

Highlights From the Gartner Business Continuity Management Summit, 2009

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Business continuity management (BCM) is changing rapidly, moving far beyond its original narrow focus on IT disaster recovery management (IT DRM). Enterprise decision-makers with BCM responsibilities should learn from their peers' concerns and experiences in developing greater business recovery and resiliency.

Key Findings

- Enterprises of all types and across all industry segments now recognize that BCM is a business-critical concern.
- Business resiliency must become part of the enterprise business operations management culture, and that requires a continuous commitment by senior management.
- IT DRM remains a labor-intensive, process-driven management discipline, but newer technologies can increase management automation and reduce associated operating costs.

Recommendations

- Work to raise awareness of the importance of BCM to the highest possible levels within your enterprise — ideally at the chief corporate officer level.
- Even if you're not ready to implement new IT DRM-related technologies — from virtualization to IT service dependency mapping — take the time to learn about their potential.
- Engage your legal department to ensure that legal liability issues are addressed in your recovery planning initiatives.

WHAT YOU NEED TO KNOW

Enterprises can no longer afford to take a reactive, IT-centric disaster recovery approach to business continuity management. Use the lessons learned from the Gartner Business Continuity Management Summit to move toward a proactive, business-resiliency-focused strategy.

EVENT

Event Facts

On 29 April through 1 May 2009, the Gartner Business Continuity Management Summit was held in Chicago, in conjunction with the Gartner Risk Management and Compliance Summit.

Analysis

Hundreds of enterprise decision makers with BCM responsibilities attended the 2009 Gartner Business Continuity Management Summit. Their widely varying backgrounds, roles and industry segments showed that BCM is now recognized as a business-critical discipline, and is no longer isolated to highly regulated or particularly risk-intensive organizations. Approximately 33% of the attendees held positions at the director level or higher, with 3% at the crucial chief corporate officer level. They represented a cross-section of enterprise types, with 45% from large enterprises — 20,000 employees or more — 14% from governmental bodies and the rest from virtually every other industry.

"What's the State of Your BCM Program?"

That question was "top of mind" for the attendees, all of whom seemed to be looking for ways to take BCM programs from the tactical to the strategic. The attendees were looking for, and sharing, insights into the why's and the how's of building BCM into a true business operation management discipline. The worldwide economic downturn means that the stakes are higher than ever. Profitability is razor-thin or nonexistent, competition is intense, and the damage to productivity, revenue and reputation from a BCM failure could be fatal. That's why so many of the summit attendees were looking for ways to grow the maturity of their BCM programs, moving away from a narrow, reactive focus on recovery and toward a strategic program designed to ensure enterprisewide business resiliency.

Summit Highlights

More than 30 sessions gave enterprise BCM decision makers guidance on a comprehensive range of BCM issues. Following the event, the attendees voted on the "top 10" sessions they considered the most valuable — offering important insights into the issues that are top of mind for them:

- "Telework: A Remote Access Foundation for BCM"
- "Best Practices for Continuous Application Availability"
- "Easing Disaster Recovery and Data Center Migrations Through Change Management Database and Dependency Mapping"
- "Best Practices for Best Business Impact Assessment Results"
- "Case Study: Visa — Implementing a Global Crisis Management Program"

- "DR Economics 101"
- "Enhancing Your Disaster Recovery Architecture with Virtualization"
- "Developing a Strategy for Data Availability and Protection"
- "The Resilient Organization"
- "Making Business Continuity Management a C-Suite Issue"

Keynotes

A series of keynote presentations — by Gartner analysts and guest experts — were among the best-attended, best-received events at the 2009 summit. They were:

"Making Business Continuity Management a C-Suite Issue"

Emily Landis Walker, a member of the U.S. Department of Homeland Security Private Sector Advisory Council who has held prominent positions with the 9-11 Commission, Citigroup and the United Nations, offered compelling insights into how to raise the awareness of BCM issues to the highest levels in the enterprise. Her advice: Use real-world examples and simulations to show C-level decision makers the ways a disaster can affect the enterprise's profitability and reputation. For a CEO, tying preparedness to the business is critical to ensure results.

