

Order-to-cash, phase 3

AMBER — ONE DECISION OVERDUE

The credit-control redesign is built and tested; what is holding the phase is the **collections policy sign-off**, now nine days past its date. Everything downstream of it — the dunning ladder, the write-off thresholds and the training — is sequenced behind that one approval. Nothing else on the plan is late.

PERIOD	PHASE ENDS	ELAPSED	FEEES DRAWN	OPEN RISKS
May 12–23	July 4, 2025	71%	\$96,400	2
DELIVERED IN THIS PERIOD				4 of 4 planned
Credit-control process, rebuilt				May 14
Twenty-two steps down to nine, with the approval thresholds set by value rather than by role				Accepted by Elena Marsh
Dunning ladder, drafted				May 16
Five stages from day 3 to day 60, with the letters written and legally reviewed				Awaiting policy sign-off
Aged-debt model				May 20
Recovery curves by customer segment against three years of ledger history				Accepted by finance
Collector workload analysis				May 22
Six collectors, 4,100 live accounts, rebalanced by value and by contact history				Accepted by Sam Ortiz
IN FLIGHT		3	RISKS	
■ Training pack for the six collectors, drafted, held pending policy			■ Policy sign-off nine days late; every downstream date moves with it	
■ System configuration in the billing platform, two of five stages done			■ Two collectors leave in July; the rebalance assumes six people	
■ Write-off threshold paper for the audit committee, first draft May 30				
PLANNED FOR THE NEXT PERIOD				4
Configure the dunning ladder in the billing platform				June 4
Stages three to five, with the letter templates and the hold rules				Riley Thompson
Collector training, two half-days				June 10
Runs only once the policy is signed; rooms held for June 9 and 10				Jordan Ellis
Write-off threshold paper				May 30
First draft to the audit committee with the recovery curves attached				Dana Kohl
Go-live rehearsal against June ledger				June 20
One full cycle, both processes run side by side, results compared daily				Sam Ortiz

WHAT WE NEED FROM YOU

Sign off the collections policy, or tell us which clause is holding it.

The draft has been with the audit committee since **May 14**. Configuration, training and the go-live rehearsal are all sequenced behind it, and each week of delay moves the phase end by a week — the work itself is done. If a single clause is the obstacle, we would rather cut it and ship the rest than hold the whole policy. **Jordan Ellis** is available for a thirty-minute call any afternoon this week.