

# Business Continuity Management during the times of Coronavirus Outbreak

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# Content Placement: Gartner.com

The screenshot shows the Gartner homepage with a dark blue header containing the Gartner logo, a search bar, and links for Advanced Search, My Tracks, and My Library. The main content area features a 'Gartner recommendations' section based on user activity. It includes a recommended article titled 'How Wealth Management Leaders Can Manage Coronavirus Impact Through Pandemic Preparedness' with a pie chart showing 'Investment' and 'Operational' categories. Below this is a 'Pandemic Planning' section with a large image of a coronavirus particle and the text 'Be prepared to respond to the coronavirus' with a 'Stay updated' link. A sidebar on the left lists 'Quick Links' such as Initiatives, L2inc.com, iconoculture.com, COVID-19 Resource Center, Invest Highlights, Peer & Practitioner Research for Your Initiatives, Magic Quadrants and Critical Capabilities, Peer Insights, Digital IQ Index, Supply Chain Top 25, EXP Reports, Technical Insights, Hype Cycles, and Quantified Market Insights. On the right, there are sections for 'My Tracked Initiatives', 'Talk With a Gartner Expert', 'Reality Test With Peers', and 'Take Our Survey!'.

The screenshot shows the Gartner Coronavirus (COVID-19) Resource Center page. The header is dark blue with the Gartner logo, a search bar, and links for Advanced Search, My Tracks, and My Library. The main content area features a large section titled 'Coronavirus (COVID-19) Resource Center' with a background image of coronavirus particles. Below this is a text block stating: 'This is an emerging, rapidly evolving situation. WHO and CDC will provide updated information as it becomes available.' Further down, there are two columns of content. The left column includes 'Receive updates in your inbox' with a link to 'Track Coronavirus (COVID-19)' and 'See what your peers are discussing' with a link to 'Peer Connect Community'. The right column contains several articles: 'How to Discuss the Impacts of COVID-19 With the Investment Community' (12 March 2020), 'Coronavirus Impact on Service Delivery Continuity, Employees and Customers' (12 March 2020), 'React to the Coronavirus (COVID-19) Outbreak via Raising Business Model Resilience' (12 March 2020), 'COVID-19 Coronavirus and Employee Privacy' (11 March 2020), 'Pandemic Planning: Responding to Coronavirus and Other Emerging Risks' (3 February 2020), and 'Coronavirus (COVID-19) Outbreak: Short- and Long-Term Actions for CIOs' (24 March 2020). A 'Submit' button is visible at the bottom of the survey section.

<https://www.gartner.com/app/covid-19-resource-center?ref=hp-promo>

# Content Placement: Cebglobal.com – HR practices

**Gartner** Gartner for HR Professionals This Site Search

Initiatives & Topics Research & Benchmarks Tools Diagnostic Events Peer Connect About

ARTICLE TOP VIEW  
**Coronavirus Resource Center for HR**  
Access resources to prepare and update your organizational response plan.

**Initiatives**

- Critical Skills and Competency Development Resources for HR Professionals >
- Current and Future Leadership Resources for HR Professionals >
- Diversity and Inclusion Resources for HR Professionals >
- Employee Experience Resources for HR Professionals >
- HR Competency Resources for HR Professionals >
- Organizational Resources for HR Professionals >
- Recruiting Resources for HR Professionals >
- Talent Analytics Resources for HR Professionals >

**Coronavirus Resource Center for HR**  
RESEARCH

☆ Favorite □ Note □ Tag

**Analysis**

As the Coronavirus (COVID-19) continues to impact global markets and companies, HR leaders need to prepare and respond to this systemic shock. To tackle this challenge, HR teams are looking to assess the impact of COVID-19, plan and adjust their response to the outbreak, communicate effectively with employees and manage employee wellness and productivity (Figure 1). The below tools, benchmarks and decision guidance are designed to help you in this effort. We will update these resources regularly.

**Figure 1: Critical Actions for HR Leaders**

- Assess Impact and Plan Response
- Manage Employee Wellness and Productivity
- Communicate Effectively With Employees

Expand

**Research Highlights**

**Assess Impact and Plan Response**

- “Ignition Guide to Conducting a Business Impact Analysis”  
This guide includes documents that will help you to implement a data gathering process to identify functions and processes critical to the continuity of business, analyze and estimate the financial and intangible impacts from a disruption or disaster on the business, and prioritize the recovery of critical functions.
- “Pandemic Planning: Responding to Coronavirus and Other Emerging Risks”  
Preplanning is essential during any crisis, but pandemics require extra activities. That includes keeping close contact with epidemiologists as well as monitoring and modeling the impacts over months. This resource introduces important basics for assessing the risk of a pandemic and identifying critical roles in a preparedness and response plan.
- “10 Questions for an HR Pandemic Plan”  
HR leaders can’t wait for a crisis to develop to start responding. As the COVID-19 outbreak continues to develop, make sure you have answers to these 10 questions in your HR outbreak management and pandemic plan.
- “Mitigating Risks to Your Workforce: How Ebola, Flu, and Other Crises Shape Your Emergency Preparedness Plan”  
This is not the first time we are responding to a viral outbreak and there is a lot to be learned from our responses to past crises. See how organizations monitored the situation, revised their business continuity and preparedness plans, and communicated to stakeholders during the Ebola outbreak in 2014.
- “Business Continuity Management Pandemic Planning Briefing”  
Business continuity management is well underway at most organizations. Whether COVID-19 Coronavirus officially becomes a pandemic or not, more planning is

# Content Placement: Cebglobal.com – non-HR practices

The image displays three overlapping screenshots of the Gartner Risk Management Leadership Council website, specifically the Coronavirus (COVID-19) Resource Center. The top-left screenshot shows the main navigation bar with links like 'Initiatives & Topics', 'Projects', 'Events', 'Benchmarks', 'Risk Exchange', 'Blog', and 'About'. Below this, the 'Coronavirus (COVID-19) Resource Center' is highlighted with a blue header and a sub-header 'Be prepared to respond to the coronavirus'. The top-right screenshot shows the same page with a search bar and a 'Search' button. The bottom screenshot shows a search results page for 'covid', displaying a list of articles under the heading 'Gartner Coronavirus (COVID-19) Resource Center'. The search results include titles like 'Pandemic Planning: Responding to Coronavirus and Other Emerging Risks' and 'Winning in the Turns: Overcoming COVID-19 Pandemic Preparedness'.

**Gartner Risk Management Leadership Council**

Initiatives & Topics Projects Events Benchmarks Risk Exchange Blog About

Resource Center  
**Coronavirus (COVID-19) Resource Center**  
Be prepared to respond to the coronavirus

What's New

Tool  
**Emerging Risk Prioritization Tool**  
Use this tool to create your emerging risk list, define and validate the business implications of those risks and prioritize a subset of emerging risks which require action through a workshop.

Risk Aggregation  
Developing a Comprehensive Picture  
Common Gaps  
Third-Party Risk Management  
Dynamic Risk Governance Is the New Risk Mandate

**Gartner Risk Management Leadership Council**

Initiatives & Topics Projects Events Benchmarks Risk Exchange Blog About

Home / Research / Gartner Coronavirus (COVID-19) Resource Center

**Gartner Coronavirus (COVID-19) Resource Center**  
This is an emerging, rapidly evolving situation. WHO and CDC will provide updated information as it becomes available.

RESEARCH

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The new coronavirus strain (COVID-19) that emerged in China represents a business disruption and means turmoil for employees and work. Organizations must prepare for a potential pandemic because of likely resource shortages if one strike. A pandemic can affect operations globally for many months across geographies, and threatens the workforce directly. We've assembled the tools below to help leaders with their planning as the coronavirus outbreak unfolds. We will update this page regularly as the situation plays out.

- **Pandemic Planning: Responding to Coronavirus and Other Emerging Risks**  
3 February 2020 | Pandemics aren't your usual business disruption. Unfolding over months, these events require an extra set of activities that include consultations with...
- **Winning in the Turns: Overcoming COVID-19 Pandemic Preparedness**  
24 February 2020 | Pandemic preparedness requires organizational planning. The uncertain time for outbreaks means security and risk management...
- **10 Questions for an HR Pandemic Plan**
- **Winning in the Turns: Scenario Planning for Economic Disruption**

**Gartner Risk Management Leadership Council**

Initiatives & Topics Projects Events Benchmarks Risk Exchange Blog About

Home / Search

**Search**

covid

Search

Search All Sites

Showing results for 'covid' - did you mean: 'covad'?

