Star-Insight™

CLARITY IN THE COMPLEXITY

Strategic Exposure Assessment™

SEA/003 - UK Engineering Industry Edition

Executive Decision Support Asset

**Helping engineering leadership teams understand capability,
identify strategic exposure and make better long-term decisions.**

Prepared independently to support UK Engineering Industry & Ecosystem

Craig de Prez | Star-Insight™ | July 2026

How To Get The Most Value From This Assessment

This Strategic Exposure Assessment has been designed to help leadership teams structure a focused executive discussion around their organisation's capability, strategic exposure and future readiness.

Rather than examining individual departments in isolation, the assessment encourages leaders to connect information from across the organisation to build a clearer understanding of risk, opportunity and resilience.

It works best when completed collaboratively by representatives from:

- CEO / Managing Director
- Procurement
- Operations
- Engineering
- Commercial / Sales
- Finance
- Supply Chain
- Quality (where appropriate)

The objective is not to produce immediate answers.

The objective is to identify:

- key risks
- hidden dependencies
- capability gaps
- strategic opportunities
- priorities for further investigation

Most organisations already possess much of the knowledge required.

This assessment simply helps bring those perspectives together into a clearer picture that supports better strategic decisions.

Better conversations create better decisions.

From Policy Change to Better Decisions

Strategic Change

New market conditions, technology shifts, customer needs, trade measures or policy decisions create uncertainty and potential impact.

Understand Exposure

Identify how strategic changes may affect your business, supply chain, customers and costs.

Gather Information

Collect the right information across procurement, operations, finance, commercial and strategy.

Internal Discussion

Bring people together to share insights, challenge assumptions and understand the full picture.

Better Decisions

Make informed, timely decisions with a clear understanding of risks and opportunities.

Greater Resilience

Stronger preparation today leads to greater stability, flexibility and long-term competitiveness.

Good decisions often begin with a understanding of the whole picture.

Why This Executive Discussion Asset Exists

The purpose of this asset is not to predict the future.

Nor is it intended to tell businesses what decisions they should make.

Instead, it has been designed to help leadership teams bring together information that often sits across several different parts of an organisation and view it as a single, connected picture.

Recent developments across UK engineering, advanced manufacturing, automation, energy, infrastructure, supply chains and industrial policy are creating both significant opportunities and increasing uncertainty.

Leadership teams are asking questions such as:

- How exposed are we?
- Which capabilities differentiate us?
- Where are our greatest dependencies?
- Which markets offer the strongest opportunities?
- What capability should we invest in next?

Unfortunately, the answers rarely sit within one department.

Procurement may understand suppliers.

