

SALES & DISTRIBUTION: SALES BUDGET

INTRODUCTION

1. The manufacturing activity is carried out by APL. The support for sales and distribution is rendered by Anar Advertising & Marketing Services Private Limited (AAMS).
2. The factory gets an instruction from the HO at Ahmedabad for dispatch of goods with details as to where, at what price, which brands and what quantity to be shipped.
3. The shipment of finished goods is done by APL to all C&F and Consignee Agents (also called *the depots*). While shipment is effected Excise Invoice is prepared by APL and sent to the branches / C&F / CA along with the finished goods that fall under the Central Excise. In case the goods fall under the State Excise (i.e. where Alcohol "Surasar" is used as input), a commercial invoice is sent. The selling price mentioned in the invoice is same as the final selling price by the branches to the dealers.
4. The transactions so recorded are still in the nature of Stock Transfer. The sales are yet to take place.
5. The branches are debited by the value of invoice. While goods are in transit, initially debit entry is passed as goods in transit, with corresponding credit to the Factory Account. When the goods are received at the branch, the goods in transit account is credited with corresponding debit to the Branch account. Thus, the goods in transit account is closed and branch is effectively debited by the same value as invoice with corresponding credit standing in the Factory Account.
6. While the branches sell goods to the dealers, the branch collects sales proceeds from the dealers. These proceeds are collected in the branch bank account and the same is instantly remitted to Company's Bankers. The remittances so received are credited to Branch account. When the branch account is credited, the debit balance of branch account stands either reduced or nil if all the goods are sold.
7. All these transactions are recorded in the books of APL.
8. All the support for booking of orders and managing distribution of goods is being looked after by *market service organisation* Anar Advertising and Marketing Services Private Limited (PAMS). For these services PAMS is separately rewarded by APL. **At no point in time PAMS owns goods or prepares any document related to sales.**
9. The APL HO keeps track of daily inventory levels at the branches / depots. Fax messages are received from the branches informing the inventory levels of each brand. Based on the inventory levels and speed of movement of goods at the branches the HO decides the volume of goods to be dispatched to the branch.
10. At HO the monthly sales figures are compiled (through the floppy medium for data exchange with Branches) and evaluated in quantitative and value terms.

ANNUAL SALES BUDGET

1. The management team at the HO is prime mover for the annual sales budgeting activity.
2. APL being predominantly in the FMCG Brand Building business, the key factor in success is the expenditure incurred in promoting a brand and nurturing it. A continuum is required in maintaining presence in the media market so as to remain in touch with the target audience.
3. Based on research, market information, the industry growth data, relative potential for growth at various districts / centers, the management decides to spend resources in the form of ad-campaign and promotional activities in each district / center. Since this information is privy only to the management, and the decision on the ad-spend and promotion being sole prerogative of the management, the major inputs to annual sales plan has to come from the management itself. As a result, the Grass Root Level Budgeting (i.e. the Budget

Process initiated at the Sales Executive level and built up in a pyramidal manner) is not found suitable. However, there are existing four brands where the management has delegated the target fixing to the field personnel. These brands are Achenil Tablets, Achenil Cream Balm, Cold Shield and B'Gold Adult Rub. The templates for the budgetary exercise are discussed later.

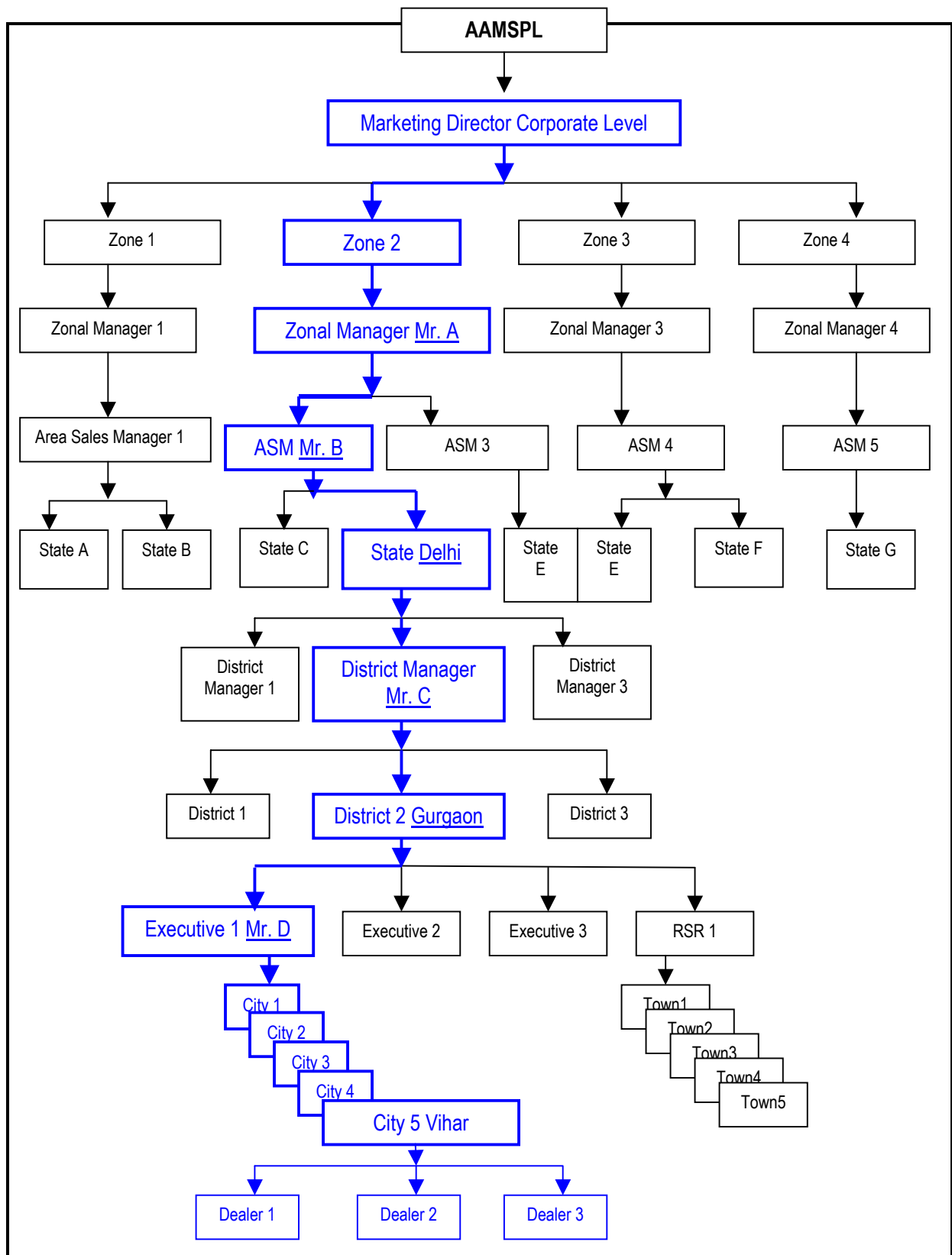
4. Yet another reason for the management dominated budgeting is the introduction of new brands. The decision to launch a new brand is taken based on considerable research inputs, market studies and identification of a niche area. The launch of new brand is a considered decision and has to be kept confidential. There is a considerable time lag between identification of a brand as a concept, fixing up the exact product attributes (as the prototypes are developed into a lab), crystallising the geographical market segment and the target audience, arriving at the overall market size, resource allocation, campaign planning and media selection. The field force generally does not have any knowledge of such activities of the HO. If the field force is to decide the targets for new brands, it will be a meaningless exercise due to sheer fact that they have no information, or very little information, of the true potential of the new brand. The best solution in such situations is that they have to be told, of course with all rationale and reasoning, what the management expects them to achieve for the new offerings.
5. Exports is the new front that APL has started concentrating on. The activities related to exports (like registration of brands / products with the domestic authorities of respective countries, appointment of international distributors etc.) are controlled from the HO. Targets could, then, best set at the management level only.

