

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World Where Disease Outbreaks Are The New Normal

by Stephanie Balaouras, Alla Valente, and Andrew Hewitt
February 7, 2020 | Updated: February 10, 2020

Why Read This Report

The likelihood and impact of a pandemic are impossible to predict with much accuracy. Regardless, history tells us there's a potential for widespread and costly disruption — especially for those who fail to adequately prepare. Risk professionals should treat the latest outbreak, the novel coronavirus (2019-nCoV), as, at best, another powerful warning and, at worst, a potentially massive disruption. Take practical steps such as refreshing plans, updating employee policies, communicating frequently, and carrying out succession planning.

Key Takeaways

Your Organization Is At Risk Without A Proper Pandemic Plan

Increasingly diverse networks of employees and vendors are magnifying your organization's susceptibility to a pandemic. A single outbreak that affects your employees or your supply chain can completely upend your businesses operations.

Now's The Time To Bolster Enterprise Risk Management

Organizations must develop a robust pandemic plan that addresses how the business and employees need to respond. To be successful, assemble a pandemic planning team, update your business impact assessment, and develop a pandemic response.

Climate Change Will Amplify The Frequency And Ferocity Of Pandemics

Climate change will become a threat multiplier. Warmer temperatures and a breakdown in services, such as pest control and water purification after weather-related incidents, means that infections will spread more easily. Dust off or create a pandemic plan to prepare for the growing global threat of pandemics.

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Key Recommendations For How Business And Risk Leaders Build Resiliency In A World Where Disease Outbreaks Are The New Normal

by [Stephanie Balaouras](#), [Alla Valente](#), and [Andrew Hewitt](#)
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Table Of Contents

- 2 The Pandemic — We've Seen This Movie Before
 - 4 Use The Disease Outbreak To Bolster Enterprise Risk Management
 - 7 Planning For A Pandemic Requires A Three-Step Process
 - 15 Additional Resources For Pandemic Planning
-
- Recommendations
- 16 Don't Be Caught Off Guard By The Next Pandemic
-
- What It Means
- 17 Climate Change Will Make Pandemics Commonplace
-
- 18 Supplemental Material

Related Research Documents

- [The Biggest Trends Shaping Enterprise Risk Management In 2020](#)
- [The Forrester Tech Tide™: Governance, Risk, And Compliance Management, Q4 2019](#)
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Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

The Pandemic — We've Seen This Movie Before

In 2009, the H1N1 (or swine flu) strain drove global news coverage and widespread alarm for much of the year. While deaths from the virus weren't nearly as high as officials had feared, and not even as deadly as the typical flu season, it still killed between 123,000 and 200,000 people around the world.¹ That pandemic forced many organizations to both formulate and execute on pandemic plans for the first time. Since then, while the world hasn't suffered another true pandemic, we've had numerous epidemics and major disease outbreaks, including SARS, MERS, Zika, and Ebola — several of which continue to be regional issues.

As of this writing, the novel coronavirus has infected more than 20,000 people in more than 25 countries outside of China and killed at least 425 people, mostly in China.² On January 30, 2020, the World Health Organization (WHO) publicly admitted the error in its original risk assessment and finally declared the outbreak an emergency, nearly a month after the first cases were reported on December 31, 2019.³ China and Hong Kong have taken extreme measures to stop the spread of the virus, including a near lockdown of the city of Wuhan, China, and a travel ban affecting up to 50 million people.⁴ The US Centers For Disease Control and Prevention (CDC) recommends that organizations ban all nonessential travel to China.⁵ What does this mean to you and your organization? It's not time to panic, but it's certainly time to act. Use this opportunity to review and update your risk management and business continuity practices. Resilient organizations are those that prepare for worst-case scenarios and can recover faster — and ultimately survive — incidents that might devastate others. Remember that:

- › **Pandemics, epidemics, and disease outbreaks are nothing new . . .** First, keep in mind that influenza pandemics are recurring events; the world has suffered two lesser-known pandemics since the infamous Spanish flu of 1918, which killed more than 50 million people worldwide.⁶ And the ordinary human influenza virus that a few of your colleagues contract each year is a bigger problem than you may think; in the US alone, the flu season of 2018 to 2019 resulted in approximately 34,000 deaths.⁷ In Europe, the flu affects between 10% and 30% of the population and leads to hundreds of thousands of hospitalizations each year.⁸ And while we have yet to experience a pandemic (as formally defined by health organizations like WHO) since the 2009 H1N1 virus, at a regional level, epidemics and disease outbreaks have occurred with some frequency, forcing many organizations to invoke their business continuity plans (BCPs) (see Figure 1).
- › **. . . but the coronavirus is still a potential risk for most organizations.** While most confirmed cases of the virus are still within China, even assuming that current quarantines are 90% effective, scientific assessments predict that the virus will infect approximately 59,000 people and lead to 1,500 deaths.⁹ As a comparison, the SARS outbreak of 2002 to 2003 caused 8,098 infections and 774 deaths.¹⁰ A key factor for concern is that the virus appears to be becoming more virulent as it spreads; officials suspect that it's contagious even before people show symptoms, making quarantines and checks at customs much less effective at stopping transmission of the virus. How quickly the coronavirus will continue to spread is uncertain, but risk managers and business

