Summer Internship

Report

Company: "Sports365 Pvt. Ltd."

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Submitted to: *Prof. Tirthank Shah*

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Project Title:

Part 1:
Tracking; Reporting and Productivity Tools;

Part 2:
How to map and improve efficiency by Working from Home

Organisational Mentor: *Upasana*

Submitted to: *Prof. Tirthank Shah (Institutional Mentor)*

Date of Submission: 5th July, 2020

Purpose of Report: *The purpose of this report is to explain the tasks performed in order to solve the problems raised by the company as summer project.*

Acknowledgement

Executive Summary

The project was to work with the sales team and find solutions to the issues that the company's sales team was facing. In this report the problems of the company Sports365 regarding tracking and reporting of the sales team are identified and basis that a solution has been provided. There are several issues that a sales team faces on day to day basis, and these issues at the end affect their productivity, which at the end affects the company's overall sales revenue. Sales team is the forefront of any company and it should be equipped with all the tools which help them to perform better. The problem statement for this report thus became to efficiently track and report sales team's tasks and also suggest them ways to improve work from home capabilities. The objectives are to look for a proper process for the sales team, find tool which will be best suited for the team and lastly look for best practices that should be followed by sales reps while working from home. First the activities performed by the sales team are divided into certain sales processes and then industrial best practices and these processes have been used to look for the best tool for the job. Several tools were looked into but basis on certain parameters one was selected which is Pipedrive. Pipedrive has several features which will help the sales team to save time in administration work and thus help the sales team to spend more time in selling which will further increase the overall productivity of the team. In the second part of the report there are practices that a Sales person can follow in order to increase their efficiency or optimize their time while working from home. Finally, there are some learnings which were acquired by the whole internship program, some of them are improving sales pitch, Importance of CRM, etc.

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1. Introduction

There are two parts to the summer internship project assigned by the organisation. Part 1 is to find and suggest a tool for tracking and reporting of work of the sales team majorly and in turn increasing productivity. We were asked to suggest either a tool or a standard operating procedure for the sales team in particular which can help the managers to manage the progress and performance of the team and also the team to streamline their day to day work.

The second part of the project is to suggest a method to organise the day and optimise time for an employee while working from home. This would help them map the work and their efficiency from day to day. The focus of this part of the project is completely on work from home capabilities which has come before the company in light of the current pandemic situation.

The task is mostly to be performed to help the sales team, the managers and the upper management. As mentioned in the phase 1 report, the company has recently branched out and started work with schools and vendors who provide goods that are related to the school students such as stationery and books. This requires a few members of the sales team to cater to a large number of schools and also vendors and this industry is still very scattered, thus keeping a track and map the progress with different clients becomes difficult and therefore there has to be a standard operating procedure. This SOP directs everyone of their responsibilities and the step that is next. The management required can also be done with the help of a tool which already exists. Thus, our project is on the same lines.

1.1 Nature of the Problem

For better understanding and reaching to objective areas let us perform an analysis. This will help us understand the position of the company in the respective areas and thus better define the problem statement pertaining to the two parts of the Project.

Part 1:

The part one of the projects as stated earlier is to track and report the tasks performed by sales team. The company as of now uses Whatsapp updates to stay connected in the sales team and also to share the details of the leads they are exploring. It is a good and real time way to do that but the problem that stands here is that if the number of sales folks is increased the managing

can become very difficult. Moreover, in the long run this is not a very secure way to share data of the company. Whatsapp can only be used as a communication tool and that to communication which does not involve the official information being shared.

Another issue here can be the lacking of documentation, as the sales team as of now works a lot on Whatsapp, the documentation of the communication between two employees is lacking. Logging of this communication in the form of mail can be very useful in times when a problem occurs or if any of the employee has to take leave from the company.

Also, another issue that the managers of the company are facing is tracking of work done by sales team. Managers are not able to quantify the work as most of the work is done by the employees on personal level that is there is no way that an employee can update the manager in real time as to about the progress about any given project. Plus, there are several clients being dealt at with simultaneously thus making it very difficult for the managers to track.

Part 2:

Here the issue is similar to the previous one but this situation or issue has risen because of the current situation of Covid 19. Due to the pandemic the company's sales operations also have to performed from home and as the employees can't go and meet clients personally and also the managers can't personally meet and take updates. Thus, the managers ask for daily update mails and the client handling becomes more difficult. As the employees are at home their complete focus cannot be on work the whole time as they need to cater to the demands of their families as well and with everything in place after all the work suffers. Thus, sales representatives face an issue optimizing their time or managing their time.

