

# D5 — Assumption & Risk Register

## Evidence Zone Close · Day 11 Update

NorthBridge Freight Solutions

<b>TOTAL ENTRIES</b> <b>62</b> 8 categories	<b>CARRIED AS</b> <b>5</b> Pre-invest condition	<b>CONFIRMED</b> <b>6</b> Neg / Against / Failed	<b>OPEN / WATCHING</b> <b>43+</b> Subsidiary items	<b>CRITICAL UNKNOWN</b> <b>CU-01</b> Confirmed — closed
<b>PREPARED FOR</b>	NorthBridge Freight Solutions · CEO, CFO, VP Business Development			
<b>SPRINT DAY</b>	Day 11 — Evidence Zone · Final Register Update			
<b>STATUS</b>	62 entries · All CUs closed or carried · Evidence Zone closed			
<b>DATE</b>	March 2026 · Confidential			
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## Register Overview and Construction Protocol

The D5 Assumption & Risk Register is the evidentiary spine of the VAD sprint verdict. It seeds every material assumption embedded in the venture hypothesis, tracks evidence obtained against each, and closes or carries each entry as the sprint advances through its four zones. The register functions differently at each stage: seeding and expanding in the Hypothesis Zone; adversarial probing in the Diagnostic Zone; closing or carrying in the Evidence Zone; and decision-dynamic tracking in the Verdict Zone.

This register closes the Evidence Zone at Day 11. 62 entries across eight categories. All five Critical Unknowns are closed or reclassified. Three pre-investment audit conditions are carried to the Day 14 Sprint Master Report as gating items for Phase 1 capital commitment. Two decision-dynamic items track active stakeholder positioning through Day 14.

Grade	Definition	Grade	Definition
Importance: H	Kills venture if wrong	Importance: M	Materially affects verdict
Certainty: H	Evidence confirmed	Certainty: M	Partial evidence
Certainty: L	Assumed or untested	Importance: L	Relevant but not decisive

Status	Meaning
<b>CONFIRMED NEGATIVE / AGAINST</b>	Evidence definitively refutes the assumption. No rehabilitation path.
<b>FAILED</b>	Assumption tested; structurally failed. No path to recovery in current configuration.
<b>CARRIED: PRE-INVEST. CONDITION</b>	Cannot be resolved in sprint window. Gating condition for capital commitment.
<b>OPEN — DECISION-DYNAMIC</b>	Active through Day 14. Stakeholder positioning, not assumption tracking.
<b>RESOLVED</b>	Evidence obtained. Assumption confirmed, refuted, or bias-adjusted.
<b>WATCHING</b>	Lower priority; monitoring for signal changes through Day 14.

## Sprint Summary — Evidence Zone Close (Day 11)

Status Bucket	Count	Key Entries	Sprint Action
CARRIED AS PRE-INVESTMENT CONDITION	5	A018 (governance), A023 + A047 (audit cluster), A052 scope	Carried to Day 14 Sprint Master Report as gating items for any Phase 1 capital commitment.
CONFIRMED NEGATIVE / AGAINST / FAILED	6	A006 (CU-01 channel conflict), A022 (24-mo threshold), A035 (external ARR), A037 (LTV:CAC), A051 (payback gate)	Two-ground Phase 2 NO GO + Phase 1 conditional gate confirmed. No rehabilitation paths on structural grounds.
RESOLVED	5+	A007 (pain validated), A011 (WTP confirmed against), A026 (tech feasibility), A034 (CAC modeled), A046 (cost gap memo)	Evidence obtained; assumptions confirmed, refuted, or bias-adjusted. Feeds D4 model inputs.
FAILED — no rehabilitation path	1	A035 — External ARR Year 3 target	No rehabilitation path within current Cascade-branded positioning. CU-01 closes all channels.
WATCHING — decision-dynamic	2	A061 (CFO institutional credibility risk), A062 (VP BD pivot contemplation)	Not assumption tracking. Stakeholder positioning carry to Day 14; inform Sprint Master Report framing.
OPEN — subsidiary items	43+	Inherited from earlier sprint phases; subsidiary to primary structural findings	A024 is the only active item requiring sprint resolution (dispatcher knowledge inventory, Day 11).

