KDD094 - Opportunity usage for Renewal business

Status	Approved
Owner	WEBER-ext, Thomas
Stakeholders	PALMER, Francine GONZALVEZ-ext, Antonio Van De Wielle, Mark

Issue

An **Opportunity** represents a potential revenue-generating event—such as a deal or sale—that Syensqo wants to track and manage through various stages of the sales process.

Key points:

- Opportunities are linked to **Accounts** and often **Contacts**.
- Each opportunity has a **Stage** (e.g., Prospecting, Proposal, Negotiation, Closed Won/Lost).
- It includes details such as **amount**, **expected close date**, **probability**, and **products** involved.
- Opportunities feed forecasting and pipeline visibility, helping sales teams measure performance and predict revenue.

In the context of the CRM transformation, we must define the role of the standard Opportunity object in the renewal process. How do we want to manage the overall business pipeline in Salesforce? Do we want to extend the usage of the opportunities to renewal business? Should a Renewal Quote be linked to an Opportunity? If so, should this linkage be manual, automated, or should the Opportunity be bypassed? The decision must ensure consistency across the Sales process, maintain accurate pipeline reporting, and maximize user adoption.

In the current system, Opportunities are primarily used to manage the new/growth business. Opportunities are sometimes created for renewals if the deal is considered as a growth business.

Recommendation

Recommendation: Opportunity is <u>not used</u> for Renewal Quotes (aka Option C)

We recommend following the Salesforce Manufacturing Cloud best practices and therefore leveraging the Sales Agreement as the primary container for renewal tracking and linking the Renewal Quote directly to the Sales Agreement or Account, bypassing the Opportunity.

Given that the demand forecast is handled by an external tool, Maestro Kinaxis, and the internal Salesforce pipeline is mainly used for "New/Growth Business", forcing the creation of a Renewal Opportunity would introduce unnecessary process complexity and actively pollute the Opportunity pipeline. The Sales Agreement object (part of Manufacturing Cloud) is specifically designed to handle and track recurring revenue commitments. This minimizes user steps, reduces data volume, and aligns well with the defined forecasting scope.

Manufacturing Cloud as a best practice:

Salesforce Manufacturing Cloud represents the recommended approach for companies operating within the Manufacturing sector, including the Chemicals sub-industry.

This purpose-built solution is designed to address the specific challenges and requirements of companies by providing enhanced tools for forecasting, sales agreement management, and account-based planning.

However, as a relatively new product, there is a current limitation in the number of publicly documented and well-established use cases available.

How to measure the Renewal/Retention KPI without an Opportunity?

In a traditional Salesforce model, the Opportunity Win/Loss status is used to measure the retention.

However by leveraging Manufacturing Cloud, we move to a model where we can more accurately track the Actuals vs. Planned Volumes/Revenue and we introduce new objects and features:

1. Sales Agreement is our source of truth for the entire deal lifecycle. Instead of waiting for a Win/Loss at the end of an opportunity process, we have real-time visibility into the Actuals vs. Planned Volumes/Revenue. We measure retention by the renewal and expansion of the Agreement itself, not by a separate record.
2. The Renewal Quote linked to the Sales Agreement is still there to capture the intent. The Quote allows us to track the specific outcomes of a renewal (Price increases, volume changes). If a Quote is accepted, it updates the Sales Agreement; if it's rejected, we track the loss reason directly on the Quote or a cancelled status on the Agreement.
3. Advanced Account Forecasting (Manufacturing Cloud feature) aggregates data from Opportunities, Quotes, Sales Agreement and Orders. This gives us a more reliable long term view of the run-rate revenue than the opportunity pipeline which is better suited for one off deals.

In conclusion, the renewal KPIs will be build on the Sales Agreements and Quotes objects instead of the Opportunities.

Background & Context

- **Current State:**
  - New business: Managed via Opportunities and Quote process is followed if a quote is required
  - Renewals: Typically managed via Quotes only, without Opportunities.
  - Spot sales: Managed as exceptions, not standardized.
  - Recurring business: Managed outside Salesforce (in SAP).

