Coronavirus (COVID-19) Outbreak: Short- and Long-Term Actions for CIOs

Published 4 March 2020 - ID G00720647 - 23 min read

By Analysts Sandy Shen, Owen Chen, Julian Sun, Lily Mok, Arnold Gao, Deacon D.K Wan

COVID-19 has disrupted operations and will have prolonged impacts on continuity of operations, modes of working and growth patterns. CIOs need to respond to the crisis with both short- and long-term actions to increase resilience against future disruptions, and prepare for rebound and growth.

Additional Perspectives

- China Summary Translation: 'Coronavirus (COVID-19) Outbreak: Short- and Long-Term Actions for CIOs'
  (12 March 2020)

Overview

Impacts

- Organizations face challenges to continuity of operations as employees are stranded in various locations with uncertain return dates.

- Dramatic changes in customer demand are putting organizations under huge stress: Sharp declines in demand present serious financial challenges to many businesses, while those facing demand surges and resource shortage risk disappointing and disengaging customers.

- Confusing data from unverified sources, or sheer lack of data, leads to ill-informed decisions, escalating employee anxiety and making organizations underprepared for returning to normal operations and future growth.

Recommendations

CIOs leading innovation, disruptive trends and emerging practices should take the following actions:

- Short-term actions:
  - 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. Reprioritize demand and balance staff by shifting personnel from areas of lower priority.

Engage customers and partners via digital channels to maintain relations. Repackage product offerings and sell through digital channels.

Establish a single source of truth and communicate that to employees.

Long-term actions:

- Develop a digital workplace strategy that includes collaboration applications, security controls, bring-your-own-device (BYOD) programs and network support.
- Identify alternative employment modes 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 growth.
- Contribute to data-for-good programs to improve data literacy and increase adoption of a wider range of data and analytics tools.

Analysis

Since the outbreak of the coronavirus disease (COVID-19) in China at the beginning of the year, over 90,000 confirmed cases have been reported with a death toll of over 3,100 worldwide (as of 3 March 2020). ¹ These figures have already surpassed those of SARS in 2003. ² Many organizations have been disrupted, their employees stranded in various parts of China and across the world with uncertain return dates. Of course, the impact of COVID-19 is not limited to Chinese organizations. As China is recovering from the epidemic, with more businesses returning to operations, the virus is spreading to other countries with higher new reported cases than in China. ³ Global organizations are facing the challenge of employee immobilization and supply chain disruption. Due to COVID-19 being a communicable disease, organizations have been deciding whether to cancel face-to-face meetings, conferences and events. ⁴ ⁵ Customer demand has been unevenly impacted across industries. Some businesses have experienced a dramatic drop-off, with a 50% to 95% reduction in order volume compared to the same period last year, ⁶ while others have completely shut down operations to curtail costs. ⁷ Industries such as travel, public transportation, hospitality, dining, general retail and recreation have been hit as most people are staying at home and avoiding face-to-face interaction. Conversely, industries such as pharmaceuticals, personal protective equipment, medical equipment/supplies, education, digital entertainment, grocery and logistics have seen demand
spikes as people take preventive measures, continue schooling and get daily supplies from online channels.

While organizations may be in a crisis mode to cope with short-term impacts, there are long-term impacts of which they should be aware. The Chinese word for “crisis” is composed of two characters — wei (meaning “danger”) and ji (meaning “opportunity”) — see Figure 1. When traditional channels and operations are impacted by the outbreak, the value of digital channels, products and operations become immediately obvious and CIOs can present a more convincing business case. This is a wake-up call for organizations that focus on daily operational needs at the expense of investing in digital business and long-term resilience. Organizations that can rebalance business priorities and technology investment are in a much better position to capture future growth (see “The 2020 CIO Agenda: Winning in the Turns”).

**Wei Ji**

<table>
<thead>
<tr>
<th>Crisis</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>wēi</td>
<td>ji</td>
</tr>
<tr>
<td>危</td>
<td>机</td>
</tr>
<tr>
<td>(Danger)</td>
<td>(Opportunity)</td>
</tr>
</tbody>
</table>

- Suffer from short-term setbacks
- React to ensure business continuity and minimize negative impacts
- Rebalance resources and investment
- Proactively position for rebound and long-term opportunities

Source: Gartner

720647_C

**Figure 1: Wei Ji**

This research aims to help CIOs to not only respond to the emergency outbreak of COVID-19, but also demonstrate leadership to increase business resilience and prepare for rebound and future growth.
Impacts and Top Recommendations for CIOs in Response to COVID-19

