



Three situations where an independent, board-level read is worth more than another internal status update.

BEFORE GO-LIVE

An S/4HANA or Salesforce programme approaching a critical milestone, where the board wants an independent read on real readiness rather than the delivery team's own status report.

SIGNALS IT'S TIME TO CALL

- Testing status is reported as "on track" without a defect count the board can see directly
 - The go/no-go date has not moved despite scope or resourcing changes
 - Nobody outside the delivery team has reviewed cutover and data-migration readiness
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PROGRAMME IN TROUBLE

A transformation that has drifted - budget, timeline or confidence - where the question is whether to recover it, reset it, or stop.

SIGNALS IT'S TIME TO CALL

- The programme has missed more than one major milestone
 - Status reports read as consistently positive despite visible delay
 - The sponsor no longer has a clear, current view of real risk
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THE DEAL

An IT carve-out, TSA exit or Day 1 separation, where an independent view of technical and organisational readiness sits above the deal team and the system integrator alike.

SIGNALS IT'S TIME TO CALL

- A TSA exit date is fixed and IT separation readiness has not been independently reviewed
- The carve-out plan assumes IT readiness that operations has not confirmed
- The deal team needs a technology read that isn't coming from the buyer's or seller's own advisers

EXECUTIVE TRANSFORMATION TRIAGE

A fixed-fee, 10 working days independent read on a programme's real risk, for €35,000 - one board-ready answer before the next critical decision, not a day-rate engagement.

[See the Triage page](#)

THE NUMBERS

25 years as Group CIO/CDIO at General Electric and Alcatel-Lucent Enterprise, across more than 45 countries

Over €35M in delivery savings, carve-outs with zero customer disruption

20+ years leading SAP S/4HANA transformation and cutover programmes

Board-level, independent - never the system integrator reporting on its own programme

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