

LM01_KDD008 - Wave Construction

Status	DECIDED
Owner	Gautier Todeschini
Stakeholders	LEAP Steering Committee; Business Representatives

Decision: Option 3

Decision made by: Business Steering Committee

Date: 17 Feb 2026

Online Meeting: MS Programme Business SteerCo (organized by R. Clerc)

Issue

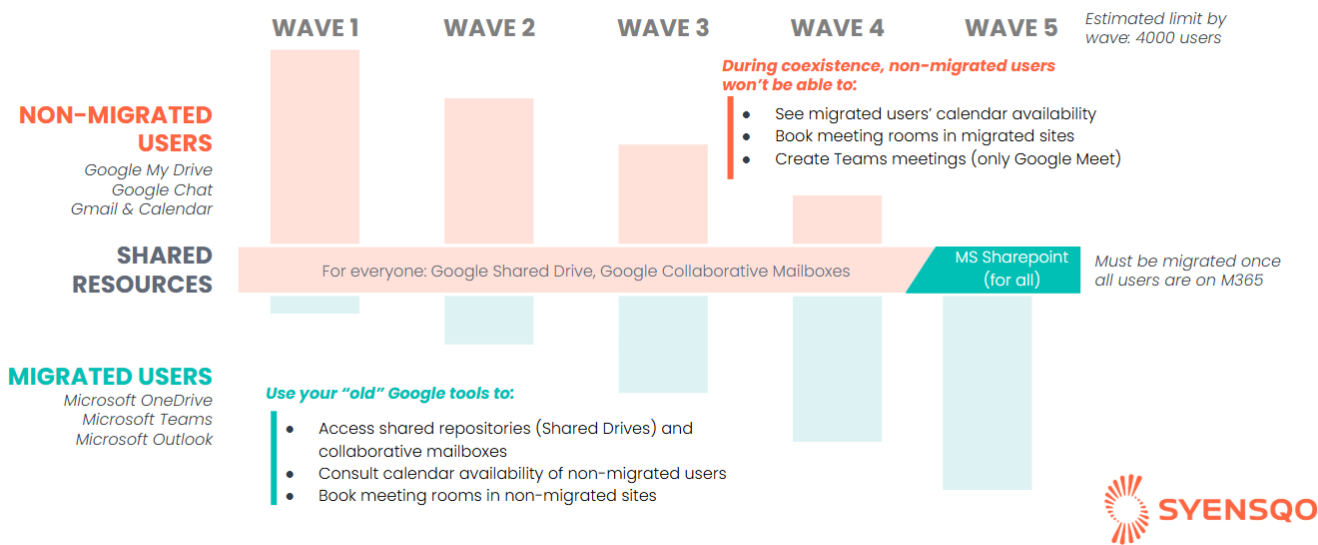
Due to the size and complexity of the organization, the migration must be executed in manageable "waves," with each wave containing approximately 4000 users (no more than 5,000).

A key challenge is ensuring business continuity and minimizing disruption, while also accommodating specific group preferences and technical constraints.

Background & Context

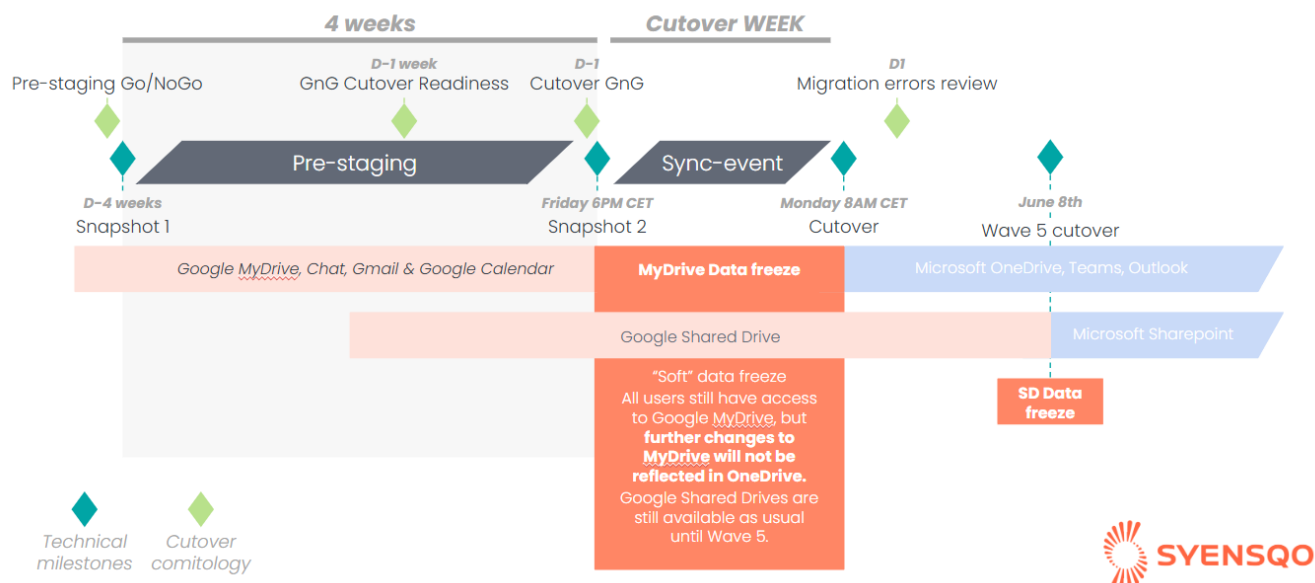
- Wave Structure:** The migration is divided into four **personal data waves (1-4)** and **one wave of shared data (5)**.
- Stakeholder Involvement:** The proposal was validated in the Business Steerco on February 17th, with input from business representatives and leadership teams.
- Industrial sites working during weekends:** Identified as critical operation, with specific concerns on Composite Materials side - requires dedicated migration batches for sub-populations during cutover weekends, to limit the soft data freeze period.