- **Strategic Goal:** Standardize and harmonize the global Sales processes within Salesforce and significantly improve the efficiency of the Sales team. This is intended to increase revenue and reduce the time required to close a deal.
- **To-Be Architectural State:**
    - The project introduces Manufacturing Cloud for Sales and Revenue Cloud (CPQ).
    - Sales Agreements of Manufacturing Cloud are intended to handle recurring revenue commitments and tracking.
    - Forecasting Scope: The Salesforce Opportunity pipeline will mainly used for the "New Business" deals but not restricted; primary demand forecasting is handled by an external tool, Maestro Kinaxis.

Assumptions

Key Assumptions:

- **Manufacturing Cloud:**
    - The recommendation of this KDD is based on the functionality provided by Manufacturing Cloud and therefore if Manufacturing Cloud is not chosen, the recommendation of this KDD will need to be reevaluated. See also KDD092 - CRM Salesforce Cloud Selection

---

Other Assumptions

- **Forecasting Tool:**
    - Business relies on an external system, Maestro Kinaxis, for demand forecasting.
- **CRM Pipeline Scope:**
    - The standard Salesforce Opportunity object will be mainly for New Business sales pipeline tracking and reporting. Most Renewal /recurring revenue must not appear in this Sales pipeline.
- **Sales Agreement Focus:**
    - The Sales Agreement will be utilized as the source of truth and management tool for recurring revenue commitments and consumption (as per Manufacturing Cloud design)
- **CPQ Technical Constraint:**
    - The Revenue Cloud/CPQ module can successfully generate and manage a Renewal Quote without a parent Opportunity record

Constraints

The validity of the recommended approach is constrained by the following factors:

- **Forecasting Tool Constraint:** This decision is *invalidated* if business decides to retire the external forecasting tool and mandate the use of the Salesforce Opportunity pipeline for *all* revenue (New, Renewal and Recurring).
- **Manufacturing Cloud Functionality Constraint:** The decision assumes that all required renewal data and metrics can be tracked and managed directly on the **Sales Agreement** object, as designed by Manufacturing Cloud.

Impacts

Area of Impact	Description of Impact
Sales Process	Simplification of the Renewal Process. Sales Users will not interact with the Opportunity object for renewals, reducing administrative workload.
Revenue Cloud / CPQ	Requires custom configuration (potentially custom lookup fields and minor automation) to link the Renewal Quote directly to the Sales Agreement instead of the standard Opportunity lookup.
Integrations	The Renewal information (from the quote/agreement) must be mapped to SAP (and other systems) using the Quote or Sales Agreement ID, and not the Opportunity ID.
Reporting / Analytics	All Renewal reporting must be built on the **Sales Agreement** and **Quote** objects; standard Salesforce Sales Cloud reporting (built on Opportunity) will be insufficient for Renewal performance tracking.
Data Migration	Simplifies migration, as no historical Renewal Opportunities need to be migrated or managed.

Business Rules

- **Renewal Quote Linkage:**
    - All Renewal Quotes must maintain a mandatory lookup relationship to the **Sales Agreement or the Quotes** record from which they originated and to the Customer.
- **System Automation:**

- The system must be configured to prevent the auto-generation of an Opportunity during the Renewal Quote process, even if standard CPQ/Revenue Cloud settings default to this behavior.
- The creation of a **Sales Agreement** must not automatically trigger the creation of an Opportunity.

Options considered

Option A: Opportunity is mandatory for renewal with manual creation

The user is responsible for manually creating a Renewal Opportunity before initiating the Renewal Quote process.

Option B: Opportunity is mandatory for renewal with automatic creation

The Opportunity is mandatory, but automated workflow creates the Renewal Opportunity in the background when the user initiates the Renewal Quote.

Option C: No Opportunity usage for renewal

The Opportunity object is bypassed entirely for renewals. The Renewal Quote and subsequent renewal booking are linked directly to the Account or the Sales Agreement.