**CUSTOMER** 6 entries

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A001	Other regional freight brokers (\$50M–\$500M revenue) are the external buyer for NorthBridge Connect.	Stated	H	M	<b>RESOLVED CONF. AGAINST → CU-01</b>	Channel conflict confirmed negative via two independent sources. Regional brokers will not buy dispatch optimization from a direct freight competitor. External buyer premise eliminated.
A002	The buyer is the COO or VP of Operations at a regional freight broker — they have budget authority for this purchase.	Stated	H	L	<b>RESOLVED CONF. AGAINST → CU-01</b>	COO/VP Ops buyer title correct; buyer will not purchase from a direct competitor. Budget authority unverified. Moot under CU-01.
A003	Existing shipper customers are representative demand signals for the external broker product.	Unstated	H	L	<b>RESOLVED (RECLASSIFIED)</b>	Shipper signals reclassified as internal use case validation only. Not applicable to external broker demand signal grade. Phase 1 internal validation confirmed.
A004	Dispatcher pain (30–40% manual override rate) validates the internal use case.	Unstated	M	H	<b>RESOLVED (BIAS ADJ.)</b>	Internal dispatcher pain validated as real. Bias-adjusted via external technical validator: operative figure at midpoint of 30–40%. Phase 1 internal use case confirmed.
A005	Dispatchers will adopt the platform and reduce manual overrides once deployed.	Unstated	M	L	<b>OPEN — CARRIED: PHASE 1A IMPLEMENTATION RISK</b>	Dispatcher adoption is a real risk independent of training. External validator finding: identity-threat, not change-management problem. Carry forward as Phase 1A change management pre-investment condition.
A006 (CU-01)	Data governance concerns from broker prospects are addressable with a strong contractual framework.	Unstated	H	H	<b>CONFIRMED NEG.</b>	CU-01 CLOSED — CONFIRMED NEGATIVE. Competitive channel conflict is structural and industry-wide, confirmed by independent Tier 2 broker buyer with direct budget authority. "That's not a sales problem. That's a structural positioning problem." No rehabilitation path visible within current venture configuration.

**MARKET** 5 entries

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A007	Load matching inefficiency is a top-5 pain for regional freight brokers — not just a recognized nuisance.	Unstated	H	H	<b>RESOLVED</b>	Pain confirmed as genuine, quantified, and margin-impact specific by independent Tier 2 broker buyer. "The pain is not in question." Pain severity confirmed; active funded budget is not confirmed — framing is "I would have paid," not "I have budget allocated now."
A008	The addressable PNW regional broker market is large enough to support a viable SaaS business at target pricing.	Stated	H	L	<b>RESOLVED CONF. AGAINST → REVERSE P&amp;L;</b>	PNW broker SOM generates ~\$45K Year 3 ARR vs \$438K required to justify Stage 2 investment. Market approximately 10x too small.
A009	The first-mover window in PNW regional broker tech is 18–24 months before national platforms build regional capability.	Stated	M	L	<b>RESOLVED (MOOT)</b>	First-mover window question moot. Phase 2 NO GO confirmed on structural unit economics grounds independent of timing.
A010	Regional brokers are actively seeking technology tools to address margin compression.	Unstated	H	M	<b>RESOLVED CONF. AGAINST → CU-01</b>	Regional brokers seek technology tools but not from direct competitors. CU-01 eliminates the organization as viable vendor for the external market.

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A011	Willingness to pay in the \$2,000–\$5,000/month range is validated by the market.	Stated	H	H	<b>RESOLVED — CONFIRMED AGAINST</b>	WTP confirmed at \$1,000–\$1,500/month for mid-market regional brokers by independent Tier 2 broker buyer. Original range holds only for large-volume operations (2,000+ loads/week) — a small minority of the PNW addressable market. Mid-market ACV = \$12,000–\$18,000/year.

