Version History

Ver. No.	*Authors*	*Date*	*Reviewers*	*Review Date*	*Release Date*
1.0	Sales Team	27-Aug-2018	QMF	31-Aug-2018	03-Sep-2018
1.1	Sales Team	23-Dec-2018	QMF	27-Dec-2018	9-Jan-2019
2.0	Sales Team	2-Dec-2019	QMF	13-Dec-2019	16-Dec-2019
3.0	Sales Team	02-Nov-2020	QMF	06-Nov-2020	10-Nov-2020

Change History

Ver. No.	*Section*	*Date*	*Change Information*	*RFC No.*
1.0	All	03-Sep-2018	New Release	-
1.1	All	9-Jan-2019	New Release	-
2.0	All	16-Dec-2019	Annual Review	-
3.0	All	02-Nov-2020	Annual Review	-

Table of Contents

Sales Process

1.0 Objectives

- The objective of this document is to describe the activities involved in qualifying a lead
- The objective of this document is to describe the activities involved in positioning and demonstrating our Organizational capabilities to the Prospects.
- The objective of this document is to describe the activities involved in proposing to Prospect (New Account)/ Existing Account.
- The objective of this document is to describe the activities involved in contracting with the Prospect / Customer.

2.0 Scope

- This process applies to activities involved in qualification of leads
- This process applies to all activities involved in sales prospecting.
- This process applies to all the activities related to Proposal preparation, review, negotiation and acceptance by the Prospects New Account)/ and existing Account.
- This process applies to contracting with the Prospects (applicable new account) and existing Customers (under Account Management).

3.0 Policy

3.1 Policy Statement

- Not Applicable

3.2 Framework to Support or Implement this Policy

- Not Applicable

4.0 References to (checklists, forms, guidelines, lists, standards, templates, other processes)

Process Element	***Description***	***ID***
Checklists	*NA*	
Forms	*Account Summary Sheet -Sales Team*	QMS-L4-FR-SAL-01
	Review Result of Prototyping - Related to Practice Team	Email
	Review Result of Piloting - Related to Practice Team	Email
	Request for Proposal	Email
	Review records of Bid Review	QMS-L4-FR-SAL-02
	Review records of Proposal Document	Email
	Resource Deployment Sheet	QMS-L4-FR-SAL-03
	Resource Requisition Form	Email
	Handover Form Sales Team	QMS-L4-FR-SAL-06
	MIS/Pipeline Form - Sales Form	QMS-L4-FR-SAL-07
	Minutes of Meeting	QMS-L4-FR-MR-04
	Proposal Document	QMS-L4-FR-SAL-08

Process Element	Description	ID
	Non-Disclosure Agreement (NDA)	QMS-L4-FR-SAL-09
	Service Catalogue	QMS-L4-FR-SAL-10
	Risk Management Plan	QMS-L4-FR-MR-03
Guidelines	*NA*	
Lists	*NA*	
Standards	*NA*	
Other Processes	*NA*	

5.0 Entry Criteria

Inputs	*Source Processes*
List of Leads	Marketing, Presentation / Demo
Leads from other sources such as Principals (Account, Delivery)	Accounts, Principal Quote, License Services Agreement, Principal Purchase Order, Master Services Document - Sales Team, Sub-Contractor and / or Partner Purchase Order, Contract Format, SOW Format, Business Requirement Document, Partner Agreement
Leads generated by Executive Sales (ES) from their past contacts, networking etc.	--
Lead Sheet (Pipeline)	Sales Qualification Process
Request for Information	-
Request for Proposal from Prospect (New Account) / Existing Customer (either formal or informal)	Sales Prospecting Process
Opportunity Plan	Sales Qualification Process
Letter of Intent from Prospect / Customer	-
Proposal Acceptance (either formal or informal)	Sales Proposal Process

