

Cutover Doesn't Start Two Weeks Before Go-Live



The best go-lives are the least eventful.
That comes from months of rehearsal, not
a well-organised final weekend.

Cutover Doesn't Start Two Weeks Before Go-Live

The most successful Oracle Cloud go-lives are rarely the result of brilliant cutover weekends. They are the result of months of preparation.

Every Oracle programme eventually reaches the same milestone.

Go-live is approaching.

The pressure builds.

- Programme teams begin producing detailed cutover plans.
- War rooms are established.
- Weekend schedules are created.
- Resources are allocated.
- Every activity is carefully timed.
- It all feels organised.

But there is one problem.

- The planning has started far too late.
- Cutover is often treated as the final activity of an Oracle implementation.

In reality, it is one of the first activities that should be planned.

Go-Live Isn't a Weekend

Many organisations think of cutover as the final weekend before Production.

- Move the data.
- Deploy the configuration.
- Validate the system.
- Switch users into Oracle.
- Go live.

But successful Oracle programmes know that cutover is much larger than deployment.

It is the coordinated transition from one way of operating the business to another.

That transition affects every workstream.

- Business operations.
- Data migration.
- Integrations.
- Security.

- Reporting.
- Infrastructure.
- Support teams.
- Business users.

If any one of those areas is unprepared, the programme carries unnecessary risk into Production.

A Cutover Plan Doesn't Remove Risk

Writing a cutover plan is relatively straightforward.

Anyone can produce a spreadsheet with activities and timings.

The real challenge is answering a much harder question.

Will the plan actually work?

That answer cannot be found in Microsoft Project.

- It can only be found through execution.

Successful Oracle programmes don't trust the plan because it looks complete.

- They trust the plan because they have already proven it works.
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Rehearsal Is Where Confidence Is Built

One of the biggest differences between successful and struggling Oracle programmes is the way they approach rehearsals.

Leading programmes treat rehearsals as opportunities to learn.

- Activities are timed.
- Dependencies are validated.
- Data migration durations are measured.
- Integration deployments are confirmed.
- Business validation activities are exercised.
- Support procedures are tested.

Every rehearsal answers critical questions.

- Can we complete the migration within the available outage window?
- Are deployment activities correctly sequenced?
- Can the business validate the solution quickly enough?
- Are manual activities realistic?
- Do we have enough people performing each task?

Every rehearsal reduces uncertainty.

Every rehearsal strengthens the final Production deployment.

Cutover Begins with Data

For many organisations, data migration represents the single greatest cutover risk.

- Extracts.
- Transformations.
- Validations.

- Reconciliations.
- Loading into Oracle Fusion.
- Financial balancing.
- Operational verification.

These activities cannot be estimated.

- They must be measured.

Successful programmes use rehearsals to understand exactly how long migrations take, where bottlenecks occur and which activities require optimisation before go-live.

Without this knowledge, deployment schedules become optimistic assumptions rather than reliable plans.

Every Workstream Owns Part of Cutover

Cutover isn't owned solely by the Programme Manager or Technical Lead.

- Every delivery workstream contributes.
- Functional teams validate business configuration.
- Integration specialists deploy and verify interfaces.
- Security administrators confirm user access.
- Data migration teams execute final loads and reconciliations.
- Infrastructure teams prepare environments.
- Business representatives validate operational readiness.
- Service management prepares support and Hypercare.

When every team understands its responsibilities early in the programme, cutover becomes coordinated rather than reactive.

The Best Cutover Plans Expect Problems

No Oracle implementation proceeds exactly as planned.

Successful programmes accept this.

Instead of assuming everything will work perfectly, they prepare for exceptions.

- What happens if a migration exceeds the planned window?
- What if a critical interface fails?
- What if reconciliation identifies unexpected differences?
- What if deployment must pause?

Good governance defines escalation paths, decision makers and contingency actions long before they are ever required.

The objective isn't to eliminate risk.

It is to ensure the programme can respond to risk quickly and confidently.

Go-Live Readiness Is More Than Technical Readiness

One of the most common mistakes is assuming that successful testing automatically means successful deployment.

- Testing demonstrates that the solution works.

- Cutover demonstrates that the organisation is ready.
- Business users must understand new processes.
- Support teams must be prepared for Hypercare.
- Operational procedures must be documented.
- Security administration must be established.
- Monitoring must be in place.
- Business leadership must be confident that operations can continue from the first day after go-live.

Technology alone cannot provide that confidence.

Cutover Is the Final Quality Gate

The best Oracle programmes don't see cutover as the final task before Production.

They see it as the final quality gate within their delivery governance framework.

Every previous stage contributes to successful cutover.

- Development ensures technical quality.
- System Integration Testing validates end-to-end processes.
- User Acceptance Testing confirms business readiness.
- Cutover rehearsals prove operational readiness.

Production deployment simply becomes the final execution of a process that has already been demonstrated.

When viewed this way, go-live should never be a leap of faith.

It should be an expected outcome.

Governance Turns Go-Live into a Non-Event

The highest compliment an Oracle programme can receive after go-live is often the simplest.

- "It was uneventful."
- No major incidents.
- No unexpected delays.
- No last-minute decisions.
- No crisis management.
- Just a controlled transition into Production.

That level of confidence isn't achieved through luck.

It is achieved through governance, preparation and disciplined execution over many months.

Final Thoughts

Cutover doesn't begin two weeks before go-live.

It begins the day the programme starts planning how change will move safely into Production.

Successful Oracle Cloud programmes don't rely on detailed spreadsheets or heroic weekend efforts.

They rely on structured governance, repeated rehearsals, measured execution and clear ownership across every delivery workstream.

When organisations rehearse the transition, validate every dependency and treat cutover as a programme-wide discipline rather than a final deployment event, go-live becomes significantly less risky.

Because successful Oracle implementations aren't defined by what happens during the final weekend.

They're defined by everything the programme has done to prepare for it.

About Sarrisco

At Sarrisco, we treat cutover as a governed business transition rather than a last-minute technical deployment. Our Oracle Cloud Delivery Governance Framework integrates cutover planning, data migration, deployment sequencing, rehearsal management, business readiness and production validation into the wider delivery lifecycle. By introducing cutover planning early, conducting structured rehearsals and defining clear ownership across functional, technical and business teams, we help organisations reduce deployment risk, improve operational readiness and deliver Oracle Cloud go-lives with confidence. A successful cutover should never depend on heroics, it should be the predictable outcome of disciplined governance and preparation.

Contact us to learn how Oracle Cloud Delivery Governance Framework can support your long-term Oracle Cloud success.

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