**BDM Department Manager SOP**

**Department:** Business Development  
**Sub-department:** Leasing  
**SOP ID:**

**Objective**

To establish a standardized process for the Manager of the Business Development Manager (BDM) Department to oversee team operations, approve layouts, coordinate marketing communications, maintain occupancy across Novel Office properties in Bangalore, handle exceptions, support client exit processes, raise issues in BDM TL meetings, and ensure timely building sales to achieve revenue and client satisfaction goals.

**Scope**

This SOP applies to:

* All activities performed by the BDM Department Manager, including team oversight, layout approvals, marketing coordination, occupancy management, exception handling, client exit processes, issue escalation, and building sales across seven Novel Office properties (NTP, NBP, NOB, NOW, NOM, NOQ, NOC).
* Interactions with internal teams and external stakeholders.

Applicable for:

* BDM Department Manager
* BDM Team Leaders (TLs)
* Business Development Managers (BDMs)
* Marketing Team
* Accounts Team
* Layouts Team
* Management
* Clients and Realtors

**Definitions**

* **BDM Department Manager**: The senior leader responsible for overseeing the BDM Department, approving critical processes, and driving strategic objectives.
* **Carpet Area Realization (CAR)**: The standardized per-seat pricing rate calculated as CAR (₹/sqft) = Total Deal Value (Excl. GST) / Carpet Area (sft), adjusted for freebies.
* **Banking System**: A mechanism to bank excess CAR above the minimum threshold for use within the same quarter to offset lower CAR deals, maintaining equivalent revenue.
* **ERP System**: Novel’s internal Enterprise Resource Planning system for managing team tasks, client data, and performance tracking ([ERP](https://erpnoveloffice.in/)).
* **Tier 1 Realtors**: High-priority real estate partners (e.g., CBRE, MY HQ, IPC) responsible for client referrals or site visits.
* **Big Seater Client**: A client requiring 25 or more seats in a single deal.
* **Occupancy Rate**: The percentage of occupied office space in a property, with a minimum target of 65% and an optimal target of 80%.
* **Model Office**: A showcase office setup used for client tours to demonstrate Novel Office’s offerings.
* **Client Exit Process**: The procedure for managing client lease terminations, including space reallocation and financial settlements.

**Roles and Responsibilities**

1. **BDM Department Manager**:
   * Approve layout plans for client offices and model offices, ensuring compliance with client requirements and space optimization.
   * Review and action reports from BDM Team Leaders and the Data Team (e.g., missed follow-ups, rental escalations).
   * Coordinate with the Marketing Team to enhance product promotion, leveraging insights into market challenges and client needs.
   * Maintain occupancy rates across all properties (minimum 65%, target 80%) and ensure CAR compliance.
   * Handle exceptions, resolving critical issues or escalating to Management.
   * Support clients exit processes, overseeing lease terminations and space reallocation.
   * Raise inter-departmental and strategic issues in BDM TL meetings.
   * Drive building sales to meet deadlines, prioritizing high-value deals.
2. **BDM Team Leaders (TLs)**:
   * Provide reports and escalate issues to the Manager for review and action.
   * Support layout approvals and client exit processes as directed by the Manager.
3. **Business Development Managers (BDMs)**:
   * Execute client interactions, proposals, and negotiations, reporting to TLs and the Manager.
   * Provide input on client requirements for layouts.
4. **Marketing Team**:
   * Collaborate with the Manager to develop promotional campaigns and marketing materials.
5. **Layouts Team**:
   * Design office and model office layouts for Manager approval.
6. **Management**:
   * Approve deviations from CAR thresholds, occupancy targets, or building sale deadlines.
   * Review Manager’s performance reports and strategic recommendations.
7. **Clients/Realtors**:
   * Provide requirements, feedback, and exit-related documentation, engaging with the Manager for escalations or exits.

**Standard Procedure**

**1. Reviewing Reports**

* **Process**:
  + Retrieve daily/weekly reports from BDM TLs, including missed follow-ups, rental escalations, occupancy rates, and CAR performance.
  + Review reports, identifying critical issues (e.g., missed KPIs, occupancy below 65%).
  + Assign corrective actions to BDM TLs, setting deadlines (e.g., resolve missed follow-ups within 24 hours).

**2. Coordinating Marketing Communications**

* **Process**:
  + Collaborate with the Marketing Team in biweekly meetings to share insights on market challenges, client preferences, and property-specific needs.
  + Review and approve marketing materials (e.g., brochures, digital campaigns) within 2 business days, ensuring alignment with occupancy and sales goals.
  + Propose promotional strategies (e.g., discounts for low-occupancy properties) and track campaign performance via ERP.