6.0 Responsibilities

Role	***Responsibilities***
Head Sales	• Overall responsible for the process • Own and hit/exceed annual sales targets within assigned territory and accounts • Develop and execute strategic plan to achieve sales targets and expand our customer base • Build and maintain strong, long-lasting customer relationships • Partner with customers to understand their business needs and objectives • Effectively communicate the value proposition through proposals and presentations • Understand category-specific landscapes and trends • Reporting on forces that shift tactical budgets and strategic direction of accounts
Manager – Sales (EPS)	• Achieve growth and hit sales targets by successfully managing the sales team • Design and implement a strategic business plan that expands company's customer base and ensure its strong presence • Build and promote strong, long-lasting customer relationships by partnering with them and understanding their needs • Present sales, revenue and expenses reports and realistic forecasts to the management team • Identify emerging markets and market shifts while being fully aware of new services and competition status • Prepare Proposal and Bid Margin Sheet • Prepare Contract wherever customer requires it to be signed
Executive – Sales (ES)	• Qualify the lead • Position and demonstrate organization capabilities • Identify selling possibilities and evaluate customer needs • Actively seek out new sales opportunities through cold calling, networking and social media • Set up meetings with potential clients and listen to their wishes and concerns • Prepare and deliver appropriate presentations on services • Create frequent reviews and reports with sales and financial data • Negotiate/close deals and handle complaints or objections • Collaborate with team to achieve better results • Excellent listening, negotiation and presentation skill • Excellent verbal and written communications skills • Prepare Proposal and Bid Margin Sheet • Prepare Contract wherever customer requires it to be signed

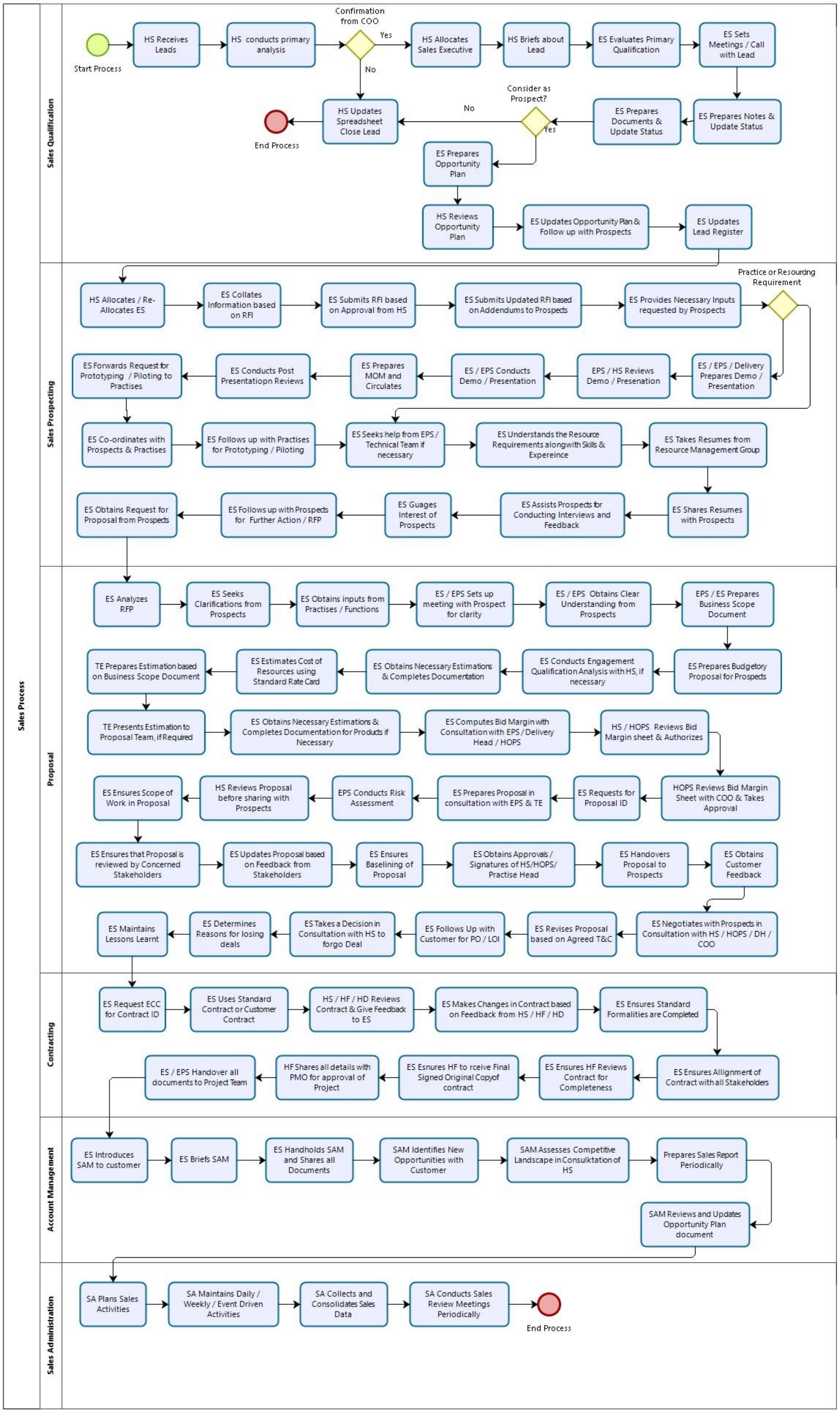
Role	Responsibilities
International Sales	• Own and hit/exceed annual sales targets within assigned territory and accounts • Responsible for the P&L for the respective International Region • Develop and execute strategic plan to achieve sales targets and expand our customer base • Build and maintain strong, long-lasting customer relationships • Partner with customers to understand their business needs and objectives • Effectively communicate the value proposition through proposals and presentations • Understand category-specific landscapes and trends • Reporting on forces that shift tactical budgets and strategic direction of accounts
Technical Estimator	• Responsible for Estimating
Executive Proposal Cell (EPC)	• Responsible for maintaining copies of proposals and all its versions
Head Operations (HOPS)	• Responsible for review and approval of the Bid Margin
Head Finance (HF)	• Responsible for approving the signing of Contracts, post arranging for legal review of Contracts
Executive Contract Cell (ECC)	• Responsible for maintaining copies of Contracts