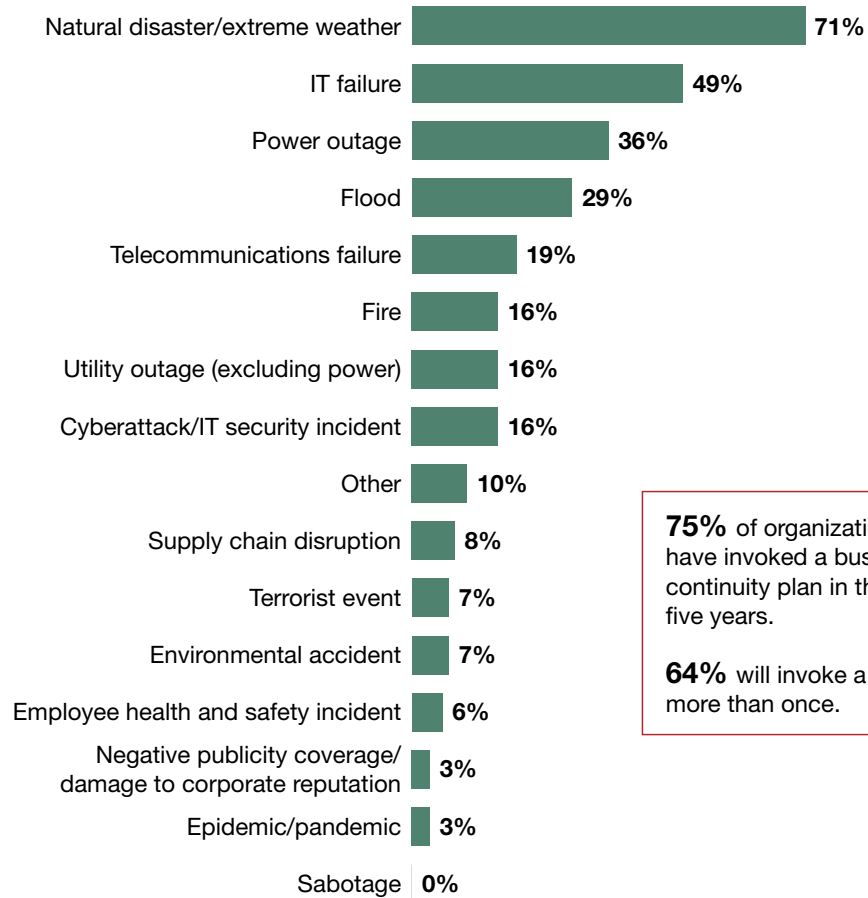
Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World Where Disease Outbreaks Are The New Normal

leaders shouldn't discount the risk outright. Preparation could make a difference in protecting your employees, partners, and customers and in keeping services operational.

FIGURE 1 Causes Of Business Continuity Plan Invocations

“What were the causes of the invocations?”
(Select all that apply.)



75% of organizations have invoked a business continuity plan in the past five years.

64% will invoke a plan more than once.

Base: 90 business continuity decision makers and influencers who have had to invoke a BCP in the past five years

Source: Forrester/Disaster Recovery Journal 2018 Global Business Continuity Preparedness Survey

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

Today's Global Business Environment Makes Us Both More Susceptible And More Resilient

It's hard to escape how much we rely on coworkers and business partners to get things done and serve customers. From office supplies and food service to IT support and outsourced production:

- › **Our global connections make us more susceptible . . .** Just-in-time delivery models leave little cushion to soften the blow of suppliers defaulting. Extensive reliance on third parties might also mean that an outbreak on the other side of the world shuts down a service vital to your operations. As the coronavirus outbreak unfolded in late January, Toyota suspended operations at its Chinese plants, at least temporarily.¹¹ In Germany, automotive supplier Webasto had to temporarily close its headquarters after an infected Chinese colleague who was in the country for a workshop spread the virus to four other staff.¹² Finally, the rapid pace of travel, coupled with the sometimes-delayed symptoms of a virus, make rapid global transmission a distinct possibility.
- › **. . . but also, more resilient.** The same relationships that might put us more at risk of being affected by a pandemic will also improve our ability to last through it. We have greater agility to shift production and to load-balance services across different geographies in the event of a regional outbreak. Most organizations are also better equipped to allow employees to work remotely as they seek to avoid or recover from illness. After the 2011 Japanese earthquake and tsunami, Apple instituted a policy that mandated that all major iPhone components have dual sourcing, in terms of both vendors and geography.¹³ Apple is still likely to face some disruption if the coronavirus spreads significantly beyond the Wuhan area, but it's clear that the company is much better prepared this time around.

Use The Disease Outbreak To Bolster Enterprise Risk Management

In a best-case scenario, the coronavirus will be contained as a regional disease outbreak. Whatever happens, risk managers should use the current crisis as an opportunity to bolster their current enterprise risk and business continuity management efforts. Risk managers should ensure that response plans:

- › **Consider multiple cascading impacts, particularly impacts to people.** Many business continuity plans still overemphasize technology disruptions as the most common scenario and technology as an all-encompassing risk mitigation and response solution. A widespread disease outbreak will wreak havoc across human resources, procurement, production, and all other aspects of the business. An uncoordinated plan that doesn't take all these downstream impacts into account may see a fully functioning IT department supporting a finance or sales department that has a 40% absenteeism rate because of the pandemic.
- › **Account for the full duration of the event and incorporate multiple levels of response.** At the height of the H1N1 media frenzy, Forrester customers asked whether they should initiate their business continuity plans. At that point, it was clear that there was a potential risk, and by then,

