







# Participant Handbook

Sector IT-ITeS

Sub-Sector

**Business Process Management** 

Occupation

**Customer Relationship Management** 

Reference ID: SSC/Q2210, Version 1.0

**NSQF Level 4** 



**CRM Domestic Voice** 

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Shri Narendra Modi Prime Minister of India







### Certificate

#### **COMPLIANCE TO** QUALIFICATION PACK - NATIONAL OCCUPATIONAL **STANDARDS**

is hereby issued by the

IT-ITeS Sector Skills Council NASSCOM

for

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### **Acknowledgements**

The Indian IT-BPM industry has built its reputation in the global arena on several differentiators, chief among them being the availability of quality manpower. Organizations across the world recognize the value India brings to every engagement with its vast and readily available pool of IT professionals. Global entities have found it extremely effective to leverage this critical resource as a way to realize competitive edge.

In order to capitalize on the same, it is crucial to develop and be prepared with a pool of skilled talent that surpasses global standards. It is to this end that the IT-ITeS Sector Skills Council NASSCOM (SSC NASSCOM) has been mandated with the objective of facilitating the creation of such a workforce, by building employment related standards for the IT-BPM industry as well as to keep track of changing scenario of talent demand and supply in the industry.

We extend our thanks to Wipro Limited and Tata Communication for producing this course publication.

#### **About this book**

India is the world's largest sourcing destination for Information Technology industry today. This position has enabled major transformations in the Indian economy, which has changed India's place in the global market. Apart from being the hub for many innovation centres of global IT firms, India also provides the most cost-effective IT solutions to the world. These changes have created a need for introducing courses for engineering and computer science in the education field.

Apart from introducing IT-related modules and courses at the school level, there is also a growing demand for specialized courses and training programme to train individuals for various job roles in this sector. This Participant Handbook is an initiative in that direction. It consists of a wide variety of topics and units ranging from domain knowledge to professional skills like communication skills, grooming skills, etc. This book aims to achieve holistic development of the participant while ensuring they receive the requisite domain knowledge to perform their jobs efficiently.

This Participant Handbook has been developed by using the QP-NOS for CRM Domestic Voice released by NASSCOM IT-ITeS. It covers the following broad topics:

- Making outbound calls to customers
- Maintaining a healthy relationship with peers
- Following the requisite health and safety precautions at the workplace

We hope that this book helps you to achieve your dream and become a part of one the fastest-growing sectors in India and the world.

### **Symbols Used**



Key Learning Outcomes



Steps



**Exercise** 



Tips



Notes



Objectives

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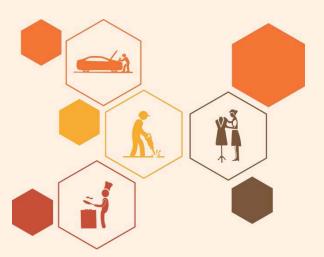




## 1.Introduction

Unit 1.1 – Information technology (IT)

Unit 1.2 – Introduction to the Training Program



### **Key Learning Outcomes**



#### At the end of this unit, you will be able to:

- 1. Explain the importance of it-ites sector.
- 2. Discuss what a bpo is.
- 3. Explain the need for outsourcing.
- 4. List some of the outsourced functions.
- 5. List trends in the bpo industry.
- 6. Differentiate between domestic and international bpo sectors.
- 7. Distinguish between voice process and non-voice process.
- 8. Interpret the meanings of the terms inbound and outbound calls, kpo, hro, lpo.
- 9. Examnine the work environment in a typical bpo.
- 10. Explain the purpose of the training program.
- 11. Recognise the roles and responsibilities of a crm domestic voice.

### **UNIT 1.1: Information Technology (IT)**

### - Unit Objectives



#### At the end of this unit, you will be able to:

- 1. Explain the importance of it-ites sector.
- 2. Discuss what a bpo is.
- 3. Explain the need for outsourcing.
- 4. List some of the outsourced functions.
- 5. List trends in the bpo industry.
- 6. Differentiate between domestic and international bpo sectors.
- 7. Distinguish between voice process and non-voice process.
- 8. Interpret the meanings of the terms inbound and outbound calls, kpo, hro, lpo.
- 9. Examnine the work environment in a typical bpo.

#### 1.1.1 Introduction to IT-ITeS Sector -

**Information technology (IT)** is the application of computers and telecommunications equipment to store, retrieve, transmit or analyse data, often in the context of a business or other enterprise. The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information distribution technologies such as television and telephones.

Today, a country's IT potential is paramount for its March towards global competitiveness, healthy gross domestic product (GDP) and meeting up energy and environmental challenges.

India is one of the fastest-growing IT services markets in the world. It is also the world's largest out sourcing destination. The country's cost competitiveness in providing IT services continues to be its USP in the global sourcing market.

India has the potential to build a US\$ 100 billion software product industry by 2025, according to Indian Software Product Industry Round Table (ISPIRT).

#### Why is the IT sector growing?

- Rapid industrialization
- Partial privatization of telecommunication
- Growth of IT parks in the country
- Development of SEZ; which also help IT companies get tax benefits
- A large number of resources readily available in the country
- Low operating costs
- Tax breaks and cooperative policies offered by the government

#### Major companies in India

1.	Tata Consultancy Services	2.	Infosys
3.	Wipro	4.	Tech Mahindra
5.	HCL Technologies	6.	Mphasis
7.	Oracle Financial Services	8.	Mindtree
9.	Polaris Technology	10.	Rolta India

#### The IT industry can be broadly classified into three sectors:

- Software
- IT Services
- IT Enabled Services (ITeS) BPO and Call Centers

### 1.1.2 ITeS (Information Technology enabled Services)

#### **Introduction to ITeS Industry**

The CRM Non-Voice is a part of the ITeS sector. This sector aims at communicating with the customers to address his/her queries, requests and complaints or also to introduce company's products and services to him. These interactions are also used to market and sell the ITeS products and the service. The Indian IT Enabled Services industry represents one of the most successful industries showing consistent rapid growth over the past few years.

#### **ITeS (Information Technology Enabled Services)**

Information Technology Enabled Services (ITeS), is a form of outsourced service which has emerged due to involvement of IT in various fields such as telecommunication, banking, finance, telecom, insurance, travel among others. Some of the examples of ITeS are Chat based interactions, medical transcription, back-office accounting, insurance claim and credit card processing.

The Indian IT and Information Technology Enabled Services (ITeS) sectors go hand-in-hand in every aspect. The industry has not only transformed India's image on the global platform, but also fuelled economic growth by energising the higher education sector (especially in engineering and computer science). These industries employ over 10 million Indians and, hence, have contributed significantly to economic growth and social transformation in our country.

#### **About ITeS in India**

- Call Centres provide customer interaction and communication services
- Back office operations of various large Companies are done in BPOs, eg. British Airways has its reservation system running out of India.
- Most of the top international banks channel their data- churning needs to their units in India.
- ITeS sector includes services ranging from
  - Call Centres
  - Claims processing, eg. Insurance
  - Office operations such as accounting, data processing, data mining
  - Billing and collection, eg. Telephone bills
  - Internal audit and pay roll, eg. Salary bills on monthly basis
  - Cash and investment management, eg.
  - Routine jobs given to a third party and giving importance to core business.

#### **Employment Trends**

The IT and ITES sector has generated large employment in the past and continues to generate large number of jobs every year. With online shopping, social media and cloud computing flourishing more than ever before, there is great demand for IT professionals in e-Commerce and Business to Consumer firms. With the immense opportunities that this sector has to offer, a large number of Indian and MNCs are investing in expanding and setting up IT and ITES businesses in India.

#### Major companies in India

- 1. HCL Technologies
- 2. Cognizant Technology Solutions
- 3. Tata Consultancy Services
- 4. Accenture
- 5. Capgemini
- 6. Amazon
- 7. Delloitte Consultancy
- 8. Microsoft Corporation
- 9. Wipro Technologies

### 1.1.3 What is Outsourcing

These days most weddings are a big fanfare. Arrangements have to make for the venue, the menu, and the decorations and so on and so forth. Besides, the guests too must be attended to. To do all this all by you, would be a mammoth task! It would be best to sub contract such routine jobs to experts and do only those that are critical and need your attention. Outsourcing is nothing but sub-contracting work to experts.

To understand "outsourcing" better, let us read the story of two young friends, Amar and Shirish who got married about the same time.

Amar tried to do all the wedding arrangements himself. In the process, there was great chaos on the day of the wedding. The kitchen ran out of food, the fans stopped working. The workers ran to Amar for every little thing! Amar was busy attending to them while the unhappy guests started to leave. Finally the bride too left! Shirish, on the other hand, chose to outsource all the routine jobs, so that he could concentrate on his wedding and attend to his guests. His wedding was a happy and memorable affair.

This is exactly what wise companies with a large client base do. They sub-contract some jobs to other parties.

- The jobs that are subcontracted are the day-to-day jobs such as
- Handling customers questions or complaints 24 x 7
- Preparing the salaries for their employees
- Telemarketing their products
- Collecting money for them
- Sending out bills and other processes that support their main business

These jobs are taken up by BPOs, while the main work or production, management of the business or branding remains with the company.

- This helps companies
- Save time
- Reduce cost of resources
- Increase efficiency

To a company, this would be the business of making profits and growing.

### 1.1.4 What is BPO

BPO or Business Process Outsourcing is a contract between two parties, where one party asks the other to manage and run some of its business processes.

Now take a look at this: BPO

- B- Business here refers to business houses or corporates
- P- Process refers to the jobs
- O- outsourcing is sub-contracting processes to third parties

### 1.1.5 Tour of a BPO

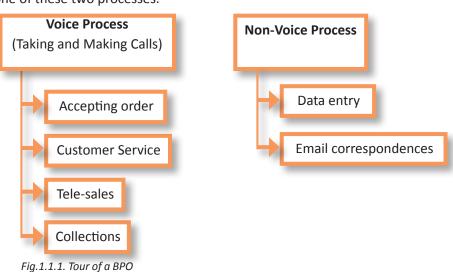
You have seen what some of the typical services offered by a BPO are. Let us take a quick tour of the place that you will soon be working in.

**The reception:** It is generally small in BPOs, as it does not have to entertain walk-in customers.

**Shop floor:** This is the area where actual work in a BPO takes place.

**CSRs:** The majority of people who work in a BPO are young. They take calls, make calls and process data. They are called 'Customer Service Associates' or 'Customer Service Representatives' or CSRs. They have their own work stations i.e. their own seats of work and computer systems.

In a BPO, you have **voice and non-voice processes**. If you are in the voice process, it means that you will have to talk over the phone, either take or make calls. Depending on your skill sets, you will join one of these two processes.



### 1.1.6 Trends in the BPO Industry

Domestic BPO, as the name suggests services 'domestic' clients who are the local customers of the same country. For example, a domestic BPO in India would service Indian customers.

Most of us these days have a mobile connection. When we call up a telecom company, our call actually goes to a Customer Service Representative (CSR) in a BPO of the telecom company locally in our country.

You may have also heard about '24X7 helpline' or 'call us at toll free number 44007777'. These are domestic BPOs waiting to service us here in India.

#### Domestic BPO involves:

- 1. Servicing domestic customers
- 2. Servicing local companies and brands
- 3. Providing after sales services, customer care support and other data entry operations for local companies
- 4. Servicing customers of a foreign company that has established operations in India but serves local customers, For example, Samsung which is a foreign company manufacturing electronic goods now has a lot of Indian clients. Servicing the needs of these Indian clients 24x7 from India makes Samsung a Domestic BPO.

The Domestic BPO industry has grown at a rate of 30% in the last five years. Today India is ranked number 1 in the global BPO market. There are more than 500 companies offering BPO services in India. The rate at which the BPO industry is growing, it needs a large number of trained and well groomed employees. It can provide employment opportunities to a talented pool of people in smaller cities and towns. It will also discourage migration, as it gives an opportunity to individuals to work in their hometowns.

Some of the major companies are:

- 1. WNS Group
- 2. Wipro
- 3. Daksh e-services
- 4. VCustomer
- 5. ICICI Onesource
- 6. 24/7 customers
- 7. EXL
- 8. Convergys
- 9. HCL Technologies

As a CSR you also need to stay up-to-date with the prevalent market trends and practices in sales and customer service. Marketers have seen the customer service process evolve from an area that received only marginal attention into a primary functional area. In response to customers' demands for responsive and reliable service, companies are investing heavily in innovative methods and processes to strengthen their service level. Let's go through these prevailing practices in the BPO/Call center segment.

#### **Real-Time To Right Time**

The focus of customer service, particularly in social media, moves from real-time to right time. While tools and process will continue to deliver efficiency and value, the challenges of scale will be difficult for most businesses and organizations.

The key then becomes communication and managing expectations. Successful customer service organizations will be those that set, communicate and meet expectations rather than letting their customers set the expectations for them.

#### **Customer Service as A Marketing Opportunity**

We will see a focus on integrating customer service data into overall market research and customer experience. It's not about Big Data, but correlating data that helps to give us a better view of the customer. Customer service activity, community forums and knowledge bases will be moved out of the back rooms to be a more integral piece of the puzzle. The edge will go to the companies that can effectively mine their data and find value, whether it's in an improved customer experience or as a feedback loop to product development and marketing strategy.

#### **Multichannel to Customer-centric**

There was a time when it was enough to have a toll-free phone number as a single channel for customer service. The focus will now be on the evolution of the integrated multi-channel customer service experience. That's a complicated way of saying customer service organizations will need to more strongly consider the customer view. A customer may initiate an interaction on social media but expect a unified, integrated experience as the conversation moves through email, web, voice and any other channels.

#### **Mobile Apps Will Have Support Buttons**

Customers are less likely to go to channels for support and more likely to expect support to come to them. For mobile apps, having a support button inside will be table stakes. And hardware device vendors will start to incorporate a support button in their devices. Amazon set the bar by putting a "mayday" button in Kindle Fire.

#### **Gamification And Beyond**

A big part of the customer service experience is the interaction between customers and customer service agents. As much as customer service organizations focus on the "customer experience" they will focus inwardly on the "agent experience." Customer service organizations will increase adoption of gamification and other techniques to improve agent morale.

#### **Motivating Customer Support Agents**

Whether your business is B2B or B2C, in the end customer service often boils down to P2P — Person-to-Person. There will be an increased focus on the productivity and effectiveness of customer support agents — looking to reduce the friction at the point of contact. Happy, motivated customer service agents provide better support and a better customer experience.

#### **Focus on Self-service**

One major trend in customer service is the move by companies to encourage customers to be involved in helping solve their own service issues. This can be seen in retail industries where self-service ranges from customers placing their own grocery products in shopping bags all the way to having customers do their own checkout including scanning products and making payment. Also, as we will soon discuss, customers needing information are being encouraged by companies to first undertake the effort themselves often by visiting special company-provided information areas (see Website and Phone Accessible Knowledge Base below). Only after they have explored these options are customers encouraged to contact customer service.

#### **Selling More:**

Companies that maintain a customer service staff have found that these people not only can help solve customer problems but they may also be in a position to convince customers to purchase more. Many companies are now requiring sales training for their customer service personnel. At a basic level customer service representatives may be trained to ask if customers are interested in hearing about other products or services. If a customer shows interest then the representative will transfer the customer to a sales associate.

At a more advanced level the representative will shift to a selling role and attempt to get the customer to commit to additional product purchase

#### **Technologies: Online Chat**

As we will see throughout the Principles of Marketing Tutorials, technological innovation has significantly impacted all areas of marketing. Within customer service, improvements in computer hardware and software, as well as rampant adoption of the Internet as a prime channel for connecting with customers, has led to numerous innovative methods to address customer needs.

For example, companies are finding value in using Internet chat as a way to address customer questions. Typically the chat feature is presented via a pop-up browser window that appears when a customer clicks on a website link, though newer technology using computer programming dubbed AJAX allows for chat to take place right on a webpage and not through pop-up windows. Whether presented as a separate window or contained within a regular webpage, online chat sessions are undertaken in real-time with customers and company service people exchanging text messages. More advanced chat technology called collaborative browsing or co-browsing allows customer service representatives to manipulate a customer's browser by sending webpages that contain relevant information. For instance, retailer Land's End "pushes" webpages to customers' browsers in response to requests for clothing. In this way the service person can offer suggestions and guidance by controlling what the customer is seeing on their screen.

#### **Technologies: RSS Feeds**

Another Internet technology that is rapidly gaining a place in customer service is called Really Simple Syndication (RSS). Made popular by its use in Internet blogs and now widely used on most popular websites, RSS allows a company to send out information quickly, and to a large number, with little manual effort compared to traditional methods. With RSS customers are able to subscribe to a company's RSS feed and anytime the company updates information that is connected to a RSS feed (e.g., website) a notice is instantly sent to all subscribers. Subscribers who have installed the proper software or have access to an online reader will see the information appear automatically. Customer service has found RSS to be useful for: communicating product updates; technical matters, such as product defects or recalls; and general company communication, such as notification of special promotions

#### **Technologies: Wireless Data Access**

Providing a high-level of customer services does not only occur when the customer initiates contact with an organization. Customer service takes place during any potential interaction including those that may be initiated by a company representative who is meeting face-to-face with a customer. For instance, an organization may send salespeople and other support personnel to a customer's location and their ability to address customer concerns is vital to maintaining strong customer service.

To ensure field people have the most up-to-date information, many companies now equip their field teams with portable devices that can access the Internet from virtually any location. This is accomplished through wireless Internet connections which allow the field person to access company computers and tap into customer data.

#### **Technologies: Text Messaging**

Once considered a play-toy for teenagers, text messaging is quickly being adopted as a tool for customer service. Many companies and organizations, including colleges and universities, now use text messaging as a means to communicate with their customers. For instance, colleges and universities have set up instant alert security systems where students can receive a text message in the case of on-campus emergency or weather-related problem.

#### **Technologies: Internet Telephone Support**

Despite the growth in the Internet as an outlet for addressing customer questions, many customers still prefer to discuss their situation with a live person through a telephone conversation. For this reason companies have moved to a technology called Voice over Internet Protocol (VoIP) rather than using the Plain Old Telephone Service or POTS. With VoIP, telephone calls are delivered over the Internet with multiple phones sharing the same connection. With more people using the same line the cost per call is reduced. While the audio quality of the call may not be as reliable as POTS technology, improvements over the last few years have narrowed the quality gap to the point where most customers cannot distinguish the difference.

#### **Technologies: Intelligent Call Routing**

Another innovation associated with telephone support deals with technologies that identify and filter incoming customer calls. One method is the use of software that attempts to identify the caller (usually based on the incoming phone number) and then automatically directs the call for proper servicing. For instance, an appliance manufacturer may be able to distinguish between those who have purchased a refrigerator and those who purchased microwave oven. But some marketers go a step further and can program their call routing system to distinguish "good" customers from others. This may result in these customers receiving preferential placement in the calling order or queue so that they will be serviced before lower rated customers who sequentially may have called before the "good" customer.

#### 1.1.7 International BPO

An international BPO is one that services clients from different countries. Such BPO's service a whole range of multinational brands and foreign customers across culture, regions and geographical locations.

To work in an international BPO, you need a different set of skills. The work environment in an international BPO is different from that of a domestic BPO. Most international BPOs require their staff to work in shifts. Assume that you are working in an international BPO that serves American customers. As you know, when it is night in India it is day in America. In other words, India and America have different time zones. So, you have to work in the night shift to serve your American clients. The benefits of working in an international BPO far outnumber the disadvantages. Most international BPOs offer pick up and drop service for their staff and ensure their safety and comfort.

### 1.1.8 Difference between Domestic and International BPO ¬

Now let us see how a domestic BPO differs from an international BPO in terms of the work environment, Clients.

Sr. No.		Domestic BPO	International BPO
1.	Skill sets needed	<ul> <li>You must</li> <li>a. Develop fluency in the local language</li> <li>b. Speak the local language with neutral accent</li> <li>c. Speak English fluently without Mother Tongue Influence (MTI)</li> <li>d. Speak with correct pronunciation, words and phrases in both local language and English</li> </ul>	You must develop  a. Excellent fluency in the English language  b. Voice and accent modulation as spoken by people of the country you service
2.	Work environment	You must be ready to  a. work as per the work standards and work culture of the BPO that you work for  b. work in shifts as per the work pattern of your BPO	You must be ready to  a. Work in shifts as different countries have different time zones  b. Understand and work as per the work standards of the countries you are servicing
3.	Clientele	You must understand  a. The needs of Indian customers in terms of their cultural backgrounds, language, mind sets and economic status	You must understand  a. The country of the "foreign" customer  b. The needs and behaviour of the customer  c. The cultural sensibilities of the foreign customer

Throughout this training programme, we shall focus on the skill sets needed to be able to find employment in a Domestic BPO.

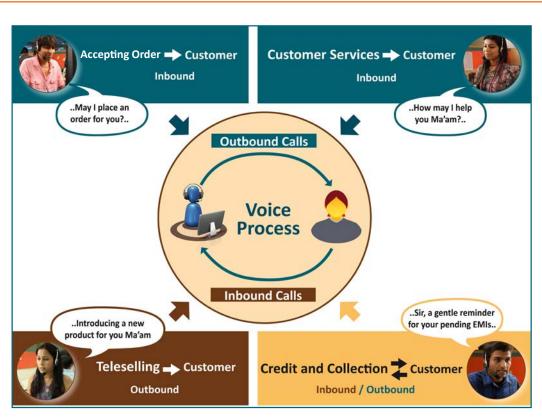
### 1.1.9 Voice Process - Inbound and Outbound Calls

We will first look at the processes in a call centre. First, the voice process. In the voice process the Customer Service Representatives or CSRs have to speak over the phone. They either take calls from customers or make calls to customers. When a CSR takes calls, such calls are INBOUND calls or in other words, in bound calls are incoming calls. When a CSR makes calls, such calls are OUTBOUND calls or in other words, outbound calls are outgoing calls

#### 1.1.10 Voice Process

In the voice process, there are four kinds of jobs that you can do:

- Accepting order
- Customer Service
- Telesales
- Credit and Collections



#### **Accepting Order**

Fig.1.1.2. Voice process

This involves taking orders from customers. It could be for any product that the customer has seen through a mailer or any online promotion. Accepting order calls are inbound calls.

As a CSR in accepting order, you must do the following:

- Make sure that you listen carefully
- Type in the order request into your CRM software correctly

#### **Customer Service**

Customer Service is taking calls from customers. All these are inbound calls. Being in customer service. As a CSR in customer service, you may have to take up to 200 calls each day. This can be taxing, more so because most customer calls are complaint calls!