Option D: Opportunity is mandatory for renewal and Sales Agreement-Driven

The Renewal Opportunity is mandatory but is created and managed directly through the renewal logic embedded within the **Sales Agreement** object (leveraging Manufacturing Cloud capabilities)

Evaluation

Category				
User Experience (UX)	**Poor.** High administrative burden; violates goal of improving efficiency.	**Good.** Automation simplifies the process for the user.	**Excellent.** Simplest path; users only interact with the Sales Agreement/Quote.	**Good.** Seamless, leveraging Sales Agreement renewal capabilities.
Forecasting Alignment	**Low.** Pollutes the "New Business" pipeline, violating the scope.	**Low.** Violates the "New Business Only" pipeline scope.	**High.** Adheres well to the "New Business Only" pipeline scope.	**Low.** Still creates an Opportunity record, potentially polluting the pipeline.
Salesforce Architecture	**Standard.** Uses base SF objects;	**Custom Logic.** Use standard Salesforce objects but Require custom automation to handle the mandatory linkage.	**Clean & Focused.** Aligns with Manufacturing Cloud design.	**Complex Logic.** Heavily relies on bespoke logic triggered by Sales Agreement status changes.
Full activation SF Standard Features	**High.** Uses standard Opportunity/Quote objects fully, all the Sales Cloud features are available	**High.** Uses standard Opportunity/Quote objects fully, all the Sales Cloud features are available	**Moderate.** The access to standard Sales Cloud features (see detailed table below) will be impacted for renewal sales.	**High.** Leverages both Manufacturing and Sales Cloud features extensively.
Integrations	**Standard Link.** Interfaces rely on the standard Opportunity ID, which is always present.	**Standard Link.** Interfaces rely on the standard Opportunity ID, which is always present.	**Extra effort.** Interfaces must be configured to prioritize the **Quotes or Sales Agreement ID** for renewal transactions.	**Standard Link.** Interfaces rely on the standard Opportunity ID, which is always present.
Data Volumes	**High.** Creates an extra Opportunity record for *every single renewal*, increasing data volume significantly.	**High.** Creates an extra Opportunity record for *every single renewal*, increasing data volume significantly.	**Low.** Avoids creating redundant Opportunity records, keeping data volumes focused on New Business and Agreements.	**High.** Creates an extra Opportunity record for *every single renewal*.
Industry Best Practices	**Deviation.** Requires manual steps, leading to data quality issues (not best practice).	**Consistent.** Follows the best practice of the quote process in Salesforce.	**Aligned.** Salesforce Best practice is to the leverage industry-specific tool, Manufacturing Cloud, for their intended purpose (recurring revenue management). /!\ New Salesforce product.	**Aligned, but Complex.** Follows best practice but introduces complex synchronization logic between objects.
Development Cost	**Zero.** No automation required.	**Moderate.** Requires custom automation (Flow/Apex).	**Low-Moderate.** Requires confirmation that CPQ can function without the Opportunity link; may need custom quote link logic.	**Moderate.** Requires custom logic/Flows triggered by Sales Agreement status changes.
Data Integrity	**Low.** High risk of users forgetting the manual step.	**High.** Automation ensures data consistency.	**High.** Renewal/Recurring data lives natively where it belongs: the Sales Agreement.	**High.** Data linkage is strong.

Adoption /Compliance	Low. Users will resist the extra administrative burden.	**High.** Process feels seamless and logical to the user.	**High.** Process is simple and aligns with the defined scope.	**Medium.** Simple for renewals, but inconsistent with new business flow.

Sales Cloud Features impact with Option C (No opportunity):

