

# **J M Baxi Heavy Private Limited**

## **Standard Operating Procedures and Policies**

Pre Sales to Order Closure

## Introduction

A **standard operating policies and procedure (SOPP)** is a set of step-by-step activities compiled by an organization to help workers carry out **complex** as well as **standard routine operations**. SOPs help to achieve **efficiency, quality output and uniformity of performance** while contributing to efforts that lead to **process excellence**.

This SOPP aims to achieve the following objectives:

1. Act as a **guide and reference document** to stakeholders at all level of the organization
2. Clearly **communicate** activities and help to achieve **consistency** in operational procedures
3. **Create accountability** by assigning responsibilities at each stage of the lifecycle
4. **Aid governance** by documenting **auditable processes** and detailing **control elements** at each stage of the lifecycle

### What is the Lifecycle and Process Tree?

Each SOPP follows the process tree hierarchy and covers a specific entire mega process.

- A **mega process** represents the logical start and end of a process lifecycle. It is a grouping of processes across functions
- A **process** represents logical grouping of sub processes and provides detail at functional level
- A **sub process** represents grouping of similar activities
- An **activity lists** down specific tasks that have/are measurable, time bound, associated risks, mitigating controls and defined owners

The entire business lifecycle consists of several mega processes. An SOPP is tasked with the coverage of all processes, sub process and activities applicable to a particular mega process

### Who are the Stakeholders for this SOPP?

This stakeholders for this SOPP shall primarily be activity owners and business units

1. Activity owners (operating units) – Activity owners shall use this SOPP as a reference document while performing their **activities on a daily basis**.
2. Business units – Business units shall use the SOPP as a repository of all activities across the lifecycle. This will aid in identifying **process improvement opportunities**

### Who will use this SOPP?

This SOPP shall be used by stakeholders across the entire organization. Most notable shall be the following:

1. Risk and Governance units – Risk and Governance units shall reference the SOPP to **review existing controls** and test their
2. Auditors – Auditors shall use this SOPP to check **adherence to defined processes** and standards. The SOPP shall help them identify any deviations to defined processes

### How do you read the SOPP?

To read this SOPP, it is essential to understand the **process lifecycle and its coverage**. This SOPP is documented in a **chronological order** in line with the sequence of activities performed by activity owners. Therefore it should be read as such.

This SOPP also provides references to various **organization level policies, checklists, systems,**

**reports** etc. These have been appropriately **referenced** at applicable activities and attached as Annexures to this SOPP.

Each activity has a performer and an activity owner assigned to it. An activity also has the following references against it:

- System reference – This lists down the system used to perform the activity
- Product reference – This column lists down the products that the activity is applicable to
- Activity owner (with prefix) – Each activity has a prefix that describes the nature of the activity. 'Maker only' means that it is a standalone activity. 'Maker' refers to the maker leg of a maker checker activity. 'Checker' refers to the checker leg of a maker checker activity

### **Organization structure**

The organization structure defined in the SOPP is the structure defined at the functional level.

'**Activity owners**' are defined as those who are responsible for **performing the activity**.

'**Business Owners**' are defined as those who have **oversight and ultimate ownership** for the activities.

The '**roles and responsibilities**' table in the SOPP lists down the 'business owners' and provides details on **key activities** they are responsible for. The list of 'business owners' shall form the organization structure for the particular SOPP and mega process.

### **Rules for this SOP**

- This SOPP shall be reviewed on annual basis.
- Any changes in the SOPP will be approved by CBO and CFO and then updated by Mr Vivek Rao.

## Document review and approval

### Revision history

Version	Created By	Document Approved By	Date Approved	Revision
		Mr Sameer Parikh and Mr Kushal Roy Chowdhury		

SOPP Number	1		
Applicable Entities	Entity Type	Entity Name	
	Logistics	JMB Heavy Private Limited	
Process Owner	Sales Head		
IT Applications			
	Entity Name		System
	JMB Heavy		CRM and INFOR
Guidelines / Policy reference			
SOPP Cross References			