#### **Telesales**

In telesales, all calls are outbound. This job involves calling customers to make a sale over the phone.

#### **Credit and Collections**

In this division, the CSR calls the customers to recover pending payments. Sometimes customers too may call to check on their payment status. That makes the calls both inbound and outbound.

### **Tips**

• Remember you cannot afford to make typing mistakes. If you spell the name incorrectly it just goes into the database the way it was typed. Later, if the customer service department wants to retrieve the information, they will never find the name!

#### 1.1.11 Non-Voice Process

Let us now take a look at another process, the non-voice process. The non-voice section does data entry work. Data entry could be of different kinds, from papers, books, and entries of business transaction such as sales, purchases or payroll, insurance claim forms and so on. Besides, the non-voice section also does email correspondences with customers.

### 1.1.12 KPO, HRO, LPO

BPO services set the standards for the future with the latest technology and services to enhance customer experience. It gives flexibility to build the career you want, change processes and service lines, learn new skills and move into new challenges.

There are other functions too that get outsourced.

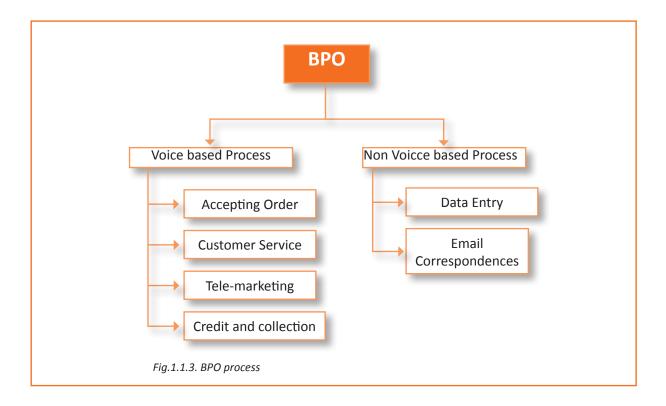
Knowledge Process Outsourcing (KPO) - Outsourcing of jobs that require knowledge, skill, expertise. The work in KPO involves processes like market research, survey analysis, data mining etc.

Human Resource Outsourcing (HRO) - Outsourcing specialized HR related activities. This segment of BPO involves work such as payroll, compensation and benefit administration, keeping data of employee records, health benefits etc.

Legal Process Outsourcing (LPO) -Outsourcing legal related activities. People who have studied law join LPO organizations

But remember, be it BPO, KPO, HRO or LPO, only the non-core jobs that get outsourced. The core jobs are always kept with the company.

Here is a summary of the classification of a BPO



### **UNIT 1.2: Introduction to the Training Program**

### Unit Objectives



#### At the end of this unit, you will be able to:

- 1. Explain the purpose of the training program
- 2. Recognise the roles and responsibilities of a CRM Domestic Voice

### 1.2.1 Purpose of the Training Program

This training program is developed to impart specific skills to individuals who wish to perform as a **Customer Relationship Mangagement (CRM) Domestic Voice** the training program is intended for imparting basic skill and knowledge. It is based upon National occupation standards. The National occupation standards have been described in the following subsection of this chapter.

**Customer Relationship Mangagement (CRM) Domestic Voice** in the IT-ITeS Industry is also known as a Customer Service Associate, Customer Service Representative, Customer Care Executive, Customer Service Advisor, Helpdesk Coordinator, Customer Support Representative, Process Associate-Voice.

After successful completion of training and passing the assessment you will be issued a certificate. This will prepare you to get employed as a Customer Relationship Mangagement (CRM) Domestic Voice in IT-ITeS companies. Individuals in this job will be managing and resolving client queries / issues primarily through telephonic calls.

They will be responsible for assisting in performing the key activities and tasks involved in the assigned role.

This program is based on qualification pack called **CRM Domestic Voice** The Qualification Pack Code for **CRM Domestic Voice** is SSC/Q2210. This is also called a QP. A QP consists of a set of National Occupational Standards (NOS). NOS specify the standard competency one must achieve when carrying out a function in the workplace. Under **CRM Domestic Voice** QP, there are numbers of NOSs which detail the functions to be performed at a **CRM Domestic Voice** 

NOS Code	Major Function/Task
SSC/N3020	(Make outbound calls to customers)
SSC/N9001	(Manage your work to meet requirements)
SSC/N9003	(Maintain a healthy, safe and secure working environment)

### 1.2.2 Role and Responsibilities of a CRM Domestic Voice

A CRM is expected to call the customer and inform them about the product and services. CRM calls the customer to get an appointment for a personal meeting by a Subject Matter Expert (SME). This SME will meet the customer and explain the entire concept, functionalities and usage of the product and services. The role of the CRM involves informing the customer about the product and getting an appointment for the meeting with the SME.

- A CRM is the voice of the company. He is the first point of contact with the customer. This makes the CRM's role very crucial.
- A CRM receives and makes telephone calls that are primarily scripted and include basic questions. They are used with the assistance of a computerized system. They inform the customer about the products and services offered by the company, answer queries, resolve problems, record complaints and/or receive feedback.
- A CRM is expected to communicate with customers to market and sell the products and services of the organization.
- The CRM is required to talk to the customers politely and professionally.
- To achieve this, the CRM is required to know the products and their features properly so that he can convince and persuade the customer to buy the offered product/service.
- A complete training on technical and soft skills is given to the CRM to help him achieve this.
- Every CRM has to meet certain targets given for the month or quarter.

The CRM's performance is reviewed regularly. It is a CRM's responsibility to meet the given target and fare well during the review. This is one of the key areas of CRM's role and responsibility.

A CRM is not only an individual contributor but also a contributor to the team machinery. It is crucial for him to discharge his responsibilities as a team contributor.

As a CRM your role and responsibilities will depend on other functions such as Human Resources (HR). Human Resources (HR) includes planning and forecasting staff requirements and managing recruitment and selection. The HR team ensures that managers apply HR policies and procedures consistently across the business.

Another function you will heavily rely on is the IT department. IT services install equipment and applications, manage databases and computer networks to provide the business with strong and effective information and communication channels.

#### 1.2.3 Personal Attributes of a CRM Domestic Voice

A CRM has a very crucial role to perform. He convinces the customers to buy products over the phone with his communication skills. A lot of preparation is required before the call is made. The CRM needs to know his product, his prospects and the relevance of the product to the prospect. During a call, the CRM needs to be alert, professional and intelligent with his approach. After the call, it is important that the call is documented properly and completed with all the details. If it is not documented properly, it is as good as the call has not taken place.

Like every job, the job of a CRM requires certain pre-requisite skills. This job requires the CRM to work independently and interact with customers. The individual should be result-oriented and should also be able to demonstrate logical thinking and interpersonal skills. He should ensure prioritization of workload and should be willing to work at a desk-based job. It is crucial that the CRM has a positive attitude.

#### The professional skills required for this role are:

- Learning skills;
- Communication skills;
- Interpersonal skills;
- Customer handling skills;
- Time management;
- Anger management;
- Teamwork;
- Telephone etiquette and the ability to respond professionally to clients on the telephone;
- Attention to detail and the ability to follow specific instructions;
- Problem solving skills over the telephone.

### **Exercise**



#### Read the question. Tick on the correct answer(s).

- 1. While making a call, the CRM should speak with customer.
  - a. professionally
  - b. casually
  - c. rudely
  - d. loudly
- 2. The CRM is the of the company
  - a. face
  - b. voice
  - c. support
  - d. employee

3.	After finishing a call the CDM should
٥.	After finishing a call, the CRM should.
	a. compete the documentation process
	b. take a break
	c. boast about it to the TL
	d. go home
	List the roles and responsibilities of a CRM Domestic Voice.
- N	otes 🗐
_	












## 2. Core/Generic Skills

Unit 2.1 – Language Skills

Unit 2.2 - Communication Skills

Unit 2.3 – Teamwork

Unit 2.4 – Attention to Detail

Unit 2.5 – Plan and Organise

Unit 2.6 – Decision Making and Problem Solving



### **Key Learning Outcomes**



#### At the end of this unit, you will be able to:

- 1. Identify the base sound of the letters of the english alphabet.
- 2. Recall associated words with the base sounds.
- 3. Identify basic vowel sounds.
- 4. Discover how to fluently speak the basic vowel sounds.
- 5. Identify the variant vowel sounds.
- 6. Discover how to clearly pronounce the variant vowel sounds.
- 7. Identify and articulate consonant sounds b, c, d, f, g, h, j, k, i, m, n. P, q.
- 8. Identify and articulate consonant sounds and the common consonant blends.
- 9. Examine how to articulate the letters of the of the alphabet of the english language.
- 10. Recall the navy call list.
- 11. Assess the need to speak and understand the english language.
- 12. Assess the need to possess a neutral hindi language.
- 13. Determine how to speak in a neutral hindi language.
- 14. Discuss the importance of listening.
- 15. Analyse how to be an active listener.
- 16. Utilise the common phrases effectively while interacting with a customer.
- 17. Utilise polite expressions and tone in your speech .
- 18. Discover how to manage different situations with diplomatic speech.
- 19. Distinguish between the different tones.
- 20. Utilise appropriate phrases and tones while interacting with customers.
- 21. Utilise articles appropriately in conversations.
- 22. Utilise naming words in sentences of your own.
- 23. Explain what are action words and their uses.
- 24. Discuss how to speak in the correct tense.
- 25. Utilise simple phrases to converse about the past, present and future.
- 26. Discuss events in daily life.
- 27. Discuss the importance of clear communication.
- 28. Determine how to work as a team.
- 29. Analyse how to pay attention to detail.
- 30. Assess your work for completeness.
- 31. Evaluate your work is error free.
- 32. Examine how to maintain a safe work environment.
- 33. Plan and organise your work.
- 34. Explain how to make timely and informed decisions.
- 35. Identify things to consider before making a decision.

### **UNIT 2.1: Language Skills**

### Unit Objectives



#### At the end of this unit, you will be able to:

- 1. Identify the base sound of the letters of the english alphabet.
- 2. Recall associated words with the base sounds.
- 3. Identify basic vowel sounds.
- 4. Discover how to fluently speak the basic vowel sounds.
- 5. Identify the variant vowel sounds.
- 6. Discover how to clearly pronounce the variant vowel sounds.
- 7. Identify and articulate consonant sounds b, c, d, f, g, h, j, k, i, m, n. P, q.
- 8. Identify and articulate consonant sounds and the common consonant blends.
- 9. Examine how to articulate the letters of the of the alphabet of the english language.
- 10. Recall the navy call list.
- 11. Assess the need to speak and understand the english language.
- 12. Assess the need to possess a neutral hindi language.
- 13. Determine how to speak in a neutral hindi language.
- 14. Discuss the importance of listening.
- 15. Analyse how to be an active listener.
- 16. Utilise the common phrases effectively while interacting with a customer.
- 17. Utilise polite expressions and tone in your speech .
- 18. Discover how to manage different situations with diplomatic speech.
- 19. Distinguish between the different tones.
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- 21. Utilise articles appropriately in conversations.
- 22. Utilise naming words in sentences of your own.
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- 24. Discuss how to speak in the correct tense.
- 25. Utilise simple phrases to converse about the past, present and future.
- 26. Discuss events in daily life.
- 27. Discuss the importance of clear communication.
- 28. Determine how to work as a team.
- 29. Analyse how to pay attention to detail.
- 30. Assess your work for completeness.
- 31. Evaluate your work is error free.
- 32. Examine how to maintain a safe work environment.
- 33. Plan and organise your work.
- 34. Explain how to make timely and informed decisions.
- 35. Identify things to consider before making a decision.

### 2.1.1 Sounds in the English Alphabet

There are two basic sounds in the English language -- vowels and consonants.

Vowel sounds are pronounced with an open vocal tract.

For e.g. |a| |e| |i| |o| |u| are called **short vowels** 

|a| apple

|e| egg

|i| ink

|o| orange

|u| umbrella

There are also long vowels |ai| |ee| |ie| |oa| |ue|

|ai| train

|ee| tree

|ie| die

|oa| goat

|ue| blue

These are the vowel sounds in the English alphabet.

Consonant sounds are produced by completely or partially closing the vocal tract.

There are 21 consonant sounds in the English alphabet.

Consonant sounds		Consonant sounds	
buyer	b	paragraph	p
cover	c	queue	lql
digital	d	rate	r
feature	f	settle	s
good	g	term	t
hire	h	via	v
jump	ازا	wire	w
key	k	toxic	x
long	[1]	yards	lyl
morning	m	zero	z
net	n		

Sometimes two consonants come together or blend together and make a new sound. They are called consonant blends. The most common consonant blends are:

|ch| cheque, chat

|sh| share, shutdown

|th| three, this

|wh| while, when, who, what

|ng| long, morning

### 2.1.2 Identify Sounds -

Take a look at this conversation.

Asha: Hello Sir. I am Asha from Trinity Company. Can I speak to you for a few moments'?

Yamir: Yes.

Let's analyse this conversation phonetically. We'll break up each word into sounds.

#### The first word is 'hello'

|h| as in hat

|e| as in egg/elephant

|| as in long

o as in old

Put them together and you get the sound 'hello'.

In this word there are two vowels – the short 'e' and the long 'o'.

There are two consonants in it – h and l. The 'l' sound has two letters in it, but the sound is still one-l.

#### The next word is 'sir'.

|s| as in sat

|ir| like 'er' in sister

Put them together and you get the sound 'sir'.

In this word there is one consonant s.

The other sound in this word is a vowel and is the combination of i and r and which sounds like 'er' in sister.

**The next word is 'I'** and this is a vowel – the long i as in 'ice'.

#### The next word is 'am'

|a| as in apple

|m| as in exam

Put them together and you get the sound 'am'.

In this word there is one vowel – the short a.

The other sound is the consonant m.

The next word is 'Asha'. Asha is a noun — an Indian name. It is pronounced 'Asha'

#### The next word is 'from'

- |f| as in fish
- |r| as in rat
- |o| like u in up
- |m| as in exam

Put them together and you get the sound 'from'.

In this word there is one vowel – o which sounds like u in up.

The other three sounds are consonants – f, r, and m.

The next word is the name of a fictitious company so, let's skip that.

#### The next word after that is 'company'

- |c| as in cat
- |o| like u in up
- |m| as in exam
- |p| as in cup
- |a| like u as in up
- |n| as in tin
- |y| like long e as in tree

Put them together and you get the sound 'company'.

In this word there are 3 vowels — o, a and ee. Both o and a sound like the short u and the long e is represented by 'y'.

The other 4 sounds are of consonants – c, m, p and n.

#### The next word is 'may'

- |m| as in man
- |a| as in apple
- |n| as in tin

Put them together and you get the sound 'can'.

In this word there is one vowel – the short a.

There are two consonants in the word – c and n.

**The next word is 'I'.** We have already dealt with this before.

#### The word after this is 'speak'

- |s| as in sat
- |p| as in cup
- |ea| like 'ee' in tree
- |k| as in kin

Put them together and you get the sound 'speak'

In this word there is one vowel — the long e represented by two letters e and a together. In such a case a is not pronounced.

There are three vowels in this word – s, p and k

#### The next word is 'to'

|t| as in tin

|o| like 'oo' in moon

Put them together and you get the sound 'to'.

In this word there is one vowel – the long 'oo' as in moon.

There is one consonant in this word -'t'.

#### The next word is 'you'

|y| as in yard

|ou| like 'oo' in moon

Put them together and you get the sound 'you'.

In this word there is one vowel – the long 'oo' as in moon.

There is one consonant in the word – 'y'.

#### The next word is 'for'

|f| as in fish

|or| like 'or' in torch

Put them together and you get the sound 'for'.

In this word there is one vowel 'or' which sounds like a short o followed by an r and is represented by two letters o and r.

There is one consonant in this word – f.

The next word is 'a' which sounds squashed like 'uh'.

#### The next word is 'few'

|f| as in fish

|ew| like the long u in due

Put them together and you get the sound 'few'.

In this word there is one vowel – long u which is represented by two letters 'ew'.

There is one consonant in this word - f.

#### The next word is 'moments'

|m| as in exam

|o| like o in goat

|m| as in exam

|e| like e in egg

|n| as in tin

|t| as in tennis

|s| as in sat

Put them together and you get the sound 'moments'.

In this word there are two vowels – the long o and the short e.

There are four consonants in this word – m, n, t, and s.

#### The next word is spoken by the customer. He says, 'yes'

- |y| as in yard
- |e| like e in egg
- |s| as in sat

Put them together and you get the sound 'yes'.

In this word there is one yowel – the short e.

There are two consonants in this word – y and s.

You must study words which you hear or read in this manner. It will make you familiar with the way they should sound and help you reproduce them in the same way

### **Tips**



- You can always use a dictionary to help you understand how a word is pronounced.
- In an online dictionary you can actually hear the pronunciation of a word.
- Use the dictionary to know the meaning as well as the pronunciation of a word.

Make this a practice and you will soon be able to understand the English being spoken by your customers.

### 2.1.3 Identifying the Short Vowel Sounds

#### There are two kinds of basic vowel sounds – short and long.

If there is only one vowel in a word, then it is a short vowel sound. Some words with short vowel sounds are cat, bed, dog, pen, tin, bus, sun etc. Now let's look at the common words in the BPO industry which have short vowel sounds.

#### The words for each of the short vowel sounds are as follows:

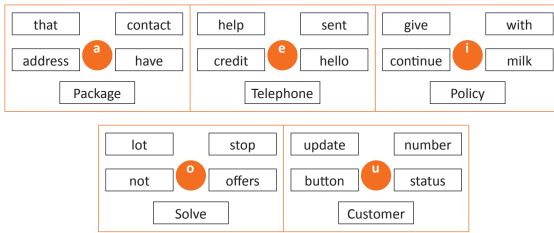


Fig.2.1.1. Short vowel sounds

### 2.1.4 Identifying the Long Vowel Sounds

If there are two vowels in a word, then the first one will make long sound and the second one will make short sound or be quiet, for example snail, railway, electricity, eat, toothbrush, pillow, eye, you etc. Now let's look at the common words in the BPO industry which have the long vowel sounds.

#### For the long vowel sound 'ai' some common words are:

Terminate, explain, payment, available, mistake, details, complaint, pay, repairs, today, claim, day, name

This sound appears in spellings as ai or ay or a consonant e.

#### For the long vowel sound 'ee' some common words are:

Speaking, please, greeting, meeting, three, appeal, guarantee, read, policy

This sound appears in spellings as ee or ea or even y.

#### For the long vowel sound 'ie' some common words are:

Apologise, mobile, right, like, time, life, sign, might, polite, nice

This sound appears in spellings as ie/igh/i.

#### For the long vowel sound 'oa' some common words are:

Close, store, no, phone, know, also, follow, more

This sound appears in spellings as oa/ow/o.

#### For the long vowel sound 'ue' some common words are:

Continue, few, issue, due, use

This sound appears in spellings as ue/ew/u.

#### Exceptions

However, there are some exceptions to the rule in each of the categories.

For example, the word 'you' also produces the sound ue, however, the spelling of 'you' does not have 'ue' in it.

# Tips



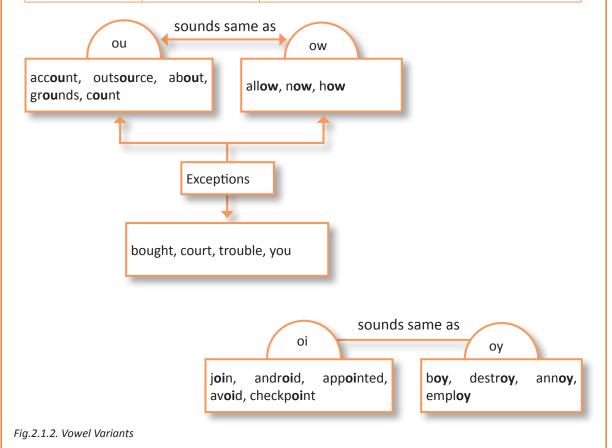
• When in doubt always use an online dictionary which gives the audio as well as the pronunciation key for any word.

### 2.1.5 Vowel Variants

In some words, two same or different vowels may appear immediately one after the other. At such times, their pronunciation will change. Such occurrence is known as vowel variants. Some words that are commonly used in the BPO industry are: good, afternoon, account, spoiled, allow, destroy, etc. Let us list some more words which contain these sounds

First the short oo	Third ou
00 - book - 00	ou - ouch - ou
Second the long oo	Fourth of
00 - soon - 00	of - oil - of

Short sound 'oo'	Long sound 'oo'	Exceptions
good	afternoon	
Checkbook	proof	Some word do not match the sound even if they
look	soon	have 'oo' in them. Instead they sound like the log vowel 'o' For example: door. The 'oo' in blood
took	boom	sound like the short vowel 'u'.
football	booster	door – 'oo' sounds like long vowel 'o'.
	reboot	blood – 'oo' sound like short vowel 'u'
	choose	



### 2.1.6 Vowel-Consonant Variants

Some vowels combine with the r consonant making strong vowel sounds. Such instances are called vowel-consonant variants.

Let us learn these variants.

or - torn - or

er - mixer - er

ar — car —ar

Here is a list of the words commonly used in a BPO which contain these sounds.

#### For the sound 'or' some common words are:

Export, afford, resort, distort, format

#### For the sound 'ar' some common words are:

Start, part, carpark, large, market

#### For the sound 'er' some common words are:

Afternoon, never, ever, service, names of all months ending with er, faster, either, bigger, under, merge

This sound is the same as ir, ur, or, re, ar

Bird, circle, first, sir, third

Urban, surface, turn, return, occur

Word, work

Pure, cure, centre, sure

Appear, arrears, circular

This diagram will give you a clear idea of the words

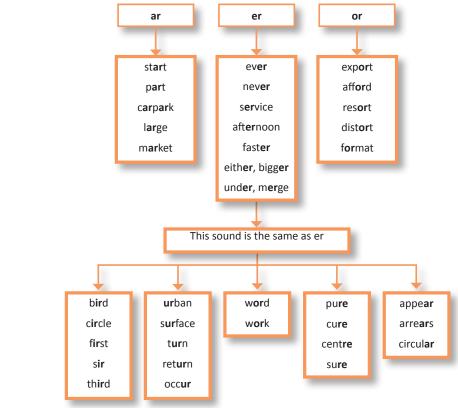


Fig. 2.1.3. Vowel-Consonant Variants

### 2.1.7 Sounds in the English Alphabet

Let us list out the words from the BPO industry, which contain the sounds b, c, d, f, g, h, j, k, l, m, n. p, q.

