As sales operations professionals, we think about the process - and the person running it. The system - and the team depending on it. The workflow - and the human on the other end of it. The handoff.

But the work doesn't stop there.

We have to think about the person submitting the request, the team receiving it, the leader accountable for the outcome, and everyone in between - because a process that works on paper but fails the people inside it isn't a process. It's a problem waiting to happen.

That's not just good operations. That's the only way it actually works.

The next few slides show exactly how I applied that thinking to build a cross-functional promo correction process across four organizations - with every person in the chain accounted for.

VSL Process Mapping

L1 · L2 · L3 Documentation

VSL Promo Correction Process
Cross-functional flow across four organizations

What Is the VSL Process?

The Virtual Support Link (VSL) process is a structured cross-functional intake and escalation framework built to handle promo correction submissions for external agent partners after a company reorg eliminated the prior support layer.

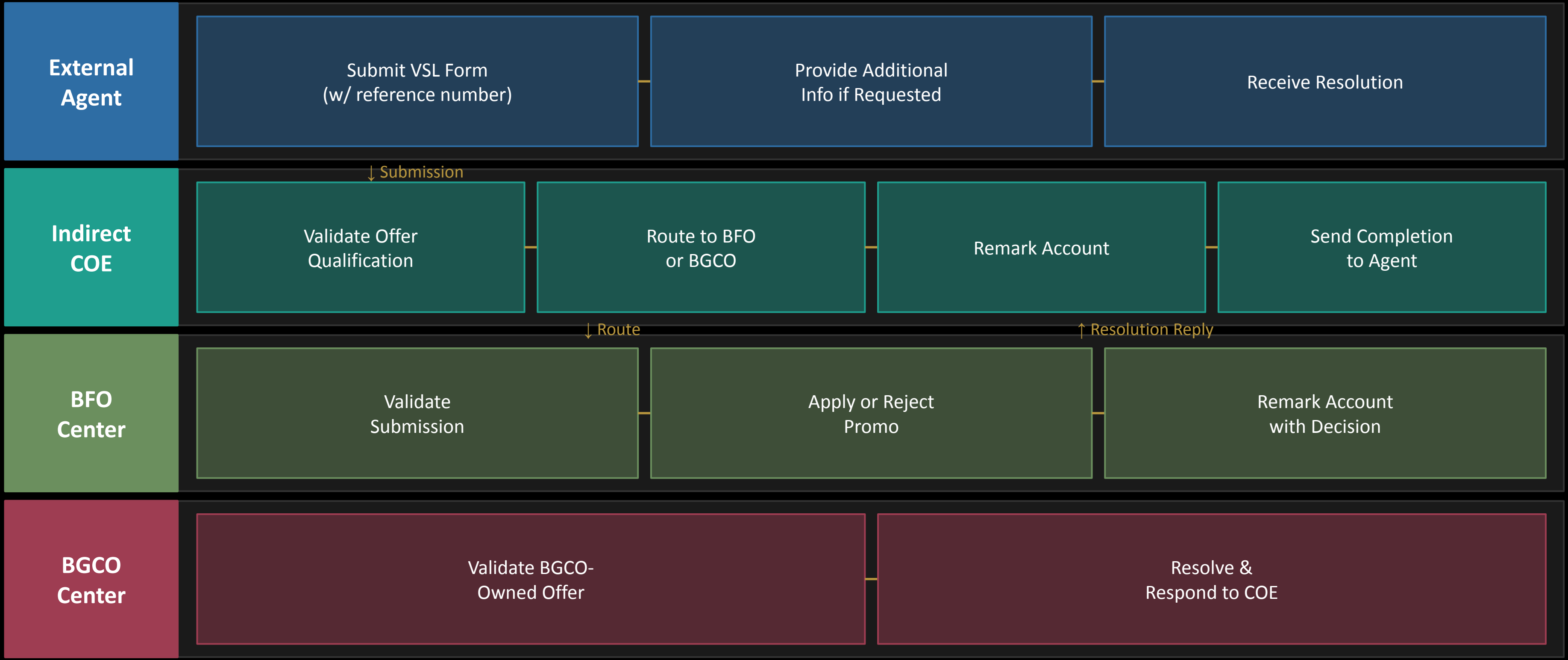
Agent Submission — COE Review — BFO Validation — Resolution — Account Remarked

Triggered by agent promo correction request · Processed across four organizations · Resolved with full account audit trail

