





Presented by Falconbury

## Strategic Supply Chain Risk Management: From Vulnerability to Resilience

**8-9 June 2026** + 10-11 December 2026

Transform your supply chain from being potentially your biggest vulnerability into your strongest competitive advantage. Because in today's economy, the best defence is a great offense



**Format:** Live online

(1)

CPD:

12 hours for your records

ੂ

Certificate of completion

## **Course overview**

# "A supply chain is only as strong as its weakest link" - but what if you could strengthen every link?

In today's outsourced, globalised economy, supplier failure can devastate your business overnight. This course will transform how you think about supply chain risk moving from defensive damage control to strategic partnership that drives innovation, efficiency and competitive advantage.

#### Key topics covered include:

**Turn risk into opportunity**: Learn how to convert potential suppliers from liability to asset. Master the art of collaboration that transforms vendors into strategic partners who actively contribute to your risk management strategy and fuel future growth through innovation and efficiencies.

**Robust supplier relationships**: Discover why the strongest supply chains are built on partnership, collaboration and teamwork. You'll develop practical tools for due diligence, strategic evaluation and adopting a collaborative approach for both problem-solving and realising opportunities, creating win-win outcomes.

**Master proactive risk management**: This course equips you with frameworks to identify, assess and mitigate risks before they impact your business. You'll learn to spot the three critical risk sources: buyer-created risks, external market factors and supplier-specific vulnerabilities.

**Prepare for the worst, plan for the best**: From business continuity planning to exit strategies, you'll leave with comprehensive frameworks for managing everything from minor disruptions to catastrophic supplier failure. Learn when to fight, when to partner and when to walk away.

During this high-interactive course, the expert trainer focusses on best practice for success but also looks at how to plan and mitigate for the worst. Proactive management of supply chain risk means being prewarned and therefore pre-armed.

#### Benefits of attending

By attending this course, you will:

- Understand the risks and rewards involved in subcontracting
- **Appreciate** the interdependent nature of the relationship
- **Learn** about strategic supplier assessment and due diligence frameworks
- Evaluate the best strategies to undertake a vulnerability assessment
- **Improve** your relationship management techniques and turn suppliers into allies
- **Learn** how to convert a buyer's aspiration into a supplier's legal obligation
- Grasp the benefits of having a meaningful performance review criterion
- Improve collaboration for the realisation of business opportunities
- Ensure alignment between liability and your organisation's risk appetite
- Master identifying and mitigating potential supply chain risks

#### Who should attend?

This course has been specifically designed for all those who manage stakeholders in a supply chain, including:

- Contract managers
- Commercial managers
- Supply chain engineers
- Procurement managers
- Project managers
- Operations team members
- Business development managers
- Contract administrators, officers and specialists

This course is ideal for anyone whose success depends on external suppliers and for those who want to move beyond basic supplier management to strategic supply chain optimisation.



## **Programme**

#### Day 1

#### Benefits of managing supply chain risk

- Why do we subcontract: Porter's value chain
- Exercise Porter's value chain evaluation
- Benefits of subcontracting v loss of control & potential negative impact on buyer's organisation
- "A supply chain is only as strong as its weakest link"
- Negative consequences of risk in the supply chain, loss of control, potential of reputational damage
- Why supporting suppliers to achieve success, benefits the buyer
- Interdependency nature of relationship
- Avoiding litigation
- Benefits of pro-actively managing supply chain risks, pre-warned = pre-armed
- Developing a plan to recognise potential risks / challenges and effectively minimising their impact

Causes / Types

#### Different causes and types of supply chain risk

- Different type of risks which potentially might impact the supply chain:
  - Operational
  - Strategic / relationship
  - Legal and reputational
  - Contractual / misunderstanding / miscommunications
  - Offshore sourcing / globalisation
- Identifying sources of Supply Chain Risk: within supplier's organisation / industry sector; within buyer's organisation / industry sector; and within the wider macro environment, STEEPLED / PESTEL
- Framework for gathering information on potential risks
- Exercise STEEPLE
- Ensure you are not setting yourself up to merely react to potential risks, firefighting, but are aware of the cause of the potential risk.
   "Treat the cause not the effect" (Edward Bach)
  - Benefits of undertaking a 'root cause analysis'. 5 Why's methodology
  - Look at common examples of root causes: flawed sourcing strategy; poor vendor selection / incapably supplier selected / single source; poor specification; inadequate demand / supply

planning process; natural / manmade disaster; poor internal

## sways Eliminating /

Eliminating, avoiding and mitigating against supply chain ri

When to start managing potential risks?