<table>
<thead>
<tr>
<th>Impacts</th>
<th>Top Recommendations</th>
</tr>
</thead>
</table>
| Organizations face challenges to continuity of operations as employees are stranded in various locations with uncertain return dates. | • **Now**: Source digital collaboration tools with security controls and network support.  
• **Later**: Develop a digital workplace strategy, and use technologies to automate tasks. |
| Dramatic changes in market demand are putting organizations under huge stress.                                            | • **Now**: Engage customers and partners through the digital channel and maintain sales activities.  
• **Later**: Develop digital products, new channels and business models to increase business resilience. |
| Confusing or lack of data from unverified sources is leading to ill-informed decisions, escalating employee anxiety and making organizations underprepared for rebound and growth. | • **Now**: Establish a single source of truth and communicate that to employees.  
• **Later**: Contribute to data-for-good programs to improve data literacy and increase adoption of more analytics tools. |

Source: Gartner
720647_C

Figure 2: Impacts and Top Recommendations for CIOs in Response to COVID-19

Impacts and Recommendations

Organizations Face Challenges to Continuity of Operations as Employees Are Stranded in Various Locations With Uncertain Return Dates

Various quarantine measures and travel limitations undertaken by different Chinese cities have created big uncertainty around employees’ return to work dates. Even returning employees are often asked to self-quarantine for seven to 14 days. Internationally, indefinite travel restrictions by many countries are causing similar uncertainties to business operations. Operations have either been suspended or run on limited capacity. Since the outbreak, demand for digital collaboration tools has skyrocketed as organizations are deploying these tools so that employees can work remotely.

Short-Term Actions

In organizations where remote working capabilities have not yet been established, CIOs need to come up with interim solutions in the short term. They should consider the following:

- **Identify use-case requirements.** These include instant messaging for general communication, file sharing/meeting solutions, and access to enterprise applications such as ERP and CRM. Besides supporting employees, organizations also need to consider supporting customers and partners — for example, customer conferences and service support, partner training and certification, and data sharing with third parties. These would require tools with different capabilities (see "Market Guide for Workstream Collaboration" and "Magic Quadrant for Meeting Solutions").
Review security arrangements to support remote working. As users are likely to work from public network connections and use personal devices, CIOs should deploy endpoint security management onto user devices (see "Magic Quadrant for Endpoint Protection Platforms"). This needs to work with identity and access management (IAM) solutions to ensure secure access to applications and data (see "Magic Quadrant for Access Management" and "Solution Path for Implementing Access Management").

Find vendors and test solutions quickly. Vendors with SaaS offerings in the local market should be preferred. For example, meeting solutions in China include DingTalk, WeChat Work, Zoom, Microsoft Teams, WeLink, Webex and G-Net. It is likely that you will need a combination of tools to cover all your use-case requirements. Prioritize solutions that are easy to implement. Sometimes, this might mean using consumer-grade applications such as WeChat for messaging, but use them only as interim solutions, and never post information to these applications that you wouldn't want to be made public.

Establish remote working policies and extend remote working solutions to employees who usually work from the office. Post guidelines, implement monitoring and advise employees to refrain from sending business-sensitive information over interim solutions (see "Toolkit: Remote Work Policies").

Work with network providers to increase bandwidth, add new nodes and limit noncritical application access.

Besides supporting remote workers, organizations also need to deal with the staffing shortage on-site to maintain basic operations. CIOs can support business leaders with the following:

Conduct workforce planning to assess risk and address staffing gaps:

- Fill gaps internally. Identify mission-critical service areas or locations experiencing the highest level of disruption. Reprioritize demand and balance staff by shifting personnel from areas of lower priority.

- Get support from service providers. Review contract terms with staffing firms and service providers to assess their ability to fulfill emergency staffing requests. Identify alternative partners for replacement if needed.

- Get support from peers. Explore staffing situations at peer organizations, and work with those with redundancy and willing-to-share resources in the short term.

- Get support from nongovernmental organizations. NGOs can provide ad hoc resources or volunteers to help during emergency situations.  