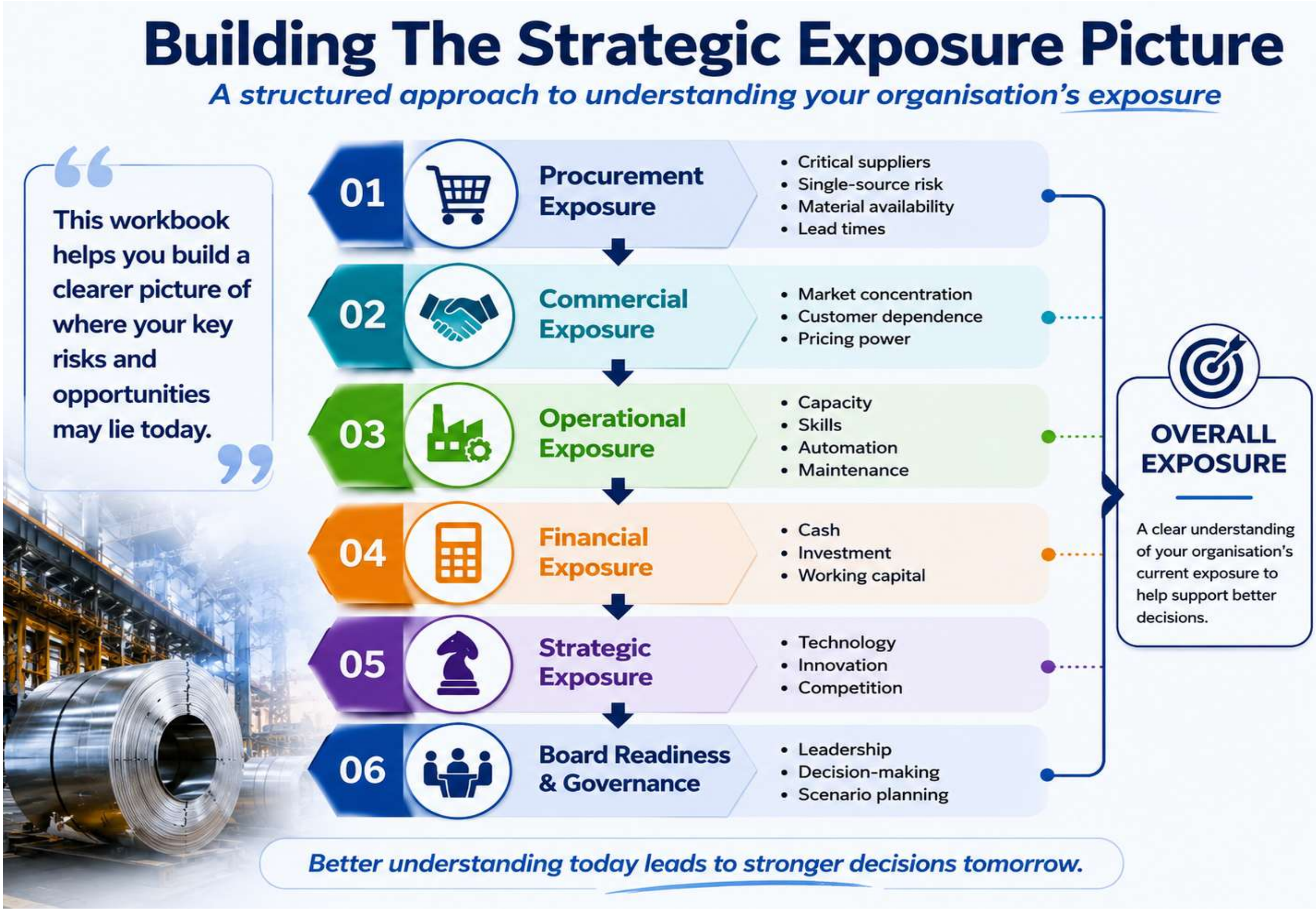
Finance may understand cash flow.

Operations may understand production dependencies.

Commercial teams may understand customer contracts.

Boards often have to make decisions by combining all of those perspectives together.

This asset has been designed to help facilitate that discussion.


Building The Strategic Exposure Picture
A structured approach to understanding your organisation's exposure
This workbook helps you build a clearer picture of where your key risks and opportunities may lie today.
01
Procurement Exposure
• Critical suppliers
• Single-source risk
• Material availability
• Lead times
02
Commercial Exposure
• Market concentration
• Customer dependence
• Pricing power
03
Operational Exposure
• Capacity
• Skills
• Automation
• Maintenance
04
Financial Exposure
• Cash
• Investment
• Working capital
05
Strategic Exposure
• Technology
• Innovation
• Competition
06
Board Readiness & Governance
• Leadership
• Decision-making
• Scenario planning
OVERALL EXPOSURE
A clear understanding of your organisation's current exposure to help support better decisions.
Better understanding today leads to stronger decisions tomorrow.

Why A Strategic Exposure Assessment?

Engineering businesses operate within increasingly connected ecosystems.

Customer requirements, technology, supply chains, skills, finance, regulation and competition continually influence one another.

Strong decisions therefore require organisations to understand not only individual risks, but how those risks interact.

This Strategic Exposure Assessment has been designed to help leadership teams identify those interactions before important decisions are made.

Awareness Is Not The Same As Understanding

Many businesses are aware that significant changes are taking place.

Far fewer have had the opportunity to systematically consider questions such as:

- Which capabilities differentiate us?
- Which capabilities should we strengthen?
- How much financial flexibility do we actually have?
- Where are our critical supplier dependencies?
- Are we ready for future market opportunities?
- Which partnerships are most important?
- Where are our greatest capability gaps?
- What assumptions are different across departments?
- Where do we have single-source risks?