You'll find the sound 'b' in:

number, been, mobile, birth, buy

You'll find the sound 'c' in:

can, continue, caller, particular, customer

When 'c' is followed by e, i and y, it sounds like an 's' as in service, inconvenience, circle, juicy etc.

You'll find the sound 'd' in:

address, don't, and, caused, called, credit, difficulty

You'll find the sound 'f' in:

for, first, face, if, before, information, few

In the word 'of' 'f' sounds like 'v'

You'll find the sound 'g' in:

Give, good, go, again, got, ago, guarantee

In the words, genuine, charge, package, damage etc. 'g' sounds like 'j'

In words like bought, sign, right, 'g' is silent

In words like meeting, driving, calling, the 'g' sounds stops short of being pronounced fully.

You'll find the sound 'h' in:

have, however, how, here, help, hello, has

In words like with, the, this, that, birth, the 'h' sound is not found.

You'll find the 'j' sound in:

just, adjust, eject, disjoint, join, enjoy

You'll find the 'k' sound in:

k/ck: work, ask, acknowledgment, back, bank

The sounds 'c' and 'k' are the same in words like customer, work, case etc. Sometimes, they occur together in a word and still make the same sound 'k', like in pick, back, clock etc.

You'll find the sound 'I' in:

Long, hello, help, mobile, call, please

When a word is spelt with a double L in it, the sound does not change. It still is pronounced 'I'

You'll find the sound 'm' in:

ma'am, morning, am, me, may, my, them, immediately, terminate, mind

You'll find the sound 'n' in:

want, not, can, terminate, any, been, continue

You'll find the sound 'p' in:

problem, past, apologise, please, payment, deposit

You'll find the sound 'qu' in:

query, question, acquire, acquaint, require, adequate

### 2.1.8 Identify Consonant Sounds

Let us see some common words used in the BPO which contain the consonant sounds.

#### You'll find the sound 'r' in:

address, rupees, reason, several, problem

The letter 'r' is silent in several words which have the combination er, or, ar, like service, customer, particular.

#### You'll find the sound 's' in:

service, customer, sorry, section, solve

In words such as issue, pressure, fissure, the letter s makes the sound sh. In some words the letter s makes the zzz sound like in as, nose, choose, keys etc.

#### You'll find the sound 't' in:

terminate, time, credit, executive, connect, take

In words like another, 't' combines with 'h' and makes the 'th' sound. In words like often, mortgage etc. the letter t is silent.

#### You'll find the sound 'v' in:

voice, save, view, vast, five, effective, approve

#### You'll find the sound 'w' in:

will, what, with, word, between, worth

#### You'll find the sound 'x' in:

extra, expression, toxin, galaxy, tax, fix

The sound of letter 'x' in X-ray does not fit in the above list, because the X in X-ray sounds like 'ex' and not 'x'

#### You'll find the 'y' sound in:

yes, year, yesterday, yield, young

The letter y also comes in the place of vowel sounds - long e and long I - like in ability, family, academy, why, my, hereby, July

#### You'll find the 'z' sound in:

Zero, zip, zigzag, zone, zodiac, amazing, bazaar

# **2.1.9 Identify the Common Consonant Blends**

#### You'll find the sound 'ng' in:

long, among, strong, wrong, angry, being

#### You'll find the soft 'th' sound in:

another, either, whether, this, the, other, with

#### You'll find the hard 'th' sound in:

three, birth, thank, thing, thick, thin, earth, athlete

#### You'll find the sound 'ch' in:

chairman, chance, change, champion, channel, check, achieve, approach

In some words like school, character etc. the blend 'ch' makes the 'k' sound

#### You'll find the sound 'sh' in:

short, shall, shape, shares, accomplish, cashier

## 2.1.10 Articulation of letters of the English Alphabets

Articulation is a part of the study of phonetics. Articulation means the actions and movements of all the parts of the mouth that we use in producing a sound while speaking. These include tongue, lips, teeth, roof of the mouth and vocal cords. Let us see how these come together to produce the various consonant sound.

• 'F' as in reef

Bring the lower lip against the edge of the upper teeth, force the breath between the lips and the teeth.

#### **Examples:**

Proof, relief, stuff, cough, off,

#### Say this tongue twister:

Four furious friends fought for the phone

Flies fly but a fly flies

• 'V' as in have

Position of lips and teeth same as that for 'F', giving voice instead of breath.

#### **Examples:**

Resolve, dive, victor, every,

#### Say this tongue twister:

Very well, very well, very very well

• 'P' as in pipe

Place the lower lip against the upper, forcing the breath from the lips.

#### **Examples:**

Rope, trip, tiptop, whip

#### Here is a tongue twister:

Peter Piper picked a peck of pickled peppers

Picky people pick Peter Pan peanut butter

• 'B' as in rub

Position same as for P, giving voice instead of breath.

#### **Examples:**

Absorb, feeble, superb, shabby, barb

#### **Tongue twister:**

A big black bug bit a big black bear on his big black nose!

Bobby Bippy bought a bat, Bobby Bippy bought a ball

'M' as in rim

Position as for P or B, forcing sound through the nose.

#### **Examples:**

Fame, Commend, pilgrim, perform

#### **Tongue twister:**

Mummy made me eat my melons and muffins

Merrily mutter many remembered mercies

• 'N' as in man

Place the tip of the tongue just above the upper teeth, forcing sound through the nose.

#### **Examples:**

Knife, nine, between, join

#### **Tongue twister:**

Nine nice night nurses nursing nicely

'T' as in test

Position same as for 'N', giving breath instead of voice.

#### **Examples:**

Account, almost, reject, suggest

#### **Tongue twister:**

Tie twine to three tree twigs

Terry taught her daughter Tara to teeter-totter, but Tara didn't teeter-totter as Terry taught her to

• 'D' as in bad

Position same as for T, voice instead of breath

#### **Examples:**

Load, divided, guide

#### **Tongue twister:**

Dick's duck dived as deep as Dick's dog dug!

Double bubble gum, bubbles double

'K' as in kick

Separate the teeth raise the base of the tongue to contact the soft palate, force the breath forward.

#### **Examples:**

Make, circle, track, talk, and speak

#### **Tongue twister:**

Clean clams crammed in clean cans

Kind kids kicked sticks

'G' as in tag

Position as for K, giving voice instead of breath

#### **Examples:**

Great, colleague, begin, catalogue

#### Tongue twister:

Gobbling gargoyles gobbled gobbling goblins Gummy Peggy dug a slug for a pug

• 'L' as in hotel

Place the tip of the tongue against the upper gum, the sides of the tongue remains lowered. Voice the sound.

#### **Examples:**

Article, still, initial, people, removal

#### **Tongue twister:**

Large lamps, small lamps, little lamps, light up lanes.

Lily ladles little Letty's lentil soup

• 'S' as in sad

Send the breath through the partially closed teeth with a hissing sound.

#### **Examples:**

Miss, loss, piece, stress, advice

#### **Tongue twister:**

Six slimy snails sailed silently

Six sleek swans swam swiftly southwards

'Z' as in daze or S hard as in excuse Position same as for S, emitting voice instead of breath.

#### **Examples:**

Prize, easy, because, reason, amazing

#### **Tongue twister:**

Zizzi's zippy zipper zips.

Zither reasons wisely, amazing Zoe

• 'R' as in rate

Place the tip of the tongue near the roof of the mouth, back of the upper gum. Force breath through the aperture this makes. The tongue vibrating produces the sound.

#### **Examples:**

Roll, create, write, narrate, and raise, credit

#### **Tongue twister:**

Roberta ran rings around the Roman ruins

Roland rode in a Rolls Royce

• 'J' or 'G' soft as in Judge

Position same as for L, vocalizing the combination 'dch'.

#### **Examples:**

Margin, fragile, join, region, major

#### **Tongue twister:**

Jack the jailbird jacked a jeep

Jelly in jars jiggle gently

'H' as in have

Separate the teeth and force the breath forward.

#### **Examples:**

Half, home, health, whole

#### **Tongue twister:**

In Hertford, Hereford and Hampshire hurricanes hardly ever happen

Her whole hand hurts horribly

• 'W' or 'Wh' as in what

Slightly contract the lips and force breath through them.

#### **Examples:**

Whether, what, when, meanwhile

#### **Tongue twister:**

Wally winkle wriggles his white, wrinkled wig

Whether the weather be cold or whether the weather be hot, we'll weather the weather whether we like it or not

'Y' as in yellow

The middle of the tongue is raised to contact the hard palate just behind the upper gum, with the tip of the tongue touching the lower gum. Voice the sound.

#### **Examples:**

Yellow, yesterday, young, you, your

#### **Tongue twister:**

Yummy yellow yoghurt, yum yum yum

• 'th' as in this The tip of the tongue is placed between the upper and lower front teeth and the sound is voiced.

#### **Examples:**

This, the, whether, father, mother

#### **Tongue twister:**

The feather in father's cap is quite another

'th' as in three

The tip of the tongue is placed between the upper and lower front teeth and air is forced out. It is unvoiced.

#### **Examples:**

Thirteen, thorough, Thursday, author, thanks

#### **Tongue twister:**

Thirty-three thirsty, thundering thoroughbreds thumped Mr. Thurber on Thursday then the thick teeth bit through the three thorns that the thin tree thrust forth

### 2.1.11 Navy Call List

The Navy Call List is a special list of words developed by the Navy. It was developed to help in situations where the other party across the phone/ wireless line has difficulty in understanding.

#### Here it is:

A for Alfa	J for Juliette	S for Sierra
B for Bravo	K for Kilo	T for Tango
C for Charlie	L for Lima	U for Uniform
D for Delta	M for Mike	V for Victor
E for Echo	N for November	W for Whiskey
F for Foxtrot	0 for Oscar	X for X-ray
G for Golf	P for Papa	Y for Yankee
H for Hotel	Q for Quebec	Z for Zulu
I for India	R for Romeo	

## 2.1.12 Need to Speak English Fluently

Read this conversation between the CSR Bunty and the customer, Mrs. Ghosh.

Bunty: "Hello Madame, I Bunty want to talk to you about your loan payment."

Mrs. Ghosh: "Yes tell me."

Bunty: "You are taking house decoration loan Ma' am? We are not getting the EMI Ma' am."

**Mrs. Ghosh:** "What language are you speaking, young man? I have been teaching in schools for twenty years and no one has ever spoken to me this way!"

**Bunty:** "I am not rude Ma' am, only telling you if the loan is not paid. ... then it is risk."

Mrs. Ghosh: "Risk? Are you threatening me?"

Bunty: "No no Ma' am, I am making sure you understand."

**Mrs. Ghosh:** "Who are you to make me understand'? I'm changing my loan to another bank with better service!"

This example is the opposite of what we want to do. We want our customers to get smooth and easy service with ready information. Our speech should be correct, simple and easy to understand. You need to speak basic English correctly to go ahead in your career.

Here are some guidelines for you on speaking English fluently in the following sections.

### 2.1.13 "A", "An", "The"

Here is the correct use of 'a'.

**Example 1:** This is a call centre.

**Example 2:** He is a difficult customer.

Rule: When the object is one of any, then use "a" before the object.

See how to use 'an'.

**Example 1:** I have an irate customer to handle.

**Example 2:** I will send you an email about the details.

Rule: Use "an" when the object is one of any and begins with a vowel sound.

People always leave out the article - 'The'. We need to use article the when we are talking about something specific.

**Example 1:** I am going to the office.

**Example 2:** Kindly be on the line.

**Example 3:** Will you take the call'?

**Example 4:** This is the 'accepting order' department.

Rule: When you know WHAT the object is, always use 'the'.

# 2.1.14 "I", "you", "he/she/they" -

Bunty was asked by one of his friends to introduce himself. Let us see how Bunty introduced himself.

"Myself Bunty, working in a BPO."

His friend corrected him and suggested that it should be 'I am Bunty. I work in a BPO.'

Now let us see the simple use of pronouns I, You, He and She

use of pronouns	Example
"I" - First person	I will put you on hold now.
"You" - Second person	You will receive an email soon.
	She will help you with your enquiry.
"He"/"She"/"They" - Third person	He will meet you in the canteen.
	They will help you with your enquiry.

### 2.1.15 Common Mistakes

Let us see some common mistakes that we make while speaking.

Incorrect	Rule	Correct
"Sir, I tried to call you an hour back."	When we indicate the past, instead of 'back; we must use 'ago'.	"Sir, I tried to call you an hour ago"
"All the peoples who bought this product have liked it."	People and children are plural by themselves. Do not add an's' to either of these words.	"All the people who bought this product have liked it."
"Ma' am, you bought the matter up."	'Bought' is the past tense of 'buy; while 'brought up' is the past tense of bringing something up.	"Ma' am, you brought the
"Is today your happy birthday Ma'am?"	While you sing, 'Happy Birthday!' to people, the actual day is just the person's birthday.	

# 2.1.16 Tips to Improve your Fluency



You can learn to speak correct English in the following five easy steps.

Now let us see how Bunty speaks with Mrs. Ghosh in the same credit collection call which he had made earlier. Bunty has received some inputs and correct guidance on speaking English correctly.

**Bunty:** "Hello Madame, this is Bunty from Sourcing Solutions. I just want to talk to you about your loan payment."

Mrs. Ghosh: "Hmm okay, yes tell me."

**Bunty:** "You had taken the house decoration loan a year back, I mean a year ago. We have not got the EMI for the last two months Ma' am."

Mrs. Ghosh: "Yes, young man. I know that. I had some personal problems.

**Bunty:** I understand Ma' am. I just wanted to tell you that the interest amount is increasing. May I help you find a solution Ma' am?"

Mrs. Ghosh: "Hmmm... you are a polite young man. Okay tell me..."

If you practice these tips, just as Bunty has done, you will surely do well in your job!

# Tips



- Read the English newspaper aloud.
- Practice reading aloud before the mirror.
- Listen to the English news.
- Constantly speak to everyone at home and at work in English.
- Observe the Leads/seniors and colleagues who speak well, and imitate their phrases.
- Always be eager and willing to get your speech corrected.
- Try to work on the suggestions immediately and put them into practice.

### 2.1.17 All about Syllabus

Let's observe the words in the following examples to identify the syllables in them.

#### 1. "Good Morning!"

- Good has one vowel sound 'oo'. So the word has just one syllable, or the word is monosyllabic.
- Morning mor-ning has two vowel sounds, 'or', 'i'. So the word has two syllables.

#### 2. "May I explain the offer to you?"

- 'May' has one vowel sound a. Therefore it is monos yllabic.
- 'I' has 1 syllable.
- 'Explain' has two syllables ex-plain
- 'The' has one syllable.
- 'Offer' has two syllables off-er
- 'To' has one syllable.
- 'You' has one syllable.

#### 3. "Please hold on."

- 'Please' has one syllable.
- 'Hold' has one syllable.

# **Tips**



- Another way of identifying the number of syllables in a word, is to count the number of times your mouth opens when you slowly pronounce the word.
- 'On' has one syllable.

### 2.1.18 Word Stress

In English, we do not say each syllable with the same force or strength. In one word, we put emphasis on ONE syllable. We say one syllable very loudly, and all the other syllables very quietly.

**Let's take 3 words:** photograph, photographer and photographic. Do they sound the same when spoken? No, that's because we stress ONE syllable in each word. And it is not always the same syllable.

In the word, 'photograph', there are 3 syllables, and the first one is stressed in this case - 'PHO-to-graph'.

In the word, 'photographer', there are 4 syllables, and the second one is stressed in this case-'pho-TO-graph-er

In the word, 'photographic', there are 4 syllables, and the third one is stressed in this case -'pho-to-GRAPH-ic'.

This happens in all words with two or more syllables.

**For example:** TEACH-er, CHIN-a, AFT-er, conver-SA-tion, IN-teresting, im-POR-tant, de-MAND, a-BOVE, CUS-tomer, PRO-duct, COM-pany, MIN-ute, speci-AL-ity, OFF-er, etc.

The syllables that are not stressed are weak or small or quiet.

Word stress in English is not optional, it is part of the language. If, for example, you do not hear a word clearly, you can still understand the word because of the position of the stress.

Now imagine that you are speaking to somebody over telephone with a very bad connection line. You cannot hear clearly. In fact, you hear only the first two syllables of one of these words, photo... which word is it, photograph or photographer? Of course, with words stress you will know immediately which word is it because in reality you will hear either **PHOto**... or **phoTO**... So without hearing the whole word, probably know what the word is **PHOto**...graph or **phoTO**.. grapher. Of course, you also have the 'context' of your conversation to help you.

This is a simple example of how stress helps us understand English.

#### There are two very important rules about word stress:

- **1. One word, one stress.** (One word cannot have two stresses. So if you hear two stresses, you have heard two words, not one word.)
- 2. The stress is always on a vowel





• If you use word stress in your speech, you will instantly and automatically improve pronunciation and your comprehension.

### 2.1.19 Rules for Word Stress

There are some rules about which syllable should be stressed.

When you learn a new word, you should also learn its stress pattern. If you keep a vocabulary book, make a note to show which syllable is stressed.

Other than the two basic rules mentioned before, other rules are based on the parts of speech. They depend upon whether the word is a noun, adjective or a verb.

#### 1. Stress on the first syllable

#### **Examples:**

- a. 'It is a PRESent for you along with the package sir'.
- b. 'The Product is an Export from China sir'.
- c. 'Have you placed the box on a Table ma'am?'
  - Most two syllable adjectives

#### **Examples:**

- a. 'look for the SLENder wire that is behind the instrument sir.'
- b. 'I will be happy to send the executive tomorrow ma'am'

#### 2. Stress on the last syllable

Most two syllable verbs

#### **Examples:**

- a. Please pre-SENT your credit card and the time of check-in sir.'
- b. 'You'll have to ex-PORT the data to an Excel file sir.'
- c. 'You'll have to de-CIDE on the date of travel first ma'am.'
- d. 'You can be-GIN to use the service in 24 hours sir.'

#### 3. Stress on the penultimate syllable. Penultimate means second from the end.

Words ending in '-ic'

#### **Examples:**

- a. 'It loo this the GRAPH-ic card of your computer is not working sir.'
- b. 'The geo-GRAPH-ic location of your last mobile has been located sir.'
- Words ending in-sion and-tion

#### **Examples:**

- a. 'The company channel on your tele-VI-sion, will give you details of your recharge status ma'am'.
- b. 'The available colours are car-NA-tion red, crimson red and aquamarine blue.'

#### 5. Stress on the ante-penultimate syllable. Ante-penultimate means third from the end.

• Words ending with -cy, ty, -phy,-gy

#### **Examples:**

- a. 'Can you tell me the con-SIS-tency of these errors on the machine sir?'
- b. 'The ac-TI-vity records for your telephone will be
- c. 'The company phi-LO-sophy towards customer satisfaction is incomparable ma'am. Be assured your concern will be taken care of.'
- d. 'Your medical insurance will be finalized only after your cardi-0-logy report is finalized sir.'
- Words ending with al

#### **Examples:**

- a. 'It's CRI-tical for me to know the exact details of the expense ma' am, only then can I investigate it further.'
- b. 'We have an ADDI-tional package with the platinum pack ma' am. Would you like to have it?'

#### 6. Compound words (words with two parts).

• Stress on the first part for nouns

#### **Examples:**

- a. 'Can I have some BACK-ground information ma' am?'
- b. 'It is possible that the KEY-board is not functioning correctly sir.'

# Tips 🖳

• You can look in a dictionary for the phonetic spelling of words. This is a where they show which syllable is stressed, usually whit an apostrophe (') just before the stressed syllable. The notes in the beginning of the dictionary will explain the system used.

• Stress on the second part for adjectives

#### **Examples:**

- a. 'In our retro caller tune facility, we have some nice old-FASH-ironed melodies ma'am.'
- b. 'It was nice talking to a good-TEM-pared lady like you ma' am.'
- Stress on the second part for verbs

#### **Examples:**

- a. 'I under-STAND your problem sir. I will need a little more information, before I can help you.'
- b. 'Did you over-CHAR-ge me for this service?'

# 2.1.20 Need for a Non-Language

Let's look at the way in which different CSR's speak Hindi in their respective regional Languages. Now see how the customers listening to those CSRs reacted......

CSR1 (Punjabi): "Hello-ji! Main aapki madad kaise kara sakte hoon?"

Customer: "Hello, hello? Kya main Fone-Fone main billing ki baat kar sakta hoon'?"

CSR1: "Crack-ed ji! Yeh billing da kya mamla hain?"

Customer: "Cracked? Kya matlab tumhara? Main abhi complain kar deta hoon!!!"

CSR2 (Bihari): "Hellooo. Hum aapka kaise madad kar sakta hoon?"

**Customer:** "Mujhe apne EMI ke bare mein batao."

CSR2: "To boliye na... ka EMI bharna chahte hoo?"

Customer: "Hum baad mein phone karta hoon!"

CSR 3 (Bombaiya): "Hum aapka kaise madad kar sakta hoon'?"

Customer (Bengali Language): "Hello... kya ham Sourcing mein baat kar rahe hain?"

CSR3: "Haan Ma' am. Right bola. Aap ko kuch mangta kya?"

Customer: "Mangta kya? Tum kya bolta hain humko nahin pata!"

CSR4 (Neutral Hindi): "Aadaab, aapka swaagat hain. Hum aapki kya seva kar sakte hain."

Customer: "Sorry'? Main table khareedna chahta hoon."

CSR4: "Avashya. Kaunsi aakar ka table khareedegi."

**Customer:** "Aakar? Nahin nahin — table chahiye..."

Did you observe the language used by the CSRs and customers from varied regions of India? When customers call us, they expect to hear a uniform Language in Hindi. They don't want to know which part of India you come from, and a strong Language comes in the way of customers understanding us clearly.

## 2.1.21 Speaking with Neutral Language

Now let us see how Bunty with his good non-Languageed Hindi would handle a call.

**Bunty:** Namaskar Ma'am, main Bunty Sourcing Solutions se.. aapki kya madad kar sakta hoon'?

**Customer:** Mujhe Sourcing Solutions mein baat kama hain.

Bunty: Haanji, yeh Sourcing hi hain. Boliye, aap ko billing se baat karni hain ya order dena hain?

Customer: Order hi dena hain... woh maine plate set dekha tha...

