Sales Operations

CONTENTS

1. Sales Operations Overview

🎯 Purpose

Sales Operations owns the processes that turn a distribution opportunity into an active, compliant intermediary relationship and a bound policy. This space holds the standard operating procedures, work instructions and checklists used by the Sales Operations team.

📊 Operational overview

Operational performance indicators

- Onboarding cycle target: 10 working days
- CRM data quality target: 99% mandatory field completion
- First-pass onboarding acceptance rate monitored monthly
- Escalation response target: same business day
- Documentation retention compliance: 100%

Continuous improvement focus

- Reduce onboarding delays caused by incomplete intermediary submissions
- Improve cross-functional visibility between Operations and Compliance
- Standardise evidence quality for audit readiness
- Expand workflow automation for onboarding validation tasks
- Monitor recurring onboarding defects through monthly governance reviews

🎯 Scope

- Intermediary (broker and agent) onboarding and lifecycle administration
- Quote and bind support for personal and commercial lines
- Sales pipeline data quality in the CRM

🧭 Process map

1. Intermediary submits onboarding application and supporting regulatory documentation.
2. Sales Operations validates submission completeness and routes the file for review.
3. Compliance and fit-and-proper assessments are performed before activation approval.
4. CRM records, hierarchy structures and commission agreements are established.
5. Mandate documentation, credentials and activation activities are completed before the intermediary becomes active.

🛡️ Governance and ownership

Section	What you will find
Intermediary Management	End-to-end onboarding process, application review SOP, CRM work instructions, checklists
Quote and Bind	Procedures for supporting the quote-to-bind cycle

> 🔒 **Compliance requirement:** All intermediary onboarding records and supporting evidence must be retained in line with the Records Retention Standard and remain audit-accessible.

🔎 Operational guidance and quality controls

- All onboarding activities must be traceable through CRM activity history and attached evidence.
- Escalations involving licensing uncertainty or sanctions concerns must be prioritised ahead of standard onboarding activities.
- Ensure role segregation is maintained between review and activation activities.
- Review recurring onboarding exceptions during operational governance forums to identify process improvement opportunities.
- Validate KPI reporting inputs monthly to ensure performance reporting integrity.

🌐 Related operational information

- Risk and control mapping for these processes: see the **Risks and Controls** space, Operational risk register
- Performance measures for onboarding: see **KPIs and Performance Measures**, KPI definition: Intermediary onboarding cycle time
- Who does what: see **Roles and Responsibilities**, Operating model and RACI

2. SOPs

2.1. Quote and bind support

🎯 Purpose

Procedure for Sales Operations support of the quote-to-bind cycle where intermediaries need operational intervention: referred quotes, manual ratings, and bind-queue exceptions.

Owner: Distribution Operations Manager · **SLA:** referred quotes actioned within 4 business hours

📊 Operational overview

Key operational metrics

- Referral response SLA: 4 business hours
- Queue monitoring frequency: every 2 hours
- Target first-time-right bind accuracy: 98%
- Stale referral threshold: 5 working days
- Compliance escalation target: same business day

Continuous improvement priorities

- Reduce avoidable underwriting referrals caused by incomplete submissions
- Improve intermediary data quality at quote initiation stage
- Monitor bind exceptions by intermediary and product line
- Increase automation of commission agreement validation
- Review recurring escalation root causes during monthly operational governance reviews

🛡️ Governance and ownership

Role	Operational responsibility	Escalation ownership
Sales Operations	Referral triage, intermediary engagement, bind validation	Initial operational escalation
Underwriting	Referral assessment for rating exceptions	Rating authority decisions
Compliance	Sanctions investigation and clearance	Regulatory escalation and hold approval
Finance Operations	Commission reconciliation exception handling	Financial mismatch resolution

⚠️ **Escalation requirement:** Any sanctions-related referral must be frozen immediately and escalated to Compliance before further intermediary engagement.

✅ Procedure

1. Monitor the referral queue in the policy administration system at least every 2 hours during business hours.
2. For each referred quote, confirm the referral reason (rating outside authority, incomplete risk data, sanctions flag).
3. Rating referrals: route to Underwriting via the *UW Referral* queue — see the **Underwriting Operations** space, SOP: Risk assessment and referral. Never adjust rating factors manually in the quote.

