

CNV-1096 Category Strategies

Status	Approved
Owner	Antonio Zappone
Stakeholders	

Issue

A key decision is required on when to deploy the new Consolidation tool. Along with a multiphase ERP implementation comes options on when to deploy, whether in Phase 1, 2 or X.

Recommendation

The new Consolidation Tool to be deployed in the later Phase. The exact phase will be concluded when the Deployment Approach is finalised (estimated to be August 2024).

Background & Context

BFC (Business Objects Financial Consolidation) is the current consolidations tool. This is an SAP system however it is not fully integrated with the SAP ERPs, rather data is loaded from the source SAP ECCs. Data loads are via flat files that are produced with automation tools (RPA).

SAP is phasing out BFC and support will cease in 2030 (extended from 2027).

Syensqo existing license is until xxxxx. (to be confirmed - however peer review process can continue).

As-Is Systems Integration for Consolidations



Assumptions

Deployment:

- S4HANA will be Deployed over more than one Phase.

Tools:

- Group Reporting is the current/latest SAP Consolidation Tool, and is on the SAP Roadmap for the future.
- With the Syensqo consolidations tool implementation occurring in a later Phase of the deployment comes additional time in the detailed design phase. The final decision on the Consolidation tool will not be made at this stage, and is not a key decision of this document.
- Simplification and synergies can be gained utilizing a fully integrated SAP Module, and it is assumed Group Reporting will be utilized unless there are major gaps in the business requirements.

Risk:

- Syensqo's financial statements are produced from the Consolidations tool. A risk resides in presenting inaccurate numbers. A key evaluation criteria will relate to the deployment approach which lowers this risk.

Constraints

BFC support ends in 2030. It is assumed Consolidation will be deployed prior to this date.

Impacts

Below are the major impacts on the decision are on the following:

Integration impacts: Interfacing or data loading into the consolidation system. There is an impact whether data is flowing into BFC or new Consolidation tool.

- Aligned with the deployment decision, loading data packages into BFC from the source system, being PF1, WP1, or S4HANA, will continue.

Data Conversion: Timing and complexity of data conversion.

- Aligned with the deployment decision, historical data loads will occur in the later phase. Conversion will be a one off activity upon deployment.

Reporting: Reports currently being produced from BFC.

- Aligned with the deployment decision, existing Reports will continue to be produced from BFC until the new Consolidation tool is implemented in the later phase.

Business Rules

- Existing BFC Rules will continue.
- S4HANA business rules relevant at this point in time will be largely governed by the Enterprise Structure Definition. More specific Consolidation Rules will come in detailed design.

Options considered

Option A: Deferred Deployment

Continue with BFC in the initial phases and deploy the new Consolidation tool in the later Phase

Orange Box and Arrows are new \ added, the rest remains as is.

? Unknown Attachment

Key Points:

- System: BFC will stay in place until the last phase of the deployment.
- IC Eliminations: All existing intercompany elimination, reporting and reconciliation processes remain.
- Reporting: Existing Reports will continue from BFC.
- Existing ECC entities: will continue to integrate with BCF in the same manner.
- Entities transitioning to S4HANA: will transfer data in the same manner as the ECC system entities. Data load output templates will remain largely the same, the data to fill the template will come from S4HANA. Mapping of data will be required and tested.

Option B: Upfront Deployment

Implement the new Consolidation Tool and discontinue BFC in Phase 1 of the Deployment.

Orange text Boxes show what will change with an upfront deployment.

? Unknown Attachment

Key Points:

- System: BFC will be replaced by the new consolidation tool in the initial Deployment Phase.
- IC Eliminations: All existing intercompany elimination will be designed and build in the new tool. Existing ECC entities will need to adopt the new rules.
- Reporting: Reports from BFC will need to be replaced with new S4HANA equivalents.
- Existing ECC entities: will need to load data into the new consolidation tool, new templates and processes need to be developed. Additional training also required for the interim.
- Entities transition to S4HANA: Data from S4HANA will automatically be consumed by the new Consolidation tool.

Evaluation

Criteria	Option A - Defer Deployment	Option B - Upfront Deployment
Risk	Pro Low Risk. Existing tool continued to be utilized. Loading from the existing source system not initially transferring to S4HANA will continue as is. Data from the entities transitioning to S4HANA will follow the same existing approach to load into BFC.	Con Higher Risk approach with high likelihood of business disruption for the initial closing periods.
Stabilization at Deployment	Pro Most of the new processes/modules have an impact on the Consolidated result. Allowing time for the initial phase/s to stabilise will result in more accurate data being automatically consumed by Consolidation, and leading to more accurate financials.	Con Most of the new processes/modules have an impact on the Consolidated result. Upfront deployment will have higher probability on process and data issues from integrated process feeding into the final consolidated figures.
Simplicity	Pro <u>Data Loads:</u> Existing Data load process to continue <u>Consolidation & Intercompany Elimination:</u> rules to remain and continue for the transition period. <u>Reporting:</u> will continue for both ECC and S4HANA Entities	Con <u>Data Loads:</u> New Process will need to be developed to integrate data from the ECC systems into the new Consolidations Tool. <u>Consolidation & Intercompany Elimination:</u> Consolidation & Elimination rules to be developed for ECC systems during the transition period. <u>Reporting:</u> New Reports will need to be built in phase 1. The above mentioned will require addition training for the transition period.
Data Conversion Ease	Pro Easier data conversation taking the historical data at one point in time. A later deployment allows more time to manage/test/rehearse the historical data conversion.	Con Data conversion required earlier. Less opportunity to test, rehearse, run in parallel.
Testing - Additional Parallel Testing Option	Pro Allows the possibility of more robust testing (parallel testing) utilizing actual data. This is relevant for the base consolidation as well as reports.	Con Parallel Testing is not an Option, continue with Conventional Testing (Eg. Unit, Integration & User Acceptance Testing)
Benefits Realisation	Con Benefits from the new Consolidation Tool to be realised at a later stage.	Pro Benefits (eg. integrated data, streamlined processes) from the new Consolidation Tool to be realised earlier.