EXISTING S&D STRUCTURE

APL has divided the Indian market into different territories identified as: Zones → States → Districts → Cities/Towns.

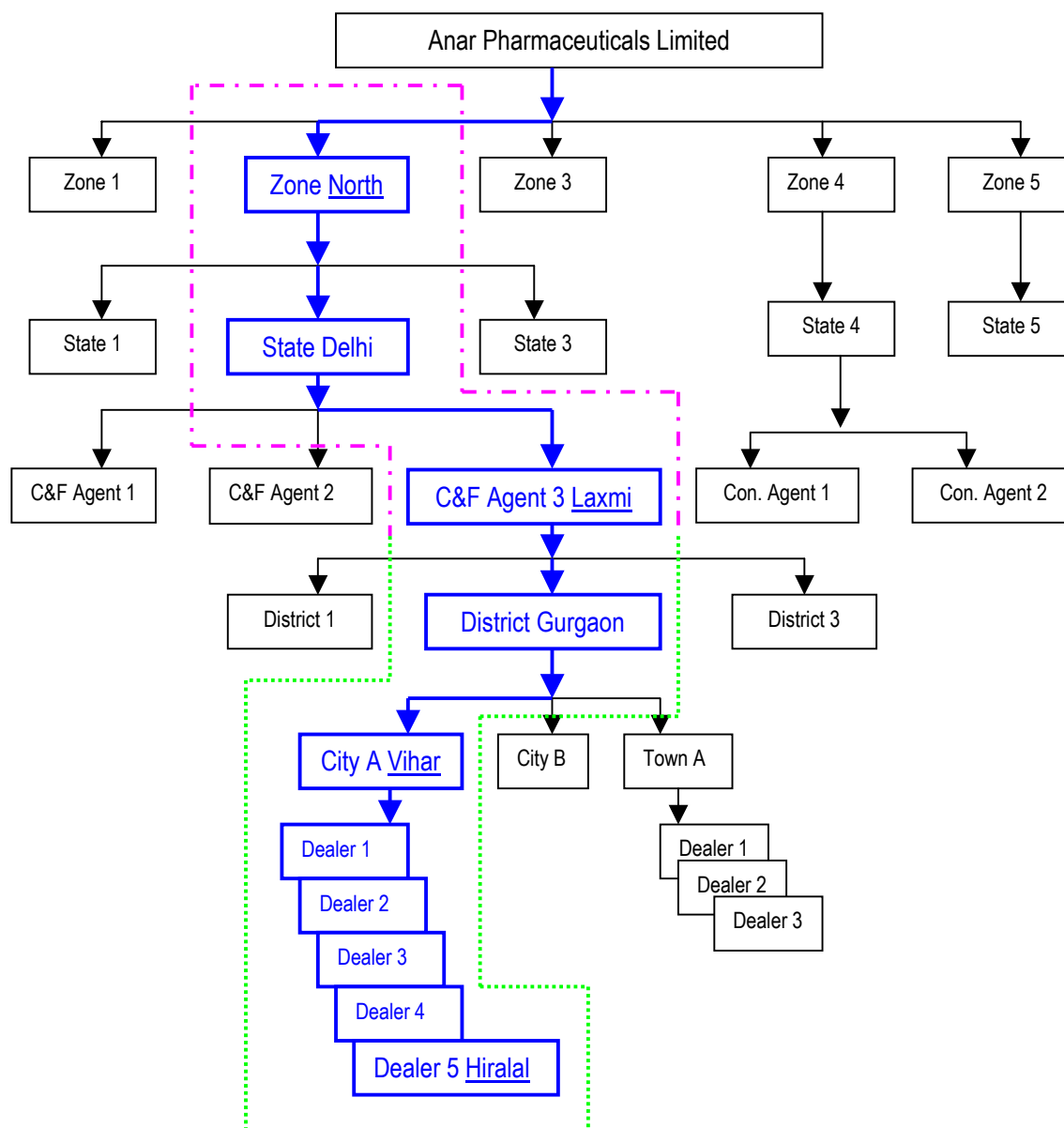
These territories are divided into responsibility centers. Each responsibility center is assigned to the sales personnel depending on the hierarchy. The Zonal Manager looks after the states classified under his purview. The Area Sales Managers is responsible for all districts in a given state. The District Managers assists him. The span of coverage for District Managers is restricted to a particular district only (unless specifically assigned). Within the district, there are Cities and Towns. The Sales Executives (designations may change) look after these cities and towns & report to the District Manager. In cases where there are Redistribution Sales Representatives, they need to be assigned to a specific manager for reporting relationship so as to firm up their responsibilities. The overall structure should emerge in such a way that there is no duplication or overlapping of geographical areas between more than one employee (excepting the Zonal / Area / District Managers). This will enable proper administration of sales force, their performance evaluation and hence, management of a rational compensation system.

Refer to the following graph that illustrates the point. The real life situation may be marginally different from what is presented below.



In case any manager or executive is transferred from one territory / district / city / town to another, or any territory / district / city / town is added to his span of responsibility, there should be flexibility in the system to take care of such structural changes. This is because the shift in organisations and market place are very dynamic. A reference to the time period (i.e. dates from - to) for the managers / executives etc; is a must. This will help in deciding the compensation to the staff based on the performance. In case an executive is transferred twice in a year he should get compensated for all three areas he has worked in. The information retrieval should be time-and-area-related.

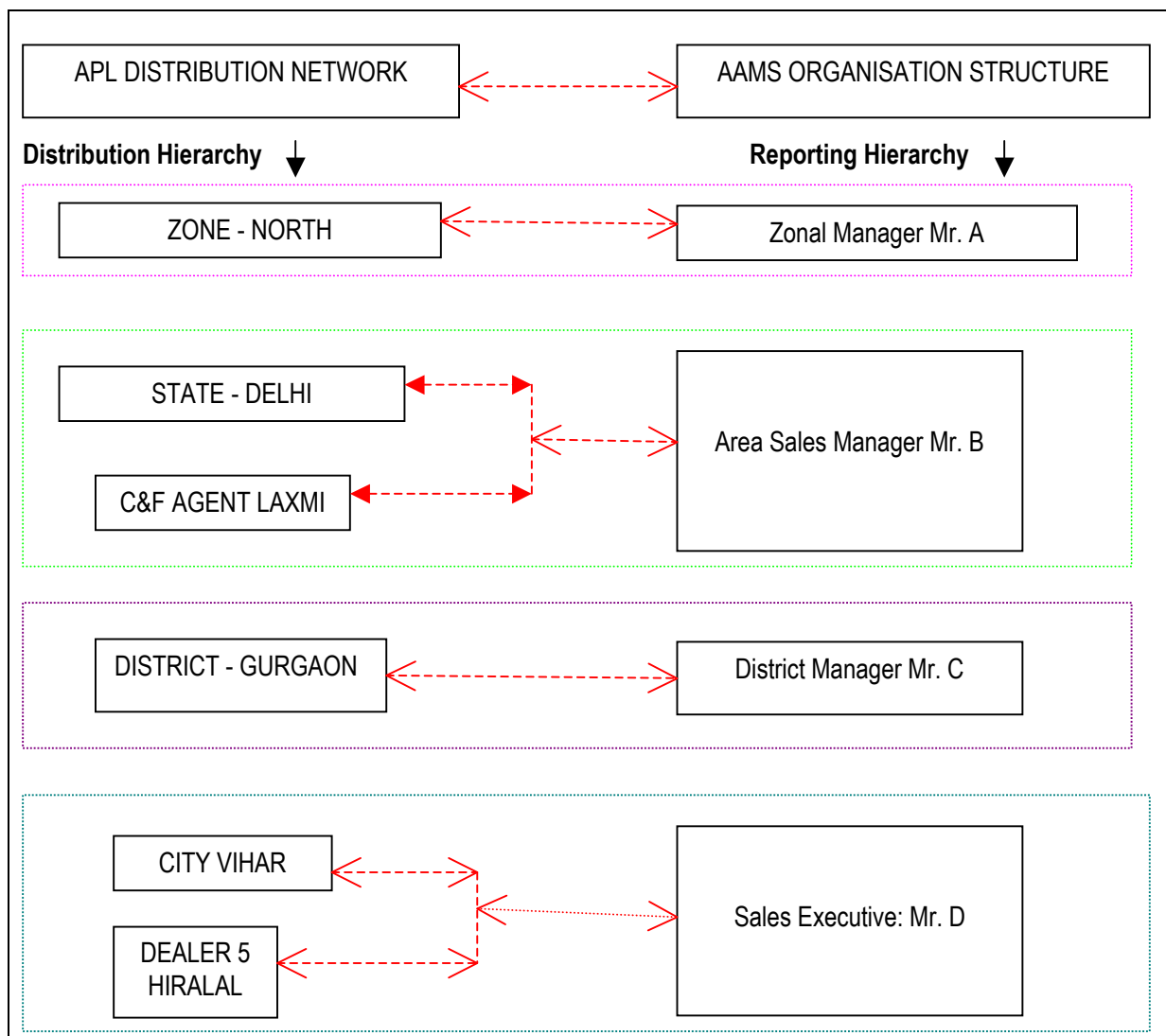
A similar structure can also be evolved for the geographical distribution of distributors / wholesalers etc. To illustrate the point, please refer to the following chart.