**CHANNEL** 5 entries

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A012	The existing salesforce can sell a SaaS platform to direct competitors (regional freight brokers).	Unstated	H	L	<b>RESOLVED CONF. AGAINST → CU-01</b>	Sales lead: existing broker relationships are competitive freight relationships; cannot convert to SaaS sales channel. CU-01 eliminates the salesforce channel entirely.
A013	Relationship capital built with regional brokers at industry events is sufficient to open commercial conversations.	Unstated	M	L	<b>RESOLVED CONF. AGAINST → CU-01</b>	Event relationship capital insufficient to overcome competitive vendor objection. CU-01 closed this channel.
A014	A dedicated SaaS sales hire in Year 2 can ramp to 30 new broker customers in Year 3.	Unstated	H	L	<b>RESOLVED CONF. AGAINST → A035</b>	Dedicated SaaS sales hire ramp moot under Phase 2 NO GO.
A040	Broker relationships are competitive freight relationships — cannot be converted to SaaS pipeline without a fundamental trust reset.	Unstated	H	H	<b>RESOLVED CONF. AGAINST → CU-01</b>	Broker relationships confirmed as competitive freight relationships. Cannot be converted to technology sales channel. "Calling them to sell software is different — they may be suspicious about what data we are accessing."
A041	Gross-margin commission structure creates structural economic barrier to deploying existing salesforce on a low-ACV SaaS product.	Unstated	H	H	<b>RESOLVED CONF. AGAINST → CU-01</b>	Sales lead: "If I put my best rep on this, I destroy her commission and she quits." Structural economic barrier confirmed; moot under Phase 2 NO GO.

**COMPETITION**

3 entries

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A015	National platforms lack regional depth — making them non-competitive for PNW brokers.	Stated	M	M	RESOLVED → CU-01	Competitive feature analysis moot. CU-01 channel conflict is the structural finding; feature differentiation is secondary.
A016	FreightTech startups would need 3–5 years to build comparable regional data depth — providing a durable moat.	Stated	H	M	RESOLVED → CU-01	FreightTech startup timing analysis moot. CU-01 channel conflict supersedes feature/timing competition.
A017	Convoy's competitive sensitivity does not apply here — the brand is a marketplace, not a broker competitor.	Stated	L	H	RESOLVED CONFIRMED — SUBSIDIARY TO CU-01	Convoy is the proof case for competitive channel conflict. The same logic applies to the organization. CU-01 confirmed via two independent sources.

**ORGANIZATIONAL CAPACITY**

11 entries

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A018	Senior leadership will sustain commitment through a 13–19 month data engineering phase that produces no visible output.	Unstated	H	L	CARRIED: GOVERNANCE	Reclassified from Critical Unknown. Primary decision question has moved upstream to Day 14 GO authorization. Day 14 Sprint Master Report carries A018 forward as documented pre-investment governance condition with explicit commitment ladder — stage gates, exit criteria, named sponsor accountability checkpoints.
A019	VP Operations opposition is manageable and has not yet been formally heard.	Unstated	H	L	CARRIED: GOVERNANCE	VP Operations supports internal deployment genuinely. Opposition to external licensing is structural. Engineering Lead committed to informing VP Operations about portal upgrade deferral before Day 9. Carries alongside A018 as Phase 1 pre-investment governance condition.
A020	The organization can hire ML engineers and data engineers quickly enough not to delay Phase 1A.	Unstated	H	H	OPEN — CARRIED: PHASE 1A PLANNING INPUT	At-risk engineer retained with documented terms. Forward-hiring exposure remains: Portland ML market is thin; 60–90 day backfill assumption. Carry as Phase 1A talent-bench planning provision.
A021	Engineering team has sufficient capacity to run data engineering and platform development alongside current IT responsibilities.	Unstated	H	L	RESOLVED	Engineering Lead capacity confirmed. Sufficient for Phase 1A design phase given sequential normalization timeline.
A022	Gross margin culture and P&L; expectations are compatible with a 4–5 year payback horizon on a SaaS venture.	Unstated	H	L	CONFIRMED NEG.	CFO threshold now concrete: 24-month payback on internal case before any external capital. Decision dynamic has moved upstream — CFO has handed GO/NO-GO authority to CEO. A022 closes as the underlying threshold finding; A060 carries the live governance question.
A038	VP Operations supports internal deployment but structurally opposes external licensing — split position may define a PIVOT path.	Unstated	H	H	RESOLVED → PHASE 2 NO GO	VP Operations opposition to external licensing moot under Phase 2 NO GO. Carrier trust concern tracked separately as independent risk.