Showing 1-4 of 4 results

Results per page: 5

Sort by: Relevance

**Narrow Results By**

Content Type **Apply Filter**

- ☐ All Content Types
- ☒ Research & Insights (3)
- ☒ Tool (0)
- ☒ Events & Training (1)

**Search Results**

**Gartner Coronavirus (COVID-19) Resource Center**  
RESEARCH | 9 MARCH 2020

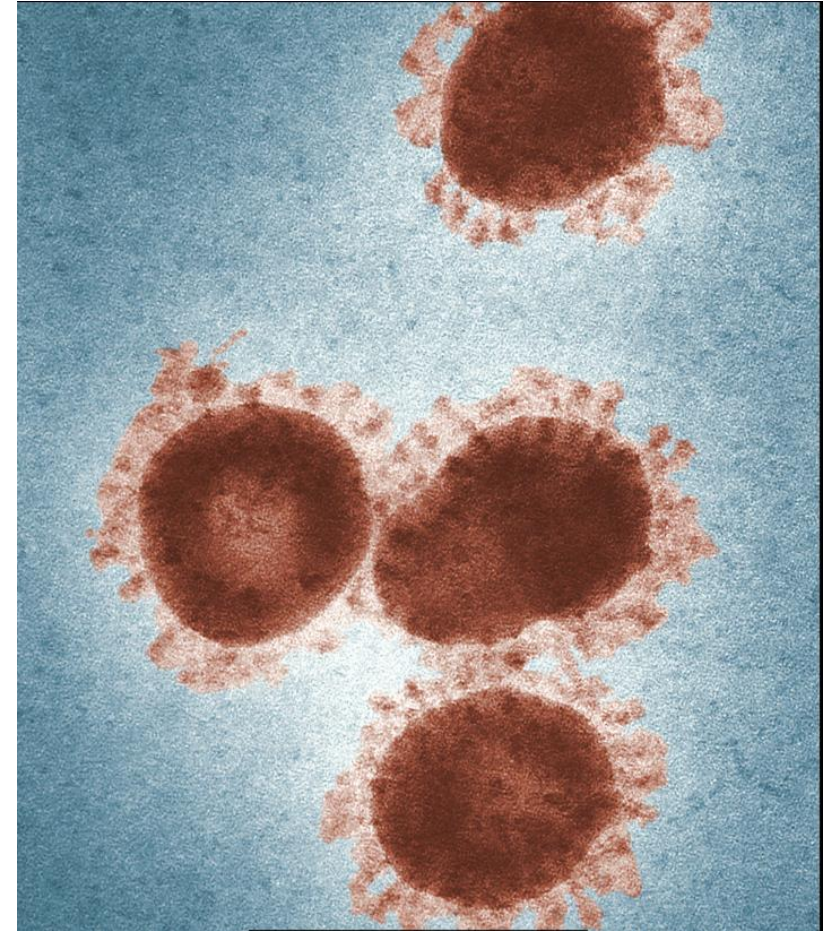
The new coronavirus strain (COVID-19) that emerged in China represents a classic business disruption and means turmoil for employees and work. Organizations must prepare for a potential pandemic because of likely resource shortages if one should strike.

Coronavirus Requires Supply Chain Leaders to Adopt Enhanced Decision-Making Abilities



# The Pillars of Pandemic Preparedness

*Pandemics aren't your usual business disruption. Unfolding over months, these events require an extra set of activities that include consultations with epidemiologists, critical role identification and third-party evaluations.*



# Pandemic Preparedness Briefing

## A Pandemic Is an Operational Risk

Organizational Resilience Risks



### Key findings:




- Gartner considers a pandemic to be an **operational risk** that must be managed at the highest levels of the organization because it cuts across every department and location in which the organization operates.
- **Unfolding over months**, they require an extra set of activities that include consultations with epidemiologists, critical role identification and third-party evaluations.
- A pandemic can result in a possible staff **absenteeism exceeding 40%** for extended and sequential periods, and organizations must understand what that means for their business operations and be prepared to make some hard decisions if needed.

Source: Gartner

721123\_C

# Impacts and Top Recommendations for Service Delivery Continuity During Coronavirus

## Impact Appraisal: Coronavirus Impact on Service Delivery Continuity, Employees, and Customers

Impacts	Top Recommendations
<ul style="list-style-type: none"><li>• <b>Operational Continuity:</b> Continuity of operations threatened by increased absenteeism of agents, management, and support staff due to quarantines</li></ul>	 <ul style="list-style-type: none"><li>• Complete a workforce planning assessment and determine your outsourcing and work from home options.</li><li>• Implement and promote digital and self-service channels.</li><li>• Supplement your disaster recovery strategy by including a disease outbreak plan.</li></ul>
<ul style="list-style-type: none"><li>• <b>Staff Morale:</b> Unpredictable work conditions create pressure and demand on employees, fueling anxiety, morale and retention issues.</li></ul>	 <ul style="list-style-type: none"><li>• Provide employees with counseling and flexible time off.</li><li>• Devise a communications plan that relays critical messaging, measures that will keep workforce safe, and shares latest, accurate information.</li><li>• Provide quarantined employees the opportunity to perform offline work and to participate in online training.</li></ul>
<ul style="list-style-type: none"><li>• <b>Customer Demand:</b> Limited information leads to customer uncertainty and confusion, increasing demand for answers from service and support.</li></ul>	 <ul style="list-style-type: none"><li>• Proactively engage customers utilizing inbound and outbound channels to include SMS, IVR, and agents.</li><li>• Increase your budget allocations in self-service technologies and prioritize automation opportunities for manual processes and tasks.</li><li>• Provide centralized resource center for agents to ensure accurate and transparent information is shared with customers.</li></ul>



# Business Continuity Priorities during the Pandemic

- Minimize the impact upon staff
- Minimize the impact on the organizational supply chain
- Minimize the impact upon service delivery
- Minimize the impact upon the IT infrastructure
- Protect corporate reputation
- Reduce financial impact
- Return to new normality sooner





# How CIO Can Lead Through Disruption



# Coronavirus is Danger and Opportunity

## Crisis





**Trend #1: Remote working** will be a prevalent way of working

**Trend #2: Organizations across industries will increasingly rely on digital platforms/channels** to increase future resilience and growth

**Trend #3: Data and analytics** become essential in assisting faster and better decision-making



# CIO Winning in The COVID-19 Turn

*Be the C-level executive to advise on enterprise-wide impacts, to guide your company through the COVID-19 turn.*



