Gartner

From Visibility to Readiness: A New Approach to IT Procurement Resilience

Preparing IT procurement for disruption



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As supplier ecosystems become more interconnected and AI dependencies grow, disruption risks are becoming harder to detect and manage. With 51% of executives redesigning sourcing strategies due to disruption and 42% of risk incidents arising from unknown threats, heads of IT procurement must shift from periodic reviews to continuous operational readiness.

By 2030, AI providers may become prime contractors for **75%** of high-value transformation initiatives, creating new concentration and dependency risks.

IT procurement must evolve from monitoring risk to building organizational resilience.

To strengthen disruption readiness, leaders must:

- → **Identify** critical supplier and technology vulnerabilities across their exposure perimeter.
- → **Establish** rapid response capabilities, clear escalation paths and actionable playbooks.
- → **Validate** resilience through scenario planning and continuously monitor emerging third-party risks.

By embedding proactive readiness, IT procurement can protect business continuity, respond faster to disruption and transform third-party risk management into a strategic operational capability.



Yanni Karalis
Managing Vice President

Your roadmap to success

To build disruption resilience, heads of IT procurement should focus on four priorities: identifying critical vulnerabilities, establishing rapid response mechanisms, validating resilience through scenario planning and continuously monitoring emerging third-party risks.

Gartner helps heads of IT procurement build continuous operational readiness through actionable frameworks, risk-sensing insights and scenario planning tools that improve resilience, accelerate response times and protect business continuity.

1. **Understand your exposure perimeter.**
2. Develop an assessment and response mechanism.
3. Utilize scenario planning to test response readiness.
4. Understand the emerging risk landscape.

4 key outcomes to consider in Step 1

Uncover hidden single points of failure across supplier ecosystems before third-party outages disrupt core business operations.

Eliminate systemic dependency risks by pinpointing single-source vendor exposures across critical technology tiers.

Direct risk mitigation resources to high-impact vulnerabilities that threaten enterprise continuity and revenue.

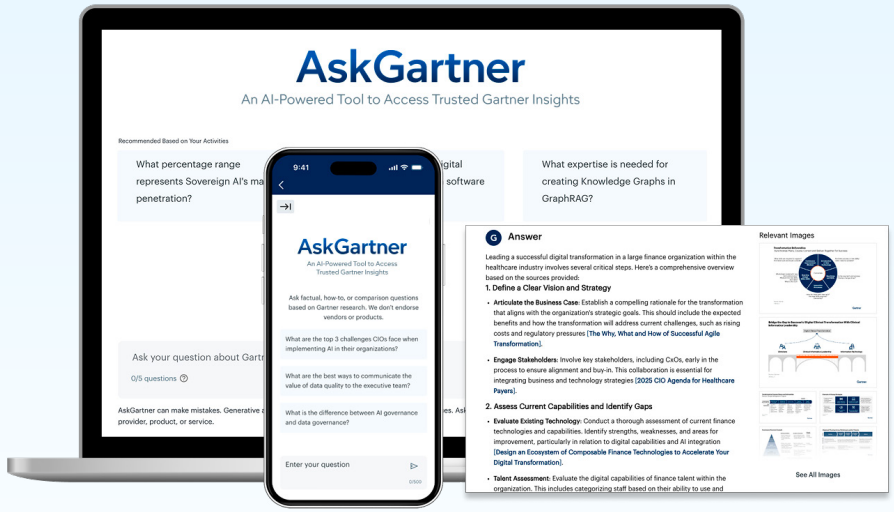
Identify critical vulnerabilities proactively to protect operational continuity before disruptions escalate.

Key questions your IT procurement peers are asking Gartner

Gartner clients can click to explore answers.

Where do critical concentration risks and ecosystem dependencies exist across our technology portfolio, and which represent the greatest business exposure?	Explore Answer ↗
Do we have sufficient visibility into fourth-party, technology and AI-provider dependencies that could materially impact sourcing decisions or vendor performance?	Explore Answer ↗
Are our governance structures, decision rights and escalation mechanisms equipped to respond rapidly when vendor, technology or geopolitical risks emerge?	Explore Answer ↗
How effectively are we identifying emerging risks before they become sourcing, commercial or vendor management challenges?	Explore Answer ↗
Are we continuously adapting our vendor strategies and risk priorities as dependencies, market conditions and geopolitical risks evolve?	Explore Answer ↗

Your peers use AskGartner to answer these questions in minutes.