- Identify areas in which automation and AI-enabled capabilities can weather the shortage in talent and skills.
Long-Term Actions

As and when organizations return to a normal state of operation, the lessons learned from dealing with this crisis could be extremely valuable for long-term business resilience. For example, remote working is likely to become a mainstream mode of working after the event, and organizations should expect this to be a permanent and persistent pattern in their workplace and prepare for this long-term shift. To increase the maturity of the digital workplace, CIOs should develop a strategy to ensure continuity of operations, empower employees and improve efficiency. They should also encourage continuous learning and deploy emerging technology solutions to automate certain tasks. Actions would include the following:

- **Keep employees informed of operational plans and strategic decisions.** Set up a site/app/hotline for employees to notify the company about their health conditions. Seek emergency support and care services (see "Market Guide for Crisis/Emergency Management Platforms").

- **Develop a digital workplace strategy:**
  - Define remote working requirements for use case, target audience, functions and capacity.
  - Support IAM, endpoint security and BYOD programs.
  - Support network connections of various access methods, bandwidths and locations.
  - Support multiple endpoint devices such as PCs, phones and tablets.
  - Support multiple channels such as website, mobile web/app, social, contact centers, kiosks and physical locations.

- **Deploy relevant technologies to automate some manual processes and empower employees.** For example, use AI to help job application screening, and support marketing and sales teams with virtual assistants to handle communications and customer service.

- **Identify alternative employment models,** especially those that can be sourced and managed virtually, such as freelancers and gig workers.

- **Evaluate digital technologies to improve employee learning experiences.** Deploy small, incremental changes with learning technologies (e.g., chatbots, virtual reality) to create a personalized learning experience. Offer mobile learning, MOOCs/online courses and microlearning modules that enable staff to upskill and reskill on the go.

- **Establish a practice day at least once a year** to identify gaps and corrective measures in the face of emergency.
Recommendations:

In the short term:

- Implement interim solutions to support remote working by leveraging SaaS solutions with local presence.
- Support business leaders as they conduct workforce planning to assess risk and address staffing gaps.

In the long term:

- Develop a long-term remote working strategy that includes collaboration applications, security controls, BYOD programs and network connectivity support to work from home as a formal way of working.
- Identify alternative employment modes and digital technologies that can empower employees and automate tasks.

Drastic Market Demand Changes Are Putting Organizations Under Huge Stress

Since the outbreak, demand fluctuations are impacting organizations in two contrasting ways: Many industries are seeing sharp declines in demand and face serious financial challenges as their cash flows are depleted. At the same time, certain industries such as personal protective equipment, medical equipment/supplies, education, online grocery and pharmaceuticals have experienced surging demand. But many companies lack the employees and/or support facilities to cope with this surge, and therefore risk disappointing and disengaging customers. For businesses where demand has shrunk, service volumes can be unevenly distributed over time. For example, once the Chinese government escalated the level of emergency, travel businesses saw sudden spikes in call-in volumes and customer inquiries for order cancellations flooded in. The inquiry volume shortly subdued as cancellations were processed.

Short-Term Actions

- Enable and expand self-service options. Enable customers to use self-service via online, mobile, social, kiosks and interactive voice response (IVR) services. Use chatbots in digital channels to address the most commonly asked questions to offload volumes to service agents. Surface relevant features on apps and social platforms to handle common requests such as order cancellations and shipment change notifications (see “The Future of Customer Self-Service: The Digital Future Will Stall Without Customer-Led Automation”).

- Engage customers using digital tools. Many organizations already engage customers over digital platforms such as branded sites and apps, online marketplaces and social media. But offline face-to-face engagement still plays a big role, especially in the Asia/Pacific region. As offline channels and mass events take a big hit, organizations need new tools to conduct online
conferences, training and remote selling. Workplace collaboration tools, videoconferencing solutions and live streaming platforms can serve various customer interactions and selling scenarios. Staff will need training on these digital tools so that they can educate customers on using digital channels and equipment, such as thermal scanners and infrared thermometers.

- **Migrate offline processes to the digital channel.** For example, schools are offering classes through online platforms where teachers and students join from various locations. Students take assignments, submit homework and get feedback online. Bank customers book branch visits through websites or apps ahead of time to get the queuing number, minimizing waiting time at the branch. Account opening can be done over the digital channel, and customer authentication is done using biometrics such as facial recognition. Doctors offer remote consultation and diagnosis through e-healthcare platforms to offer timely advice and reduce visiting outpatient volumes.

- **Communicate efficiently with customers and partners.** Be prompt and transparent about service and process changes and communicate those through a central notification system so all communications are recorded. This is especially helpful when multiple departments (e.g., HR, sales, marketing, operations and PR) are making announcements. A centralized platform can streamline the process and ensure messages reach the targeted audience via the relevant channel.