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A039	Dispatcher resistance is a cultural/HR risk (professional capital threat) — not only a change management problem.	Unstated	M	M	<b>OPEN — CARRIED: PHASE 1A IMPLEMENTATION RISK</b>	Dispatcher resistance confirmed as identity/professional capital threat per external technical validator. "The adoption problem isn't a training problem. It's a professional identity problem." Decision-support framing vs. decision-replacement framing are fundamentally different. Carries as Phase 1A implementation risk.
A042	External licensing creates carrier trust breach risk — carriers expect performance data stays within the organization.	Unstated	H	M	<b>RESOLVED → PHASE 2 NO GO</b>	Carrier trust breach risk from external licensing moot under Phase 2 NO GO.
A043	The venture advanced 4 months without formal cross-functional briefing — VP Operations informed only informally.	Unstated	M	H	<b>RESOLVED → A018 GOVERNANCE CONDITION</b>	Cross-functional briefing process failure absorbed into A018 governance condition. Documented as organizational process gap for Phase 1A governance design.
A044 / A045	[Placeholder entries — redacted in sample]	—	—	—	<b>RESOLVED</b>	Sample entries. Full register contains all detail.
A049	One key engineer on the engineering team is actively exploring other opportunities.	Unstated	M	M	<b>CLOSED — Day 11</b>	ML engineer retention confirmed with documented terms. Departure risk resolved. A020 simplifies.

**TECHNOLOGY & DATA**

10 entries

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A023	The organization has 6 years of high-quality PNW load data suitable for ML model training.	Stated	H	L	<b>CARRIED: AUDIT COND.</b>	Data audit must separately quantify behavioral attribute coverage, not just transactional completeness. The competitive moat is narrower than stated in any client-facing document. Do not use "6 years of proprietary data" language without qualification. Three-layer audit (transactional, behavioral attribute, recoverabil...
A024	Carrier performance data (on-time, damage, capacity reliability) is consolidated and accessible for ML training.	Unstated	H	L	<b>TWO-PART: knowledge portion CLOSED Day 11; fragmentation CAR...</b>	Knowledge portion: dispatcher cohort retention confirmed. Historical departures absorbed into Phase 1A build-phase knowledge codification. Fragmentation: three carrier performance data systems not consolidated; carried alongside A023/A047 as pre-investment audit cluster.
A025	The legacy carrier portal (2016 custom stack) data can be extracted without prohibitive engineering effort.	Unstated	H	L	<b>RESOLVED</b>	Legacy portal extractability confirmed via Engineering Lead tech feasibility memo. No prohibitive migration risk identified.
A026	The ML-based dispatch optimization approach is technically feasible using existing TMS data infrastructure.	Unstated	H	H	<b>RESOLVED</b>	Core technical feasibility confirmed by Engineering Lead. External product architecture feasibility and data quality gaps remain active open items.
A027	Phase 1 build can be completed within 12 months from board approval.	Stated	H	H	<b>RESOLVED (BIAS ADJ.)</b>	Operative range: 18 months Phase 1A + 12–18 months sequential data normalization = 30–36 months total from board approval. External technical validator: "18 months is optimistic for production-grade. Not pessimistic — optimistic." Original 12-month estimate retired.
A028	\$1.5–\$2M is sufficient to build Phase 1 including data infrastructure and ML talent.	Stated	H	L	<b>RESOLVED (BIAS ADJ.)</b>	Operative range: \$2.6–3.5M (Engineering Lead anchor \$2–2.5M + external validator 30–40% bias adjustment). Original \$1.5–2M estimate retired.
A029	McLeod TMS integration can support a parallel ML interface without creating operational risk.	Unstated	M	L	<b>OPEN — CARRIED: PHASE 1A INTEGRATION CONDITION</b>	McLeod TMS integration not directly tested in sprint. Carries as Phase 1A technical pre-condition to scope during build design phase.
A047	The carrier behavioral and performance attribute layer — the data that makes ML matching differentiated — is present in approximately 50% of load records.	Unstated	H	H	<b>CARRIED: AUDIT COND.</b>	Independently confirmed by Engineering Lead and external technical validator (40–60% behavioral data coverage for regional carriers). "The layer our actual competitive advantage lives on — is more fragmented." Key ML features (damage claim history, seasonal reliability) may come in at 30–40% coverage. Full audit cannot...
A048	Institutional carrier relationship knowledge held by departed senior staff is not captured in any system and cannot be recovered.	Unstated	H	H	<b>RESOLVED → A024</b>	Dispatcher cohort retained with documented terms. Forward institutional knowledge loss risk resolved. Historical departure gap is an acknowledged Phase 1A build-phase scoping item.
A052	Data normalization is a distinct 12–18 month phase preceding any ML model training — not included in current build timeline estimates.	Unstated	H	M	<b>RESOLVED CONFIRMED SEQUENTIAL — SCOPE CARRIED</b>	Sequential finding CLOSED. Engineering Lead confirmed Day 8: normalization is sequential to Phase 1A, adding 12–18 months and pushing total deployment to 30–36 months. SCOPE DIMENSION CARRIED: full audit cannot complete in sprint window. Day 14 Sprint Master Report must hand audit forward as gating item. NO capital com...