4. Data referrals: contact the intermediary through the recorded channel; hold the file open a maximum of 5 working days before closing as stale.
5. Sanctions flags: freeze the quote, escalate to Compliance immediately, no client contact until cleared.
6. On bind, verify the policy record created correctly and the commission agreement resolved to the right intermediary. Mismatches go to **Finance Operations** premium reconciliation as an exception.

🔎 Operational guidance and common failure points

- Confirm referral categorisation before routing to prevent unnecessary queue transfers.
- Maintain a complete CRM activity trail for all intermediary communications and escalation decisions.
- Validate commission structures during bind verification to reduce downstream reconciliation exceptions.
- Escalate repeat referral patterns to Distribution Operations leadership for root-cause analysis.
- Ensure stale cases are formally closed with audit-ready notes and supporting timestamps.

🧾 Records and evidence

All interventions are logged in the CRM activity timeline. Referral volumes and turnaround feed the Distribution monthly scorecard in **Distribution Performance**.

3. Intermediate Management

3.1. Manage intermediary onboarding

📊 Process summary

This process takes a prospective intermediary from first application to an active, commission-earning relationship. It is owned by the Distribution Operations Manager and executed by the Sales Operations team.

> ✅ **Operational requirement:** Target onboarding cycle time is 10 working days from complete application to activation, measured through the *Intermediary onboarding cycle time* KPI.

📊 Operational overview

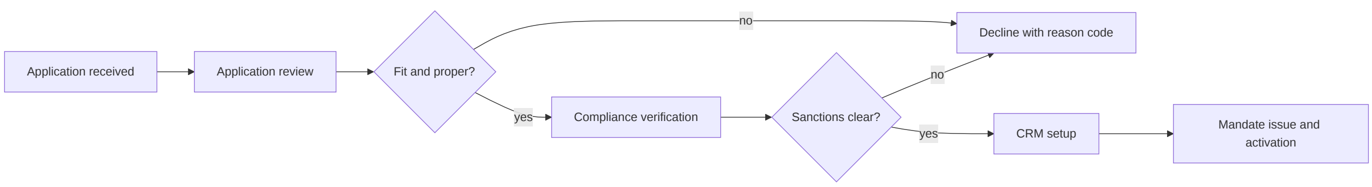
Key operational indicators

- Onboarding cycle target: 10 working days
- Four-eyes review compliance target: 100%
- First-pass application completeness monitored monthly
- Sanctions escalation target: same business day
- Reviewer-to-activation segregation control adherence: 100%

Continuous improvement priorities

- Reduce onboarding rework caused by incomplete intake submissions
- Improve sanctions screening turnaround efficiency
- Increase CRM setup automation and validation controls
- Monitor onboarding decline trends for recurring themes
- Improve activation readiness visibility through workflow reporting

🧭 Process flow



✅ Process stages

1. Application received — intermediary submits application with FSP licence details, mandate request and banking information.
2. Application review — completeness and fit-and-proper checks. See child document *SOP: Reviewing intermediary applications*.
3. Compliance verification — regulatory licence validation against the FSCA register, sanctions and adverse-media screening.
4. CRM setup — master record, hierarchy link and commission structure created. See child document *Work instruction: Creating CRM records*.

5. Mandate issue and activation — signed mandate stored, portal credentials issued, welcome pack sent.

> ⛔ **Control restriction**
>
> A file that fails compliance verification must be formally declined and recorded with an approved reason code. Files must not remain parked or unresolved.

🛡️ Governance and ownership

Control	Stage	Reference
Four-eyes review of fit-and-proper assessment	Application review	Control register: Distribution, CTRL-D-03
FSCA licence validation before activation	Compliance verification	Control register: Distribution, CTRL-D-04
Segregation: reviewer cannot activate	CRM setup	Control register: Distribution, CTRL-D-07

🔎 Operational guidance and common failure points

- Confirm application completeness early to reduce avoidable rework across onboarding stages.
- Maintain documented evidence for all fit-and-proper and sanctions reviews.
- Escalate unclear licensing or regulatory questions before CRM setup activities begin.
- Monitor pending activations daily to prevent breaches of onboarding service targets.
- Review onboarding quality metrics monthly to identify recurring process gaps or training needs.