**Bunty:** Kripaya mujhe aapka naam bataiye, jo aapke credit card par diya hua hai. Kya mein aapka pataa jaan sakta hoon?

**Bunty:** Kya mein aapka phone number jaan sakta hoon?

Cusomer: 9930427896.

**Bunty:** Dhanyawad Ma' am, Aap jis product ka order dena chahate hai uska naam ya code bata

sakte hain?

Customer: CRZ 5834.

**Bunty:** Shukriya Ma' am, Aap kitna order dena chahate hain aur aapke Bhugtaan ka tareeka kaunsa hoga? COD ya creditcard? 3 se 5 karyakaari dino mein yeh product aap tak pahuchaya jayega. Anya kisi poochtaach ke liye, kripaya 988877888 par phone kijiye. Phone kame ke liye dhanyawaad. Aapka din shubh rahe.

This proves that a neutral Hindi Language helped the customer understand Bunty clearly and she could proceed with her order. A neutral Language, or no Language, really helps the customer feel comfortable.

A neutral Language will ensure that you are accepted by customers calling from any part of the world.

It will help you to be understood easily by any customer

# 2.1.22 How to Get a Non-Language



A strong regional Language can come in the way of a customer willing to listen to what you are saying.

Here are some tips which will help you speak Hindi in a neutral Language.

- Read a Hindi newspaper aloud
- Read Hindi books with correct pauses
- Listen to Hindi news
- Practice tone modulation
- Practice with a friend who speaks good neutral Hindi

# 2.1.23 Difference between Hearing and Listening

Listening is not the same as hearing.

Hearing refers to the sounds that you hear, whereas listening requires more than that: it requires you to concentrate. For instance, while listening to a story, it would mean paying attention not only to the story, but how it is told, the use of language and voice, and the use of body language. In other words, it means being aware of both verbal and non-verbal messages. Your ability to listen effectively depends on the extent to which you perceive and understand these messages.

- Listening is with the Mind.
- Hearing is with the Senses.

## 2.1.24 Importance of Active Listening

A good listener will listen not only to what is being said, but also to what is left unsaid or only partially said. Listening involves observing body language and noticing inconsistencies between verbal and non-verbal messages. For example, if someone tells you that they are happy with their life but through gritted teeth or with tears filling their eyes, you should consider that the verbal and non-verbal messages are in conflict. Listening requires you to concentrate and use your other senses in addition to simply hearing the words spoken.

How well you listen has a major impact on your job effectiveness, and on the quality of your relationships with others. We listen:

- to obtain information
- to understand
- to learn

Stages of the Listening Process

Let us understand the stages of the listening process with the help of a complaint handling call.

• **Hearing:** Hear the sound, voice or the message

Customer: "Hello, is this Quick Buy?"

CSR: "Yes, this is Sanaya from the complaint handling department. How may I help you?"

• **Focusing on the message:** Paying complete attention to what is being conveyed by the customer. Customer: "I had ordered for a book from your online shopping site."

CSR: "Yes ma'am. Could you please tell me the order number and the item code?"

• **Comprehending and interpreting:** Grasping and trying to understand what the customer wants to convey

Customer: "The cover of the book is torn. How can you sell such products? I mean this is such pathetic service!"

CSR: "Ma'am, I apologies on behalf of the company and I assure you that I will help you."

 Analysing and Evaluating: Check whether your understanding matches with what the customer has conveyed

Customer: "I wanted to gift it to my friend. What do I do now?"

**CSR:** "Ma'am, could you please provide me with the order number first so that I can process your complaint."

Customer: "Do you understand my problem. I want to gift it to her."

**CSR:** "Yes Ma'am, I completely understand your position. But, if you tell me the order number, I will be able to help you better."

Responding: Responding to the customer with verbal and non-verbal messages

**Customer:** "Yes it is DXR40563. Please do it as soon as you can. Her birthday is on the 14th of May and today is the 10th,"

**CSR:** "Don't worry Ma'am; I assure you that I will ensure that an alternate book is delivered to you in the next two working days."

• Remembering: Retaining whatever you have understood

The CSR must keep in mind that she had promised the customer to provide an alternate book within the next two working days. The CSR must ensure that the book reaches the customer as promised.

# **Tips**



- The most basic of all human needs is the need to understand and to be understood.
- The best way to understand people is to listen to them.

## 2.1.25 Guidelines of Active Listening

If you try and follow these guidelines while listening, you will become a better listener.

#### 1. Stop Talking

We have two ears but only one mouth. Don't talk, although you may need to clarify. Do so only when the other person has finished speaking.

#### 2. Prepare Yourself to Listen

Focus on the speaker. Put other things out of mind.

#### 3. Put the Speaker at Ease

Help the speaker to feel free to speak, especially in your case it would be the customer. It may also be your colleague or superior. Remember their needs and concerns. Nod or use other gestures or words to encourage them to continue.

#### 4. Remove Distractions

Focus on what is being said: don't do other activities such as scribbling on paper, shuffling papers, arranging your desk, looking out of the window, etc. Avoid unnecessary interruptions.

#### 5. Empathies

Try to understand the other person's point of view. Look at issues from their perspective. Let go off preconceived ideas.

#### 6. Be Patient

A pause, even a long pause, does not necessarily mean that the speaker has finished. Never finish a sentence for someone.

#### 7. Avoid Personal Prejudice

Try to be impartial. Do not get irritated or get biased due to the person's habits or mannerisms.

#### 8. Listen to the Tone

Volume and tone of voice, both add to what someone is saying.

#### 9. Listen for Ideas - Not Just Words

You need to get the whole picture, not just isolated bits and pieces.

#### 10. Wait and Watch for Non-Verbal Communication

Gestures, facial expressions, and eye-movements can all be important. This will be useful while interacting directly with your friends, colleagues and superiors.

# Tips 🖳

If you're finding it particularly difficult to concentrate on what someone is saying, try repeating their words mentally as they say them - this will reinforce their message and help you stay focused on what is being said.

#### 2.1.26 Some Common Phrases "There are a "I'd be happy to "Here's what I can couple of things help you with it" that I can do do for you" "I'd be happy for you right away" to help with it " "We appreciate "I assure you that it will your patience be added as quickly as while "May I put you possible" we process..." on hold while I access your account" "I'll have this "It's "I would do processed at my pleasure to "I know exactly the earliest" it for you" do it for you" how that feels"



### 2.1.27 Peer Sensitivity

#### **Impolite Expressions**

#### Scenario 1:

Ravi: "Samir, I don't think your proposal for the team schedule is going to work!"

**Samir:** "As a Team Lead I will decide that. Please go back to your work until it is time for you to leave!"

#### Scenario 2:

**Bela:** "Er... Sanaya. Can you tell my Team Lead I want to go home early? You always speak without thinking."

Sanaya: "Okay let me see."

Although Ravi and Bela did not mean to offend Samir and Sanaya, they could have put across their point more politely. Politeness begins not only at home, but also at work- be it with your Team Leader, colleagues or friends.

Let us now see how Ravi and Bela could have done better. In the scenarios below Ravi compliments Samir and Bela asks Sanaya for help very politely.

#### **Polite Expressions**

#### Scenario 1:

**Ravi:** "Oh! That was a great schedule you have drawn up! Uh..! had just one small problem — May I...? Well, I get only 20 minutes for making my entries...Could we make some more time for that please?"

**Samir:** "Oh! Ok.. I must have missed that. I will definitely change it... thanks for bringing it to my attention, man!"

#### Scenario 2:

**Bela:** "Hey Sanaya. I have a favor to ask. I need to leave early to visit the doctor but I am not sure how to tell my TL.... You always know what to say. Can you help me tell him please?"

Sanaya: "Sure Bela."

# Tips 🖳

These are tips that will help you manage your customers too

- Compliment the person.
- Always try to say something positive about the person before pointing out a mistake.
- Always be polite when asking a favour.

### 2.1.28 Tone and Choice of Words

Let us look at an example of how the tone of voice can affect a collection call.

**Bunty (casually):** "Hello, Sir. This is Bunty calling from Holiday Bank. I am calling to ask you about your Payment."

What could have Bunty said instead? Here are a few options to lead the way:

- "Is this a good time to talk?"
- "We value your time and would like to inform you of an oversight."

Second mistake - You cannot insult a customer by directly asking payment from him. Your options here are:

- "We seem to have missed a payment on you premium. I fully understand your position that you were busy, and could not attend to it."
- "Here is one way we could work this out."

Mr. Anthony: "Do you know who you are speaking to?"

Bunty: "No Sir, may I know who you are?"

That is obviously foolish. Always show respect to your customer even if he is being unreasonable. What you can say in this situation is:

- "I can see why you are upset, but please let me work this out for you."
- "I value your business with us, which is why I would love to work out a solution that suits you."

Mr. Anthony: "W H A T? Who is this'?"

Bunty: "I am Bunty."

#### Mr. Anthony:

Well, at this point there is not much one can do. However, here is an option:

- "We understand why you are upset."
- "We assure you this mistake will not happen again. Please let us know a way by which we can correct this."

These are, what we call, polite expressions. They help calm irate customers and assure them that we are here to help them.

We' ve learnt about polite expressions. But polite expressions, if NOT said in a polite tone, will no longer sound polite.

Take a look at this sentence. See how Sanaya handles a customer service call in two different ways.



Did you make out the difference? The lines are the same! The tone and how you modulate your voice is what makes all the difference!

Both choice of words and the tone should be used to:

- Compliment the person
- Say something positive
- Show empathy for their situation

## 2.1.29 Polite Expressions

List of polite expressions for some common situations.

#### To empathies with the customer:

- 1. We value your time...
- 2. I will personally take care of that.
- 3. I fully understand your concern.

#### To respond to complaints from the customer:

- 1. Thank you for bringing this issue to our attention.
- 2. I'm sure I will be able to help with that.
- 3. I am going to give my personal attention to the matter.
- 4. I can see why you are upset.
- 5. I value your business with us.
- 6. This is very important feedback.
- 7. Such a thing can be annoying at times.
- 8. Thank you for bringing this to our attention.
- 9. Do you have any suggestions about how we should do it?
- 10. I know exactly how that feels.

#### To resolve a problem faced by the customer:

- 1. May I suggest some options?
- 2. Here's what I can do for you?
- 3. Here's one way we can work this out.
- 4. There are a couple of things that I can do for you right away.
- 5. I will make this my topmost priority.

#### To put the customer on hold:

- 1. We appreciate your patience while we process.
- 2. I assure you that it will be handled as quickly as possible.
- 3. I will have this processed at the earliest.
- 4. I assure you that it will be added as quickly as possible.
- 5. May I put you on hold while I access your account?

### 2.1.30 Different Tones of Voice

#### Anger:

**A customer:** WHAT? It is not MY mistake, did you say? How COULD YOU BE SO CARELESS? This statement when said in a loud and unkindly voice indicates extreme anger.

#### **Calmness**

**A CSR:** Yes Sir, I am listening and I understand your problem. I seek your cooperation, so I may help you Sir.

We can make out that a CSR is responding, possibly, to a difficult customer. However, note the calm-ness in his tone.

#### **Impatience**

A customer: When will I get my new ATM card? I want you to send it to me in the next two days, else cancel it.

This clearly echoes impatience in the customer's tone. As a CSR you must handle such customers with extreme care to ensure they do not turn into irate customers.

#### **Assurance**

**A CSR:** Yes Ma'am, I will ensure that your defective digital camera gets repaired or replaced. Assurance helps gain the trust and respect from the customer.

#### **Pleasantness**

A CSR: Thank you ma'am, it was a pleasure talking to you. Have a good day.

A cheerful and pleasant tone is always welcome. It goes a long way in build customer relationships.

### 2.1.31 Phrases to use

#### Phrases for personalized greetings

"Good morning Mr. Mehta can I have a few minutes of your time please? "Congratulations for your new car Sir."

"Thank you for cooperating Ma'am, the information would've been incomplete without your valuable feedback."

Beginning a conversation by greeting the customer, addressing the customer by his/her name helps to personalize the conversation. It cuts the ice with the customer who is likely to be more receptive.

#### Phrases for asking questions

"May I know your customer ID please?"

"How may I help you Sir?"

"Would you like to know anything more about our products?"

When you ask questions, sound genuine and sincere. It shows that you are ready to help.

#### Phrases to seek confirmations

"Sorry, could you come back to what you were saying?"

"Your voice is not clear, would you please repeat?"

"Sorry did you say that you were calling from GDR Bank?"

Use the above phrases if you wish to seek confirmations on what you've heard or understood.

#### Phrases to give assurances

"I will surely help you block your sim card in the next 10 minutes"

"We are here at your service and will solve your problem immediately"

"Don't worry ma'am it's just a temporary problem. You will be able to see all the channels in a short time from now"

Say these phrases when you wish to assure your customers. Sound sincere and firm when you say them.

### 2.1.32 What are Articles

An article is a word placed before a noun to show whether the noun is used in a particular or general sense.

Some examples are

"A cat sat on the mat."

"An elephant is a huge animal."

An indefinite article is used to talk about people, things or places in general.

'A' and 'an' are used to refer to nouns in a general sense.

I was born in a town.

We use an umbrella when it rains.

'A' is called a non-specific article or an indefinite article.

For instance, in the statement, 'a phone is an instrument to make long distance calls', the noun 'phone' is any phone and so should be termed as a phone.

It has another noun 'instrument'. However, 'an' appears before instrument rather than 'a'. 'An' is an article that is used when nouns begin with a vowel sound.

However, there are exceptions. We use 'an' before words that begin with silent 'h' as in 'hour'.

Here are a few instances when you will use indefinite articles.

1.	To refer to something or someone for the first time in a conversation:	I've got two children - a boy and a girl.	
2.	Before professions and job titles:	an electrician	
		a plumber	
		a politician	
		a marketing executive	
3.	With some expressions of quantity, amounts	a pair of jeans	
	and frequency:	a few minutes	
		twice a year	
		50 kilometers an hour	
4.	With expressions with "What!"	What a great dress!	
		What an offer!	
		What a shame!	

Ravi works in a Domestic BPO. It services customers from his own country. He is a new joinee. Let us see how he introduces himself to his colleagues.

Ravi: Hello, I am working as an agent in Excellence BPO. I have to deal with customers. I use a headphone to talk to the customers. There is an immediate boss whom I report to. He is called a Team Leader.

# Tips 🖳

• Always remember 'a' or 'an' is used to refer to a non-specific or non-particular member of the group.

### 2.1.33 Definite Article-The

We usually use 'the' when we talk about a person or thing again in the conversation.

For example: We have a very good tariff plan. **The** plan we are offering you is annual. Here, initially we are talking about the tariff plan in general as being good. Then we state its specific characteristic, that it is annual.

Let us look at a few more examples:

The river Ganga is **the** holy river of our country.

In the above sentence, the river Ganga is the one holy river of our country. It is very specific. Hence, we use 'the' before it.

Which shirt do you like? **The** blue one?

#### Let understand some instances where we can use 'the':

1.	To refer to something or someone both speakers	I've got two children - a boy and a girl.
	in a conversation know about:	<b>The</b> boy is 7 and <b>the</b> girl 4.
		<b>the</b> Arabian Sea
2.	Before seas, rivers, and groups of mountains or	the Ganga
	islands:	<b>the</b> Himalayas
		the Sunderbans
		<b>the</b> King
3.	If there is only one of these people or things:	<b>the</b> President
		<b>the</b> Sun
		the Tai Mahal

# Tips 🖳

 Always remember to use 'the' when you want to make a person, place or thinking stand out from the others

# 2.1.34 A Day at the Workplace

As a	CSR v	งดน	have	to t	take	and	make	calls.	Let i	ıs l	ook	at this	exami	ole:
<i>,</i> 13 u	COIL	y O U	IIUVC	·	LUILL	ullu	HILLIANC	cuiis.		<i>4</i>	OOK	at tills	CAUITI	<i></i>

Customer: "Hello, my name is ........ and I would like to know where I can pay my ......

I stay at ....."

**CSR: ??** 

Can you tell who is calling, for what purpose and from which location?

From the above example we can see that a sentence can be confusing and even incomplete if the name, place and objects are not mentioned.

Let us look at another example.

Customer: "Hello my name is Sandeep Pawar and I am calling from Mumbai."

CSR: "Hello Sir my name is Mahesh, how may I assist you?"

**Customer:** "I have lost my **mobile phone** and hence would like you to block my **sim card**." **CSR:** "I would be glad to help you Sir. But first can you confirm your address with me?

Customer: "Sure. It is Sunshine Avenue, J.P. Road, Mumbai-400055"

**CSR:** "Thank you for the confirmation Sir. I will block your **sim card** right away."

Customer: "Thanks a lot."

# Tips

- All name are nouns.
- The most commonly used words are nouns.

### 2.1.35 Action Words - An Introduction

Walk! Run! Cough! Drink!

All these words show some kind of action. They express something that a person, animal, or object **can do**. That's why we call them action words.

#### **Examples:**

I brush my teeth everyday.

I travel in a bus.

All of us watch cricket matches.

In the above sentences 'brush', 'travel', 'watch' are action words.

#### Here are some more examples.

I am shifting my desk..

Let me enter the details.

Can you give me your mobile number?

Here 'shifting', 'enter' and 'give' are all action words as they describe an action In English grammar these words are called **verbs**.

### 2.1.36 Use of Action Words in Everyday Life

A sentence is never complete without an action word. An action word generates more drama and emotion than any other word.

Some more examples of action words:

- Please give me some water to drink.
- I was standing in the ticket queue for a long time.
- The train came very late.
- Amitabh has acted well in the film Don.
- She always speaks politely.

In the above examples 'give', 'drink', 'standing, 'came', 'acted', 'speaks' show actions done by people or things. Hence, all these words are action words.

### 2.1.37 Use of Action Words at Workplace

Some action words that you will use in your work life:

- 1. My manager just **briefed** me about my new role.
- 2. I am working on the computer.
- 3. I will **redirect** your call to the concerned department.
- 4. Would you like to **know** about our new offers?
- 5. I will assist you to solve your problem.
- 6. Please **help** me with the installation of my data card.
- 7. May I speak to Mr. Vikram?
- 8. You can use this software for **doing** your work.
- 9. Kindly activate my connection.
- 10. Let me **go** and **ask** my manager.

### 2.1.38 The Three Basic Tenses

We use three basic tenses in English. They are Past, Present and Future.

Given below is a timeline that will help you understand the three tenses better.

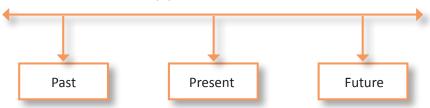


Fig.2.1.4. Three basic tenses

#### **Past Tense**

We use **the past tense** for the activities that have already taken place.

For example, I watched the match.

This sentence indicates that you watched the match at some time in the past. This time in the past may be yesterday, during the previous week or even before that. But, it clearly states that you are no more watching the match. So, the act of you watching the match is complete.

You can get simple past form of a verb by adding 'ed' to the actual verb.

Play-played

Enjoy-enjoyed

Check-checked

#### However, there are a few exceptions:

Speak-spoke

Eat-ate

Draw-drew

Run-ran

Throw-threw

Catch-caught

#### **Present Tense**

We use the **present tense** for activities that are facts, habits, routines, permanent situations or activities that happen regularly.

For example,

We come to the training centre. (Routine)

I brush my teeth every morning and before going to bed. (Habit)

I take a bath everyday. (Habit)

The Sun rises in the east. (Fact)

We have lunch at 1:00 pm. (Regular activity)

Every year, the new calendar year begins on the 1st of January. (Fact)

Delhi is the capital of India. (Permanent situation)

#### **Future Tense**

We use the **future tense** when we want to indicate an action that has not yet begun or will happen. India will win the match tomorrow.

We will work as CSRs in a Domestic BPO after the training.

We will use a computer everyday for work.

We will practice speaking English.

# 2.1.39 Day to Day English

Let's begin by understanding how to tell the time.

Numerical Time	Hours-Minutes	Expressions of Time
7:00	It's seven o'clock.	It's seven p.m./ a.m.
12:00	It's twelve o'clock.	It's noon/ midnight.
3:10	It's three ten.	It's ten (minutes) past three.
7:14	It's seven fourteen.	It's fourteen past seven.
9:15	It's nine fifteen.	lt's (a) quarter past nine.
1:21	It's one twenty-one.	It's twenty one minutes past one.
11:05	It's eleven oh five.	It's five past eleven.
2:09	It's two oh nine.	It's nine minutes past two.
6:30	It's six thirty.	It's half past six.
4:50	It's four fifty.	It's ten minutes to five.
10:45	It's ten forty-five.	It's quarter to eleven.
8:35	It's eight thirty-five.	It's twenty-five minutes to nine.

### **Talking about past actions**

1.	What did you do last Friday? I went to see a cricket match.	2.	What did Mukesh have for lunch? He had rice and curry.
3.	Where did you go? I went to Mohali.	4.	What did he eat last night? He ate a pizza.
5.	When did you get back? I got back on Sunday night.	6.	How was the weather in Mohali? It was pleasant and wonderful.
7.	Where did you stay? I stayed with my aunt.		

### Talking about the future

1.	What will you do tomorrow? I will help my mom with the housework.	2.	When will you finish your work? I will finish my work in the afternoon.
3.	What will we do in class today? We will play some word games.	4.	Where will they put the table? They will put it next to the window.
5.	When will Gautam leave for Fatehpur? He will leave right after dinner.	6.	How will he get there? He will take the bus.
7.	What are you going to do tonight? I am going to eat out tonight.	8.	What is Ashok going to do? Ashok is going to stay home.
9.	What are you going to do tomorrow? I am going to visit my grandmother.	10.	How are you going to get there? I am going to walk through the fields.

### Talking about life events

1.	When is your birthday? My birthday is on the 16th of February.	2.	Which year? I am sorry, that is personal.
3.	Which year? I am sorry, that is personal.	4.	Were you born and raised here? No. I wasn't.
5.	Did Gaurav grow up here? Yes, he did.	6.	Where did Lakshmi go to school? Lakshmi went to school in Delhi.
7.	Which university did Pooja go to? Pooja went to Ambedkar University.	8.	When will she graduate? She will this May.
9.	When did they get married? They got married in December.	10.	When was your son born? My son was born two months ago.
11.	What day is your wedding anniversary? My wedding anniversary is on the 23rd of November.	12.	When did they move to Noida? They moved to Noida last September.
13.	When did his grandfather pass away? His grandfather passed away five years ag	go.	

