Gartner Research

Publication Date: 9 February 2009 ID Number: G00164906

Research Roundup: Business Continuity Management and IT Disaster Recovery, January 2009

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This research provides a guide to our most recent, popular and important research on business continuity management (BCM) and IT disaster recovery management (IT DRM). Use the advice to grow the maturity of your programs and solutions. To make things easy to find, we organized the research into five categories: business continuity management, vertical industries, IT disaster recovery management, pandemics and national protection.

Key Findings

- 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, lines of business (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 vs. 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.

Recommendations

- 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 LOB.
- Establish an integrated operational risk management practice to leverage the risk identification and impact analyses across multiple risk venues.

- Identify the impact on the organization of a business disruption, and the value to the business of having a recovery program in place. Communicate those results and value to senior management.
- To move toward a business operations management view of 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 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.
- Apply the Gartner BCM Activity Cycle to improve the maturity of your BCM program. Perform a gap analysis for component coverage using the Gartner BCM components definition to uncover where your BCM program needs reinforcement.

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ANALYSIS

In this research, we highlight our most recent research on BCM and IT DRM, our most established and important research (such as Magic Quadrants, MarketScopes, Hype Cycles and case studies), as well as new research that pertains to our new business continuity manager role. This research is highly relevant to any organization looking to select, implement, improve and optimize its programs and solutions.

1.0 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.

1.1 BCM Governance and Program Management

Key findings from our research in BCM governance and program maturity include:

- Senior management must understand the need for its involvement with and support for a corporate sponsor and a BCM oversight committee.
- Enterprise-level BCM responsibility is moving to the enterprise risk management office in organizations that have a culture of risk management.
- LOB-specific BCM responsibility must reside in each business unit, with appropriate command-and-control links to the enterprise BCM program. Where the business leader with operational responsibility also owns the recovery planning process for his or her unit, the maturity of the overall BCM program is much higher.
- Organizations are taking an "all hazards" approach to planning for expanded risk scenarios, developing plans for the "worst case scenario," rather than having a plan for each scenario. This approach means that an outage of seven days (the time frame reported by 50% of the Gartner 2008 BCM Survey participants) must be increased to at least 30 days.
- There is a growing focus on availability risk in operational risk management activities, as well as being included in regulatory requirements.
- Organizations are increasing their emphasis on workforce continuity issues and crisis and incident management.

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

"Activity Cycle Overview: Business Continuity Manager Role"

"Business Continuity Management Defined, 2008"

"Toolkit: 2008 BCM Program Overview"

"Toolkit: Risk Program Maturity Assessment 1.2"

"Hype Cycle for Business Continuity Management, 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"

"How to Understand and Select Business Continuity Management Software"

"Toolkit: Job Description for Business Continuity Manager"

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

"Enlightening the CEO on Business Continuity Management"

"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"

1.2 BCM Plan Management and Exercising

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

"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"

1.3 Emergency Notification and Crisis Management

"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"

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

"Automated Emergency Notification Will Speed Disaster Recovery"

1.4 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"

1.5 Risk Assessment and Business Impact Analysis

"Location Matters: A Model for Assessing Information Risk"

"Best Practices for Conducting a Business Impact Analysis"

1.6 Workforce Continuity

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

"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?"

2.0 Vertical Industries and Small and Midsize Businesses (SMBs)

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 and midsize organizations.

2.1 Financial Services

"Managing Scarcity-Driven Business Disruptions"

"Catastrophic Events Will Continue to Test Insurers Through 2012"

"Findings: Catastrophic Risks Are Real for Health Insurers"

"Banking and Investment Services BCM/DR, 2006"

2.2 Government

"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"

2.3 Healthcare

"Disaster Recovery at Hartford Hospital"

2.4 Manufacturing

"Use IT to Reduce Risks From Business Interruptions"

2.5 Small and Midsize Business

"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"

3.0 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.

Key findings from our research in IT DRM include:

- Most organizations will have a mix of internal and outsourced DR sites, but the continued shortening of recovery time objectives and recovery point objectives in response to the real-time enterprise is resulting in dedicated and, typically, internal recovery and high-availability solutions for these critical business functions.
- Some organizations are implementing primary, secondary and tertiary data center sites for better recovery during a regional event.
- There is an increased focus on e-mail recovery and call center recovery as organizations recognize that these services are critical to the recovery of their businesses.

3.1 Application Availability

"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"

3.2 Continuous Availability

"Global eXchange Services' Leaky Roof Exposes the Importance of High Availability"

"UPS Designs Architecture for Continuous Availability"

"Clinical Automation to Drive High-Availability Requirements"

3.3 Cost Optimization

"Cost Cutting Disaster Recovery in 2008"

3.4 Data Availability

"Hype Cycle for Storage Hardware Technologies, 2008"

"Hype Cycle for Storage Software Technologies, 2008"

"MarketScope for Enterprise Backup/Recovery Software, 2008"

"Cool Vendors in Data Protection, 2008"

"Data Deduplication Is Poised to Transform Backup and Recovery"

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

"Network Appliance Acquires Topio and Adds Heterogeneous Disk Replication to Its Storage Platform"

"CA Acquires XOsoft for CDP and Replication Capabilities"

3.5 Data Center Management and Recovery

"Rabobank Group Benefits From Strategic Data Center Planning"

"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"

3.6 Desktop Availability

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

3.7 Disaster Recovery 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"

3.8 Disaster Recovery Strategy

"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"

3.9 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"

3.10 Call Center Recovery

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

3.11 Information Security Integration

"Sapphire Shows Increased Need for Business Continuity Planning"

3.12 IT DRM Governance and Program Management

"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"

3.13 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"

3.14 Network Recovery

"Midsize Enterprise Questions About Networking"

3.15 Real-Time Infrastructure

"RTI Forms the Foundation of Business Process Fusion"

"Architecting the Real-Time Infrastructure"

"Real-Time Enterprise: Business Continuity and Availability"

"The IT Operations Quagmire: Cutting Through the RTI Hype"

"Hype Cycle for Real-Time Infrastructure, 2008"

"Survey Shows the RTI Journey Continues"

"Poll Shows 73 Percent of Attendees at 2005 Conference See RTI as Imperative"

"Positions 2005: Real-Time Infrastructure and IT Utility Redefine Delivery Models"

"Two-Thirds of Conference Attendees See RTI as an Imperative"

"The Impact of RTI on IT Operations Budgets"

"Real-Time Infrastructure: Vision and Progress"

3.16 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"

3.17 Sourcing

"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"

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

"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?"

3.18 Spending

"Disaster Recovery Spending Trends"

3.19 Telecommunications

"Cable Outage Shows Need for Redundancy, Resumption Plans"

4.0 Pandemics

Pandemic research is focused on planning and recovering from large-scale health-related events, such as the Avian Flu, SARS and so forth.

"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"

5.0 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"

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