**BDM Department Reports SOP**

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

**Objective**

To establish a standardized process for the generation, review, and presentation of reports within the Business Development Manager (BDM) Department to track performance, monitor client and realtor interactions, assess occupancy and revenue, and identify actionable insights for discussion in BDM Team Leader (TL) meetings, thereby supporting occupancy goals, revenue targets, and client satisfaction across Novel Office properties in Bangalore (NTP, NBP, NOB, NOW, NOM, NOQ, NOC).

**Scope**

This SOP applies to:

* The generation, review, and analysis of BDM Department reports, including Visit Conversion Report, Top Lost Prospects Report, Revenue Per Month Report, Realtor Report, Leads Generated Per Property Report, and Reviews Report.
* Interactions with internal teams (e.g., Data Team, BDM TLs, BDMs, Accounts Team, Layouts Team) and external stakeholders (e.g., clients, Tier 1 realtors like CBRE, MY HQ, IPC).

Applicable for:

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

**Definitions**

* **BDM Department Manager**: The senior leader overseeing the BDM Department, responsible for reviewing reports and driving strategic actions.
* **Carpet Area Realization (CAR)**: The standardized per-seat pricing rate calculated as CAR (₹/sft) = Total Deal Value (Excl. GST) / Carpet Area (sft), adjusted for freebies.
* **Tier 1 Realtors**: High-priority real estate partners (e.g., CBRE, MY HQ, IPC) responsible for client referrals or site visits.
* **Occupancy Rate**: The percentage of occupied office space in a property, with a minimum target of 65% and an optimal target of 80%.
* **Lead Conversion**: The percentage of client visits that result in closed deals.

**Roles and Responsibilities**

1. **BDM Department Manager**:
   * Oversee reports and ensure accuracy and timeliness.
   * Review reports prior to BDM TL meetings and approve action plans.
   * Escalate critical issues to Management based on report insights.
2. **BDM Team Leaders (TLs)**:
   * Assign corrective actions to BDMs based on report data (e.g., missed follow-ups, low conversion rates) and delegate duties.
3. **Business Development Managers (BDMs)**:
   * Execute actions assigned by TLs based on report outcomes.
4. **Data Team**:
   * Generate reports (e.g., Visit Conversion, Top Lost Prospects, Revenue, Realtor, Leads, Reviews) using ERP and external platforms (e.g., Google Reviews).
   * Submit reports to the BDM TLs and Manager per defined schedules.
5. **Accounts Team**:
   * Provide financial data for the Revenue Per Month Report (e.g., total revenue, CAR).
6. **Layouts Team**:
   * Supply layout data for the Revenue Per Month Report’s occupancy calculations.
7. **Management**:
   * Review escalated issues from reports and approve strategic actions (e.g., promotional campaigns, CAR deviations).
8. **Clients/Realtors**:
   * Provide feedback and data (e.g., Google Reviews, reasons for lost prospects) contributing to report content.

**Standard Procedure**

**1. Visit Conversion Report**

* **Purpose**: Tracks BDM performance by analysing client visits, closures, losses, active leads, and conversion percentages, including property-wise client conversion, over a one-month period.
* **Content**:
  + BDM Name
  + Number of Visits (past 30 days)
  + Closures (deals signed)
  + Lost Leads
  + Active Leads
  + Conversion Percentage
  + Property-wise Client Conversion
* **Process**:
  + The Data Team generates the report monthly using ERP data from BDM visit logs and deal statuses.
  + Submit to BDM TLs and Manager by the 2nd of each month.
  + TLs review, identifying low conversion rates.
  + Managers present in BDM TL meetings, proposing actions (e.g., retraining for BDMs with low conversions).
  + Actions are assigned to BDMs.