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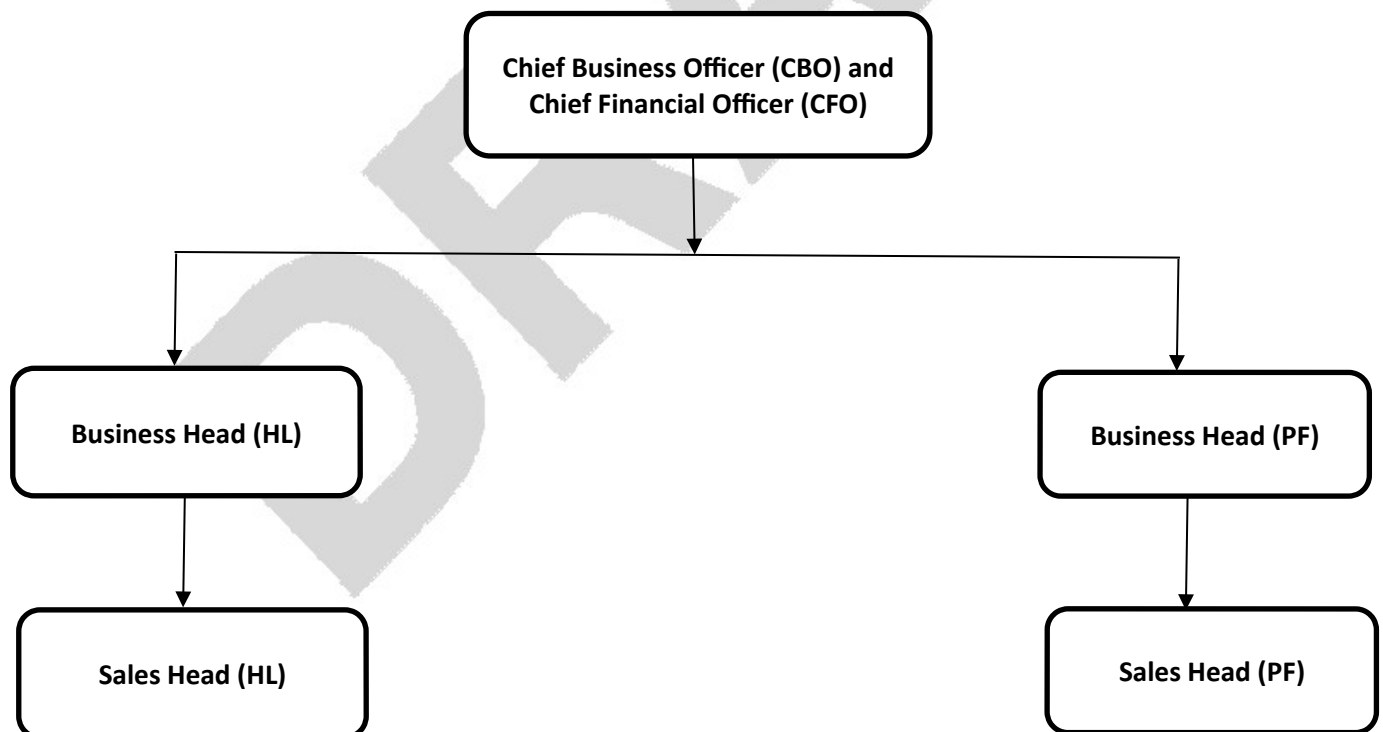
## Executive Summary

A Pre Sales to Order Closure SOPP outlines the steps and guidelines an organization follows from the initial lead generation to the final closure of an order. The SOPP helps streamline processes, reduce errors, and ensures compliance with financial policies, supporting accurate Sales planning and budget tracking and accountability.

The Pre Sales To Order Closure SOPP aims to:

- Establish criteria for qualifying leads (e.g., budget, need, timeline).
- Outline how the qualified sales opportunities are transferred internally, from the sales team to the delivery/operations team, ensuring alignment on client needs and expectations.
- Specify all the necessary documentation (contracts, agreements, terms & conditions) required for successful order closure.
- Clarify how the pricing is confirmed and any terms (such as discounts, payment terms) are finalized.
- Explain the process of sending final order confirmation to the client and confirming receipt of payment.
- Outline the mechanism for gathering client feedback to improve the pre-sales process.
- Highlight the key metrics used to measure the efficiency and effectiveness of the pre-sales to order closure process. This could include conversion rate, time-to-close, customer satisfaction, etc.