7.0 Process Description

Sales team is involved in the following activities:

- Acquiring Leads
- Qualifying Leads
- Sales Prospecting
- Proposal Preparation
- Contracting
- Account Management
- Sales Administration.

Overview Diagram



7.1 Procedure for Sales Qualification

7.1.1 Allocate Sales Executive

- HS conducts preliminary analysis of the leads based on the following criteria:
  - Prospect domain
  - Technology
  - Region of the lead
  - Vertical based
- HS allocates based on approval from COO and briefs the ES about the leads

7.1.2 Primary Lead Qualification

- ES performs initial qualification of the lead using criteria such as:
  - Company Turnover
  - Company History
  - Domain Vertical
  - Large / Small Medium Business (SMB) Account
  - Any existing relationship
  - Availability of solution architecture
  - Vendor Management History
- ES sets-up the meeting / call with the lead
- ES prepares necessary notes and circulates to all the participants
- ES documents the information of the lead
- ES in consultation with HS decides whether to consider the lead as a Prospect and pursue further

7.1.3 Secondary Lead Qualification

- ES prepares an Opportunity Plan, The Prospect analysis includes:
  - Solution Evaluation Cycle
  - Prospect Organization
  - Technology / Platform of preferred solution
  - IT investment Plan of the Prospect
- HS reviews the Opportunity Plan
- ES incorporates the review comments, if any
- HS, based on the Opportunity Plan, decides to pursue the Prospect further
- ES updates the Lead Register (Account Planning Sheet) accordingly

7.2 Procedure for Sales Prospecting

7.2.1 Allocate Sales Executive (In case of new account)

- HS if necessary allocates an ES to pursue the Prospect (In case of a new Account or an existing customer account), or if there is a change in allocation of ES from the one allotted previously basis approval from HOPS/COO