1.2 Problem Statement

Looking at the above issues that the sales team is currently facing wee can define the problem statement of this project as –

"*Sales team needs a proper tracking and reporting system and procedure with work from anywhere capabilities with best practices to follow while not in office*"

To solve this problem a set of objectives is required which will help divide the tasks into different segments for us to better reach a solution to the problem.

1.3 Objectives

Based on the problem statement here are the objectives of the project which need to be worked upon in order to reach to a solution -

1. Design a standard operating procedure for the sales team
2. Research to find a tool or design, to manage sales team's tasks
3. Suggest a procedure or method to optimize time while working from home

1.4 Benefits from the project

The benefits from the results will be several to the company and there are a lot learnings involved for myself.

Some major benefits from the results of this project to the company are –

- A defined and functional tracking system for the team
- Better monitoring for the managers
- A tool will help upper management to have more data to take further strategic decisions
- Sales team will have more time to increase its sales operations as administration operations would decrease
- Increase in overall productivity occurred from time optimization and time saving on administration work
- Best practices for work from home will be available with the employees

2. Approach towards Problem

I have taken different approaches and performed different tasks for the 2 parts involved in the project. So, here are the two approaches taken separately for Part 1 and Part 2 in order to achieve the objectives of the project.

Part 1: Tracking, Reporting and Productivity Tools

This part of the project required the understanding of the sales team day to day working and also research for the best practices in the industry to track or increase productivity of the sales representatives.

Approaching this problem statement, I divided my work across 5 weeks and decided a task for each week. The tasks involved to approach this problem are as follows –

- Understanding of existing business procedures
- Selecting parameters based on best practices and company's procedures based on which we will select a suitable tool
- Tools searching and sorting considering best practices and parameters
- Selecting one tool depending on the costs and purpose and testing with the team
- Feedback and changes

Part 2: Improve Efficiency for work from home

This part of the project demands to find ways in which employees can manage their day to day activities in order to better perform their tasks while working from home. Basically, the sales team head asked us to research upon the behavioural aspect involved with work from home.

Thus, to approach this part of the problem I divided my work in the remaining three weeks of the internship, this needed more research than analysing thus I decided to test the practices suggested for a week and take feedback as well.

The tasks involved here were –

- Research on practices used by professionals across industries while working for home
- Create a list and share with the team to use those practices in their day to day

workings

- Take Feedback and accordingly suggest changes

3. Tracking, Reporting Tool Selection

As mentioned earlier, here are the steps that were involved in the selection of a specific tool for the problem at hand. These steps were performed as per the approach that was decided at the beginning of the internship. Each activity took a time of 1 week (a day or two overlapping) and each week the progress was shared with the organisational mentor and advice was taken upon further steps. In this section you will find the criteria for evaluation of tool, exploration of alternatives and the selected tool. We looked into several tools on a day to day basis in the week of tool searching. While choosing the tools a special factor that was kept in mind along with the parameters chosen for selection was the company's basic sales process flow. As the tool we were looking into was a CRM tool as that was lacking in the whole process.

CRM is Customer Relationship Management tool; such a tool helps organisations track their progress with the clients and specially the sales teams to manage progress with each and every client. This is what was needed for sports 365 and thus we looked for several options that would best fit the processes of the company. We also looked into a few communication tools but our mentor asked us to focus more on CRM tools as they would have actually benefitted the team. This was the first time the company would have been using a CRM tool for its processes and thus this was a major factor in choosing the tool. Also, the behavioural aspect of the sales team regarding the deployment of the tool had to be kept in mind.