This asset has been developed to help structure those conversations.

Building Better Organisational Knowledge

The asset has also been designed as a living document.

It can be reviewed as circumstances evolve, helping organisations compare what they expected to happen with what actually occurred.

Over time, this can help build valuable corporate memory and improve future decision making.

Strong organisations rarely eliminate uncertainty.

More often, they develop better ways of understanding and responding to it.

A Tool For Conversation

The most valuable output may not be the completed asset itself.

Often, the greatest value comes from the conversations that take place whilst completing it.

Different parts of the organisation often see different risks, opportunities and capability strengths.

Bringing those views together can often reveal opportunities, vulnerabilities and practical actions that might otherwise have remained hidden.

There Are No Right Or Wrong Answers

Organisations frequently discover that different departments hold different assumptions about the same issue.

The purpose of the discussion is not to determine who is correct.

It is to understand why those assumptions differ and what additional information may be required before strategic decisions are made.

This is not a compliance exercise.

It is not an audit.

It is not a pass-or-fail assessment.

The objective is simply to organise information that many businesses already possess and present it in a way that supports clearer thinking and better internal discussion.

The asset should therefore be completed honestly, using the best information currently available.

Why Complete The Asset Carefully?

Small differences in individual answers may create a very different overall picture.

For example:

- a business with diversified suppliers may face different risks to one with a single-source dependency;
- a company with flexible customer contracts may have more options than one operating under long-term fixed pricing;
- organisations with strong cash reserves may be able to respond differently to those operating with limited working capital.

The more accurately the asset reflects the current position of the business, the more useful it may become as a future reference point.

A Living Document

This asset is not intended to be completed once and forgotten.

Many organisations may find value in reviewing it periodically as circumstances evolve.

Future policy changes, supply-chain developments or market conditions may alter the answers over time.

Maintaining a record of those changes can help build valuable organisational knowledge and support future decision making.

An Optional Independent Perspective

Many businesses will simply use this asset internally.

Others may wish to compare their own observations against wider market developments and emerging industry trends.

A completed Strategic Exposure Assessment™ can, if desired, provide the foundation for a more detailed Strategic Clarity Report™, helping organisations combine their own internal knowledge with an independent external perspective.

The purpose is not to replace internal expertise.

It is simply to help leadership teams see the wider picture with greater confidence and clarity.

Before You Begin

Suggested executive discussion time: 20-30 minutes

Recommended participants:

- CEO
- Engineering
- Operations
- Commercial
- Procurement
- Finance
- Supply Chain
- Quality

Information Becomes Understanding

The conversation is where the real value is created.

Individual Knowledge

Teams hold valuable insights based on their experience and perspective.

Procurement, Operations, Commercial, Finance and other teams each see different parts of the picture.

Shared Discussion

Bringing perspectives together to challenge assumptions and fill the gaps.

Open conversation reveals connections, challenges assumptions and builds a common understanding.

Better Understanding

A clearer, joined-up view of risks, dependencies and opportunities.

Seeing the whole picture helps identify what matters most and where action is needed.

Better Decisions

Informed, timely decisions that strengthen resilience and performance.

Clarity leads to confidence, better choices and more effective action.

THE VALUE IS IN THE DISCUSSION, NOT JUST THE ANSWERS.

