Quote to sales order

Process Definition Document (PDD): template and worked example

Example company (fictional): Kessler Industrietechnik GmbH, an industrial components distributor in Stuttgart, Germany (about 140 employees).

Document control

Field	Value
Process name	Quote to sales order
Process owner	[Name, role]
Prepared by	[Name]
Reviewed by	[Names of the people who do the work]
Approved by	[Name, date]
Version	1.0 (as-is)
Status	Draft

How to use this template

This is a complete process definition document (PDD) for quote to sales order, also called quote-to-order, RFQ to order, quote-to-cash front end or sales order processing. It describes the process as it runs today at a fictional German distributor of bearings, seals and pneumatic fittings, with the roles, systems, approval rules and controls you would expect in a real B2B sales team.

Use it as a starting point. Replace the company details, keep the sections, and walk through each step with the sales support agents who do the typing and the inside sales reps who talk to customers. Most teams change the discount and value limits, the share of non-standard items and the credit rules. The structure stays the same.

- Replace the company, the ERP and the shared inbox with yours. If your quotes come through a CPQ tool or a web shop, rewrite steps 1 to 4 and 8 around it.
- Set your own discount and value limits in step 9. Many companies use several approval levels by margin, not a single threshold.
- Check the share of non-standard items with real data. It decides how much the Product Specialist and Purchasing steps matter.
- Add the quote validity period and what happens at expiry. It is the cause of many re-priced quotes.
- Decide who owns the follow-up. Where nobody does, quotes sit unanswered and the conversion rate drops quietly.

1. Purpose and scope

This procedure describes how Kessler Industrietechnik GmbH turns a B2B customer request for quotation into a confirmed sales order. It gives sales support, inside sales, product specialists, purchasing, the sales manager and credit control one shared description of who does what, so that quotes go out quickly, at an approved margin and order entries match what the customer agreed to. The process starts when a request for quotation (RFQ) arrives by email, by phone or through the web shop quote form. It ends when the sales order is confirmed in SAP and the order confirmation has been sent to the customer.

In scope

- RFQs received by email, phone and the web shop quote form

- Customer identification, pricing, availability and technical checks
- Quote approval, quote dispatch and customer follow-up
- Order entry from the customer PO, credit check and order confirmation

Out of scope

- Credit limit increases
- Delivery
- Invoicing
- Returns
- Framework contracts

2. Process at a glance

Item	Description
Trigger	A customer sends a request for quotation by email, phone or the web shop quote form.
Starts when	The Sales Support Agent picks up the RFQ from the shared Outlook inbox.
Ends when	The sales order is confirmed in SAP and the order confirmation has been sent to the customer.
Inputs	Customer RFQ with item list and requested delivery date, Customer master data, List prices and customer-specific prices, Stock levels, Supplier prices for non-stock items, Customer purchase order
Outputs	Quote in SAP and as PDF, Approved discount, Sales order in SAP with customer PO number, Order confirmation, Updated quote tracker
Volume	About 31,000 quotes a year, of which roughly 9,500 become orders
Working hours	Monday to Friday, 07:30 to 17:00

3. Roles and responsibilities

Role	Responsibilities
Sales Support Agent	Logs the RFQ, checks prices and stock, prepares the quote, sends it, checks the customer PO and creates the sales order.
Inside Sales Representative	Owns the customer relationship, supplies customer master data forms, reviews quotes and follows up with the customer.
Product Specialist	Checks the technical fit of non-standard items and proposes matches or alternatives.
Purchasing Buyer	Obtains supplier prices and lead times for items that are not on stock.
Sales Manager	Approves quotes above the discount or value limits and decides on competitor price matches.
Credit Controller	Reviews open items and releases or rejects orders blocked by the automatic credit check.
Customer (external)	Sends the RFQ, accepts or rejects the quote and sends the purchase order.

4. Systems

- SAP S/4HANA (SD module): customers, prices, quotes (VA21) and sales orders (VA01)
- Microsoft Outlook shared inbox for RFQs
- Web shop quote form, which feeds the shared inbox
- Excel: tracker of open quotes
- Supplier portal and email for supplier prices

5. Process map

Process diagram goes here

Draw one lane per role from section 3, the steps from section 6 in order, and a diamond for each decision in section 7.

