis is of utmost importance to the success of a recovery activity. Therefore, automating the call tree is a hot topic in many industries. We published a MarketScope of the tools that can be used to send out thousands of messages to multiple endpoints, as well as an RFP template for organizations to use when selecting such products.
- IT DRM exercising is becoming easier through the use of virtualization technologies. Not only does it reduce your capital expenditure (capex) on hardware (and the subsequent footprint at the recovery data center), but it provides options for making exercising more flexible and, therefore, more frequent. We published two research reports on how organizations can use virtualization in these ways.
- Sourcing recovery sites has been changing for the past five years. As the price of third-party services rises and the need to deliver more real-time IT services increases,

organizations are revisiting their recovery sourcing options. We published four pieces of research to make this process easier for you.

- With Gartner's acquisition of AMR Research, we will be including supply chain availability research under the BCM research agenda. Our introductory note discusses how not to let the new U.S. Transportation Security Administration (TSA) cargo-screening program bring your shipping operations to a halt.
- New scenarios are popping up, such as the Iceland volcanic ash incident in 1H10. We provide organizations with a research note loaded with advice about how to handle major transportation disruptions to the workforce.

## **Note 2**

### **Core Findings for a BCM Program**

- The main drivers for BCM program growth and maturity — 24/7 service delivery, globalization and increasing operational risk — are expanding the scope of BCM beyond its roots in the IT department. The relationships among these three drivers are expanding the types of scenarios (IT, non-IT, local and regional) and the average outage duration being planned for, as well as public/private-sector coordination in recovery planning efforts, and are increasing the focus on satisfying government and industry regulations.
- BCM program components must apply globally across all locations, LOBs and workforces, with accommodations for local or functional issues, such as staff size at an operating location, locale-specific disaster scenarios and data center versus sales office.
- Enterprises with mature BCM programs tend to be in high-risk, high-impact and often highly regulated vertical industries. Organizations that do not have external requirements for establishing a BCM program are at risk of not recovering from a large-scale event or one that lasts more than seven days.
- Resiliency is a level of business operations maturity that few, other than the largest critical-infrastructure-related organizations, will attain during the next 10 years.

## REGIONAL HEADQUARTERS

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### **Corporate Headquarters**

56 Top Gallant Road  
Stamford, CT 06902-7700  
U.S.A.  
+1 203 964 0096

### **European Headquarters**

Tamesis  
The Glanty  
Egham  
Surrey, TW20 9AW  
UNITED KINGDOM  
+44 1784 431611

### **Asia/Pacific Headquarters**

Gartner Australasia Pty. Ltd.  
Level 9, 141 Walker Street  
North Sydney  
New South Wales 2060  
AUSTRALIA  
+61 2 9459 4600

### **Japan Headquarters**

Gartner Japan Ltd.  
Aobadai Hills, 6F  
7-7, Aobadai, 4-chome  
Meguro-ku, Tokyo 153-0042  
JAPAN  
+81 3 3481 3670

### **Latin America Headquarters**

Gartner do Brazil  
Av. das Nações Unidas, 12551  
9º andar—World Trade Center  
04578-903—São Paulo SP  
BRAZIL  
+55 11 3443 1509