



# BUILDING DISRUPTION RESILIENCY: STRATEGIES FOR THRIVING IN AN UNCERTAIN WORLD

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# INTRODUCTION



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- Owner and Primary Consultant, AILM Resiliency Consulting Agency (2020)
  - Manager, Emergency Management & Business Continuity, NAIT (2020)
  - Director of the Emergency Coordination Centre (ECC), NAIT (2020)
  - Academic Instructor for the Disaster and Emergency Management diploma program, NAIT (2015)

# AGENDA



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- The Impact of International Tariffs on Supply Chains and Businesses
  - The Impact of International Tariffs on Small and Medium sized Organizations
  - Disruption Resiliency
    - What it is
    - The importance
    - Building Blocks
    - Challenges
  - Discussion

# TARIFFS



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- A tariff is a tax that a government places on goods imported from another country, essentially making those goods more expensive for consumers and businesses.
  - General idea
    - Raising revenue: Tariffs can be a source of income for the government.
    - Protecting domestic industries: By making imported goods more expensive, tariffs can encourage consumers to buy locally produced goods.
    - Negotiating trade: Tariffs can be used as a tool in trade negotiations to influence other countries' policies.



# TARIFFS



Tariffs have been implemented for years, some recent examples:

- Steel and aluminum tariffs implemented by US May 31, 2018- Canada, Mexico, and the EU, removed May 2019 for Canada and Mexico
- Steel and aluminum tariffs implemented by Canada to China October 2024, by USA to Canada 2025
- Electric Vehicles (Evs) tariffs implemented by Canada to China in October 2024.
- 25% on all goods entering the US; 10% on Canadian energy on March 4, April 2, 2025
- 25% on all aluminum and steel entering the US from Canada on March 12, 2025
- 25% on aluminum, steel and additional US goods entering Canada from US on March 13, 2025
- Many countries implementing reciprocal tariffs

# IMPACT OF INTERNATIONAL TARIFFS ON SUPPLY CHAINS

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- Increase in costs for businesses involved in international trade for imported goods
  - Absorb the additional costs leads to higher operational expenses, reduces profit margins
  - Pass them on to consumers- impacts customer retention & trust
  - Makes products less competitive in the global market
  - Triggering trade wars that disrupt global markets
  - Higher costs and reduced demand for exports impact profitability and employment
  - Shift to alternative suppliers in lower-tariff regions/forces sourcing and supply chain diversification
- Diversification can mitigate risk, it also introduces challenges
  - New supplier onboarding, potential quality issues, longer lead times

# THE IMPACT ON SMALL AND MEDIUM SIZED ORGANIZATIONS (SMO'S)

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- Challenges for SMO's
  - Limited bargaining power with suppliers
  - Fewer options for diversifying their supply chains
  - Extreme cases- business closures, particularly in industries with thin profit margins
  - Can't compete as a vendor against larger companies

# DISRUPTION RESILIENCY

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- Disruption is a disturbance or problems which interrupt an event, business, activity, or process.
- Resiliency emphasizes the capacity to absorb shocks and continue functioning.
- Disruption Resiliency, is about having a strong system in place to handle unexpected events and ensure business continuity. It involves:
  - proactive planning
  - a culture of adaptability
  - integration of technology
- Its benefit is to maintain organizational operations and protect business and community partners.



# BUILDING BLOCKS OF DISRUPTION RESILIENCY

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- Proactive planning
  - Risk Assessment, BIAs, and Scenario Planning early on
  - Business Continuity Plans (BCPs)
    - Clear Objectives, Roles and Responsibilities, Activation Triggers, Communication Protocols, Dependencies, and Recovery Strategies
- Develop a culture of adaptability and agility
  - Building a Resilient Culture/Reduce Rigidity
  - Encourage critical thinking and provide education/training
  - Empowering Employees, Encouraging Innovation, and Promoting Collaboration
  - Supply chain diversity- adopt a more distributed manufacturing/services strategy

# BUILDING BLOCKS OF DISRUPTION RESILIENCY

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- Integration of technology (e.g. Artificial intelligence)
- Investments (e.g. Decentralize Sourcing/Establishing Strong Partnerships)
- Crisis Communication Plans
- Outcomes:
  - Protecting Business Continuity
  - Enhancing Competitive Advantage
  - Safeguarding Reputation
  - Mitigating Financial Losses

# CHALLENGES FOR IMPLEMENTING RESILIENCY STRATEGIES

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- High Implementation Costs
- Resistance to Change
- Data Integration (time and expense)
- Supply Chain Fragmentation
- Unpredictable Risks

# RECAP



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- Tariffs may protect domestic industries in the short term, but they often lead to
    - Inefficiencies
    - Reduced competitiveness/impact on supply chains/discourage global investment
    - Logistical challenges
    - Disruptions in global trade and relationships



# RECAP



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- What can we do
    - Adopt adaptive strategies, such as diversification and technological innovation
    - Fostering resilience and flexibility
    - Proactive planning and agility
    - Promote innovation, critical thinking and collaboration

**Set yourself up for long term success! Don't cram for the exam,  
know the information.**

# THANK YOU FOR PARTICIPATING

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# DISCUSSION ITEMS

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- Have tariffs impacted your businesses/organizations, and what does that look like (e.g. supply chain disruption, loss of profit, customer retention)?
- What, if any, disruption resilience initiatives have you put in place or plan on implementing?