

# LM01\_KDD008 - Wave Construction

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

**i** **Decision:** Option 3  
**Decision made by:** Business Steering Committee  
**Date:** 17 Feb 2026  
**Online Meeting:** MS Programme Business SteerCo (organized by R. Clerc)

## Issue

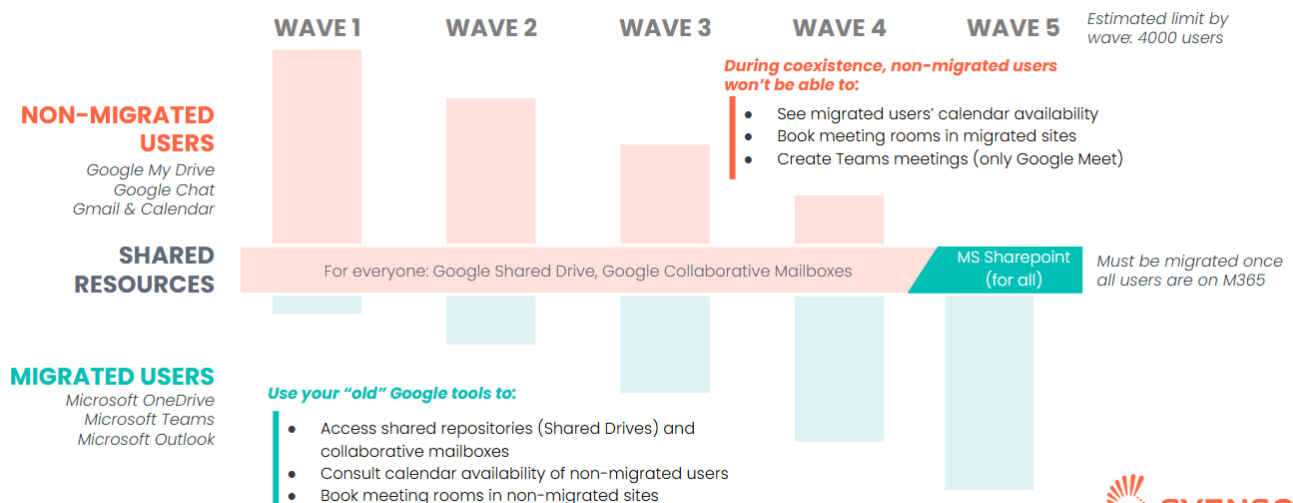
Due to the size and complexity of the organization, the migration must be executed in manageable "waves," with each wave containing approximately 4000 users (no more than 5,000).

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

## Background & Context

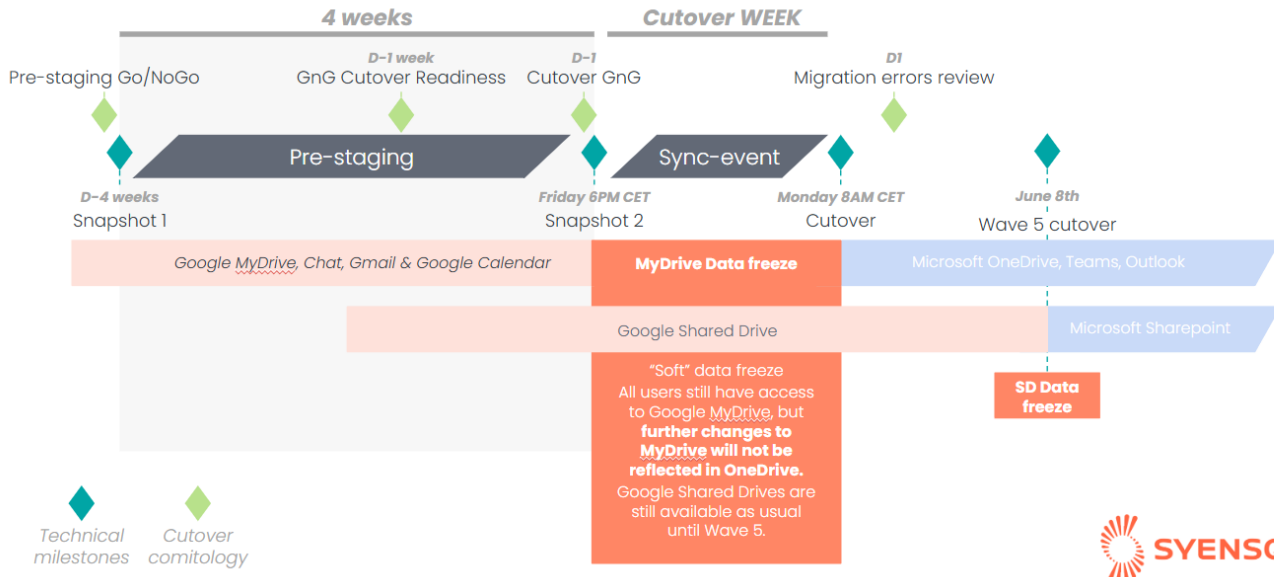
- **Wave Structure:** The migration is divided into four **personal data waves (1-4)** and **one wave of shared data (5)**.
- **Stakeholder Involvement:** The proposal was validated in the Business Steerco on February 17th, with input from business representatives and leadership teams.
- **Industrial 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 Steerco 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 Steerco 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 <i>(incl. R&amp;I but not Oil &amp; Gas)</i>
	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**

	<b>ORGANIZATIONS &amp; USER GROUPS</b>		<b>Total users</b> <i>(approx.)</i>
<b>Wave 1</b> <i>11/05</i>	IT = 2150* Syensqo AI = 50	GBS & related = 1200 Indus= 350	3700
<b>Wave 2</b> <i>18/05</i>	Perf & Care = 3600** Aroma = 500	Composite pilot sites=120 ELT & Strat = 80	4300
<b>Wave 3</b> <i>25/05</i>	Specialty Polymers=4500		4500
<b>Wave 4</b> <i>01/06</i>	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
<b>CURRENT (v. 7)</b>	Mar 12, 2026 15:04	<b>CHUDZIAK-ext, Aleksander</b>	
v. 6	Mar 12, 2026 15:04	<b>CHUDZIAK-ext, Aleksander</b>	
v. 5	Mar 11, 2026 14:41	<b>CHUDZIAK-ext, Aleksander</b>	
v. 4	Mar 11, 2026 14:30	<b>TODESCHINI-ext, Gautier</b>	
v. 3	Mar 11, 2026 14:07	<b>CHUDZIAK-ext, Aleksander</b>	

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