**2. Top Lost Prospects Report**

* **Purpose**: Identifies high-potential leads lost after visits to understand reasons and improve conversion strategies.
* **Content**:
  + Lead ID
  + Number of Seats
  + Reason for Loss (e.g., budget, location)
  + Visit Taken By (BDM)
  + BDM Name
  + Team Lead
  + Property Name
  + Visit Date
  + Enquirer (client contact)
  + Company
  + Comments (e.g., specific client feedback)
* **Process**:
  + BDMs submit lost lead details to the Data Team via ERP after each lost prospect.
  + The Data Team compiles the report monthly, submitting to TLs and Manager by the 2nd.
  + TLs review, identifying recurring loss reasons (e.g., high pricing).
  + TLs present in BDM TL meetings, proposing solutions (e.g., adjust pricing, enhance tours).

**3. Revenue Per Month Report**

* **Purpose**: Monitors property-wise revenue, occupancy, and vacancy percentages to ensure financial performance and alignment with layout data.
* **Content**:
  + Property Name (e.g., NTP, NOQ)
  + Occupied Percentage (based on Layouts Team data)
  + Vacant Percentage
  + Total Revenue (₹, excl. GST)
* **Process**:
  + The Accounts Team provides revenue data, and the Layouts Team supplies occupancy data to the Data Team.
  + The Data Team generates the report monthly via ERP, submitting to TLs and Manager by the 3rd.
  + The Manager reviews, identifying properties below 65% occupancy or low revenue.
  + TLs present in BDM TL meetings, proposing campaigns for low-performing properties.

**4. Realtor Report**

* **Purpose**: Tracks engagement with realtors to assess lead generation and conversion effectiveness, including Tier 1 realtors (e.g., CBRE, MY HQ, IPC).
* **Content**:
  + BDM Name
  + Realtors Contacted
  + Brochures Sent
  + Leads Obtained
  + Visits Obtained
  + Clients Obtained
  + Tier of Realtors (e.g., Tier 1, Tier 2)
  + Total Metrics (e.g., total leads, visits, clients)
* **Process**:
  + BDMs log realtor interactions in ERP after each contact.
  + The Data Team compiles the report monthly, submitting to TLs and Manager by the 2nd.
  + TLs review, identifying underperforming realtor relationships.
  + TLs present in BDM TL meetings, proposing actions (e.g., additional realtor meetings).

**5. Leads Generated Per Property Report**

* **Purpose**: Tracks the number of leads generated for each property monthly to assess marketing and sales effectiveness.
* **Content**:
  + Property Name (e.g., NTP, NOQ)
  + Number of Leads Generated
  + Source of Leads (e.g., realtors, marketing campaigns, direct inquiries)
* **Process**:
  + BDMs log new leads in ERP, specifying property and source.
  + The Data Team generates the report monthly, submitting to TLs and Manager by the 2nd.
  + TLs review, identifying properties with low lead generation.
  + TLs present in BDM TL meetings, proposing targeted campaigns.
  + Actions are logged in ERP (e.g., “NOC low leads; proposed digital campaign”).

**6. Reviews Report**

* **Purpose**: Monitors Google Reviews for each property to assess client satisfaction and identify areas for improvement.
* **Content**:
  + Property Name
  + Total Reviews
  + Good Reviews (≥4 stars)
  + Bad Reviews (<4 stars)
  + Last Week Reviews
  + Note (e.g., specific client feedback)
  + Average Rating
* **Process**:
  + The Data Team collects Google Review data weekly, compiling a monthly report via ERP.
  + Submit to TLs and Manager by the 2nd of each month.
  + TLs review, identifying properties with bad reviews or low ratings.
  + TLs present in BDM TL meetings, proposing actions (e.g., address client complaints).

**7. Report Presentation in BDM TL Meetings**

* **Process**:
  + TLs compile insights from all reports, preparing a presentation for the weekly BDM TL meeting.
  + Present key findings (e.g., low conversion rates, lost prospects, low occupancy) and propose solutions (e.g., retraining, campaigns).
  + The Manager reviews proposed actions, assigning tasks to TLs or escalating to Management.

