Proposal: Reorganisation of the Business Development Department

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Introduction

Currently, the Business Development Department (BD) focuses on group bookings via the Sales team and sales in institutions (e.g., universities, business schools, language schools). In parallel, we have a Strategic Partnership and Alliance Department (SPA) created to manage agency bookings but due to staff turnover and leadership gaps, this unit has not functioned effectively.

Given the growing complexity of our B2B relationships and internal inefficiencies due to split responsibilities, I would like to propose a strategic realignment.

To combine three functions under a single Business Development Department:

- **Institutions**
- **Group bookings**
- **Agency partnerships (exSPA unit)**

We will try to aim to clarify roles and responsibilities, improve coordination and enhance performance tracking and partner relationship management.

New Organisational Structure

Under the unified **Business Development Department**, the structure will be as follows:

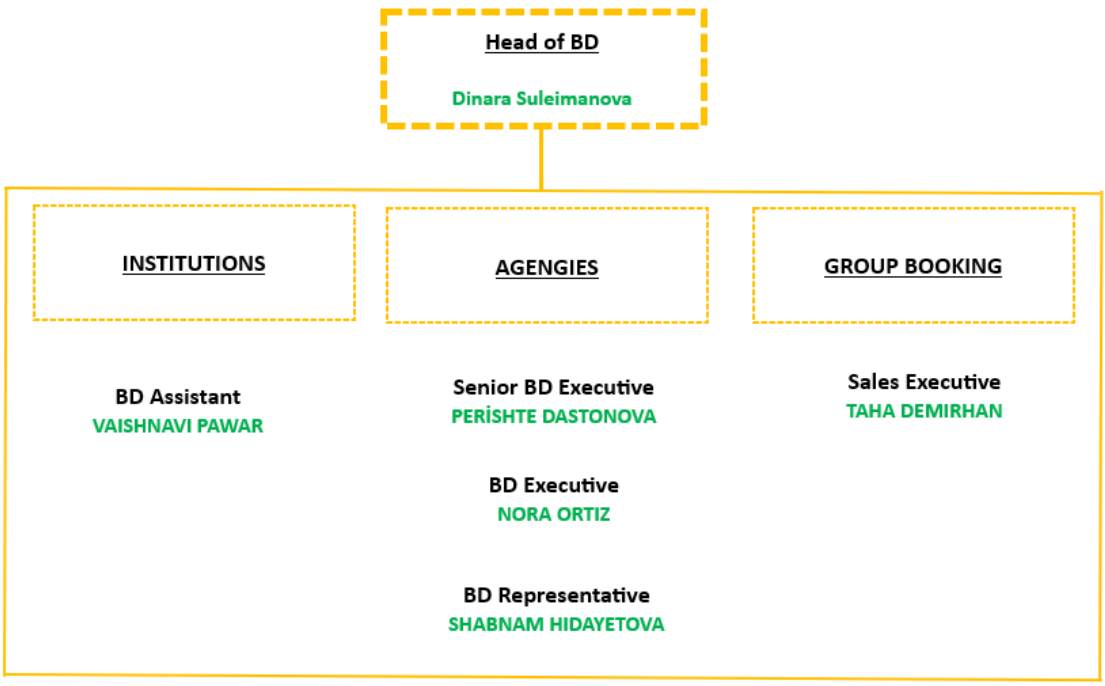
Leadership

- **Head of Business Development:** *Dinara*
  Responsible for overseeing the integrated BD function, performance, strategy execution, and interdepartmental coordination.

Name	Title	Focus Area	Notes
Vaishnavi	BD Assistant	Institutional bookings	Handles academic institutions and corporate schools
Nora	BD Executive	LATAM & Europe agency partnerships	Transitioning from SPA
Shabnam	BD Representative	Turkey & Turkic countries agency partners	ınternal redeployment
Perishte*	Senior Sales Executive	Russian-speaking markets & Asia agency partners	Will join mid-July upon return from sick leave
Taha*	Group Booking Support	Group sales support and UK agencies expansion	Transition from Sales Dept. due to Merve's exit

*Note: Roles marked with an asterisk are contingent on availability or upcoming transitions.

