

FACTORS SCANNED  
12  
6 of 6 categories covered · total score 168

ACT NOW  
6  
top: Skilled trades retiring faster than they can be repl (25)

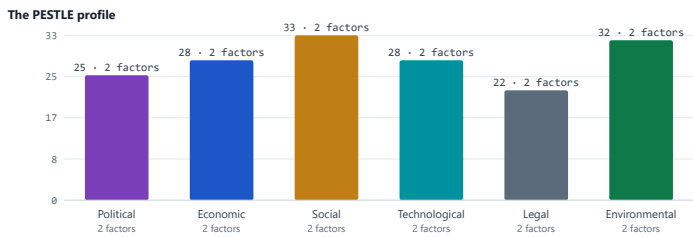
PRESSURE COMES FROM  
Social  
33 of 168 total score across 2 factors

OPPORTUNITY / THREAT  
2 / 7  
2 cut both ways · 1 monitor only

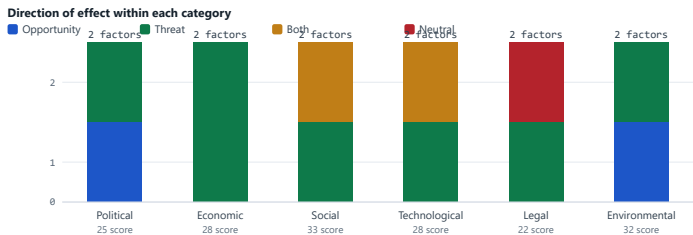
NO RESPONSE RECORDED  
1  
of 12 factors — this is the gap

REVIEWS OVERDUE  
2  
open factors past their review date

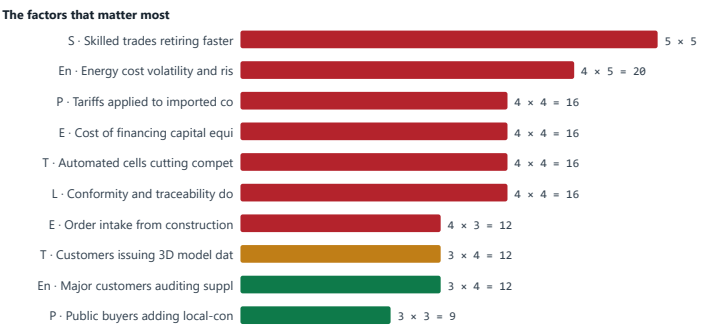
12 of 12 record(s) included. All records. Amounts in USD.



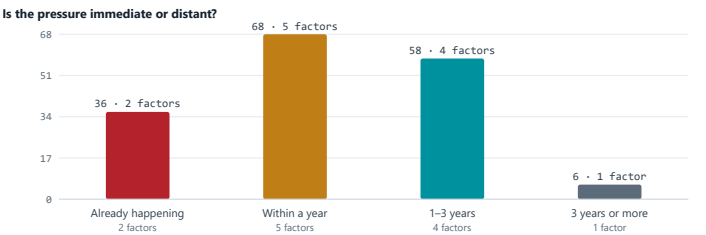
Where the outside pressure is actually coming from. A tall bar is not automatically bad — it means that category deserves the most board time, whichever direction it points. Where the outside pressure is actually coming from. A tall bar is not automatically bad — it means that category deserves the most board time, whichever direction it points.



A category that is all threat is a defence problem. A category that is all opportunity usually means nobody looked hard enough for the downside. A category that is all threat is a defence problem. A category that is all opportunity usually means nobody looked hard enough for the downside.



Score = impact × likelihood, so a moderate near-certainty outranks a severe long shot. Green helps, red hurts, amber cuts both ways, grey is monitor-only. Score = impact × likelihood, so a moderate near-certainty outranks a severe long shot. Green helps, red hurts, amber cuts both ways, grey is monitor-only.



Weight stacked on the left is a this-year problem. Weight on the right is a planning problem — and it is the one most analyses quietly ignore until it is on the left. Weight stacked on the left is a this-year problem. Weight on the right is a planning problem — and it is the one most analyses quietly ignore until it is on the left.