🧾 Records and evidence

Cycle time, first-pass completeness rate and decline rate are reported monthly. Definitions live in the **KPIs and Performance Measures** space.

3.1.1. Onboarding checklist

🎯 How to use this checklist

Copy this checklist into the CRM onboarding task for each new intermediary. Every item must be checked, with evidence attached, before the record moves to the next stage. The checklist is the audit trail for the onboarding controls.

📊 Operational overview

Operational control metrics

- Checklist completion compliance target: 100%
- Missing mandatory document rate monitored monthly
- Activation segregation control adherence: 100%
- Audit evidence attachment compliance: 100%
- Intake-to-activation handoff tracked daily

Continuous improvement opportunities

- Reduce onboarding handoff delays between stages
- Improve evidence naming consistency across onboarding teams
- Increase automation of mandatory document verification
- Monitor recurring checklist failures by onboarding stage
- Enhance audit traceability within CRM records

> ✅ **Operational requirement:** Every checklist item must be completed and evidenced before progression to the next onboarding stage.

🧾 Stage 1 — Intake

- [ ] Application form complete and signed
- [ ] FSP licence copy on file
- [ ] Bank confirmation letter (< 3 months old)
- [ ] Key individual CV received
- [ ] Requested mandate and product lines documented

🧾 Stage 2 — Review

- [ ] Completeness check performed
- [ ] FSCA register validation done, dated screenshot attached
- [ ] Fit-and-proper assessment completed on template
- [ ] Sanctions and adverse-media screening report attached
- [ ] Second reviewer sign-off recorded (CTRL-D-03)

🧾 Stage 3 — Setup

- [ ] CRM master record created per work instruction
- [ ] Commission agreement linked, approved structure code used
- [ ] Documents attached with correct naming convention
- [ ] Status set to Pending Activation

🧾 Stage 4 — Activation

- [ ] Activation performed by second administrator (CTRL-D-07)
- [ ] Signed mandate stored
- [ ] Portal credentials issued
- [ ] Welcome pack sent
- [ ] Activation date recorded — starts the relationship review clock

🔎 Evidence quality requirements

- Attach dated evidence for every completed control activity.
- Ensure screenshots include timestamps and identifiable source references.
- Use approved naming conventions to support retrieval during audit reviews.
- Escalate unresolved checklist gaps before activation activities commence.
- Review recurring evidence deficiencies to support operational coaching and QA improvements.

📈 Records and measures

Cycle time note: the difference between the Stage 1 completion date and the Stage 4 activation date feeds the *Intermediary onboarding cycle time* KPI.

3.1.2. Work instruction: Creating CRM records

🎯 Purpose

Step-by-step instruction for creating the intermediary master record in the CRM after an application is approved. Written for Sales Operations Administrators; assumes CRM access with the *Intermediary Admin* profile.

📊 Operational overview

Operational control indicators

- CRM setup accuracy target: 99%
- Validation rule exception rate monitored monthly
- Activation segregation compliance target: 100%
- Document naming compliance target: 100%
- Duplicate record incidents tracked through QA reviews

Continuous improvement focus

- Reduce duplicate intermediary record creation
- Improve validation rule guidance for onboarding users
- Standardise commission structure selection practices
- Increase automation of document naming validation
- Monitor recurring CRM setup defects during operational QA reviews

✅ Before you start

- Approved review template with both reviewer sign-offs
- Commission structure confirmation from Distribution Manager
- Verified banking details (bank confirmation letter, less than 3 months old)

> ⛔ **Control restriction:** Custom commission percentages must not be configured without an approved Distribution Manager exception recorded against the intermediary account.