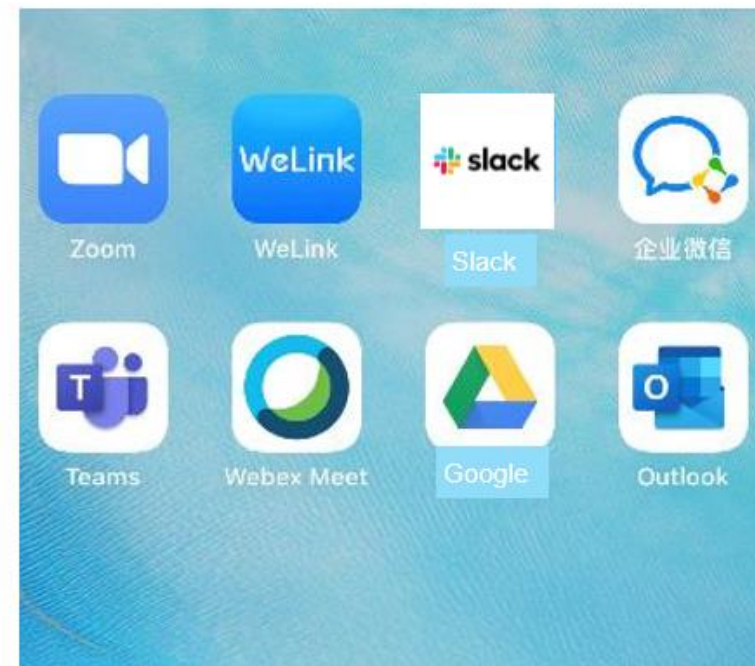
# Remote Working: Short Term Actions



Identify use case requirement

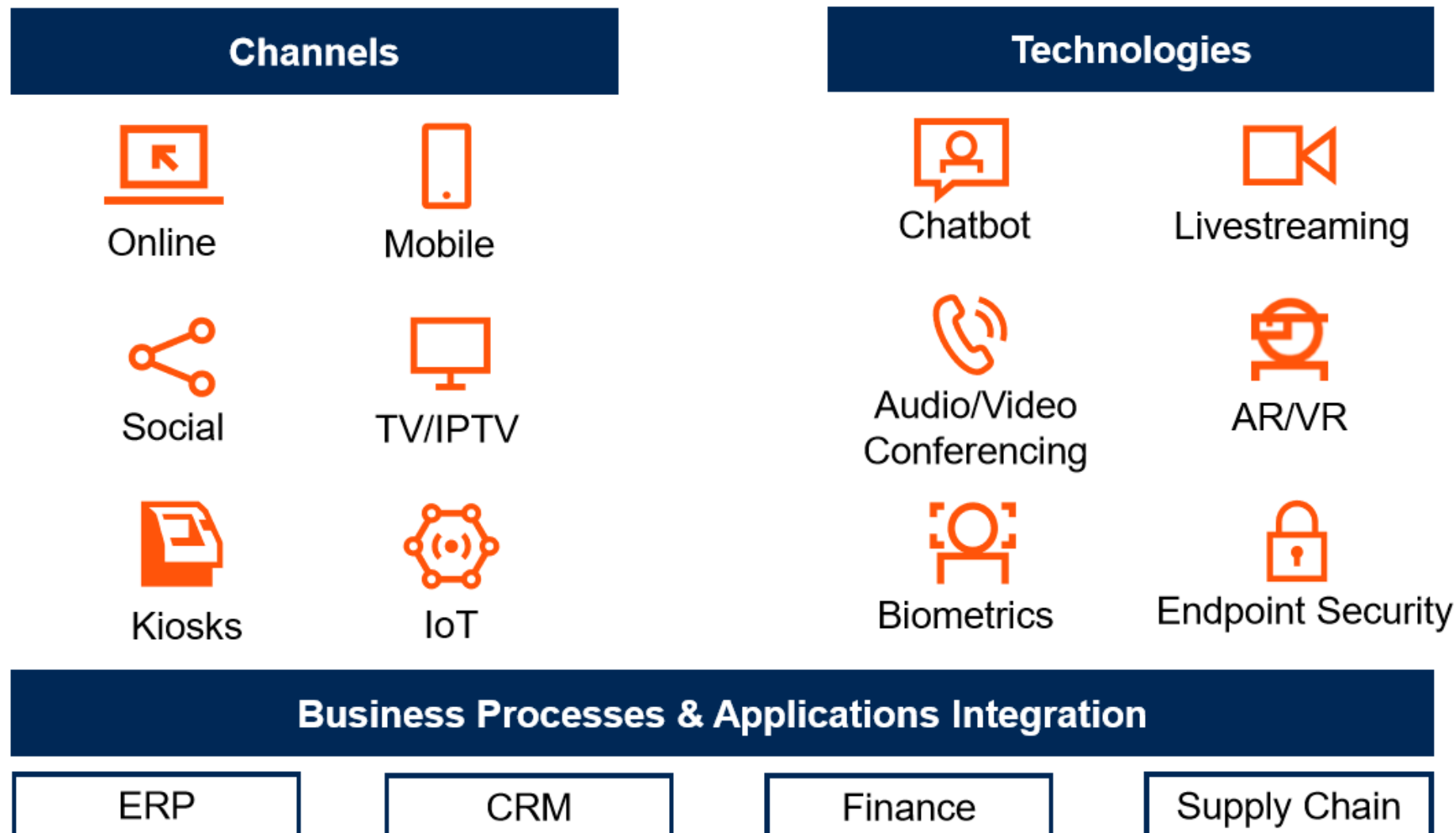


Review security arrangements



Find vendor & test solution

# Customer/Partner Engagement Moves to Digital Channels





# Use Customer Journey Maps to Identify Business Processes That Can Be Shifted Online



# Make Quick Product Changes to Capture Sales

1	<b>New Products</b>	<ul style="list-style-type: none"><li>• Manufacturers produce face masks, hand gloves and disinfectant</li></ul>
2	<b>Packaging &amp; Delivery</b>	<ul style="list-style-type: none"><li>• Restaurants offer box/office lunches, grocery stock or meal kit</li></ul>
3	<b>Customer Segments</b>	<ul style="list-style-type: none"><li>• From B2B to B2C</li><li>• From office workers to students/teachers</li></ul>
4	<b>Industry Verticals</b>	<ul style="list-style-type: none"><li>• Collaboration tools for education, healthcare</li><li>• Construction solution for healthcare</li></ul>

# Tramy: Opportunists Accelerate Digital Platform Deployment

- Soy products manufacturer with 1,000+ SKUs
- Accelerated launch of online grocery platform to mid-Feb
- Supply chain: farms → DC → stores → customers
  - Direct procurement from farms
  - DC increasing to 30 by Feb end and 300 by year end
  - 260+ retail stores
- Covering city of Shanghai
- 60min order delivery to the home in 3KM radius

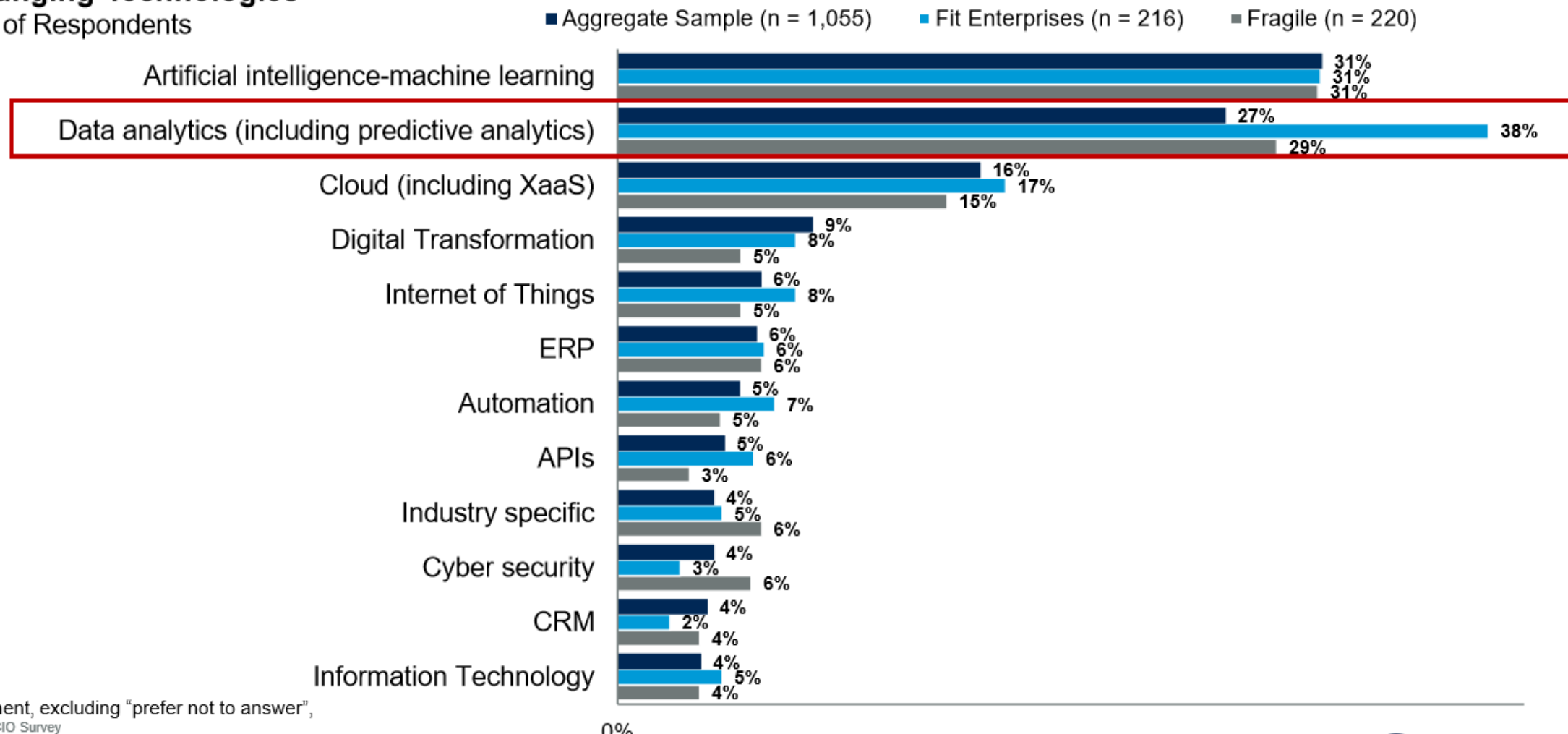




# Attitudes to emerging technology: Identify the Game Changer Technologies for Your Organization

## Game-Changing Technologies

Percentage of Respondents



n varies by segment, excluding "prefer not to answer",

Source: 2020 Gartner CIO Survey

Q. Which technology area do you expect will be a game changer for your organization? Coded open text responses. Multiple responses allowed. Showing the 12 most common responses.

# Start Small by Providing A Single Source of Truth

## Gartner's Coronavirus Resource Center for Employees



Last updated: 1:15 p.m. ET, Friday, 20 March 2020



### **General Information ›**

What is COVID-19 and how is Gartner responding?



### **Health & Wellbeing ›**

How does COVID-19 spread, how can I protect myself, and what do I do if I feel unwell?



### **Office Guidance ›**

Updated guidance from CEO Gene Hall for Associates in all regions.



