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Legend:

| Probability of Occurrence | | Ave. no. of transactions or cases per month |
|---------------------------|---------------------------|---|
| High | Almost certain will occur | 21 and above |
| Medium | Occur at some time | 11 to 20 |
| Low | Remote Possibility | 0 to 10 |


| Severity of Risk | |
|------------------|---|
| Critical | Will greatly affect stakeholders satisfaction |
| Non-Critical | Less effect on stakeholders satisfaction |

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| Billing | Delayed Preparation and Submission of Billing | No rate set up | Medium - Mnl Low - Ceb Low - Dvo | Critical | Advise Sales personnel to set up the rate in F2 System | Email; F2 System; Conforme Rates | Alignment with Sales Team to ensure rate set up prior to initial shipment. Establish SLA on encoding of rates in F2 system prior to initial shipment. | Email; MoM; F2 System; Conforme Rates |
| | | Wrong rates set up | Low - Mnl Low - Ceb Low - Dvo | Critical | Advise Sales personnel to correct the rates in F2 System. | Email; F2 System; Conforme Rates | Implement UAT before initial shipment to ensure accuracy of set up in the system. | Email; F2 System; Conforme Rates |
| | | Zero Charges | Medium - Mnl Low - Ceb Low - Dvo | Critical | Coordinate with RYM, Sales & Operations | E-mail, Presmat/MOM | Establish SLA on resolving Zero Charges | E-mail, conforme rates, F2 system |
| | | Unupdated rate set up | High - Mnl Low - Ceb Low - Dvo | Critical | Advise Sales personnel to update rate set up in F2 System | Email; F2 System; Conforme Rates | Alignment with Sales Team to ensure updated rate is set up | Email; F2 System; Conforme Rates; MoM |
| | | Delay of Courier in delivering/sorting of docs upon arrival | Low - Cebu | Non-Critical | Try other Courier/Send it via AIR or SEA | Airway Bill for Air/Bill of Lading for Sea/Email | Accredit a Reliable Courier for areas with seldom flight and shipping schedule. | Airway Bill for Air/Bill of Lading for Sea/Email |

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| Billing | Delayed Preparation and Submission of Billing | Wrong Encoding of HWB data | Low - Mnl Low - Ceb Low - Dvo | Critical | Coordinate with Ops/Encoder and prepare Request for Adjustment (RFA) | Email; RFA; F2 System | Alignment with Operations/Encoders Team to ensure accuracy of data encoding | F2 System; Emails |
| | | Unavailability of Manpower during lockdown | Low - Mnl Low - Ceb Low - Dvo | Critical | Provide service transportation for Employees | Viber, Covid Attendance | Provide daily service transportation for Employees | Viber, Covid Attendance |
| | | Limited working hours /LGU Safety Protocols during pandemic | Low - Mnl Low - Ceb Low - Dvo | Critical | Prioritization of document for countering, liquidation, and preparation of billing and submission based on materiality concept and on client business hours | Email; Call log; Viber | Assistance from other department to do Finance function | Email; Call log; Viber |
| | | Work rotation/ Forced leave/ LGU Safety Protocols during pandemic | Low - Mnl Low - Ceb Low - Dvo | Critical | Prioritization of document for countering, liquidation, and preparation of billing and submission based on materiality concept and on client business hours | Email; Call log; Viber | Assistance from other department to do Finance function | Email; Call log; Viber |

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| Billing | Delayed Preparation and Submission of Billing | Loss POD | Low - Mnl Low - Ceb Low - Dvo | Critical | Print scanned copy of request for re-printed copy from client and provide affidavit of loss | Email/Re-printed copy | Daily monitoring of POD return based on actual delivery | POD Monitoring; Emails |
| | | Delayed updating of delivery status in F2 System | Low - Mnl Medium - Ceb Medium - Dvo | Critical | Coordinate with Docs Asst and/or Operations to update the system immediately | Email/F2 System | Alignment with Operations and/or Branch operations to update the system on time | Emails |
| | | Incomplete POD requirement/Client Billing Requirement (Ex. Billing Report Summary/Topsheet) | Medium - Mnl Low - Ceb Medium - Dvo | Critical | Coordinate with Branch operations to retrieve the lacking documents/information Print scanned copy of request for re-printed copy from client and provide affidavit of loss Coordinate with customer contact persons, discuss to Sales in-charge, and elevate to customer superiors. Provision of pending billing monitoring to customers. | Email; POD Monitoring; Re-printed copy | Consistently send pre-alert and/or checklist, call and send SMS to Destinations of required documents. Destinations to join alignment meeting. Include in business review. | Email; SOP; Call log; Viber |
| | | Time Constraint of Collectors | Low - Mnl Low - Ceb Low - Dvo | Critical | Identify prioritization | MoM; Itinerary | Strict implementation of Itinerary | Itinerary |
| | | Unupdated/ Wrong Information | Low - Mnl Low - Ceb Low - Dvo | Critical | Coordinate with sales to update and confirm correct information | Email Update Customer file module in F2 System | Regular meeting with Sales, to include update in customer information | Email; MoM |