**Exceptions**

1. **Delayed Report Submission by Data Team**
   * **Scenario**: The Data Team fails to submit reports by the 2nd or 3rd of the month, delaying TL reviews.
   * **Resolution**: The TL escalates to the Data Team lead within 4 hours, requesting reports within 24 hours. If unresolved, the TL uses historical ERP data, logging in ERP (e.g., “Visit Conversion Report delayed; used historical data”).
2. **Inaccurate or Incomplete Report Data**
   * **Scenario**: Reports contain errors (e.g., incorrect conversion rates, missing lost prospect details).

**Resolution**: The TL notifies the Data Team within 4 hours, requesting corrections within 24 hours. If urgent, the TL verifies data with BDMs directly

1. **Low Conversion Rates in Visit Conversion Report**
   * **Scenario**: A BDM’s conversion rate is consistently below 20%, indicating performance issues.
   * **Resolution**: The TL conducts a performance review within 24 hours, assigning retraining or mentorship within 5 business days. If unresolved, the TL escalates to the Manager, logged in ERP (e.g., “BDM low conversion; retraining assigned”).
2. **Recurring Reasons for Lost Prospects**
   * **Scenario**: The Top Lost Prospects Report shows recurring reasons (e.g., high pricing) across multiple leads.

* **Resolution**: The TL collaborates with the Manager within 24 hours to propose solutions (e.g., pricing adjustments, enhanced tours). Solutions are presented in the BDM TL meeting

1. **Occupancy Below 65% in Revenue Report**
   * **Scenario**: The Revenue Per Month Report indicates a property’s occupancy is below 65%.
   * **Resolution**: The TL collaborates with the Marketing Team to launch campaigns within 2 business days. The Manager escalates to Management with a recovery plan.
2. **Low Realtor Engagement in Realtor Report**
   * **Scenario**: The Realtor Report shows low leads or visits from Tier 1 realtors (e.g., CBRE).

* **Resolution**: The TL schedules a meeting with the realtor within 24 hours to address issues. The Manager approves additional engagement activities (e.g., networking events)

1. **Low Lead Generation in Leads Report**
   * **Scenario**: The Leads Generated Per Property Report shows insufficient leads for a property (e.g., <10 leads/month).
   * **Resolution**: The TL coordinates with the Marketing Team within 24 hours to launch targeted campaigns. The Manager reviews and approves.
2. **Negative Google Reviews in Reviews Report**
   * **Scenario**: The Reviews Report shows multiple bad reviews (<4 stars) for a property, impacting reputation.
   * **Resolution**: The TL contacts affected clients within 24 hours to resolve issues, assigning BDMs to follow up. Actions are discussed in the BDM TL meeting.
3. **Layouts Team Data Errors in Revenue Report**
   * **Scenario**: The Revenue Per Month Report contains inaccurate occupancy data due to Layouts Team errors.
   * **Resolution**: The TL notifies the Layouts Team within 4 hours, requesting corrected data within 24 hours. The Manager verifies revisions, logged in ERP (e.g., “NOB occupancy data corrected”).

**Key Performance Indicators (KPIs)**

* Generate and submit reports by the 2nd or 3rd of each month (target: 100%).
* Present reports in BDM TL meetings with actionable solutions (target: ≥90%).
* Resolve report-related issues (e.g., low conversions, bad reviews) within 5 business days (target: ≥90%).
* Maintain occupancy at ≥65% across properties (target: 80%).

**Tools and Resources**

* **ERP System**: For report generation, data logging, and KPI tracking ([ERP](https://erpnoveloffice.in/)).
* **Communication Tools**: Outlook, Microsoft Teams, WhatsApp group.
* **Document Storage**: SharePoint for reports and presentations.

**Review and Revision History**

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| **Version** | **Changes Made** | **Updated By** | **Date** | **Future Review** |
| 1.0 | Initial SOP Created | Operations Department | 03-Jul-2025 |  |

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