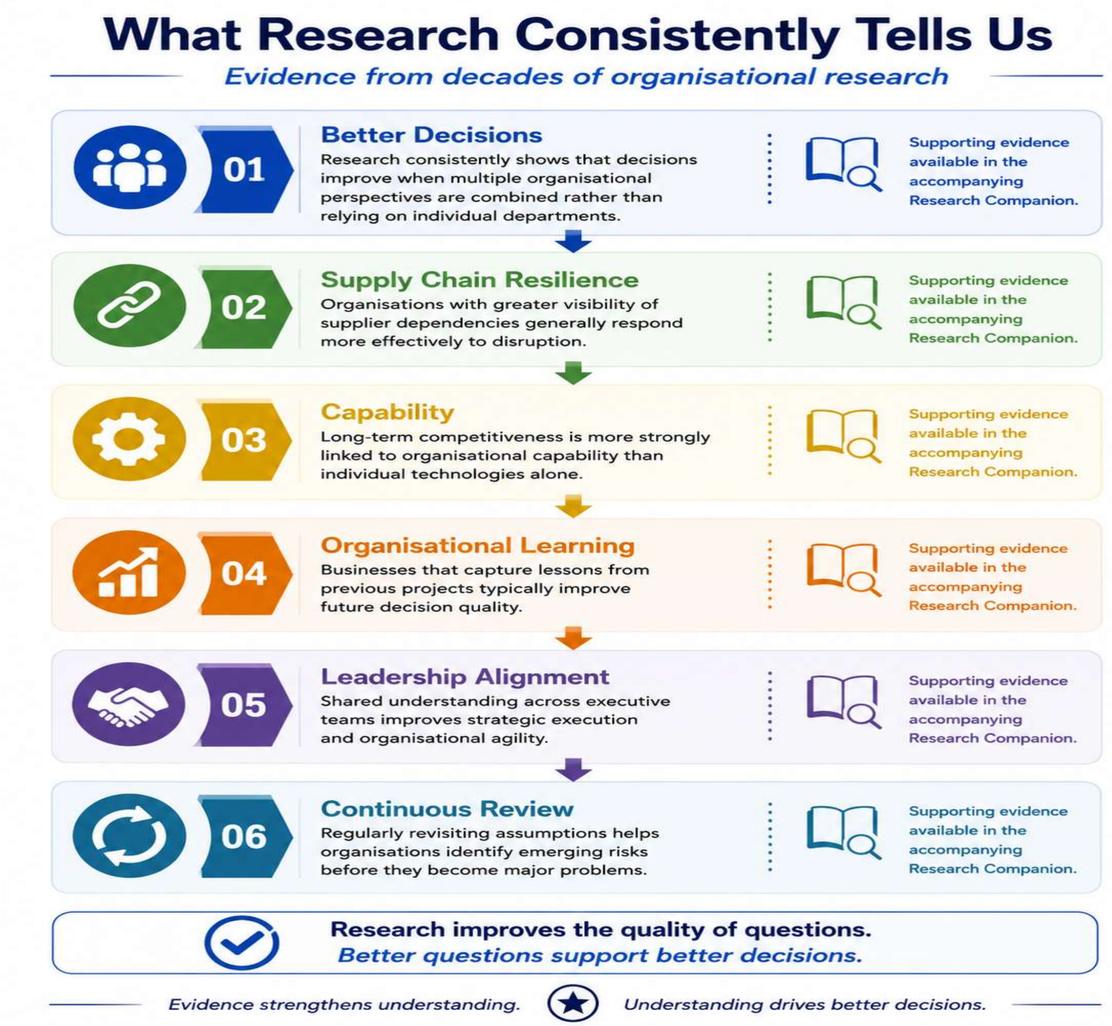
The most valuable output may not be the workbook itself. Often, the greatest value comes from the conversations that take place whilst completing it.

Better conversations today lead to better decisions tomorrow.

Evidence Behind The Methodology

The Strategic Exposure Assessment methodology has been developed by combining practical business experience with widely recognised organisational research.

Rather than replacing executive judgement, this research helps explain why organisations that connect information, encourage discussion and periodically review assumptions often make stronger long-term decisions.



Most modern:

ERP systems

PLM

MES

CRM

Procurement systems

Operational systems

provide organisations with excellent visibility into day-to-day operations.

They help manage purchasing, inventory, production, finance, customer orders and many other critical business activities.

However, strategic decisions often require leadership teams to bring together information, assumptions and perspectives that sit across several different functions.

And strategic discussions still matter.

Questions surrounding supplier dependency, customer contracts, financial resilience, operational flexibility and future policy changes may each be understood by different parts of the organisation.

The purpose of this asset is not to replace existing systems.

It is simply to help structure the conversation that brings those different perspectives together into a single, connected view.

Many organisations already possess this knowledge.

What is often missing is a structured process for connecting that knowledge into a single strategic picture.

That's precisely where executive discussion creates value.

This asset is designed to help make that collective understanding easier to see.

The strongest organisations often combine the discipline of good systems with the value of informed executive discussion.