Learn More

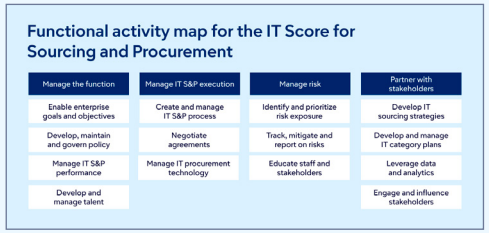
Gartner resources turn your priorities into plans and actions

Understand your exposure perimeter.



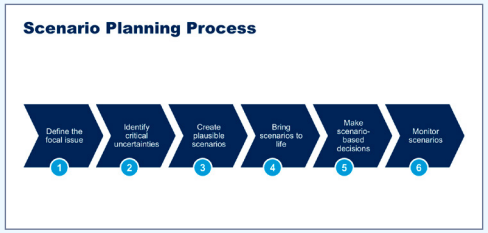
Tool: Gartner AI Maturity Assessment ↗

Develop an assessment and response mechanism.



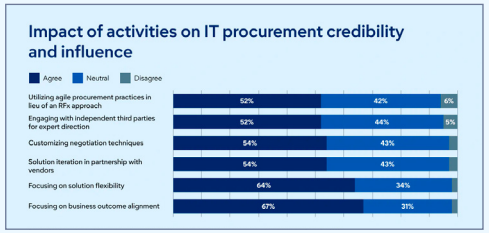
Tool: IT Score for Sourcing and Procurement ↗

Utilize scenario planning to test response readiness.



Tool: IT Strategic Planning Toolkit ↗

Understand the emerging risk landscape.



Article: IT Procurement's Influence Is at Risk Without Governance Redesign ↗

Engage with Gartner

- Stay up to date on **Gartner First Takes** that offer initial guidance on pivotal news impacting tech markets.

Expected outcomes

- **Improve disruption preparedness** by identifying critical vulnerabilities before they impact operations.
- **Strengthen response readiness** through clear ownership, coordinated response mechanisms and scenario testing.
- **Increase organizational resilience** through continuous monitoring and proactive risk mitigation.

Who needs to be involved?

The most successful organizations establish cross-functional teams to **prepare IT procurement for disruption.** We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.

CIO/head of technology ↗

Central orchestrator ensuring that IT procurement decisions align with enterprise strategy while maintaining operational resilience amid rapid agentic AI adoption and vendor market volatility.

Head of IT procurement ↗

Must redesign governance and transform the function from transactional cost control to strategic business partner while capitalizing on rare buyer leverage and managing evolving vendor risk.

Chief data and analytics officer and team ↗

Ensure that AI investments deliver measurable business outcomes and prevent AI spending from spiraling into uncontrolled costs.

Chief information security officer and team ↗

Protect IT procurement from cybersecurity and compliance risks while ensuring vendor security standards and business continuity safeguards are embedded in procurement decisions.

Head of enterprise architecture and team ↗

Determine which applications and systems are resilient core platforms versus edge replacements vulnerable to AI disruption, guiding procurement decisions and determining long-term cost and flexibility constraints.

Software engineering leader and team ↗

Enable internal build capacity as a credible alternative to vendors, enhancing negotiation power and reducing dependency on external providers.

Client Story

Navigating Change: Orlando Health's Strategy for Staying Connected

Mission-critical priority

Novlet Mattis, CIO at Orlando Health, aimed to drive growth through strategic expansions and hospital system acquisitions. With Gartner analyst insights and IT budgeting assessments, Mattis effectively justified budget increases and benchmarked against peers.

How Orlando Health leveraged Gartner resources

Orlando Health harnessed Gartner insights and benchmarks to justify IT budgets and align spending with industry standards. By utilizing insights on fusion teams, it optimized labor across projects, significantly reducing ramp-up time and costs. With Executive Partner support, it strategically focused on maximizing the effectiveness of Gartner resources.

Mission accomplished

With Gartner support, Orlando Health strategically aligned technology with business objectives, enhancing decision-making processes. It effectively justified and defended its annual budget, and connected with peers at the Gartner IT Symposium/Xpo™ conference.

Watch the full story ↗

Address your other mission-critical priorities

Mastering AI pricing and contracting

Enterprise application software costs are projected to increase by at least **40%** due to generative AI pricing and packaging changes.

Preparing IT procurement for disruption

51% of executives are redesigning supply chains and sourcing strategies in response to disruption risks.

Controlling AI costs

Annualized token consumption has increased by at least **600%** over the past two years.

Connect with us

Get actionable, objective business and technology insights that drive smarter decisions and stronger performance on your mission-critical priorities.

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