### **Travel Guidance ›**

All business and local travel information and how to make



### **Working Remotely ›**

Tips to stay productive, connected and healthy while



### **Manager Guidance ›**

Specific information for all Gartner people managers

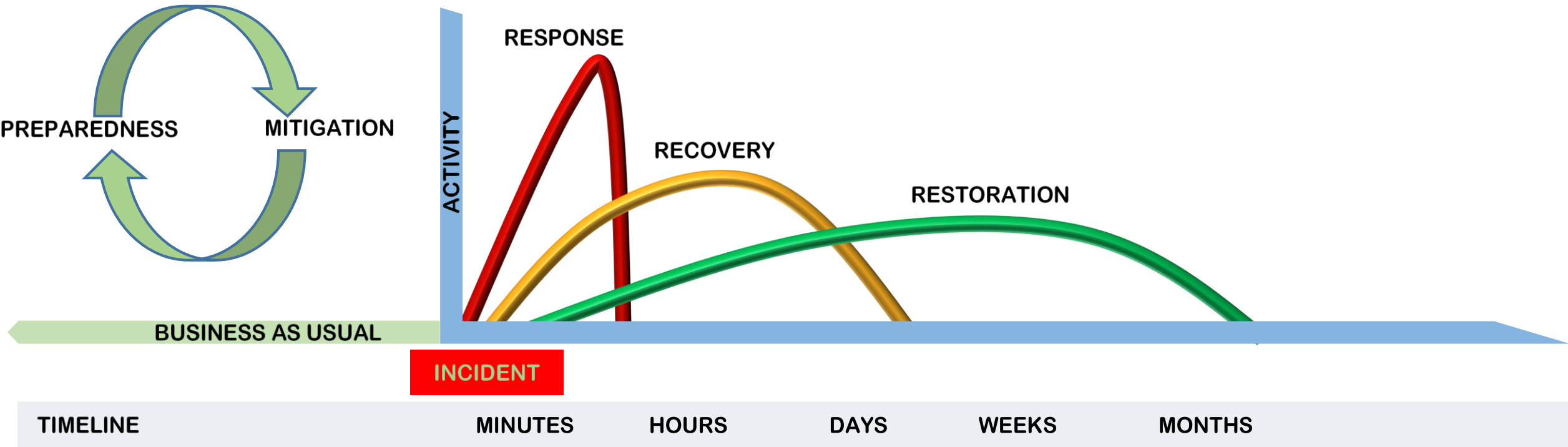
# Organizations Offering Good Data



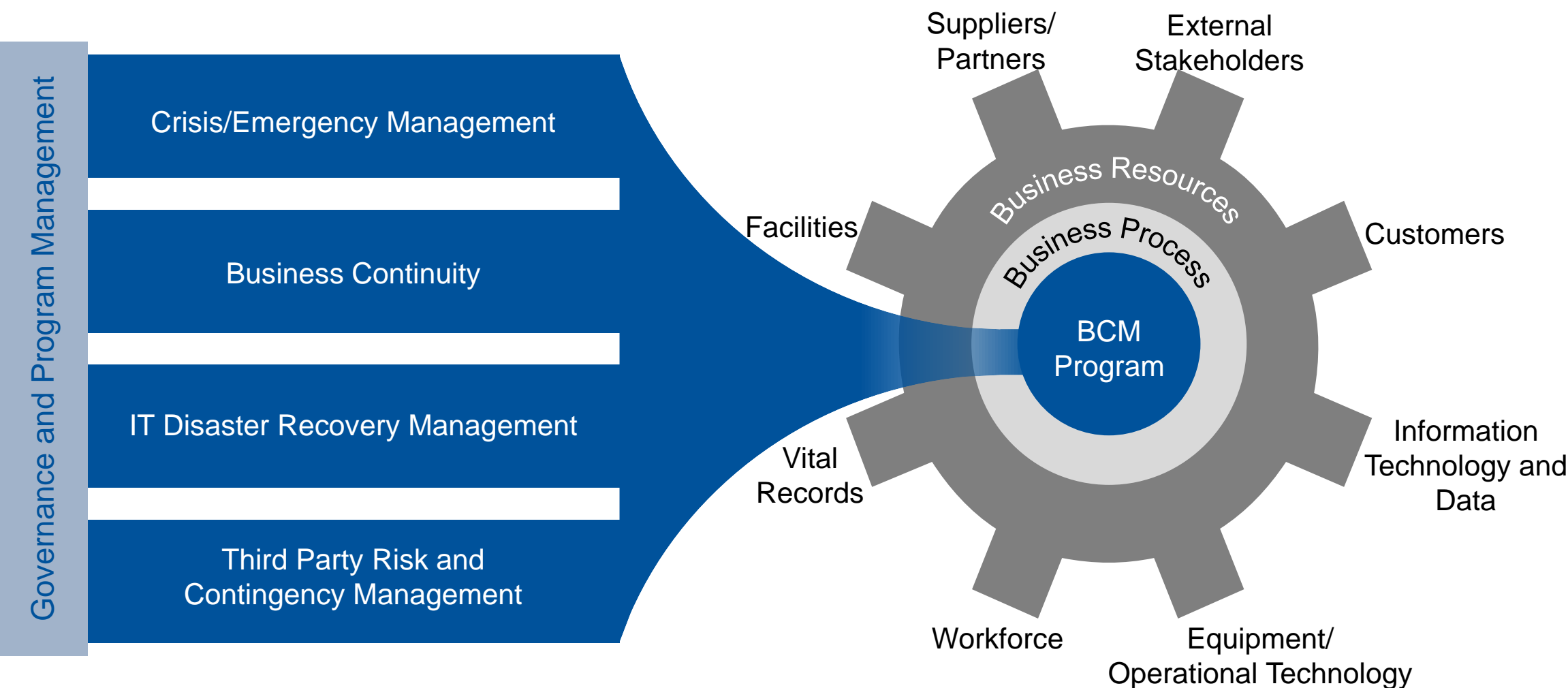


# **Business Continuity Management**

# Business Continuity Management Program Phases



# Pandemics: A BCM Scenario



# Conditions during Pandemic Outbreak

**KEY CONDITION:** Staff absenteeism exceeding 40% for extended and sequential periods

## Overall Conditions

- A pandemic is worldwide in scope and of indefinite duration
- A pandemic can be a moving target - you need to adjust your expectations and preparations as things change
- Quarantines and travel restrictions are in place
- Economic conditions become distorted during a pandemic dislocation

## External Conditions

- Government essential services may be seriously disrupted during a large-scale pandemic; delays in responding to all types of events, e.g. civil unrest, disasters, etc.
- Power outages due to utility workforce reduction may be more frequent
- Residential Internet supply may not meet demand in a large-scale pandemic
- Food rationing may occur
- Hospitals are overwhelmed
- Fuel may be in short supply

## Business Conditions

- Multi-location enterprises will likely be more affected than those with a single location
- The key business impact trigger will be a result of quarantines, travel restrictions, school closures, and sick family members
- Supply chain & third party pandemic preparedness is critical
- Consider cultural and regional differences in pandemic response
- Technology helps organizations better adapt to the changing situation



# Responding to COVID-19

## Near-Term Actions

- Work with service and support operations employees in conducting **workforce planning** to assess the organization's risk profile and **address potential staffing gaps**. **Rebalance staff** to higher-priority customer issues.
- If you offer digital self-service, **aggressively promote digital channels** to customers. Expedite any **digital self-service** use cases you have.
- Assess whether remote staff have the **training, tools and equipment** to sustain themselves long-term. split or micro shifts to handle absenteeism

## Long-Term Actions

- Work with your HR, IT, security and operations teams to **ensure effective work-from-home program**.
- Develop **outsourcing relationships** if you do not have any. You may decide not to outsource, but having **contacts on standby** and understanding their capabilities will prove helpful.
- Further your **commitment to digital and self-service** by making it a larger piece of your budget allocations.