Organisation Profile

Organisation Name ___________________________________

Employees ___________________________________

Annual Turnover ___________________________________

Primary Markets ___________________________________

Current certifications ___________________________________

Key Industry Standards / Certifications ___________________________________

Core Engineering Sectors Served ___________________________________

Key Markets Served ___________________________________

Discussion Notes

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Capability Exposure

Core engineering capabilities? ________________________________

Transferable capabilities? ________________________________

Capability gaps requiring investment? ________________________________

Critical engineering knowledge? ________________________________

Technology Strengths? ________________________________

Capability strengths to build upon? ________________________________

Future capability priorities? ________________________________

Technology or equipment requiring upgrade? ________________________________

Discussion Notes

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Supply Chain Exposure

Critical supplier dependencies identified? ________________________________

Single-source risks understood? ________________________________

UK supply chain resilience assessed? ________________________________

Alternative suppliers available? ________________________________

Imported components creating risk? ________________________________

Key supply chain partnerships capable of supporting future growth? ________________________________

Discussion Notes

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Operational Readiness

Current production capacity available? ________________________________

Ability to scale production if required? ________________________________

Quality systems appropriate for target markets? ________________________________

Operational processes sufficiently robust? ________________________________

Recruitment and skills pipeline adequate? ________________________________

Cyber security and digital resilience appropriate? ________________________________

Discussion Notes

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Commercial Readiness

Key customer Sectors? _________________________________

Target growth markets identified? _________________________________

Strategic customer Relationships? _________________________________

Commercial resources available to pursue growth opportunities? _________________________________

Funding available for growth and investment? _________________________________

Sales and bid capability sufficient? _________________________________

Discussion Notes

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Strategic Readiness

Board has discussed future market opportunities? ________________________________

Capability roadmap agreed? ________________________________

Technology Investment priorities? ________________________________

Strategic partnerships? ________________________________

Scenario planning? ________________________________

Innovation roadmap? ________________________________

Discussion Notes

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Board Discussion Summary

What capability surprised us most?

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What worries us most?

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What should we investigate further?

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Immediate actions agreed:

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Circle or tick the RAG status that best reflects your organisation's current position.

Assessment Area	Status	Executive Comments
Capability Exposure	🟢 🟠 🔴	______________________________
Supply Chain Exposure	🟢 🟠 🔴	______________________________
Operational Readiness	🟢 🟠 🔴	______________________________
Commercial Readiness	🟢 🟠 🔴	______________________________
Strategic Readiness	🟢 🟠 🔴	______________________________
Board Readiness	🟢 🟠 🔴	______________________________

RAG Guide

🟢 **Green**

Current capability appears appropriate. Continue monitoring.

🟠 **Amber**

Some concerns or uncertainties exist. Further investigation or action may be beneficial.

🔴 **Red**

Significant gap, dependency or risk identified. Priority discussion and action recommended.

Overall Executive Assessment

Immediate Priority Actions

1.

2.

3.

Next Steps

This asset has been designed primarily as an internal discussion tool. Many organisations may simply retain it for their own planning purposes.

A completed Strategic Exposure Assessment™ can also provide the foundation for a more detailed Strategic Clarity Report™, helping leadership teams convert internal knowledge into a clearer picture of future risks and opportunities.

If you would like an independent perspective on your completed assessment, Star-Insight can provide a Strategic Clarity Report that combines your internal observations with wider market, industry and organisational evidence.

Prepared independently to support UK Engineering Industry & wider engineering ecosystem.

Executive Assessments Series

- ✓ SEA-001 - UK Steel
- ✓ SEA-002 - UK Defence
- ✓ SEA-003 - UK Engineering
- SEA-004 - UK Construction & Infrastructure (Coming Soon)
- SEA-005 - Chemicals
- SEA-006 - Aerospace
- SEA-007 - Food Manufacturing
- SEA-008 - Automotive

Future editions

- Regional Editions
- Executive Discussion Papers
- Strategic Clarity Reports
- Executive Assessments
- Business Signals Reviews

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Star-Insight™ Decision Clarity Framework

Executive Field Guides and supporting resources are also available for organisations wishing to explore specific sectors in greater depth.