



*State of North Carolina  
Department of Public Safety  
Prisons*

Chapter: N  
Section: .0300  
Title: NCCE Business Development  
Group Sales Tasks  
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Supersedes: None – new policy

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**Policy and Procedures**

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**.0301 GENERAL**

The North Carolina Correction Enterprises (NCCE) Business Development Group (BDG) is comprised of three functions: Sales, Marketing, and Customer Service. The BDG is responsible and accountable for the legally mandated generation of sustaining revenue for the agency through the retention of existing customers and the acquisition of new customers. (See Article 14 of Chapter 148 of the North Carolina General Statutes, specifically section 148-129(5); section 148-131(6); and section 148-132. The Assistant Director, Business Development Group, is responsible for establishing and maintaining fundamental managerial task policies and procedures for the group.

**.0302 PURPOSE**

The purpose of these Policy and Procedures is to clarify and govern how NCCE BDG Sales Tasks should consistently be executed in an excellent and efficient manner to maximize the performance and value of the BDG to benefit the organization as a whole.

**.0303 SCOPE**

These Policy and Procedures apply to NCCE BDG Sales Tasks relating to:

- (a) Sales Assignments
- (b) Goals (Goal Setting)
- (c) Customer Contact and Follow-Up

**.0304 DEFINITIONS**

- (a) Sales Assignments – Any tasks or workflow activities that are delegated or requested by the Assistant Director and/or the customer service manager, BDG, to/of any individual member of the sales team.

Assignments do not include job description or other standard tasks that should be executed without request or prompting as part of earning a “meets expectations” performance rating.

- (b) Goal Setting – Establishing measurable targets, quotas, objectives, or accomplishments that are related to maintaining or increasing sales to existing or new customers.

- (c) Customer Contact and Follow Up – All communication through all channels to customers that directly or indirectly accomplishes or helps accomplish the following objectives:
- (1) Achieving world-class customer satisfaction
  - (2) Maintaining or increasing sales to current and existing customers
  - (3) Maintaining or improving high “top-of-mind” awareness of and positive attitude toward the Correction Enterprises brand, products, and services
  - (4) Making customers aware of relevant news or special product or service promotions
  - (5) Reminding customers of product price quotations they have been provided but have not yet acted on
  - (6) Maintaining close business relationships and brand loyalty
  - (7) Recovering customer satisfaction after a poor service or poor product quality experience

### **.0305 POLICIES**

(a) Assignments

- (1) Assignment Authorization – Assignments, work delegation, and customer informational messages are given to or requested of staff only by:
  - (A) The Assistant Director, Business Development
  - (B) The Customer Service Manager (if task is a “regular job duty” being passed on to a sales representative as a matter of customer service or efficiency).
  - (C) An offender call center employee or sales assistant (if informing sales representatives of new sales lead opportunities or new information from a customer regarding an existing sales lead or existing project that is being actively worked).
- (2) Assignment Communication
  - (A) All assignments and/or delegations must be clearly communicated either orally or via email to the sales staff member to prevent misunderstandings and ensure optimal execution.
  - (B) Clear manager communication must include, but is not necessarily limited to:
    - (i) Big picture context (how the task relates to fulfilling an important obligation of the BDG to customers, the agency as a whole, or other key stakeholders)
    - (ii) Level of priority/importance of the assignment or request as compared to other tasks the staff member is already working on
    - (iii) Specific outcomes desired
    - (iv) Timelines/deadlines
    - (v) Specific success metrics

(vi) Reasonable detail to ensure alignment of expectations between the requestor/delegator and the sales staff member receiving the request or assignment

(C) If the sales staff member is unclear about assignment execution or expectations, it is that staff member's responsibility to get clarity prior to beginning the assignment.

(D) After an assignment or task delegation has been communicated, the manager will reasonably and periodically follow-up with the sales staff member on task progress to ensure the assignment is being properly executed and that it has not gotten "off track." Conversely, the staff member will periodically provide progress updates to the manager to help ensure ongoing alignment of expectations.

(3) Assignment Flexibility and Change

Because of the unpredictable nature of working in a demanding customer-facing group such as the BDG, as well as the uncertainties related to working in a prison industry organization such as Correction Enterprises, sales staff must be flexible, positive, and open to change when asked to take on an unusual task or new project or assignment.

(4) Assignment of Sales Territories

(A) Sales territories are aligned geographically to ensure efficient territory travel and coverage and to equalize the number of customers served in each territory.

(B) The Assistant Director, Business Development, can reorganize or restructure sales rep territory assignments and/or geographic boundaries at any time.

(C) Where possible, sales representatives will reside as close as possible to the geographic center of their territory to maximize travel efficiencies.

(D) Sales representatives will be willing and eager to accept customer sales or service assignments outside their territories at the discretion of the Assistant Director, Business Development.