Criteria	Weighting	Option A	Option B
		Deferred Deployment	Upfront Deployment
Risk	VH	Low	High
Stabilization at Deployment	H	Medium	Low
Simplicity	H	High	Low
Data Conversion Ease	H	Medium	Low
Testing - Additional Parallel Testing Option	H	High	Low
Benefits Realisation	H	Low	High
Overall Rating		High	Low

Preferred Option

Option A \ Deferred Deployment is the recommended approach.

Option A is a lower risk option for reporting financial results for the organisation, along with an easier transition period. Although the benefits coming from the new Consolidation system are deferred, they will still be realised, albeit at later date.

See also

File Modified

No files shared here yet.

Change log

Version	Published	Changed By	Comment
CURRENT (v. 32)	Apr 15, 2026 10:53	CLARKE-ext, Steve	MDS updated based on technical findings of how Role works.
v. 31	Apr 14, 2026 12:14	CLARKE-ext, Steve	Changed requested by FC
v. 30	Apr 07, 2026 14:48	CLARKE-ext, Steve	
v. 29	Apr 07, 2026 09:36	CLARKE-ext, Steve	
v. 28	Mar 31, 2026 10:47	CLARKE-ext, Steve	
v. 27	Mar 31, 2026 10:25	CLARKE-ext, Steve	
v. 26	Mar 25, 2026 12:54	CLARKE-ext, Steve	
v. 25	Mar 23, 2026 08:46	CLARKE-ext, Steve	
v. 24	Mar 20, 2026 16:30	CLARKE-ext, Steve	
v. 23	Mar 18, 2026 09:17	CLARKE-ext, Steve	
v. 22	Mar 17, 2026 11:53	CLARKE-ext, Steve	
v. 21	Mar 17, 2026 11:44	CLARKE-ext, Steve	
v. 20	Mar 17, 2026 10:43	CLARKE-ext, Steve	
v. 19	Mar 17, 2026 10:27	CLARKE-ext, Steve	
v. 18	Mar 17, 2026 09:29	CLARKE-ext, Steve	

v. 17	Mar 16, 2026 16:12	CLARKE-ext, Steve
v. 16	Mar 16, 2026 14:00	CLARKE-ext, Steve
v. 15	Mar 16, 2026 10:22	CLARKE-ext, Steve
v. 14	Mar 13, 2026 15:43	CLARKE-ext, Steve
v. 13	Mar 13, 2026 09:40	CLARKE-ext, Steve
v. 12	Mar 12, 2026 17:07	CLARKE-ext, Steve
v. 11	Mar 12, 2026 16:14	CLARKE-ext, Steve
v. 10	Mar 12, 2026 14:33	CLARKE-ext, Steve
v. 9	Mar 12, 2026 10:47	CLARKE-ext, Steve
v. 8	Mar 11, 2026 14:59	CLARKE-ext, Steve
v. 7	Mar 11, 2026 13:11	CLARKE-ext, Steve
v. 6	Mar 10, 2026 17:38	CLARKE-ext, Steve
v. 5	Mar 10, 2026 16:18	CLARKE-ext, Steve
v. 4	Mar 10, 2026 15:13	CLARKE-ext, Steve
v. 3	Mar 10, 2026 14:19	CLARKE-ext, Steve
v. 2	Mar 10, 2026 11:43	CLARKE-ext, Steve
v. 1	Mar 10, 2026 10:21	CLARKE-ext, Steve

Workflow history

Title	Last Updated By	Updated	Status
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There are no pages at the moment.

Workflow history

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

Apr 16, 2026	Actor	Type	Activity	Version
Approved	 HOLMES-ext, Richard	State	changed state to Approved at 2:33 pm	v32
Lead Approval	 HOLMES-ext, Richard	State	gave <i>POD Lead Review</i> approval at 2:33 pm	
	 JAIN-ext, Gaurav	State	changed expiry date to '23 Apr, 2026 11:17 am' at 11:17 am	
		State	changed state to Lead Approval at 11:17 am	v32
Tech Review of Updates	 JAIN-ext, Gaurav	State	gave <i>Minor change</i> approval at 11:17 am	
Apr 15, 2026				



CLARKE-ext,
Steve

State changed state to **Tech Review of Updates** at 11:01 am

v32

*MDS updated based on technical findings of
how Role works.*