"Managing Internet Reputation Is a Business Imperative"

In the Internet Age, we haven't yet found effective ways to address compelling issues of identity, anonymity, trust and reputation. Can technology alone solve the problems it has spawned? Not really, says Gartner analyst Toby Bell, but he presented a set of near- and long-term steps that enterprises can take to proactively manage Internet reputation, from setting Google alerts and monitoring Wikipedia to integrating Internet reputation into an enterprisewide crisis management process.

"Employment and Workplace Trends in a Post-Recession Economy"

The BCM professionals in Chicago, like everybody else today, were wondering about the future — what the workplace, and their profession, will look like in the years to come, and how they can prepare for all the changes that are coming. John Challenger, CEO of the global outplacement and executive coaching consultancy Challenger, Gray & Christmas, addressed those concerns. He advised the attendees to follow four steps to job retention: Understand your company's business issues and the trends affecting it, its industry, and the world; speak management's language; be agile enough to be both a generalist and a specialist; and spend 10% of your time enhancing and protecting your career. Look at alternative opportunities, and nurture peer relationships.

Special Crisis Management Keynote Workshop

Would a real-life workplace disaster find you clear-thinking and ready to respond, or rattled by misinformation and chaos? Will your BCM plans enable you to contact clients and external contracts rapidly? What about your "work from home" recovery strategy? Attendees discovered the answers to those questions and more in a fast-paced crisis management workshop, where they tested their mettle as employees of the fictitious Harvard Logistics Company, a wholesale distributor of food products. The 2.5-hour workshop proved to be a highly interactive learning experience that garnered an enthusiastic response. Some participants saw it as "an eye-opening training tool that was well-planned and facilitated," while others described it as a "humbling

exercise" that would definitely motivate them to revisit their BCM plans just as soon as they returned to the office.

"Enterprise Risk Management (ERM) and Credit Ratings"

Steve Dreyer, managing director of Standard & Poor's, discussed how the rating service is adding an ERM component to its credit ratings to enhance its analytical processes, to better differentiate between firms and to gain better insights into management. Key questions it will ask management are: How are key risks identified, updated and dealt with? How is risk tolerance defined and communicated? Who "owns" risk in the organization, and how is success measured? What is the board's involvement in risk management? How will your company respond to risk issue X?

Case Studies

Euroclear Bank: How Euroclear Bank Applies BC Methodologies to Manage a Financial Crisis: A discussion of how this leading financial institution exercised its BCM process to validate its recovery and resiliency to financial crisis scenarios, and how this contributed to Euroclear coming out unscratched when the economic crisis materialized, resulting in the failure of many financial institutions

Visa: Implementing a Global Crisis Management Program: A road map to integrating business continuity, IT service continuity and crisis management plans, processes and protocols for effective enterprise resiliency

AQR Capital: Getting the Most From Your Disaster Recovery Technologies: A look at how an investment firm designed and implemented a comprehensive IT DRM and high-availability strategy to protect its key business processes

ERUdyne LLC: Building Public/Private Partnerships: A way to build, test and measure a sustainable and flexible public/private program and attract appropriate stakeholders

Booz Allen Hamilton: Improving the Quality of BCM and Disaster Recovery Testing Through Quality Assurance Integration: An examination of how a consolidated organization and tool strategy for testing was successful in reducing the time, cost and complexity for IT DR exercising

Panel: Legal Issues in BCM (Protiviti, Pillsbury and Vedder Price): An interactive session on the importance of legal analysis in BCM planning, how to identify potential liability from failure to engage in adequate crisis and recovery planning, how to properly protect vital records, and how to integrate legal considerations into the operational aspects of crisis and BCM planning

Key Analyst Findings From the BCM Summit

Here are some of the key insights that attendees took away after three days of intensive interaction among Gartner analysts, industry experts and their peers:

- **New technologies and services offer real-world IT DRM potential (John Morency):** IT DRM remains a labor-intensive, process-driven management discipline, but newer technologies — including server virtualization, virtual-machine recovery and data dependency mapping — can increase management automation and reduce associated operating costs.
- **Business resiliency must become part of the enterprise culture (Roberta Witty):** Business resiliency requires a continuous commitment to designing information access, knowledge systems, communication mechanisms, workplaces and infrastructure so that the enterprise can rapidly return to optimum performance quickly after a shock or upset.