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

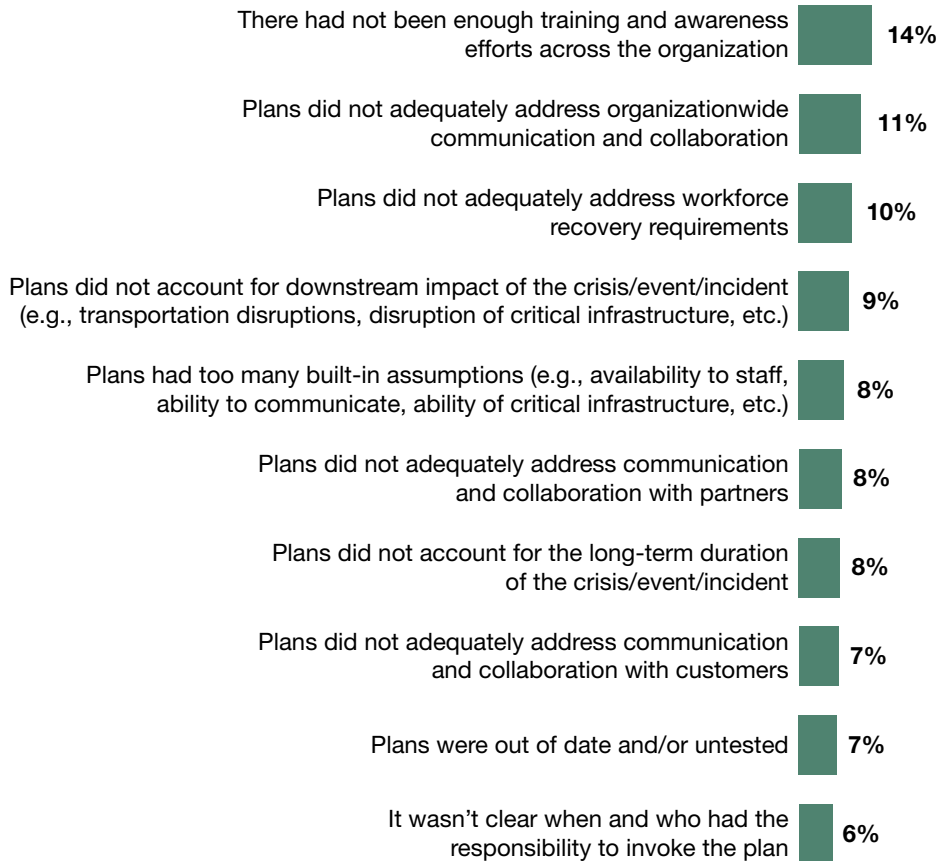
Where Disease Outbreaks Are The New Normal

they should already have begun some level of response. Your response shouldn't be all or nothing. Just as WHO lists different phases of outbreak, your continuity plan should have multiple phases of response — what action to take at first news of an outbreak and the appropriate actions to take at the first sign of employee infection, at 5% absenteeism, at 15% absenteeism, at 40% absenteeism, and so on.

- › **Incorporate continuous risk intelligence to facilitate flexibility and adaptability.** Effective risk management relies on the ability to track key risk indicators and make quick decisions to mitigate the impact of incidents as much as possible. Good intelligence also allows the response team to make decisions on the fly when events unfold that the plan doesn't account for. Dozens of resources exist that monitor diseases and other health issues — not to mention earthquakes and extreme weather occurrences — offering information to guide critical decisions on how and when to put plans into place.
- › **Incorporate the lessons of prior invocations.** Prior to H1N1, the world had had no experience with a pandemic for close to 40 years. And while H1N1 didn't prove to be as catastrophic as first expected, there are still lessons we can learn from it. This and other major disaster events, from extreme weather events to blackouts and smaller disease outbreaks, can provide valuable lessons and give us clues for how businesses and employees will function (see Figure 2). Reviewing IT and HR records from the last incident that caused 5% absenteeism in an office will give you a baseline to estimate the effect of 40% absenteeism, possibly across many offices.

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World
Where Disease Outbreaks Are The New Normal

FIGURE 2 Lessons Learned From Business Continuity Plan Invocation**Top 10 lessons learned from business continuity decision makers invocations**

Base: 76 business continuity decision makers and influencers who have had to invoke a BCP in the past five years

Source: Forrester/Disaster Recovery Journal 2018 Global Business Continuity Preparedness Survey

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

Planning For A Pandemic Requires A Three-Step Process

Many organizations still don't have scenario-specific BCPs. Instead, they create BCPs that address the loss or impact, such as loss of facilities, loss of technology, or loss of people (see Figure 3). Impact-based BCPs are useful because response teams can invoke them regardless of the event (and it's impossible to predict every possible event that might disrupt your business), but they're far less helpful when the scenario requires a very customized response — and pandemics definitely require just that. To adequately prepare for a pandemic, you'll need to:

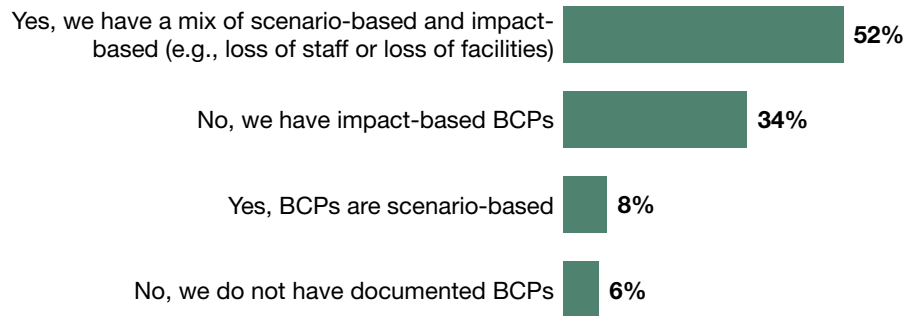
- › **Develop a response plan specific to a pandemic/epidemic.** If you haven't already done so, your organization must develop BCPs specific to a pandemic or epidemic. Most existing BCPs address business recovery and resumption after events like extreme weather, terrorism, and power outages but don't adequately address the repercussions of a pandemic/epidemic. Unlike these other risks, disease outbreaks affect people more than they do data centers and corporate facilities, and their duration is much longer. As we've already seen, disease outbreaks can flare up, subside, and then flare up again. Our three-step process will ensure that your pandemic response plan is thorough and effective.
- › **Exercise your new or existing pandemic plan.** According to our data and our own direct experience, organizations still fail to exercise their plans on a regular basis. One large simulation per year is typical, and when they do conduct exercises, they're not selecting a pandemic as the scenario (see Figure 4). Scheduling exercises with enough business involvement and support is difficult, so when organizations do it, they opt for the most probable and high-impact scenarios, and extreme weather and IT failures usually top that list. And unfortunately, both the emergence and the spread of pandemics are difficult to predict, so organizations have left them out of the scenarios they cycle through for their exercises. If you have an existing plan, we recommend that you immediately schedule a plan walk-through to determine how current and complete your plan is.

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World Where Disease Outbreaks Are The New Normal

FIGURE 3 Organizations Need Both Impact-Based And Scenario-Based Business Continuity Plans

“Do you have documented business continuity plans that address specific risk scenarios (i.e., pandemic, winter storm, terrorist event, etc.?)”