### Organization Structure:

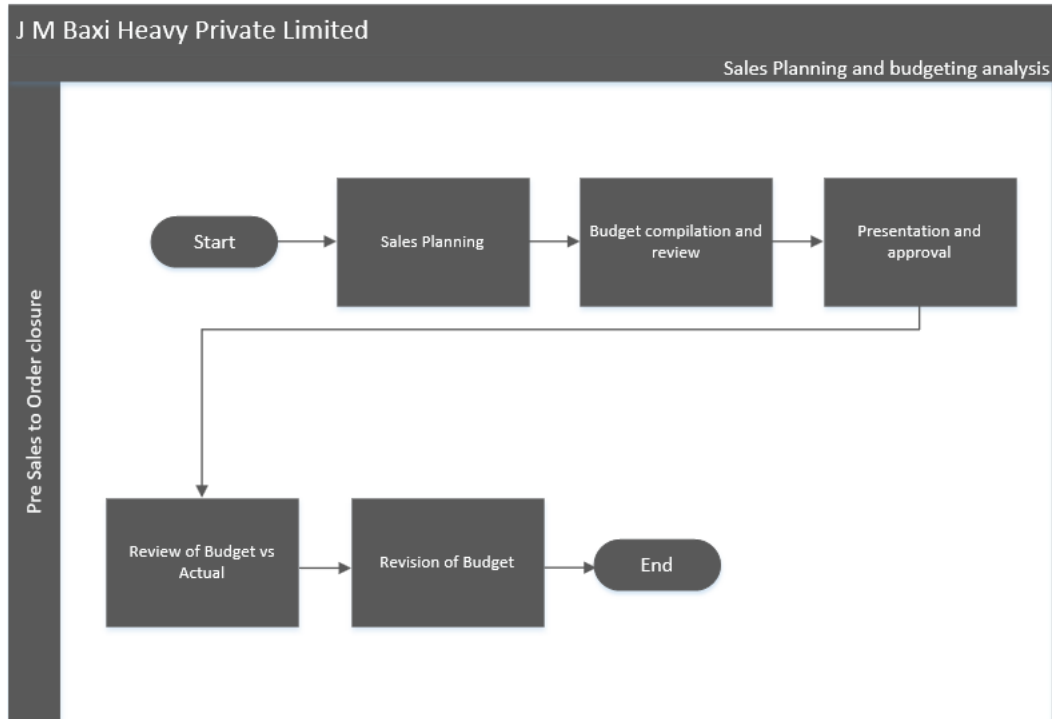


## Abbreviations and Definitions

Abbreviations	Details
CBO	Chief Business Officer
CFO	Chief Financial Officer
COE	Chief Officer Excellence
NIT	Notice inviting to tender
EAM	Enterprise Account Number
DOA	Delegation of Authority
DSR	Daily Status report
EC	Executive Committee
F&A	Finance and Accounts
FY	Financial Year

## 1. Sales Planning Activity and budgeting analysis

### Process Flow





## Process Narrative

Description	Responsibility	Accountability	Frequency	Manual / System
<b>1.1 Sales Planning</b>  Every year around Sept - Sales demand are forecasted through historical data review, market industry trends and sales revenue targets are set by the Business Head (PF and HL) for the respective divisions based on the target's volumes are projected, and then share with CBO and CFO for review for budget compilation (Jan - Dec)	Business Head – PF and HL	CBO and CFO	Annual	Manual
<b>1.2 Budget Compilation and Review</b>  Post review the same is compiled with COE and present to board for approval. Inputs suggested by the COE are discussed with the CBO and CFO which is incorporated and shared for review. Executive - Business Finance consolidates budgets of all the entities and prepares a consolidated budget that includes entity wise volume budget along with actionable, Key highlights, Export/Import projections, service wise projections, Key strategies, summary of new prospects and opportunities.	CBO and CFO	COE	Annual	Manual
<b>1.3 Presentation and approval</b>  Manager - Business Finance presents consolidated budget to COE and Group CFO. Group CFO then presents the consolidated budget to the Managing Director. Post approval, Managing Director presents the consolidated budget to the Board.	HOD – Business Finance	COE	Annual	Manual
<b>1.4 Review of Budget v/s Actual</b>  Every month, management performance review and meetings are performed to track performance against sales targets and adjust forecasts and resource allocation as necessary.	CBO and CFO	COE, Group CFO and Managing Director	Monthly	Manual