- **Adapt products to the changing demand.** Adapting existing products to market needs helps businesses to curtail losses or capture market with soaring demand. For example, many restaurants held heavy grocery stock in preparation for the Chinese New Year before the disease broke. After the outbreak, some collaborated with online grocery platforms to offer meal kits, some initiated phone orders for box meal delivery, and others opened the stock to the neighborhood. Manufacturers with skills and equipment for producing protective gear made quick changes to processes to fill the supply gap. This allowed them to capture new businesses while the original businesses plummeted.

- **Expand selling through digital channels.** The value of digital channels has quickly become obvious as people rely on online platforms for daily supplies. Organizations can leverage mainstream online marketplaces and engage customers over social platforms such as Facebook and WeChat. They can set up official pages/accounts and integrate commerce capabilities to enable online selling. Employees, especially those in direct-selling organizations, can share product and company information with customers on a personal level. Integrating social CRM with the social platform allows organizations to track orders and sales performance.

**Long-Term Actions**

Making the investments above can be stepping stones in the process of building strategic capabilities in the long term. Organizations should reexamine product offerings, business models
and go-to-market strategies, making them resilient to market fluctuations and better prepared for future growth.

Building digital business doesn’t mean getting rid of traditional products and channels. Instead, the goal is to have an optimal balance between traditional and digital assets so organizations have the flexibility to switch among them. They should also implement technologies and processes where physical and digital channels can be easily separated. This allows organizations to redirect operations to working channels when some channels are failing. This serves the dual purpose of:

- Increasing resilience when major disruptions like COVID-19 strike
- Capturing new businesses when opportunities arise (see “Techquilibrium: Traversing the Balance Between Traditional and Digital Business”).

The following three initiatives often work in conjunction because digital products typically require new channels and new business models to work effectively.

- **Develop digital product extensions.** These are digital products attached to analog offerings. For example, manufacturers can offer Internet of Things (IoT)-enabled products so customers can remotely monitor and repair those without sending employees to the field. Many industrial manufacturers such as Siemens, Bosch and XCMG already offer preventive maintenance services. Energy and utility businesses can offer energy management plans to help with cost optimization. Service businesses can offer richer experience on top of the main offering. For example, retailers can offer lifestyle classes both on-site and online. Event businesses can offer online tradeshows and exhibitions with participants from all across the world. These digital extensions not only help with new revenue, but also make businesses more resilient to demand fluctuations.

- **Expand channels and touchpoints.** Besides offering more channels to customers, organizations should also provide employees and partners with more access channels. Organizations can enable direct sales, partners and service agents to use digital and traditional channels to assist customers and access enterprise applications. Technologies such as augmented reality and/or computer vision help improve user experience and enable effective problem solving. IoT devices help customers get services from noncomputing devices such as wireless speakers, and can transmit field data in real time to support better decisions. Wireless tags and sensors can be used for asset tracking and field monitoring. These are only a few examples of how digital technologies can help improve efficiency and productivity, and make organizations more resilient to operational disruptions as people have multiple options to connect with each other and with things. Organizations that resist embracing digital products or channels risk being disrupted. For example, Huanxi Media chose to premier its movie “Lost in Russia” over ByteDance’s video platforms instead of partnering with cinema chains. This wiped out a big portion of the revenue for those chains, which usually rely on a few blockbuster movies during
Confusing or Lack of Information Leads to Ill-Informed Decisions, Escalating Employee Anxiety and Making Organizations Underprepared for Rebound and Growth

As more and more information and data on COVID-19 is released from various sources and from different levels of government taking different preventive measures, organizations may face indecision as to when to have employees return to the office and reopen for business. Employees feel anxious as organizations’ communications are not always straightforward or don’t address their top concerns. Such anxiety can be somewhat allayed if organizations can leverage data to support better decision making and communicate progress more efficiently to employees. During this period of uncertainty, organizations can also test how well-prepared their data and analytics capabilities are to support business decisions.

Short-Term Actions

- **Establish a single source of truth and communicate that to employees.** While employees can get a lot of information from their own sources, there are many misleading ones, and organizations have the implicit mission to offer trustworthy information. Organizations can offer curated content, drawn from internal and external sources, to provide actionable guidance to employees. These sources include local governments, healthcare authorities and international organizations such as the World Health Organization (WHO). Human resources may also be involved to vet the content and interpret the company’s policies. Organizations can use trusted and credible news sources such as those published by the government, international organizations and reputable crowdsourcing platforms. They can also build their own insights...
from the public data and communicate data-driven messages to employees on a regular basis. Consider setting up a crisis center/hotline for employees to obtain all the latest information from trustworthy sources.