- Represents APL bills from Factory to C&F Agent (own Branch) Stock Transfer under Form 'F'
- Represents APL billing to Dealers in territories

Name of any wholesaler / distributor / dealer will appear **once** only. This will help in avoiding duplication & performance evaluation. There will also be a one-to-one correspondence between these two charts. There is only one manager responsible for one (or more than one, as the case may be) territory (and one executive responsible for one city - or more) without horizontally sharing the responsibilities. Correspondingly, there will be only one sales executive responsible for the performance of all the dealers in one (or more assigned) city. In case there are two sales executives in the same city, they will have mutually exclusive areas to cover.

Both the above structures (AAMS & APL) will have to correspond with each other. The blue fonts are illustrations used for the following chart, where I have shown how the hierarchies match:



LOGICAL STRUCTURES WITHIN S&D MODULE:

In order to create logically matching structures, as explained above, within the software, I recommend a three-tier structure as under:

1. Geographical Distribution Coverage
2. Responsibility Center Coverage, and
3. Dealer Network Coverage

Geographical Distribution Coverage

The Geographic Distribution Coverage is divided into various categories, as under:

I. **Zones:** There will be five zones:

- i. East
- ii. West
- iii. North
- iv. South
- v. Central

Each zone comprises of **States**.

- II. States:** Define every State where APL has presence. Also define which State falls under which zone. **States are a subset of Zones.** At times the States are defined as Areas also. The following table illustrates this Zone - State relationship (This is an example):

Zone ↓	States →	1	2	3	4	5
East Zone		W. Bengal	Orissa	Assam
West Zone		Gujarat	Rajasthan	MP

Each State is further broken down into **Districts**, where the Super Stockists / C&F / Consignee Agents / Dealers of APL is located.

- III. Districts:** Define every District where APL has appointed Super Stockists / C&F / Consignee Agents / Dealers. **Districts are a sub-set of States.** The following table shows the relationship between State - Districts (this is an example):

State ↓	Districts →				
	1	2	3	4	
Andhra Pradesh	Adilbad	Anantapur	Chittoor	Cuddapah	
Maharashtra	Nasik	Malegaon	Nandgaon	Nanded	

- IV. Cities / Towns:** Define every **City / Town** where APL has appointed Super Stockists / C&F / Consignee Agents / Dealers. The following table illustrates the relationship between **Districts - Cities/Towns** (this is an example only):

State ↓	City/Town →				
	1	2	3	4	5
Gujarat	Ahmedabad	Kalol	Idar	Deesa	Anand
Rajasthan	Jaipur	Ajmer	Alwar	Bhilwara	Pali
Madhya Pradesh	Jabalpur	Dewas	Bhopal	Indore	Jhabua

Responsibility Center Coverage

As stated earlier, the Responsibility Centers are the employees of the PAMS. The level of responsibilities shouldered is related directly to the position of an employee in the hierarchy. The higher the position, the higher the responsibility to perform. The responsibility at higher level also extends to the performance of the subordinates. The zonal manager can't simply shrug-his-shoulders if the sales executives fail to pick up orders from dealers.

With a view to pinpointing the responsibility (and to give due credit too), each responsibility center needs to be identified clearly. Every point in the distribution chain should have a responsible employee(s) attached. The computer software should be able to establish a clear "correspondence" between the geographical coverage (in terms of area), the dealer (or dealer network) in that area & the employee(s) responsible to cater to that area.

The logical structure of the Responsibility Center Coverage is as following:

- I. Corporate Marketing Director (AAMS):** This is the top position from where the buck does not pass on. ***This will also include the subordinate staff at the corporate level rendering staff function.***

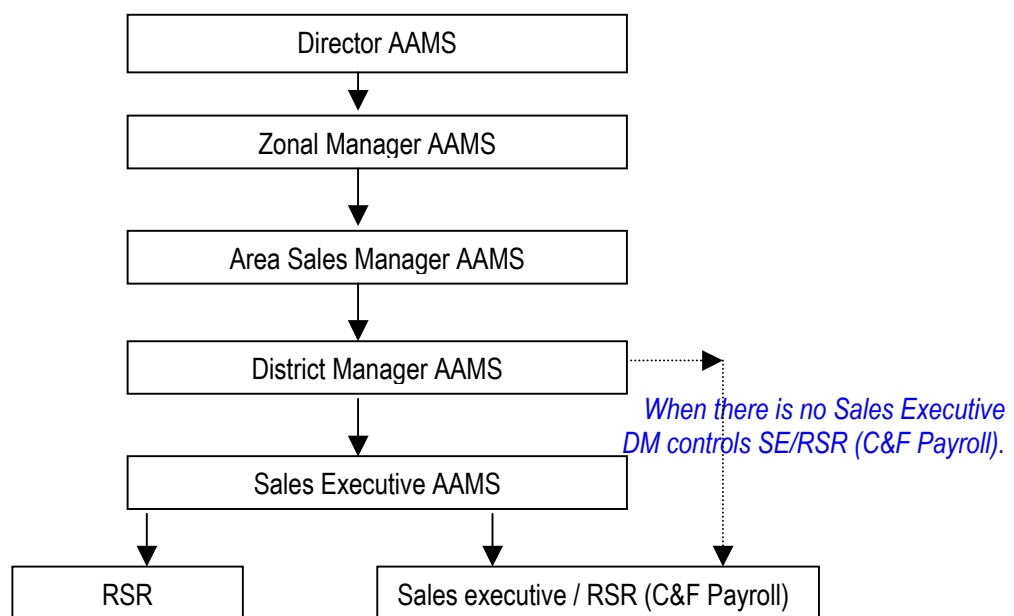
- II. **Zonal Manager:** The zonal manager is the top position in the given zone. His span will extend to every state / district / city / town & dealer within the zone. He will be responsible for function of every subordinate working in a particular zone.

The computer software will clearly identify the hierarchy of employees who are reporting to the zonal manager. The software should also be able to modify the structure once a subordinate is transferred from one zone to another. The software should be able to retain the data related to the performance of the subordinate prior to his transfer as well as should capture the data after the transfer. It should be versatile enough to take care of upward promotions or even ad hoc or temporary assignments.

