

FUGU GMBH · PROGRAM SCHEDULER · GLOBAL PHARMA CLIENT · 2026

# A wrong room is not a cost worth trading for *convenience*.

A three-day leadership programme where the top-reported problem was never the content. Nobody knew where they were meant to be. Schedules lived in documents, changes travelled by email and hallway relay, and every participant held a different version of the truth. So the schedule moved onto their phones, and the thing that builds it was made boring on purpose.

BUILT SOLO AND RUNNING IN PRODUCTION · ORGANIZER CONSOLE, COACH AND PARTICIPANT VIEWS

REFERENCE PROGRAMME: 34 PEOPLE OVER THREE DAYS

**34**

People on one programme

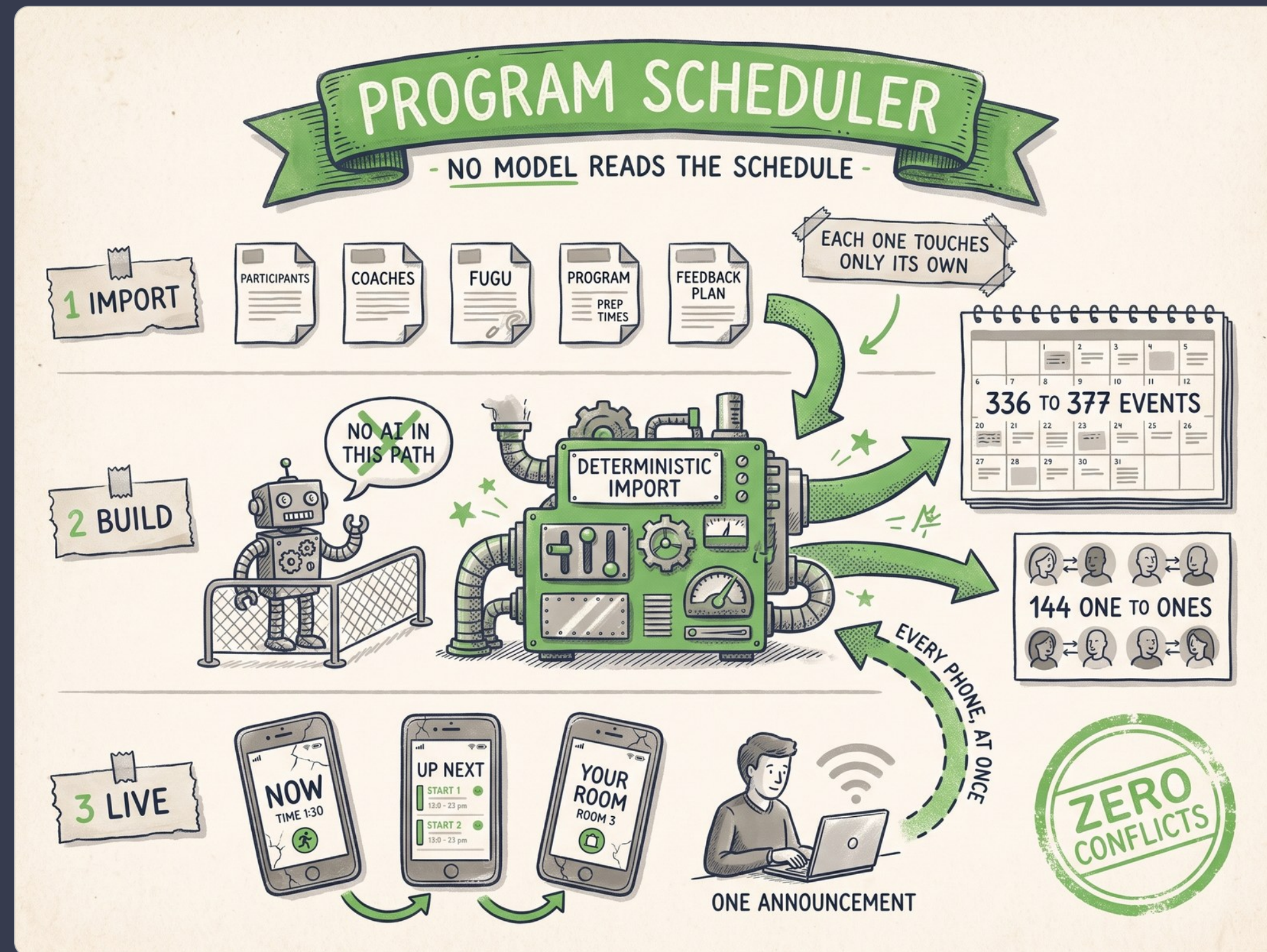
**377**

Events across three days

**144**

Coach and participant one to ones

# Import, build, *live*.



## 01 • IMPORT

### Six documents, six parsers, no overlap.

The programme is built from the documents that already exist. Each one is declared by role, and a prep-times document can only touch prep times. Nothing can silently overwrite anything else.

## 02 • BUILD

### No model reads the schedule.

The import path is deterministic by design. A model that misreads a room in a programme for people flown in from three continents costs more than the convenience it saves, so it is not in this path at all.

## 03 • LIVE

### One announcement, every phone.

Personal views on each participant's phone: what is now, what is next, which room. A change reaches everyone at once instead of travelling by email and hallway.

# The schedule stopped being an *argument*.

34

People, one programme

377

Events rebuilt from zero, verified

144

One-to-one feedback sessions placed

0

Conflicts and zero prep drift on rebuild

## WHAT THE DETERMINISTIC PATH BUYS

THE INTERESTING DECISION HERE WAS WHERE NOT TO PUT A MODEL.

- Six role-scoped importers, each blind to the others' data.
- Unmatched names block the import rather than leaking into production.
- Health checks for conflicts, room clashes and prep drift, each navigable.
- Time saved is my own estimate and is labelled as such wherever it appears.

A full-day schedule adjustment went from hours of manual editing to under a minute.

## BUILT AFTER A REAL INCIDENT

A name the import never matched

Now the apply is blocked until it is resolved

A participant came through mis-named in a source document, the import did not match them, and the scheduling lead was left fighting unresolvable conflicts in production. The fix was not a better guess. It was refusing to proceed.

Determinism is a product decision, not a technical shortcut.