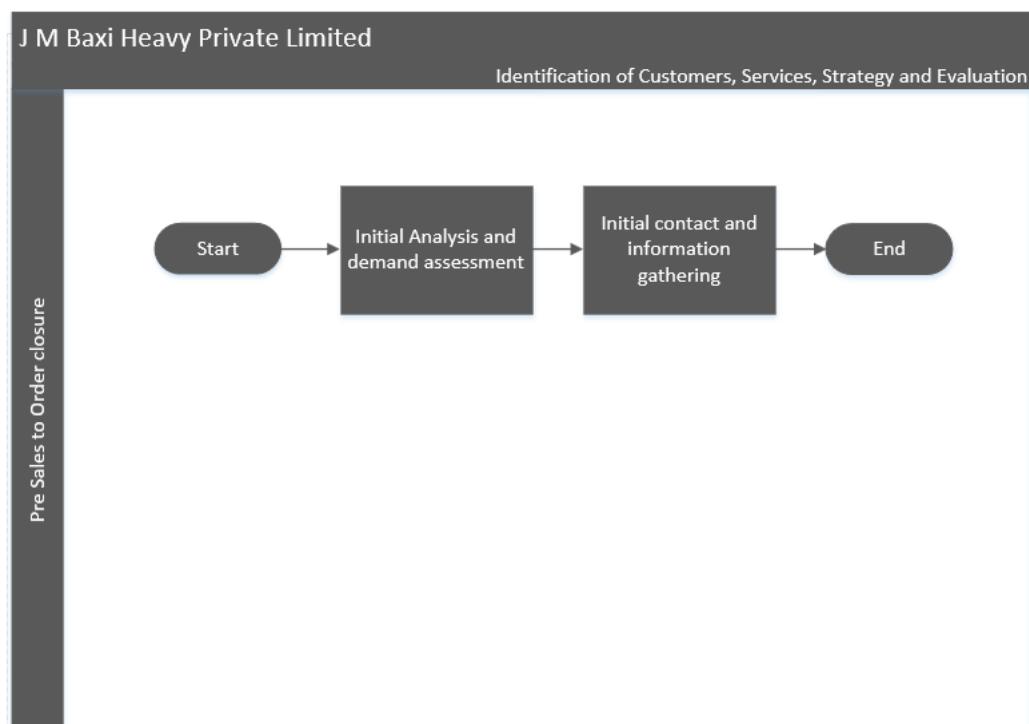
<b>1.5 Revision of Budget</b>  If demand forecasts are lower than anticipated, based on the review, new information, or performance gaps the sales budget are re-forecasted and options are evaluated to meet the targets.	<b>Business Head – PF and HL</b>	<b>CBO and CFO</b>	<b>As &amp; When</b>	<b>Manual</b>
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### Key Performance Indicators (KPI's)

Attribute	Objective	Base Line	Target	Action Plan
Budget Approval Timeliness	Ensure the budget is approved on time so the sales team can act promptly.	XX	XX	XX
Budget Accuracy	Ensure that the budget is accurately allocated and adhered to during the year.	XX	XX	XX
Lead Generation from Research	Ensure the market research process generates potential customers that contribute to sales.	XX	XX	XX
Sales goal completion rate	Ensure timely setting of sales goals to start the year on track.	XX	XX	XX