- III. **Area Sales Manager:** As we have seen earlier, any given zone comprises of the states, and the states in turn comprise of districts. Within a given zone there could be areas earmarked as the domain for the Area Sales Manager whose responsibility is to perform within the defined area. This defined area could be one or more state or it could be a part of the state with some other ASM looking after the other part of the state. The span will depend upon the size and potential of the area. **Ideally there should never be any overlap in the areas defined.**
- IV. **District Manager:** The district manager has to look after the specific district(s) or a part thereof, assigned to him. There may be one district manager for say two districts or two district managers for the same district with clearly outlined mutually exclusive areas. The software should provide flexibility in defining the managers in the same way.
- V. **Sales Executives / RSR:** The districts are further divided into cities and towns. These are the Responsibility Centers of Sales Executives. Each executive is assigned to a specific city (or more than one city, but exclusively). There may be some areas which, hitherto, are not covered by the sales executives. The Redistribution Sales Representatives cover these cities or towns.

As is the case with the Zonal Managers, all categories (II through V above) are also subject to transfer from one place of work to another place. They may or may not retain the old territories that they were looking after. At times ad hoc work assignments for additional territories may be given to them. The software should be able to identify and corroborate his actual performance even in the ad hoc assignments in "otherwise-not-regular-territories". For retrieval of information the dates (from - to) should always be available.

The above hierarchy can be presented as under:



Dealer Network Coverage

As far as the computer software is concerned, it is more meaningful to track only those parties which enter the books of account in Anar Pharmaceuticals Limited. These are C&F Agents / Consignee Agents and Dealers. These are the points of origination in the entire distribution network. (The immediately preceding point is Manufacturing at the factory).

C&F Agents / Consignee Agents / Super Stockists: These are the stocking depots of APL where the stocks of finished goods are transferred. From this point the first distribution of goods takes place. For Gujarat, the Super Stockists are appointed, for other states it is either C&F Agent or Consignee Agent (depending on the State).

Dealers: The Dealers purchase the goods from C&F Agent / Consignee Agent and mobilise goods to the market place for onward distribution. The invoice is prepared by APL in the name of Dealers. ***All future transactions in goods -further down from Dealer's level - do not have to enter APL's books.***

For software purpose the C&F/Consignee Agents & Dealer database will be important. Each dealer will be identified with the Zone, State/Area, City/Town, C&F/Consignee Agent & the attending personnel from PAMS. I recommend that the database should include the existing hierarchy from the Zonal Manager level to the RSR level for a complete information base. Once the database is ready the C&F/Dealer Query should respond with the following details:

C&F / CA / SS / Dealer Profile	
Name:	Address:
Status: (C&F / CA / SS / Dealer)	
Phone No.: 1. (Area Code) (Number) 2. 3.	Fax No.: 1. (Area Code) (Number) 2.
e-mail Address: (<u>Shortcut link format</u>)	Sales Tax No.:
Drug Licence No.:	
Date of Appointment:	Date of Termination:
Network Details: 1. Zone: 2. State / Area: 3. District: 4. City / Town:	Serviced By: Name of Super Stockist / C&F Agent / Consignee Agent <div>Only for Dealers</div>
PAMS Responsibility Center: 1. Zonal Manger 2. Area Sales Manager 3. District Manager 4. Sales Executive 5. RSR 6. C&F Sales Executive 7. C&F RSR	Name of individuals in current positions
Last Transaction Date: (Last purchase from APL)	
Turnover Details: Previous Year: Current year-to-date:	Customised fields (to be defined) Last updated on: dd/mm/yy
Edit Profile	View Changes

Summary (Logical Structures):

There will be three Master Inter-related Databases:

1. Zones, States (Areas) within Zones and Cities / Towns within the States;
2. C&F Agents / Consignee Agents / Super Stockists & Dealers falling under their respective territory;
3. PAMS Managerial hierarchy: Zonal Manager, Area Sales Manager, District Managers & Sales Executive/RSR.

With passage of time there will be changes in the relationships between various fields defined. Say for example, a District Sales Manager may resign. New DSM may be recruited or transferred from within. In such situation the above relationships will undergo a change. While updating the database, when the new DSM's name is inserted, it should replace the old DSM in every field / document with effect from the date of joining of new DSM. The database that was created when the old DSM was in charge should remain intact (like information on how much sales was generated by the outgoing DSM in 1st Quarter of 1999). To make changes, press "Edit Profile" facility should exist.

The software should ideally provide for two options for such updation. Selection of options should be left to the user. The first option should be for updating all the records. The second option should be for updating only selected records (this will be useful for dividing a territory in two parts and a new structure is being worked out between say two existing DSM). The latter option should be preferred. The Dealer Profile should contain the information of when the profile was updated. There should be a log of changes made in the database. To view changes made there should be a button (shown as **VIEW CHANGES**). On clicking this button the Log Register should be available on view or for hard copy on printer.

Preparation of Budgets: Process and Constituents

1. Define Accounting Year for which the budget is being prepared.
2. Define Quarter for which budget is prepared.
3. Identify the Responsibility Center - **name of the person** who will achieve it from the master defined earlier.
4. Define the Zone, State & City for which the exercise is being done. Or based on the name of the person, software could auto retrieve this information from the masters created earlier.
5. Define Brand Names for which HO is preparing Sales Budget. Separately define brand names for the field staff to prepare their own forecast. Make sure the brand names are not duplicated.
6. Import the historical data of monthly turnover (in terms of **units sold**) of the selected brand from the corresponding months of past three years (this will be retrieved by the software once the brand name is selected in the Sales Budget. Evaluate the trend, growth in quantitative sales of brand.
7. Average out growth rate (software will have the formula). Treat this as the targeted growth rate for the concerned quarter. Is growth factor acceptable? If yes, accept it. If no, the software will enable the user to feed a user defined growth rate.
8. Based on the growth rate, accepted or user defined, calculate the total quantitative sales forecast for the quarter. Use the formula (Previous Year Same Quarter Sales * Growth Rate).
9. Import the average price realisation for the brand in the given city during the **immediately preceding month**. Is the average realisation acceptable? Has the management decided about the increase in price with immediate effect? If yes, define the new price in a separately user defined field.
10. Based on the price, accepted average realisation or user defined revised price, calculate the total turnover in Rupees.
11. Place User/Date & Time stamp on the budget sheet to track who prepared the budget. In case more than one user have prepared different versions of budget, save all files separately in the relative user directories. Give page number / total pages to budget sheet.

12. Work out similar budget for all brands for the city. In case the same person is looking after more than one city/town, then a consolidated statement will also be prepared (separate template presented later). ***This will develop a scenario of "one person-many brands-one or more cities".***
13. Carry out this exercise, covering each sales person, for each city of each state in the Zone.
14. Finalise the budget. Save the file on a floppy as a READ ONLY file or export the data to the branch office as an e-mail attachment (READ ONLY), so that the Branch can work on the ready format (which will help all to expedite work). The file will contain separate file for each sales person.
15. On receiving the file from HO, the Zonal Managers will discuss the proposed budget & seek consensus with the District Managers / Sales Executives.
16. The Zonal Managers will break up the quarterly budget into monthly budgets with the help of sales persons in his zone. This will be subject to the overall ceiling $\pm 1\%$ of what is worked by the management to round off final figures.
17. Since the prices are already defined in the file, the sales in Rupees for any city or zone will be automatically worked out. All that the managers have to do is to break up the quarterly sales into monthly sales based on their own estimates. The computer software will automatically do rest of the work.
18. The revised file will be saved with a different name and will be forwarded to the HO (e-mail or floppy). This will be essentially an Oracle Database file so that the details could be integrated in the master database for management accounting / performance appraisal at the end of quarter.
19. In case the budget needs to be revised half way through the quarter, the software should allow the flexibility to change the earlier version. However, it should retain the old as well as the new version to facilitate comparison. Both versions should be available on view and print. The software should ask which version of the budget is to be used for the management accounting / performance evaluation.
20. The budget should be prepared for each quarter in the financial year. On completion of this exercise for all the quarters, it should be compiled for the year. The facility should exist to drill down the information to each brand / city / sales person.
21. Flexibility should be built in the budget. If the targets are to be set zonewise, or statewise, or citywise or executive-wise (& for each executive it should be possible to set targets dealerwise). User should be empowered to select which option he wants to select for preparing budget. He should get template of budget based on the selection. The user should remain consistent in selection. He should not choose different formats for different individuals.

