

# Risk Consulting Assessment Summary Report

## Opportunity Details

Client: MACIF  
Opportunity: TEST - no complexity  
Opportunity #: 00-0C9W NK4  
Market: France  
Service Line: Watson AI and Data Platform (CBDS)  
Risk Consultant: April Anne F Salvosa/Philippines/IBM

## Risk Assessment Summary

Risk Rating: TBD  
Complexity: Non-Complex

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## Exceptional Risks

No risks.

## High Risks

Category:	Solutioning & Estimating
Sub-Category:	Technical Solution
Risk:	No successful projects delivered of similar/like scope within the Country/Market
Mitigation:	
Category:	Contracting
Sub-Category:	Suppliers
Risk:	There are significant concerns about the practices
Mitigation:	Other

## Medium Risks

Category:	Sales
Sub-Category:	Requirements
Risk:	There are some concerns about achieving contractually committed client benefits.
Mitigation:	Review these risks with the client to obtain agreement on how to mitigate the risks.
Category:	Solutioning & Estimating
Sub-Category:	Process Methods & Tools
Risk:	Minor variances from standard methodologies are expected but are manageable.
Mitigation:	Include the variances from standard methodologies in the risk log.

## Low Risks

Category:	Sales
Sub-Category:	Client Relationship
Risk:	IBM has no concern about the client's cooperation.
Mitigation:	Review with the client their responsibilities and the project assumptions and dependencies.
Risk:	A strong foundation exists that supports a common understanding of the solution.
Mitigation:	Encourage the client to budget for changes up-front (perhaps up to 25 or 30% of the contract value).
Sub-Category:	Requirements
Risk:	This project will not require significant change to the client's processes or mode of operation.

Mitigation: Document in the proposal/SOW the client's responsibilities and ownership for implementation of Organization and Process Change Management.

Risk: Client business requirements are understood and have been adequately considered in the solution.

Mitigation: Document the client business requirements and review with the client.

Sub-Category: Reputational

Risk: No known significant legal or publicity exposure to IBM exists.

Mitigation: Contact IBM legal department to obtain approval to proceed with the proposal.

Category: Solutioning & Estimating

Sub-Category: Technical Solution

Risk:	Simple solution/service with no customisation and with standard interface requirements.
Mitigation:	Create a proof-of-concept phase.
Risk:	Standalone solution to be developed - no integration or minimal integration is required with other solution components.
Mitigation:	Obtain DOU from product lab/owner detailing the support that will be provided by the lab. Establish a high-level lab contact.
Risk:	Cross geography requirements have been addressed.
Mitigation:	Add tasks and resources to address the missing requirements.
Risk:	All TDAs have been satisfactorily completed and actions addressed and the quality is adequate.
Mitigation:	Escalate the lack of closure to the Service Line leaders. Provide re-approval based on status.

Sub-Category:	Process Methods & Tools
Risk:	A Solution Profile was completed and any necessary mitigation plans are in place.
Mitigation:	For each exception to service line standards, ensure there are mitigation plans to reduce the associated risk in order to not have a negative influence on the future proposal/contract or delivery.
Sub-Category:	Resourcing
Risk:	There is no concern about key leadership roles
Mitigation:	Identify and include a Mentor/Complex Program Manager/Complex System Architect familiar with the proposed methodology and having prior experience on a project of similar size and complexity as part of the team structure.
Risk:	Resources have been committed and there is a high level of confidence that they will be available as required.
Mitigation:	Ensure that DOUs clearly state resource responsibilities.

Risk: There are no concerns about the experience level of the team.

Mitigation: Add a buffer to estimate for the learning curve.

Risk: The staffing plan requires resources to engage in cross-border travel, and allows sufficient time to confirm immigration requirements and obtain proper documentation and the required visa prior to travel.

Mitigation: Update the staffing plan as necessary

Sub-Category: Plan/Schedule

Risk: There are no concerns about the estimates.

Mitigation: Ensure appropriate caveats/disclaimers are documented to the client.

Risk: There are no concerns about project duration



Mitigation: Conduct a review of the rate components and assumptions prior to proposal delivery.

Risk: Required work products of the overall project plan are in place.

Mitigation: Identify which work products are missing and amend the project plan accordingly.

Risk: Schedule is flexible, reasonable and achievable and in line with estimates, with adequate work and time contingency for unforeseen events.

Mitigation: Ensure completion criteria are defined well.

Risk: Adequate traceability of solution components is included.

Mitigation: Conduct a design session to document two way traceability between the solution design and client requirements prior to proposal finalization and delivery to the customer.

Sub-Category: Financials

Risk: There are no concerns about the cost case.

Mitigation: Complete or reconcile the labor estimates and obtain agreement from the service provider organizations, pricing and RM.

Category: Contracting

Sub-Category: Contracting

Risk: Cntractual scope is defined, bound and understood by all parties

Mitigation: Ensure the proposal/SOW indicates activities and review milestones to confirm estimates and timelines, obtain approvals for the revisions, and to process any changes affecting the project and IBM services through change control.

Risk: Contract to be signed is with a third party, IBM is not priming

Mitigation: Ensure that our Statement of Work with the prime contractor is in line with the Statement of Work the prime has with the end client.

Risk:	Client responsibilities are clearly identified and there is no concern regarding the client fulfilling their responsibilities
Mitigation:	Ensure the client is aware of their responsibilities and the impact to the project if they are not fulfilled
Risk:	IBM is adequately protected in the case of changing requirements.
Mitigation:	Review how IBM is protected if requirements were to change. If IBM is exposed, put in place a plan to address the exposure.
Risk:	Service Line Leadership have confirmed that the current set of SLAs are achievable
Mitigation:	Add a customer responsibility to the contract to provide detailed data in support of the SLO/SLAs and reported achievement. If this is not available, institute a validation period.
Risk:	Cross LOB considerations are addressed.
Mitigation:	Ensure that Cross BL governance covers scope and dependency management

Risk:	Legal review have been satisfactorily completed and actions addressed and the quality is adequate.
Mitigation:	Escalate the lack of closure to the Service Line leaders. Provide re-approval based on status.
Risk:	IBM is adequately protected
Mitigation:	Other
Risk:	Time and materials with no deliverables or staff augmentation only.
Mitigation:	Estimate the costs, validate with an expert in the solution area, and include in the pricing case
Risk:	Ready for Customer
Mitigation:	Other

Sub-Category: Suppliers

Risk: There are no concerns about the supplier's maturity

Mitigation: Other

Risk: There are no concerns about the quality

Mitigation: Other

Risk: There are no concerns

Mitigation: Other

Category: Delivery

Sub-Category: BAU

Risk: Significant dependencies have been identified and required dates confirmed by the responsible non-GBS entity.

Mitigation: Other

Risk: Delivery has confirmed that the resources required within the first 30 days have been identified and will be available.

Mitigation: Other

Sub-Category: Transition & Transformation

Risk: The schedule is flexible with no firm customer requirement.

Mitigation: Include a substantial buffer in labor estimates and the project schedule for unanticipated problems.

Risk:	A realistic detailed plan for the first 30 days has been prepared and agreed to by all the participants.
Mitigation:	Prepare a realistic detailed plan for the first 30 days.
Category:	Security\Regulatory
Sub-Category:	GDPR
Risk:	GDPR applies but contract contains protective clauses and solution has been approved by GDPR SME
Mitigation:	Other
Sub-Category:	Other security\regulatory risks
Risk:	There are no concerns

Mitigation: Other