External Agent | Indirect COE | BFO Center | BGCO Center

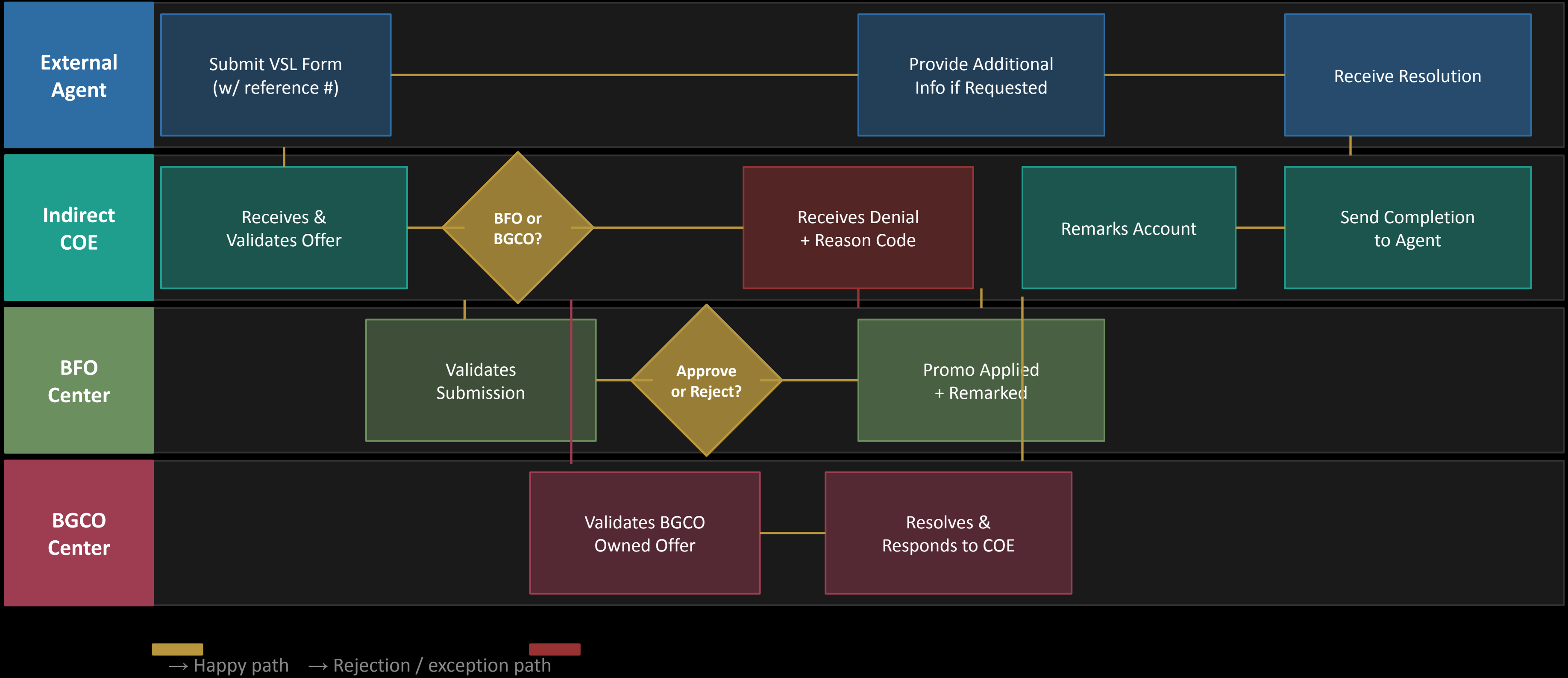
L2 — Functional Ownership Map

Who Owns What — The Handoff Map



L3 — Detailed Flow

COE Submission Path — Decision Points & Exception Paths



Why the Process Was Designed This Way

1-to-1 Submission Governance

Each line required its own individual submission — not by accident. This distributed work evenly across the COE's center queue and maintained a clean audit trail at the individual line level.

Invisible Backend Escalation Layer

Agents and account managers never knew a Tier 3 layer existed. Keeping it invisible prevented people from bypassing the escalation path to reach the safety net directly.

Reference Number as Self-Directing Mechanism

Agents included the promo reference number in every submission. This meant the COE never needed to know every new promo — the reference number told them exactly what they were working with.

HYLA vs. Warehouse Alignment

BFO was denying valid corrections because they could only see warehouse receipt. The COE's HYLA tool showed store receipt — earlier in the chain. A cross-center call surfaced this and closed the gap permanently.

The Outcome

What the Process Produced

6,000+

Monthly Business-side submissions processed through the COE

- Center with zero prior Business-side experience ramped to full operational capacity
- Account managers removed from promo correction work entirely — back to strategy
- Agents received resolutions without knowing the complexity of the chain behind their submission
- Process held after departure — still running at time of layoff

I've never built a process without thinking about every person who has to live inside it.