7.2.2 Respond to Request for Information (RFI) – Wherever required

- ES on receipt of Request for Information (RFI) studies the document and collates the necessary information from various stakeholders
- ES ensures that the filled RFI is reviewed by HS
- ES submits the RFI along with necessary addendums to the Prospect

7.2.3 Provide Necessary Inputs to the Prospect

- ES ensures that the queries, if any, on the information submitted to the Prospect are adequately and appropriately resolved

7.2.4 Conduct Demo / Presentation, if required

- EPS/Delivery Head in consultation with ES prepares the demo / presentation, if required,
- ES / EPS reviews the demo / presentation
- HS reviews the presentation, if necessary
- ES and or EPS conducts the demo / presentation
- ES prepares minutes using the Minutes of Meeting Template, and circulates to all the participants, if necessary
- ES conducts post presentation review, if necessary

7.2.5 Demonstrate Capabilities using Prototype or Piloting, if required

- ES ensures that the right offering is projected to the Prospect
- ES in consultation with HS forwards the request for prototyping / piloting to the respective Practices
- ES co-ordinates with Prospect and Practices, if necessary
- ES follows-up with Practices for completeness of the task of prototyping / piloting
- ES ensures that the results of prototyping / piloting are reviewed
- ES seeks help of the EPS and Technical Consultant to demonstrate the results of prototyping and piloting to the Prospect

7.2.6 Understand Resource /Support requirements

- ES understands the Prospect's resource needs in terms of skills and experience
- ES ensures that the resume of resources are obtained from the Resource Management Group
- ES provides the resumes to the Prospect
- ES ensures that the Prospect conducts interview and communicates the results

7.2.7 Ascertain Further Course of Action

- ES gauges Prospect's interest
- ES follows-up with the Prospect for further course of action and seeks Request for Proposal
- ES obtains Request for Proposal from the Prospect, either formally or informally

7.3 Procedure for Sales Proposal

The process handles proposing for Prospects from Prospect (New Account) / Existing Customer. The step 8.11 is only applicable in case of formal receipt of Request for Proposal.

7.3.1 Analyze Request for Proposal (RFP)

- ES analyzes the RFPs received from the Prospect (New Account) / Existing Customer
- ES, if required, prepares questions required for clarifications on the RFP
- ES obtains necessary inputs from relevant stakeholders (Practice / Function)
- ES and EPS set-up a meeting with the Prospect / Customer to understand the RFP, if necessary

7.3.2 Understand Prospect Business Needs

- ES conducts meeting with the prospect's key personnel to understand:
- the organizations existing decision making processes
- people dynamics

- the prospect's domain
- prospect's organization's industry experience
- Need of the prospect's organization etc.

7.3.3 Prepare Business Scope Document

- ES and EPS obtains a fair level of understanding of the Prospect's / Customer's requirements
- EPS in consultation with ES, with necessary inputs from Prospect (New Account) / Existing Customer / Customer prepares a Business Scope Document
- ES, if required, prepares a Budgetary Proposal based on the Business Scope Document (BSD)

7.3.4 Perform Engagement Qualification Analysis

- ES, if necessary, in consultation with HS performs Engagement Qualification Analysis, based on the Opportunity Plan of a Prospect / Customer

7.3.5 Estimate Proposal Details

- ES, in case of license sales, obtains necessary estimation from the Principal and ensures that the necessary documentation as follows is completed:
  - Receipt of quote from Principal
  - License Sales Agreement (Contract) established with the Principal
  - Purchase Order raised on the Principal though authorized channel partner using the Purchase Order Form
- ES in case of Resource deployment in consultation with Resource management team & Delivery Head, estimates the cost using the standard rate card (If applicable for the particular customer) to quote
- ES in case of projects, in consultation with Delivery Head / Practice Head, estimates the project cost
- TE studies the Business Scope Document and prepares estimation as per the Estimation Process
- TE, if required, conducts the Presentation / Demonstration of the estimation to the Proposal Preparation Team