**FINANCIAL MODEL**

11 entries

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A030	Internal annual operating savings of \$2–3M are achievable within 12 months of deployment.	Stated	H	L	RESOLVED (BIAS ADJ.)	Operative range: \$1.2–2.0M/yr after external validator 30–40% bias adjustment. Timeline shifted to post Phase 1A completion (~30–36 months from board approval).
A031	Dispatcher efficiency gain of 20% time-saving is achievable at full adoption.	Unstated	M	L	RESOLVED (BIAS ADJ.)	Operative figure: 12–14% dispatcher time savings after bias adjustment (vs claimed 20%).
A032	Carrier penalty avoidance of \$350K per year is achievable.	Unstated	M	L	RESOLVED (BIAS ADJ.)	Operative figure: ~\$210–245K/yr carrier penalty avoidance after bias adjustment (vs claimed \$350K).
A033	No customer churn needs to be modeled in Years 1–3 of the external SaaS business.	Unstated	H	L	RESOLVED → A035	Phase 2 SaaS customer churn assumption moot under Phase 2 NO GO.
A034	CAC has not been modeled — sales & marketing budget is a placeholder.	Stated	H	L	RESOLVED	CAC modeled across optimistic/base/bear scenarios in D4 Full Model (Day 9). Downstream finding: LTV:CAC fails the 3:1 gate in all scenarios, flowing into A037 closure.
A035	External ARR reaches \$1.47M by end of Year 3 (35 broker customers at average \$3,500/month).	Stated	H	L	FAILED — NO REHABILITATION PATH	CLOSED. CU-01 confirmed negative blocks all paths to 35 broker customers. "The sales conversation never even gets to the contract if the logo on the cover page is a carrier." Year 3 target requires ~1 new customer/month for 35 months from standing start in a structurally conflicted market.
A036	The 3-year net value is positive (\$4.15M cumulative from early Year 3).	Stated	H	L	RESOLVED CONFIRMED AGAINST	Combined 3-yr NPV claim fails. Phase 2 revenue cascade eliminated. Phase 1-only NPV is a separate Day 14 Sprint Master Report calculation using bias-adjusted operative figures.
A037	LTV:CAC ratio meets the 3:1 threshold required for a GO-permissible verdict.	Unstated	H	L	RESOLVED — CONFIRMED AGAINST	D4 Full Model (Day 9): LTV:CAC 0.78:1 optimistic / 0.28:1 base / 0.13:1 bear — all three scenarios fail the mandatory 3:1 methodology gate. One of two independent structural grounds for Phase 2 NO GO.
A050	The internal dispatch tool and the external commercial SaaS product may be structurally different products requiring sequential development.	Unstated	H	L	REOPENED — ARCHITECTURAL ASSUMPTION (POST-SPRINT LICENSING P...	Internal/external architecture boundary assumption reopened per VP BD's directional selection of data licensing path with TMS partner. Scoped as post-sprint exploration. Carries as architectural assumption for the licensing path.
A051	The CFO's 24-month payback threshold is achievable given Engineering Lead's 18-month build estimate.	Unstated	H	H	CONFIRMED NEG.	CLOSED. The 24-month payback threshold is structurally unachievable under any modeled scenario. Normalization finding makes this worse, not better. Day 9 Reality Check must present this as a confirmed finding. Rehabilitation requires CFO threshold to increase to 36+ months — no evidence of flexibility.
A053–A059	[External SaaS pricing, sales cycle, TMS integration, broker data quality, white-labeling, broker count, TAM — 7 entries]	Various	H/M	H/M	RESOLVED → PHASE 2 NO GO	All seven entries closed as moot under Phase 2 NO GO or confirmed against in reverse P&L.; Key findings carried: WTP \$1K–\$1.5K/month (not \$2K–\$5K); PNW addressable market 15–24 firms (not 40–50); TAM \$345K–\$600K (not \$500M–\$1B). White-labeling buys 6 months runway, not a solution.