## Avoid

- **Reputational damage** from misinformation about the organization's response to COVID-19.
- Overreactions by HR or legal departments. **Breaking law (i.e. GDPR)**
- **Difficulties with working capital availability.**

# Pandemic Preparedness Program Process

## Crisis Management Is Essential

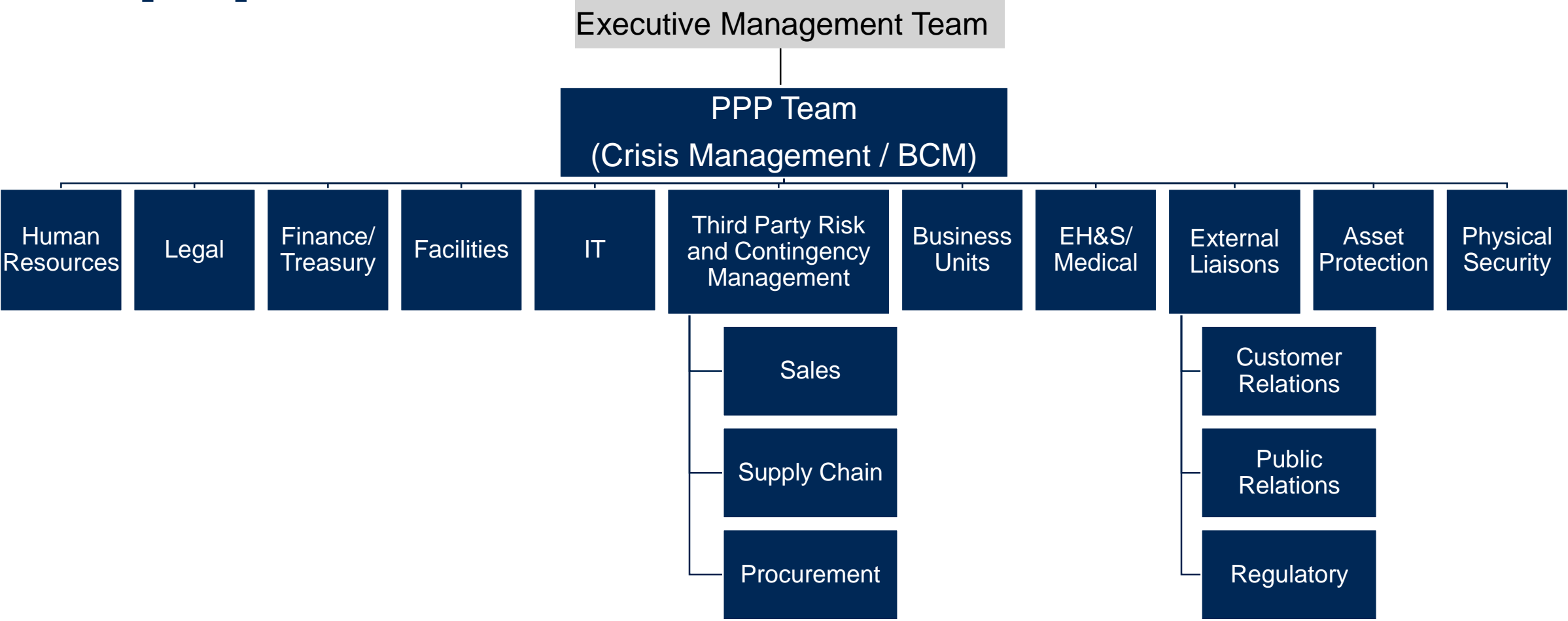
1. Establish a pandemic preparedness framework
2. Monitor the situation to determine a change in severity
3. Review finance and treasury implications
4. Extend your clean workplace/personal hygiene protocols
5. Review HR policies and practices
6. Establish a pandemic communications program
7. Review impact on business operations
8. Review IT actions and considerations
9. Review pandemic plan to identify and remediate problem areas
10. After-action Review

**End Result**



Pandemic Plan


# 1. Pandemic Preparedness Framework: Team – Keep up to Date



**Note: Test combinations of leaders for effective crisis management and crisis communications skills**



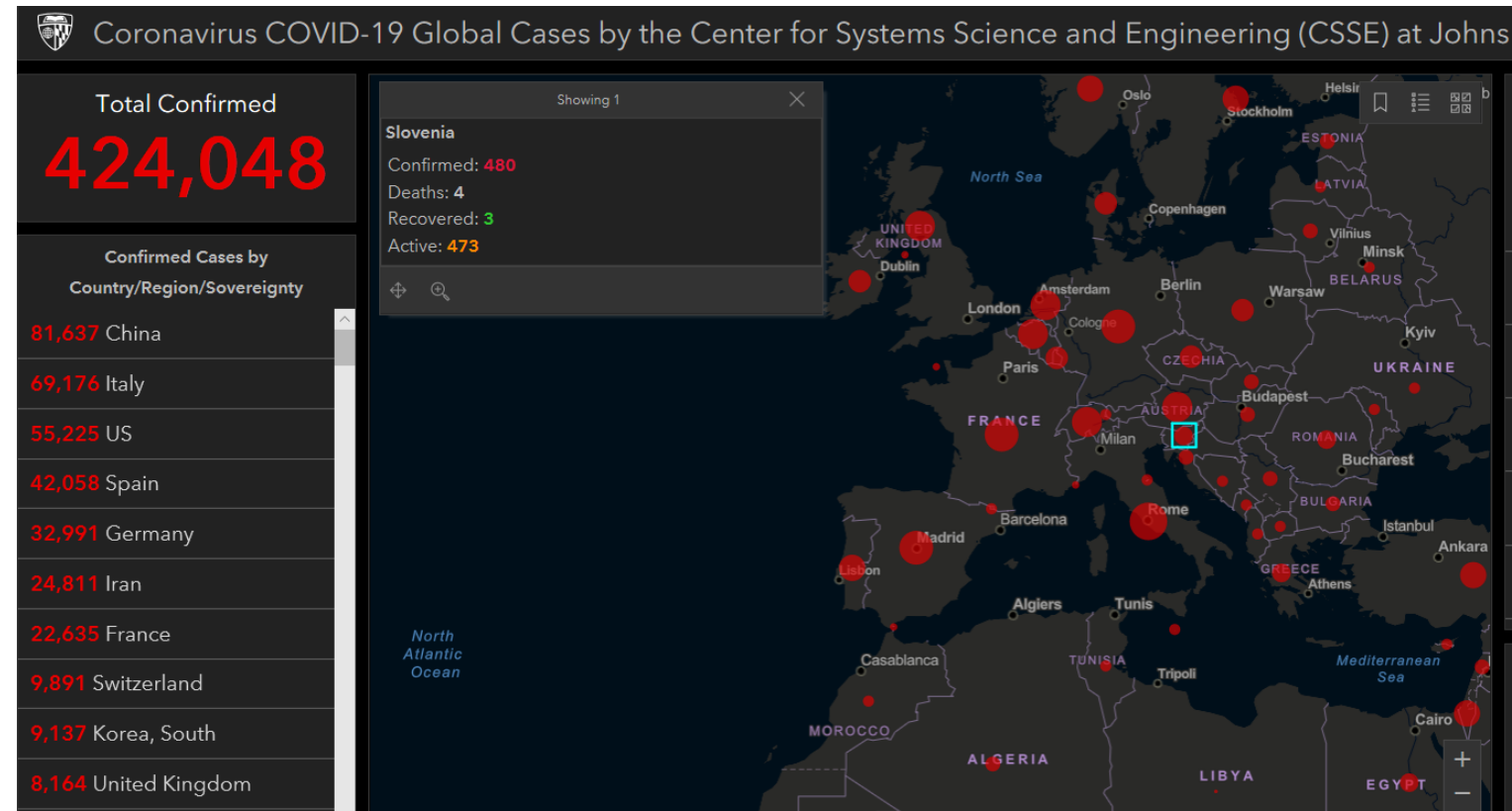
# 1. Pandemic Preparedness Framework: Business Process Criticality Tiers



Tier	Class	RTO	RPO	Description	Business-IT Function
<b>0</b>	Critical IT Infrastructure	0-15 mins	0 mins	Base infrastructure and common services to be restored prior to business functions.	Network, VPN servers, OS, software/DB DNS, Active Directory
<b>1</b>	Mission-Critical/ Platinum	<1 hour	8 hours	Business functions with the greatest impact on the company's continued operations — requires immediate recovery.	Client facing Revenue production Email
<b>2</b>	Business-Critical/ Gold	<24 hours	24 hours	May not meet the criteria of mission-critical but will need to be brought up soon after.	Less-critical revenue producing functions
<b>3</b>	Important/ Silver	3-10 days	1 week	Important business processes are those that will require recovery but only after mission/business-critical.	Administrative functions
<b>4</b>	Deferrable/ Bronze	10+ days	Last backup	Deferrable business processes not immediately required to support critical business processes. They may be functions that are needed in the long-term but not in the first weeks of a disaster.	Budgeting, training/LMS, low-impact activities

## 2. Monitor the Situation to Determine a Change in Severity

- World Health Organization (WHO)  
<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
- John Hopkins University CSSE:  
<https://gisanddata.maps.arcgis.com/apps/opsdashboard/index.html#/bda7594740fd40299423467b48e9ecf6>
- [European Centre for Disease Prevention and Control](#)
- [The Disease Daily](#)
- Other national and local public health organizations to determine:
  - The severity of the event
  - What actions they are taking that may impact your business operations, and
  - How to keep your workforce safe in the workplace.