The format of the budget screen will typically look like as given on the next page. This format is for fixing individual budgets (without dealerwise separate targets). The most intricate format (i.e. setting individual targets dealerwise) is presented thereafter.

TEMPLATE OF SALES BUDGET**ANAR PHARMACEUTICALS LIMITED
INDIVIDUAL SALES BUDGET YYYY****Nth** Quarter covering **MMMM, MMMM, MMMM**Responsibility Center: **Name of Individual** (select from master)

Designation: (Auto insert based on Name)

City: **Name of City/Town** (Auto insert based on Name of Individual)

District HQ: (Auto insert based on City)

State: (Auto insert based on City)

Zone: (Auto insert based on City)

Brand Name: **Brand Name** (select from master)Unit Medium: **Tube / Tin / Bottle****Budget for Another Brand? @@@****Actual Sales for earlier period:**

History Period	Units sold Qty	Tubes / Tins / Bottles	Growth over Corr. Qtr. In previous year (%)	Price Avg. Realisation per unit	Sales in Rupees (in lacs)	Growth over Corr. Qtr. In previous year (%)
Quarter N, 1996						
Quarter N, 1997		Import information from past period database				
Quarter N, 1998						

Historical Growth Rate in Qty Sold:

Compute for last 3 years**Accept Historical Growth Rate**

User Defined Growth Rate:

Figures in % format**Apply User Defined Growth Rate**

Previous Month Price Realisation:

**Import from database
Show month, year****Accept Previous Month Price Realisation**

User Defined New Price:

Insert New Price**Apply User Defined Price Realisation****Sales forecast:****Click here to
add more
cities/towns
\$\$\$**Insert units based on Previous Year * Growth Factor
A user defined formula

Units

Auto insert based on whether user defined or acceptance

Rupees Average Price Realisation

User defined formula: Units * Price Realisation

Rupees in lacs (rounded off to nearest integer)

Individual Sales Budget: Back up Data Sheet No. ____ of Total Pages ____

Save file**Branch can view this page. Can't edit / alter.****Filename.Ink****Compile individual file %%%**

@@@ Once budget for one brand is over, the user should be able to switch to another brand without reentering details of the city/town or name or zone. User should press this button and an additional brand can be selected from a DROP DOWN LIST. Once a new brand is selected its historical data should be auto inserted. The budgetary data for the previous brand should be saved as a separate page / document.

\$\$\$ The above template by default should take care of only one city or town. However, since one sales person is looking after more than one city / town, it is important that his targets are fixed separately for each city / town. On the previous page the left bottom corner shows a yellow square. On clicking this square the user should be able to create another screen / sheet for another city for the same sales person. After all cities / towns under his control are covered a Consolidated Individual Sales Budget should be compiled to identify cities / towns with separate targets for the quarter. This will be called [Part - I \(See top left corner of the following template\)](#) and [Source - Management \(See top right Corner\)](#).

As an integral part of the annual budgetary exercise, the management has delegated sales forecast for Achenil Tablets, B'Gold Adult Rub, Achenil Cream Balm and Cold Shield to the field staff. In order to facilitate the field personnel to set their own targets for these brands, a separate Data Sheet is appended to the consolidated budget. [Part - II Four Brand Self-Budget](#) has been appended to Consolidated Individual Sales Budget that will be the sole domain of the field staff. They will fill in the figures (by and large Quantitative). These figures will be compiled at the head office once they are received duly filled up till the zonal level. Since the price is already in the local database at the branch computers, the software itself can calculate the rupee values.

%%% Press save button to save the page. Press Compile Individual Files button to consolidate all pages concerning an individual sales person. The template for Consolidated Individual Sales Budget (Part I & Part II) is on the next page: [\(ALL COMPILED FILES SHOULD BE AUTOMATICALLY SAVED WITH SYSTEM DEFINED NAMES\)](#).

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Format of Individual Budget with Dealerwise Targets:

TEMPLATE OF SALES BUDGET	
ANAR PHARMACEUTICALS LIMITED	
INDIVIDUAL SALES BUDGET (DEALERWISE TARGETS) YYYY	
Nth Quarter covering MMMM, MMMM, MMMM	
Responsibility Center: Name of Individual (select from master)	Designation: (Auto insert based on Name)
City: Name of City/Town (Auto insert based on Name of Individual)	District HQ: (Auto insert based on City)
State: (Auto insert based on City)	Zone: (Auto insert based on City)
Brand Name: Brand Name (select from master)	Unit Medium: Tube / Tin / Bottle
Budget for Another Brand? @@@	

Actual Sales for earlier period:

History Period	Units sold Qty	Tubes / Tins / Bottles	Growth over Corr. Qtr. In previous year (%)	Price Avg. Realisation per unit	Sales in Rupees (in lacs)	Growth over Corr. Qtr. In previous year (%)
Quarter N, 1996						
• Dealer 1	←	Import information from past period database				
• Dealer 2	←					
• Dealer 3	←					
Sub-total	←					
Quarter N, 1997						
• Dealer 1	←	Import information from past period database				
• Dealer 2	←					
• Dealer 3	←					
Sub-total	←					
Quarter N, 1998						
• Dealer 1	←	Import information from past period database				
• Dealer 2	←					
• Dealer 3	←					
Sub-total	←					

Historical Growth Rate in Qty Sold:	<i>Compute for last 3 years</i> • Dealer 1 ___% • Dealer 2 ___% • Dealer 3 ___%	Accept Historical Growth Rate
User Defined Growth Rate:	<i>Figures in % format</i> • Dealer 1 ___% • Dealer 2 ___% • Dealer 3 ___%	Apply User Defined Growth Rate
Previous Month Price Realisation:	<i>Import from database</i> <i>Show month, year</i>	Accept Previous Month Price Realisation
User Defined New Price:	<i>Insert New Price</i>	Apply User Defined Price Realisation
<i>Format contd. on next page...</i>		

Sales forecast:

[Click here to
add more
cities/towns
\\$\\$\\$](#)

Insert units based on Previous Year * Growth Factor
A user defined formula

- Dealer 1: XXXXX
- Dealer 2: XXXXX
- Dealer 3: XXXXX
- Total: YYYYY

Units

Auto insert based on whether user defined or acceptance

Rupees Average Price Realisation

User defined formula: Units * Price Realisation

- Dealer 1: aaaa
- Dealer 2: bbbb
- Dealer 3: cccc
- Total: abcd

Rupees in lacs (rounded off to nearest
integer)

Individual Sales Budget: Back up Data Sheet No. _____ of Total Pages _____

Save file

Branch can view this page. Can't edit / alter.

[Filename.lnk](#)**Compile individual file %%%**

Part - I**TEMPLATE FOR CONSOLIDATED INDIVIDUAL SALES BUDGET****Source: Management****ANAR PHARMACEUTICALS LIMITED
CONSOLIDATED INDIVIDUAL SALES BUDGET YYYY****Nth** Quarter covering **MMMM, MMMM, MMMM**

Responsibility Center:

District:

State:

Designation:

District HQ:

Zone:

Quantities:

City / Town	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
City 1					
City 2					
City 3					
City 4					
Town 1					
Total					

Auto insert **Qty** of each brand in respective cell from Individual Sales Budget Page. **Dealers will be excluded from this step onwards.**

Sales Revenue:

City / Town	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5	Total Rs.
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
City 1						
City 2						
Town 1						
Total						

Auto insert **Rupee Value** of each brand in respective cell from Individual Sales Budget Page.

User / Date / Time stamp

Part - II**Four Brands Self Budget****Quantities:**

City / Town	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
City 1				
City 2				
Town 1				
Total				

The field staff fills up this part. The Revenue part is automatically updated by the software with the help of Prices defined in the database of the branch local computer. The file is then compiled with similar data sheet of other individuals at district and zonal levels. The compiled file is sent to HO with each individual data sheet for each sales person.