- Four step approach:
  - Step 1: Understanding internal need using internal needs analysis.
    Stakeholder involvement, clarity of expectations & needs to ensure goods / services procured are fit for their intended purpose
  - Step 2: Identifying best strategy to adopt: make / buy plan, new design or commercial off the shelf. Pros and cons of each option
  - Step 3: Undertake thorough and comprehensive due diligence Supplier evaluation and selection
    - Sources providing insights about suppliers (3rd party credit rating services, ISO, London Stock Exchange, Companies (Miscellaneous Reporting) Regulations 2018 etc.) and their reliability as an information source
    - Use of Requests for Information, Invitation to Tender (ITT), Request for Quotation (RFQ) – asking the right questions to get required insight
    - Internal tendering governance preventing potential of correction and fraud
  - Carter's 10C's approach
  - Step 4: Ensure the Express Term contract adds value in providing
    - Promise clauses clearly set out obligations / promises on supplier, especially acceptance / measurement criteria / quality standard (Key Performance Indicators /scorecards – use of quantitative not qualitative measures); AND clearly set out dependencies on buyer ensure no risk of supplier being hindered / frustrated by the buyer
    - Procedure (governance) Right to transparency / visibility of progress. Role of Buyer's representative in directing Supplier, importance of understanding terminology used between 'shall v should'/ 'will' v 'may'. Ability to adapt / change requirements. Use of subcontractors by the supplier. Right to assign by the supplier
    - Liability / Consequences clear allocation of liabilities, especially fitness for purpose with Conformance Specification v Performance Specification and consequences if breach of contract. Understanding meaning and use of: waiver; exclusion; disclaimer and; indernnity express term clauses

#### Eliminating, avoiding and mitigating against supply chain risk

- Aligning Express Terms to own organisations' attitude to risk, risk taker v risk adverse. Appreciating limitations of re-allocation of risk in statute (Unfair Contract Terms Act) and depending on negotiating position with supplier / bigger picture objectives:
  - Bargaining position (Porter's 5 forces / Best Alternative to a Negotiated Agreement (BANTA) and Best Realistic Alternative (BRA):
  - Strategy / objectives (Relationship v Task)
- Structuring contractual relationship to support governance and collaboration. Supply Chain Management (SCM) AND Supplier Relationship Management (SRM) - 'Strategic' not 'Reactive' approaches. Encouraging feedback on performance to create opportunity for improvements
- Exercise Needs analysis scoping and red team review
- Exercise Carter's 10C's
- Exercise Drafting Performance Specification KPIs
- Exercise Review of express term indemnity, disclaimer and exclusion clauses

Minimising Criticality / Proactive Management

Em ma co



## **Programme**



## Minimising criticality / pro-active management of supply chain risks

- Clarify ownership of liabilities / potential risks to ensure party holding responsibility takes ownership of what is required of them and the consequences if they fail and proactively manages the potential risks. Ensure no promises / liabilities hidden in the small print and therefore overlooked
- Placing the potential risk with the party best placed to manage it, not always the supplier

### Minimising criticality / pro-active management of supply chain risks continued

- Evaluating all identified potential risks on the supplier and undertake a vulnerability assessment of supplier to determine best approach
  - Determining criticality of potential risk: Probability (vulnerability) v Impact (financial / time / reputation)
  - Different approaches to supplier chain risk management planning – 4T's: Tolerate, Transfer, Terminate, Treat
  - Express term contractual remedies for managing supply chain risk:
    - Monetary compensation v a practical solution / remedy / Plan B
    - Whether monetary compensation alone is desirable based on ease of sourcing an alternative supplier within project timeframe
    - Amount and type of monetary compensation direct, indirect / consequential, limited or unlimited
    - How to realise monetary compensation / remedy without going to court.
    - Added protection of insurance
    - Option to terminate or not in event of breach

### Minimising criticality / pro-active management of supply chain risks continued

- Crisis management process:
  - Pros and cons of a Business Contingency Plan (BCP)
  - o BCP v Disaster Recovery Planning (DRP)
  - Force Majeure options
  - Exit strategy contract termination and supplier transition planning, especially intellectual property rights
- Appreciating best time for buyers to negotiate / agree express terms and 'Plan B's' with suppliers is when they have a strong bargaining position
- Setting in place good governance for Supply Chain Management (SCM). Drucker – 'if it cannot be measured, it cannot be managed'
- Gathering meaningful performance information to enable early warning of risk materialising
  - Streamlining supplier data gathered so meaningful insights and enabling comparisons
  - O Ensure easy means to collect information
  - Use technology to collect and analysis
- Different types of controls:
   Preventative controls
  - Directive controls
  - Detective controls
  - Corrective controls
- Different approaches to managing performance 'carrot verses stick'
- Action Plan approach to capture any misunderstanding between stakeholders, internal and external. SERVQUAL 'service gaps' – Gap, Explanation, Remedy
- Adopting a flexible project management approach which enables ability to easily adapt to manage potential risks.
   Agile v waterfall project management styles
- Exercise Evaluating criticality of a potential risk, Traffic Light Analysis
- Exercise 4 T's 'Treating' a risk, solution not problem
- Exercise Carrot v stick approaches