### Talking about feelings/health

1.	A: How is the weather today? B: It is really cold. A: Let us stay inside.	2.	A: How are you? B: I am fine. Thank you. A: That's good.
3.	A: How are you feeling? B: Not too good. A: Sorry to hear that.	4.	A: Is everything okay? B: I feel sick. A: That's too bad.
5.	A: What's wrong? B: I have a headache. A: Here's some aspirin.	6.	A: What's the matter? B: My leg hurts. A: Let me help you.
7.	A: Are you all right? B: I cut my hand. A: That looks serious.	8.	A: What happened? B: He broke his arm. A: Call the ambulance.

### **Expressing likes and dislikes**

1.	A: I like fruit. B: What kind? A: Chikoos and bananas		a: Helen likes sports. B: Football and tennis
3.	A: Mrs. Sehgal doesn't like coffee. B: Really? Does she like tea? A: Yes, she does.	В	a: Arjun does not like action movies. b: Oh. What kind does he like? a: He likes drama.
5.	A: Does Rishab like swimming? B: Yes, he does.		a: Does Raghu like soft drinks? a: No, he doesn't.
7.	A: Does Preeti like salad? B: No, she does not.		a: Do you like Chinese food? a: Yes, I do. A lot.
9.	A: Do you like South Indian food? B: No, I don't. Not at all.		a: Do you like Punjabi food? a: Yes. A little.

#### **Simple Shopping**

1.	<ul><li>A: Where are the pencils?</li><li>B: They are on the second shelf.</li><li>A: Okay. Thanks.</li></ul>	2.	A: How much is this mirror? B: It costs Rs.100. A: Okay. I'll take it.
3.	A: How much does this cost? B: That one is for Rs. 5. A: How about this one?	4.	A: How much are these mangoes for? B: They are for Rs.10 each. A: That's too expensive.
5.	A: Do you have any T-shirts? B: What size? Medium or large? A: Large.	6.	A: That comes to Rs.260.59. B: Here's Rs.300. A: Your change is Rs.39.41.
	A: Large.		A: Your change is Rs.39.41.

7. A: That will be Rs.17.55.

B: Here's Rs.18. Keep the change.

A: Thanks.

#### **Contractions**

In speaking, contractions are often used in place of verbs such as: is, are, am, will, have, has, had and would. For example the regular(R) way of speaking would be I am an Indian. But, it is also correct(C) to say it in a contracted form as I'm an Indian.

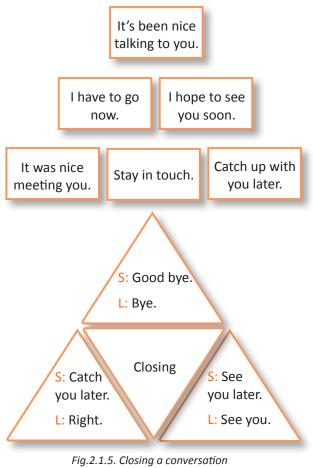
Regular way of speaking	Contracted Form
He is Chinese.	He's Chinese.
They are Italians.	They're Italians.
There is a man at the door.	There's a man at the door.
Where is the butter?	Where's the butter?
What is he doing?	What's he doing?
Who is that?	Who's that?
She is going to the beach.	She's going to the beach.
We are going to eat now.	We're going to eat now.
They are not ready yet.	They're not ready yet.
I will be back in a minute.	I'll be back in a minute.
There will be lots of food.	There'll be lots of food.
I have seen that movie already.	I've seen that movie already.
She has finished her homework.	She's finished her homework.
I had played that game before.	I'd played that game before.
We would be glad to help.	We'd be glad to help.
They would like to go now.	They'd like to go now.

#### **Short questions and answers**

Questions	Answers
Are you a doctor?	Yes, I am. Or No, I'm a nurse.
Is he from Kashmir?	Yes, he is. Or No, he isn't. Or No, he's from Punjab.
Is it time to go?	Yes, it is. Or No, it isn't. Or Not yet.
Is she married?	Yes, she is. Or No, she isn't. Or I don't know.
Are they here yet?	Yes, they are. Or No, they aren't.
Do you live in Haryana?	Yes, I do. Or No, I don't. Or No, I live in Delhi.
Do you need some help?	Yes, I do. Or Thanks. Or No, I'm fine. Thanks.
Does it fly?	Yes, it does. Or No, I don't think so.
Can I have this?	Yes, you can. Or No, you can't.
Should we go?	Yes. Or Okay. No not yet.
Could you help me?	Sure. Or No, sorry.

#### **Closing a conversation**

#### **Before Closing**



#### **Expressing thanks**



Thanks.

Thank you.

I appreciate it.

Thanks for the tour.

Thanks for the time.

Thank for the nice gift.

I appreciate your kindness.

Fig.2.1.5. Expressing thanks

# 2.1.40 Conversation during Specific Situations

Situation: At the store

What a sales person might say:

May I help you?

Can I help you find something?

What can I do for you?

How a customer might respond

Yes. I'm looking for a 3G mobile phone.

Do you have any offers?

Can you tell me where the accessories are?

Can you tell me where the bages are?

What a customer might say:

Excuse me. Do you work here?

Can you help me?

Can I ask you something?



Fig.2.1.6. Conversation with customer



Did you find everything you needed?

Did you find what you were looking for?

Will that be all?

Is that everything?

Will there be anything else?

# 2.1.41 Conversation about Occupations



Q: What do you do for a living?

Or

What is you occupation?

R: I'm a car mechanic.

Q: A car mechanic? That must be a lot of work.

R: It is. Every day I repair quite a few cars.

Q: How interesting! How many cars do you repair in a day?

Fig.2.1.7. Mechanic

R: I repair about 8 to 10 cars everyday.

Is that everything?

Will there be anything else?



	I'm a fisherman.	I catch fish.
Fig.2.1.11. Fisherman  Fig.2.1.12. Gardener	I'm a gardener.	I look after the garden.
Fig.2.1.13. Chef	I'm a Chef.	I cook meals.
Fig.2.1.14. Fire fighter	I'm a fire fighter.	I put out fires.
Fig.2.1.15. Photographer	l'm a photographer.	I take pictures.

## **UNIT 2.2: Communication Skills**

# Unit Objectives



At the end of this unit, you will be able to:

1. state the importance of clear communication

#### 2.2.1 What is Communication

Communication is being able to clearly state one's thoughts or message to another person. Communication is the process by which people exchange information and feelings through verbal and non-verbal messages. The act of communication requires skills such as speaking, listening, observing, questioning, processing, analysing and evaluating.

Communication consists of two aspects, verbal and non-verbal. Verbal communication includes all the spoken elements.

Nonverbal communication includes body language, gestures, facial expressions, eye contact, etc., which also become a part of the communicating process; as well as the written and typed modes of communications.

In fact, communication is only successful when both the sender and the receiver understand the same information as a result of the communication.

If there is clarity in communication, that means the goal of communication will be achieved.

# **2.2.2 Communication with Peers**

Here is a scenario where some CSRs are chatting. Shruti and Sanaya are talking together.

Ravi comes along and interrupts rudely:



**Ravi:** "Hey, you girls keep chatting all day of?"

Iong. Shopping, makeup is this all you think of?"

**Shruti:** "Ravi! Don't be so rude, you can see we are in the middle of a conversation!"

**Ravi:** "What conversation? Let's talk about the Oscar movies or something!

Shruti: "No thanks."

Bunty comes along."

**Bunty:** "Hey, may I interrupt this interesting conversation?"

Shruti: "Hey...Hey.... Everyone wants to know what we are talking about."



**Bunty:** "Yes please. Tell us - it sounds so interesting!"

**Shruti:** "We were talking about this book that our Lead told us to read - it has some great points you know."

Bunty: "Really? Tell me..."

A joinee who has joined just that day comes in.

Ravi (calls out to him rudely): "Hey there kiddo! Come here! Tell us what you think of our BPO."



Shruti (in a friendly tone): "You can join our table if you want... Chetan"

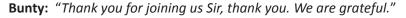
Samir, their Team Leade, walks up.



Bunty jumps up, nervous and stiff.

Sanaya: "Hello Sir. Will you have a cup of tea with us?"

Samir: "Hello everyone. Sure, tea sounds good. Bunty, relax."





**Samir (laughing):** "Nothing to be grateful about Bunty! In fact I can use this time to understand what challenges you guys are facing in the new job until now..."

**Shruti:** "Well, Sir, thank you for asking. We did want to talk to you about the transport pick up drop....."

Based on the conversation above, let look at the Do's and Dont's while communicating with peers.

Dos	Don'ts	
Smile	Avoid having an unkind expression	
Keep your arms open – Shows positive body language	Do not keep hands on hip – shows aggressive body language	
Be friendly in tone of voice even while teasing your friends	Do not use challenging tone of voice	
Welcome juniors	Do not show lack of courtesy in choice of words used	
Speak slowly and clearly	Do not be nervous or speak fast	
Be respectful in your choice of words	Do not rude words	
Be genuine	Do not use over-polite language; it seems affected	

#### 17.4 Communication with Customers

Communication with customers is the base on which the entire BPO service rests. Let us first look at some incorrect ways of communicating with the customer.

Look at Sanaya here, taking a customer complaint.

Scenario: 1

Look at Sanaya here, taking a customer complaint.

Sanaya: "Good morning Ma'am, this is Sanaya here, what can I do for you?"

**Customer:** "Hi, yes, I wanted to register a complaint about the CD player that I bought from mitushi electronics last week. It is..."

Sanaya: "Okay sure Ma'am, can you tell me what the problem is..."

**Customer:** "...I am trying to tell you that. The remote does not work even though I changed..."

Sanaya: "Ma'am did you try changing the batteries."

**Customer:** "I was just telling you that I did... I even tried to restart..."

Sanaya: "Oh Sorry Ma'am, then why don't you try to restart it once..."

**Customer:** "Why don't you tell me then what my problem is since you don't want me to speak'?!! I will call back later when you have finished talking to yourself. I will speak to the Manager now, if he is ready to listen!"

That was a perfect example of what not to do.

- Do not be in a rush to finish the call- Sanaya's rushed tone of speech did not help.
- Do not interrupt the customer- She constantly interrupted the customer, not allowing her to finish stating her problem.
- Do not try to offer a solution before listening to the problem fully. She tried to offer solutions even before understanding what the problem was!

We saw how clear speech, the right tone and listening skills are very important for communicating properly with our customers.

Now, let us look at an example of proper communication, even in a slightly difficult situation.

#### Scenario:

Ravi: "Hello Ma' am, this is Ravi from Kitchen Solutions. How may I help you?"

**Revathi (speaking from a bus):** "Hello, hello, can you hear me?"

Ravi: "Yes, Ma' am. I can hear you, can you hear me?"

- Clear speech
- Waits for customer to respond

**Revathi:** "Well, I ordered an oven top from you on Sunday and the delivery has still not been made!"

Ravi: "Okay, I will definitely look into this for you. Er... hello. I hope you can still hear me."

- Does not rush into his speech
- Makes sure the customer can understand him

Revathi: "Yes, yes I can..."

Ravi: "Could you give me some details of the order please - your name please?"

Revathi: "I am R----athi...."

Ravi: "I am terribly sorry Ma' am, but your voice is breaking."

Revathi: "Oh God! R----athi...."

**Ravi:** "So sorry but I still can't hear you. Could I call you back so that I can get your details and help you right away'? I could even call you a little later if the line will be clearer then?"

- Says sorry even though it is not his fault
- Always polite, even when the situation is irritating
- Offers a solution to the problem

Revathi: "Okay no -- problem let me call you --- reach the station."

Ravi: "Thank you for calling Ma' am. Do call back and I will ensure that you get your oven top."

• Promises to solve the problem on the next call

In the above conversation, there was a big physical barrier- a bad phone line because the customer was out. So her speech could not be heard clearly. Ravi waits patiently to listen to the problem. He makes sure the customer can understand him. He does not rush into his speech. He apologises even though it is not his fault that the line is bad. He continues to be polite, even when the situation is irritating. Finally he offers a solution to the problem and promises to solve the problem on the next call.

## 17.5 Barriers to Communication

There are many barriers or road-blocks to effective communication that we may not even be aware of. They could be physical, regional, psychological and speech barriers.

#### **Physical Barriers**

- Bad phone line
- Inferior quality of microphones or head sets

#### **Regional barriers**

- A strong regional accent
- Accented English

#### **Psychological barriers**

- Your mood
- Irate customer
- Difficult situation

## **UNIT 2.3: Teamwork**

# **Unit Objectives**



At the end of this unit, you will be able to:

1. work as a team.

# 2.3.1 Outbound Calls and Management

Consider the following situation where teamwork helps you in making calls and managing work. You called a customer and pitched a laptop to him. He has bought one recently and is not interested in purchasing a new one. You try cross selling the accessories of the laptop and he is still not interested. He, however, is interested in an internet plan of which you know very little. You know that your colleague does. You place the call on hold for two minutes after taking the customer's permission. You then quickly check with your colleague who specializes in internet plans. He was going on a break but he stopped to help you out. He explained the entire plan, the interesting features, benefits and the advantages. He also promised you that he will sit with you during the call so that he can help you further if needed. Your colleague exhibited the skills of an excellent team player and the same is expected from you.

For a team to succeed, it is important that the team members follow the simple pointers given. These are simple yet effective tools to generate a positive team spirit and enhance the interpersonal skills. As a good team player, it is important that you:

- Listen;
- Respect;
- Help;
- Share;
- Participate;

# 2.3.2 Interpersonal Skills

Interpersonal skills mean how people interact with others. We all like to be in the company of people who are free to talk to, easily approachable, can connect with other people, know when to say what and make communication easy. People with strong interpersonal skills are usually more successful in their professional as well as personal lives. The ability to get along with others at your workplace or anywhere in life requires interpersonal skills. For some, this comes naturally. The most important factor for successful interpersonal skill is good communication.

Interpersonal skills are life skills we use every day to communicate and interact with other people as either individuals and in groups. Interpersonal skills include not only how we communicate with others but also our confidence and our ability to listen and understand. Problem solving, decision making and personal stress management are also considered part of interpersonal skills.

Interpersonal skills are sometimes referred to as people skills. People with strong interpersonal skills are usually calmer, confident and have qualities that often appeal to others.

# 2.3.3 Keeping others Updated

As emphasised earlier, a CRM is not only an individual contributor but a team player. To this effect, it is necessary that you keep your peers and supervisor updated of your progress. To understand the importance of keeping others apprised, Let's take a look at this scenario.

A Customer Service Agent has been allotted 5 actions to perform on Monday and been given time till Wednesday day end the same week to complete them. Unfortunately, he could complete just 3 actions till Tuesday and then falls sick. He couldn't make it to office and doesn't update others with the progress of his work. How do you think this will impact the management?

Management, in this case will have to start the complete project again to ensure they meet the deadlines. This is a production loss for the company as the same work has been reissued and started all over again.

However, if the Customer Service Agent had updated his peers or supervisor of his work. The management would have initiated work only on the remaining 2 actions instead of starting the project all over again. This would have helped them save time and production loss.

An easy way to deal with this dilemma is by preparing a progress report. Progress reports are common and critical documents in any work place, The basic point of a progress report is to summarize the status, progress, and likely future for a particular project.

The following stylistic advice can be applied to most progress reports you write:

Include a working title and the words "Progress Report" at the top of the page.

Use section headings in the report to simplify both the writing and reading process.

Open the report with a "Scope and Purpose" section, where you give a condensed version of your future report's introduction and objective.

Always include a section entitled, for example, "Progress," which summarizes the work's pace and progress and explains any snafus, dilemmas, or setbacks.

Always include a section entitled, for example, "Remaining Work," which honestly assesses the work that must still be completed. Think right on the page in this section, posing questions, speculating meaningfully, exploring your options.

- Always include a section that projects the expected results. Commit to a schedule for obtaining those results if possible.
- If necessary, include a section in which you directly solicit advice from your supervisor. Be forthright and professional about the nature of the advice you need.
- Keep your paragraphs short and focused—just a few paragraphs per section, typically.
- Your tone can often be straightforward and familiar—therefore, as a rule, you can use "I" and "you" freely—but do not lapse into informality.
- Avoid being overly optimistic, pessimistic, apologetic, cocky, or self-deprecating.

Some other ways you can pass on the information to everyone below are:

- To share the information in the pre shift/post shift
- To create a PPT and share with the other CSRs
- To create an email and float it to their inboxes
- To explain and then conduct a test to check the knowledge on the same
- To create a content sheet and save it in a common folder and share the path with everyone

### 2.3.4 Safe Work Environment

As a team member, it is crucial that you play your part in maintaining a healthy, safe and secure working environment.

To ensure this, you should:

- 1. know the evacuation procedures for workers and visitors;
- 2. help your TL during the evacuation procedures;
- 3. be a responsible 'buddy' if you have been assigned one;
- 4. participate fully in the evacuation drills;
- 5. educate your team members of the occupational hazard if you see them falling prey to the hazards;
- 6. know the first-aid methods so that you can help yourself and others in time of need;
- 7. participate during security checks;
- 8. report the different types of breaches in health, safety and security measures.

# 2.3.5 Checking Work By Peers

Get your work checked once in a while by your peers. There are other Operators who work with you. Take advice from them on your decisions relating to data capture. Share your work with more experienced Operators and see if you can learn some ideas on how to work better.

Notes			

## **UNIT 2.4: Attention to Detail**

# **Unit Objectives**



At the end of this unit, you will be able to:

- 1. pay attention to detail;
- 2. check your work for completeness;
- 3. ensure that your work is error free;
- 4. maintain a safe work environment.

## 2.4.1 Outbound Calls to Customers

As a CRM, you need to be attentive to what the customer is saying in order to serve them better. Attention to verbal and non-verbal cues helps you in doing this.

Pay attention to all products and its features. This will help you know which feature to use while pitching to the customer. These details will also help you in recommending, cross selling and up selling. The customer keeps giving you hints on his requirements, his budget and his apprehensions. A successful CRM uses these details to successfully close the deal.

Read the following conversations to understand more about how paying attention to detail helps you at different stages while making calls.

At the probing stage

**CRM:** "Good afternoon Mr Dhar! I am Siddharth from SoftTell. I am calling you today to tell you about our new range of IT products that will meet all your computer and IT related needs. Is this a good time to talk?"

**Customer:** "I have 10 minutes now. I will get busy after that. Tell me. You can also call me on Saturday. I can talk to you at length on Saturday."

**CRM:** "Thank you for that information Mr Dhar. I would like to discuss this at length with you on Saturday. I have some interesting and useful products on offer for you. I will make this my priority on Saturday and will call you at a time of your convenience. What time suits you on Saturday Mr Dhar?"

**Customer:** "Any time after 11 in the morning is good for me."

**CRM:** "That sounds perfect Mr Dhar. I shall book a call for you right away." Customer: "Thank you Siddharth!"

**CRM:** "It's my pleasure! I shall speak with you on Saturday. Is there any information that I can help you with right now?"

Customer: "No Siddharth, I will speak with you on Saturday."

**CRM:** "Mr Dhar, it was pleasure talking with you. Once again, you were speaking with Siddharth from SoftTell. Please give me a call on this number if you have any computer related need before Saturday. We will be glad to help you. Thank you for your time!"

In this call, the CRM paid attention to the detail that the customer can talk at length on Saturday. The CRM paid attention to that detail and instead of pitching and not being able to close the sale, he took an appointment for a more convenient time.

At the cross selling stage

(After closing the sale of a laptop)

**CRM:** "I must congratulate you on this choice. All our customers who have bought the HP Presario have rated it very highly. The durability of its battery is high. It is 3 years which is a year more as compared to other laptops."

**Customer:** "Thank you! Actually I wanted to buy a desktop. I do not like using the touchpad on a laptop."

**CRM:** "Let me assure you that the portability and the features on this laptop will win you over soon. Mr Pradhan, while the billing details are getting finalised, would you like to look at the accessories section? It has the solution for your apprehensions. The most common accessory that all the customers invariably look at is the mouse. Could I interest you in looking at some of the companies whose mouse we have on offer? This will not take more than a minute."

In this call, the CRM paid attention to the detail that the customer did not like using the touchpad. The CRM cleverly paid attention to that detail and converted this into an excellent cross selling opportunity.

Attention to detail post sale stage

After closing the sale, it is important to complete the documentation with every detail. At the end of your documentation, your work should be complete and error free. Keep a checklist of all the details that you need to furnish before you finish the documentation of every call.

Ensure that your checklist has details like:

- 1. Name of the customer;
- 2. Contact number of the customer;
- 3. Address of the customer;
- 4. Product pitched;
- 5. Product recommended;
- 6. Product pitched for up selling;
- 7. Product pitched for cross selling;
- 8. Sale closed yes / no;
- 9. Reason if the sale was not closed;
- 10. Information that the next sales person can use before pitching another product to the same customer.

#### **Proof reading**

You will close many calls daily and each call is important. It is important that you do not get careless about everyday activities like documentation. Make it a point to look for details and notice things as often as possible.

You should make proof reading a habit. This will help you in:

- 1. ensuring that all the details are captured well;
- 2. correcting any error, if any.

# 2.4.2 Managing Work to Meet Requirements

There are many resources available at work that will help you to meet your requirements. These resources include:

- Your TL;
- Your team:
- Intranet.

You should use these resources to ensure the completeness of your work. You should also get your work checked by your peers if you are not clear of any of the concepts. Specially, during the first 3 months of joining (after training), you should ensure that your TL, your peers or your seniors go through your work. This will guarantee complete and error free work

## 2.4.3 Safe Work Environment

When we pay attention, we are able to observe the changes around us in our physical environment. This helps us to avoid a situation that might prove dangerous. It takes a small incident to trigger a calamity. Such instances include:

- 1. Gas leak;
- 2. An unusual spark;
- 3. Any unidentified object at workplace.

It is crucial to pay attention to these details so that you can raise an alarm at the right time. This will ensure that the workplace remains safe and secure.

# **UNIT 2.5: Plan and Organise**

# - Unit Objectives



At the end of this unit, you will be able to:

1. plan and organize your work.

#### 2.5.1 Time Robbers

You need to plan your time to be able to meet your targets. You would require time management skills to help you achieve this. This will help you manage time effectively so that the right time is allocated to the right activity. Effective planning allows individuals to assign time slots to activities as per their importance. It helps in making the best use of time.

- 1. Effective planning requires:
- 2. Setting goals and objectives;
- 3. Setting deadlines;
- 4. Prioritizing activities as per their importance;
- 5. Spending the right time on the right activity.