Sales Revenue:

City / Town	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5	Total Rs.
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
City 1						
City 2						
Town 1						
Total						

User defined formula:
Sales Revenue = Price of Brand per unit * Qty
Price will reside in the local database of the branch computer.

User / Date / Time stamp

[Filename.Ink](#)

Consolidated Individual Sales Budget: Data Sheet No. ____ of Total Pages ____

Once the budget is finalised at the individual / city - town / brand levels, it needs to be compiled for all individuals working within the District under which the cities fall. The compiled budget will be a summarised target for that particular district for a given quarter. Please refer to template on the next page to get an idea how the District Sales Budget will look like.

CONTROL POINT: UNLESS ALL CITIES IN A DISTRICT ARE COVERED, THE DISTRICT SALES BUDGET CAN'T BE COMPILED. UNLESS ALL DISTRICTS ARE COVERED STATE SALES BUDGET CAN' BE COMPILED...

TEMPLATE FOR DISTRICTSALES BUDGET**ANAR PHARMACEUTICALS LIMITED****DISTRICT SALES BUDGET****Part - I****Source: Management**Responsibility Center: *Name of District Sales Manager*

Designation:

District:

State:

District HQ:

Zone:

Quantities:

Name of Individual	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
ABC					
DEF					
GHI					
Total					

The software will import **QUANTITATIVE DATA** from the cells of Consolidated Individual Sales Budget.

Sales Revenue:

Name of Individual	Brand 1 Rs.	Brand 2 Rs.	Brand 3 Rs.	Brand 4 Rs.	Brand 5 Rs.	Total Rs.
ABC						
DEF						
GHI						
Total						

The software will import **SALES REVENUE DATA** from the cells of Consolidated Individual Sales Budget.

Part - II**Four Brand District Sales Budget****Quantities:**

Name of Individual	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
ABC					
DEF					
GHI					
Total					

The software will import **QUANTITATIVE DATA** from the cells of Four Brands Self Budget.

Sales Revenue:

Name of Individual	Brand 1 Rs.	Brand 2 Rs.	Brand 3 Rs.	Brand 4 Rs.	Brand 5 Rs.	Total Rs.
ABC						
DEF						
GHI						
Total						

The software will import **SALES REVENUE DATA** from the cells of Four Brands Self Budget.

Filename.Ink

District Sales Budget: Back up Sheet No. ____ of Total Pages: ____

The next step after the District Sales Budget is clubbing the budgets of all Districts in one **STATE SALES BUDGET**. Here also, the software will import data from the District Budgets and perform simple arithmetic. The template on the next page illustrates the format of the State Sales Budget.

TEMPLATE FOR STATE SALES BUDGET**ANAR PHARMACEUTICALS LIMITED****STATE SALES BUDGET****Part - I****Source: Management**Responsibility Center: *Name of Area Sales Manager*

Designation:

State:

State HQ:

Zone:

Quantities:

Name of District	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
District 1					
District 2					
District 3					
Total					

The software will import QUANTITATIVE DATA from the cells of District Sales Budget.

Sales Revenue:

Name of District	Brand 1 Rs.	Brand 2 Rs.	Brand 3 Rs.	Brand 4 Rs.	Brand 5 Rs.	Total Rs.
District 1						
District 2						
District 3						
Total						

The software will import SALES REVENUE DATA from the cells of District Sales Budget.

Part - II**Four Brand State Sales Budget****Quantities:**

Name of District	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
District 1					
District 2					
District 3					
Total					

The software will import QUANTITATIVE DATA from the cells of Four Brand District Sales Budget.

Sales Revenue:

Name of District	Brand 1 Rs.	Brand 2 Rs.	Brand 3 Rs.	Brand 4 Rs.	Brand 5 Rs.	Total Rs.
District 1						
District 2						
District 3						
Total						

The software will import SALES REVENUE DATA from the cells of Four Brand District Sales Budget.

Filename.Ink

State Sales Budget: Back up Sheet No. ____ of Total Pages: ____

The State Sales Budget will then be translated into a Zonal Sales Budget. The template on the next page illustrates:

TEMPLATE FOR STATE SALES BUDGET**ANAR PHARMACEUTICALS LIMITED****ZONAL SALES BUDGET****Part - I****Source: Management**Responsibility Center: *Name of Area Zonal Manager*

Designation:

Zone:

Zonal HQ:

Quantities:

Name of State	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
State 1					
State 2					
State 3					
Total					

The software will import **QUANTITATIVE DATA** from the cells of State Sales Budget.

Sales Revenue:

Name of State	Brand 1 Rs.	Brand 2 Rs.	Brand 3 Rs.	Brand 4 Rs.	Brand 5 Rs.	Total Rs.
State 1						
State 2						
State 3						
Total						

The software will import **SALES REVENUE DATA** from the cells of State Sales Budget.

Part - II**Four Brand State Sales Budget****Quantities:**

Name of State	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
State 1					
State 2					
State 3					
Total					

The software will import **QUANTITATIVE DATA** from the cells of Four Brand State Sales Budget.

Sales Revenue:

Name of State	Brand 1 Rs.	Brand 2 Rs.	Brand 3 Rs.	Brand 4 Rs.	Brand 5 Rs.	Total Rs.
State 1						
State 2						
State 3						
Total						

The software will import **SALES REVENUE DATA** from the cells of Four Brand State Sales Budget.

Filename.Ink

Zonal Sales Budget: Back up Sheet No. ____ of Total Pages: ____

Finally, when all the Zonal Sales Budgets are compiled into one budget, it becomes the Corporate Sales Budget. The sum of the zonal sales budget gives the overall corporate targets. The template for the Corporate Sales Budget is on the next page.

TEMPLATE FOR STATE SALES BUDGET**ANAR PHARMACEUTICALS LIMITED
CORPORATE SALES BUDGET****Part - I****Source: Management**Responsibility Center: *Name of Director*

Designation:

Corporate HQ:

Quantities:

Name of Zone	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
Zone 1					
Zone 2					
Zone 3					
Total					

The software will import **QUANTITATIVE DATA** from the cells of Zonal Sales Budget.

Sales Revenue:

Name of Zone	Brand 1 Rs.	Brand 2 Rs.	Brand 3 Rs.	Brand 4 Rs.	Brand 5 Rs.	Total Rs.
Zone 1						
Zone 2						
Zone 3						
Total						

The software will import **SALES REVENUE DATA** from the cells of Zonal Sales Budget.

Part - II**Four Brands Corporate Sales Budget****Quantities:**

Name of Zone	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
Zone 1					
Zone 2					
Zone 3					
Total					

The software will import **QUANTITATIVE DATA** from the cells of Four Brand Zonal Sales Budget.

Sales Revenue:

Name of Zone	Brand 1 Rs.	Brand 2 Rs.	Brand 3 Rs.	Brand 4 Rs.	Brand 5 Rs.	Total Rs.
Zone 1						
Zone 2						
Zone 3						
Total						

The software will import **SALES REVENUE DATA** from the cells of Four Brands Zonal Sales Budget.

Filename.Ink

Corporate Sales Budget: Back up Sheet No. ____ of Total Pages: ____

Once this information is sent from the HO to the Zonal Managers, they have to break this down into the monthly figures. I recommend the following format be made a part of the software, so that the field staff has to enter only quantities in the months of each column provided. This will make their work simpler and faster. The software will take care of rest of the things on clicking of few buttons.

MONTHLY BUDGETS RECEIVED FROM ZONAL MANAGERS

TEMPLATE FOR INDIVIDUAL MONTHLY BUDGET
ANAR PHARMACEUTICALS LIMITED
 MONTHS (mmm, mmm, mmm yyyy)
INDIVIDUAL MONTHLY SALES BUDGET

Responsibility Center: Name of Individual Sales Person	Designation:
City: These details replicated from HO's Consolidated Individual Sales	District HQ:
State: These details replicated from HO's Consolidated Individual Sales	Zone:

Part - I Targets Received from H.O.

