



The Resilient Factory Canvas

Analyse one disruption. Find the gaps. Build a stronger, more resilient factory.

Event name: _____ Date: _____
Product / area affected: _____
Prepared by: _____ Date of review: _____

1 The Disruption

What happened?

Describe the event, its cause and the immediate impact on your factory.

Event date / period

Event description

Where it started

Immediate cause

Initial impact
(e.g. downtime, delay, quality issue)

2 Affected Areas

Where did it hit?

Identify all parts of the operation that were affected, directly or indirectly.

☐ Machines / equipment

☐ Materials / components

☐ Suppliers

☐ Production capacity

☐ Planning / scheduling

☐ Quality

☐ Logistics / distribution

☐ Information systems

☐ People / skills

☐ Customer commitments

☐ External processing

☐ Utilities (power, water, etc.)

☐ Others (specify): _____

3 How It Spread

What were the knock-on effects?

Map how the disruption moved through your value chain and created wider impacts.

Immediate impact
(e.g. machine down, material not available)

↓

Next level impact
(e.g. planning, quality, inventory)

↓

Wider impact
(e.g. suppliers, customers, revenue)

↓

Final outcome
(e.g. lost output, delayed delivery, cost)

4 Visibility & Information

What did you know — and when?

Assess the information available during the event and how it was shared.

Area	What was known?	When was it known?	What was missing or unclear?
Production			
Maintenance			
Suppliers			
Inventory			
Quality			
Logistics			
Customer orders			
IT systems			
People / skills			
Others			

5 Response & Recovery

How did you respond?

Evaluate the actions taken, the alternatives used and how effective they were.

Key decisions taken

Actions implemented

Alternatives used
(e.g. other supplier, other machine)

Recovery time
(how long to stabilise)

What worked well?

What was difficult or delayed?

6 Root Cause & Dependencies

Why did it happen — and what does it depend on?

Look beyond the immediate event to identify underlying causes and critical dependencies.

Root cause(s):

1. _____

2. _____

3. _____

Key dependencies:

1. _____

2. _____

3. _____

4. _____

5. _____

7 Gaps to Resilience

What are the weaknesses?

Identify what prevented a faster or smoother recovery.

☐ Single source supplier / no approved alternative

☐ No alternative machine or route

☐ Material not available or long lead time

☐ Unvalidated alternative production route

☐ Inadequate traceability or stock visibility

☐ Lack of real-time information

☐ System recovery not tested

☐ Skills or training gap

☐ Unclear decision process / ownership

☐ Inadequate spare parts or inventory

☐ IT system dependency

☐ Other (specify): _____

8 Actions to Build Resilience

What will you do differently?

Turn the lessons into specific, practical actions.

#	Action	Area	Owner	Target date
1				
2				
3				
4				
5				

9 Building a Stronger Factory

What will this make possible?

Confirm the expected outcomes and how you will measure progress.

Expected outcomes:

• _____

• _____

Success measure(s):

• _____

• _____

Review and learning:

• _____

• _____