## 2. Identification of Customers, Services, Strategy and Evaluation

### Process Flow



## Process Narrative

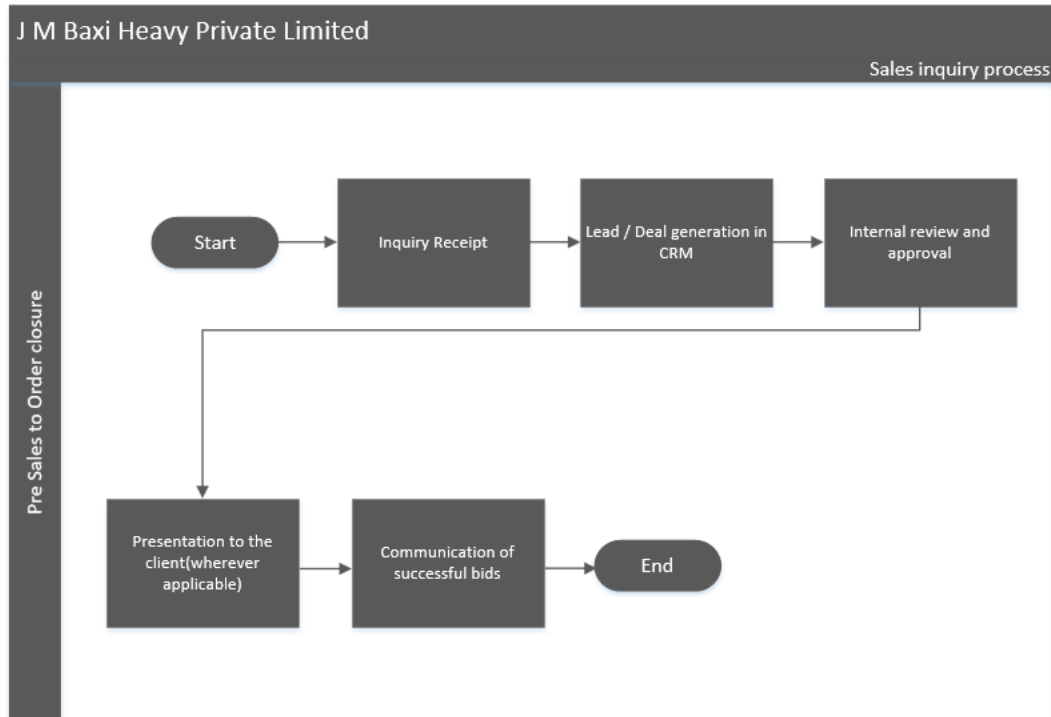
Description	Responsibility	Accountability	Frequency	Manual/System
<b>2.1 Initial analysis and demand assessment</b>  To conduct a comprehensive market analysis, the team begins by examining the geographical landscape of the state, demand supply on land and seaside, geopolitical situation and the key industries operating within it.	Sales Head – PF and HL	Business Head – PF and HL	Annual	Manual
<b>2.2 Initial Contact and Information Gathering</b>  Manager - Sales & BD Conducts initial meetings through Phone call, video, or in-person and gather preliminary data such as shipment volume, destinations, frequency, special requirements if any, and understand key points or specific needs along with determining customer's budget range and timeline.	Sales Head – PF and HL	Business Head – PF and HL	As & When	Manual

## Key Performance Indicators (KPI's)

Attribute	Objective	Base Line	Target	Action Plan
Response Time	Ensure prompt response times to maintain customer satisfaction and engagement.	XX	XX	XX
Response Accuracy	Ensure that responses are accurate and complete to reduce unnecessary back-and-forth.	XX	XX	XX
Follow-up Success Rate	Increase the chances of progressing the inquiry into a potential sale.	XX	XX	XX

- 1.
- 2.
3. Sales Inquiry process

## Process Flow



## Process Narrative

Description	Responsibility	Accountability	Frequency	Manual/System
<b>3.1 Inquiry Receipt</b>  <b>Monitoring of portals for tender opportunities:</b> EXEC / Manager - Project monitors the respective client's portal (GeM portal in case of government customers, E2log portal for L&T, etc) to track any notifications for relevant NITs (Notices Inviting Tenders) that present business opportunities. Upon receiving a notification for an NIT, the project team downloads the tender and shares it with rest of the team.  <b>Direct Inquiry:</b> Sales Head – PF and HL receives direct inquiries via email communication.	Manager – Sales & BD	HOD – Sales & BD	As and when	Manual
<b>3.2 Lead / Deal generation in CRM</b>  For each enquiry, whether it comes through the NIT or a direct enquiry, EXEC will create a lead/deal in the CRM by entering details such as the enquiry number (manually entered), the assigned key account manager, expected revenue, and other relevant information. EXEC – Project updates the "award" status in CRM once the bid is submitted.	EXEC	Sales Head – PF and HL	As and when	System
<b>3.3 Internal Review and Approval</b>  Sales Head – PF and HL ensures that the proposed solution is viable from both a business and operational standpoint and is reviewed on phone call discussion with internal stakeholders (operations, finance, compliance, etc.) and adjust the solution based on internal feedback or concerns and obtain approval from CBO and CFO for the proposed budget, timeline, and resources.  <i>Refer DOA_Revenue &amp; Receivables</i>	HOD-Sales & BD	CBO and CFO	As & When	Manual
<b>3.4 Presentation to the Client (wherever applicable)</b>	Sales Head – PF and HL	Business Head – PF	As & When	Manual