Base: 124 business continuity decision makers and influencers

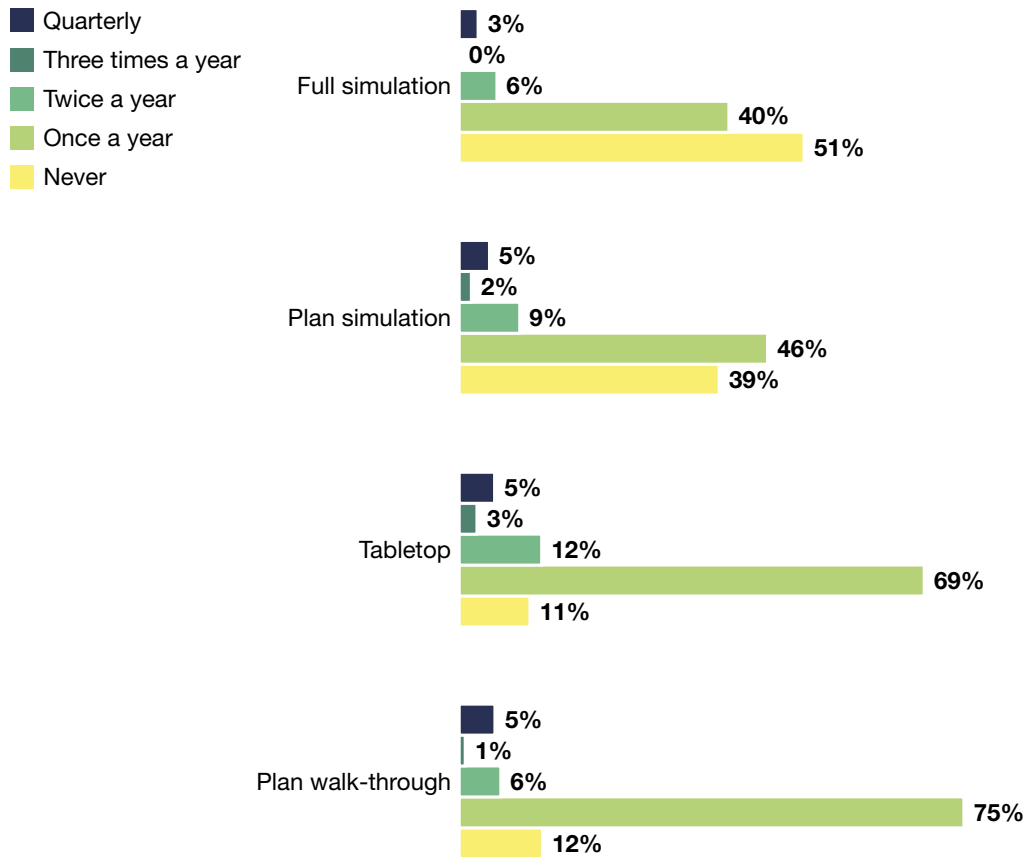
Source: Forrester/Disaster Recovery Journal 2018 Global Business Continuity Preparedness Survey

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World Where Disease Outbreaks Are The New Normal

FIGURE 4 Organizations Need To Exercise Their Business Continuity Plans More Frequently

“How many times per year do you conduct the following types of exercises/tests on your business continuity plans?”



Base: 115 business continuity decision makers and influencers who have documented BCPs
 Source: Forrester/Disaster Recovery Journal 2018 Global Business Continuity Preparedness Survey

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

Step 1: Identify An Executive Sponsor And Build A Pandemic Planning Team

Clients frequently tell us that lack of executive sponsorship and support undermines the effectiveness of their business continuity management programs. Without executive support, any pandemic planning team will lack the authority to implement the necessary measures and the credibility to communicate critical information and instruction to employees. For successful and effective pandemic planning, Forrester recommends that organizations:

- › **Identify a senior executive and assemble the pandemic planning team.** A senior executive must ultimately be responsible and accountable for the organization's pandemic preparedness. That person will need to budget money and staff time for developing and communicating the formal pandemic plan. Pandemic planning must involve representatives from HR, communications, finance, legal, IT, facilities, line-of-business owners, employees, and, of course, your risk managers and business continuity planners. The head of HR plays an outsized role in pandemic planning as well as the response; the impact disproportionately affects employees, and many of the risk mitigation and responses depend on things like policy changes and succession planning.
- › **Ensure that communication comes from senior executives — and communicate often.** Communication about the organization's plan for continuing to operate in the event of a pandemic must come from your executive team. If communication doesn't come from the senior executives, employees may not take preparedness seriously enough. And although a pandemic is a frightening prospect, your executives must present a logical and rational approach to communication, preparedness, and stability. Finally, your executives must be ready to communicate early and frequently as the disease outbreak unfolds over the course of weeks and even months.
- › **Put employee and family health and safety first.** As with any crisis, in the middle of a pandemic, your employees' first thoughts will be for their families and their own health, not their jobs. To help your employees through the crisis, provide them with all the information they'll need: community health reports, information about school closings and arrangements for alternate childcare, and formal spousal/emergency contact notification programs. This will not only help employees weather the day-to-day crisis but also create an environment of psychological safety where employees don't fear punishment if they put family before productivity.¹⁴ Failure to put employee safety before profits will leave a stain on employee experience that could persist for years, ultimately leading to lower employee trust, satisfaction, and retention.