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| Billing | Delayed Preparation and Submission of Billing | Unavailability/ Limited Flight schedule | Low - Mnl Low - Ceb Low - Dvo | Critical | Electronic submission of Documents and POD Land / via roro sending of POD and transmittal Attached documents inside the convan | Email, Social Media platform | Electronic submission of Documents and POD Land / via roro sending of POD and transmittal Attached documents inside the convan | Email, Social Media platform |
| | | Customer's employees' Work rotation/ Forced leave/ LGU Safety Protocols during pandemic | Low - Mnl Low - Ceb Low - Dvo | Critical | Electronic submission of Documents and Invoices | Email, Social Media platform | Electronic submission of Documents and Invoices | Email, Social Media platform |
| | | Temporary closure of Customer's business due to pandemic | Low - Mnl Low - Ceb Low - Dvo | Critical | Electronic submission of Documents and Invoices | Email, Social Media platform | Electronic submission of Documents and Invoices | Email, Social Media platform |
| | | Shortened cut off hours of customers | Low - Mnl Low - Ceb Low - Dvo | Critical | Electronic submission of Documents and Invoices | Email, Social Media platform | Electronic submission of Documents and Invoices | Email, Social Media platform |

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|--------------------------------------|---|---------------------------------------|-------------------------------------|------------------|--|--|--|---------------------------------------|
| Billing | Returned billing from customer | No rate conforme | Low - Mnl Low - Ceb Low - Dvo | Critical | Sales to secure approval of rates and provide finance a copy | Email/Client conforme rate/Contract/SLA/Job Instruction (JI) | Align with Sales team for the strict implementation of policy and SOP | Email; MoM; SOP |
| | | Unupdated required billing attachment | Low - Mnl Low - Ceb Low - Dvo | Critical | Coordinate with sales to update and confirm the SOP | Email ; SOP | Coordinate with sales to update and confirm the SOP | Email ; SOP |
| | | Unupdated rate set up | Low - Mnl Low - Ceb Low - Dvo | Critical | Advise Sales personnel to update rate set up in F2 System | Email; F2 System; Conforme Rates | Alignment with Sales Team to ensure updated rate is set up | Email; F2 System; Conforme Rates; MoM |
| | | Wrong Information | Low - Mnl Low - Ceb Low - Dvo | Critical | Coordinate with sales to update and confirm correct information Revisit SOP | Email; SOP | Regular meeting with Sales, to include update in customer information Reorientation of SOP | Email; MoM; SOP |
| | | Wrong Billing | Low - Mnl Low - Ceb Low - Dvo | Critical | Issue Credit Memo/Re-submit adjusted billing | Credit Memo/New Billing | Alignment with billing and/or sales team and/or operations to ensure compliance to customer's SOP Refresher course and adherence to Finance 2Ps | Email; MoM; SOP |

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|---|---|---|--|---------------------|---|--|---|--|
| Collection | Delayed collection | Wrong Billing | Low - Mnl Low - Ceb Low - Dvo | Critical | Issue Credit Memo/Re-submit adjusted billing | Credit Memo/New Billing | Alignment with billing and/or sales team and/or operations to ensure compliance to customer's SOP Refresher course and adherence to Finance 2Ps | Email; MoM; SOP |
| | | Inconsistent Client Visit and Reconciliation | Low - Mnl Low - Ceb Low - Dvo | Critical | Identify problematic accounts and schedule visit. | Statement of account/Email | Regular account visitation, client reconciliation, and SOA discussion. | Statement of account/Email/I tinerary |
| | | Time Constraint of Collectors | Low - Mnl Low - Ceb Low - Dvo | Critical | Identify prioritization | MoM; Itinerary | Strict implementation of Itinerary | Itinerary |
| | | Unsettled Claims | Low - Mnl Medium - Cebu Low - Dvo | Critical | Coordinate with Claims to validate the unsettled claims and inform Sales in charge Generate RFA for outright claims deduction | Email RFA Form | Specify terms and conditions of Claims settlement | Contract/ Conforme of rates |
| | | Restriction/ Refusal of Entry due to IATF/ LGU Protocols | Low - Mnl Low - Ceb Low - Dvo | Critical | Electronic/ On-line payments | Email | Electronic/ On-line payments | Email |
| | | Limited cash flow | Medium - Mnl Medium - Ceb Medium - Dvo | Critical | Request to shortened credit terms Sending letter of reminders Virtual meetings with clients to follow up collections and reconciliation of accounts. | Email | Request to shortened credit terms Sending letter of reminders Request PDC payment settlement Virtual meetings with clients to follow up collections and reconciliation of accounts | Email Virtual Meeting |
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|---|---|--|-------------------------------------|---------------------|---|---|---|--|
| Collection | Delayed collection | Client's New or Revised System upgrade / New or Revised Statutory & Regulatory Requirement | Low - Mnl Low - Ceb Low - Dvo | Critical | Alignment of client's new billing and payment processing / Compliance to New or Revised Statutory & Regulatory Requirement | SOP/MOM/Email | Maintain open communication with customers | SOP/MOM/Email |
| | Bad Debts | Unlocated Office/Customer ceased Operation | Low - Mnl Low - Ceb Low - Dvo | Critical | Send Demand Letter through registered mail/refer to legal counsel | SOA/email/Collection letter/Registered Mail Receipt | Conduct credit investigation Provide monthly provision for bad debts | Credit Investigation Form |
| | | Bankruptcy | Low - Mnl Low - Ceb Low - Dvo | Critical | Send Demand Letter through registered mail/refer to legal counsel | SOA/email/Collection letter/Registered Mail Receipt | Conduct credit investigation Provide monthly provision for bad debts | Credit Investigation Form |