QUARTERLY QUANTITATIVE TARGETS					
City Name	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
City 1	Summary from HO's Individual Sales Budget files. This is non-editable / non-alterable area. It can be only viewed at branches.				
City 2					
City 3					
Total					

Part - II Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS					
CITY 1	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Sales persons to manually insert targets for each month for City 1				
Month 2					
Month 3					
Total - 1	Define sum	Define sum	Define sum	Define sum	Define sum
CITY 2	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Sales persons to manually insert targets for each month for City 2				
Month 2					
Month 3					
Total - 2	Define sum	Define sum	Define sum	Define sum	Define sum
CITY 3	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Sales persons to manually insert targets for each month for City 3				
Month 2					
Month 3					
Total - 3	Define sum	Define sum	Define sum	Define sum	Define sum
TOTAL FOR ALL CITIES					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CORRESPONDING MONTHLY REVENUE TARGETS FOR ALL CITIES (Rs. In lacs)					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	User defined formula (Price * Monthly Total)				
Month 2	-do-				
Month 3	-do-				
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

PART - III MONTHLY FOUR BRANDS BUDGET IS ON THE NEXT PAGE.

Part - III Four Brands Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS				
CITY 1	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Sales persons to manually insert targets for each month for City 1			
Month 2				
Month 3				
Total - 1	Define sum	Define sum	Define sum	Define sum
CITY 2	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Sales persons to manually insert targets for each month for City 2			
Month 2				
Month 3				
Total - 2	Define sum	Define sum	Define sum	Define sum
CITY 3	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Sales persons to manually insert targets for each month for City 3			
Month 2				
Month 3				
Total - 3	Define sum	Define sum	Define sum	Define sum
TOTAL FOR ALL CITIES				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CORRESPONDING MONTHLY REVENUE TARGETS FOR ALL CITIES (Rs. In lacs)				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	User defined formula (Price * Monthly Total)			
Month 2	-do- FROM DATABASE			
Month 3	-do-			
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CONSOLIDATED REVENUE TARGET (Monthwise - all brands put together) (Rs. In lacs)				
	1	2	3	4
	Month 1	Month 2	Month 3	Quarter Total
Part - II (Management given targets)	User defined formula: Sum of Rupee value For Month 1 in all brands in Part II Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 2 in all brands in Part II Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 3 in all brands in Part II Monthly Revenue Targets above	User Defined formula 4 = 1+2+3
Part - III	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do- from Part III
Total for Month	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)

User

Date

Page no. ___ of Total Pages ___

File Save %%%

Notes on next page:

%%% Every time the Zonal Manager (jointly with the ASM, DSM, and Sales Executives) does the above exercise, the file should be saved for each individual. These files will later on be correlated for performance evaluation (budget v/s actuals). When all the individuals are covered (and hence all cities), the District Budget should be compiled (including the Budget prepared by the DSM for himself).

CONTROL POINT: If there is even one city and / or individual left out (predefined constraints in the software can check whether all cities / individuals in the District / Sales Persons database are covered or not), the software should not allow the compilation of the Monthly District Sales Budget. This will impose discipline on every person in the hierarchy to complete this exercise without time lag.

On completion of preparing monthly budget at individual level (covering all cities / towns), it is only the compilation work that has to be done. The software will have the predefined templates for each level. These templates will get updated on compilation at each level (i.e. from District to State → Zone → Corporate level). The software will have the facility of accomplishing this task on a few keystrokes (or clicking few buttons on the screen).

The Four-Brand Budget is actually a "Select Brand Budget". For 1999, the sales staff is delegated to do self-budget for 4 brands. Next year it can be 2 brands or 5 brands depends on management decision.

The above mentioned predefined templates for each level (i.e. District / State / Zone & Corporate) are on the following pages:

TEMPLATE FOR MONTHLY DISTRICT SALES BUDGET
ANAR PHARMACEUTICALS LIMITED
MONTHLY DISTRICT SALES BUDGET
MONTHS mmm, mmm, mmm, yyyy

Responsibility Center:	Name of DSM	Designation:
District:	These details replicated from HO's District Sales Budget	District HQ:
State:		Zone:

Part - I Targets Received from H.O.

QUARTERLY QUANTITATIVE TARGETS					
District Name	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
DISTRICT 1					
DISTRICT 2		<div>Summary from the HO's District Sales Budget files sent from the HO. This is non-editable / non-alterable area. It can be only viewed at branches.</div>			
DISTRICT 3					
Total					

Part - II Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS					
Individual: ABC	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Individual Monthly Sales Budget				
Month 2					
Month 3					
Total - 1	Define sum	Define sum	Define sum	Define sum	Define sum
DEF	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Individual Monthly Sales Budget				
Month 2					
Month 3					
Total - 2	Define sum	Define sum	Define sum	Define sum	Define sum
GHI	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Individual Monthly Sales Budget				
Month 2					
Month 3					
Total - 3	Define sum	Define sum	Define sum	Define sum	Define sum
TOTAL FOR ENTIRE DISTRICT					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)
CORRESPONDING MONTHLY REVENUE TARGETS FOR ENTIRE DISTRICT (Rs. in lacs)					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	User defined formula (Price * Monthly Total)				Sum (Mth1) * Price
Month 2	-do-				
Month 3	-do-				
Total Rs.	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

PART - III MONTHLY FOUR BRANDS BUDGET IS ON THE NEXT PAGE.

Part - III Four Brands Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS				
ABC	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert from Four Brands - Individual Monthly Sales Budget - Total for all cities			
Month 2				
Month 3				
Total - 1	Define sum	Define sum	Define sum	Define sum
DEF	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert from Four Brands - Individual Monthly Sales Budget - Total for all cities			
Month 2				
Month 3				
Total - 2	Define sum	Define sum	Define sum	Define sum
GHI	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert from Four Brands - Individual Monthly Sales Budget - Total for all cities			
Month 2				
Month 3				
Total - 3	Define sum	Define sum	Define sum	Define sum
TOTAL FOR ENTIRE DISTRICT				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CORRESPONDING MONTHLY REVENUE TARGETS FOR ENTIRE DISTRICT (Rs. In lacs)				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	User defined formula (Price * Monthly Total)			
Month 2	-do- FROM DATABASE			
Month 3	-do-			
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CONSOLIDATED REVENUE TARGET (Monthwise - all brands put together) (Rs. In lacs)				
	1	2	3	4
	Month 1	Month 2	Month 3	Quarter Total
Part - II (Management given targets)	User defined formula: Sum of Rupee value For Month 1 in all brands in Part II - Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 2 in all brands in Part II - Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 3 in all brands in Part II - Monthly Revenue Targets above	User Defined formula 4 = 1+2+3
Part - III (Own targets)	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do-
Total for Month	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)

User

Date

Page no. __ of Total Pages __

File Save

TEMPLATE FOR MONTHLY STATE SALES BUDGET
ANAR PHARMACEUTICALS LIMITED
MONTHLY STATE SALES BUDGET
MONTHS mmm, mmm, mmm, yyyy

Responsibility Center:	Name of ASM	Designation:
State:	These details replicated from State Sales Budget	Zone:
State HQ:		

Part - I Targets Received from H.O.

QUARTERLY QUANTITATIVE TARGETS					
District Name	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
DISTRICT 1	<div>Summary from the HO's State Sales Budget files. This is non-editable / non-alterable area. It can be only viewed at branches.</div>				
DISTRICT 2					
DISTRICT 3					
Total					

Part - II Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS					
District 1	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly District Sales Budget				
Month 2					
Month 3					
Total - 1	Define sum	Define sum	Define sum	Define sum	Define sum
District 2	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly District Sales Budget				
Month 2					
Month 3					
Total - 2	Define sum	Define sum	Define sum	Define sum	Define sum
District 3	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly District Sales Budget				
Month 2					
Month 3					
Total - 3	Define sum	Define sum	Define sum	Define sum	Define sum
TOTAL FOR ENTIRE STATE					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)
CORRESPONDING MONTHLY REVENUE TARGETS FOR ENTIRE STATE (Rs. In lacs)					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	User defined formula (Price * Monthly Total)				
Month 2	-do-				From Database
Month 3	-do-				
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

PART - III MONTHLY FOUR BRANDS BUDGET IS ON THE NEXT PAGE.