The strategic points to be kept in mind while choosing and deploying the tool that were suggested were –

Figure 1: 4 CRM Implementation Strategy points
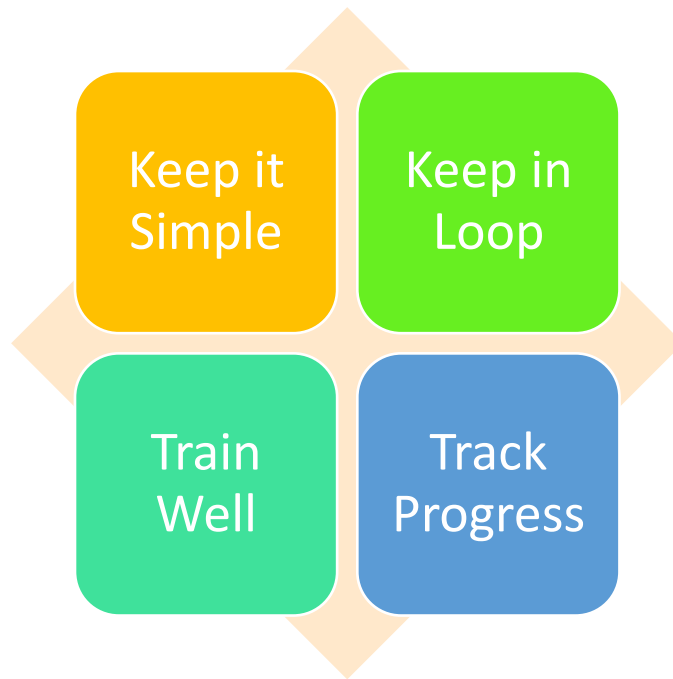
With these 4 strategic points in mind we choose the software as we needed a simple to use software which the employees will be comfortable to incorporate in their day to day usage. It has been seen in several organisations that the employees are reluctant to use the CRM software or any planning software as it takes them time to learn during which they believe they can perform the task anyway with older methods. Thus, we had to keep in mind while choosing the software that it should be easy to use from the start.

Keeping in mind all the parameters from the start here are the tasks performed each week.

3.1 Understanding the existing procedures

Understood the complete sales procedural flow from the organisational mentor and on the basis of that appointed several parameters to each step of the flow. These parameters were needed to identify a tool or the industry best practices which could best fit the flow which is there in the company.

The following are the processes in the order of occurring –

- Lead Generation

- Lead Analysis

- Sampling

- MOU Signing

- Forecasting Sales

- Pre produce sample

All these processes are part of the sales process involved in partnering with a school to provide them with school uniforms. The company onboards a client(school) and then keep providing them with the uniforms or shoes as well if decided upon. The tool has to cater to this particular sales team thus we understood the working of the team. First a lead is generated, in which a school is selected based on their fees structure and various data points regarding the team is noted. The next step is lead analysis in which things like previous vendors or current vendors are looked into, this is done mostly by cold calling, after which if the lead turns out to be positive then with meetings and calls the next step of deciding upon the design of uniform starts. This step is called sampling, a sample of the decided upon design is shared with the customer and upon confirmation the next step to get the MOU signed to fix upon the contract takes place. Then the sales team with the production team forecast upon the sales depending on the number of students in each batch of the schools and new admissions which will be happening in the coming academic year. Lastly the production starts and a final pre-production sample is shared with the client before delivering. The involvement of the sales team does not end here as for the next year the company again contacts the schools for continuing business.

Figure 2: Sales procedural Flow map with parameters involved
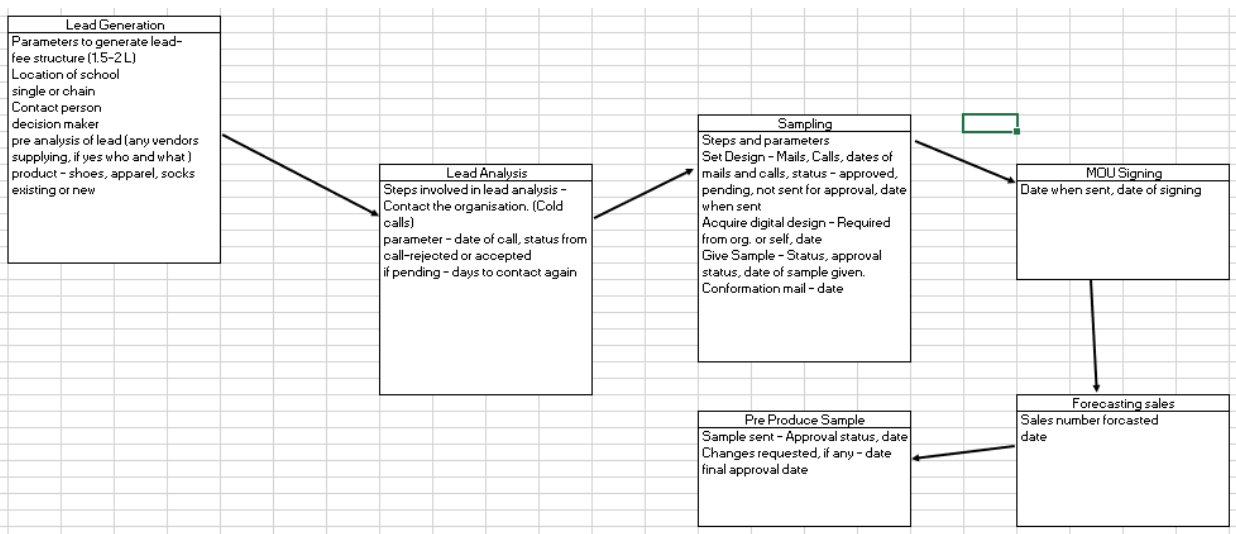
3.2 Best Practices and Chosen parameters