# 3. Finance & Treasury Implications

- Revise revenue forecasts, e.g. lost sales, lost production, unexpected expenses, and **foreign exchange implications**
- **Communicate with investors** about any earnings guidance changes
- Determine and report if there will be accounting close delays
- Increase financial backstop, and **monitor available cash**
- **Monitor working capital**
- Review corporate insurance coverage for conditions around deductibles, payouts, etc., e.g. business interruption insurance, P&C
- Consider using **government-sponsored financial relief** or **bank loans** to cover lost revenue and support cash flow





# 3. Businesses Are Likely To Move Into A Defensive Position

NYSE

NYSE COMPOSITE (DJ)

12,352.03 -



Many sectors are **already** feeling the effects

1. Travel (e.g., airlines, hotels, events)
2. Oil
3. Automotive (Supply Chains dependent on China)
4. Consumer electronics (e.g., Apple, Samsung)

Stock prices fall **reduces the cost of acquisitions**, it may also reduce the organization's ability to acquire companies using its own stock

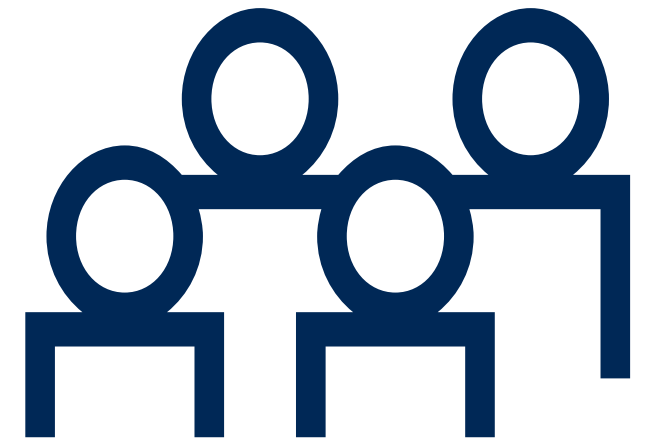
## 4. Extend Your Clean Workplace/Personal Hygiene Protocols

- Extend your already-established organization-wide hygiene protocols
  - More frequent cleaning services, e.g., increase cleaning procedures in rest room and communal areas; regularly disinfect hard surfaces
  - Personal hygiene supplies everywhere, e.g., hand gel, sanitary wipes, tissues, masks, etc.
  - Having formal contracts in place for extended cleaning services before a pandemic occurs
- Establish handling protocol for staff returning from affected areas (business or personal travel)
- Ensure compliance with national, state and local workplace laws and regulations
- Basic protective measures against COVID-19 to Protect Yourself and Others from Getting Sick
  - [“Coronavirus Disease \(COVID-19\) Outbreak,”](#) World Health Organization (WHO)



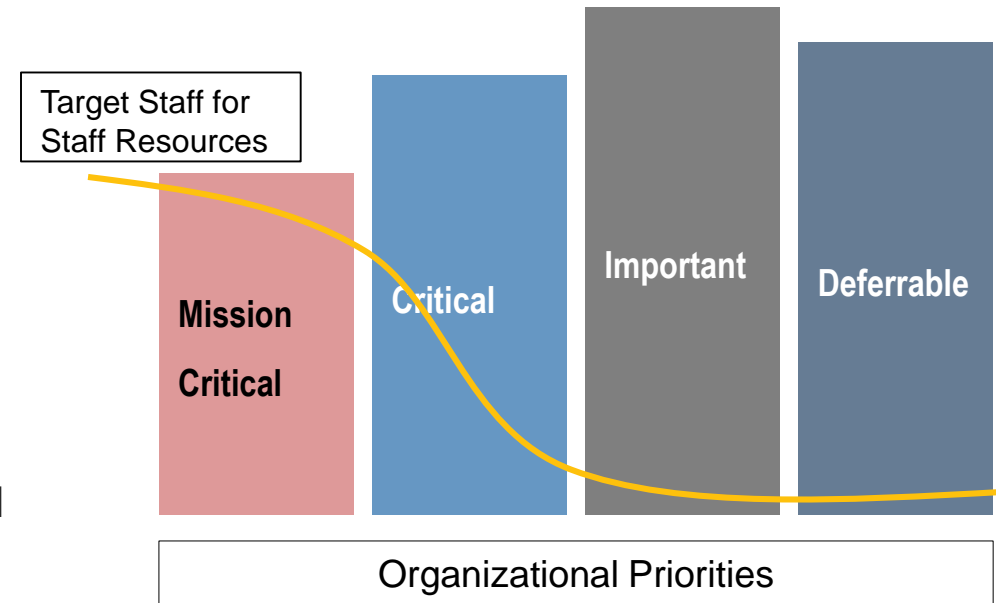
# 5. HR Policies and Practices

- Monitor your absenteeism rate
- Identify critical skills shortages
- Establish employee assistance, counseling and recovery programs. Show compassion during this time to help alleviate employee anxiety and fears.
- Review remote work program. Offer flexibility for time off and sick leave policies, especially for employees who may be subject to quarantine.
- Develop an immediate response “care team” that represents a cross-section of agents, operations and management to listen to concerns and help identify, prioritize and respond to employee needs.
- Implement sick workforce handling procedure
  - How to deal with a workplace event
  - Address privacy concerns for disclosure of workforce medical information
- Create remote options for employees in quarantine who may not be sick and want to work. For example, encourage continuous improvement training through your intranet.



## 5. HR Policies and Practices: Critical Staffing

- **Identify critical roles** by business unit or region:
  - Functions directly linked to business priorities in impacted area(s)
  - Functions directly linked to mission-critical products in impacted area(s)
  - Relationships with key contractors and customers
  - Functions related to potential “surge” activities, which might be created or increase in number or intensity if a pandemic occurred
  - Identify secondary and tertiary backups for primary critical roles
- Categorize staff for Role / **Function Priority**
  - **Essential**: Must be completed under all circumstances
  - **Temporary Suspension**: May be suspended for a short time
  - **Extended Suspension**: Can be suspended for an extended period
- Analyze categories to develop skill sets required for critical roles where the employee bench is shallow to build operational resilience in case of an outbreak.
- Initiate cross-training / testing / certification
- Procure third party personnel services on retainer
- **Provision appropriate application access rights**





# 6. Pandemic Communications Program

- Establish a pandemic communications program
  - Have pre-approved **message templates** and scripts
  - **In- and out-side**: workforce, customers, supply chain, insurance companies, regulators, community, public health
  - Assign a spokesperson appropriate for the situation; the person may change over time
- Prepare your organization's "**holding statement**"
  - This should include how COVID-19 has affected the organization and **what customers should expect** going forward regarding the level of service and possible **service restoration**.
- **Communicate regularly**
  - People feel out of the loop quickly; esp. during a pandemic
  - Tone of message is critical
- Establish an internal BCM/pandemic portal with links to related resources
- **Monitor social media for posts about your organization – manage carefully**
- **Leverage emergency/mass notification services (EMNS) automation**



## Market Guide for Emergency/Mass Notification Services

Published 12 September 2019 - ID G00349070 - 34 min read

Initiatives: [Technology](#), [Information and Resilience Risk](#)

Emergency/mass notification services solutions send critical and emergency messages to internal and external stakeholders in support of many use cases. Security and risk management leaders with business continuity management responsibilities can use this research during the EMNS procurement process.

# 7. Impact on Business Operations



- Determine if countries of operation have closed transportation in and out of impacted areas. Develop alternate procedures, if possible, to ensure continuity of operations.
- Understand local calendars in countries of operation, e.g. **extended national holidays and how the local calendar impacts the ability to deliver products/services**.
- Identify whether **key suppliers/third parties are located within affected areas**. Confirm inventory levels, identify back up suppliers and manage stock levels to support delivery to the most critical customers.
- Understand contractual and service level performance impacts, and communicate concerns to key partners.
- Travel planning restoration
- Understand where business operations can continue with reduced staff (and at what level of operations), **understand which business operations need to be augmented to operate**, and which business operations need to be **suspended due to a lack of healthy employees**.
- Prepare for increased legal risk from customers, e.g. people catching the virus from your workplace.
- Establish a **plan for handling the backlog of work** once you are back to “new normal”.



# 8. IT Considerations and Contributions

- Assess the IT supply chain for pandemic preparedness
- Keep extra IT inventory on site in case of resource failures (IT & supporting HW e.g. air conditioners)
- Implement remote data center management solutions
- Leverage the cloud to shift the risk out of region, but this is not a silver bullet
- Implement / review WAH / remote work programs, especially issues around BYOD, company-issued laptops, Internet bandwidth capacity and prioritized access
- Investigate alternate voice and chat communications
- Implement web-based video conferencing
- Decide which business operations require heavy Internet usage and must continue, and which can be delayed
- Reschedule some IT operations activities
  - Nonessential file transfers
  - Delivery of training videos during the pandemic activation period
- Stagger hours of operation to ease bandwidth demand
- Realign IT projects and IT budget for staff and third party availability



## 8. Cybersecurity Concerns

- Increased cybersecurity threats activities in CEE
- Remote work secure access - Magic Quadrant for Secure Web Gateways
- Data&Analytics considerations
  - Implement (D&A) technologies that aid in reporting events by staff.
  - Use data to tell the story and plan out scenarios.
  - Collect current pandemic information key to your organization and log lessons learned. This will aid in preparing a robust strategy for the next inevitable pandemic; \$1 spent on preparedness is worth \$15 in terms of mitigation. Consider investments needed for future by reviewing the data you have collected.