Step 2: Conduct Or Update The Business Impact Analysis

Planning for a pandemic requires a deep understanding of your business processes and of how reduced logistics capacity and scarcity of people and parts will impair operations. The pandemic planning team must begin by modeling business operations, carrying out a business impact analysis (BIA), and conducting scenario planning. Most organizations have conducted a BIA and aim to update it at least annually. If your organization is between updates, it's worthwhile to update it now so you can view it through the lens of a pandemic scenario. Start by looking at:

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

- › **Critical business processes and operations.** Sort your business processes into three categories: 1) those that need to stay running at all costs; 2) those that you'd strongly prefer to keep running; and 3) those that can wait until after the crisis has passed. Many organizations already classify their business processes and all their dependent resources into categories such as mission-critical, business-critical, or noncritical, which maps to this model. It's important to review your existing classifications and all dependencies. In large enterprises, basic business processes, from product delivery to customer service, often depend on a web of other processes, IT services, and third-party relationships.
- › **Supplier/third-party partner relationships.** Diversity and redundancy aren't just for IT operations; having multiple suppliers in different geographies improves supply chain resilience. For single-source suppliers, evaluate their business continuity/disaster recovery (DR) plans annually. Understand the restrictions on logistics for business supplies and parts as well as relationships. Remember, logistics providers like DHL International, FedEx, and United Parcel Service (UPS) may also have to operate under travel restrictions and with short staff and therefore may not be able to meet their normal delivery commitments. Identify and keep inventories of critical parts and prioritize your most important business partner relationships so those partners get first claim on help from your staff. In response to the coronavirus, in late January 2020, many airlines had already stopped flights in and out of certain parts of China or even the entire country. Neighboring Kazakhstan has suspended all flights, train, and bus services to China.¹⁵
- › **Customer relationships.** When you're operating with scarce resources — you'll have less product and far fewer customer service representatives available — make sure your company knows which customers should receive priority service. If your organization delivers critical infrastructure services (e.g., all levels of government, utilities, water, telecom, and healthcare), you should proactively reach out to all customers with your preparedness plans, expected levels of service, and any guidance or recommendations to customers if they need their own alternate plans to your services.
- › **Workforce.** A global pandemic will affect all employees, regardless of job type or location. Some experts estimate that an average of 20% of working-age adults will become ill during an outbreak.¹⁶ But absenteeism among your employees could be much higher — many healthy workers will have to stay home to care for ill family members, and others may stay away for fear of becoming infected. These workforce fluctuations will increase the likelihood of burnout for workers who must shoulder extra work in the absence of their coworkers. Combat this in three ways: 1) Ensure that these employees receive extra resources to help them overcome the increasing demands of their jobs (e.g., ample recognition, time off, or more compensation); 2) eliminate nonessential tasks to reduce the demands on employee time; and 3) plan to tap into the burstable workforce by identifying which roles could leverage automated (i.e., bots) or contingent (i.e., freelance) labor.¹⁷

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

Step 3: Develop Or Update The Pandemic Response

After you've examined your business operations and modeled scenarios for the impact of a pandemic, develop a formal response plan or update the ones you haven't looked at since the swine flu virus outbreak of 2009. In addition to executive sponsorship and a core planning and response team, your response plan should include:

- › **A communication strategy.** It's critical to communicate before, during, and after the pandemic with employees, partners, customers, first responders, and the press. Some organizations have expressed the concern that too much communication can create panic. However, lack of communication can lead employees and key stakeholders to wonder if the organization is doing anything about the pandemic. Forrester recommends that clients err on the side of frequent and regular communication. A robust communication strategy is one of the areas that all BCPs seem to lack. In addition to frequency of communication, you'll want to work with HR and corporate communications to craft clear, informative, and empathetic communications and ensure the delivery of messages via multiple modes of communication, from email to text messages to corporate portals.
- › **Preventive measures.** The planning team must implement as many preventive measures as possible to curtail the spread of the disease. This includes encouraging employees to wash their hands and use hand sanitizers (which the organization should already be providing in abundance in all corporate facilities). This also could include travel restrictions. In 2009, when the pandemic first broke out in Mexico, many companies banned travel to that country. The same is occurring for the coronavirus. Numerous multinational corporations are banning travel and even requiring employees to quarantine themselves at home before returning to work if they traveled to the affected areas prior to the travel ban. Corporations operating in China, including Apple, KFC, McDonalds, Starbucks, and Walt Disney, have temporarily closed retail locations and other facilities to help stop the spread.
- › **Changes to employee sick leave and work-from-home policies.** Your employees need to feel confident that the organization will support them when they're sick or caring for seriously ill family members. Establishing guidelines ahead of time will reassure your employees that they won't have to worry about losing their livelihoods in the middle of a crisis. In fact, as a good preventive measure, the organization should encourage employees to work from home when they feel sick and to stay at home for one to two weeks (or the time frame recommended by health authorities) if a family member appears to be sick. To create a consistent experience across your entire workforce, this should also apply to your frontline workers. For those who can't work from home because their jobs rely on physical presence (e.g., retail associates or front desk workers), consider offering additional sick leave and/or flexibility in hours to help these groups feel equal with their in-office counterparts.

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

- › **Employee cross-training, succession planning, and outsourcing.** Understand what roles are critical for your organization's operations and define who can fill those roles when the current individuals fall ill. Pay particular attention to assigning backups for critical business decision makers if you can't wait until they recover from the illness. In some cases, multinational firms can load-balance services and support to other locations not affected by the outbreak. In other cases, contract workers can help with services and support.
- › **Technology to support workforce continuity.** For IT professionals, this means the highest priority is to ensure that the greatest number of employees work remotely from home or some other location (see Figure 5). To stay productive, employees need access to data; business applications; and communication and collaboration capabilities like phone, email, calendar, address book, instant messaging, teleconference, and videoconference. Your IT staff should work with local service providers to expand their telecommuting/remote access infrastructure — remote access, using personal or company-issued laptops, will mean that employees at home caring for sick family members can still pitch in.
- › **Technology to support crisis and emergency communication.** Before a serious pandemic outbreak, organizations will rely on email to disseminate information. However, you must also build and direct employees to internal sites dedicated to pandemic planning and preparedness and, in addition, set up a hotline that employees can call for the latest information. During a serious pandemic outbreak, organizations may need to update hundreds, and potentially thousands, of employees and other stakeholders immediately.

