



Global CRM Consolidation Scoping & Go/No-Go (2023)

Work sample, anonymised — client, entity and people names and budget figures removed

Case summary, then the deck and minutes as presented at the Go/No-Go meeting

Problem

Three deal-management platforms, five entities, no group-wide view of customers or pipeline

- Three deal-management platforms were fragmented across five entities, including recent acquisitions — limiting group-wide customer visibility, consolidated pipeline management and common sales practices.
- The owner of the mature platform faced regression, budget-sharing and governance risks from hosting the others.
- The industrial entity depended on an ERP-integrated tool supporting deal structuring, pricing, resource allocation, quotation revisions and service management for approximately 380 users.
- Funding ownership and decision rights for future governance were initially unresolved.

Action

February–September 2023 — scoping and diagnostic, led with the IT Director Customers & Sales

- Led the diagnostic with a common questionnaire, row-by-row comparison of the three tools, demonstrations and real-deal testing across origination, deal management, structuring, customer knowledge, service and reporting.
- Reframed the target from “one platform for everyone” to a global CRM for origination, qualification and customer knowledge, retaining the ERP for execution with a handover interface at the structuring stage.
- Defined a three-phase roadmap (globalisation, deployment, enhancement), the terms of reference and a governance proposal.
- Secured named business and IT resources and took the case to the five entity heads, business-line leaders and the Global CIO.

Result

A conditional Go and a smaller, more defensible migration — and two open questions that deferred the launch

- Potential migration scope reduced from roughly 500 users to about 100 sales directors and administrators (70 new licences); ERP integration moved to the final phase — lower cost, and the industrial entity's main objection removed.
- Agreement from all five entity heads to converge sales practices, and a bounded process-fit analysis (22 May–31 July) on a dozen real deals per entity, supporting a Go in principle.
- The CEO deferred the launch: funding ownership, governance decision rights and platform-owner sponsorship remained unresolved.
- Lesson applied since: in a consolidation, secure group-level sponsorship and a funding and governance answer before the Go/No-Go, not after.

Global CRM Project

Go No-Go Meeting

Deck + Minute of Meeting

9 May 2023

Minute of Meeting

Participants

SVP Strategy & Sales; Global CIO; IT Director Customers & Sales; Deputy CMO; Chief Sales Officer and CMO (International); IT Director (International); ERP Product Owner; President and Sales Director (Engineering companies); IT Director and CMCO (Industrial subsidiary); Sales Administration lead (France); Sales lead (Engineering Co. B)

Decisions

1. Decision makers from entities in scope (Water Services France, the industrial subsidiary, Water Services International, Engineering Co. A and Engineering Co. B) approve the project, and agree on the principle to align the Sales Practices (CRM Convergence), however it is requested to run a **Process Fitting / Gap Analysis**, for reviewing the business impact and **confirm the Go** before starting the project
2. Set of questions were raised regarding the impact of the project¹ and will be addressed during the *Process Fitting / Gap Analysis*
3. Commitment from businesses to allocate needed resources for running the *Process Fitting / Gap Analysis*
4. The Process Fitting / Gap Analysis phase will happen starting ASAP and until end of July - Request from the industrial subsidiary to concentrate main analysis activities for Industrial Water Solutions during May / June (considering holiday period in the subsidiary's home country).

Actions

#	What	Who	When
1	Draft and circulate the Terms of Reference for the Gap Analysis (incl. timelines, activities and outcomes)	Project lead	12/5
2	Nominate Business Experts for the duration of the Gap Analysis to review the CRM processes (incl. steps, decision boards, mandatory information, sales analysis...) identify potential gaps with current practices / workarounds and prepare arbitrations (est. 1 – 1.5 days/week)	Business-line heads (Industry, International, Engineering)	Mid May
3	Nominate IT points of contact for the duration of the Gap Analysis – to participate to business workshops, provide insights on current CRM/sales reporting and identify target solution	IT Directors (Industry, International, France)	Mid May
4	Mobilise a CRM Business Expert for the duration of the Gap Analysis – presentation of the CRM processes implemented in France, tool presentation / demo, reports – solutioning workshop (est. 2-3 days/week)	CRM process expert (France)	Mid May

