**BDM Team Leader SOP**

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

**Objective**

To establish a standardized process for the Team Leader (TL) of the Business Development Manager (BDM) Department to oversee team operations, manage client and realtor relationships, coordinate inter-departmental activities, maintain building occupancy, and ensure efficient space utilization, thereby achieving revenue targets and client satisfaction at Novel Office properties in Bangalore.

**Scope**

This SOP applies to:

* All activities performed by the BDM Team Leader, including team management, report oversight, client escalations, realtor relations, building management, and layout planning across seven Novel Office properties in Bangalore (NTP, NBP, NOB, NOW, NOM, NOQ, NOC).
* Interactions with internal teams (e.g., Data, Accounts, Layouts, Projects, IT, Electrical, Facility) and external stakeholders (e.g., clients, Tier 1 realtors like CBRE, MY HQ, IPC).

Applicable for:

* BDM Team Leader
* Business Development Managers (BDMs)
* Data Team
* Accounts Team
* Layouts Team
* Projects Team
* IT and Electrical Teams
* Facility Team
* Management
* Clients and Realtors

**Definitions**

* **BDM Team Leader (TL)**: The senior manager responsible for overseeing the BDM team, managing building operations, and driving occupancy and revenue goals.
* **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.
* **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.

**Roles and Responsibilities**

1. **BDM Team Leader (TL)**:
   * Review and action reports from the Data Team (e.g., missed follow-ups, rental escalations).
   * Raise inter-departmental issues in BDM TL meetings and coordinate resolutions.
   * Maintain relationships with Tier 1 realtors (e.g., CBRE, MY HQ, IPC) and handle escalations.
   * Support BDMs with big seater clients (≥25 seats) and assume direct communication if requested by clients.
   * Assign BDMs to properties, ensuring fairness and location suitability.
   * Manage BDM holiday rosters, ensuring at least one BDM is always available.
   * Act as building manager, maintaining ≥65% occupancy (target: 80%) and ensuring CAR compliance.
   * Oversee layout planning with the Projects Team to optimize space utilization.
   * Designate model office locations and ensure appropriate setup.
   * Handle ad hoc tasks, such as direct client communications for high-value deals.
2. **Business Development Managers (BDMs)**:
   * Execute client interactions, proposals, and negotiations per relevant SOPs, reporting progress to the TL.
   * Escalate big seater client issues or direct client requests to the TL.
   * Adhere to assigned property duties and holiday rosters.
3. **Data Team**:
   * Generate reports on missed follow-ups, rental escalations, and other metrics, submitting to the TL.
4. **Accounts Team**:
   * Process invoices and security deposits post-deal closure.
5. **Layouts Team**:
   * Design tailored office layouts and model office plans under TL guidance.
6. **Projects Team**:
   * Collaborate with the TL to optimize space utilization and implement layout plans.
7. **IT and Electrical Teams**:
   * Support technical assessments for client requirements and model office setups.
8. **Facility Team**:
   * Maintain properties and prepare model offices, coordinating with the TL.
9. **Management**:
   * Approve deviations from CAR thresholds, occupancy targets, or banking system limits.
   * Review TL performance reports and strategic recommendations.
10. **Clients/Realtors**:
    * Provide requirements and feedback, engaging with the TL for escalations or big seater deals.

**Standard Procedure**

**1. Reviewing Data Team Reports**

* **Process**:
  + The TL retrieves daily reports from the Data Team via ERP, including missed follow-ups, rental escalations, and other performance metrics.
  + Review reports within 4 hours of receipt, identifying overdue tasks (e.g., BDM missed client follow-up).
  + Assign corrective actions to BDMs, setting deadlines (e.g., clear missed follow-ups within 24 hours).
  + Follow up with BDMs to confirm task completion (e.g., “Missed follow-up cleared by BDM on 30-Jun-2025”).

**2. Raising Inter-Departmental Issues**

* **Process**:
  + The TL compiles issues from BDMs.
  + Present issues in the weekly BDM TL meeting, attended by department leads.
  + Propose solutions and assign action items to relevant departments.
  + Follow up on resolutions weekly and notifying BDMs of outcomes.

**3. Managing Tier 1 Realtor Relationships**

* **Process**:
  + Maintain regular communication with Tier 1 realtors (e.g., CBRE, MY HQ, IPC) via monthly check-ins (calls or meetings).
  + For CBRE, coordinate site visits and ensure BDMs facilitate smooth client tours.
  + For MY HQ, handle escalations only, responding within 24
  + For IPC and others, build rapport through quarterly relationship-building events (e.g., networking dinners).

**4. Supporting Big Seater Clients (≥25 Seats)**

* **Process**:
  + Monitor BDM activities in ERP to identify big seater clients (≥25 seats) contacted by the team.
  + Provide guidance to BDMs on complex negotiations or technical requirements, joining meetings if needed.
  + If clients request direct TL communication, assume lead role, coordinating with BDMs and logging in ERP.
  + Ensure proposals for big seater clients are reviewed within 12 hours, prioritizing CAR compliance.

**5. Assigning BDMs to Properties**

* **Process**:
  + Assess BDM expertise, workload, and location proximity to assign them to one of the seven Bangalore properties (NTP, NBP, NOB, NOW, NOM, NOQ, NOC).
  + Use a fairness matrix (e.g., equal lead distribution, geographic balance) to ensure equitable assignments.
  + notifying BDMs via email and team group chat.
  + Review assignments monthly to adjust for performance or client demand, logging changes in ERP.

**6. Managing BDM Holiday Rosters**

* **Process**:
  + Maintain a roster system to ensure at least one BDM is always available per property.
  + Allow mutual duty swaps between BDMs, provided they inform the TL and update the team group chat.
  + Log all roster changes and approvals, verifying coverage weekly.

