

1. Identify the business needs

Ask questions:

- Where are the largest gaps in your supply chain occurring?
- What impact are energy price rises having on your costs? Is your business protected against price rises, or is your supplier contract up for renegotiation?
- What impact are price rises and raw material shortages having on your output?
- To what extent can increased cost pressures be absorbed, and for how long?
- What's the greatest threat to your long-term business objectives?
- Are there any opportunities for business growth arising from this long-term disruption?
- How are increased costs impacting supply chain partners?

Take action:

- Get the full picture by speaking to operational heads and supply chain managers
- Undertake an assessment of the picture in your sector using data and insights – including intel from CBI or trade associations as useful sources of information.

2. Understand the impact of any action taken so far

Ask questions:

- What business continuity plans are in place to deal with supply chain disruption?
- How is your business working with suppliers to maximise flexibility and minimize disruption?
- How are you communicating with customers about the impact of delays to delivery and/or lead times?
- What, if any, changes have been made to your business' procurement strategy in response to supply chain challenges?
- What are operational heads and procurement managers doing day-to-day to minimize disruption?

Take action:

- Discuss the supply chain challenges facing operational heads to inform an organisational strategy that has Board agreement
- Ask operational heads what aspects of procurement are working well, what's not and why?

3. Decide your business needs

Ask questions:

- Which aspects of your supply chain strategy are better or worse than your competitors?
- What financial resources does your business have to invest in minimizing disruption, including new skills and technology, and over what time horizon?
- Who are your peers, in the same sector or different, that are best placed to kick the tires on your approach?

Take action:

- Interrogate the financial forecast, and assess the people, operational and technology budget against long-term forecasts and business objectives
- Brainstorm how the business can improve its strategy to navigate raw material shortages and energy price rises with Board members or operational heads

4. Implement changes and evaluate effectiveness

Ask questions:

- Which parts of the business need to be mobilised to adopt new approaches and how will this be achieved?
- What supply chain and energy risks require ongoing Board discussion and decision-making?
- What metrics should new approaches be evaluated against and how will this be achieved?
- What will trigger the need to adjust approaches to maximise opportunities or challenges presented by supply chain disruption?

Take action:

- Set out the strategy for changes to your approach to supply chains and energy, and challenge teams to deliver a plan
- Communicate the role of relevant operational heads and line managers in its delivery, and how they should prioritise accordingly
- Establish an appropriate measurement and monitoring framework, and regularly assess

5. Tell your story and inspire others

Ask questions:

- What impact have changes in your approach had on productivity and costs?
- How are your business' practices helping minimise disruption in your sector?
- What was successful, what have you learnt and wished you'd done differently or known at the start?

Take action:

- Communicate your story – speak to your CBI point of contact or visit our [member opportunities](#), and make the most of your own media channels
- Attend events, initiatives, campaigns or business-education partnerships to tackle disruption in your sector