Process Fitting / Gap Analysis

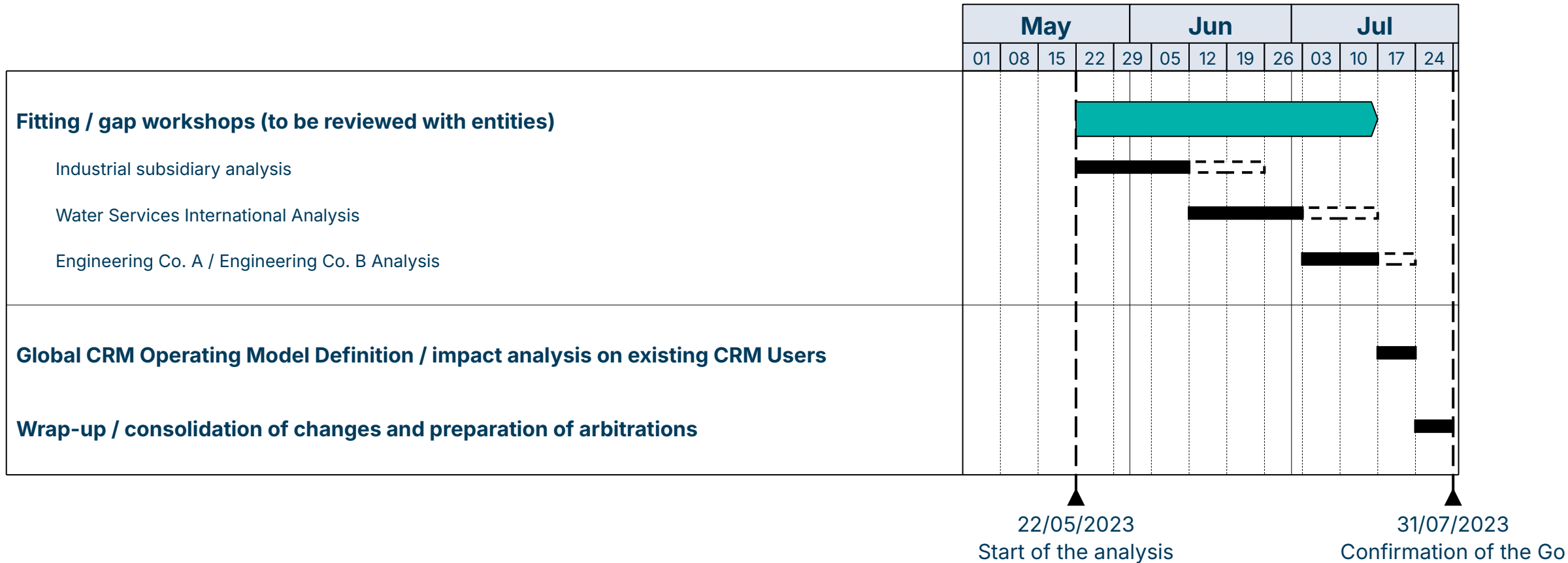
Some questions raised during the meeting, to be addressed during the Process Fitting / Gap Analysis

- What is the impact of migrating the target organizations on the Global CRM ? For existing users ? and what about future users ?
- What will be the governance of the Global CRM ? Who will be deciding on future evolutions ?
- Who will pay for the project ? Who's budget will be impacted ?
- What will happen to the evolutions already planned for the current year ?
- What if the target organizations cannot fit their processes in the Global CRM ?
- Can you ensure that there will be no regressions on current functions, especially for the reports requested by the shareholders ?
- Will the current integration with hubspot be maintained ?

