

# MakeBelieve Strategic Risk Profile

Risk No.1.		Impact of risk happening		Consequence Rating	Likelihood Rating	Risk Level	
Program Area:							
Impact of not delivering customer service excellence		Potential to lose service competitive advantage over competitors or new entrants Loss of customers – possible loss of 20 customers. Ave contract revenue of 50,000 per contract x 40 customers \$ 2M revenue loss P/A		Moderate	Almost certain	High	
Sources		Current controls and adequacy of controls A = Fully Adeq. M = Moderately Adeq. I = Inadequate		Risk Treatments	Person Responsible	By When	Person Monitoring
S1	<p>Difficulty taking some service calls and consumable orders due to data integrity</p> <ul style="list-style-type: none"> <li>- Insufficient permission control of User Write access in // //. Eg. Creating Service Item, changing and or creating SKU's.</li> </ul> <p>// // system impairment</p> <ul style="list-style-type: none"> <li>-Reporting causes // // to freeze</li> <li>- system bottle necking</li> <li>- 3 - 4 times a day</li> </ul>	<ul style="list-style-type: none"> <li>Some user access levels on // // are in place</li> </ul>	I	<ul style="list-style-type: none"> <li>Restrictions on // //</li> <li>Reports run out of hours</li> <li>Explore enhancements for tracking/deployment of technician - mapping</li> </ul>	GM Ops Syd	31 Sept 2009	COO
S2	Customers can not get through to CCT team.	<ul style="list-style-type: none"> <li>KPI's</li> </ul>	A	<ul style="list-style-type: none"> <li></li> </ul>			
S3	<p>Misalignment of sales to what we deliver and Customer expectations:</p> <ul style="list-style-type: none"> <li>- Salesman looking at commission over what the customer actually needs</li> <li>- Eg. refurbishments V's new machines. because of commission level - evidence from debtor controls level</li> <li>- Different SLA given to customer but not communicated to the rest of the business</li> <li>- Management Agreement vs PSP</li> </ul>	<ul style="list-style-type: none"> <li>Internal SLA which defines the standard/VIP customer offering</li> <li>Industry standard SLA</li> <li>Benchmark results against industry standard.</li> </ul>	M	<ul style="list-style-type: none"> <li>Re-educate Sales of existing SLA</li> <li>Incorporate SLA education into Sales induction training</li> <li>EGM define policy around consequence when Sales do not conform to/sell by standard SLA</li> <li>Review of sales commission structure to deal with after sales service issues</li> <li>Account management training</li> </ul>	GM Ops Syd	31 Sept 2009	COO

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S4	Resources <ul style="list-style-type: none"> <li>- not enough</li> <li>- unhappy</li> <li>- under skilled</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment strategy – HR dept</li> <li>• Team building (CCT)</li> <li>• Financial rewards – meeting KPI's (Service)</li> <li>• Project to build morale – Technician of the month and technician of the year</li> <li>• Training – 3 programs (Service)</li> <li>• Training CCT</li> <li>• One on one meets between manager and staff.</li> </ul>	A	<ul style="list-style-type: none"> <li>• Conduct Staff survey</li> <li>• Additional focus on training</li> <li>• Team meetings</li> </ul>	HR Manager	31 Dec 2009	COO
S5	Managing multi vendors <ul style="list-style-type: none"> <li>- Difficulty in maintaining a broad range of technical skills needed to service products– Particularly new vendor partners.</li> <li>- Challenge of managing interaction with vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Assign jobs skill set and location</li> <li>• Satellite Storage areas</li> <li>• Stock management programs (quarterly)</li> <li>• Helpdesk</li> <li>• Service manuals</li> </ul>	M	<ul style="list-style-type: none"> <li>• Vendor relationship building.</li> <li>• Maintain fruitful interaction with new vendor partner BDM's.</li> </ul>	GM Logistics	31 August 2009	COO

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S6	Incorrect information/description from customer  Some calls originate from customers helpdesk, not end user at customers site.  Lack of end user product knowledge.  Customers internal staff turn around – affects end user knowledge.	<ul style="list-style-type: none"> <li>CCT trained to obtain as much info as possible.</li> <li>Call logging script in place</li> </ul>	M	<ul style="list-style-type: none"> <li>Ongoing product training/scripting for CCT</li> </ul>	GM Customer Service	31 Dec 2009	COO
S7	Infrastructure around remote clearing for technicians. Loss of productivity associated with unreliable remote network connections, laptop start-up time and specifications, congestion and bottle necking using existing 3-tier despatch/clearing process.	<ul style="list-style-type: none"> <li>Call clearing queue monitoring</li> <li>Feedback from Technicians (monitoring)</li> <li>Service Mangers undertaking improvement project</li> </ul>	M	Implementation of improvement project	GM Ops	31 Dec 2009	COO
S8	We do not conduct customer exit interviews.		I	<ul style="list-style-type: none"> <li>Customer exit interviews</li> </ul>	GM Sales	31 Dec 2009	COO

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S9	Balance load of incoming CCT calls. Currently no other direct mechanism for customer to log Service calls, obtain service data or status of calls other than 1300 number.  In cases where /// is not installed or compatible, all customers are required to request //// through CCT team interface and wait times can be experienced for various reasons eg Staff sick, heavy load.  Customers can only log calls outside of business hours by answering machine.	•	I	• Develop WEB interface that will allow the customer to log service calls, obtain service history or order consumables. Deploy hybrid team from CCT, Service and I.T to manage project to succession.	CIO	31 Mar 2010	COO
<b>Target Residual Risk Level</b>					<b>Low</b>		