For this type of mass communication during a crisis or emergency that requires immediacy as well as assured delivery (including two-way communication and coordination via multiple modes of communication), turn to automated communication solutions such as those from BlackBerry AtHoc, EverBridge, and Onsolve.¹⁸ Most communication strategies include multiple modes to ensure that the organization successfully reaches all employees via at least one mode and is communicating with employees in the modes they prefer (see Figure 6).

- › **Training and awareness.** Both before and during a pandemic, the organization should communicate its response plan to employees, identify the key changes in employee policies, outline employee responsibilities, and direct employees to additional sources of information. A lack of training and awareness was the top lesson learned from prior BCP invocations.
- › **Medical guidance.** Governments usually have full responsibility for overseeing the creation and distribution of vaccines. However, well-prepared businesses will monitor the situation to provide guidance and assistance to their employees when possible. If vaccines become available for the outbreak, schedule onsite vaccinations and monitor for vaccine availability.

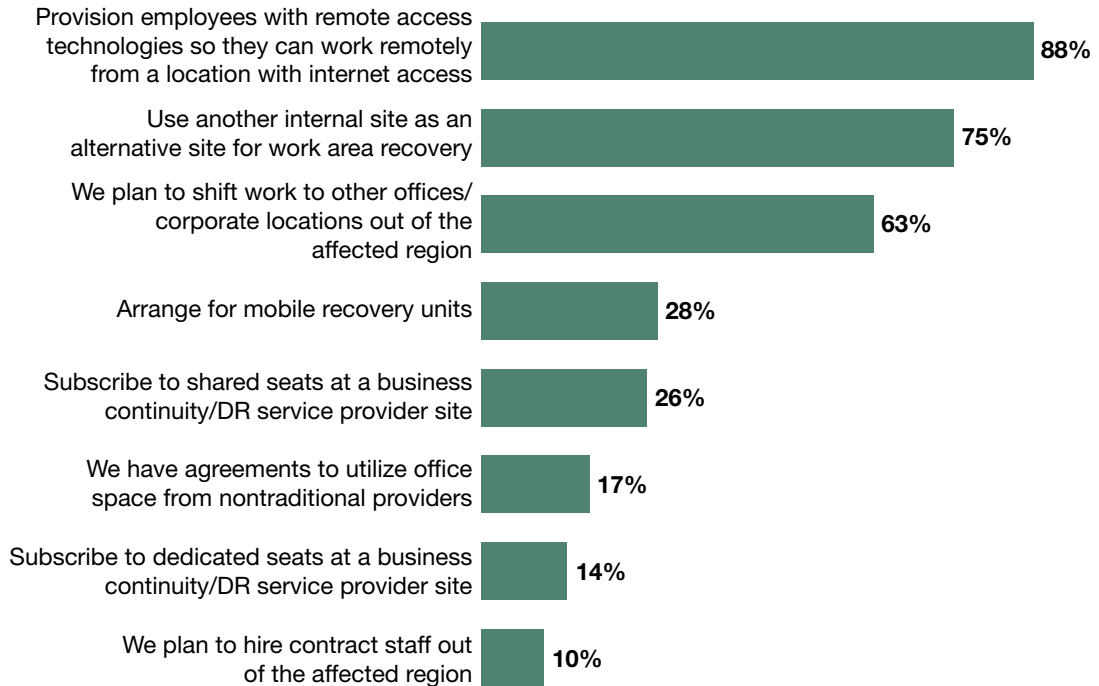
Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

FIGURE 5 Organizational Strategies For Workforce Continuity And Recovery**“What workforce continuity/recovery strategies do you employ in your business continuity plans?”**

(Select all that apply.)



Base: 109 business continuity decision makers and influencers who have documented BCPs

Source: Forrester/Disaster Recovery Journal 2018 Global Business Continuity Preparedness Survey

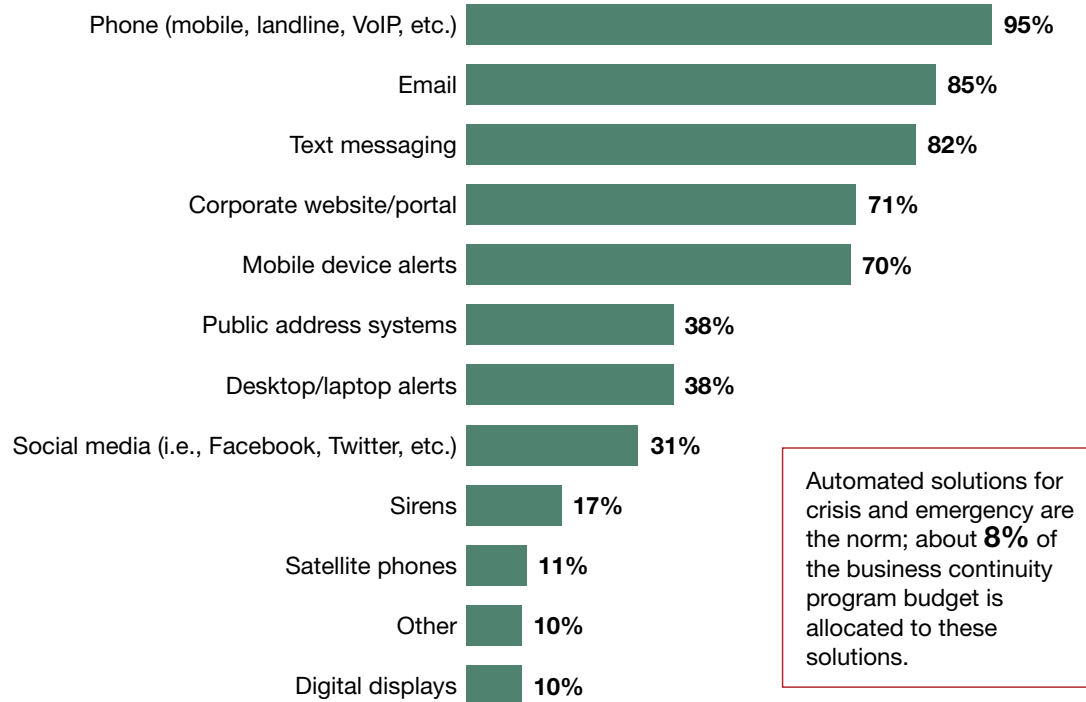
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Key Recommendations For How Business And Risk Leaders Build Resiliency In A World
Where Disease Outbreaks Are The New Normal

FIGURE 6 Organizational Strategies For Employee Emergency And Crisis Communication

“For employee emergency and crisis communication, what communication modes do you employ in your business continuity plans?”