- **Leverage analytics vendors to get more in-depth insights.** Organizations often lack expertise to generate in-depth insights to respond to emergencies, especially in markets with low data and analytics maturity. To offset this shortcoming, they can tap into vendors’ data-for-good programs, which have quality and detailed information, as well as vendors’ free templates to generate their own tools. In the case of COVID-19, they can provide employees with the infection map by using geospatial analytics to visualize the number of infected cases in surrounding areas. They can also use time-series analysis with employee’s daily health records to monitor trends of infected cases and those under investigation (see “How to Get More Value From Data Visualization” and Market Guide for Crisis/Emergency Management Platforms). Government and research institutions can use emerging technologies such as graph analytics. TigerGraph, a graph analytics vendor, opened its platform and provided remote support to the Chinese government, public sector and research institutions to help analyze COVID-19. The solution helped trace sources of infection, find super-spreaders and direct/indirect contacts in a short time.

Long-Term Actions

- **Encourage employees to participate in data-for-good programs to improve data literacy.** “Data for good” is a movement in which people and organizations use data to improve society by sharing data across organizational boundaries. Organizations should encourage employees to participate in such programs (see Note 1) as a long-term initiative. This would increase data literacy enterprisewide and help businesses access and use quality data to deal with business and societal challenges.

- **Contribute to data-for-good programs and increase adoption of wider data analytics tools.** Organizations can contribute to data-for-good programs by sharing their privately owned data. Misunderstanding of data protection requirements often deters organizations from data sharing for legitimate purposes. Some data organizations own already carry data-sharing agreements, which allows conditional data sharing. Organizations can also share aggregate and anonymized data to comply with privacy requirements while contributing to social courses. For example, China’s three major telcos, in a joint initiative to fight COVID-19, share mobile phones’ location data with the public. Individuals can check their own travel history in the previous 30 days to see whether they have been to the most-affected areas. Organizations can check users’ history with their permissions, allowing government authorities to take preventive measures more effectively. The data is available at the city and provincial level, which is good enough for epidemic control purposes while protecting users’ privacy. This is a good example of data sharing, leveraging the unique data of the organization while complying with privacy obligations. As organizations participate in data-for-good programs, they will use a range of data and analytics tools to manage, clean, sort, anonymize and aggregate data. This exposes
their employees to a wider set of analytics tools, helping them understand the business benefits and increasing their enthusiasm for using the tools. These will prove to be important assets as organizations prepare themselves for digital business, where data and analytics are at the center of digital business technology platforms (see “The Use of Augmented Analytics to Improve Analytics and BI Adoption in Low-Maturity Organizations” and “How to Make Data and Analytics Central to Your Digital Transformation Initiative”).

**Recommendations:**

- In the short term, establish a single source of truth and communicate that to employees to relieve anxiety.
- In the long term, contribute to data-for-good programs to improve data literacy and increase adoption of a wider range of data and analytics tools.

**Evidence**

1. Coronavirus Cases, Worldometer.
4. “MWC Phone Show Cancellation a ‘Nightmare’ for Firms,” BBC.
6. “Salsa Hong Kong and Macau Retail Sales Plunge 77% During New Year’s Festival,” Reuters.
8. “Coronavirus Outbreak Increases Demand for Zoom Video Remote Work Tools, Says CEO,” CNBC.
10. “Coronavirus: iPhone Manufacturer Foxconn to Make Masks,” BBC.
11. “BYD, GAC to Produce Face Masks to Help Contain Virus,” Automotive News.
12. “Chinese Comedy ‘Lost in Russia’ to Debut Online for Free After Coronavirus Cancellations (Exclusive),” The Hollywood Reporter.
Note 1: Organizations With Data-for-Good Programs