6. Procedure, step by step

#	Step	Who	What happens	System	Output
1	Pick up new RFQs	Sales Support Agent	Opens the shared inbox every 30 minutes and picks up new RFQs. Takes about 1 minute each.	Outlook	RFQ picked up
2	Identify the customer	Sales Support Agent	Finds the customer in SAP by customer number or VAT ID. If the customer does not exist (about 8% of RFQs), asks the Inside Sales Representative for a customer master data form and waits for it. Takes 2 to 3 minutes.	SAP	Customer identified, or master data requested
3	Log the RFQ	Sales Support Agent	Logs the RFQ in the Excel tracker with date, customer, item list and requested delivery date. Takes 3 to 5 minutes.	Excel	Tracker entry
4	Check price and availability	Sales Support Agent	Checks each item in SAP for stock, list price and customer-specific price. Takes 8 to 12 minutes.	SAP	Price and stock per item
5	Route non-standard items	Sales Support Agent	If all items are standard catalogue items, continues with step 8. Otherwise sends the open items to the Product Specialist. This applies to about 25% of RFQs.	SAP, Outlook	Open items sent, or straight to the quote
6	Check technical fit	Product Specialist	Checks the technical specification and proposes a match or an alternative in the SAP notes. Takes 15 to 20 minutes, with about 4 hours of waiting.	SAP	Match or alternative
7	Get a supplier price	Purchasing Buyer	If an item is not on stock and not in the supplier catalogue in SAP, requests a supplier price and lead time by email or supplier portal. This applies to about 12% of RFQs and takes 1 to 2 working days.	Outlook, supplier portal	Supplier price and lead time
8	Create the quote	Sales Support Agent	Creates the quote in SAP with prices, discounts and delivery terms. Takes 10 to 15 minutes. Items are retyped from the email or PDF.	SAP (VA21)	Quote in SAP
9	Check approval limits	Sales Support Agent	If the total discount exceeds 12% or the quote value exceeds 20,000 EUR, sends the quote to the Sales Manager. About 18% of quotes need approval. Others go directly to step 12.	SAP	Quote sent for approval, or on to review
10	Approve the quote	Sales Manager	Reviews margin and discount in SAP and approves or rejects. Takes 5 minutes of work and 3 to 6 hours of waiting.	SAP	Approved or rejected quote
11	Correct after a	Sales Support	If the Sales Manager rejects the quote,	SAP	Corrected quote

#	Step	Who	What happens	System	Output
	rejection	Agent	corrects prices or discount and resubmits. This loop happens in about 30% of approval cases and adds one working day.		
12	Review the quote	Inside Sales Representative	Reviews the quote before it goes out. Takes 5 to 8 minutes.	SAP	Reviewed quote
13	Send the quote	Sales Support Agent	Emails the quote PDF to the customer and updates the Excel tracker. Takes about 3 minutes.	Outlook, Excel	Quote sent, tracker updated
14	Follow up	Inside Sales Representative	If the customer has not answered after 3 working days, calls or emails a follow-up. This applies to about 40% of quotes and takes 5 to 10 minutes.	Phone, Outlook	Customer contacted
15	Accept or reject	Customer	Accepts by sending a purchase order (PO) by email or EDI, or rejects the quote. About 30% of quotes become orders.	Email, EDI	Customer PO, or rejection
16	Compare PO with quote	Sales Support Agent	Compares the PO with the quote: items, prices, quantities and delivery address. Takes 5 to 8 minutes.	SAP, Outlook	Match result
17	Clarify differences	Sales Support Agent	If the PO differs from the quote, contacts the customer to clarify and waits for a corrected PO. This affects about 15% of POs and takes 1 to 2 working days.	Outlook, phone	Corrected PO
18	Create the sales order	Sales Support Agent	Converts the quote to a sales order in SAP with reference to the quote and enters the customer PO number. Takes 8 to 10 minutes.	SAP (VA01)	Sales order
19	Release credit blocks	Credit Controller	SAP runs an automatic credit check. If the order is blocked (about 7%), reviews open items and releases or rejects the block. Takes 3 to 5 minutes, with up to 1 working day of waiting.	SAP	Order released or rejected
20	Confirm the order	Sales Support Agent	Sends the order confirmation from SAP to the customer and closes the quote in the Excel tracker. Takes about 2 minutes.	SAP, Excel	Order confirmation sent, tracker closed