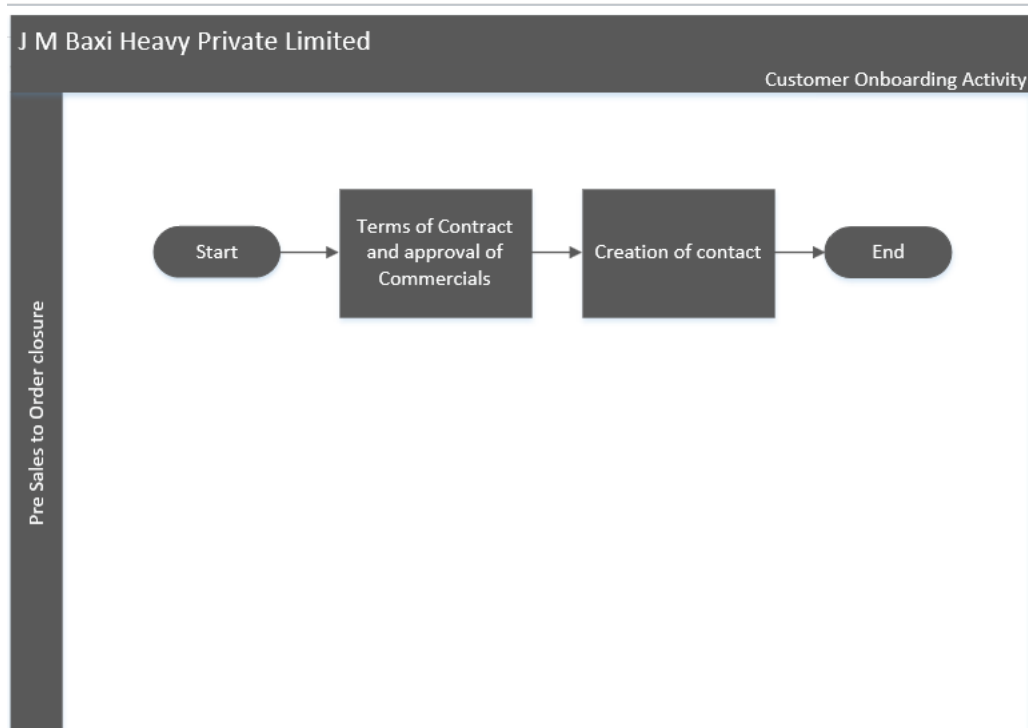
<p>Sales Head – PF and HL presents the proposed solution to the customer and refine the offering and schedule a presentation with the customer that includes initial analysis, demand assessment, and proposed solution.</p> <p>Any client questions or concerns regarding the solution and feedback are considered and the proposal is refined further and reviewed by CBO and CFO.</p> <p>In case of NIT, all the relevant documents submitted along with the tender documents.</p>		and HL		
<p><b>3.5 Communication of successful bids</b></p> <p>Manager - Sales &amp; BD regularly monitors the client's portal for bid outcomes. Once a bid is successful, a notification of the award is received via email. Following this, the EAM account number is provided to the accounts team for creating the account in INFOR.</p>	Manager - Sales & BD	Sales Head – PF and HL	As & When	Manual

### Key Performance Indicators (KPI's)

Attribute	Objective
Response Time	Ensure prompt response times to maintain customer satisfaction and engagement.
Response Accuracy	Ensure that responses are accurate and complete to reduce unnecessary back-and-forth.
Follow-up Success Rate	Increase the chances of progressing the inquiry into a potential sale.