✅ Procedure

1. In CRM, go to **Accounts → New → Intermediary**.
2. Enter the legal entity name exactly as it appears on the FSP licence. Trading names go in the *Trading As* field, never the legal name field.
3. Capture the FSP number in the *Regulatory Licence* field. The record cannot be activated without it — this is enforced by validation rule VR-INT-011.
4. Link the record to its parent group if the intermediary belongs to a broker group (lookup on *Parent Account*).
5. Create the commission structure: **Related → Commission Agreements → New**, select the approved structure code. Do not create custom percentages — deviations need a Distribution Manager exception recorded on the account.
6. Attach the review pack, mandate and bank confirmation under *Files*, using the naming convention `YYYY-MM-DD_<doctype>_<entity>`.

7. Set *Status* to **Pending Activation**. Activation itself is done by a second administrator (segregation control CTRL-D-07).

⚠️ Exception and escalation handling

Symptom	Cause	Fix
VR-INT-011 blocks save	FSP number missing or malformed	Format is `FSP` + digits, no spaces
Duplicate warning	Entity already exists, possibly deactivated	Never create a duplicate — reactivate via Distribution Manager
Commission agreement rejected	Structure code not approved for this channel	Confirm code with Distribution Manager

🔎 Operational quality controls

- Validate intermediary names directly against the regulatory licence to prevent downstream reconciliation issues.
- Confirm parent-group hierarchy relationships before activation to avoid reporting inconsistencies.
- Ensure all uploaded evidence follows approved naming standards for audit retrieval purposes.
- Escalate duplicate-record uncertainties before creating additional intermediary accounts.
- Review recurring validation errors to identify training or system enhancement opportunities.

3.1.3. Reviewing intermediary applications

🎯 Purpose

Standard operating procedure for the review stage of intermediary onboarding. The outcome of this SOP is a documented accept / decline / refer decision on each application.

Owner: Distribution Operations Manager · **Performed by:** Sales Operations Analyst · **Frequency:** per application · **SLA:** 3 working days

📊 Operational overview

Operational review metrics

- Review SLA target: 3 working days
- Four-eyes review compliance target: 100%
- Incomplete application return rate monitored monthly
- Same-day sanctions escalation target: 100%
- Evidence attachment compliance monitored through QA reviews

Continuous improvement priorities

- Reduce onboarding review delays caused by incomplete submissions
- Improve fit-and-proper assessment consistency across analysts
- Increase automation within sanctions and adverse-media screening
- Monitor referral and decline trends for process insights
- Strengthen evidence-quality standards for audit readiness

✅ Prerequisites

- Application pack received in full (application form, FSP licence copy, bank confirmation, CV of key individual)
- Reviewer holds the Sales Operations Analyst role and is not the introducing contact for this intermediary

> ⚠️ **Escalation requirement**
>
> Any sanctions hit must be escalated to Compliance on the same business day and recorded within the CRM audit trail.

✅ Procedure

1. Confirm completeness against the intake list in the *Onboarding checklist*. If any item is missing, return the pack to the applicant with a single consolidated request — do not drip-feed queries.
2. Validate the FSP licence number on the FSCA public register. Capture a dated screenshot as evidence.
3. Perform the fit-and-proper assessment: qualifications, experience, regulatory history. Record the assessment in the review template.
4. Screen the entity and key individuals for sanctions and adverse media using the screening tool.
5. Record the recommendation (accept / decline / refer) and route to a second reviewer for the four-eyes check (CTRL-D-03).

⚠️ Exception and escalation handling

- Any sanctions hit: **decline**, escalate to Compliance the same day.
- Licence category does not cover the products in the requested mandate: **refer** to Distribution Manager.
- Adverse media that is unverified or immaterial: note it, proceed, flag for 6-month re-screen.

🔎 Operational guidance and common failure points

- Consolidate information requests to reduce onboarding delays and repeat applicant contact.
- Ensure FSCA validation screenshots include the validation date and visible licence reference.
- Document rationale clearly when referring applications for management review.
- Escalate material adverse-media cases where reputational impact cannot be confidently assessed.
- Review quality assurance outcomes monthly to identify recurring reviewer errors or training gaps.

🧾 Records and evidence

Store the completed review template, evidence screenshots and screening report against the CRM record. Retention: 5 years after relationship end, per the Records Retention Standard in **Policies and Standards**.