
SyWAY SteerCo Minutes - 27th May 2025 - draft

1 message

Azzali, Gabriela <gabriela.azzali@syensqo.com>

Wed, May 28, 2025 at 2:33 PM

To: Christopher Davis <christopher.davis@syensqo.com>, Hervé Tiberghien <herve.tiberghien@syensqo.com>, Juan carlos Fuenmayor <juancarlos.fuenmayor@syensqo.com>, Claudia Clark <claudia.clark@syensqo.com>, Frank Bolata <frank.bolata@syensqo.com>, Peter BROWNING <peter.browning@syensqo.com>, Laurent Mouthuy <laurent.mouthuy@syensqo.com>, Mike Radossich <michael.radossich@syensqo.com>, Rodrigo <rodrigo.elizondo@syensqo.com>
Cc: Eric Vallet <eric.vallet-ext@syensqo.com>, Carl Johann Swart <carl.swart@syensqo.com>, Mike Cuendet <mike.cuendet@syensqo.com>

Dear Guests and SteerCo members, below are the notes from the Mayy SteerCo.

Please present your comments/feedback in the next 24h.

Thank you.

Regards, Gab

APPROVALS :

- 3 KDDs: Enterprise structure. GBU Definition. Sales Enterprise Structure.
- CMMC S4 Hana instance

ACTIONS:-

- (Global) Business Data Lead - Investigate if role can filled by a Syensqo employee - Herve
- (Global) Business Data Lead - Go to market to fill roll - GA
- Nominate business resources to fill Data/Change/BR lead roles - Steerco
- Connect with CM business to find out what is being done for Data governance - GA
- SyWAY project must deliver procedures on new or changing legal entities when regulatory requirements are coming to effect , ie moving from RoW to CMMC - GA
- SyWAY project must deliver procedures on most probable org changes use case - GA
- Ensure SIP program is considered in the design - GA
- Follow up on the strategic topics (ie operating model changes) that might influence the design - GA
- Discuss rationalization of inflight projects with Herve - Chris
- Prepare content to feed inflight project rationalization discussion - Carl
- Follow up with Herve whether a strategic (operating model) debate is needed - GA
- Include the MADs slide in June SteerCo - Eric
- Kinaxis/Maestro future architecture to be presented in June SteerCo - Gab/lham

Comments :

1. Ilham :

- We've turned a page. The carve-out is complete and with it, we've inherited a blank canvas. Now comes the exciting part: building our new house.
- Not just any house, but one built with intention. One that reflects who we are becoming: a bold, focused, and fast-moving player in specialty chemicals, driven by innovation and a clear mission to grow our business fast. And this house it's called Sy Way.
- Sy Way isn't just a system upgrade, it's a cultural shift, a transformation that cuts to the core of how we operate, collaborate, and grow.
- It's about rethinking the way we work, not for the sake of change, but to serve a greater goal: to unleash the full potential of our people and our business.
- This is the opportunity to:-
 - Streamlining and simplifying how work gets done, removing inefficiencies
 - Redesigning business processes to be faster, smarter, and more connected.
 - Remove complexity to focus on what really matters, our business.

- We are creating the digital foundation that fuels growth and innovation. This is about agility, speed, and resilience — and building a company ready to lead, not follow.
- As GBU leaders, you have a unique role. You're not just users of this new house, you're its architects and champions.
- This transformation will touch every corner of how we work, but it will be most powerful when it starts from the top, when you lead by example, and when digital becomes part of our DNA, not a layer on top.
- So let's not build for what Syensqo was —Let's build for what Syensqo is meant to be. Bold. Digital. Future-ready.
- Let's make this our new legacy.

2. Julie:

- Suggest using Joint Resource Planning across all (inflight) projects to minimize risk of having too many projects at once, as usually the same resources are needed.
- Recommend proactively managing careers throughout the program as the project progresses.
- Highlighted Steerco topics seems correct. Guidance: Ensure biggest challenges get the most airtime.

3. CMMC instance

- Chris/Mike: No real choice. We must ensure compliance. It's required for doing business, i.e. license to operate.
- Frank: Not the simplest of technical architecture, but the best setup under the circumstances. Important to consider future company growth plans/decisions impacts on the technology landscape as it can have a material complexifying impact.
- Gab: Other companies are also responding to the CMMS regulations with dedicated instances, ie Schneider Electric.
- Rodrigo: Exposure today is in the USA. Important to think forward and consider the possibility of similar regulations coming into effect elsewhere, e.g. Europe.
- Rodrigo/Gab: Kinaxis interface very important. Follow up workshop planned to deepdive this and Ihab will be invited to steerco for a joint (SyWAY / Kinaxis) status update.

4. Engagement

- Chris: Single annual employee survey likely not enough. Propose having >1 per year.
- Jan VB: Embed AI usage and impacts in communication
- JC : Data owners and data cleansers will most likely be distributed across many functions and GBS, need to ensure clarity on the engagement model.

5. Tech evolution

- Herve: Tech will evolve over the course of the project. Solution must be 'future-fit', giving as agility to adapt to leading tech solutions.
- Frank: This requires making the right decisions, and not taking shortcuts due to short term pressures.

6. KDDs: Enterprise Structure

- Chris: Learning from the past: Enterprise structure will require focused change management.
- Gab: The business will be able to search using the old codes... easing the change.
- Claudia: Ensure SIP progress is considered in design.
- Herve: Because the current operating model will be baked into the Enterprise Structure, should we take the opportunity to look at our structure strategically? Gab/Herve to follow up.
- Rodrigo/Chris: Legal entity rationalization project should not over-rationalize and thereby introduce additional complexity that will later have to be unwinded again; there is an inflight project addressing this topic, coordinated with the SyWAY project.