

Platform migration: what's true, what's assumed, what to decide

Prepared for the CEO, COO and CTO of a fictional 140-person B2B software company ("Northwind Software"). Basis: 14 conversations, the program plan, six weeks of status reports, the vendor contract, and the pull-request and review-queue history.

THE ANSWER

The June 12 launch date is not defensible. The date I would defend is **August 28**, and only if the first three decisions below are made by **April 10**. The status report shows five lines, all green. Four of them hide a blocker, and none of those blockers has a named owner. The fifth, AI adoption, is an assumption the plan leans on, covered further down.

WHAT'S TRUE

Line	Status says	What I found	Basis
Data migration	Green	Blocked on a vendor API change. Nobody on either side owns it.	Vendor contract, 3 interviews
Integrations	Green for 9 weeks	No agreed definition of done. The customer team has accepted 3 of 11.	Acceptance log
Launch date	Green	Already moved twice. No team lead I spoke to expects June 12.	8 team interviews
Resourcing	Green	Two programs are booked to the same 4 engineers in April and May.	Staffing sheets
AI adoption	Green	80% of engineers use it. The review queue is 11 days. See the next section.	Repository data

WHAT'S ASSUMED: THE AI PRODUCTIVITY CLAIM

Claim	What the data shows	Where it sits in the plan
Code is written faster	Measured. Pull requests per engineer are up about 60% over 8 weeks.	Counted in the plan
Features ship faster	Not shown. The review queue grew from 3 to 11 days, and nothing merged sooner.	Hoped for. The plan assumes a 25% schedule cut.
AI-written code has an owner	Not defined. 40% of recent merges have no named reviewer.	Unpriced risk

Recommendation: take the 25% schedule cut out of the plan until review capacity is fixed and one release has shipped on the new flow.

DECISIONS NEEDED, AND WHO OWNS EACH

#	Decision	Owner	By
1	Name one owner for the vendor API dependency, and escalate to the vendor's account lead.	CTO	April 3
2	Sign off a written definition of done for integrations: customer acceptance, not code-complete.	COO, with the customer lead	April 8
3	Decide which program gets the 4 shared engineers in April and May. They can't do both.	CEO	April 10
4	Name a reviewer for all AI-written code, and cap the work in review.	CTO	April 17

THE DATE I'D DEFEND

August 28, if decisions 1 to 3 land by April 10. If the vendor API fix slips past April 24, the honest date moves to October, and the board should hear that now, not in July. If the vendor won't commit, the option to discuss is launching without that integration.

YOUR THREE OUTCOMES

Fix it yourselves with this page. Ask me to stay and run the recovery. Or stop here. Any of the three is fine.

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