How I Rescued a EUR40M+ IFRS9 Program Under Auditor Scrutiny

EUR40M+	**200+**	**12**	**Auditor**
Program Budget	Contributors	Months to Stabilize	Sign-off Achieved

THE CRISIS

A major European banking group was implementing a complete treasury and accounting subledger replacement - migrating from legacy host systems to Calypso and SQL Server. The program was critical for IFRS9 compliance.

When I joined, the situation was severe:

- **System went live with limited test coverage** - core systems were unstable at go-live

- **No testing possible for recon and reporting** - these streams depended on upstream systems that weren't ready

- **Reporting and reconciliation were failing** - no one could explain the numbers

- **Auditors demanded answers** that no one in the organization could provide

- **200+ contributors** were involved, but no single person understood the end-to-end data flow

WHAT I DID

I joined the program one year before go-live and took ownership of reconciliation and all regulatory reporting. At go-live, these were the streams most impacted - because the core systems they depended on were unstable, there had been no opportunity to properly test them.

1. Built End-to-End Transparency

Created complete visibility from source systems through data platforms to regulatory output. For the first time, every data movement could be traced and explained.

2. Built Data Lineage Transparency

Together with business partners, created end-to-end traceability from source systems through to regulatory output. Made data flows visible and understandable for the first time.

3. Stabilized Reporting Under Pressure

Spent 12 months post-go-live systematically stabilizing reporting and reconciliation. Created explainability for every data movement. Participated directly in auditor meetings.

4. Made the Program Explainable to Auditors

Transformed a program that couldn't answer auditor questions into one that could satisfy auditor scrutiny with clear, fact-based explanations of every data movement.

THE OUTCOME

Regulatory reporting stabilized - Auditors could finally get clear answers to their questions

Root-cause analysis: days to hours - Problems that took days to diagnose now took hours

Auditor explainability achieved - The program became defensible to auditors and regulators

Team capability built - Internal team trained on end-to-end traceability

"The difference was end-to-end thinking. I don't treat symptoms - I find root causes. And I stay until it's delivered."

- Andreas Hackl

Facing a similar challenge?

**DM me "AUDIT" on LinkedIn
and I'll send you my 15-minute Program Health Assessment
framework.**

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