First of all, I went through the best practices in the industry involved with the tracking and monitoring of sales reps.

Listed out some best practices pertaining to the problem at hand –

- Make use of Customer Relationship Management tools and methods.
- For on field sales reps use of communication and route planning apps is suggested
- Tracking rep's progress by the number of clients, leads generated, time spent in meetings to sell.
- Real time order update
- Regular status calls, depending on how dynamic the sales environment is
- Use of Data Analytics

Based on these best practices and after going through the procedure that is used by the sales team, we decided upon a list of parameters which will help us in choosing the tool that will be best suited for the organisation.

The list of Parameters is as follows –

- Services
- Pricing (Per User/month)
- Limitations
- Customization
- Automation
- Dashboard
- Sales Metrics
- Desktop/Mobile App
- Trial Period
- Backup
- Storage
- Data Import/Export
- Reviews
- Customer Support

We searched for the tool which would best suit and we shortlisted out some on the basis of features provided and the costs that will be incurred in order to deploy them in the company.

3.3 Exploring Options

We looked into a lot of tools which were route planning tools, communication tools, but we focused our research later on CRM tools. As mentioned above, keeping into consideration several parameters and the implementation strategy we selected 4 tools which stood out amongst the rest and were good for small and medium businesses.

Below is a table of the selected tools and their features –

Parameters	Tools Chosen			
Software	Trello	Pipedrive	Salesmate	Podio
Services	- Deal Management - Sales Pipeline Managment - Sales Workflow Automation - Contacts management - Pre-Built & Custom Reports - Email Notification - Customer Support	- Deal Management - Sales Pipeline Managment - Email Templates - Sales Workflow Automation - Contacts management - Two-Way Email Sync - Pre-Built & Custom Reports - Email Tracking - caller (higher version)	- Sales Pipeline Managment - Email Templates - Sales Workflow Automation - Contacts & Leads 360' View - Two-Way Email Sync - Pre-Built & Custom Reports - Email Tracking - Built-in Calling - Sequence Generation	- Automated Workflows - Meeting Scheduling - Data Visualisation - Social Collaboration - Task Management - Granular Access - Calendar - Connected CRM - Project Management - Integrated Chat

Pricing (Per User/month)	Enterprise Edition -$20.83 per user per month (upto 250 users) Business Edition -$12.50 per user per month -$9.99 per user annually Free version also available.	**Essential** - Monthly : $15 - Yearly : $12.5 **Advanced (Recomended)** - Monthly : $29 - Yearly : $24.9 **Proffessional** - Monthly : $59 - Yearly : $49.9 **Enterprise (Custom Support)** - $99	**STARTER PACK** - Monthly : $15 - Yearly : $12 **GROWTH PACK** - Monthly : $30 - Yearly : $24	**FREE PLAN** **Upto 5 Users** **BASIC PLAN** **- Monthly : $9** **- Yearly : $7.20** **PLUS PLAN** **- Monthly : $14** **- Yearly : $11.20** **PREMIUM PLAN** **- Monthly : $24** **- Yearly : $19.20**
Limitations	Becomes difficult to handle very big projects	Advanced CRM features missing, like warranty management, etc.	Sales Specific Features only	Manual Deadline & Reminder setting
Customization	Yes	Yes	Yes	Yes
Automation	Yes	Yes	Yes	No
Dashboard	Yes	Yes	Yes	Yes
Sales Metrics	Yes	Yes	Yes	Yes
Desktop/Mobile App	Both	Both	Both	Both
Trial Period	No Limit	14 Days	15 Days	Free Plan upto 5 Users
Backup	Can restore on request All Data is stored to Amazon Web services	Can restore on request All Data is stored to Amazon Web services	Data can be Exported	Cloud Backup
Storage	Unlimited	2 - 5 GB/User	2 - 5 GB/User	Unlimited
Data Import/Export	Available	Available	Available	-
Reviews	Apt. for Medium businesses	Apt. for Medium businesses	Provides good ease of access to all customer data and helps in better tracking	The flexibility of Podio means it's used by everyone from startups to companies with thousands of users.

