

DOES PRE SALES REQUIRE GOVERNANCE ?

It is always useful start by defining 'Governance'. By wikipedia's definition, 'Governance relates to processes and decisions that seek to define actions, grant power and verify performance'.

Any Pre Sales function worth its salt is expected to have processes, take decisions, drive action and demonstrate performance. So Governance is clearly an important requirement of Pre Sales. Governance is what keeps the wheels turning and ensures that the services delivered are upto scratch.

WHAT ARE SOME OF THE IMPORTANT ELEMENTS OF GOVERNANCE IN PRE SALES ?

Pre Sales plays an important role in harnessing the organization's resources and makes it available to Sales during the entire Opportunity management phase.

Pre Sales 'hides the complexity' of the organization from Sales. This makes Sales more productive as now they can devote more time to building client relationships with the confidence that they are backed by a function which is agile and responsive to their needs.

In its goal to continuously harness the resources of the organization, a key tenet of Pre Sales would be collaborating with the various organization functions. For e.g. Pre Sales would need to collaborate with Delivery/Services to ensure that significant achievements with clients are documented as Case studies and are made available as part of the Content repository.

Quick Read :

Pre Sales is increasingly becoming a Strategic function and like any Strategic function requires a good governance framework to ensure that the wheels are moving. Pre Sales governance needs framework of Collaboration, Enablement and Oversight to ensure that the business goals of this function is being met.

The Pre Sales team will have a combination of high value resources as well as resources who help in the Bid process. Ensuring that this team works well, remove bottlenecks, manage escalations would be a key element of the enabling role of Governance.

Lastly, ensuring that there is a continuous oversight on how processes are being followed, looking at effectiveness and efficiency metrics is the final pillar of Governance. A good governance framework would report on a number of such metrics to enable continuous management of the function.



HOW DOES ONE GO ABOUT IMPLEMENTING GOVERNANCE ?

The three tenets of Governance viz. Collaboration, Enablement and Oversight can be implemented as below :

Collaboration : This would require a schedule of interactions with the various organization functions including support functions like Finance and Legal. Collaboration needs to be around – pipeline, proposal/Bid related challenges, getting static and dynamic information to support Sales.

Enablement : This would involve having processes for Opportunity management, content management and Sales Support. Metrics can be designed around leads qualified, Bids started on time, work-in-progress Bids, Resource utilization, Win/Loss ratios, Sales support SLAs etc.

Oversight : Processes around reviews of Bids and their outcomes, escalations handled etc. are some of the metrics that could be used to ensure that there is adequate oversight of the Pre Sales function.

- **Need to collaborate with every business function of the enterprise**
- **Enable the Pre Sales team to get the right resources and provide agility to Sales**
- **Oversight to ensure that any breakdowns are managed well.**



MAY 2014

IN CONCLUSION

Like any good government, the adage of 'Minimum government Maximum Governance' applies to Pre Sales as well. Governance not only needs to collaborate well with various organization functions but also ensure that it is not too intrusive with the Pre Sales team.

Pre Sales is a craft and requires the predictability of science and yet allow enough scope for creativity and innovation to flourish. A good governance framework can help the Pre Sales functions achieve this right balance.

Contact : Krishnakumar Iyer | krishnakumar.iyer@mindit.co.in | +91 9970621342

www.mindit.co.in

About MindIT :

MindIT provides end-to-end Bid Solutions for companies who are in complex B2B engagements. MindIT collaborates with your organization to provide Process solutions, Bid Management solutions and training services.

In the past, MindIT has been engaged by clients like Capgemini, Hexaware, Zensar and more.