7.3.6 Estimate Quote Details (For Products if any)

- ES, in case of license sales, obtains necessary estimation from the Principal and ensures that the necessary documentation as follows is completed:
  - Receipt of quote from Principal
  - License Sales Agreement (Contract) established with the Principal
  - Purchase Order raised on the Principal though authorized channel partner using the Purchase Order Form after getting the purchase order from the customer

7.3.7 Compute Bid Margin

- ES in consultation with EPS/delivery head/HOPS computes the Bid Margin

7.3.8 Review Bid Margin

- HS / HOPS conducts the Bid Margin and Terms Review and authorizes the Bid Margin Sheet
- HOPS conducts the Bid Margin and Terms Review with COO (Wherever required) and approves the Bid Margin Sheet from the COO

7.3.9 Prepare Proposal

- ES requests for a Proposal Id, to be used as a unique reference for the Proposal
- ES in consultation with EPS and TE prepares the Proposal
- EPS in consultation with ES conducts risk assessment of the Proposal from business perspective

7.3.10 Review and Rework of Proposal

- ES ensures that the Proposal is reviewed by HS for completeness, consistency and appropriateness
- ES ensures that the Scope of work in the Proposal is discussed with the Prospect (New Account)/ Existing Customer and notes the comments
- ES ensures that Proposal is reviewed by delivery for vetting scope, estimates and timelines and obtains their comments
- ES incorporates changes, if any, based on the review comments, and maintains appropriate version controls

7.3.11 Signing of Proposal

- ES ensures that Proposal is baselined
- ES obtains necessary approval and signs or obtains signature of HS /HOPS/Practice Head (Wherever required) on the Proposal

7.3.12 Submit Proposal

- ES ensures that the signed Proposal is handed over to the customer as per the time lines set for the Proposal submission
- EPC replicates and stores a copy of the Proposal and dispatches the original copy to the Prospect / Customer
- ES ensures that Prospect / Customer feedback is obtained on the Proposal

7.3.13 Negotiation

- ES attempts to negotiate the Proposal with the Customer and:
  - Obtains approval from the HS/HOPS/Delivery Head/COO for matching the Customer expectations, if necessary
  - Arranges for the meeting of HS with the Customer, if necessary
- ES, based on the negotiations, reworks on the Proposal, if necessary and sends it to the Customer
- ES follows-up with the Customer for Purchase Order (PO) / Letter of Intent (LOI), in case the Customer accepts the Proposal
- ES in consultation with HS decides to forgo a deal, in case it is not viable to meet the expectations of the Customer
- ES, in case of lost deal, determines the reasons for losing the deal and if necessary gives a courtesy call to the Customer to understand the same
- ES documents the lessons learnt, as applicable

7.4 Procedure for Sales Contracting

The process handles contracting for (New Account) and existing Customers (Account Management)

7.4.1 Prepare Contract

- ES requests the ECC of the Finance Department for a Contract Id, who duly issues one to be used as a unique reference for the Contract

- ES either gets customer's standard contract or sends Clover Infotech standard Contract based on the discussion with the Customer
- HS, HF and Delivery reviews the Contract and ES incorporates necessary changes based on the comments
- ES on approval of the Finance & Legal and the Customer agrees to change the clauses of the contract
- ES ensures that following formalities are completed
  - Non- Disclosure Agreement (NDA) is signed
  - Partner Agreement is signed
  - Purchase Order is raised
- ES in consultation with HF, delivery team & HS ensures adequate alignment between Customer Contract / Agreement/s
- Finance & Legal incorporates necessary changes, maintaining appropriate version controls

7.4.2 Review, Rework and Signing of Contract

- ES ensures that HF reviews the Contract from the perspective of corporate safeguards, applicable tax structures and legal bindings; and records the comments or changes thereof, if any. For this purpose HF may involve the Legal Department as necessary
- ES ensures that the Contract is:
  - signed by the Authorized Signatory
  - signed by the Customer
- ES ensures that the original hard copy of the signed Contract is sent to HF for custody in the Central Contracts Repository