This induces a **“coexistence period”** of 4 to 5 weeks, during which some employees will have moved to M365 while others will remain on the GWS environment.



Wave preparation process

Focus on a wave: 3 to 4 weeks of preparation with specific technical and validation steps, and a soft data freeze during the cutover weekend



Assumptions

General assumptions:

- March 2026 update: Oil & Gas are out of scope of the migration due to the ongoing carve-out
- Decided in Business Steering on 17/02/26: no hybrid approach will be considered with sites populated by many different functions: Silex to link with IT, Aubervilliers to link to Novocare & Aroma, Explorer ...
- Decided in Business Steering on 17/02/26: VIPs will be migrated along with their GBUs, not separately

Migration schedule assumptions:

- To be considered in the beginning of the migration:
 - IT (already heavily involved in pilots + typical first wave population & able to support their peers)
 - One Composite site of 80 pax as part of the first or second wave? (suggestion from the business representative)
- In the middle:
 - Specialty Polymers (filling one full wave because of its size)
- At the end:
 - Composite materials (they have the most specificities & critical data)

Constraints

- Approx people per wave = 4000 (not more than 5000)
 - Data volume = 3 weeks of pre-staging per wave minimum (i.e. historical data pre-migration)
- First Wave preferably smaller (either in amount of user/data, and/or in complexity)
 - Ex: users with special characters in the documents names or email titles typically generate more migration errors
- Shared resources wave:
 - Watchpoint on integrated mailboxes that have to be reconfigured during the cutover weekend
 - Shared drives renaming will be frozen from beg. of April until their migration mid June
- Specific to Organizations:
 - GBS & related functions, especially Financen= not at the end of a month (closing)
 - Requirement from GBS LT: Finance, HR & Procurement BSA's should be in the GBS Wave

Impacts

- Mixed use of GWS and M365 across organization ("coexistence").
- Duration: ~4 weeks until shared data is migrated.
- Potential collaboration and communication challenges, mitigated by extensive change management efforts.
- Increased IT support demand.

Options considered

Option 1:

				Total users
Version A	Wave 1 11/05	IT & SyWay = 2115 Syensqo AI = 50 Silex = 300+ more	R&I Oil & Gas?	3300 (incl. R&I but not Oil & Gas)
	Wave 2 18/05	Perf & Care = 3600 Aroma = 526 Aubervilliers = 100 more	Composite pilot site = 80 ELT + VIP & Strat = 80 Explorer site?	4500
	Wave 3 25/05	Specialty Polymers=4500		5000
	Wave 4 01/06	Composite materials = 3000 GBS & related = 1200 Other functions = 800	Oil & gas = 600	5700
Industrial Function to be migrated earlier?				

Option 2:

				Total users
Version B	Wave 1 11/05	IT & SyWay = 2115 Syensqo AI = 50 Silex = 300+ additional	R&I GBS & related = 1200	4500
	Wave 2 18/05	Perf & Care = 3600 Aroma = 526 Aubervilliers = 100 more	Composite pilot site = 80 ELT + VIP & Strat = 80 Explorer site?	4500
	Wave 3 25/05	Specialty Polymers=4700		4700
	Wave 4 01/06	Composite materials = 3000 Other functions = 800	Oil & gas = 600	4500
Industrial Function to be migrated earlier?				

Option 3:

Proposal validated
in Business Steering
of Feb 17th

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ORGANIZATIONS & USER GROUPS			Total users (approx.)
Wave 1 11/05	IT = 2150* Syensqo AI = 50	GBS & related = 1200 Indus= 350	3700
Wave 2 18/05	Perf & Care = 3600** Aroma = 500	Composite pilot sites=120 ELT & Strat = 80	4300
Wave 3 25/05	Specialty Polymers=4500		4500
Wave 4 01/06	Composite materials = 3000 Other functions = 400	R&I corporate = 800	4200

See also

The following section describes relevant documentation:

Description	Repository

Version	Published	Changed By	Comment
CURRENT (v. 7)	Mar 12, 2026 15:04	CHUDZIAK-ext, Aleksander	
v. 6	Mar 12, 2026 15:04	CHUDZIAK-ext, Aleksander	
v. 5	Mar 11, 2026 14:41	CHUDZIAK-ext, Aleksander	
v. 4	Mar 11, 2026 14:30	TODESCHINI-ext, Gautier	
v. 3	Mar 11, 2026 14:07	CHUDZIAK-ext, Aleksander	

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