2019 Magic Quadrant

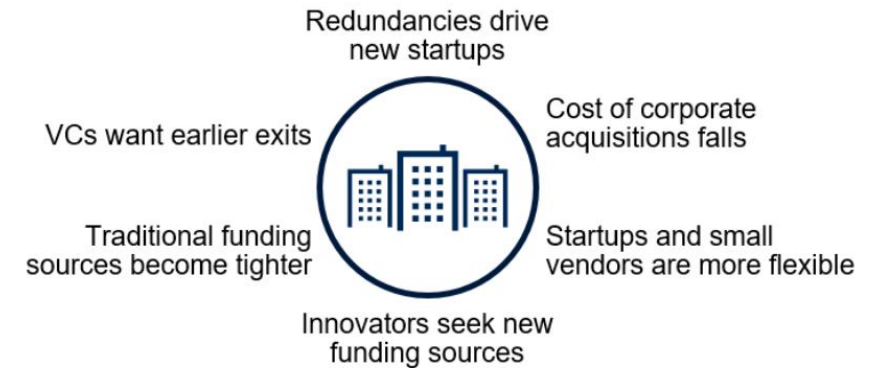




# 8. Seize the Innovation Opportunities That Will Emerge in the Recession

- GARTNER research published 8 February 2019: a significant number of economists are predicting a recession in 2019 or 2020.
- This will require **enterprise architecture and technology innovation leaders to change their innovation strategies**,
- and **will present opportunities to acquire technologies in new ways or at reduced cost**.
- Economic downturn changes the number and type of **startups and innovators**, and **the way they're funded**.
- It will demand changes in the way organizations identify and acquire innovative technologies and partners.

## Selected Impacts of a Recession on the Innovation Ecosystem



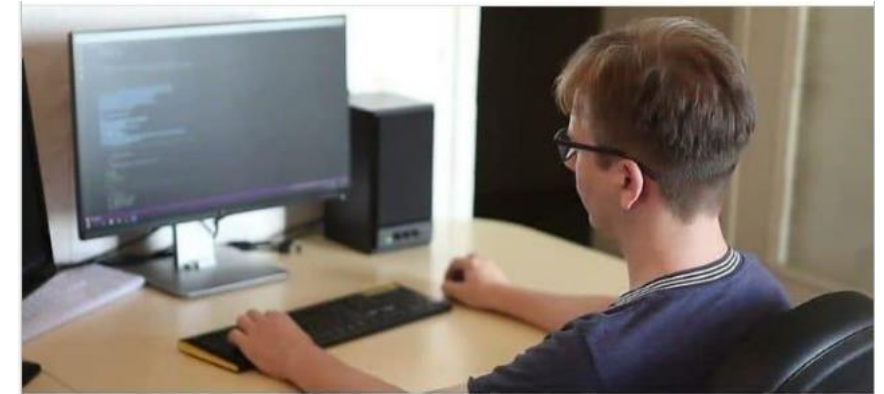
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- **Create scenarios** for ways in which an economic downturn could impact the organization's technology **innovation and sourcing strategies**
- Scale up corporate venture and innovation partnering activities to exploit downturn behavior on the part of **startups, venture capitalists and vendors**.

# 8. Create Scenarios for Technology Innovation and Sourcing Strategies

- Venture Capitals became more cautious and more stressed. They're likely to provide **less funding** and will **want to exit** from investments more rapidly – **verify financial stability of your vendors**.
- If VC funds underperform, they may want to sell companies prematurely to cover losses. Prices of corporate acquisitions will likely fall – **opportunity to buy**.
- **Hiring may become easier** as the pool of potential staff may increase due to redundancies.
- In a downturn the organization's innovation needs may change – i.e. with more **focus on cost control** rather than new revenue, and a greater emphasis on “pull” innovation rather than “push” innovation.
- CTOs, EAs and Technology Innovation Leaders will likely face budget cuts – explain how a **downturn can be an innovation opportunity** and how **smart investment can help** the organization draw ahead of competitors.



**A programmer**

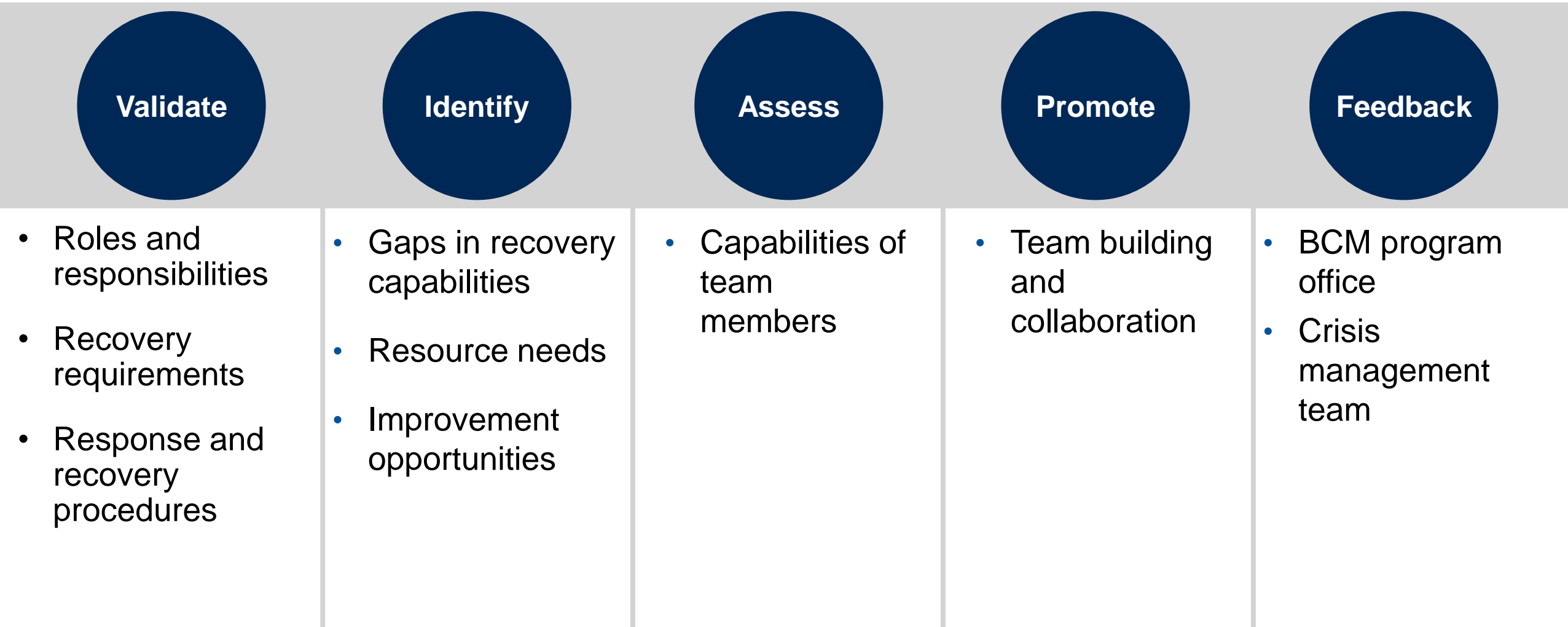


**A programmer in quarantine**

# 8. Scale Up Corporate Venture to Exploit Downturn Behavior of Startups, VCs and Vendors

- **Look for acquisitions.** As noted previously, it will likely be **less expensive** to acquire companies or startups, and small companies or their VC owners may be more amenable to acquisition.
- **Look for investment opportunities.** Stock prices fall **reducing the cost of investing** in companies.
- **Look for adjacencies.** A software adjacency might be a billing system for one product or service that could easily be adapted to another. Small **technology vendors are more likely to be amenable to customizing technologies**, products or strategies, or even pivoting the direction of the entire company.
- **Participate in standards organizations.** **New standards are coming.** Technology providers may be more risk-averse and so more likely to **focus on standards**.
- **Create or expand corporate VC capabilities.**
- **Establish new types of partnerships.**
- **Build stronger links to VCs.**
- **Build links to local innovation hubs and incubators.** Identify which organizations and projects are using local innovation hubs and incubators.
- **Form a consortium** if you can't afford to develop an innovation alone.
- **Look for hiring and sourcing opportunities.**
- **Increase academic collaborations.** Academic collaborations are often a low-cost way to develop a technology or prove its viability.

# 9. Pandemic Plan Exercising



# 10. After-Action Review



- By team, identify at least three lessons learned or key observations that you experienced as a result of the exercise.
- By team, identify at least three areas for improvement in the exercise, response plans, decision-making processes, etc.
- List and prioritize your short-term and long-term follow-up actions.
- Do you have suggestions to improve/enhance future exercises?
- Develop exercise results report.
- Additional comments/feedback.