- **Creating and maintaining an effective BCM plan requires a strategic approach (Les Stevens and Roberta Witty):** Start with a strategic approach that builds BCM plan management into the business cycle. Develop a structured framework of plans. Keep plans relevant to the purpose. Build simple, yet detailed plans to be used by the second-tier workforce. Finally, establish a central repository and administration process to keep plans updated.
- **Risk assessment for BCM is a "must have" (John Morency and Les Stevens):** Risk assessment is a critical step in the BCM process, providing a means of identifying and prioritizing disruptive events and their impact on business operations.
- **It's possible to reduce the time, cost and complexity of IT DRM testing (John Morency):** Begin by avoiding four mistakes: assuming that critical application and data dependencies are covered, thinking that current testing frequency is good enough, not fixing inconsistent change control and concluding that simply completing a recovery exercise equals success.
- **Many enterprises can't afford a "one size fits all" IT DRM strategy (Donna Scott and Dave Russell):** That's why they're opting for a layered strategy for tiered recovery to contain costs and match the quality of service to the criticality of the IT service.
- **You can't ignore virtualization (Bill Malik):** If you're not actively using it, learn about it, experiment with it and eventually pilot it. If you're using virtualization for other purposes, experiment with the functions that help IT DRM the most: testing and the execution of the recovery plan.
- **Data center architecture shouldn't just "happen" (Donna Scott):** Your data center strategy and architecture should define data center facilities and locations to host IT services, strategy for placement of IT services, and a resiliency strategy — and it should identify gaps between strategy and current architecture and have migration plans in place to ensure improvement.
- **You need to know when to consider cloud infrastructure (Lydia Leong):** BCM/IT DRM infrastructure "in the cloud" is appropriate when you need IT disaster recovery capabilities for applications that are already outside your data center — for example, if you need low-cost recovery for browser-based applications or development environments and are willing to accept some residual risk.
- **Simplicity is a primary goal when building resilient networks (Lydia Leong):** Redundant network connections, paths and providers are the key foundations for resilient networks. Don't forget the importance of voice service failover as well as data. Increasingly, service choices are making wireless technology the ultimate backup.
- **The first step in supply chain risk management recovery is understanding the risks (Dan Miklovic):** It's possible to leverage IT for supply chain risk management and recovery, but enterprises must define where the risks in the design, supply and service chains are before they can mitigate them.
- **Currently, there is no "one size fits all" data backup and recovery technology (Dave Russell):** Data recovery and protection are ongoing activities. Currently, there are at least five different technologies that address some, but not all, backup and recovery requirements. Address those backup and recovery requirements that will be the most pressing over the near term (that is, the next six to 12 months).

- **Teleworking has become a foundation of BCM (John Girard):** Teleworking is now an essential element of any BCM program, but managers must help employees' develop work practices that make them more efficient and more resourceful in an "off-site, out-of-sight" environment.
- **A step-by-step approach will deliver the most effective crisis communications program (Jeff Vining):** A crisis communications program requires a step-by-step approach, beginning with a succession plan for all stakeholders; then the deployment and expansion of emergency notification automation, including the use of social networking technologies; and eventually, crisis management portals for internal stakeholders and external communities.
- **Change management database (CMDB) and dependency mapping can ease disaster recovery and data center migrations (Ronni Colville):** If you think you need a CMDB for IT DRM, determine whether you have the necessary resources, processes and data readiness in place before implementation. Ensure that you have IT service definitions so that, in an outage, you can identify the causes and dependencies for other components that could be affected. IT service dependency mapping tools can help jump-start the process.
- **Through a holistic, strategic approach, enterprise architecture (EA) can make a valuable contribution to BCM planning (Greta James):** Use EA to provide information about relationships between assets that are used during the risk assessment and business impact analysis processes.

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