Organisational Chart



Chatgpt Analysis

I also wanted to share the analysis from chatgpt for better evaluation.

✅ **Operational Efficiency**

- Reduces duplication across teams (e.g., sales and partnerships working in silos).
- Improves utilization of shared tools and CRM systems.

📈 **Market Specialization**

- Allows clearer regional and segment ownership.
- Supports deeper, relationship-based engagement with key partners.

🔄 **Scalability & Flexibility**

- Easier to onboard new team members and scale to new markets.
- Aligns with long-term business development goals (e.g., regional expansion, cross-sell opportunities).

👩‍💼 **Stronger Leadership**

- A single accountable leader as Head of BD ensures clearer reporting, mentorship, and performance oversight.

NEW KPIs

Role	KPIs
Head of BD (Dinara)	Team revenue target achievement (monthly/quarterly) Team pipeline growth Cross-functional collaboration quality (Sales, Marketing) Market expansion initiatives launched Staff performance management reviews Qarterly target reached (% can be decided later)
BD Assistant (Vaishnavi)	Number of institutional partnerships contacted/month Conversion rate of new institutions Repeat group bookings secured Timeliness of proposal and quotation delivery Monthly target reached (% can be decided later)
BD Executive (Nora)	Monthly/quarterly bookings from LATAM/Europe agencies New agency contracts signed Lead response time Agent retention and reactivation rates Monthly target reached (% can be decided later)
BD Rep (Shabnam)	Outreach volume to agencies Quarterly growth in partner bookings Market coverage (Turkey + Turkic) progress Monthly target reached (% can be decided later)
Senior Sales Exec (Perishte)	Monthly bookings from Russian speaking and Asian markets Agent satisfaction feedback New agency contacts established Sales-to-booking conversion ratio Monthly target reached (% can be decided later)
Group Booking Support (Taha)	Support all types of sales Number of group bookings facilitated Number of new UK agency leads sourced monthly Group booking accuracy rate Conversion rate of new Agencies in the UK Internal satisfaction score (Sales & BD teams)

Job Descriptions

Head of Business Development – Dinara

Reports to: Managing Director
Responsibilities:

- Oversee and align all institutional, agency, and group booking efforts
- Manage team performance and KPIs
- Identify new growth markets and partner types
- Liaise with internal departments (Sales, Ops, Marketing)
- Deliver quarterly reports and pipeline updates

Business Development Assistant – Vaishnavi

Reports to: Head of BD
Responsibilities:

- Research and outreach to universities, language schools, and educational institutions
- Manage inbound queries and proposals
- Prepare and follow up on institutional contracts
- Maintain up-to-date institution partner CRM records

Business Development Executive – Nora

Reports to: Head of BD
Responsibilities:

- Manage LATAM & Europe agency portfolio
- Develop new agency partnerships
- Build strong commercial relationships with agents
- Attend regional trade fairs (if applicable)

BD Representative – Shabnam (Proposed Transfer after ensuring that we have enough sales agent in Istanbul sales unit**)**

Reports to: Head of BD
Responsibilities:

- Focus on developing and servicing agency partners in Turkey and Central Asia
- Tailor communication and offerings for market needs
- Collect competitor and market intelligence
- Translate and localise BD materials

Senior Sales Executive – Perishte

Reports to: Head of BD (upon return)
Responsibilities:

- Oversee bookings from Russia, CIS and Asia agencies
- Strengthen long-term agent relationships
- Address market-specific challenges

Group Booking Support – Taha (Proposed Transfer)

Reports to: Head of BD
Responsibilities:

- Handle logistics, contracts, and coordination for group bookings
- Assist in preparing itineraries, proposals, and contracts for group inquiries
- Work closely with agents on group itineraries
- Identify and initiate new partnerships with UK-based agencies
- Ensure communication between sales, operations, and BD teams
- Maintain group calendar and ensure booking deadlines are met

Conclusion

This proposed restructuring of the Business Development Department aims to strengthen our commercial efforts by combining agency, institutional, and group booking functions under a single, focused team.