### Embedding supply chain risk management into corporate culture

- Risk evaluation as a continuous process to manage challenges but also seize opportunities
- Creating a risk awareness culture:
  - Evaluating organisation's present attitude to risk:
  - Compliance
  - Hazard management
  - Control management
  - Opportunity management
  - Formulating risk management policies and procedures
    - O Reporting of risk events, line manager responsibilities
    - Capturing information on hazards, vulnerabilities and
      rights.
  - Using information to make improvements / lessons learnt:
    - Ouality Management System (OMS)
    - Total Quality Management (TQM) v Quality Assurance (QA)
    - Six Sigma (Define, measure, analysis, improve, control)
  - Deming's PDCA (plan, do, check, act)
- Exercise PDCA

#### Final questions



## **Presenter**



#### Catherine Hurst

Catherine Hurst BSc(Hons), CIMDip, PgDL, is an independent consultant in the contract and commercial fields. She was formerly a Commercial Manager at BAe Systems, following previous contract/commercial roles with GEC and Siemens. She has extensive practical experience of bid management, contract drafting and negotiation, contract and subcontract management as well as commercial risk management, both with UK and overseas customers and suppliers, in the private and public sectors.

She is a highly experienced trainer, having a style which brings a subject to life, creating interest and stimulating the enthusiasm of delegates. She combines academic best practice with real world experience.

She lecturers Chartered Institute of Procurement and Supply (CIPS) diploma, levels 4, 5 & 6 at Chichester college. As well as being a member of CIPS, Catherine has a degree in Management Studies, a Chartered Institute of Marketing diploma and more recently achieved a distinction in her Common Professional Examination (CPE)/Post-grad diploma in law, winning the prize for the highest achieving student in the contract law module.

Catherine has successfully provided training to organisations across a wide variety of industries, including:

Transport / utilities / energy / construction / engineering / IT / telecons: Network Rail, ScotRail, Balfour Beatty, London Underground, Westinghouse Springfields Fuels, General Dynamics, Siemens, Metronet, Thales, ABB, Hitachi, Jungheinrich, Honeywell, PALL Europe, Senior Aerospace BWT, RES (Renewable Energy Systems), AGI, Silvertown, QinetiQ, Clyde Pumps / Weir Pumps, Scottish Power, NCOC (North Caspian Operating Company), Computacentre, CISCO, BT, United Utilities

Health / pharmaceutical / education: Nuffield Health, Surrey PCT, Bristol Myers-Squibb, Newcastle University, Exeter University

*Public*: Forensic Science Services, Office for National Statistics, DARA (Defence Aviation Repair Agency), Metropolitan Police

Charity: Phoenix Futures, Homegroup

Retail: Co-op

## **Course dates**

8-9 June 2026

Live online

09:30-17:00 **UK (London)** (UTC+01)

Course code 16096

GBP **999** <del>1,199</del>

EUR **1,399** <del>1,679</del>

USD 1,607 1,919

Until 04 May

10-11 December 2026

Live online

09:30-17:00 **UK (London)** (UTC+00)

Course code 16440

GBP **999** <del>1.199</del>

EUR **1,399** <del>1,679</del>

USD 1,607 1,919

**Until 05 Nov** 

### How to book



### Online:

ipi.academy/2687

Alternatively contact us to book, or if you have any queries:



#### Email:

info@ipiacademy.com



### Phone:

+44 (0)20 7749 4749

#### **Discounts**

- Booking more than one delegate on any one date qualifies for a 30% discount on the second and subsequent places.
- Most events qualify for an early booking discount prior to 6 weeks before the course date. Be sure to check on our website, where the latest discounts will be shown.

### **Further information**

The fee includes all meals and refreshments for the duration of the course (for venue-based courses) and a complete set of course materials (provided electronically). If you have any particular requirements, please advise customer services when booking

#### Please note

IPI Academy (and our training partners) reserve the right to change the content and timing of the programme, the speakers, the date and venue due to reasons beyond their control. In the unlikely event that the course is cancelled. we will refund the registration fee and disclaim any further liability.

#### Terms and conditions

The rest of the our terms, the event cancellation policy and the terms and conditions are on our website, please visit ipi.academy/content/terms-and-conditions



## Run this programme in-house for your whole team

Coming to IPI Academy for your in-house training provides an all-inclusive service which gives you access to a wide variety of content, learning platforms and delivery mechanisms as well as your own personal training adviser who will work with you from the initial enquiry through to feedback and follow-up after the programme.

With over 600 trainers, all practitioners and experts across a huge range of fields, we can provide the training you need, where you need it, when you need it, and at a price which suits your budget. Our approach to tailored learning and development consists of designing and delivering the appropriate solution for each client.

For your FREE consultation and to find out more about how we can work with you to solve your training needs, please contact our training advisers:





Email:



**YESIM NURKO Tel:** +44 (0)20 7749 4749 **Tel:** +44 (0)20 7749 4749 **Tel:** +44 (0)20 7749 4749 Email:



Harry ALTAMONT Email: inhouse@ipiacademy.com inhouse@ipiacademy.com inhouse@ipiacademy.com



IPI Academy is a training initiative of Falconbury and Management Forum; leading providers of industry training for over 30 years, based in the

10-12 Rivington Street London EC2A 3DU

ipi.academy

**Tel:** +44 (0)20 7749 4749 Email: info@ipiacademy.com