<table>
<thead>
<tr>
<th>Organization</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alibaba Cloud (Tianchi)</td>
<td>Tianchi Big Data Crowd Intelligence Platform was founded in 2014. It opens its big data (data from Alibaba and third parties) and distributed computing resources to academics based on Alibaba’s MaxCompute, aiming at building a leading platform of “crowd intelligence and crowd innovation.”</td>
</tr>
<tr>
<td>Big Data Social Justice Foundation</td>
<td>Launched in 2017 to raise awareness of data and analytics in social justice, disease, famine, social inequality, and criminal justice disparities.</td>
</tr>
<tr>
<td>DataKind</td>
<td>Founded in 2011 by Jake Porway, DataKind has developed a network of chapters across the world. Each volunteer-led chapter spearheads data-for-good initiatives within their own communities by organizing events and/or connecting local data science volunteers with data-for-good initiatives. DataKind estimates that it has 18,000 volunteers globally.</td>
</tr>
<tr>
<td>Digital Impact</td>
<td>Founded in 2012 as part of the Stanford Center on Philanthropy and Civil Society (Stanford PACS). In 2017 and 2018, Digital Impact hosted a number of events globally, including in Brisbane (Australia), Toronto, (Canada), Beijing (China), New York City (U.S.), and Mumbai (India). Topics included racial profiling in criminal justice, supporting individuals with disabilities, trust in digital societies and reach in rural areas.</td>
</tr>
<tr>
<td>Digital Reasoning</td>
<td>Founded in 2000 with a vision of creating technology for the good of humanity.</td>
</tr>
<tr>
<td>DrivenData</td>
<td>Founded in 2015 as an outcome of the Harvard Innovations Lab, this is currently a five-person company specializing in data science and analytics for social purpose. A recent project included the use of Yelp ratings data to predict food safety inspections in restaurants in Boston, U.S., resulting in a 25% improvement in inspections. DrivenData also has analyzed and benchmarked per-student spending, and how to foster trust in Africa going from cash-only to mobile money transactions. The company hosts online data science contests and provides direct consulting.</td>
</tr>
<tr>
<td>Kaggle</td>
<td>Kaggle was founded in 2010, hosting public datasets for online learning and for use in data science competitions. In 2017, Kaggle introduced a specific “data science for good” program, although many of the earlier competitions may have had a social purpose.</td>
</tr>
</tbody>
</table>
Open Data Institute (ODI)  
Founded in 2012 in London, England, by Sir Tim Berners-Lee (founder of the web) and artificial intelligence expert Sir Nigel Shadbolt. The ODI works with commercial and noncommercial organizations on the use of open data, considering ethics, privacy and prevention of data for harm.

Resource Watch  
Started in 2018 as a separate initiative from the World Resources Institute (WRI), Resource Watch has five core members. Its website provides a collection of datasets and visualizations focusing on climate and planet issues, including coral bleaching, CO2 emissions by food consumption, and air quality. Public citizens can also create their own dashboards.

SODA  
Shanghai Open Data Apps (SODA) was founded in 2015, hosting public datasets for online data and analytics competitions to solve urban problems. It is hosted by the Shanghai Municipal Commission of Economy and Information.

Source: Gartner (March 2020)

Recommended by the Authors

Out of Sight, Out of Mind? Managing the Remote Worker
Measuring the Impacts of Digital Disruption: Populating Gartner's Digital Disruption Scale
Lazy Economy Business Models Usher in a New Era of Hyperconvenience
Apply Data and Analytics Skills to Make the Best Product Management Decisions
How to Expand Your Application Strategy to Enable IoT for Digital Business
Digital Strategy Execution: Navigate the Route to Success
Supply Chain Brief: Coronavirus Stresses Global Healthcare Supply Chains
How Commercial Banking Leaders Can Manage Coronavirus Impact Through Pandemic Preparedness
How Retail Banking Leaders Can Manage Coronavirus Impact Through Pandemic Preparedness
Forecast Alert: COVID-19’s Impact on Electronics and Semiconductors
How Wealth Management Leaders Can Manage Coronavirus Impact Through Pandemic Preparedness
Toolkit: Pandemic Preparedness Briefing
Overcoming the COVID-19 Crisis Through Pandemic Preparedness
Coronavirus Requires Supply Chain Leaders to Adopt Enhanced Decision-Making Abilities
Supply Chain Brief: Global Logistics Networks Disrupted by Coronavirus
Supply Chain Brief: Navigating Procurement Challenges From Coronavirus Outbreak

The Pillars of Pandemic Planning

Recommended For You

The CIO's Guide to Working With Startups
React to the Coronavirus (COVID-19) Outbreak via Raising Business Model Resilience
CIOs Can Exploit Financial Models to Become Better Business-Technology Executives
How CIOs Foster Innovation by Listening to the Customers or Ignoring Them
The Five Conversations CIOs Must Have to Get Digital Business Transformation Going

© 2020 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by Gartner's Usage Policy. Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "Guiding Principles on Independence and Objectivity."

About Gartner  Careers  Newsroom  Policies  Privacy Policy  Contact Us  Site Index  Help  Get the App

© 2020 Gartner, Inc. and/or its Affiliates. All rights reserved.