Everybody makes plan to utilize time better. We all want to save time and in spite of this, time gets lost. It is because time robbers steal your time. Time robbers are:

- Unclear objectives;
- Disorganization;
- Inability to say 'no';
- Interruptions.

# 2.5.2 Data Tracking

As an intelligent CRM, it is your duty to identify your own time robbers. When selling a product, it is important to keep track of the numbers. It is important for your personal reference and for maintaining records to provide your TL. Once you have the data, you can figure out how many calls you need to make each day to reach our goal.

#### Keep track of:

- 1. The number of dials you make;
- 2. Messages left;
- 3. People you reach;
- 4. First appointments made;
- 5. Number of people who give three 'No';
- 6. Messages returned;
- 7. Total number of sales visits;
- 8. Number of sales;
- 9. Number of new leads added to the intranet.

Eventually, you will get a handle on the value of your pipeline. You will get to know and analyse whether your methods and your style of work suits your target.

# 2.5.3 Important Matrix

This matrix will help you plan, organize and schedule your targets in order to help you meet your targets.

This matrix helps you understand:

- 1. What should be done;
- 2. What should be planned;
- 3. What should be resisted;
- 4. What should be rejected.

1.	The urgent and the important tasks

#### DO NOW

- Emergencies, complaints and crisis;
- Issues;
- Demands from superiors or customers;
- Planned tasks or project work now due;
- Meetings and appointments.

#### 2. The non-urgent but important tasks

#### **PLAN TO DO THEM**

- Planning, Preparation;
- Scheduling;
- Research, Investigation;
- Designing, Testing;
- Networking, Relationship building;
- Thinking, Creating, Modeling;
- Designing.

#### 3. The non-important but urgent tasks

#### **REJECT AND EXPLAIN**

- Trivial requests from others;
- Apparent emergencies;
- Ad-hoc interruptions and distractions;
- Misunderstandings appearing as complaints;
- Pointless routines or activities.

#### 4. The non-important and non-urgent tasks

#### **RESIST AND CEASE**

- Comfort activities;
- Games, Net surfing;
- Cigarette breaks;
- Chat, Gossip, Socializing;
- Communications;
- Reading irrelevant and useless material.

# **UNIT 2.6: Decision Making and Problem Solving**

# **Unit Objectives**



#### At the end of this unit, you will be able to:

- 1. make timely and informed decisions
- make decisions on suitable course of action
- know what to consider before making a decision

# 2.6.1 Decision Making



The structured model for decision making is very simple. It is:

- D Detect change
- E Estimate significance of change
- C Choose outcome
- I Identify options
- D Detect the best option
- E Evaluate the decision

#### Step 1: D - Detect Change

You cannot solve a problem unless you know it exists. Change exists when there is a difference between 'what is happening' and 'what is desired to happen'.

#### Step 2: E - Estimate significance of change

This requires you to verify the information and the effect it has on the situation. It also requires you to determine if we need to react to the change.

Questions that help estimate the significance include:

- Who is affected? Who is not?
- What situation is affected? What related things are not affected?
- Where is the problem?
- When did the problem occur?
- Do areas affected by the problem affect other areas? To what extent?

#### Step 3: C - Choose outcome

An objective is not an alternative; it is the final measure of success. Objective selection may be the most important step in the process. The final solution will be driven by the objective that is selected. This requires you to decide what outcome you want from your decision.

#### Step 4: I - Identify options

It becomes easier if you know your options. More the options better are the chances of reaching a better decision.

# 2.6.2 Strategic Decision Making



Every day you will come across situations where an informed decision needs to be made. We need to consider the customer's interest and business interest before making these critical decisions.

#### For example:

It is the first week of the month. There is an offer on laptops which will last for this week only. You pitch the product and the offer to the customer and the customer agrees to make the purchase. You, however, forget to inform him of the validity of the offer. The customer says he is making the purchase only because of the offer. He then informs you that he is only available in the next week. He stays alone and is not in town. So you need to arrange the appointment for a home visit next week. You know that if you inform him about the offer validity, he might not proceed with the deal. How do you handle this situation according to the decision making model?

#### Step 1: D - Detect change

You identified that there is a change in the scenario. It is not what you estimated it to be. You thought that the customer will make the purchase immediately but he is postponing it for the next week.

#### Step 2: E - Estimate significance of change

You estimate that it is a significant difference. The offer lapses next week and the customer will not make the purchase if he is informed of this.

# **Exercise**



#### Read the questions and tick on the appropriate answer.

- 1. Which of the following sounds accurately represents the consonant 'b'?
  - number
  - b. call
  - card C.
  - d. multiply
- Which of the following words accurately reflects the 'c' sound in call?
  - a. centre
  - b. current
  - service C.
  - d. adequacy
- The 'd' sound in direct is the same as the 'd' sound in:
  - a. ledger
  - b. distance
  - c. spent
  - d. Internet

- 4. The word 'figure' has the consonants
  - a. 'f' and 'g' in it
  - b. 'c' and 'b' in it
  - c. 'm' in it
  - d. 'qu' in it
- 5. In the statement, 'Can I just have your mobile number?' j and h sound like j and h in
  - a. Parts and this
  - b. there
  - c. enjoy and how
  - d. what and three
- 6. Which of the following words does not reflect the sound 'k' in bank
  - a. know
  - b. back
  - c. alike
  - d. token
- 7. Which of the following sets of words begin with the consonants L, m, n, p, and qu
  - a. Monday, long term, question, territory, near
  - b. tower, card, however, number, morning
  - c. loan, market, problem, service, barcode
  - d. query, payment, life, medical, nice

Note:- For more Exercises refer to the Website

Notes	











# 3. Make Outbond Calls to Customer

Unit 3.1 – Interacting with Customers



# **Key Learning Outcomes**



#### At the end of this unit, you will be able to

- 1. List the commonly used terminologies in a bpo and use them in conversation.
- 2. Explain the importance of first impression develop some.
- 3. Analyse the techniques for making a positive first impression.
- 4. Discuss how to introduce yourself to peers, bosses and customers appropriately.
- 5. Identify your personal strengths and weaknesses.
- 6. Discuss how to introduce yourselves effectively while meeting.
- 7. Determine how to start a conversation by greeting.
- 8. Analyse how to give compliments to your customers and colleagues.
- 9. List ways to express your comments in positive way.
- 10. Explain the call flow.
- 11. Interpret how to take a call.
- 12. Identify the different keys on an acd phone.
- 13. Explain the importance of data security.
- 14. Assess how to maintain information and data security.
- 15. Explain call centre metrics.
- 16. Analyse the terms most frequently used in the call centre.
- 17. Utilise these terms.
- 18. Calculate acht.
- 19. Explain the importance of being flexible and adapting to change.
- 20. Explain who is a customer.
- 21. List the different types of customers.
- 22. Determine customer expectation.
- 23. Discover how to meet customer expectations.
- 24. Explain the importance of great customer service.
- 25. List the rules for great customer service.
- 26. Evaluate common courtesies in conversations.
- 27. Apply telephone etiquette while taking or making a call.
- 28. Determine how to make a tele-sale call.
- 29. Discuss how to up-sell or cross-sell other products/services.
- 30. Identify a confused customer.
- 31. List the techniques to handle a confused customer effectively.
- 32. Identify a demanding customer.
- 33. List the techniques to handle a demanding customer.
- 34. Identify who is a cost-conscious customer.
- 35. List the techniques to handle a cost conscious customer.
- 36. List the techniques to take an order.
- 37. Identify an irate customer.
- 38. List the techniques to handle an irate customer.
- 39. Explain how to make a collection call.
- 40. Identify the various types of collection calls.
- 41. Examine how to ask the right kind of questions to the customer at the appropriate time.
- 42. Explain what a complaint is.
- 43. List the reasons for complaints.
- 44. List the techniques to handle complaints and objections.

# **UNIT 3.1: Interacting with Customers**

# - Unit Objectives



#### At the end of this unit, you will be able to:

- 1. List the commonly used terminologies in a bpo and use them in conversation.
- 2. Explain the importance of first impression develop some.
- 3. Analyse the techniques for making a positive first impression.
- 4. Discuss how to introduce yourself to peers, bosses and customers appropriately.
- 5. Identify your personal strengths and weaknesses.
- 6. Discuss how to introduce yourselves effectively while meeting.
- 7. Determine how to start a conversation by greeting.
- 8. Analyse how to give compliments to your customers and colleagues.
- 9. List ways to express your comments in positive way.
- 10. Explain the call flow.
- 11. Interpret how to take a call.
- 12. Identify the different keys on an acd phone.
- 13. Explain the importance of data security.
- 14. Assess how to maintain information and data security.
- 15. Explain call centre metrics.
- 16. Analyse the terms most frequently used in the call centre.
- 17. Utilise these terms.
- 18. Calculate acht.
- 19. Explain the importance of being flexible and adapting to change.
- 20. Explain who is a customer.
- 21. List the different types of customers.
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- 24. Explain the importance of great customer service.
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- 28. Determine how to make a tele-sale call.
- 29. Discuss how to up-sell or cross-sell other products/services.
- 30. Identify a confused customer.
- 31. List the techniques to handle a confused customer effectively.
- 32. Identify a demanding customer.
- 33. List the techniques to handle a demanding customer.
- 34. Identify who is a cost-conscious customer.
- 35. List the techniques to handle a cost conscious customer.
- 36. List the techniques to take an order.
- 37. Identify an irate customer.
- 38. List the techniques to handle an irate customer.
- 39. Explain how to make a collection call.
- 40. Identify the various types of collection calls.
- 41. Examine how to ask the right kind of questions to the customer at the appropriate time.
- 42. Explain what a complaint is.
- 43. List the reasons for complaints.
- 44. List the techniques to handle complaints and objections.

# 3.1.1 Common Vocabulary of a Domestic BPO

Here is a list of the common vocabulary used in the Domestic BPO. You will learn to pronounce it, read its meaning and use it in a sentence to understand its usage and improve your vocabulary.

**Abandoned Call** (ub-and-und kol): Also called a Lost Call. If the caller hangs up before the call reaches a Customer Service Representative, it is an abandoned call.

Example: 'Out of the six calls, four were abandoned calls.'

**Adherence to schedule** (ad-here-ns to skejOOI / ad-here-ns to shedyOOI): It is a general term that refers to how well CSRs adhere to their schedules. It includes-

- a. Time spent on taking calls during a shift, including the time spent in handling calls and time spent in waiting for calls to arrive (availability)
- b. The amount of time a CSR was available to take calls.

Example: 'I had a good day today. I was able to adhere to the schedule well.'

**After-Call Work (ACW) (åf-t Ůr k ŏl wŮrk):** Also called Wrap-up and Post Call Processing (PCP). It is the work that a CSR must do immediately after an inbound transaction. It often includes entering data, filling out forms and making outbound calls necessary to complete the transaction. While the CSR is doing after call work, he or she is unavailable to receive another inbound call.

Example: 'I have to do my after-call work properly.'

**Agent (Aj-ent):** Agent is the person who handles incoming or outgoing calls. Also referred to as Customer Service Representative (CSR), telephone sales or service representative (TSR), rep, associate, consultant, engineer, operator, technician, account executive, team member, customer service professional, staff member, attendant, specialist.

**Example:** 'This is the accounts section Sir; I will connect you to a customer service agent.'

**Agent group (Aj-ent groop):** Also called Split, Gate, Queue or Skills Group, an agent group is a group of agents who share a common set of skills. For example there could be an agent group to handle customer complaints.



'Happy well Company has 15 agent groups, to handle the different processes.'

Agent out Call (Aj-ent out kôl): Is an outbound call placed by an agent.

Example: 'I have made 15 agent out calls till now.'



**Answered Supervision (âns-Ûrd soopÛrvizhun):** Is the signal sent by the ACD or other device to the local or long distance carrier to accept a call. That is when billing for either the caller or the call centre will begin, if long distance charges apply

'The Agent took the call because she got the Answered Supervision signal.'

**Answered Call** (âns-Ûrd kol): When a call reaches an agent, it is an answered call.

Example: 'In the last hour we recorded the largest number of answered calls today. Congratulations!'

**Audiotex (ô-di-0-teks):** Is a voice processing capability that enables callers to automatically access pre-recorded announcements. See this sentence that uses this word.

**Example:** 'The caller will first encounter the audiotex for new schemes of the company.'

**Auto Wrap-up (ô-tO wrap — up):** Is an ACD feature whereby the program automatically puts agents into "After-Call Work" after they finish "talk-time" and disconnect calls.

**Example:** 'Something seems wrong with the auto wrap-up programme! I am getting calls as I do my after call work.'

**Automated Attendant (ô-tO-mAted u-ten-dunt):** When you make a call to a BPO, you hear prompts such as press one for sales, two for support and so on. The system prompts callers to respond to choices and then coordinates with the ACD to send callers to specific destinations. This voice processing capability that automates the attendant function is automated attendant.

**Example:** 'The automated attendant is being updated to include the new promotion and it will be ready by tomorrow.'

Automatic Call Distribution (ô-tO-ma-tic kôl dis-tri-byOO-shun): Is the underlying factor for any call centre application. ACD offers a method for distributing incoming calls efficiently and equitably among available agents. With ACD, incoming calls can be directed to the first idle or most idle agent within a group of agents. Agents in an ACD environment are assigned to a hunt group, a group of agents handling the same type of calls. A hunt group is especially useful when you expect a high number of calls to a particular phone number. A hunt group might consist of people trained to handle calls on specific topics.

**Example:** 'The ACD is central to a call centre application.'

Work State (ô-ksi-li-a-ri wÛrk stAt): Is an agent work state that is typically not associated with handling telephone calls. When agents are in an auxiliary mode, they will not receive inbound calls.

**Example:** 'How many agents are in an auxiliary work state at any point of time?'

Average Handle Time (AHT) (av-rAj hand-I tlm): Is the sum of the Average Talk Time and Average After-Call Work for a specified time period.

**Example:** 'What was the group's Average Handle Time today?'

**Beep Tone (bEp tOn):** An audible notification that a call has arrived (also called Zip Tone). Beep tone can also refer to the audible notification that a call is being monitored.

**Example:** 'There's the first beep tone of the day!'

**Busy Hour (bizE our):** A term used to indicate the telephone traNc. It refers to the hour of time in which a trunk group carries the most traNc during the day. The average busy hour reflects the average over a period of days, such as two weeks. Busy Hour has little use for incoming call centres, which require more specific resource calculation methodologies.

**Example:** Usually mid-day hours are called busy hours.

**Call Blending (kôl blend-ing):** Combines traditionally separate inbound and outbound agent groups into one group of agents responsible for handling both inbound and outbound contacts. A system that is capable of call blending automatically puts agents who are making outbound calls into the inbound mode and vice versa, as per the incoming call load.

**Example:** Today we will have to resort to call blending as the new promotion will increase the incoming call load.

**Call By Call Routing (kôl bl kôl root-ing):** The process of routing each call to the optimum destination according to real-time conditions.

**Example:** Usually all agents get calls through call by call routing.

**Call Forcing (kôl fOrs-ing):** An ACD feature that automatically delivers calls to agents who are available and ready to take calls. They hear a notification that the call has arrived (e.g. a beep tone), but do not have to press a button to answer the call.

**Example:** Three agents are available for call forcing.

**Calls In Queue (kôls in kyoo):** A real-time report that refers to the number of calls received by the ACD system but not yet connected to an agent.

**Example:** 'The calls-in-queue report is being sent by e-mail for you to check.'

**Centum Call Seconds (CCS) (sen-turn kôl sek-unds):** 100 call seconds, a unit of telephone traNc measurement. The first C is the Roman numeral for 100. 1 hour = 1 Erlang = 60 minutes = 36 CCS.(Erlang is a unit to measure call traNc)

**Example:** The last call was 10 CCS long.

**Collateral Duties (kul-at-ur-ul):** Non-phone tasks (e.g., data entry) that are flexible, and can be scheduled for periods when call load is slow.

**Example:** 'I am waiting for some free time to finish my collateral duties.'

**Conditional Routing (kun-di-shun-ul root-ing):** The capability of the ACD to route calls based on current conditions. It is based on "if-then" programming statements. For example, "if the number of calls in agent group 1 exceeds 10 and there are at least 2 available agents in group two, and then route the calls to group two."

Example: 'Group 2 took several conditionally routed calls.'

**Database Call Handling (dA-tâ-bA-s kôl hand-ling):** An application, whereby the ACD works in sync with the database computer to process calls, based on information in the database. For example, a caller inputs digits into a voice processing system, the database retrieves information of that customer and then issues instructions to the ACD on how to handle the call (e.g., where to route the call, what priority the call should be given in queue, the announcements to play, etc.).

**Example:** CRM is aided by database call handling.

**Delay (di-IA):** Also called Queue Time. The time a caller spends in queue, waiting for an agent to become available. Average Delay is the same thing as Average Speed of Answer.

**Example:** Too many delays means callers are not being served.

**Delay Announcements (di-IA u-noun-s-ments):** Recorded announcements that encourage callers to wait for an agent to become available, remind them to have their account number ready, and rovide information on access alternatives. In some systems, delay announcements are provided through recorded announcement routes (RANs).

**Example:** The caller had to listen to delay announcements for 2-3 minutes.

**Error Rate (er- Ûr rAt):** Either the number of defective transactions or the number of defective steps in a transaction.

**Use in Sentence:** An agent's effectiveness is determined by the error rate of the agent.

**Fast Clear Down (fast kli-ur doun):** A caller who hangs up immediately when they hear a delay announcement.

**Example:** 'In the last hour there were 10 Fast Clear Downs.

'The role of the call center has evolved from being just an outsourcing facility to a full-fledged business center. As you can see now, like every other business in the world, the call center environment is also filled with jargon and terminologies of its own. By using such terms, as 'After-Call Work', 'Call Blending', etc.; as a CSR, you will be able to function better while still remaining fully comprehensible within your work environment.

# 3.1.2 First Impression is the Last Impression

When you come face to face with a person, the first thing that catches your eye is his or her face and appearance. We are all attracted to a pleasant face and a well groomed person. Corporates too recognise this and that is why the reception area in any once is considered to be the face of the company. The look and feel of the reception catches the visitor's eye first. The visitor forms his first opinion about the company by looking at the reception! Such an opinion or impression that is formed in the first 30 seconds of meeting somebody or seeing something is known as the first impression.

They say that the first impressions are more often than not, the last impressions too. You don't get a second chance to make a first impression! So when you meet a person for the first time, be it a friend or your future boss, you must make sure you capture their attention and impress them within the first 30 seconds.

# 3.1.3 How to make a Good First Impression

Here are some basic points that tell you how you may create a good first impression with people in general:

- Be well groomed Dress neatly. Maintain personal hygiene.
- Be polite when you speak Use polite expressions such as "please", "thank you", "could I", "may I" and so on.
- Show positive body language Smile and have a pleasant face.
- Always be punctual- If you have promised to see someone at a certain time at a certain place, honour the commitment. Do not make people wait. If you are delayed, call up to inform about the delay.
- Be helpful Offer help whenever you can. Be courteous to ladies.
- Switch off mobile phones when in discussions Keep your phone switched off or in the silent mode when you attend an interview or in an important discussion. If you must take the call, then say "excuse me, May I take this call please" before answering the call.

# 3.1.4 How to Open and Close a Call

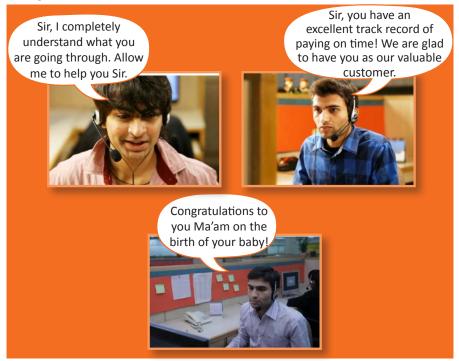


#### 1. While opening the call

a. Greetings with a smile



#### 1. During the call



- a. Empathising with the customer
- b. Complementing the customer
- c. Extending excellent service at all times which includes all telephone etiquette to be followed

## 2. Closing the call



All the above phrases when said in the right tone and with the right expression make the customer feel good and cared for. It creates a good impression not only about yourself but also about the company that you are representing.

Good first impressions are made by the:

- Right tone of your voice
- Correct choice of words used
- Service you provide

# 3.1.5 Introducing Yourself to Peers and Bosses

How would you introduce yourself to yours peers? Is it the same as introducing yourself to your boss?

**Example 1:** Ravi introduces himself to Sanaya and Bunty.

**Ravi:** Hi, I am Ravi and I have just joined here this month......I am excited! And I would love to get some tips from you guys on how to work here."

**Example 2:** Now let us see how to introduce yourself to your seniors. While introducing yourself to your bosses, be respectful yet friendly. Let us see an example. Sanaya introduces herself to Sameer, a senior manager.

**Sanaya:** Good morning sir. My name is Sanaya. I have just joined and I am looking forward to learning from you."

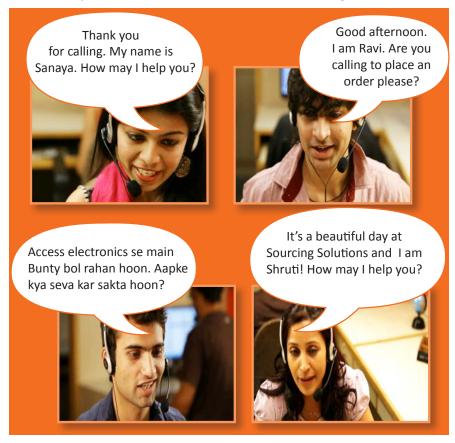
From the above examples we know that we must be:

Casual and approachable with peers

Respectful yet friendly with seniors

# 3.1.6 Introducing Yourself to Customers – Inbound Calls

If you think introducing yourself to customers is a mere formality, you are wrong. Proper introductions help establish a credible and long-term professional relationship. It is important for you to know the correct way to introduce yourself to your customers. Let us see some common ways of introductions to customers while taking inbound calls.



Let us see each sentence one by one.

#### Sanaya's Introduction

Incase of sanaya, she thanks the customer for calling. She then says her name and asks how she may help the customer. This is a standard way of introducing yourself over the phone for all inbound calls.

#### **Ravi's Introdction**

You may greet the customer with the correct time of the day. Ravi, being in 'accepting order,' also confirms the purpose of the before reading out his script from the CRM. Sometimes customers may end up calling the wrong service option. So it is best to take a confirmation before proceeding.

