

RISKS LOG
















Risks and Mitigations



Status: Green = closed, mitigation plan approved Yellow = understood, mitigation plan pending Red = no mitigation plan
Risk Impact: L = Low, M = Medium, H = High (Low = regional, temporary impact; Medium = regional, lasting impact; High = company wide, lasting impact)
Escalation Tier: 1 = Sponsor 2 = Program Lead 3 = Team Lead 4 = Workgroup
Phases: 1 - Initiate, 2-Plan, 3-Design, 4-Build, 5-Test, 6-Implement, 7-Benefits Realization

#	Impact	Escalation Tier	Workgroup	Risk Description	Date Submitted	Status	Submitted By	Mitigation Description
1	H	1	Benefit Focus Team	Benefit realization	04/25/15		MB	Proactive plan for driving and tracking benefits. Develop regional benefit plans, and engage stakeholders to ensure accountability.
2	L	1	Benefit Focus Team	Business awareness, support and adoption	04/25/15		JC	Identify and incorporate executive and manager stakeholders into change management plan
3	M	1	Program Office	S2P Platform roll out has conflicts with ERP release schedule - creating schedule delays.	04/25/15		DS	Include senior IT leader in planning phase to ensure priority
4	L	2	Change Mgmt. Team	Global roll out, regional configuration	04/25/15		FS	Include global representation in planning phases to ensure that any regional specific configurations (e.g., Sales and Use Tax, catalog language, invoice archival rules) are addressed
5	L	2	Program Office	Transparency to S2P program progress	04/25/15		MB	Establish clear gateways for initiative progress. Leverage 'Service Inventory' to provide single point of reference for scope and improvements.
6	H	3	Process & Workflow Team	S2P automation can introduce new forms of exceptions that result expensive exception handling and poor adoption.	04/25/15		MB	The largest hidden source of exceptions in PO/Invoice automaton processing are typically: 1) PO/Invoice mis-match exceptions (e.g., not enough funds on PO, tax incorrect, 3 way match receipt pending) 2) Invoice receipt exceptions (e.g.,supplier not yet on-boarded, PO number missing) The two areas can be covered in practical labs with suppliers to ensure the user adoption/policy and automation are aligned.
7	L	2	Program Office	Variance to Global adoption of S2P Policy / Procedures results in scope increase due to regional preferences.	04/25/15		MB	Include Controller and SME leads early in planning to establish proper balance of risk / operational efficiency. Establish Governance decision filter for variance to support standardization.
8	L	2	Program Office	Committee transparency to S2P progress, efficient escalation at the right level of detail	04/25/15		MB	S2P program includes proactive risk management escalation - organized by work thread (change mgmt. S2P Process/Workflow, Technology, Benefit...). Escalation tiers are prioritized by impact to ensure balance of team accountability and efficient escalation.
9	L	2	Technology Team	Scope clarity for IT support resources	04/25/15		MB	Include IT resources in the planning phase of system integration mapping, test design, decommission and DAY 1 readiness. Ensure planning includes ability to run parallel operations.

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10	L	2	Technology Team	Clarity of reporting requirements	04/25/15		MB	Planning includes steps to address 5 forms of reporting (operational, manager, executive, compliance and spend analysis). Time will be allocated to leverage SaaS provider base reports, but ensure business owner review meet needs in advance of sign off.
11	L	2	Process & Workflow Team	Smooth roll out plan with S2P specific considerations	04/25/15		MB	Include S2P scenarios in roll out planning (e.g., managing parallel operations for legacy Purchase Orders while rolling out new solution - consider business user training needs, Finance close process and compliance approach)
12	L	2	Process & Workflow Team	Increase Sourcing/Purchasing engagement to drive savings while ensuring business feels S2C process is responsive.	04/25/15		MB	Include 'business engagement' process updates in the planning and roll out that ensure simplified engagement for the business to 'get what they need' while allowing sourcing and purchasing to prioritize high savings opportunities.
13	L	2	Change Mgmt. Team	Training, Roles - Organizational Impact	04/25/15		MB	Include resource impact plan that allows for identification and validation of S2P team and business user training.
14	L	2	Change Mgmt. Team	Business time allocation planning and communication	04/25/15		MB	Map business time required across all phases and proactively notify the business through executive and manager sponsors (e.g., time for business user training)
15	L	2	Benefit Focus Team	Achieving P2P processing efficiency benefits	04/25/15		MB	Include planning and resources for ePO adoption for suppliers - include supplier enablement resources and S2P desktop procedure training for 'PO desk'
16	L	2	Benefit Focus Team	Tracking / Communicating benefit progress	04/25/15		MB	Include 'benefit tracking' reporting in original requirements (e.g., contract compliance, P*Q baselines, ePO adoption, eInvoice adoption, supplier profile compliance)
17	L	2	Program Office	Data Management is not included in planning and scope is unclear - resulting in over or under engineered solution (e.g., becomes its own Data Management effort).	04/25/15		MB	Include senior IT leader in planning phase to ensure proper scoping.
18	L	2	Technology Team	User access to systems - transition	04/25/15		MB	Include IT admin rights/roles mapping by S2P Service, include plan for DAY 1 access readiness and future access request
19	L	2	Technology Team	Software provider roles for SaaS versus internal IT role clarity.	04/25/15		MB	Include SaaS IT provider and internal IT resources in planning session to confirm details of IT escalation desk for implementation and steady state.
20	L	2	Process & Workflow Team	Policy and Standard alignment to new operational model	04/25/15		MB	Ensure that Policy updates are made to reflect S2P workflows that offer the best balance of controls and operational efficiency (e.g., PO/Invoice mismatch exception rates, invoice submission and receipt rules).
21	L	2	Program Office	Business continuity plan	04/25/15		MB	Ensure planning includes considerations for regional PO/Invoice inflight transactions, Finance Close, data migration and DAY 1 readiness planning and oversight.
22	L	2	Program Office	Compliance during and after roll out	04/25/15		MB	Include proactive engagement of audit to validate S2P operational and system controls in advance of launch.
23	L	2	Technology Team	Release planning - an approach exist with SaaS provider and internal IT for interfaces.	04/25/15		MB	Ensure steady state process is developed for future releases that includes internal IT and SaaS provider.
24	L	2	Benefit Focus Team	Achieving S2C benefits	04/25/15		MB	Including planning and resources post launch to proactively engage the business to drive adoption of preferred suppliers and catalogs. Ensure alignment of Sourcing and PO desk.