- List to be completed

Process Fitting / Gap Analysis

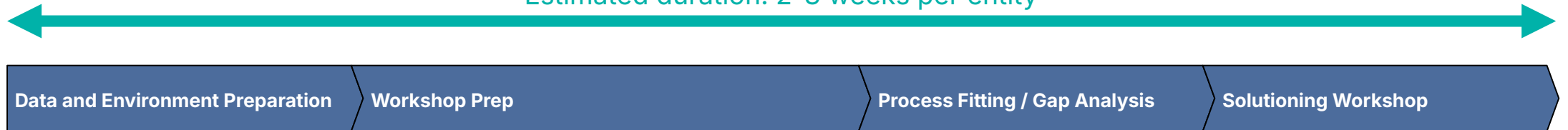
Provisional timelines – subject to availability of resources



Process Fitting / Gap Analysis

Approach to be customized with business experts when nominated

Estimated duration: 2-3 weeks per entity



Lead	Business Expert (target organisation)	Business Expert (target organisation)	Global CRM Process Expert (central)	Global CRM Process Expert (central)
Participants	Global CRM IT (Salesforce integrator)	Global CRM Process Expert (central)	Business Expert (target organisation)	- Business Expert (target organisation) - Global CRM IT (Salesforce integrator)
Activities	- Prepare a set of a dozen representative deals (size, complexity, parties involved, confidentiality...) - List the information to get provided at each sales step - Setup a CRM sandbox environment with an instance of CRM France - Creation of a sample of base data (set of customers, sales team, etc.) on the CRM sandbox	Describe / collect the key structuring elements of the target org. Sales process, incl. : - Customer segmentation, - Sales organization and Territory management, - Deal types, - Deal steps (from origination to sales closure), interaction with other entities, incl. marketing, risk management, finance... - Sales efficiency reporting - Sales governance, mandatories and decision boards, - Compliance and regulatory issues (if any), incl. visibility restrictions	- Mapping of the key structuring elements of sales with existing CRM in France - Creation of the prepared deals on the CRM Sandbox - Process fitting - Identify issues / impact / potential workarounds - Gap review and classification	- Process alignment, solution definition - Process change design, implementation planning and change estimates - Identification of potential system impact, business requirements specs and IT estimates - Business cases, arbitration prep

Deck presented

The Global CRM Consolidation Project

Context

- **Heterogeneous and fragmented** Sales IT ecosystem across Group organisation¹
- **3+ deal** management tools²
- **Limited data sharing** enabled by the platforms³
- Global **sales pipe spread** across multiple platforms⁴

Impact

- **Restricted** Customer Knowledge and Deal Origination capabilities
- **Consolidation overhead and limitations** to harmonize sales execution practices⁵
- IT **Complexity and Inefficiencies** (duplication of effort, maintenance costs)

Actions

- **Internationalise** the Global CRM⁶ to support sales globally
- Setup territories and **visibility**, and **migrate** all sales users on Global CRM
- **Interface** Global CRM with **Industrial ERP**⁷
- Extend existing Hubspot interface for **global origination**

Benefits

- **Global marketing integration** for deal origination / follow-up
- 360 view for **increased customer knowledge**⁸ and **Sales efficiency** (X-Sales and Up-Sales)
- Global **sales pipe consolidation** / harmonized governance
- Improved **IT Efficiency**

(1) Water Services France, Water Services International, Engineering Co. A, Industrial subsidiary (France), the industrial subsidiary, other industrial acquisitions

(2) Global CRM in France (Salesforce), CRM International (dedicated Salesforce instance), Industrial ERP Deal Management functions, local solutions

(3) Marketing solution (Hubspot) is partially interfaced with CRM France, there is no interface with other deal management systems – customer data visibility restricted to the source system

(4) There is no automated consolidated sales pipe

(5) Including sales stage progression, shared definitions, bid review delegations, risks and exposure

(6) Incl. multilingual and multicurrency capabilities and specific local compliance requirements related to restricted visibility of regulated public-contract deals

(7) Industrial ERP interface to cover sending the initial deal data to Industrial ERP at the structuring stage, to enable leveraging the current Industry tool for pricing / resource allocation without re-entering the data

(8) Outside regulated public-contract deal context, where restrictions apply on Customer Data Sharing

Global CRM Diagnostic

Workshops, demos and solution analysis were conducted with key CRM experts to outline a Global CRM Solution

- **Interviews** and **Workshops** and **Tool Demos** with Key CRM experts, IT and Users of Sales Dept. France, Water Services International and the industrial subsidiary