**3. Maintaining Occupancy**

* **Process**:
  + Monitor occupancy rates across all properties via ERP (minimum 65%, target 80%).
  + Review monthly occupancy reports from BDM TLs, identifying properties below targets.
  + Coordinate with Marketing and Sales Teams to launch campaigns for low-occupancy properties within 2 business days.
  + Escalate persistent issues to Management with a recovery plan

**4. Handling Exceptions**

* **Process**:
  + Review exceptions reported by BDM TLs (e.g., roster gaps, client delays).
  + Resolve within 24 hours or escalate to Management with proposed solutions, notifying relevant teams.

**5. Managing Client Exit Processes**

* **Process**:
  + Receive exit requests from BDMs or clients, including lease termination details and financial obligations and get involved for the process if required.
  + Coordinate with Accounts Team to verify outstanding payments
  + Assign BDMs to market vacated spaces

**6. Raising Issues in BDM TL Meetings**

* **Process**:
  + Compile issues from BDM TLs, (e.g., inter-departmental delays, marketing gaps)
  + Present issues in weekly BDM TL meetings, proposing solutions and assigning action items to department leads.

**7. Driving Building Sales**

* **Process**:
  + Review sales deadlines for each property set by Management.
  + Prioritize high-value deals (e.g., big seater clients ≥25 seats) and coordinate with BDM TLs to assign leads.
  + Monitor sales progress weekly, ensuring CAR compliance and banking system usage.

**Exceptions**

1. **Missed Report Deadlines by BDM TLs** 
   * **Scenario**: BDM TLs fail to submit reports (e.g., occupancy, missed follow-ups) on time, hindering oversight.
   * **Resolution**: The Manager escalates to the respective team lead within 4 hours, requesting reports within 24 hours
2. **Marketing Campaign Misalignment**
   * **Scenario**: Marketing Team campaigns fail to address property-specific needs or client preferences, reducing lead generation.
   * **Resolution**: The Manager schedules an urgent meeting with the Marketing Team within 24 hours to realign strategies. Revised campaigns are launched within 3 business days
3. **Occupancy Falls Below 65%**
   * **Scenario**: A property’s occupancy drops below the minimum 65% target.
   * **Resolution**: The Manager collaborates with Marketing and Sales Teams to launch promotional campaigns within 2 business days. A recovery plan is escalated to Management.
4. **Complex Client Exit Disputes**
   * **Scenario**: A client disputes exit terms (e.g., security deposit refund, lease obligations), delaying space reallocation.
   * **Resolution**: The Manager meets with the client and Accounts Team within 24 hours to resolve disputes. If unresolved, legal counsel is consulted via Management
5. **Inter-Departmental Coordination Failures**
   * **Scenario**: Departments (e.g., Projects, IT) fail to address issues raised in BDM TL meetings.
   * **Resolution**: The Manager escalates to Management within 24 hours, proposing interim solutions (e.g., external vendors). Follow-up meetings are scheduled within 2 business days
6. **Missed Building Sale Deadlines**
   * **Scenario**: Sales for a property fall behind the deadline set by Management.
   * **Resolution**: The Manager reviews sales progress with BDM TLs within 24 hours, reallocating resources or adjusting strategies. A revised timeline is proposed to Management, logged in ERP (e.g., “NOC sale delayed; revised timeline proposed”).
7. **Regulatory or Compliance Restrictions**
   * **Scenario**: Local regulations (e.g., fire safety, building codes) restrict layout approvals or building sales.
   * **Resolution**: The Manager coordinates with the Facility and Projects Teams to assess compliance within 24 hours. Alternative solutions are proposed within 2 business days, logged in ERP (e.g., “Fire safety restricts NOQ layout; alternative proposed”).
8. **Client or Realtor Miscommunication**
   * **Scenario**: A client or Tier 1 realtor (e.g., CBRE) miscommunicates requirements, leading to incorrect layouts or sales strategies.
   * **Resolution**: The Manager verifies requirements directly with the client within 24 hours, coordinating with BDM TLs. Revised plans or strategies are implemented within 2 business days, logged in ERP (e.g., “CBRE miscommunicated needs; verified with client”).

**Key Performance Indicators (KPIs)**

* Review and action reports within 4 hours (target: 100%).
* Launch marketing campaigns within 3 business days of identification (target: ≥90%).
* Maintain property occupancy at ≥65% (target: 80%) across all properties.
* Resolve or escalate exceptions within 24 hours (target: 100%).
* Complete clients exit processes within 5 business days (target: ≥90%).
* Meet building sale deadlines (target: ≥90%).

**Tools and Resources**

* **ERP System**: For report tracking, layout approvals, occupancy monitoring, and sales tracking ([ERP](https://erpnoveloffice.in/)).
* **Communication Tools**: Outlook, Microsoft Teams and WhatsApp group.
* **Document Storage**: SharePoint for layouts, reports, and agreements.

**Review and Revision History**

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| --- | --- | --- | --- | --- |
| **Version** | **Changes Made** | **Updated By** | **Date** | **Future Review** |
| 1.0 | Initial SOP Created | Shivli Doneria  Operations Department | 02-Jul-2025 |  |

*Login to ERP using employee credentials to access the link.*