Customer Support	On mail	On Chat 24*7 support for the version suggested	Good Support	24*7 support
Comments	Theis App is very easy to use and free version can also be used. Avaible for minimum of 20 users	This app is very easy to use, good for when working with CRM for the first time.	The Sales process can be automated in sequence and add the Sequence can be added to each Contact with default deadlines and task remainders for each Stage w.r.t the Creation date	Software works well for all Functionalities and separate Workspace can be allocated for each - HR,Project Management,SCM,Business Development,MArketing ,Meetings & Conferencing

Apart from these selected tools there were several other tools that we looked into but they were all rejected either because they were missing a certain parameter that was necessary for the team or the reviews for the tool was not good enough or because the tool was not easy to use which is very important as that is part of the implementation strategy. Here is list of tools that were rejected and their pricings.

Daytrack Tool –

Price –

We have calculated price for 50 users for 2 years.

Price per month per user – Rs. 199

Set up fee per user – 499

Total cost for first year for 50 users – Rs. 498,800

Total cost for consecutive years – Rs. 119,400

(prices exclusive of GST)

Drawbacks –

· App available only in Android

ZOHO CRM -

Pricing -

Free Edition (CRM for entrepreneurs) - Forever free upto 3 Users.

Standard Edition (Sales tracking for Small Businesses) - $12/user/month

Professional Edition (Complete CRM for any SME) - $20/user/month

Enterprise Edition (CRM for multi-level organizations) - $35/user/month

Ultimate Edition (CRM for large-scale organizations) - $45/user/month

Free trial for 15 days

Bitrix24 -

Pricing -

On Cloud :

Starter business tool suite - 5 GB - Free for unlimited users

Standard Advanced business tool suite - 100GB - $79/month for 50 users (Rs. 66,360)

Professional Unlimited business tool suite - unlimited - $159/month for unlimited users (Rs. 1,33,560)

On Premise : (annually)

Bitrix24 CRM - 12 users - $1,490 (Rs. 1,04,300)

Business - 50 users - $2,990 (Rs. 2,09,300)

Kapture Tool –

Pricing-

Sales Cloud Professional. $29/user/month.

Sales Cloud Enterprise. $39/user/month.

Service Cloud Professional. $29/user/month.

Service Cloud Enterprise. $39/user/month.

Sales + Service Cloud Professional. $39/user/month.

Sales + Service Cloud Enterprise. $59/user/month.

Free Trial.

SPOTIO -

Pricing

Team $39per month / per user

Enterprise $129per use / per month

Business $69per month / per user

More or less each of the app or tool provided similar features, but the costs that will be incurred is not suitable and also the other aspects which were necessary were not satisfied so we boiled down to 4 tools mentioned above.

After discussing with my mentor, I also came up with a zero-cost solution where an excel sheet can be made up with statuses and flags to be able to manage the team's work and side by side creating a database of the clients. In this there will be columns with dates and statuses to indicate the progress for a particular client so that proper follow ups can be made. An Example for demonstration to the mentor was created which looked like this –

Figure 3: Organised Excel based Tracking

Lead Generation

Name	Location	annual fees	single or chain	email	contact person no.	contact person email	chain
							single

Lead Analysis

first contact method	date of contact	status	last contact date	final satus
		Accepted		

Sampling

design start date or design acquire date	completion date	design approval status	sample make date	first sample meeting date	last sample meeting date	changes	sample status	conformation mail date

Here we can see that several columns that were created and easy entry with drop downs and date selection will be provided which will help the sales team to keep track. The tasks involved with the sales team were divided into several columns which could help track each and every client at various stages. There would have been a macros as well at each stage to auto populate the fields that were depended upon the previous field thus, saving around 5 mins per entry. So if a sales representative makes 5 changes regarding different clients he might save around a half an hour in total. Although as this would have taken a lot of time to develop properly and there are existing tools which can do the Job thus this too was rejected.