**7. Building Management and Occupancy**

* **Process**:
  + Act as building manager for assigned properties, monitoring occupancy (minimum 65%, target 80%).
  + Review CAR reports to ensure pricing aligns with revenue goals.
  + Coordinate with Facility Team to maintain property standards (e.g., cleanliness, security).
  + Conduct monthly property inspections with Facility Team, logging issues in ERP (e.g., “NOC maintenance issue reported on 30-Jun-2025”).
  + Escalate occupancy or CAR concerns to Management with proposed solutions (e.g., promotional campaigns).

**8. Optimizing Layouts and Space Utilization**

* **Process**:
  + Collaborate with the Projects Team to review and optimize office layouts, ensuring no productive space is unused.
  + Identify inefficiencies (e.g., vacant cabins, underutilized areas) via occupancy data and property inspections.
  + Propose layout adjustments to maximize space, submitting plans to Projects Team via.
  + Monitor implementation progress (e.g., “NBP layout optimized on 30-Jun-2025”).

**9. Designating Model Office Locations**

* **Process**:
  + Identify suitable spaces for model offices in each property, prioritizing visibility and accessibility for client tours.
  + Coordinate with Layouts and Projects Teams to design and set up model offices, ensuring compliance with Novel Office standards (e.g., modern workstations, UPS sockets).
  + Submit model office plans to Projects Team, approving setups within 3 business days.
  + Conduct walkthroughs with Facility Team to verify setup quality, logging in ERP.

**10. Handling Ad Hoc Client Tasks**

* **Process**:
  + Respond to client requests for direct TL communication (e.g., big seater clients ≥25 seats).
  + Join or lead meetings for high-value clients, coordinating with BDMs and relevant teams (e.g., IT, Electrical).
  + Log all ad hoc interactions and outcomes in ERP, ensuring transparency with BDMs.

**Exceptions**

1. **Missed Report Deadlines by Data Team**
   * **Scenario**: The Data Team fails to submit reports (e.g., missed follow-ups, escalations) on time, delaying TL reviews.
   * **Resolution**: The TL escalates to the Data Team lead within 4 hours, requesting reports within 24 hours.
2. **Inter-Departmental Coordination Failures**
   * **Scenario**: Other departments (e.g., Projects, IT) fail to resolve issues raised in BDM TL meetings.
   * **Resolution**: The TL escalates to Management within 24 hours, proposing interim solutions (e.g., external vendors). Follow-up meetings are scheduled within 2 business days
3. **Big Seater Client Delays or Withdrawals**
   * **Scenario**: A big seater client (≥25 seats) delays approval or withdraws due to budget or other issues.
   * **Resolution**: The TL contacts the client within 24 hours to explore alternatives (e.g., phased setups, reduced seats). If withdrawal is confirmed, the TL reassigns the space to other leads
4. **Unfair BDM Property Assignments**
   * **Scenario**: BDMs raise concerns about inequitable property assignments (e.g., workload imbalance).
   * **Resolution**: The TL reviews the issue within 24 hours, consulting BDMs in a team meeting. Adjustments are made within 2 business days
5. **Roster Coverage Gaps**
   * **Scenario**: No BDM is available for a property due to roster mismanagement or emergencies.
   * **Resolution**: The TL assumes temporary coverage or reassigns another BDM within 4 hours, or the facility or security guard shows the property or notifying clients of any delays. Roster corrections are made within 24 hours,
6. **Occupancy Falls Below 65%**
   * **Scenario**: Property occupancy drops below the minimum 65% target.
   * **Resolution**: The TL collaborates with the Sales Team to launch promotional campaigns within 2 business days. Escalation to Management is made with a recovery plan
7. **Inefficient Space Utilization Identified**
   * **Scenario**: Inspections reveal unused or inefficiently used spaces (e.g., vacant cabins).
   * **Resolution**: The TL schedules an urgent meeting with the Projects Team within 24 hours to propose layout changes. Revised plans are submitted within 2 business days
8. **Model Office Setup Delays**
   * **Scenario**: Projects or Facility Teams delay model office setup, impacting client tours.
   * **Resolution**: The TL escalates to the Projects Team lead within 24 hours, proposing temporary setups (e.g., existing office as model). Revised timelines are communicated to BDMs, logged in ERP (e.g., “Model office delayed; temporary setup used”).
   * **Tools**: ERP system, model office plan template, Outlook.
   * **Timeline**: Escalation within 24 hours; temporary setup within 2 business days.
9. • BDM Performance Issues

* Scenario: A BDM consistently fails to meet KPIs (e.g., missed follow-ups, delayed proposals), impacting team performance.
* Resolution: The TL conducts a performance review within 24 hours, providing corrective feedback

**Key Performance Indicators (KPIs)**

* Resolve inter-departmental issues within 5 business days (target: ≥90%).
* Maintain monthly check-ins with Tier 1 realtors (target: 100%).
* Support ≥95% of big seater client deals within 24 hours of BDM escalation.
* Ensure property occupancy at ≥65% (target: 80%) across all properties.
* Optimize layouts with zero unproductive spaces (target: 100%).
* Complete model office setups within 5 business days of plan approval (target: 100%).

**Tools and Resources**

* **ERP System**: For report tracking, lead assignment, occupancy monitoring, and KPI reporting ([ERP](https://erpnoveloffice.in/)).
* **Communication Tools**: Outlook, Microsoft Teams/Google Meet, Google Calendar, WhatsApp group.

**Review and Revision History**

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| **Version** | **Changes Made** | **Updated By** | **Date** | **Next Review** |
| 1.0 | Initial SOP Created | Shivli Doneria | 30 June 2025 |  |