CORE CONCEPT

Supply Chain Risk Management and Resilience Strategy for Executives

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Technical depth: Conceptual · **Practical mode:** Simulation

Introduction

Pandemics, conflict, trade restrictions, cyber attacks on suppliers and extreme weather have shown how lean, globally dispersed supply chains can halt revenue within days. Boards now ask which suppliers, sites and routes the organisation cannot operate without, how long it could survive their loss and how much resilience is worth paying for. This Core Concept course equips executives to answer those questions using recognised risk and continuity standards and structured stress tests. Through a time-pressured disruption simulation, participants shape a Supply Chain Resilience Strategy ready for board approval.

Course Objectives

- Set supply chain risk appetite and tolerances that link exposure to strategic objectives and financial capacity
- Direct the identification of critical suppliers, sites and routes, including hidden sub-tier dependencies
- Interpret time-to-recover and time-to-survive stress-test results to prioritise resilience investment
- Judge the cost and benefit of resilience options such as dual sourcing, buffer stock, nearshoring and flexible capacity
- Oversee supply chain governance, due diligence and continuity arrangements aligned to ISO 31000, ISO 22301 and ISO/TS 22318
- Lead an executive disruption response and agree a Supply Chain Resilience Strategy for board approval

Target Audience

- Executives accountable for supply chain, operations or procurement performance
- Chief risk officers and heads of enterprise risk overseeing operational exposure
- Business unit heads whose revenue depends on continuous supply
- Board, audit committee and risk committee members overseeing resilience
- Heads of business continuity and crisis management at enterprise level
- Strategy and finance executives weighing resilience investment against cost

Course Outline

Day 1: The Supply Chain Risk Landscape

- Global Disruption Patterns: Geopolitical, Climate, Cyber and Trade Shocks
- Efficiency Versus Resilience Trade-Off and the Cost of Disruption
- Supply Chain Risk Taxonomy: Supply, Demand, Process, Control and Environmental Risk
- Critical Product and Revenue Exposure Map
- Board-Level Supply Chain Risk Maturity Assessment

Day 2: Risk and Resilience Standards and Frameworks

- ISO 31000 Risk Management Principles Applied to Supply Networks
- COSO ERM Framework: Risk Appetite and Performance
- ISO 22301 and ISO/TS 22318 Supply Chain Continuity Management
- ISO 22316 Organisational Resilience Principles and Attributes
- ISO 28000 Security Management and NIST SP 800-161 Cyber Supply Chain Controls

Day 3: Assessing Exposure and Setting Direction

- Multi-Tier Supplier Mapping and Concentration Analysis
- Time-to-Recover and Time-to-Survive Stress Test Interpretation
- Supply Chain Risk Appetite Statement and Tolerance Thresholds
- Bow-Tie Analysis for High-Impact Disruption Scenarios
- Key Risk Indicators and Supply Chain Control Tower Dashboards

Day 4: Resilience Options, Governance and Due Diligence

- Resilience Levers: Dual Sourcing, Buffer Stock, Nearshoring and Flexible Capacity
- Resilience Investment Business Case and Total Cost of Ownership
- OECD Due Diligence Guidance for Responsible Supply Chains
- Supplier Financial Distress Early-Warning Review
- Supply Chain Risk Governance: Three Lines Model and Committee Oversight

Day 5: Disruption Simulation and the Resilience Strategy

- Port Closure and Component Shortage Crisis Simulation
- Supplier Cyber Attack Simulation: Executive Decision Points
- Post-Simulation Review Against Continuity Plans
- Supply Chain Resilience Strategy Drafting
- Board Presentation and Challenge Session

Skills You Will Gain

- Strategic Risk Oversight
- Supply Network Visibility
- Supplier Dependency Analysis
- Resilience Investment Appraisal
- Crisis Decision-Making
- Third-Party Risk Governance
- Board Risk Reporting

Why Attend This Course

- Leave with a Supply Chain Resilience Strategy that sets appetite, priorities and investment choices for board discussion
- Rehearse executive decisions under time pressure before a real disruption forces them
- Ask sharper questions of supply chain, procurement and risk teams about what the organisation truly depends on
- Hear how executives in other sectors and countries have weighed resilience against cost

Conclusion

Resilience is a strategic choice with a price, and executives need a clear basis for deciding how much of it to buy. This course moves from the disruption landscape and the efficiency-resilience trade-off, through the principal risk, continuity and security standards, to exposure mapping, stress tests and risk appetite, and then to resilience levers, due diligence and governance. The final day tests those choices in a disruption simulation and turns them into a Supply Chain Resilience Strategy for board approval.