Part - III Four Brands Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS				
District 1	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly District Sales Budget			
Month 2				
Month 3				
Total - 1	Define sum	Define sum	Define sum	Define sum
District 2	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly District Sales Budget			
Month 2				
Month 3				
Total - 2	Define sum	Define sum	Define sum	Define sum
District 3	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly District Sales Budget			
Month 2				
Month 3				
Total - 3	Define sum	Define sum	Define sum	Define sum
TOTAL FOR ALL SALES ENTIRE STATE				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CORRESPONDING MONTHLY REVENUE TARGETS FOR ENTIRE STATE (Rs. In lacs)				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	User defined formula (Price * Monthly Total)			
Month 2	-do- FROM DATABASE			
Month 3	-do-			
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CONSOLIDATED REVENUE TARGET (Monthwise - all brands put together) (Rs. In lacs)				
	1	2	3	4
	Month 1	Month 2	Month 3	Quarter Total
Part - II (Management given targets)	User defined formula: Sum of Rupee value For Month 1 in all brands in Part II - Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 2 in all brands in Part II - Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 3 in all brands in Part II - Monthly Revenue Targets above	User Defined formula 4 = 1+2+3
Part - III (Own targets)	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do-
Total for Month	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)

User

Date

Page no. __ of Total Pages __

File Save

TEMPLATE FOR MONTHLY ZONAL SALES BUDGET
ANAR PHARMACEUTICALS LIMITED
MONTHLY ZONAL SALES BUDGET
MONTHS mmm, mmm, mmm, yyyy

Responsibility Center:	Name of Zonal Manager	Designation:
Zone:	These details replicated from State Sales Budget	Zone HQ:

Part - I Targets Received from H.O.

QUARTERLY QUANTITATIVE TARGETS					
State Name	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
STATE 1	<div>Summary from the HO's Zonal Sales Budget files. This is non-editable / non-alterable area. It can be only viewed at branches.</div>				
STATE 2					
STATE 3					
Total					

Part - II Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS					
STATE 1	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly State Sales Budget				
Month 2					
Month 3					
Total - 1	Define sum	Define sum	Define sum	Define sum	Define sum
STATE 2	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly State Sales Budget				
Month 2					
Month 3					
Total - 2	Define sum	Define sum	Define sum	Define sum	Define sum
STATE 3	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly State Sales Budget				
Month 2					
Month 3					
Total - 3	Define sum	Define sum	Define sum	Define sum	Define sum
TOTAL FOR ENTIRE ZONE					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)
CORRESPONDING MONTHLY REVENUE TARGETS FOR ENTIRE ZONE (Rs. In lacs)					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	User defined formula (Price * Monthly Total)				
Month 2	-do-				From Database
Month 3	-do-				
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

PART - III MONTHLY FOUR BRANDS BUDGET IS ON THE NEXT PAGE.

Part - III Four Brands Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS				
State 1	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly State Sales Budget			
Month 2				
Month 3				
Total - 1	Define sum	Define sum	Define sum	Define sum
State 2	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly State Sales Budget			
Month 2				
Month 3				
Total - 2	Define sum	Define sum	Define sum	Define sum
State 3	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly State Sales Budget			
Month 2				
Month 3				
Total - 3	Define sum	Define sum	Define sum	Define sum
TOTAL FOR ENTIRE ZONE				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CORRESPONDING MONTHLY REVENUE TARGETS FOR ENTIRE ZONE (Rs. In lacs)				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	User defined formula (Price * Monthly Total)			
Month 2	-do- FROM DATABASE			
Month 3	-do-			
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CONSOLIDATED REVENUE TARGET (Monthwise - all brands put together) (Rs. In lacs)				
	1	2	3	4
	Month 1	Month 2	Month 3	Quarter Total
Part - II (Management given targets)	User defined formula: Sum of Rupee value For Month 1 in all brands in Part II - Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 2 in all brands in Part II - Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 3 in all brands in Part II - Monthly Revenue Targets above	User Defined formula 4 = 1+2+3
Part - III (Own targets)	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do-
Total for Month	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)

User

Date

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TEMPLATE FOR MONTHLY CORPORATE SALES BUDGET
ANAR PHARMACEUTICALS LIMITED
MONTHLY CORPORATE SALES BUDGET
MONTHS mmm, mmm, mmm, yyyy

Responsibility Center:	Name of Marketing Director	Designation:
These details replicated from State Sales Budget		

Part - I Targets Received from H.O.

QUARTERLY QUANTITATIVE TARGETS					
State Name	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Zone 1	Summary from the HO's Corporate Sales Budget files. This is non-editable / non-alterable area. It can be only viewed at branches.				
Zone 2					
Zone 3					
Total					

Part - II Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS					
ZONE 1	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly Zonal Sales Budget				
Month 2					
Month 3					
Total - 1	Define sum	Define sum	Define sum	Define sum	Define sum
ZONE 2	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly Zonal Sales Budget				
Month 2					
Month 3					
Total - 2	Define sum	Define sum	Define sum	Define sum	Define sum
ZONE 3	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Auto insert these figures from summary of Monthly Zonal Sales Budget				
Month 2					
Month 3					
Total - 3	Define sum	Define sum	Define sum	Define sum	Define sum
TOTAL FOR CORPORATE					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)
CORRESPONDING MONTHLY REVENUE TARGETS FOR CORPORATE (Rs. In lacs)					
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4	Brand Name 5
Month 1	User defined formula (Price * Monthly Total)				
Month 2	-do- From Database				
Month 3	-do-				
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

PART - III MONTHLY FOUR BRANDS BUDGET IS ON THE NEXT PAGE.

Part - III Four Brands Monthly Targets from Field Staff

MONTHLY QUANTITATIVE TARGETS				
ZONE 1	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly Zonal Sales Budget			
Month 2				
Month 3				
Total - 1	Define sum	Define sum	Define sum	Define sum
ZONE 2	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly Zonal Sales Budget			
Month 2				
Month 3				
Total - 2	Define sum	Define sum	Define sum	Define sum
ZONE 3	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Auto insert these figures from summary of Monthly Zonal Sales Budget			
Month 2				
Month 3				
Total - 3	Define sum	Define sum	Define sum	Define sum
TOTAL FOR CORPORATE				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)	Sum (Mth1)
Month 2	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)	Sum (Mth2)
Month 3	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)	Sum (Mth3)
Grand Total	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CORRESPONDING MONTHLY REVENUE TARGETS FOR CORPORATE (Rs. In lacs)				
Summary	Brand Name 1	Brand Name 2	Brand Name 3	Brand Name 4
Month 1	User defined formula (Price * Monthly Total)			
Month 2	-do- FROM DATABASE			
Month 3	-do-			
Total Rs	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)	Sum (Mth1:2:3)

CONSOLIDATED REVENUE TARGET (Monthwise - all brands put together) (Rs. In lacs)				
	1	2	3	4
	Month 1	Month 2	Month 3	Quarter Total
Part - II (Management given targets)	User defined formula: Sum of Rupee value For Month 1 in all brands in Part II - Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 2 in all brands in Part II - Monthly Revenue Targets above	User defined formula: Sum of Rupee value For Month 3 in all brands in Part II - Monthly Revenue Targets above	User Defined formula 4 = 1+2+3
Part - III (Own targets)	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do- from Part III Monthly Revenue Targets	-do-
Total for Month	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)	Define Sum (I + II)

User

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