3.4 Selected tool

The problem statement being easy tracking of work, Pipedrive was one solution which could solve the issue. Pipedrive was selected as the prices were acceptable and also the version which was at acceptable prices offered all the features and good customer support.
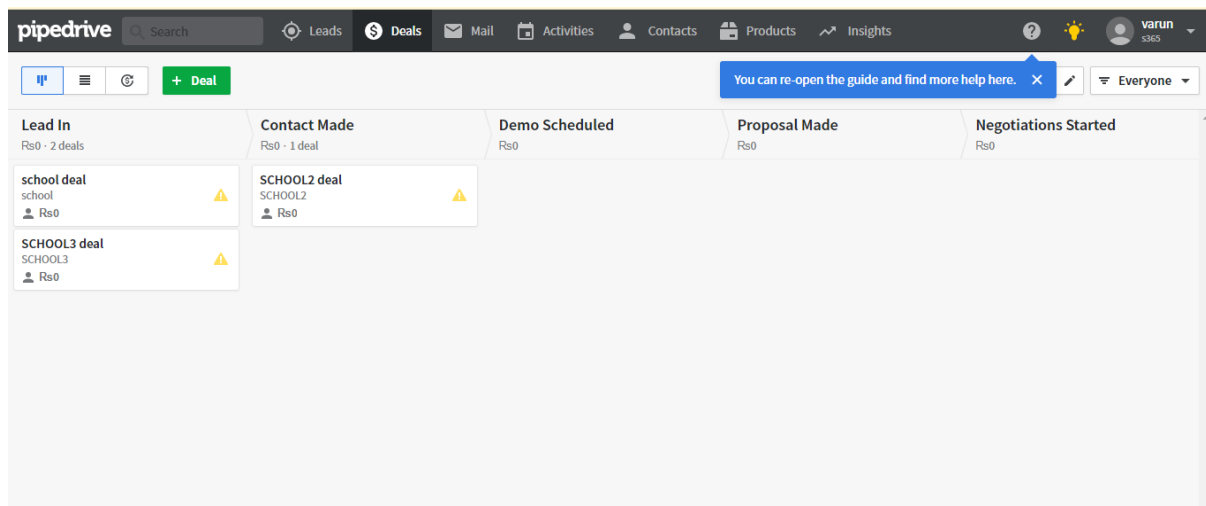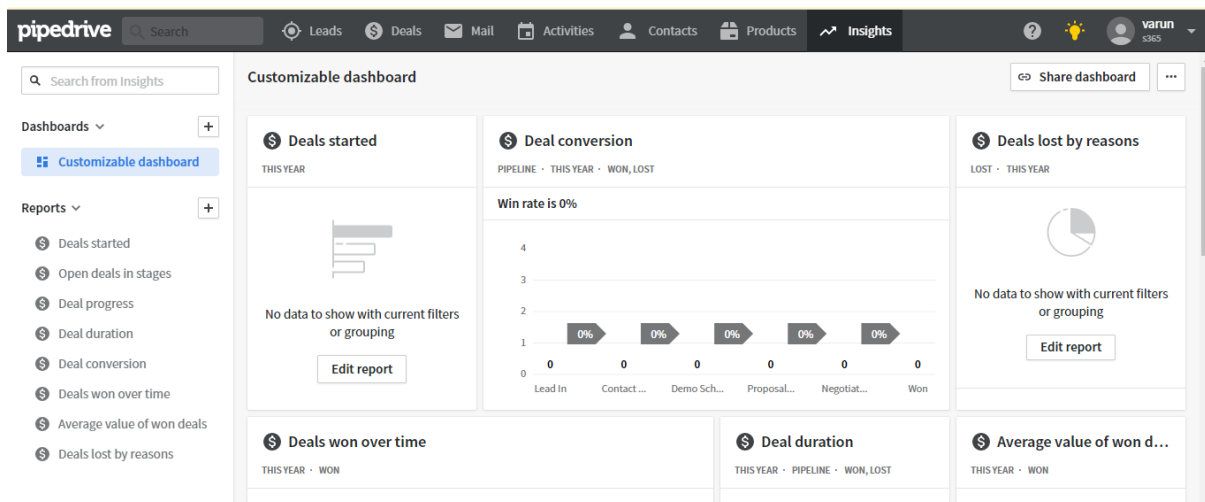
Figure 4: Pipedrive Deals Page