## The analysis

| CATEGORY      | FACTOR                                                       | WHAT IT MEANS FOR US                                                                         | DIRECTION   | IMPACT | LIKELIHOOD | SCORE      | HORIZON | STATUS     | OWNER              |
|---------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------|--------|------------|------------|---------|------------|--------------------|
| Political     | Tariffs applied to imported components and sub-assemblies    | About a third of our bought-in castings and bearings cross a border before they reach us.... | Threat      | 4      | 4          | 16         | < 1 yr  | Responding | Purchasing manager |
| Political     | Public buyers adding local-content weighting to tenders      | Contracts we already bid for are starting to score us on where the work is actually done.... | Opportunity | 3      | 3          | 9          | 1–3 yrs | Monitoring | Sales lead         |
| Economic      | Cost of financing capital equipment                          | The CNC replacement plan assumed borrowing at rates that no longer exist. At current rate... | Threat      | 4      | 4          | 16         | Now     | Responding | Finance manager    |
| Economic      | Order intake from construction-sector customers softening    | Construction is about 40% of our order book. A slowdown there reaches our schedule roughl... | Threat      | 4      | 3          | 12         | < 1 yr  | Responding | Managing director  |
| Social        | Skilled trades retiring faster than they can be replaced     | Three of our five toolmakers can retire within four years, and the regional pool of repla... | Threat      | 5      | 5          | 25         | 1–3 yrs | Responding | Operations manager |
| Social        | Expectations about working patterns among younger applicants | Applicants now ask about compressed or flexible hours before they ask about pay. Our shif... | Both        | 2      | 4          | 8          | 1–3 yrs | Monitoring | unassigned         |
| Technological | Automated cells cutting competitor unit costs on volume work | Competitors running lights-out on repeat parts can quote below our floor at the high-volu... | Threat      | 4      | 4          | 16         | 1–3 yrs | Responding | Engineering lead   |
| Technological | Customers issuing 3D model data instead of dimensioned drawi | More customers now send a model and expect a quotation from it. Two of our four programme... | Both        | 3      | 4          | 12         | < 1 yr  | Responding | Engineering lead   |
| Legal         | Conformity and traceability documentation requirements tight | The evidence pack our customers must hold for the assemblies we feed keeps growing, and t... | Threat      | 4      | 4          | 16         | < 1 yr  | Responding | Quality manager    |
| Legal         | Longer defect-liability periods under discussion for supplie | If the period we remain liable for defects lengthens, both our warranty provision and our... | Neutral     | 3      | 2          | 6          | 3 yrs + | Accepted   | Finance manager    |
| Environmental | Energy cost volatility and rising expectations to report con | Energy is about 9% of cost of sales and the unit cost moved by 40% within eighteen months... | Threat      | 4      | 5          | 20         | Now     | Actioned   | Facilities manager |
| Environmental | Major customers auditing suppliers on sustainability and was | Two of our four largest customers now include a sustainability section in their supplier ... | Opportunity | 3      | 4          | 12         | < 1 yr  | Responding | Quality manager    |
| <b>Total</b>  | <b>12 factors</b>                                            |                                                                                              |             |        |            | <b>168</b> |         |            |                    |

Act now and plan

| FACTOR                                                       | CATEGORY      | SCORE | DIRECTION   | RESPONSE                                                                                               | OWNER              | REVIEW     | STATUS     |
|--------------------------------------------------------------|---------------|-------|-------------|--------------------------------------------------------------------------------------------------------|--------------------|------------|------------|
| Skilled trades retiring faster than they can be replaced     | Social        | 25    | Threat      | Two apprentices a year for three years; every setup and jig documented before the first retirement;... | Operations manager | 2026-08-30 | Responding |
| Energy cost volatility and rising expectations to report con | Environmental | 20    | Threat      | Sub-meter the three heaviest loads so consumption can be reported by area; fixed-price cover agreed... | Facilities manager | 2026-08-23 | Actioned   |
| Tariffs applied to imported components and sub-assemblies    | Political     | 16    | Threat      | Re-cost the top ten imported parts against domestic alternatives; add a duty-change clause to quote... | Purchasing manager | 2026-09-23 | Responding |
| Cost of financing capital equipment                          | Economic      | 16    | Threat      | Re-run the replacement case at the current rate and at plus two points before committing; split the... | Finance manager    | 2026-07-26 | Responding |
| Automated cells cutting competitor unit costs on volume work | Technological | 16    | Threat      | Stop chasing volume repeat work below a defined complexity line; cost one robot-tended cell for the... | Engineering lead   | 2026-10-08 | Responding |
| Conformity and traceability documentation requirements tight | Legal         | 16    | Threat      | Map the documents each customer now requires, decide which are generated at order and which at disp... | Quality manager    | 2026-09-06 | Responding |
| Order intake from construction-sector customers softening    | Economic      | 12    | Threat      | Move the quoting effort toward the water and energy sectors where enquiry volume is holding; review... | Managing director  | 2026-09-08 | Responding |
| Customers issuing 3D model data instead of dimensioned drawi | Technological | 12    | Both        | Fund CAM training for the two remaining programmers this year and standardise on one model import r... | Engineering lead   | 2026-10-23 | Responding |
| Major customers auditing suppliers on sustainability and was | Environmental | 12    | Opportunity | Close the waste segregation observation before the re-audit and keep the evidence pack current, the... | Quality manager    | 2026-09-18 | Responding |
| Public buyers adding local-content weighting to tenders      | Political     | 9     | Opportunity | Build a standard local-content annex — site, headcount, supply chain map — so it is ready to attach... | Sales lead         | 2026-11-07 | Monitoring |

