CORPRISK
SUSTAINABILITY ADVISORS

CORPRISK FRAMEWORKS / 01

BUSINESS IMPACT ASSESSMENT

Geopolitical Event Analysis

Tracing geopolitical developments through enterprise dependencies to assess operational, financial, commercial and strategic consequences.

AN EXECUTIVE OVERVIEW | OCTOBER 2026

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Why assess geopolitical impact?

The business case

A geopolitical event can alter an organisation's access to suppliers, customers, infrastructure, financing, technology or markets. Its effects may travel through dependencies that are not visible in conventional risk registers.

A structured assessment helps leadership:

Identify material exposure

Connect the event to business activities, assets, counterparties and markets.

Understand impact pathways

Examine direct, indirect and cascading consequences.

Challenge assumptions

Separate verified information, scenarios and uncertainties.

Prioritise decisions

Identify time-sensitive actions, response thresholds and owners.

When should an organisation commission an assessment?

- A geopolitical event threatens a critical supplier, customer or operating market.
- Management cannot establish the financial consequences of an international event.
- An investment depends on assumptions about political or regulatory stability.
- Continuity plans overlook correlated disruption across suppliers or infrastructure.
- The board needs a defensible exposure assessment and response options.

Assessment design and delivery

A practical engagement model

01 SCOPE & PREPARE

Agree the event, decisions to be supported, boundaries, time horizon and stakeholders. Gather relevant operational and commercial information.

02 ANALYSE & CHALLENGE

Map dependencies, test impact pathways and develop plausible scenarios with relevant functional teams.

03 REPORT & PRIORITISE

Present the exposure profile, assumptions, impact ratings, management options and proposed monitoring indicators.

04 MANAGEMENT REVIEW

Validate findings, assign action owners and agree decision triggers, escalation points and review dates.

Delivery format and duration are tailored to the event, scope and information available.

How the framework works

Six linked analytical stages

01

EVENT DEFINITION

What happened, what is changing, and which uncertainties remain?

02

EXPOSURE MAPPING

Which locations, counterparties, assets and dependencies are affected?

03

IMPACT TRANSMISSION

Through what channels could disruption reach the enterprise?

04

SCENARIO ASSESSMENT

How might conditions evolve across defined time horizons?

05

BUSINESS IMPACT

What are the plausible consequences for operations, cash flow, contracts and strategy?

06

RESPONSE PRIORITIES

Which treatments, indicators, decision triggers and owners are required?

Red flags and targeted outcomes

What a robust assessment should make visible

COMMON RED FLAGS	TARGETED OUTPUTS
A risk register lists the event but not its business consequences.	An explicit event-to-dependency-to-impact pathway.
Critical suppliers are assessed individually, overlooking shared dependencies.	A view of concentration and correlated disruption.
Functions work from different assumptions and time horizons.	A documented set of assumptions and coherent scenarios.
Impact is described only as high, medium or low.	Reasoned severity, timing, duration and confidence assessments.
Monitoring produces updates without decision thresholds.	Clear indicators, escalation triggers and accountable owners.

From analysis to management action

Illustrative application and next steps

ILLUSTRATIVE SCENARIO / REGIONAL TRADE RESTRICTIONS

A hypothetical policy change affects a critical imported input. Management must establish whether contracts and inventory can absorb disruption and whether alternative sourcing creates additional costs or dependencies.

Exposure	Imported inputs, supplier concentration, transit routes and customer commitments.
Assessment	Contract terms, lead times, substitution options and plausible policy outcomes.
Business impact	Potential margin compression, delivery delays and working capital requirements.
Response	Sourcing options, escalation thresholds, contract review and accountable owners.

REQUEST A GEOPOLITICAL BUSINESS IMPACT ASSESSMENT

Understand how emerging geopolitical developments could affect your organisation's operations, financial performance and strategic priorities. Contact Corprisk to discuss an event-specific assessment.

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