7.4.3 Handover to Practice / Delivery

- HF provides PMO with the details of the signed Contract, thereby approving the start of the project
- HF makes the project scope and contractual requirements sections of the contract available to PMO for reference
- EPS / ES provides the signed Contract to the PM, Delivery Head and the Practice (Wherever applicable) along with copies of approved Bid Margin Sheet and accepted Proposal document
- EPS/ES prepares the Handover Document using the Handover Form,
- EPS / ES if necessary conducts the de-briefing meeting with the Practice / Delivery
- EPS / ES performs the following tasks as appropriate, depending on the applicable mechanism or software tool :
  - Attach signed SOW & original PDF to Opportunity
  - Close Opportunity as Won
  - Send FYI email of win to relevant stakeholders
  - Update Active / Pending Projects Dashboard

7.5 Procedure for Sales Account Management

7.5.1 Handover from Executive Sales to Executive Sales Account Manager

- ES ensures that the Sales Account Manager is introduced to the Customer
- ES conducts de-briefing about the activities / discussions that happened with the Customer to the Sales Account Manager. This de-briefing also includes information such as:

- Introducing the AM to the Customer formally
- Walkthrough of Proposal and Contract documents
- Customer Organization Chart and key contact
- Contact roles and responsibilities, influence etc.

- ES prepares the Handover Document using the Handover Form, or over a Email
- ES may handhold the Sales Account Manager during the entire Account Management Cycle, if necessary

7.6 *Procedure for Sales Administration*

7.6.1 *Manage Customer Account*

- SAM spots new business opportunities for Cross Sell and Up Sell within an account
- SAM, periodically;
  - monitors daily / weekly / monthly / event driven activities
  - plans sales
  - in consultation with HS accesses the competitive landscape
  - prepares Sales Reports as per the Sales Administration Process
  - revisits the Opportunity Plan Document and updates the same, if necessary
  - generates periodical reports using base data
  - performs Sales Review Meetings

8.0 Quality Mechanisms

- Lead Sheet (Pipeline)
- Review record of Opportunity Plan
- Review of RFI
- Review of Prototype
- Review of Piloting
- Bid Margin and Terms Review
- Review of Proposal
- Review of Contract
- Daily / Weekly / Monthly / Event Driven Activities
- Sales Review Meetings

9.0 Quality Objectives

- The Recruitment Team, has a clear objective to identify and provide the best resources from the market, which are the best fit with the necessary skill sets for the opportunity

Sr. No	*Objectives*	*Responsibility*	*Frequency of Measurement*	*Reporting of Measurement*	*Target to Achieve*
1	Retain existing revenue and develop new business in accounts to meet Sales Target QoQ	Sales Team	Half Yearly	Quarterly Report	80% of the Target
2	Revenue of new	Sales Team	Half Yearly	Monthly MIS	25% of the Target

	Business + Practice New Business			Report	
4	Achieve Targeted Contribution Margin	Sales Team	Quarterly	Monthly MIS Report	85% of Target
5	Collection from customers for invoices more than 100 days	Sales Team	Monthly	Monthly MIS Report	100%

10.0 Identified Risk

- All risks identified for the process will be recorded into the Risk Management Plan (RMP)
- Risks will be reviewed and monitored as per the agreed schedule

11.0 Exit Criteria

Outputs
Business Requirement Document
Risk Management Plan
Review result of Prototype
Review result of Piloting
Request for Proposal by Prospect
Presentation / Demo, if planned
Review records of Bid Review
Resource Requisition
Review records of Proposal Document
Accepted Proposal Document
Bid Margin Sheet
MIS/Pipeline Form
Principal Quote
License Services Agreement
Principal Purchase Order
Master Services Agreement
OEM / Partner Agreement
Non-Disclosure Agreement (NDA)
Sub-Contractor and / or Partner Purchase Order
Sales Handover Document