(Select all that apply.)



Base: 109 business continuity decision makers and influencers who have documented BCPs

Source: Forrester/Disaster Recovery Journal 2018 Global Business Continuity Preparedness Survey

Additional Resources For Pandemic Planning

There are a number of additional resources that can assist with planning and preparedness. Start with WHO (<https://www.who.int/>). You can also find helpful planning checklists at national government health authorities, such as the US Department of Health & Human Services (<https://www.hhs.gov/about/agencies/oga/global-health-security/pandemic-influenza/index.html>) and Centers for Disease Control and Prevention (<https://www.cdc.gov/flu/pandemic-resources/index.htm>). In Europe, start with the European Centre for Disease Prevention and Control (<https://www.ecdc.europa.eu/en/home>). Forrester has compiled a list of additional helpful pandemic planning resources in the Supplemental Material section of this report.

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World Where Disease Outbreaks Are The New Normal

Recommendations

Don't Be Caught Off Guard By The Next Pandemic

It's no longer optional — organizations have a clear responsibility to their employees, partners, customers, and other stakeholders to prepare for a pandemic or epidemic. This requires specialized planning to address the unique risks a global outbreak presents to organizations and their employees. But while pandemic plans are unique from other BCPs, the same business continuity management best practices still apply:

- › **Iterate on pandemic plans.** Many organizations developed plans for H1N1 in 2009, but once the outbreak subsided, they put their plans away and haven't looked at them again. While these plans are a good starting point for a similar threat, the original executives and team members may have left the company or moved on to other roles, and the organization itself may have changed. This means that responses that were appropriate in 2009 for H1N1 might not all apply to today's coronavirus.
- › **Simulate the plans frequently.** Keep the plans up to date by exercising key components of the plan at least yearly through tabletop exercises and simulations. Be sure to train team members and employees and identify any potential deficiencies. Don't let your plans gather dust again; the next pandemic or epidemic won't be years and years away.
- › **Refresh the BIA annually.** Business isn't static. Your operations may change year to year, making your business impact analyses inaccurate or irrelevant. To ensure that you're covering and evaluating all your critical business processes appropriately, refresh the assessments on an annual basis. Large enterprises should have a governance, risk, and compliance software platform or dedicated business continuity management software to conduct BIAs, gather relevant data, and model business and IT process dependencies.
- › **Upgrade your technology for workforce continuity.** The most effective workforce continuity strategy for a pandemic is to develop robust remote access procedures. Because of sickness, travel restrictions, and even travel quarantines, you must enable employees to continue being productive from home. For most employees, this means bringing their laptops home and leveraging multifactor authentication (MFA) to access their applications. For those who still use a traditional desktop and can't bring their devices home with them, cloud-based virtual desktop (VDI) platforms can provide access on a personal device in a secure manner. For example, BN Vital, a Costa Rican bank, uses cloud desktops as out-of-office desktops when natural disasters or labor strikes make it unsafe for employees to come to work.¹⁹ Of course, the byproduct of developing remote access and other virtual workplace technologies is that it enables employee productivity for other less serious but perhaps more frequent events like the common cold and severe storms.

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World Where Disease Outbreaks Are The New Normal

What It Means

Climate Change Will Make Pandemics Commonplace

Globalization has already made us more susceptible to disease outbreaks — and now, climate change will become a threat multiplier. Increasing temperatures will facilitate the spread of disease-carrying mosquitoes and other insects to northern countries in North America and Europe that currently don't worry too much about diseases like malaria, Zika, and West Nile virus.²⁰ Climate change will also bring habitat loss, forcing insects, animals, and humans into closer proximity with each other, thereby increasing transmission. Finally, as the frequency of extreme weather increases, disease outbreaks will become much more common after a breakdown in services such as pest control and water purification.²¹ In the future, there won't be a 10-year period between major disease outbreaks as there was between H1N1 and the coronavirus. Like droughts, hurricanes, and floods, pandemics/epidemics will become another consequence of climate change that every organization must adapt to.

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Supplemental Material

Global Resources To Monitor And Track Pandemics

International SOS (ISOS) (<https://pandemic.internationalosos.com/>)

World Health Organization (WHO) (<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>)

Regional Resources To Monitor And Track Pandemics

European Centre for Disease Prevention and Control (<https://www.ecdc.europa.eu/en/novel-coronavirus-china>)

European Commission (https://ec.europa.eu/health/coronavirus_en)

Pan American Health Organization (https://www.paho.org/hq/index.php?option=com_topics&view=article&id=359&Itemid=40947&lang=en)

WHO Regional Office for Africa (<https://www.afro.who.int/>)

WHO Regional Office for Europe (<http://www.euro.who.int/en/health-topics/emergencies/novel-coronavirus-2019-ncov>)

WHO Regional Office for South-East Asia (<https://www.who.int/southeastasia/news/detail/27-01-2020-readiness-is-the-key-to-detect-combat-spread-of-the-new-coronavirus>)

WHO Regional Office for the Western Pacific (<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>)

Country Resources To Monitor And Track Pandemics

Australian Government Department of Health and Ageing (<https://www.health.gov.au/health-topics/novel-coronavirus-2019-ncov>)

UK Department of Health (<https://www.gov.uk/guidance/wuhan-novel-coronavirus-information-for-the-public>)

Public Health Agency of Canada (<https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html>)

Singapore Ministry of Health (<https://www.moh.gov.sg/2019-ncov-wuhan>)

US Centers for Disease Control and Prevention (<https://www.cdc.gov/coronavirus/2019-ncov/index.html>)

Academic And Health Resources To Monitor And Track The Novel Coronavirus

Center for Infectious Disease Research & Policy (CIDRAP) (<http://www.cidrap.umn.edu/infectious-disease-topics/mers-cov>)

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World Where Disease Outbreaks Are The New Normal

Survey Methodology

In the summer and fall of 2017, Forrester Research and Disaster Recovery Journal (DRJ) conducted the Forrester/Disaster Recovery Journal 2018 Global Business Continuity Preparedness Survey, an online survey of 242 business continuity decision makers and influencers. In this survey:

All respondents indicated that they were decision makers or influencers concerning planning and purchasing technology and services related to business continuity.