	Workshops and interviews	Demos and tool presentation
Sales Dept. France	• SVP Strategy & Sales · Sales Administration lead · Deputy CMO · CRM Product Owner · Sales Directors of Engineering Co. A and Engineering Co. B	• CRM Commercial (Salesforce)
Water Services International	• IT Director (International) · Chief Sales Officer (International) · CMO (International) · Sales Administration (International)	• CRM International (Salesforce)
the industrial subsidiary	• IT Director · ERP Product Owner · Global Sales leads · Sales France and UK · Operations / Servicing	• Industrial ERP Opportunity Management • Risk Rating tool (Excel) • Pricing tool (Excel) • Industrial ERP Service Management

- standard questionnaire (fulfilled by each entity)
- Analysis of outcomes to **identify synergies and consolidation opportunities**
- **Outline Global CRM Target Solution**, with high-level plan, risks / mitigations and recommended Next steps

Three different CRM / Deal Management Solutions are used across the Group

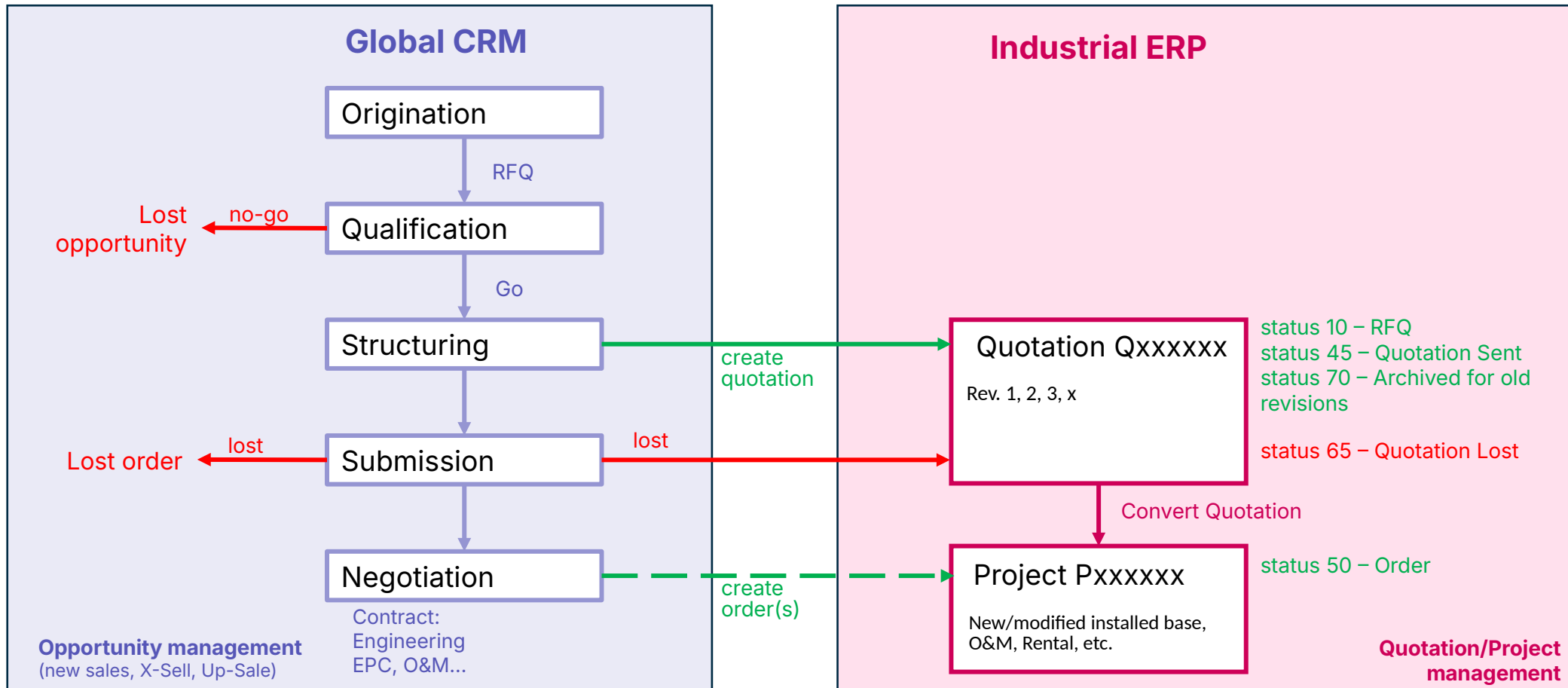
	Global CRM	CRM International	Industrial ERP
Users	France: O&M, Works, Industry c. 260 users (central Sales, engineering offices and Sales engineers) – incl. 60+ CPQ users for Works quotes (CPQ)	International: O&M c. 30 users (sales, sales admin, project director and Eng. Offices)	the industrial subsidiary ⁽¹⁾ : Industry out of France (Industrial subsidiary (France) planned for 2023) c. 100 sales users (sales admin + sales eng.)
Technology	Salesforce Sales Cloud and Salesforce CPQ	Salesforce Sales Cloud (dedicated instance)	Industrial ERP
Marketing / Origination	Incoming Hubspot interface for marketing deal origination	No	No
Deal Management	Yes, mainly top down Deal Origination for renewals	Yes, mainly top down Deal Origination for renewals	Operational
Deal Structuring	Yes, for Works with CPQ (Salesforce CPQ)	No	Deal Structuring, resource allocation, interface with pricing tool
Customer Knowledge	Yes, Limited usage 360-view, Contact Management, Call Reports client meetings (no Outlook integration)	No	No
Service Management	No	No	Industrial ERP Service Request (c. 80 central + 300 field service users)
Sales reporting	Budget planning, weighted pipeline, engagements, hit ratio, hot deals...	Basic	Budget planning, order entry, order intake performance, gap to close, weighted pipe, activity follow-up... + many other reports

