ILLUSTRATIVE EXAMPLE · Halcyon Group is fictional · Not a client engagement

Halcyon Group · SAP S/4HANA Wave 1 · Go-live decision at D-21

6 legal entities (UAE ×4, KSA ×2) · Finance, procurement, inventory, sales · System integrator-led delivery · Review: 10 business days · 10 critical readiness claims tested

RECOMMENDATION TO THE STEERING COMMITTEE

CONDITIONAL GO

The programme reports Green. The evidence supports go-live for the four UAE entities. It does not yet support KSA, and the cutover has no agreed exit.

22/50 readiness elements evidenced (44%) against a reported status of Green

4 contradictions between workstreams

If any condition is not met by its date: go live with the UAE entities on D-day and move both KSA entities to Wave 1b. Do not proceed without condition 3 in any scenario.

EVIDENCE BY DOMAIN

Testing	Data migration	Integration	Cutover	Governance
8/15	**4/10**	**2/5**	**4/10**	**4/10**
3 claims · reported Green	2 claims · reported Green	1 claim · reported Green	2 claims · reported Amber	2 claims · reported Green

WHERE THE WORKSTREAMS CONTRADICT EACH OTHER

T1 vs I1

Testing reports SIT 98% passed.
Integration shows 3 interfaces, including ZATCA e-invoicing, were never tested end to end. The 98% is measured on a reduced scope.

M1 vs T2

Migration reports Mock 3 passed.
KSA finance has not signed UAT and carries an unowned SAR 2.1M variance. KSA is not ready on the same evidence.

C1 vs C2

Cutover reports the plan approved.
Rehearsal 2 overran the window by 9 hours and no one has agreed when to roll back. The plan has no tested exit.

G1 vs T3

The steering pack reports Green.
Workstream reports are Amber and Sev 1 defects were reclassified without a record. The headline status is not traceable to evidence.

CONDITIONS FOR PROCEEDING

	CONDITION	OWNER	EVIDENCE BY
1	ZATCA e-invoicing, bank host-to-host and WMS interfaces pass end-to-end test with business sign-off.	Integration Lead + KSA Finance Controller	D-10
2	KSA SAR 2.1M variance resolved, or accepted in writing against a documented threshold, with a named owner.	Group Financial Controller	D-14
3	Rollback criteria and point of no return agreed; rehearsal 3 completes inside the 52-hour window.	Cutover Manager, approved by Sponsor	D-7

Method. Every critical readiness claim tested for Status, Owner, Evidence, Date and Action (READINESS-5), then cross-checked between workstreams. ChisokuLabs forms the judgement; the review does not guarantee go-live success.

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What was claimed, and what the evidence shows

Each claim as reported to the steering committee, tested on the five READINESS-5 elements.

● present ◖ partial (not counted) ○ missing S Status · O Owner · E Evidence · D Date · A Action

ID	DOMAIN	CLAIM AS REPORTED	REPORTED	S	O	E	D	A	SCORE	FINDING
T1	Testing	**SIT complete, 98% pass rate**	Green	●	●	◖	●	○	3/5	Pass rate excludes 3 interfaces deferred from SIT. No action recorded to close them.
T2	Testing	**UAT signed off by the business**	Green	●	●	◖	○	○	2/5	Sign-off from 4 of 6 entity process owners. Both KSA entities pending, no date.
T3	Testing	**No open Severity 1 defects**	Green	●	●	○	●	○	3/5	6 defects downgraded from Sev 1 to Sev 2 in the last 10 days with no change-board record.
M1	Data migration	**Mock 3 reconciliation passed**	Green	●	○	◖	○	○	1/5	KSA open-item variance of SAR 2.1M unresolved. Ownership disputed between SI and client finance.
M2	Data migration	**Master data cleansing complete**	Green	●	●	◖	●	○	3/5	3.8% duplicate vendor records remain. No signed data-quality threshold to judge against.
I1	Integration	**All 23 interfaces built and tested**	Green	●	●	○	○	○	2/5	20 tested end to end. ZATCA e-invoicing, bank host-to-host and WMS tested only against mocks.
C1	Cutover	**Cutover plan approved, 2 rehearsals done**	Amber	●	●	●	●	○	4/5	Rehearsal 2 ran 61 hours against a 52-hour business window. No re-plan agreed.
C2	Cutover	**Rollback plan in place**	Green	◖	○	○	○	○	0/5	Document exists. Rollback criteria and point of no return not agreed by anyone with authority.
G1	Governance	**Programme status Green**	Green	○	●	○	●	○	2/5	3 of 5 workstream reports are Amber. The steering pack consolidates them as Green.
G2	Governance	**Hypercare resourcing confirmed**	Green	●	◖	◖	●	○	2/5	SI roster confirmed for 4 weeks. Client super-users not released from day jobs; none named.

LEADERSHIP ACTIONS, NEXT 21 DAYS

- **Sponsor:** require the steering pack to show workstream status unconsolidated until D-day.
- **Programme Director:** restore the 6 reclassified defects to Sev 1 unless the change board records the reason.
- **Group Financial Controller:** set the variance threshold that counts as reconciled, in writing.
- **Cutover Manager:** schedule rehearsal 3 with the agreed point of no return built in.
- **KSA Country Head:** name and release 6 super-users for hypercare from D-7.

WHAT THIS REVIEW COVERS, AND WHAT IT DOES NOT

Covers: testing, data migration, integration, cutover and governance evidence for Wave 1; interviews with the sponsor, workstream leads and the system integrator.

Does not cover: re-testing the system, regulatory certification, or any guarantee of go-live success. ChisokuLabs takes no implementation fees and has no stake in whether the programme proceeds.

Illustrative example. Halcyon Group, its programme and all figures are fictional, created to show the format and depth of a ChisokuLabs review. Any resemblance to a real organisation is coincidental.