## 4. Customer Onboarding Activity

### Process Flow



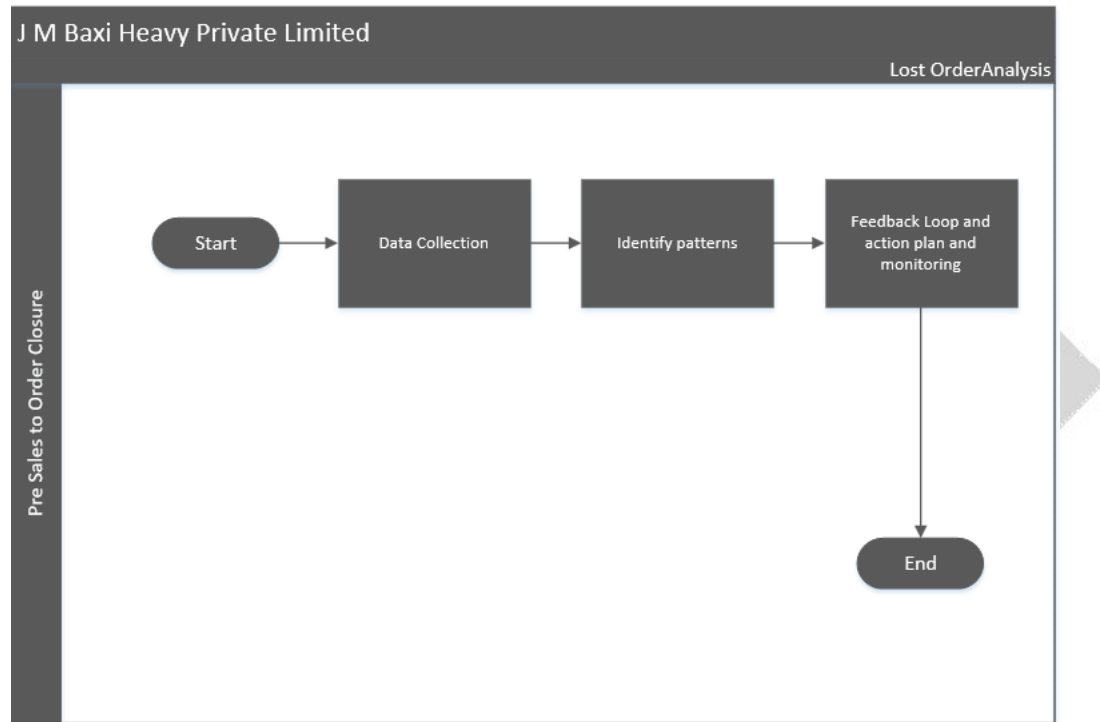


## Process Narrative

Description	Responsibility	Accountability	Frequency	Manual/System
<b>4.1 Terms of Contract and approval of Commercials</b>  Terms of contract are approved as per the DOA (Revenue & Receivables)	Business Head – PF and HL	-	As & When	Manual
<b>4.2 Creation of Contract</b>  Manager – Finance & Accounts creates contract in INFOR upon receipt of EAM number from the Project team.  <i>Refer DOA (Revenue to Receivables)</i>	Manager – Finance & Accounts	Finance Controller	As & When	Manual

## 5. Lost order analysis



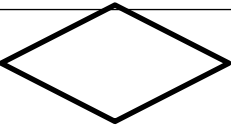




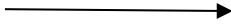
### Process Flow



## Process Narrative

Description	Responsibility	Accountability	Frequency	Manual/System
<b>5.1 Data Collection</b>  Manager – Sales & BD investigates lost orders by reviewing internal records and consulting with customers or competitors to gather relevant data and shares data with HOD – Sales & BD	Manager – Sales & BD	Sales Head – PF and HL	As and when	Manual
<b>5.2 Identify Patterns</b>  Sales Head – PF and HL analyzes patterns to identify the reasons behind lost orders, examining factors such as pricing, service, and competition to uncover root causes.	Sales Head – PF and HL	Business Head – PF and HL	As and when	Manual
<b>5.3 Feedback Loop and Action plan and monitoring</b>  Sales Head – PF and HL obtains feedback from the Customer on Lost Order to identify the reason for such Lost Order.  Business Head – PF and HL takes feedback from Sales Head - PF and HL about the Lost-order, major reason behind such Lost Order.  Manager – Sales & BD prepares action plan on Lost sales order based on the feedback from Sales Head – PF and HL and retains data from Lost Order investigations for future reference, allowing for ongoing review and adjustments to strategies based on historical insights.	Sales Head – PF and HL	CBO and CFO	Monthly	Manual

### Symbols/ legends used in flowcharts.

	Start/End
	Manual process activity
	Decision/possibility/alternative
	Alternate process
	Process connecting in same page
	Process connecting in other page
	Output document
	Flow direction

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