c. 100 users will be migrated to the Global CRM, which will represent 70 new licenses

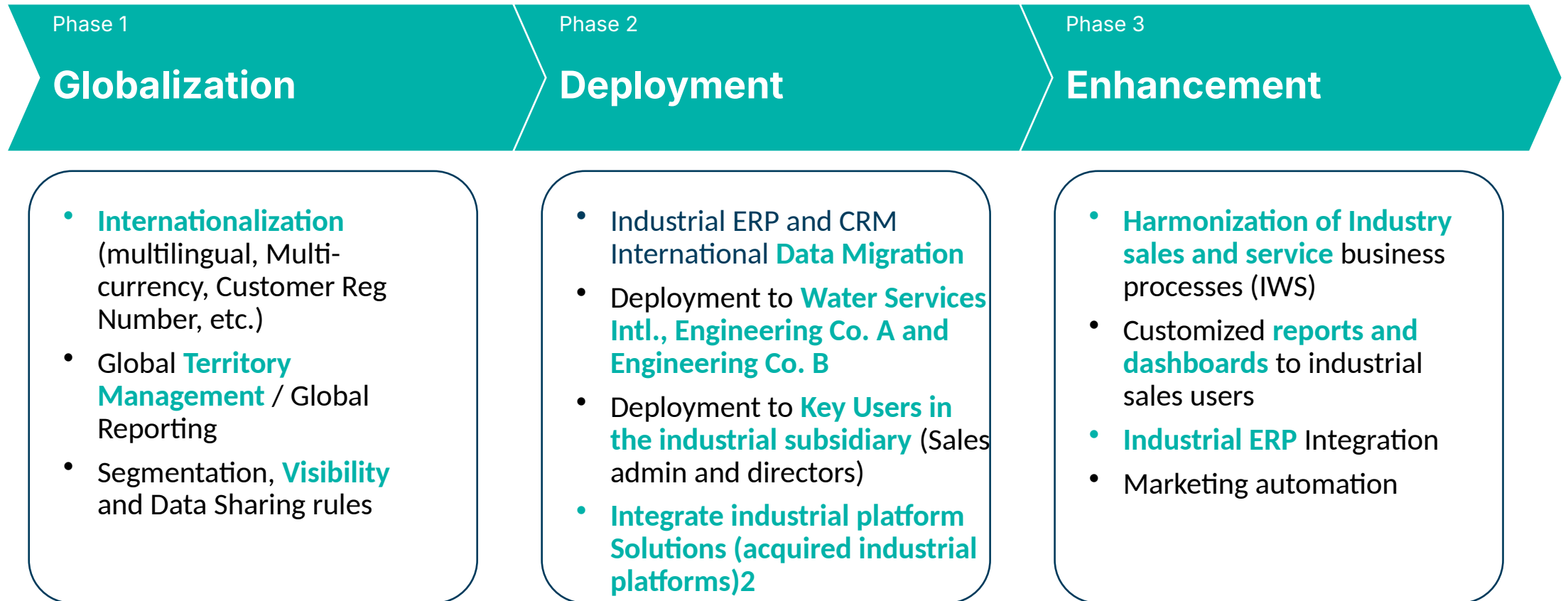
	Global CRM	CRM International	Industrial ERP
Water Service			
Water Services France	Existing users (Central Sales, eng. offices and Sales eng.)		
Water Services International	c. +30 users	c. 30 users (Sales, Sales admin, Project Dir. and Eng. offices)	
Water Engineering			
Engineering Co. A	c. +10 users		
Engineering Co. B	c. +10 users		
Industry Water Solutions			
Industrial subsidiary (France)	c. 17 users		c. 17 users ¹
Industrial subsidiary (acquired)	c. +50 users		50 sales directors / admin c. 430 sales eng., central and field service)
Recent industrial acquisitions ²			TBD – integration of acquisitions to Industrial ERP planned