Figure 5: Pipedrive Insights Dashboard

Pipedrive's user interface was very easy to use and after testing for a week with the team we got the following feedbacks –

- Everything is right in front of you
- This is by far the easiest one
- Appropriate

These and other positive feedbacks helped us lock this tool as the suitable tool for the company. Also, while looking at the reviews we found that this tool is suggested for small companies which are looking forward to deploy the CRM tool for the first time.

The tool was set up according to the company's needs and was tested with 3 interns for a week. Each of us then shared our feedback with my mentor.

The advanced version of Pipedrive was suggested as it was suitable cost wise as well.

Pipedrive offered automation that could save time as well. Here are some examples of pre-loaded automation templates that our available with Pipedrive.

Figure 6: Pipedrive Automation Templates
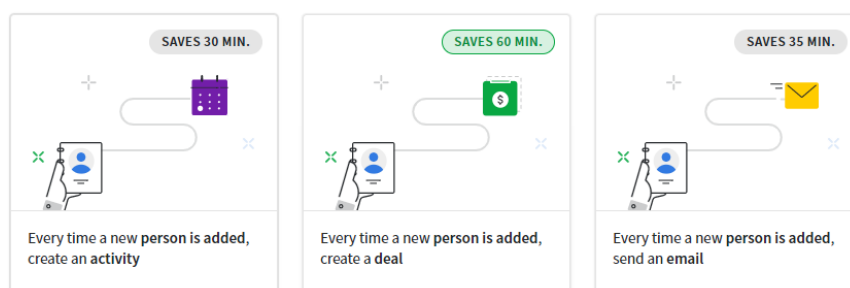
We can clearly see that the time that particular automation activity would save is also mentioned in the above image. This actually motivates the employees to use more and more automation in their day to day functioning.

Upon Asking we were told that on average a sales personal gives 2 hours per day to updating progress on various clients first with themselves and then with their seniors. After which an additional hour is spent looking into due dates and pending works spread across the day. This is an approximate figure. So if the working hours are 8 hours then,

Current Productivity in terms of time spent selling = Working hours - (Lunch time + Administration Work hours + 30 min break) = 8 – (1+2.5+0.5) = 4 hours.

So, we can say a sales rep spends 4 hours doing actual sales tasks in the current scenario. Now, after the deployment of Pipedrive we can reduce the 2.5 hours of administration work to a 0.5 hours approximately as the sales rep does not need to update anyone else apart from updating on Pipedrive and also a lot of things on Pipedrive are automated so one action of the sales rep can automatically set up further tasks to be performed with due dates. Thus, it becomes easier to find pending works as well.

So now new productivity in terms of time spent selling = 6 hours which brings selling time from 50% daily to a 75% daily thus showing an increase of 25%.

Now if we relate revenue generated with time spent selling we can find out how much more revenue we will be generating and if the benefits of deploying CRM tool Pipedrive exceed the costs that will be incurred.

4. Improving Efficiency for Work from Home

The task in this part of the project is to take care of the fact that employees are now mostly working from home thus what should be the best practices that should be followed by the employees in order to efficiently perform the tasks that are assigned to them.

To find a correct set of best practices to be followed by the team we performed three steps as mentioned above in the approach section –

4.1 Researching for Industry best practices

To research on this topic we first looked at the various departments of the company, we had little information about other departments but we had information about the sales department as I was working with them, Mr. Bhavya from upper management asked us to come up with a set of practices that can fit to almost every department as all of us are affected by the pandemic. So, while searching for the practices to follow we prioritized a few points –

- There should be a proper work life balance
- The practices should be such that all age groups can follow it and their family status should not affect their efficiency
- Expectations from the company
- Work Culture and Social Culture of the company

All of these points had a certain importance in deciding the practices that needed to be followed. For example: If the company expects the employees to work round the clock in that case the employees need follow certain different practices, it also depends on the shifts and everything.