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| Payables | Hold services/delivery by suppliers | Delayed payment | Low - Mnl Low - Ceb Low - Dvo | Critical | Negotiate payment arrangement Identify prioritization | Email; MoM; PDC Cash Position Report | Negotiate longer credit terms | MoM; Contract; SLA |
| | | Unavailability of Suppliers Representatives to pick up check | Low - Mnl Low - Ceb Low - Dvo | Critical | Electronic/ On-line payments | Viber, Email | Electronic/ On-line payments | Viber, Email |
| | | Cancellation/limited flights to transport checks for branches to release. | Low - Mnl | Critical | Direct deposit of check to suppliers/service providers. | Viber, Email | Electronic/ On-line payments | Deposit Slips |
| | | Rate Dispute | Low - Mnl Low - Ceb Low - Dvo | Critical | Reconcile with Suppliers/Service Provider | Minutes of Meeting and Signed reconciliation of account; Conforme Rates | Reiterate with MMD/Ops/Finance to secure signed Conformance on rates/Contract | Conformance rate/Contract |
| | | Loss Documents | Low - Mnl Low - Ceb Low - Dvo | Critical | Secure Certified True Copy of Invoice from Supplier/Service Provider, and reprint internal documents | Certified True Copy of invoice; reprinted internal documents | Secure SOA and E-Billing on a regular basis | SOA/E-Billing |

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| Payables | Late Preparation of Check / Online Payment | Zero Charges | Medium - Mnl Medium - Ceb Low - Dvo | Critical | Coordinate with Sales & Operations | E-mail, Presmat/MOM | Establish SLA on encoding of rates in F2 system prior to initial shipment | E-mail, conforme rates, F2 system |
| | | No Planning & Consol/TTL | Medium - Mnl Medium - Ceb Low - Dvo | Critical | Coordinate with Operations | E-mail, Presmat/MOM | Sending Weekly Reports to Operations Nationwide (Planning & Consol Performance) | E-mail, F2 system |
| | | Late transmittal of Billing | Low - Mnl Low - Ceb Low - Dvo | Non- Critical | Call the attention of person responsible | E-mail | Strict compliance of SLA | E-mail |
| | | No rate set up for selling & buying | Low - Mnl Low - Ceb Low - Dvo | Critical | Coordinate with Sales & Operations | E-mail | Establish SLA on encoding of rates in F2 system prior to initial shipment | E-mail, conforme rates, F2 system |
| | | Unidentified Transactions | Low - Mnl Low - Ceb Low - Dvo | Critical | Call the attention of Operations | E-mail, Presmat/MOM | Sending Weekly Reports to Operations Nationwide (Carrier Billing vs Actual Transaction) | Carrier Billing Report, Data Extraction, E-mail |
| | | Delayed processing of billing due to lacking/ incorrect attachments due to cancellation/limit ed of flights due to pandemic/ new or revised statutory & regulatory requirements | Low - Mnl Low - Ceb Low - Dvo | Critical | Electronic submission of Documents and Billing from supplier | E-mail; viber | Electronic submission of Documents and Billing from supplier | E-mail; viber |
| | | Delayed processing of billing/ online filing and payment due to deployment of personnel to special project and other reasons (Ex. Sick, Maternity, etc.) | Low - Mnl Low - Ceb Low - Dvo | Critical | Buddy System | Salarium, Email | Hire non-organic/ on-call | Salarium, Email |

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