#### **Bunty's Introduction**

Bunty speaks in the local regional language to service a customer who opted to communicate in the local language.

#### **Shruti's Introduction**

Shruti has a slightly uncommon way of opening the call. She sounds cheerful, cuts the ice and makes the customer feel good.

Remember these points for introducing yourself while taking inbound calls:

- **Common Greeting:** How may I help you? This is a simple and polite way of common greeting
- **Confirmaton:** Confirm the purpose of the call, especially for order-taking where one has to read from a script.
- **Ice-breaker:** Use a simple question to make the customer feel comfortable.
- **Tone:** Polite but enthusiastic. You should sound happy to be of service.

# 3.1.7 Introducing Yourself to Customers – Teleselling Calls 7

The two main areas of outbound calls are telesales and credit collection. In outbound calls, YOU are calling the customer-you are imposing on the customer's time. So the first 3 seconds of yours call will either make or break the situation!Let us see sscenarion to understand this better.

Shruti makes a call to a customer to sell a cooling system for his office. The customer's name is Paras chinniwala. Read on to find out more...

Hello Mr Paras China...
Mr. Chinawalla... I'm calling from
the tele-sales department of Access
electronics. We have a wonderful
cooling system, it has high-voltage
capacity.....and can run 24 hours
on full strength...

Hey hey..
First of all my name is not
Chinawala...It is Chinniwala..
And by the way who are you?
How did you get my
number?





Uh...Sorry, I am Shruti... from Access electronics... we have a cooling system that can run 24 hours....



The customer cuts the line......Why?

- Shruti mispronounced the customer's name.
- She was impatient and rushed into a long monologue about of the product.
- She did not ask the customer if it was a good time to talk

Remember these points while introducing yourself during a telesales call:

- Cut the ice with the customer
- Pronounce the customer's name correctly.
- Use salutations such as Mr, Miss or Mrs to surnames and NOT first names.
- Ask the customer if he or she has the time to talk. Do not force them into a conversation.
- Put the main attractive points of the product, instead of giving a boring speech about the product.

# 3.1.8 Introducing Yourself to Customers - Collection Calls-

The second category of outbound calls are in credit or bill collection. You may be calling to recover an outstanding amount, but you still need to be polite and ask for the right time to talk. Let us see this scenario to understand it better.



This is an example of excellect introduction! You can see how Bunty introduces himself polity after a greeting. He states the purpose of his call and then wait to know if it is a good time to call. He is sure to get a much better response from the customer than a rude or impatient CSR.

Remember these point while introducting yourself during a collection call:

- Greet the customer.
- Introduce yourself politely.
- State the purpose of your call.
- Wait to know if it is a good time to talk.

# Tips (

- Introducing yourself effectively shows that you take your job seriously and are committed to the job.
- It shows you are competent and professional.
- It shows enthusiasm. If you are enthusiastic about introducing yourself, you appear cheerful to those you introduce yourself to.
- Introducting yourself helps you to become familiar with everyone including Your customer.

# 3.1.9 What are your Personal Strengths and Weaknesses

Are you aware of your personal strength and weaknesses? Not sure, then read on to know about Bunty, a CSR. You may get some hints.

Bunty works for Globocom BPO. He starts his day early. Before leaving for work, he makes it a point to catch up with his parents on their health and the needs of the household so he may pick them up on his way back home from work. Each day when Bunty reaches office, the security guard greets him at the gate. But Bunty stays indifferent. His behaviour to his peers too is one of indifference. However, with his Team Leader, he is overtly polite and courteous! Strange! Bunty is particular about his work. He is punctual, organized and precise. Bunty likes to keep to himself. He does not believe his colleagues are as good as him in his work! But if a peer approaches him for help, he does not hesitate to help.

Even as you read this, you can make out that Bunty has some positives and some negatives to his personality. Lets classify them as strengths and areas for improvement.

#### Strengths:

- **Disciplined:** Bunty is an early riser. His daily routine follows a certain regime. At work too he is punctual and organised.
- **Responsible:** Bunty feels the burden of running his house hold. He checks on his parents for their well being and the needs of the house each day.
- **Respectful of authority:** Bunty is respectful of authority which is evident from his bahaviour towards his Team Leader.
- **Helpful:** Bunty has a helping nature. He helps his peers.

#### Areas for improvements:

- Lacking in civilities: Bunty seems to be mindful of whom he interacts with! He does not seem to be able to treat all classes and sections of society with equal regard and consideration. This is evident from the way he ignores the regular greetings of the security guard of his office.
- Indifferent towards peers: Bunty's attitude towards peers is to be condemned. While he is respectful of authority, he seems to be completely indifferent with his peers. This is surely not the quality of a team player!

# 3.1.10 What Constitutes "Strengths"

Those were the qualities of Bunty. Would you like to do a self-check on your strengths and areas for improvements now? If you possess these qualities, then they are your strengths:

**Ability to learn new things:** If you are a quick learner and can learn new things quickly, its a strength.

**Communication skills:** Effective communication skill is one strength you must develop. As a CSR it is your job to make and receive calls. Good listening and speaking skills is the only way to be successful in your job.

**Self motivation and focus:** If you can motivate yourself and stay focussed withou getting distracted, it is a sure strength.

**Team Player:** You cannot work in isolation. In today's world, a person needs to be a good team player. The team's success will be your success. Be a team player and make it your strength.

**Hardworking:** Success is ninety percent hard work and ten percent brain work. Be hard working and make that your strength.

**Self Confidence:** Your self confidence is the reflection of your behaviour. It shows that you are not afraid of challenges and take on them head on. If you are confident, you become reliable.

**Patience:** As a CSR, you must develop this strength. You are expected to handle over 200 calls in a day, most of whom will be irate. You have to be patient and deal with them.

## 3.1.11 How to Overcome Weaknesses

Glorifying our strengths while ignoring our weaknesses can be dangerous. Weakness is nothing to be ashamed of; it is a part of human nature. We always want to know what works best for us, what will help us reach our goals. It is not weakness but strength that will take us where we want to go. First we need to identify our weaknesses and then find ways to turn them into strengths. Here are some weaknesses you may have and how to overcome them.

**Anger:** Anger is just one word away from Danger. It can consume you and shatter your personal and professional life. Control your anger.

**Arrogance:** Being arrogant is when you think you know everything. That's when you weaken yourself because you stop learning. You are also easily hurt when someone criticizes you. This hampers your growth. Take others positively as an opportunity to improve yourself and be open to learning new things.

**Ingratitude:** Failure to be grateful for what we have, comes in the way of our happiness, weakens relationships and blocks good things from entering our lives. Live with a grateful heart and you will live a long and happy life.

**Insecurity:** Being insecure makes you feel inferior to others. This weakness will de-motivate you and make you jealous of others. Instead from others, what you lack.

**Unorganized:** This weakness can damage your career. You have to be organized while doing your work. Being organised will help you manage your time effectively and make you more efficient.

**Negative Attitude:** A negative attitude will lead you to destruction. It slowly creeps in, first with people, then with work, then with situations and finally consumes you.

Everyone has personal weaknesses. Those of us who are wise recognize them and try to overcome these character flaws. Others ignore their personal weaknesses and find themselves repeating mistakesand leading unfulfilled lives. The secret to self improvement is to discover your weaknesses and either correct them, or find a way to turn them into your strengths.

# 3.1.12 The need for Meeting and Greeting

Let us read this scenario to understand the need for meeting and greeting.



From the above conversation we can see that the customer does not know who is calling and from where. The customer has also become a bit nervous and anxious as she wonders how the caller got her number. In extreme cases the customer may disconnect the call and stop answering the calls from unknown numbers. This shows that the CSR is:

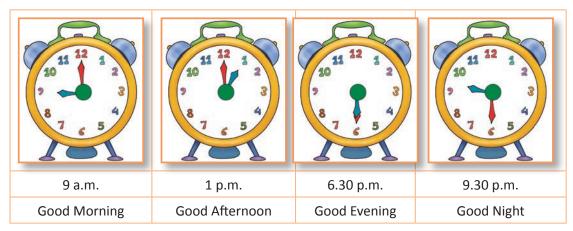
- Not serious about the work.
- Not interested in finding out the customer's name and other details before calling.
- Not concerned about providing a better service to the customer

# Tips 🖳

- Make a week by week plan to overcome your weaknesses.
- Always monitor your strengths and try to maintain them.
- If someone point out your weakness, thank them.
- Your strengths should outnumber your weakness.

#### 3.1.13 How to Greet

Let us see how to greet depending on the time of the day:



- **1. Greet depending on the time of the day:** Say "Good morning" between 8 to 12, say "Good afternoon" between 12 to 4, "Good evening" while opening a call between 4 to 9 and say "Have a good day" while closing the call any time of the day.
- **2. Standup when you meet someone:** This shows that you respect the person. It also helps you come to a level where you can have eye to eye contact.
- 3. Introduce yourself immediately: If someone approaches/calls you or you call/approach someone for the first time, say who you are by first greeting and telling your name. For e.g. "Hello my name is Suresh, pleased to meet you."(face to face) or "Hello sir, my name is Suresh and I am calling from "Global7 Telecom" (over the phone)
- **4. Offer a handshake:** Extend your hand as you greet. The person who puts a hand out first shows how confident and friendly he is.
- **5. Smile:** your facial expression says more than your words. Looks as if you are pleased to meet the other person regardless of what is on your mind. Put a smile on your face for the person standing before you.
- **6. Greet others with their name:** Greet others using their name, and make sure you continue using it. This makes the person feel important and makes them feel that you care about them personally. For e.g. "Hello Mr. Hari, is it a good time to talk?"
- **7. Be focused on the customer and not on self:** if you are calling a customer, keep your focus on the customer and their needs. Keep any conversation surrounding you to a minimum, and enable the customer to talk about themselves.
- **8. Do not be too casual while greeting:** Never use the words like "Hi", "What's up, "Guess who", while calling the customer or while addressing your superiors. This shows that you lack manners and cannot differentiate between friends and professionals.
- **9. Thanking:** Always thank the customer by saying "Than you for calling" before closing the call. Thank everyone irrespective of whether he is the supervisor, friend or customer depending on the situation.
- **10. May I help you:** Asking the customer (May I help you) sends a message that you as a CSR care about the needs of the customer.

# 3.1.14 Importance of Meeting and Greeting

Let us look at a scenario to know the importance of meeting and greeting.

CSR: "Hello, Mrs. Desai I wanted to inform you about our new offer."

**Customer:** "Who is calling? What is the name of your company and what is the offer?"

**CSR:** "Oh God! I forgot to tell you my name. Meet me I am Shruti calling from Airplus mobile.

How are you doing?"

Customer: "I am busy now."

From the above scenario it is clear that the CSR lost customer because of:

- Improper greeting
- Improper introduction
- Being too informal

Meeting and greeting a customer in an unprofessional manner creates a bad impression about you and the company in the customer's mind. It is, therefore, very important to make the customer feel good in the first few seconds of the call itself by way of correct greetings and introductions.

# **Tips**



- Always start a conversation by greeting first and then introducing yourself.
- First see the time of the day and then greet

# 3.1.15 Need for Complimenting and Commenting

Have you ever thought about the power of beautiful words people often use, and how this can really help you feel good about yourself the whole day'? Yes, there is nothing like a warm and a sincere compliment to make your day. Whenever you compliment someone it makes them feel important and cared for. It has the same effect on you if someone gives you a compliment. Similarly giving a positive comment to a colleague acts as a friendly advice without hurting their feelings.

Let us learn the need for complimenting and commenting through these scenarios:

### Scenario 1:

### **Complimenting a customer**



(The CSR guides the customer on the phone to locate the credit card number and helps the customer to make the payment.) The CSR also makes the moment light by complimenting the customer about her age. This makes the customer:

- Feel good
- Feel confident

Scenario 2:
Positive comment towards a colleague



In the above scenario you can see how Bela gives a positive comment to Shruti about why Sanaya was absent. A comment spoken in a positive way helps:

- Overcome misunderstandings
- shows respect for one another

### 3.1.16 Giving and Receiving Compliments and Comments

Everyone loves to give and receive compliments. A properly phrased compliment can make a customer, co-worker or a friend feel valued and appreciated. Letting people know that you appreciate them is a great way to make them feel good about themselves and motivate them to succeed in the future. Your compliment must be accurate and sincere to have the best effect.

Let us look at a scenario where a customer is very prompt in paying her mobile phone bills, but misses a couple of payments. So the CSR calls up to check the reason. Although she is a valuable customer her connection will be discontinued if she doesn't make the payment within 40 days.

Scenario 1: Complimenting a customer





From the above scenario you can see how the CSR complimented the customer. This shows that the CSR is sharing the joy of the customer and wants to make the customer feel special. The CSR informs the customer that her case will be treated as a special one and gives her extra time to make the payment.

The CSR closes the call by complimenting the customer once again.

Scenario 2: Complimenting lady colleagues

Be formal. "You are looking good today", "You are looking nice", "You look beautiful" are fine as long as you say it formally and confidently. Be sure to keep your tone right and maintain eye contact with the lady. Ask for permission if you have to suggest something personal.

### 3.1.17 The Importance of Complimenting and Commenting

Giving compliments is critical in building relationships and encouraging other people. Compliments are an expression of praise, respect or appreciation. A compliment can be as simple as "You are the best",

"I wouldn't have completed this project without your help", "You are my true friend", and so on. It is said that compliments increase a person's self-esteem and makes people happy.

When to compliment the customer'?

- If a customer is a patron
- For good past payment record
- If a customer shares a good news with you
- If a customer is polite and good to you

## **Tips**



- Compliment people sincerely, and do not fake the comment.
- Be specific in your compliments by pointing out specific qualities that you appreciate. For
  instance, instead of saying "I like your work," try saying, "You manage your time so well
  and complete your work before time."
- Choose your words carefully while complimenting or commenting. Do not use words like cool, mind-blowing, superb, etc.
- A compliment that works in one situation might not work in another. For example, you
  could compliment a colleague on her dressing at a company picnic, but not at a meeting of
  senior managers in front of everybody.
- Whenever you receive a compliment respond positively. For example, if a person pays you
  a compliment about your work, do not start complaining about the odd working hours,
  people's attitude at work, etc.
- While complimenting your immediate boss, be formal yet warm and genuine. Do not come across as someone who is trying to flatter.

## 3.1.18 Call Flow (Routing)

When customers dial a call centre, their calls are transferred to the Interactive Voice Response, or the IVR System. The IVR is an automated system that allows a computer to interact with human callers. It uses voice and DTMF (Dual-tone multi-frequency signalling) keypad inputs to do so. When a customer dials the number of his choice, the IVR responds with pre-recorded instructions, until he reaches a CSR. If a CSR is available, the call is immediately transferred to him/her. This is what we call the **Call Flow or Call Routing**.

## 3.1.19 How to take a call



Let us see how Ravi, a CSR, takes a call right from the time he arrives for his shift.

### Step 1

- 1. First and foremost Ravi logs on to his computer.
  - a. To login he enters his user ID.
- 2. Then he enters his password.
- 3. The application opens up, depending on the login ID entered. For those in order-taking, the CRM script appears. For those in customer service, a different screen with search fields appears to help the CSR search for the customer's data.

#### Step 2

- 1. He then logs on to the Automatic Call Distributor or the 'hard phone'.
- 2. Now Ravi is logged on to both the application as well as to the phone.

#### Step 3

Now Ravi wears his headset.

### Step 4

Ravi is now ready to take calls.

- Ravi knows he is getting a call when he hears a beep on his head set and/or when the hard phone blinks.
- b. Ravi starts speaking to the customer.

#### Step 5

Ravi closes the call after speaking to the customer.

- a. Ravi thanks the customer before closing
- b. Then he logs the call into his application.
- He is now ready to take the next call.

This is how you as CSR will take a call. However these are steps to follows after you get a call. Let us go one step back to see how the call actually reaches the call Centre.

### 3.1.20 The ACD Phone

The Automatic Call Distributor or the ACD phone is nothing but a phone! It has some features.

#### **Mute button**

#### Use it to

- Silence any sound from the CSR's mike so that the customer cannot hear what is being said from the CSR's end.
- When you wish to speak to another CSR for a quick enquiry; or to request for something.

### When the put the mute on

- You can hear the customer.
- The customer will not be able to hear you.

#### **Hold button**

### Use it to

When you need to check for information on your computer, with a peer or with your lead.

### When the put the mute on

• The customer hears the hold music.

### **Transfer button**

#### Use it to

• Transfer a call to another division.

### 'Not ready' button

• Use this button judiciously. You may use it when you need to visit the washroom or for other necessary breaks. At no other time may you use this feature.

## **Tips**



- The ACD keys are feather touch. So do not use hard touch.
- Always inform the customer before putting him/her on hold.
- If you have to put him/her on hold for longer, then come back to tell him/her so. Never allow dead air.
- Concentrate while taking a call so that you can transfer it to the right department.
- Always inform the customer before transferring a call.
- Use 'Not Ready' button when absolutely necessary.

### 3.1.21 Information Security

It is important that as a CRM you take all measures for information security. Information security is the practice of protecting information from unauthorized access, use, disclosure, disruption, modification, inspection, recording or destruction. This data could be in an electronic or physical form.

Some rules to bear in mind while handling sensitive date are:

- Do not reveal customer's personal and financial information to anyone other than the account holder
- Unauthorized information, written or verbal, cannot be divulged to any customer / competitor / any other person e.g. photocopy of customer information sheet etc.
- Do not share one customer's information with the other customer.

### 3.1.22 Client Confidentiality

The client places a lot of trust in the organization and the CRM before sharing his personal information. It is crucial for the CRM to maintain that trust and faith by maintaining absolute confidentiality of the client's information. It is a criminal offence to share this data with any unauthorized person. If found guilty of this charge, the culprit can be convicted and imprisoned.

### 3.1.23 Data Security -

Some ways in which data can be protected are:

- Data received from the client during processing, in any form such as hard copies or softcopies, is destroyed or returned back after the completion of work.
- None of the employees are allowed to bring any storage devices like memory cards, CD/DVD/ blue ray disc, external hard disk, floppy disk, pen drive etc. to work.
- At entry and exit points, the security guards frisk the employee to check that none of the storage devices are carried in or out by the employee.
- CDs, DVDs, pen drive, disk drive or any other storage devices are not allowed in the individual PCs and in the office premises without prior permission from authorized management and team leaders.
- The professional firewall system restricts the users to surf or access unauthorized sites on the internet.
- Firewall restricts the rights of all the users within the company. A written Non-Disclosure Agreement (NDA) is obtained at the time of joining from each employee
- Entrance in operations area is restricted by finger print software as per the privacy norms and requirements.
- The server for the website is protected too and it is crucial for the CRM to ensure that he or she do not use, access or try to dig for unauthorized information.
- Limited access to the network is given through login IDs and password protection. Passwords and access controls are well defined for authorized internal persons.
- Limited access to the network is given through login IDs and password protection.
- Passwords and access controls are well defined for authorized internal persons

### 3.1.24 Call Centre Metrics

Given below is a list of frequently used terms that are crucial for a CRM.

- Adherence to schedule: It is a general term that refers to how well a CRM adheres to his or her schedule. It includes:
  - Time spent on taking calls during a shift. This includes the time spent in handling calls and time spent in waiting for calls to arrive.
  - The amount of time a CRM was available to take calls.

**Example:** 'I had a good day today. I was able to adhere to the schedule well.'

 Agent: Agent is the person who handles incoming or outgoing calls. Also called Customer Relationship Manager (CRM), Telephone Sale/Service Representative (TSR), Representative, Associate, Consultant, Engineer, Operator, Technician, Account Executive, Team Member, Customer Service Professional, Staff Member, Attendant, Specialist etc.

**Example:** 'This is the accounts section Sir; I will connect you to a customer service agent.'

Automated Attendant: At the beginning of the call to a BPO, you hear prompts such as
press one for sales, two for support and so on. The system prompts callers to respond
to choices and then coordinates with the ACD to send callers to specific destinations.
This voice processing capability that automates the attendant function is known as an
automated attendant.

**Example:** 'The automated attendant is being updated to include the new promotion and it will be ready by tomorrow.'

• TAT (Turnaround Time): TAT is the time elapsed between complaint registered and complaint resolved.

**Example:** 'The TAT for Ms. Sharma's complaint was quite short.'

 SLA: Service Level Agreement (SLA) is a contract between the main company and the call Centre. It specifies, usually in measurable terms, what services the call Centre will provide. There is always a written service level agreement so that services for the customers can be measured and justified.

**Example:** A call Centre, Soft Call, could have the process of Hewlett Packard. HP is the main company and Soft Call is the call Centre. Then, HP will specify the terms of the SLA.

Some metrics that the SLA may specify include:

- What percentage of time the services will be available. For example: 6 days a week,
   18 hours a day, etc.
- The number of users that can be served simultaneously. For example, 350 CRMs can speak with 350 customers at a time.
- Specific performance benchmarks to which actual performance will be periodically compared. For example, 7 laptops a month.
- Help desk response time for various classes of problems. For example: within 3 rings.
- Dial-in access availability.
- Usage statistics provided.

- FCR (First Call Resolution): A resolution offered in the first call is called a First Call Resolution (FCR). The best way to increase customer satisfaction and in turn increase profit is to resolve the cursory or complaint in the first call. The customer should not have to call the call centre again for the same reason. Advantages of FCR:
  - impacts customer satisfaction;
  - helps to avoid repeat calls;
  - helps in avoiding escalation;
  - First level executive must listen attentively to the customer and try to offer the best resolution possible.

**Example:** 'I was able to provide many FCR today.'

After-Call Work (ACW): It is also called Wrap-up and Post Call Processing (PCP). It is the work
that a CRM must do immediately after an inbound transaction. It often includes entering
data, filling out forms and making outbound calls necessary to complete the transaction.
While the CRM is doing after call work, he or she is unavailable to receive another inbound
call. ACW is a process of the call but the customer is not online. ACW for a month = Total
time spent on ACW / Total number of calls taken.

Example: 'I have to do my after-call work properly.'

• ACHT (Actual Call Handling Time): This is the actual time spent on the call. It is importance to the company for strictly financial reasons. Higher ACHT impacts business profitability. Hence, it is important to address customer queries in a timely manner. Average of ACHT = Total ACHT of the month / Total number of calls taken.

Example: 'My team's ACHT today has been very low.'