- (1) Deployment of Industrial ERP to Industrial subsidiary (France) planned for 2023
 (2) five recent industrial acquisitions

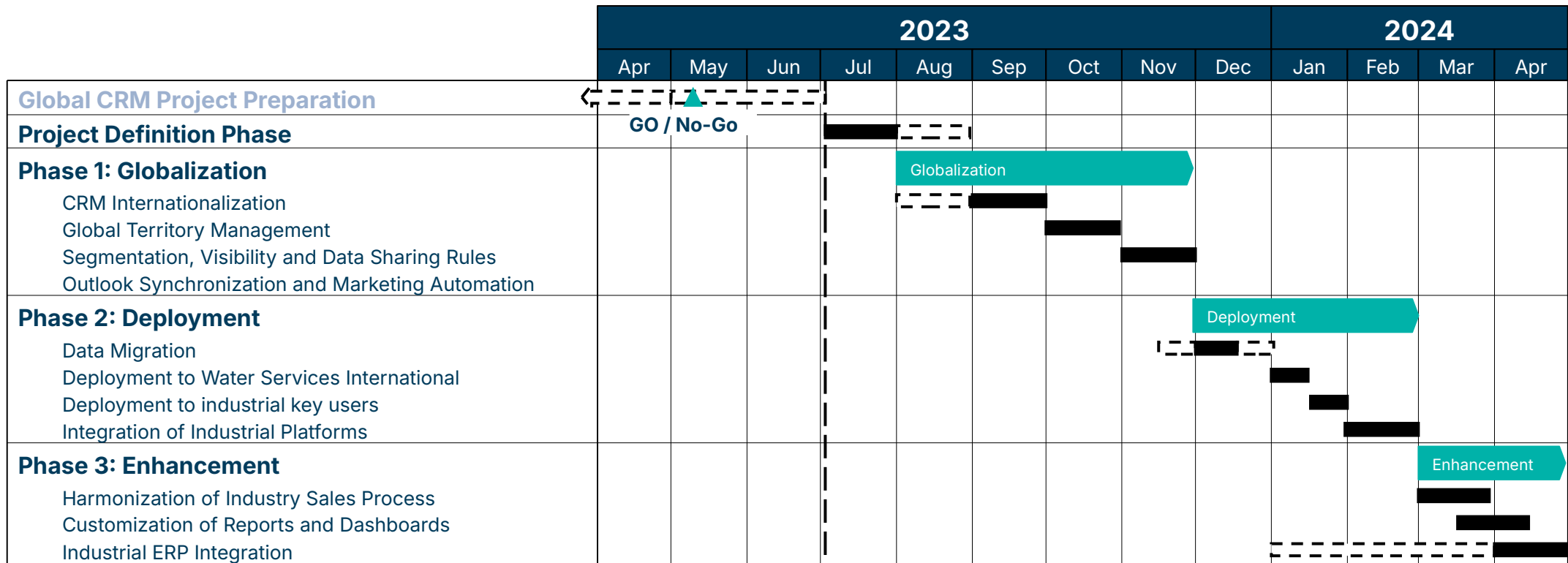
Industrial ERP Integration Solution Overview (first cut)