External factor register

| ANALYSIS             | CATEGORY      | FACTOR                                                       | DIRECTION   | IMPACT | LIKELIHOOD | HORIZON | OWNER              | REVIEW     | STATUS     | SCORE | PRIORITY |
|----------------------|---------------|--------------------------------------------------------------|-------------|--------|------------|---------|--------------------|------------|------------|-------|----------|
| 2026 strategy review | Political     | Tariffs applied to imported components and sub-assemblies    | Threat      | 4      | 4          | < 1 yr  | Purchasing manager | 2026-09-23 | Responding | 16    | Act now  |
| 2026 strategy review | Political     | Public buyers adding local-content weighting to tenders      | Opportunity | 3      | 3          | 1–3 yrs | Sales lead         | 2026-11-07 | Monitoring | 9     | Plan     |
| 2026 strategy review | Economic      | Cost of financing capital equipment                          | Threat      | 4      | 4          | Now     | Finance manager    | 2026-07-26 | Responding | 16    | Act now  |
| 2026 strategy review | Economic      | Order intake from construction-sector customers softening    | Threat      | 4      | 3          | < 1 yr  | Managing director  | 2026-09-08 | Responding | 12    | Plan     |
| 2026 strategy review | Social        | Skilled trades retiring faster than they can be replaced     | Threat      | 5      | 5          | 1–3 yrs | Operations manager | 2026-08-30 | Responding | 25    | Act now  |
| 2026 strategy review | Social        | Expectations about working patterns among younger applicants | Both        | 2      | 4          | 1–3 yrs | —                  | 2026-08-04 | Monitoring | 8     | Monitor  |
| 2026 strategy review | Technological | Automated cells cutting competitor unit costs on volume work | Threat      | 4      | 4          | 1–3 yrs | Engineering lead   | 2026-10-08 | Responding | 16    | Act now  |

| ANALYSIS             | CATEGORY      | FACTOR                                                                   | DIRECTION   | IMPACT | LIKELIHOOD | HORIZON | OWNER              | REVIEW     | STATUS     | SCORE | PRIORITY |
|----------------------|---------------|--------------------------------------------------------------------------|-------------|--------|------------|---------|--------------------|------------|------------|-------|----------|
| 2026 strategy review | Technological | Customers issuing 3D model data instead of dimensioned drawings          | Both        | 3      | 4          | < 1 yr  | Engineering lead   | 2026-10-23 | Responding | 12    | Plan     |
| 2026 strategy review | Legal         | Conformity and traceability documentation requirements tightening        | Threat      | 4      | 4          | < 1 yr  | Quality manager    | 2026-09-06 | Responding | 16    | Act now  |
| 2026 strategy review | Legal         | Longer defect-liability periods under discussion for supplied components | Neutral     | 3      | 2          | 3 yrs + | Finance manager    | 2027-02-05 | Accepted   | 6     | Monitor  |
| 2026 strategy review | Environmental | Energy cost volatility and rising expectations to report consumption     | Threat      | 4      | 5          | Now     | Facilities manager | 2026-08-23 | Actioned   | 20    | Act now  |
| 2026 strategy review | Environmental | Major customers auditing suppliers on sustainability and waste           | Opportunity | 3      | 4          | < 1 yr  | Quality manager    | 2026-09-18 | Responding | 12    | Plan     |

Notes

Sample scan for a small manufacturing business. Twelve external factors across all six categories, scored on impact and likelihood. Replace every factor, score, evidence line and response with your own before circulating this or acting on it.

Environmental scanning is structured judgement about an uncertain world, not measurement of it. Every score here is an opinion you typed, multiplied; the tool has no knowledge of your market, your regulators or your customers and cannot tell a well-evidenced reading from a confident guess. This register records how the outside world looked to you on the day you wrote it — it does not forecast, and being tidy is not the same as being right. Nothing here is legal, financial or professional advice.