Source: ["Toolkit: Tabletop Exercise for BCM"](#) (G00224225)



# Recommendation for the Short Term

- Source interim digital collaboration tools to enable employees to work remotely, ensuring security controls and network support are in place.
- Work with business leaders to conduct workforce planning to assess risk and address staffing gaps.
- Engage customers and partners via digital channels to maintain relations. Repackage products offerings and sell through digital channels.
- Establish a single source of truth and communicate that to employees

# Recommendation for the Long Term

- Develop a digital workplace strategy that includes collaboration applications, security controls, BYOD programs and network support.
- Identify alternative employment mode and digital technologies that can empower employees and automate tasks.
- Develop digital product extensions, expanding to new channels and enabling new business models to increase business resilience and prepare for digital business.
- Contribute to data-for-good programs to improve data literacy and increase adoption of a wider range of data and analytics tools.

# Recommended Gartner Research

- ▶ [Coronavirus Outbreak: CIO's Short and Long Term Actions](#)  
Sandy Shen, Owen Chen, Julian Sun, Lily Mok and others (G00720647)
- ▶ [Market Guide for Workstream Collaboration](#)  
Mike Gotta and Adam Preset (G00374469)
- ▶ [Toolkit: Remote Work Policies](#)  
Carol Rozwell (G00381461)
- ▶ [Magic Quadrant for Endpoint Protection Platforms](#)  
Peter Firstbrook, Dionisio Zumerle and others (G00352135)
- ▶ [Scaling Digital Commerce into A Digital Platform Business](#)  
Sandy Shen, Jason Daigler, Mike Lowndes and Christina Klock (G00341676)
- ▶ [How to Get More Value From Data Visualization](#)  
Julian Sun and James Richardson (G003906869)



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# Backup Slides



# Top Questions Your Information & Technology Organization Should Have Answers To

## Demand Side

1. Have we modeled a data-driven **demand risk analysis** for best and worst case scenarios for **next 6-9 months**.
2. Have we identified appropriate **demand triggers** to track to determine when to decrease/increase demand volumes? **Monitoring**?
3. Have we examined planned new product launches, re-cast models? **Should we continue or postpone** launching during a pandemic?

## Supply Side

1. **Do we understand** the importance of our product on our B2B, B2C, B2B2C customers?
2. Have we conducted a **data driven customer risk analysis**, including contract specifications, **penalties**? Which customers are we willing to prioritize/lose?
3. How long can we exist with our **current inventory and raw materials**? Are we continuously updating our models?

# Top Questions Your Information & Technology Organization Should Have Answers To

## Access to Labour

1. Do we have **readiness checklist** and communication plans for labour: manufacturing, distribution, front line, customer service, sales, functions.
2. Do we need to extend our tech footprint outside our enterprise for a limited period of time?
3. Do we have a way of **accessing documents** eg. invoice matching, T&E reimbursements, payroll.

## Access to Distribution

1. Do we have access to information to know which airports and ports are at risk of shutting down? Which airlines/shippers are operating?
2. Should we **move freight** now to be closer to the customer and to hedge against additional closures, and v.v.
3. Do we have a plan in place to prepare for the conclusion of the virus to get ahead of the eventual capacity constraints? Working capital requests?

# Top Questions Your Information & Technology Organization Should Have Answers To

## Vendor Risks

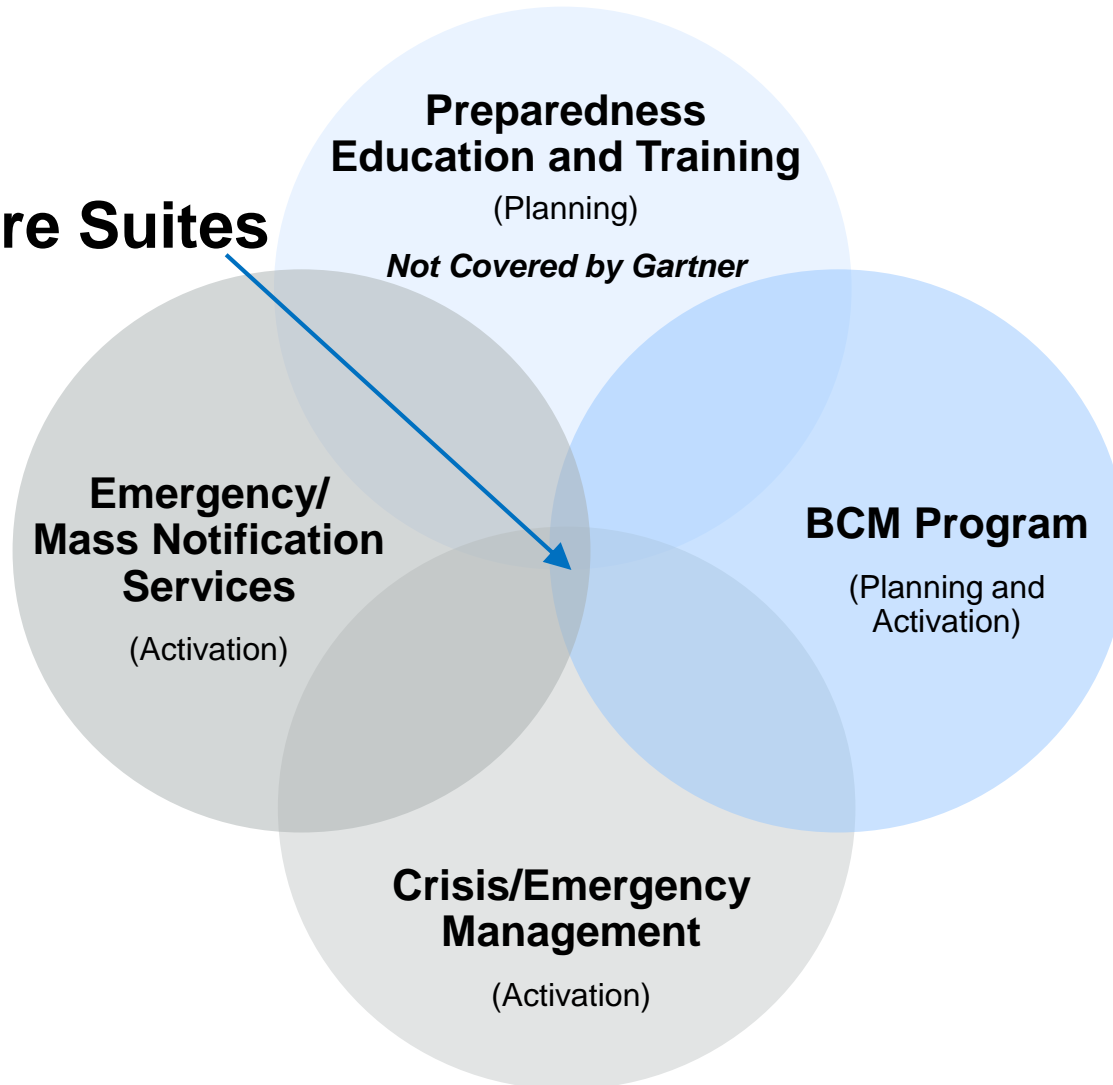
1. Single/sole-sourced risks? **Critical tier-2/3 suppliers that our tier-1s depend on?** Alternate locations or substitute materials?
2. **Triangulate vendor location** / working capital / reputation / history with predictive models.
3. Do we have a **data model** for spot purchases, switching business to alternative suppliers, and other essential mitigation actions? Over what timeframe?

## Financial Risks

1. Simulations to utilize the S&OP process to review **financial impacts** and to facilitate data-driven decision making on 2020 targets with leadership? Is revenue impacted forever or recoverable?
2. NLP and **predictive models** to avoid penalties using force majeure clauses if we miss customer commitments?
3. **Digitized approval workflow** if emergency funds are required.

# BCM Software Ecosystem

## BCM Software Suites



- Emergency/Mass Notification Services
  - [Market Guide for Emergency/Mass Notification Services, G00349070](#)
- BCM Program Software
  - [Magic Quadrant for Business Continuity Management Program Solutions, Worldwide, G00385437](#)
  - [Critical Capabilities for Business Continuity Management Program Solutions, Worldwide, G00385436](#)
- Crisis Management Platforms
  - [Market Guide for Crisis/Emergency Management Platforms, G00323352](#)
- Travel Risk Management Service
  - International SOS: <https://www.internationalsos.com>
  - WorldAware: <https://www.worldaware.com>

# Connect with our Analysts for ensuring best practices during the pandemic

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- Exercising and Testing Business Continuity Management Strategies

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- Aligning IT with business needs

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- Emerging Risk Sensing
- Risk Appetite and Enterprise Risk Management