4.2 Practices for Work from Home

Looking at the above parameters we selected a list of practices to be followed. The list is as below –

- Wake up on time – The companies work is with schools and the schools' staff which is also working these days starts their proceedings from morning itself thus if employees of Sports365 also start early it will be easy for them to set operations in place to cater to their customer. Also, there are no shifts.
- Have Designated office space – Having a designated office space helps prioritize work over other things that keep on happening in the home.
- Set working hours – Even if one is at home, they should have a proper working hours system so that they can still track the amount of work they are doing each day. As otherwise it will be so divided and unorganized that employees will not be able to track it.
- Usage of Tech – Make use of as much technology as possible without hampering work.
- To do list – Make a to do list day wise or week wise
- Childcare and healthcare – For people who have children they should plan ahead for the care of their child while they are working. Also, people who need healthcare they should either refrain from working or plan ahead in order to not get affected by work and subsequently affect further working days.

This is a list of activities which were suggested to the team and the company.

4.3 Feedback and changes

The feedback upon these practices was taken by the interns. They were asked to follow these practices while interning for a week by their respective mentors and then were asked to share their experiences. It was found out that it worked for 3 out of 6 interns, it worked in the sense that they were able to manage their work better and were able to complete the task assigned and felt less stressed as their time was well managed. Due to following these simple points.

5. Learnings

There were several learnings from this internship some of which helped relate the course learnings to the industry and some of which were new and pertaining to the industry in which the company was working.

Some insights of concepts from the course of Marketing management came into picture when we had our calls with the sales head of the company who told us about how they wanted the customers to perceive their company while we went for cold calls. Thus, concepts of branding and Segmentation, Positioning and Targeting were linked at that point. Also, the 4Ps of marketing were also seen.

As I was working with the sales team of the company so my first and foremost learning was about the sales process, lead generation, and improving sales pitch.

During the process of researching about the company for phase 1 report and also during researching for the tools the concepts of researching were linked to.

There have been some specific learnings which I have mentioned below –

Sales Team Efficiency Metrics – There are some specific measures which can help any organisation to track the proceedings and efficiency of their sales team. In Sports365 the sales team with which I worked was focused on selling uniforms to schools but the upon research and understanding the work I learnt that the metrics to measure sales team efficiency can be implied with any sales team.

Some of the metrics with which I got acquainted are –

- Win Rate
- Conversion Rate
- Length of Sales Cycle

- Time Spent Selling – This is the metric I have used to calculate and judge productivity of the sales team involved.
- Customer Acquisition Cost
- Lead Response time
- Customer Lifetime value – An idle ratio between Lifetime Value and Customer Acquisition cost is 3:1.

All these values if calculated correctly can give insights about the functioning and efficiency of the sales team. Knowing these we can then decide upon changes and the tools we need to make the team more efficient.

Sales Processes – The processes involved here in this case were sales pitching, lead generation and several others but those were processes which belonged to only this particular industry (The school uniform industry). I learnt with several cold calls how to improve the sales pitch. Some points understood for sales pitch –

- The research of the proposal should be thorough
- WIIFT – This means What's in it for them and this is actually very important point.
- We also need to add our company's recent achievements
- Show them their financial benefits
- If there is anything free, add that to the sales pitch at regular intervals

One thing I understood is the difference between B2C and B2B selling, the demand and needs of the customer change in both the cases, for example a B2C customer for this company looked into their (their own) profits whereas a B2B customer looked at reliability and past record of the company.

Selecting Leads – Another process that was understood was the process of selecting leads. A company decides before hand during the process of lead generation what leads are worth tapping into and what they have reject before hand to increase the conversion rate and save time.

CRM Importance – Customer Relationship Management tools are very important for any company, as they affect the revenues of the company almost directly. I learnt about various types of CRM, these CRMs can also be used as project management tools and thus can be deployed for every department. ERP and CRM are different as and ERP helps manage resources that is the company's resources but a CRM helps track how well the company is

serving the client. For a manufacturing company an ERP tool can act similar to the CRM tool as there the requirements are different.

Also, learnt about the commonly used tools in the industry and the best practices that are followed.

My greatest learning from the internship was how to quantify the benefits from the managerial activities. I understood the importance and activities involved for better management of work and the importance of planning. All this constituted to my overall growth as a management student and in future a better manager. This internship experience has enhanced my managerial skills and also has showed me the possibilities of better management in various aspects of a company. I was able to relate the functioning of the company with my year 1 courses and also was able to use certain concepts in the field.

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