(b) Goals (Sales Goal-Setting)

(1) Sales Team Goal Achievement Accountability

The sales team, as a whole, must achieve four annual VIP Performance goals by June 30 of each fiscal year. One, "Achieve Sales Goals," is weighted 60% of their total assigned goals performance rating based on achievement of the annual combined annual sales goals of eight non-prison-serving industries (Woodworking, Signs, Printing, Upholstery, Reupholstery, Janitorial, Metal Products, Oils, and Lubricants) as well as the total annual agency sales goal.

(2) Sales Goal-Setting

(A) Annual Sales Goals

- (i) Based on anticipated year-end results, trends, external factors, and discussions with industry general managers, the Assistant Director, Business Development, calculates the next fiscal year’s industry and total agency sales targets by June 15.
    - (ii) Adjustments are made and sales goals finalized when final prior-year results are reported by the Controller’s office in late August each year and approved by the general managers, director, and deputy director.
  - (B) Communication of Sales Goals
    - (i) The Assistant Director, Business Development, communicates sales goals through several channels:
      - An email to the sales team and other “need to know” agency leaders and stakeholders
      - A sales meeting
      - Through the release of the annual Marketing and Sales Plan
    - (ii) As the year progresses, sales goal achievement status is communicated to sales and key stakeholders through monthly email reports by no later than the 25th of each month.
- (c) Customer Contact and Follow-Up Methods
  - (1) Email campaigns – At least one email campaign must be planned and executed weekly using a marketplace email sending system as a collaboration between sales, marketing, and customer service to directly generate product or service sales and/or customer quotation requests.
  - (2) Telemarketing – Correction Enterprises operates a three-person offender telemarketing center at its Yonkers Road location. The marketing coordinator oversees the center to generate at least 10 sales leads per week following email campaigns or stand-alone calling campaigns to customers.
  - (3) Raleigh Showroom – The Raleigh showroom is the agency’s exclusive retail sales location where government employees, retirees, and National Guard members and retirees can visit and directly purchase or order products that are on display.
    - (A) Products on display must be kept current with names and SKU numbers clearly displayed and prices readily available through price tags, lists, or reference to the website.
    - (B) The Showroom must always have a modern, clean, neat, and uncluttered appearance to promote a positive brand image to customers.
    - (C) Customers entering the showroom must be helped within 60 seconds by a customer service or sales representative or any other member of the Business Development Group staff.
  - (4) Conferences and Trade Shows – Sales representatives typically attend from 15-25 conferences and trade shows of various sizes where targeted customer groups hold meetings and events. In accordance with VIP performance goal, “Increase Customer Base, Task 2,” sales representatives will get and report on at least five solid sales leads at each conference.

- (5) Surveys – Customer service and/or product satisfaction surveys are executed via email or phone on a periodic basis.
    - (A) Telephone Surveys – The offender-staffed call center employees use a script to make periodic phone calls to customers, recording results on a spreadsheet, and turning them in to management.
    - (B) Email Surveys – Email surveys of the entire customer database are conducted annually to measure brand awareness and satisfaction with Correction Enterprises service and product performance/quality.
  - (6) In-Person Sales Calls and Presentations – The sales team and Assistant Director, Business Development, will make at least five in-person sales calls or group presentations per week to discuss promotions and solicit new orders from existing customers or prospective new customers.
  - (7) Advertising and Sponsorships – Based on each fiscal year’s approved marketing budget, investments are made in advertising in digital media and print publications as well as conference and trade show sponsorships to reach targeted customer groups.
- (d) Sales (Revenue) Reporting
- (1) Monthly Reports
    - (A) The Assistant Director of Business Development writes and distributes a monthly sales report via email to senior leaders, general managers, and other key stakeholders.
    - (B) The monthly sales report is written and distributed within two days of receipt of each month’s financial report from the Correction Enterprises Controller’s Office.
    - (C) Each email report includes a copy of an Excel spreadsheet and/or PowerPoint document that displays sales and profits for each industry and the agency as a whole.
  - (2) Year-End Reports
    - (A) By Aug. 31 of each year, after the Controller’s Office issues its year-end financial report, the Assistant Director of Business Development writes and distributes a year-end report via e-mail by no later than Oct. 1 to senior leaders, general managers, and other key stakeholders.
    - (B) Each email report includes a copy of an excel spreadsheet and/or PowerPoint document that displays year-end sales and profits for each industry and the agency as a whole
  - (3) Annual Business Plan (A coil-bound, printed document that summarizes revenue/sales results and other financial metrics over the prior five years and makes revenue and financial projections for the current/next fiscal year for all industries and the agency as a whole.)

The Assistant Director of Business Development compiles, writes, coordinates reviews of, and coordinates printing and distribution of the

annual business plan to a limited number of agency and Prisons leaders by no later than October 15 of each year.

- (4) Annual Report (A full-color, saddle-stitch booklet report that contains leader messages, articles, financial tables and other material information related to events that occurred during the prior fiscal year ending June 30.)

The Assistant Director of Business Development compiles, writes, coordinates reviews, and coordinates printing and distribution of the annual report to agency and Prisons leaders by no later than December 1 of each year.



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Commissioner of Prisons

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Date