Global CRM Project Approach



Macro Planning



03/07/2023 (to be confirmed)
Kick-off

Budgetary Estimates

	CAPEX ³	OPEX ³		
Project Implementation (One Time Costs) - Project Management - Business Analysis and testing - Training and Adoption - Salesforce customisation and parametrization - Data Migration - Industrial ERP Integration		Total build: amount withheld		
	c. 15% CAPEX	c. 85% OPEX		
Recurring Costs (Yearly Costs) Annual additional Salesforce licence Fees		FY23 ¹	FY24 ²	FY25 ²
		half-year	full year	full year

(1)

70 Salesforce licences during 6 months

(2)

70 Salesforce licences during the complete year

(3)

According to IAS38 imputation rules

Key highlights

The Global CRM Consolidation Project in a nutshell

- The various deal management tools will be **consolidated on a single CRM platform** (Global CRM), based on Salesforce and currently used by the Group in France
- **Some enhancements will be implemented** on the CRM in France to support new usages / businesses and geographies
- **100 users will be migrated to Global CRM**, from Water Services International, the industrial subsidiary, Engineering Co. A and Engineering Co. B
- The project will be 9 months, and is **due to be complete by end of Q1 2024**
- First Rough Order of Magnitude for Project Implementation Budget is withheld (c. 15% CAPEX⁽¹⁾ / 85% OPEX⁽¹⁾) plus yearly recurring licence costs
- Project business as well as finance investment **approvals are undergo**
- **Kick-off expected early July** – all approvals to be gathered by the industrial subsidiary and Water Services International IT Leaders beforehand



Decision

Appendix

Global CRM Consolidation

Agenda

- **CRM Diagnostic – Key outcomes**
 - Target Solution Outline (first cut)
 - Consolidation project: organisation and timelines

Key outcomes

- Although the most mature CRM globally, CRM Commercial in France is **mono-currency / mono-language** and cannot be easily deployed globally
 - Lack of Industrial ERP 360-Customer view **affects the X-Sell and Up-Sell** capability of the global the industrial subsidiary Organization
 - Industrial ERP delivers sales automation functions that **accelerates sales and service processes** and contributes to the industrial subsidiary organization performance
 - Water Services International leverages a dedicated Salesforce instance which enforces silos and generates **additional maintenance costs**
 - There is **limited perceived business value** from a migration of Water Services International to France Commercial CRM
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- Build the **Internationalization** of CRM Commercial to enable a global deployment
 - **Deploy CRM Commercial** to the sales managers, sales admin and central service managers at the industrial subsidiary
 - **Reengineer the sales and service request origination processes** at the industrial subsidiary and **build interfaces** to enable teams working efficiently on both, Salesforce and Industrial ERP
 - **Transition Water Services International users to CRM Commercial**, incl. data migration and wind-down of CRM International
 - Secure **sponsorship of senior business leadership** and support to prevent resistances and capture business value

Three different CRM / Deal Management Solutions are used in different parts of the Group organisation

	Global CRM	CRM International	Industrial ERP
<i>Water Service</i>			
Water Services France	c. 450 licences (Central Sales, eng. offices and Sales eng.)		
Water Services International		c. 30 users (Sales, Sales admin, Project Dir. and Eng. offices)	
<i>Water Engineering</i>			
Engineering Co. A			
Engineering Co. B			
<i>Industry Water Solutions</i>			
Industrial subsidiary (France)	c. 17 users		c. 17 users ¹
Industrial subsidiary (acquired)			c. 480 users (sales admin, sales eng., central service admin and field service)
Recent industrial acquisitions ³			TBD – integration of acquisitions to Industrial ERP planned