**STAKEHOLDER DYNAMICS (Day 9)**

3 entries

ID	Assumption	Type	Imp	Cert	Status	Disposition / Evidence Notes
A060	The CEO is the operative GO/NO-GO decision-maker entering Day 12. CFO has explicitly deferred the call to him.	Unstated	H	H	<b>OPEN — DECISION-DYN.</b>	CEO confirmed as operative GO/NO-GO decision-maker after CFO explicitly handed authority Day 9. CFO absorbed the payback math without deflecting. Decision: whether the three Phase 1 conditions can carry named owners and written commitments. Day 14 Sprint Master Report primary reader.
A061	CFO's visible irritation that the sprint surfaced material gaps that internal process did not creates a Day 14 reception risk.	Unstated	M	M	<b>WATCHING</b>	CFO was visibly miffed — not only at the financial picture but that an external sprint identified what internal governance missed. Day 14 Sprint Master Report must narrate CEO/CFO authority handoff with care. Institutional credibility risk if CFO experiences report as bypassing internal process.
A062	VP Business Development is in active pivot contemplation — processing how a reframe allows him to save face.	Unstated	M	M	<b>RESOLVED (DIRECTIONAL)</b>	VP BD leaning toward data licensing with TMS partner; scoped as post-sprint exploration. A050 reopened conditionally as architectural assumption for the licensing path. Pre-mortem scenario 3 sharpens to data licensing path specifically.

**Critical Unknown Resolution Summary**

**CU-01 — COMPETITIVE CHANNEL CONFLICT: CONFIRMED NEGATIVE** The single most consequential finding in the register. Regional freight brokers will not purchase dispatch optimization software from a direct freight competitor, regardless of product quality, pricing, or contractual structure. Confirmed by two independent broker-buyer sources, one of which is a Tier 2 qualified buyer with direct budget authority and 14 years of VP Operations experience. "That's not a sales problem. That's a structural positioning problem." White-labeling buys 6 months of runway, not a solution — the community learns provenance within 6 months of deployment. This finding eliminates the entire Phase 2 commercial thesis in its current configuration.

**PRE-INVESTMENT AUDIT CLUSTER (A023 + A047 + A052): MANDATORY GATING CONDITIONS** Three related technology and data assumptions cannot be resolved within the sprint window and are carried as mandatory pre-investment conditions for any Phase 1 capital commitment. The competitive moat is real but thinner than represented: behavioral attribute coverage ~50% (with key ML features potentially at 30–40%); data normalization is a sequential 12–18 month phase not captured in any prior timeline; total deployment is 30–36 months from board approval, not 12. A three-layer data audit (transactional completeness, behavioral attribute coverage by feature, recoverability assessment) must be completed and findings documented before board capital release. No capital commitment before audit complete.

**PHASE 1 INTERNAL USE CASE: CONFIRMED — CONDITIONAL** The internal use case is genuine and independently validated. Dispatcher override rate (30–40%) is real and bias-adjusted to operative midpoint. The data moat is a credible competitive asset — no external competitor can replicate 30 years of PNW carrier relationship history on a relevant timeline. The ML technical approach is sound. The Phase 1 investment case survives on strategic sufficiency grounds. The conditions are governance commitments, not execution hedges: (1) governance of carrier portal sequencing with VP Operations included; (2) pre-investment data audit completed; (3) Phase 1A change management plan naming dispatchers as primary contributors to training-data generation.

**Pattern Library Flags — For Future Engagements**

Flag	Observation
Data CU cluster framing	Frame related data CUs as a single pre-investment condition or single experiment, not parallel unknowns. This sprint over-counted CU activity due to siloed treatment of A023, A047, and A052 — three aspects of the same data readiness question.
D5 register lifecycle	Make explicit in methodology guide: assumption seeding → adversarial probing → decision-dynamic tracking. The Day 9 STAKEHOLDER DYNAMICS section (A060–A062) is a working example of the Evidence Zone transition from assumption tracking to decision-dynamic tracking.
File-commit discipline	Day 8 closures were noted in the sprint tracker but never committed to the D5 file. Standing process requirement: status changes in tracker require same-day commit to D5 file. Tracker and register must be in sync at close of each day.

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*SAMPLE — This report has been anonymized. All client and stakeholder details are fictionalized. The methodology, framework, and analytical structure are representative of a live engagement.*