Respondents were from a range of company sizes, revenues, a variety of industries, and had substantial operations across North America; Europe, the Middle East, and Africa; South America; and Asia.

This survey used a self-selected group of respondents (predominantly DRJ members and Forrester clients) and is therefore not random. These respondents are more sophisticated than the average. They read and participate in business continuity and disaster recovery publications, online discussions, etc. They have above-average knowledge of best practices and technology in BC/DR. While nonrandom, the survey is still a valuable tool in understanding where advanced users are today and where the industry is headed.

Endnotes

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- ² Source: "Hundreds more Americans evacuated from China as coronavirus death toll rises," CBS News, February 5, 2020 (<https://www.cbsnews.com/live-updates/coronavirus-usa-confirmed-cases-news-death-toll-latest-2020-02-04/>) and Joshua Berlinger, Brett McKeehan, Adam Renton, and Amy Woodyatt, "February 3 coronavirus news," CNN, February 4, 2020 (<https://www.cnn.com/asia/live-news/coronavirus-outbreak-02-03-20-intl-hnk/index.html>).
- ³ Source: "Statement on the second meeting of the International Health Regulations (2005) Emergency Committee regarding the outbreak of novel coronavirus (2019-nCoV)," World Health Organization, January 30, 2020 ([https://www.who.int/news-room/detail/30-01-2020-statement-on-the-second-meeting-of-the-international-health-regulations-\(2005\)-emergency-committee-regarding-the-outbreak-of-novel-coronavirus-\(2019-ncov\)?mod=article_inline](https://www.who.int/news-room/detail/30-01-2020-statement-on-the-second-meeting-of-the-international-health-regulations-(2005)-emergency-committee-regarding-the-outbreak-of-novel-coronavirus-(2019-ncov)?mod=article_inline)) and "Novel Coronavirus (2019-nCoV)," World Health Organization (<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>).
- ⁴ Source: Quentin Fottrell, "Mayor of Wuhan, epicenter of coronavirus outbreak, says 5 million people left the city before travel restrictions were imposed," MarketWatch, January 27, 2020 (<https://www.marketwatch.com/story/mayor-of-wuhan-epicenter-of-coronavirus-outbreak-says-5-million-people-left-the-city-before-travel-restrictions-were-imposed-2020-01-26>).
- ⁵ Source: "CDC Advises Travelers to Avoid All Nonessential Travel to China," CDC press release, January 28, 2020 (<https://www.cdc.gov/media/releases/2020/s0128-travelers-avoid-china.html>).
- ⁶ Source: "1918 Pandemic (H1N1 virus)," CDC (<https://www.cdc.gov/flu/pandemic-resources/1918-pandemic-h1n1.html>).
- ⁷ Source: "Disease Burden of Influenza," CDC (<https://www.cdc.gov/flu/about/burden/index.html>).
- ⁸ Source: "Disease facts about seasonal influenza," ECDC (<https://www.ecdc.europa.eu/en/seasonal-influenza/facts>).

Prepare Your Organization For A Pandemic

Key Recommendations For How Business And Risk Leaders Build Resiliency In A World

Where Disease Outbreaks Are The New Normal

- ⁹ Source: Gerry Shih, Simon Denyer, Siobhán O’Grady, and Reis Thebault, “U.S. seeks to send expert team to China to combat coronavirus outbreak; Xi defends response,” The Washington Post, January 29, 2020 (https://www.washingtonpost.com/world/asia_pacific/coronavirus-china-live-updates/2020/01/28/da7664f2-414d-11ea-b503-2b077c436617_story.html).
- ¹⁰ Source: Austin Ramzy, “Coronavirus Deaths Are So Far Mostly Older Men, Many With Previous Health Issues,” The New York Times , January 23, 2020 (<https://www.nytimes.com/2020/01/23/world/asia/coronavirus-victims-wuhan.html>).
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- ¹³ Source: Mark Gurman and Debby Wu, “Apple Supply Chain Braces for Disruption From Coronavirus,” Bloomberg, January 28, 2020 (<https://www.bloomberg.com/news/articles/2020-01-28/apple-supply-chain-braces-for-disruption-from-coronavirus?>).
- ¹⁴ See the Forrester report “[Introducing Forrester’s Employee Experience Index.](#)”
- ¹⁵ Source: “The Latest: Rival Koreas close liaison office over outbreak,” The Sacramento Bee, January 29, 2020 (<https://www.sacbee.com/news/article239744713.html>).
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- ¹⁷ See the Forrester report “[Ten Ways To Prepare For The Next Recession.](#)”
- ¹⁸ See the Forrester report “[Now Tech: Crisis Communication And Mass Notification Solutions, Q4 2018.](#)”
- ¹⁹ See the Forrester report “[The Future Of VDI Is Cloud.](#)”
- ²⁰ Source: Rob Jordan, “How does climate change affect disease?” Stanford Earth, March 15, 2019 (<https://earth.stanford.edu/news/how-does-climate-change-affect-disease#gs.vhhoao>).
- ²¹ Source: Rachel Estrada, Andrew Griffith, Colbye Prim, and Jeongsu Sinn, “Pandemics in a changing climate – Evolving risk and the global response,” Swiss Re (https://www.swissre.com/dam/jcr:552d59b2-76c6-4626-a91a-75b0ed58927e/Pandemics_in_a_changing_climate_Full_report_FINAL.pdf).

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