Existing CRM Solutions – Strenghts and Weaknesses

	Global CRM	CRM International	Industrial ERP
Strenghts	• Budget and Territory management for Sales Planning • Provide Management visibility on Sales Execution • Common Pipe Management process between activities • CPQ Integration for works opportunity structuring (CPQ) • Incoming Marketing interface for Deal Origination	• Sales reports provide Management Visibility on sales pipe • Multilingual, multi currency	• Integration with ERP functions (project costing) • Fully support the the industrial subsidiary sales process (incl. sales committees, etc.), enable to accelerate integration of new acquisitions
Weaknesses	• French only (screens, content, currency) • Lack of interfaces (Outlook, ERP) for sales efficiency • Lack of outgoing interface to Marketing, for campaign monitoring	• Vanilla Salesforce functions with limited customization does not enforce a common process • Lack of 360 view, client interactions are not captured • Basic sales reporting features leveraged (vanilla) • No Interfaces	• Does provide limited CRM functions (deal origination, X-Sell, etc.) • Lack of 360 view of client relationship with all subs of the industrial subsidiary

Agenda

- CRM Diagnostic – Key outcomes
- **Target Solution Outline (first cut)**
- Consolidation project: organisation and timelines

Key Business Design And Transformation Identified Actions (first cut)

			Phase 1	Phase 2	Phase 3
1	Territory Management	Review and global integration of territory management and coverage rules to Water Services International and the industrial subsidiary	✓		
2	Deal Origination	Setup and deployment of Marketing Deal origination process to the industrial subsidiary and Water Services International			✓
3	Deployment to Water Services International	Deployment of the Global Sales process, and change management on Global CRM usage to Water Services International Sales Population		✓	
4	Deployment to industrial key users	Training and deployment of Global CRM to industrial key users		✓	
5	Industrial ERP Deployment	Deployment of Industrial ERP to the sales users of Industrial Water Solutions in France and its subsidiaries ⁽¹⁾ (recent acquisitions)		✓	
6	Sales Process Harmonization	Harmonization of Industry Sales and Service Sales process and governance, deployment of new processes and changement management on Global CRM to Industrial Water Solutions			✓

Key IT development identified to the Global CRM and interfaces

			Phase 1	Phase 2	Phase 3
1	Multicurrency Support	Enable to enter deal amounts in the originating currency, with EURO conversion for reporting and delegations' thresholds	✓		
2	Multilingual Support	Translate Global CRM screens and customization to English and support both languages based on user base location, content enabled in French and English, Metric and Imperial units supported	✓		
3	Global Territory Management	Implement Sales coverage, with GRM/LRM hierarchies, sales territory mapping – enable to visualize Group and competition sales coverage	✓		
4	Visibility	Visibility rules definition and enforcement, Chinese walls enforcement for regulated public-contract deals and matrix hierarchy mapping (functional and geographical) for Industry	✓		
5	Outlook Sync	Automate Salesforce - Outlook synchronization, according to user's preference and compliance requirements ¹	✓		
6	Marketing Automation	Marketing automation platform connection (Hubspot) to build and evaluate marketing campaign easily and efficiently			✓
7	Industrial ERP Data Migration	Import data and user profiles from Industrial ERP – merge with profiles defined for Industrial Water Solutions		✓	
8	Water Services Intl CRM Data Migration	Migrate data, parameterization, user profiles and reports from Salesforce International to Global CRM – decommission Salesforce international		✓	
9	Industry Sales Reports Kit	Completion of the sales reports kit to support the the industrial subsidiary Reporting standards			✓
10	Industrial ERP Integration	Industrial ERP Deal management integration to enable transferring a deal to the industrial ERP for structuring(see next page)			✓

Agenda

- CRM Diagnostic – Key outcomes
- Target Solution Outline (first cut)
- **Consolidation project: organisation and timelines**