7. Decision points and business rules

- Does the customer exist in SAP? No: the Sales Support Agent requests a customer master data form from the Inside Sales Representative and waits for it (about 8% of RFQs) (step 2).
- Are all items standard catalogue items? Yes: go straight to creating the quote at step 8. No: the open items go to the Product Specialist (about 25% of RFQs) (step 5).
- Is an item neither on stock nor in the supplier catalogue in SAP? Yes: the Purchasing Buyer requests a supplier price and lead time (about 12% of RFQs) (step 7).
- Does the total discount exceed 12% or the value exceed 20,000 EUR? Yes: the Sales Manager approves (about 18% of quotes). No: it goes directly to step 12 (step 9).
- Did the Sales Manager reject the quote? Yes: the Sales Support Agent corrects prices or discount and resubmits (step 11).
- Has the customer answered after 3 working days? No: the Inside Sales Representative calls or emails a follow-up (about 40% of quotes) (step 14).
- Does the PO match the quote? No (about 15% of POs): clarify with the customer and wait for a corrected PO (step 17).
- Is the order blocked by the automatic credit check (about 7%)? Yes: the Credit Controller releases or rejects it (step 19).

8. Exceptions

- Customer requests a competitor price match (about 6%): the Sales Manager decides.
- Quote expires before the PO arrives (about 10% of accepted quotes): the Sales Support Agent re-prices and reissues it.
- Urgent same-day RFQ (about 5%): the Inside Sales Representative handles it directly.
- RFQ arrives as a drawing or photo (about 4%): the Product Specialist identifies the items.

9. Controls

- Quotes above 12% discount or 20,000 EUR need Sales Manager approval.
- Segregation of duties: the quote creator does not approve the quote.
- Automatic SAP credit check on every order. Blocked orders need Credit Controller release.
- Quote versions and approvals are kept in SAP change documents for 10 years.
- ISO 9001 contract review: the customer PO is checked against the quote before the order is created.

10. Known issues today

- Items are retyped from emails and PDFs into SAP, with errors in about 1 in 20 quotes.
- The Excel tracker is updated by hand and lags behind SAP.
- Sales Manager approvals wait in email.
- RFQs wait half a day for Product Specialist answers.
- POs that differ from the quote cost a day each.

11. RACI matrix

R = responsible (does the work), A = accountable (owns the outcome), C = consulted, I = informed.

Activity	Sales Support	Inside Sales	Product Specialist	Purchasing	Sales Manager	Credit Controller
Log the RFQ and identify the customer	A/R	C				
Check price and availability	A/R		C	C		
Technical check of non-standard items	I		A/R			
Source supplier price	C			A/R		
Create the quote	A/R	C				
Approve discount and value	I	I			A/R	
Review and send the quote	R	A				
Follow up with the customer	I	A/R				
Create order and release credit block	A/R	I				R

12. KPIs

KPI	Definition	Target
Quote turnaround	Working days from the RFQ being received to the quote being sent to the customer. Target 1 working day.	[set]
Quote to order conversion rate	Share of quotes that become sales orders. Today about 30%.	[set]
Quotes needing approval rework	Share of quotes sent for approval that the Sales Manager rejects and that are corrected and resubmitted.	[set]
POs that differ from the	Share of customer POs with a difference in items, prices, quantities or	[set]

KPI	Definition	Target
quote	delivery address.	
Quotes expired before the PO	Number of accepted quotes that had to be re-priced because the validity date had passed.	[set]

13. Revision history

Version	Date	Author	Change
1.0	[date]	[name]	First as-is version

Free template from processfix.ai. You may copy and adapt it. The company in the example is fictional.