Feature	Degree of Impact*	Relevance for Syensqo	Key Consequence / Rationale	Alternatives
Account Plans	**Partial**	**High** if we confirmed we will use Account Plans	In the Account Plan Objectives, the Sales team can track the revenue generated to quantify the success of its Account Plans. However, only Opportunities can be linked to an Account Plan.	• Build a custom solution instead of using Account Plan. • Accept that the "Renewal" deals are not taken into account in the Account Plan Objectives.
Territory Management	**Full**	**High** if confirmed we will use Territory Management	The segmentation of Accounts by Territories can only be cascaded to the sales (for access and reporting) through the opportunities	• Custom object/reports for segmentation and reporting • Sharing Rules for access
Forecasting	**Full**	**Low** - the standard Forecasting feature of Salesforce will be used for Growth business (only opportunities) Account Forecasting of Manufacturing Cloud will be leverage to send and receive data to/from Maestro.	Renewal amounts and dates are not included in standard forecasts feature of Salesforce.. The Sales team loses all visibility into the renewal pipeline.	• Create a custom forecast based on the Quote object and build complex reports to simulate a pipeline (non-standardized and hard to manage). • Leverage Advanced Forecasting feature of Manufacturing Cloud which supports other objects than opportunities (Quotes, Sales Agreement, Orders,...) • Forecasting outside of Salesforce
Opportunity Team	**Full**	**Medium** - depending on approach for Visibility model	Inability to track team involvement and allocate sales percentage, necessary for compensation and internal reporting. Inability to share access using Opportunity Teams.	• Custom object linked to Quotes • Use of Sharing Rules
Opportunity Scoring	**Full**	**Low** - because relevant for growth opportunities but not for renewal	The native AI Prediction feature to score & prioritize deals is only supported on Lead & Opportunity objects.	• Not available. Requires implementing a third-party or in-house machine learning solution.
Big Deals Alerts	**Full**	**Low** - added value for growth oppties but not useful for renewal	The standard "Big Deal Alerts" feature allows to automatically notify the user when an opportunity reaches a certain amount/probability. This feature can only be used on Opportunities.	• Build a custom notification system
Opportunity Splits	**Full**	**Low** - no business requirement captured for this feature	Inability to split revenue or overlay credit between team members automatically, leading to manual compensation tracking.	• Must build a complex custom object and associated rules to manually calculate and allocate revenue credit.

See also

File	Modified
PDF File Approval from George Houtappel.pdf	Jan 06, 2026 by CHIEW-ext, Yock Sang

Change log

Version	Published	Changed By	Comment
CURRENT (v. 29)	**Dec 17, 2025 16:44**	**WEBER-ext, Thomas**	
v. 28	Dec 17, 2025 12:54	**WEBER-ext, Thomas**	
v. 27	Dec 17, 2025 11:09	**WEBER-ext, Thomas**	

v. 26	Dec 17, 2025 09:40	**WENNINGER-ext, Sascha**
v. 25	Dec 17, 2025 09:38	**WEBER-ext, Thomas**
v. 24	Dec 17, 2025 09:37	**WENNINGER-ext, Sascha**
v. 23	Dec 17, 2025 09:09	**WEBER-ext, Thomas**
v. 22	Dec 15, 2025 17:11	**DE SMEDT-ext, Maarten**
v. 21	Dec 15, 2025 16:16	**WEBER-ext, Thomas**
v. 20	Dec 15, 2025 15:18	**WEBER-ext, Thomas**

Go to Page History

Workflow history

This view shows the 5 most recent entries. The complete workflow log is available from the 'Document Activity' menu item.

Jan 06, 2026	Actor	Type	Activity	Version
Approved	CHIEW-ext, Yock Sang	State	changed state to Approved at 5:31 pm	v29
Pending SteerCo Review	CHIEW-ext, Yock Sang	State	gave *Final Approval* approval at 5:31 pm *Approval from George attached*	
		State	changed expiry date to '20 Jan, 2026 05:31 pm' at 5:31 pm	
		State	changed state to Pending SteerCo Review at 5:31 pm	v29
Pending Stakeholder Review	CHIEW-ext, Yock Sang	State	gave *Stakeholder Review* approval at 5:31 pm	
Dec 18, 2025				
	TAN-ext, Charmaine	State	changed expiry date to '25 Dec, 2025 08:43 am' at 8:43 am	
		State	changed state to Pending Stakeholder Review at 8:43 am	v29
Pending Design Authority Review	TAN-ext, Charmaine	State	gave *Design Authority Endorsement* approval at 8:43 am *Endorsed in DA (18 Dec 2025)*	