Average Handling Time (AHT): This is the total time taken by the CRMs to complete the
call. This includes the time taken by the CRM to make the call, disconnect the call and to
wrap up the call with documentation. It is the sum of the Average Talk Time and Average
after- Call Work for a specified time period.

**Example:** 'What was the group's AHT today?'

AHT = ACHT+ ACW

• AHT (Average Hold Time): It indicates the duration for which the CRM has placed the customer on hold.

## 3.1.25 How to Calculate ACHT



Average Hold time = Total hold time of the month /Total number of calls taken.

The following story will help you understand how to calculate ACHT.

Sudhir is very nervous about his performance review. He decides to go to his senior, Madhu, for help.

**Sudhir:** "Hi, I am a little nervous about the performance review."

Madhu: "Why? We know that you couldn't meet the first month's target. But your friends tell me that you have met all the targets since."

Sudhir: I don't know what our TL will ask me. I know how to answer the questions about my performance but I don't know the data that I should take with me."

Madhu: "It is very simple. You just need to know your AHT, ACHT, ACW, AHT%, ACW% and ACHT%. "

**Sudhir:** "Please don't scare me. I don't know whom to ask for this data."

Madhu: "You need not ask anyone. You just need to know your AHT, ACW, the target AHT, the target ACW and the target ACHT. Do you know these details?"

Sudhir: "Yes! My AHT for the month is 450 seconds, ACW is 15 seconds. The target for AHT is 380 seconds, ACW is 20 Seconds and ACHT is 360 seconds."

**Madhu:** "Good! So, the way to calculate everything is:

Step 1: AHT - ACW = ACHT

450 seconds -- 15 seconds = 435 seconds

Step 2: Actual AHT/Target AHT = AHT Percentage

450 seconds / 380 Seconds = 118%

This means that you have not met the target and are over it by 18%.

Step 3: Actual ACW/Target ACW = ACW Percentage

15 Seconds / 20 Seconds = 75%

This means that you have met you ACW target.

Step 4: Actual ACHT / Target ACHT = ACHT Percentage

435 Seconds / 360 Seconds = 121%

This means that you have not met the target and are over it by 21%."

Sudhir: "You made it sound very simple. Thank you Madhu!"

Madhu: "It was my pleasure. Now that you know this, share this with your team. Also, ensure that the next time you meet the targets."

**Sudhir:** "I sure will. I thank you once again."

Madhu: "Anytime. Good luck with the performance review!"

So you see friends, Average handle time is a clear indicator of efficiency, but perhaps the better use of the metric is for forecasting the workload at a call center. By combining the average handle time with call volume, you will arrive at your call load, which serves as a useful guide for planning and management purposes.

Let us look at ways of maintaining AHT:

**Don't look at AHT in isolation:** Sometimes, calls with high customer satisfaction have the lowest average handling times. AHT can be a blind metric for agents to try and improve, they can't isolate how to improve their times and they sometimes don't want to shorten the calls because they care for the customer. However, improve customer satisfaction can reduce your handling time because the two are linked.

**Review processes:** Check to see if there any duplication of work or can anything be automated? We have reduced AHT by removing all paper forms and automating more processes. Sit with advisors to observe them – are they following the agreed processes? And if not, is this a factor in high AHT?

**Stay updated:** It's all about how to make the customer feel happy. Knowledge is not the most important thing anymore for the agent. It's about how to make the customer happy, and if you can't help them, the agent can explain why, so the customer understands. The best method to show the agents this is getting them to listen to their own conversation together with a coach and just focus on what they could do extra for the customer

**Take ownership:** Try your best to solve the problem. Look into to see what's the cause of the problem.

**Self-Evaluate:** Self-evaluation helps understand not only where you are going wrong but also what you are doing well. Share best practice with colleagues.

**Anticipate questions:** Anticipate questions and provide the information before the customer can ask the question.

**Avoid 'over service':** Strictly answer the main question. Resolve questions from the customer perspective. Ask the customer what solution they want and do not talk in restrictions.

**Don't interrupt the caller:** Listen to the caller. Allow the caller to say what they need to without interruption, then recap and check understanding, addressing one query at a time. This is especially important if the customer is agitated or unhappy with the previous service interaction.

**Avoid 'cold transfers':** Avoid 'cold transfers' to other departments, or at least send through the client data to avoid repeating the same questions all the time

**Follow workflows:** Follow knowledge workflows through the call when dealing with various call types. This helps reduce the AHT and also reduces repeat calls and increases first-time resolution.

**Organise the knowledge base alphabetically:** Straight to the point – emails and notes should be organised in alphabetical order, which makes things easy to find.

**Cut down on the aggressive attitude:** Stay positive and smile on the phone, and cut down the aggressive attitude if it is an objection-handling call

### 3.1.26 How do you Deal with Change in the Workplace?

If you can respond to changes with a positive attitude and a willing spirit your career is certain to rise. Let's review the scenario given below to assess the truth in this statement.

Business at Shyam Telecoms is expanding quickly. In order to meet the rising business demands the management has decided to open a new site far from current office location. The management has requested a lot of existing employees to relocate to the new site. Most employees chose to accept the change, while a few other resisted the change actively.

The change took place despite the resistance, the management hired new employees to fill the human resource deficit at the new site. The new site took off surprisingly well. In a few months it was at par with the old office. An year later it was generating even better results.

The success meant higher chances of growth for the employees at the new site than the ones who decided to stay put at the old site.

So you see, change can often present opportunities in its wake. Embracing and implementing change are keys to being a valuable and valued employee. Let's take a look at some advantages of being flexible and adapting to work-place changes.

- Embracing change can expand your opportunities. Today's work environment is fluid. This means those employees who are able to adapt to shifting priorities are considered a valuable asset above and beyond their skills and experience. Being able to adjust to shifts in organizational dynamics is necessary today.
- Being flexible can help you strike work/life balance. Tele-commuting, the connected workplace and other technologies mean that the lines between work-time and personal-time have blurred. Rather than resist this change, embrace it. While you may need to be flexible and respond to emails during your evening hours, you can also use this flexibility to your advantage. Personal needs once relegated to weekends alone can be addressed more easily since we are always connected, in and outside of the office.

### 3.1.26 Keeping up-to-date

Although keeping up with industry news may seem to be just one more thing to add to your To-Do List, there are several important benefits.

First, you'll make better decisions, and you'll spot threats and opportunities early on, which can give you a competitive edge. Secondly, keeping up-to-date with your industry is key for building expertise. By developing expertise in your job and your industry, you'll earn the trust and respect of the people around you.

To keep up with news and developments in your industry, the first thing you need to do is identify the best sources to use.

Here is a list of traditional and online sources. Choose the most appropriate sources depending on your industry and the type of work that you do.

#### **Traditional Sources:**

#### Find a Mentor

A great starting point is to find a mentor within your organization. Not only can mentors help you solve career issues and develop your career, they can provide you with a wealth of insider knowledge, as well as with the insight needed to understand it.

#### **Read Newsletters**

Keep yourself informed with your company's newsletters and publications. These also provide networking opportunities by updating you about meetings and conferences.

#### **Face-to-Face Networking**

Face-to-face networking can be one of the most rewarding ways to stay on top of industry news and trends. Often, professional relationships can develop into deep friendships, **especially when you meet on a regular basis.** 

#### **Online Sources:**

#### **Blogs**

Blogs aren't just for personal journaling anymore. Many bloggers are respected for their high quality work and honest opinion. Do a web search for keywords that are commonly used in your industry – it might take a bit of time, but you may find some high quality blogs relevant to your job and your industry.

#### **Twitter**

Twitter can be a great place to find industry leaders and organizations, and to stay on top of relevant news and trends.

Use it to find people in your industry who are in-the-know, by searching Twitter for relevant keywords. (You may get more out of Twitter if you start a dialogue with those who you're following.)

#### LinkedIn

Using LinkedIn is a wonderful way to connect with colleagues, trade groups, and industry leaders. You can join industry-specific groups, and get the latest updates from individuals and organizations.

#### **Forums**

Membership sites and discussion forums can be full of insider-information tailored around specific topics or industries; and talking with other professionals in your industry can help you network and grow your skills, especially if you're in a technology field such as IT.

If you're unsure of which forums to use, ask colleagues, have a browse online, or ask your Twitter or LinkedIn connections for recommendations.

### **3.1.27 External Customers**

Let us now understand our customers a little better. They come in all shapes, sizes and moods, like this lot here....

Hello, dear, hello, hello. Metoo Cabs..?

I want to go to my daughter's house. I want to book a cab.....? Hi! Yup... Is this CineMore?

I want to book three tickets for my friends and me. Any movie...





Hello – haanji.
MeraFone se bolte ka?
Mujhe woh ringtone chahiye
– Maian hoon Don!

Hello, Best Rates? Hmmm...uh.. I mean...

I was wondering whether you have an exchange offer for a fridge. I want... hmmm one that will be big enough for a family of four. Actually, maybe a smaller fridge....uh... plus a microwave – we need that also...





Yes, This is me! Is this
Holiday Bank? Perfect name for
you....You guys never pick up the
phone! ...I want a tax-saving investment
...but hey...don't try to sell me risky
junk where only YOU get your
commission!

Hello, do
you have Fit-Fast? Ok, tell
me... If I buy your Tummy Buster then will
you guarantee that my tummy will become
flat in two weeks?





Hello, Trip Up Holidays?

I wanted a summer holiday package for my family. The place should be good but cheap!!



All customers who call for a service or help are external customers. They are not part of your call centre. They are external to the system and hence the name. The well off, the not so very well off, males, females, young, elderly, soft spoken, irate, confused, nagging - any of these could become your external customer if they have called you at your call centre! As a CSR, it is your duty to service them equally well.

### 3.1.28 Internal Customers

Internal customers are those who are within your system. For example, your Team Leader is your internal customer because he gives you the orders that you must execute. Besides, your peers too could become your internal customers, when they seek your help!

### 3.1.29 Customer Expectations

Customer expectations are beliefs about a product or service. For instance, when customers buy a product or service they already have a specific set of expectations. These expectations are based on their perceptions about the product/service, the company and the industry. These expectations are formed through past experience, and the experience of others with whom the customer interacts. So knowing customer expectations is the first and possibly the most critical step in delivering good quality service. Being incorrect about what customers expect can mean losing a customer.

In simple words customer expectations are the customer's wants and needs. This is usually expressed in terms of value of product and its features including customer service and after sales service. As a CSR you must meet or exceed customer expectations in order to achieve customer satisfaction

When you buy an mp3 player you expect it to play mp3 music. Similarly if you buy an insurance policy your expectation from the policy is to protection for you and your family from unforeseen circumstances. In simple words every customer buys a product or service as he/she have some expectations from it. As a CSR you must be smart enough to identify what a customer expects. Read through the scenario to understand better.

#### Scenario:





The customer feels cheated and cuts the phone line

### From the above scenario you can see that a customer expects:

- True and accurate information about the products that they buy
- The product to perform the way it is supposed to within its warranty period
- Good after sales service that alleviates their trust in the company
- The CSR to provide solutions for their problems rather than complicating it
- To be treated fairly and given genuine reasons for any inconvenience caused to them

- The company to cooperate with them in order to understand their problems
- Timely service
- Quality products
- The CSR to have a helpful attitude

### 3.1.31 Meet the Customer Expectations

When customers get what they expect, they're satisfied. The quality of your customer service is almost wholly determined by your ability to meet your customer expectations. Let us see some techniques to meet the customer's expectations effectively.

**Promptness:** We live in an era of impatience. Customers do not want to wait for service. Even a short wait will discourage customers in most situations.

**Professionalism:** Customers want a CSR who is knowledgeable about products and services, skilled at dealing with people, and responsible in performing duties. Customers want to deal with a professional CSR.

**Accuracy:** Customers expect the CSR to get information and take orders correctly the very first time. They do not want to deal with mistakes or correct the CSR's errors.

**Friendliness:** Customers expect to be treated respectfully and politely. Customers want to be liked and to be treated in a friendly manner.

**Honesty:** Customers want honest, straightforward information and responses. Most customers appreciate a CSR that will admit mistakes and work to correct them. A customer that believes he or she has been misled will stop doing business with the company and is likely complain.

Honesty also includes follow-up on promises. Broken promises anger customers. Customers expect to be informed if a promise cannot be fulfilled as stated.

**Empathy:** Customers expect understanding. They want a CSR who is willing to see their side of a situation, especially when there is a problem. They want a CSR who will listen to them.

In short customers expect:

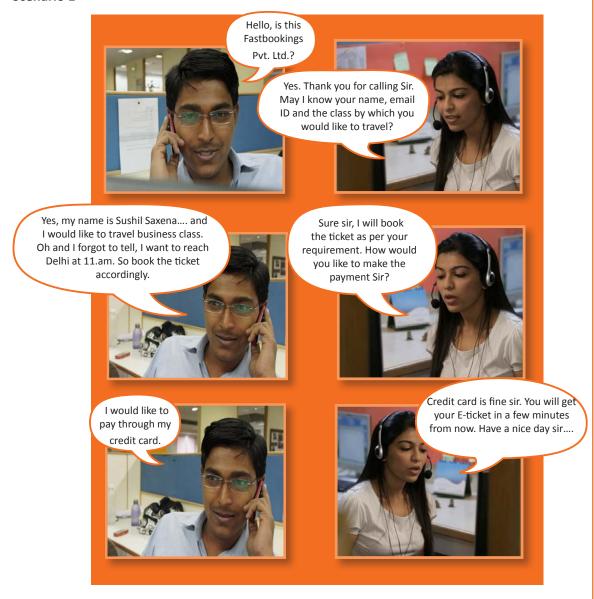
- Fast
- Friendly
- Accurate service to be provided

# Tips 🖳

- Ask questions to gauge the customer expectations.
- Give clear and complete information about the product/service.
- Inform the customer about the limitations of the product, if asked.
- Answer all the gueries of the customer.
- Try to address all the customer's expectations, if possible

### **3.1.32 Customer Service**

#### Scenario 1



What did you observe in this scenario? The CSR:

- Greeted the customer
- Noted down the details
- Gave prompt response
- Provided quick service

Service is an act of assistance provided to others. In this case it means the interaction with the customer. How efficiently you provide the service to the customer will decide how good your services are.



Customer disconnects the call.....

What did you notice in the call?

#### The CSR:

- Used inappropriate tone
- Was not willing to help
- Argued with the customer
- Showed bad attitude

Great customer service is very important for the company as well as the CSR as:

- A satisfied customer will become a repeat customer
- One satisfied customer will bring in 10 other customers
- The company's reputation will grow and you too would progress
- Great customer service indirectly reflects your good work
- You will gain appreciation from both the customers as well as your seniors

### 3.1.33 Provide Great Customer

If you have to succeed in your job, you have to know how to give great customer service. Here is how:

- Answer your call and do not keep the customer waiting.
- Do not make false promises to the customer, unless you can keep them.
- Take that extra step to help the customer.
- Do not confuse the customer with technical jargons.
- Put yourself in the shoes of the customer to understand the situation

### 3.1.34 General Courtesies

We are going to see three general instances of courteous that is polite, behaviour.

#### Scenario 1



### Scenario 2



#### Scenario 3



We just saw three instances of kind people. What they had in common was courtesy and consideration for others. We are a part of the service industry and courtesy in our speech is the most important part of our role.

### 3.1.35 Courtesies while Opening a Call

How you handle a call makes all the difference. A warm, helpful, professional and friendly voice on the phone will help build the customer base. Here are two scenarios that will give you an idea of how to follow courtesies while opening a call.

#### Scenario 1:



The customer gets angry and she hangs up the phone. No wonder, because, the CSR was being too casual and familiar. She directly began talking about the service without the customer's permission.

Now let us look at how Shruti handles the same call.

#### Scenario 2:



We will now look at each point of courtesy that won Shruti a customer today...

"Good morning Ma'am, and how are you today?"

- Wishing the customer and showing genuine interest in her.
- "Is this a good time to talk?"
- Being considerate of the customer's convenience.
- "If you have just five minutes..."
- Double-checking so that the customer does not feel rushed.

Those were some courtesies that you may observe while opening a call with your customer.

### 3.1.36 Courtesies during a Call

We have seen some courtesies that you need to follow while opening a call, but you must continue with them throughout the conversation. Here are two instances that will help you understand this better

### Scenario 1:



I know I know. My uncle just passed away and we have been in the hospital for over two months.



Oh ok. Anyway, the amount is now Rs. 2300. So when can you pay?



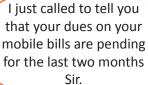
DON'T YOU UNDERSTAND WHAT
I JUST SAID? There has been a
death in the family! AND AS FOR
YOU, I WILL BE TALKING TO YOUR
MANAGER!



The situation above was a sensitive one. The customer got angry with the CSR because he did not show any consideration for the customer's situation.

Let us see how Bunty, another CSR, handles the same call.





I know. My uncle just passed away and we have been in the hospital for over two months.





I am really sorry to hear that Sir. I do understand. Is it a good time to talk now?



Yes, it is okay, thank you. Just let me know the amount.



Certainly Sir. As you are going through a difficult time, we will send a person to your house to collect the amount...

We will now look at each point of courtesy that won Bunty a customer today...

"I am really sorry to hear that Sir. I do understand. Will this be a good time to talk then?"

- Bunty expresses genuine sympathy. Double-checks if it is a good time to talk.
- "...Certainly, Sir. As you are in a difficult time, we will send a person to your house to collect the amount...
- Bunty speaks in a helpful tone. He also offers additional help to show consideration.

Those were some tips on courtesies you may observe during a call.

### 3.1.37 Telephone Etiquette

Just before answering the call:

- Take the call as soon as you hear the beep. Do not keep the caller waiting. If the customer disconnects before you take the call, then it will become an abandoned call!
- Open the call by greeting the customer. Identify yourself your name, the name of your company and the relevant department you are from.

For example,

"Good morning. Thank you for calling Do-well Publications. This is Sanaya from Customer Service. How may I help you?"

### 3.1.38 Behaviour while a Call

• Open the call by greeting the customer. Identify yourself - your name, the name of your company and the relevant department you are from.

For example,

"Yes Sir.I have just checked, we can despatch all the copies that you need. It will take 3 to 5 working days. Is that ok with you Sir?"

Always take permission from the customer before putting him or her on hold.

For example,

"About the discounts....well, Sir I need to check with my Supervisor. May I put you on hold for a minute while I check? Thank you Sir."

• If you need to put the customer on hold for longer, come back to inform him or her about it. Never leave dead air.

For example,

"Sir, I am sorry to keep you waiting. While my Superior is checking, he's likely to take another minute. I request you to stay online. Thank you Sir.".

• If you must sneeze, cough or do something that you would NOT want your customer to hear, use the MUTE button to do so.

Before closing the call, thank the customer. Let the caller hang up first.

For example,

"Sure Sir, anytime! Thank you for calling customer service. Have a nice day Sir."

### 3.1.39 Don'ts of Telephone Etiquette

Read carefully what you must NOT do while taking inbound or making outbound calls.

- Do not leave the phone unanswered. There is a danger of losing the call.
- Do not eat, drink or chew when on a call.
- Do not shout or laugh loudly when talking to the customer over the phone.
- Do not hurry the customer into finishing the call.
- Do not breathe heavily over the mouthpiece as the microphone picks up even the slightest of sounds and your heavy breathing will be heard by the customer.
- Do not use technical jargons or slangs.
- Do not argue with the customer even if he is wrong. Put across your point using the correct tone and language.
- Do not ever lose your temper how so ever difficult the situation may get.
- Do not give false information to the customer.
- Do not discuss personal matters on a call.

### 3.1.40 Dos of Telephone Etiquette

You should strictly follow these dos while on call with the customer.

- Always ask the customer before putting him or her on hold.
- Use the mute button if you must cough or sneeze.
- Listen carefully to what the customer is saying. Do not interrupt.
- Speak clearly and slowly without rushing.
- Be patient.
- Be polite.
- Do not be pushy or aggressive while making outbound calls.

### 3.1.41 The First Call

**Mrs. Sharma:** That's not a bad idea, I do need one right now. Can you call me in the evening at four please?

**Shruti:** Sure Ma'am, I will call you exactly at four in the evening. Thank you for your time and please look forward to a wonderful offer today!

Shruti made some critical correct moves that made her customer interested in what she had to say. So let us look at the techniques used by Shruti.

1. 'Good morning Mrs. Sharma'

Greet the customer. Whenever possible, begin by taking the customer's name, it makes the customer feel special.

2. 'Is this a good time to talk?'

The customer may be busy with something. So always ask for permission to speak.

- 1. 'I just want to congratulate you as you have won a great offer... a huge 25% discount...' Generate interest in the customer for your product. See if you can begin by congratulating the customer or say something that will arouse his/her curiosity.
- 2. Leave the customer with something to think about.

If you have mentioned about a discount, then the customer's thoughts should keep hovering over it.

3. 'Thank you for your time and... look forward to a wonderful offer today'. Thank the customer, whatever the outcome of the call.

#### Qualities to be developed to make a tele-sales call:

- Ability to cut the ice
- Politeness

So with your first call, you must develop the skill to cut the ice with the customer. And be polite at all times.

## Tips



• Always try to sound warm and friendly, positive, professional, helpful polite and courteous.

### 3.1.42 The Follow-up Call-

Out of sight is out of mind! And so it is important to follow-up with your customer. Keep reminding your customer about your offer/product/service.

Let us see how Shruti follows up on her call.

**Shruti:** "Good evening Ma'am. This is Shruti again from STAR Electro. I hope you are free to talk now?"

Mrs. Sharma: "Hi Shruti, tell me. What is the offer?"

**Shruti:** "Ma'am, our company is celebrating its 25th anniversary by giving our special customers some great offers on washing machines. If you can come in to our showroom, we can show you the models on which we can give you the offers."

**Mrs. Sharma:** "I am not sure if I should get a new machine now though. I already have a semi-automatic one."

**Shruti:** "If I may say so, getting an automatic one will make your life much easier. You must be so busy with office and house work. And this is a once in a lifetime anniversary offer, Ma'am."

Mrs. Sharma: "Okay, I think I will drop in and take a look."

**Shruti:** "That's great Ma'am. I will tell the sales staff to expect you. You know our address..dont you? It is 115 M G Road. You could also call for more enquiries at 1800022334466. Should I repeat that... okay great. We hope to show you some great washing machine models tomorrow. Thank you so much Ma'am."

Shruti called her customer for the second time

- To tell her about the discount offer
- To convey to her the benefits of the product
- To invite her to the showroom
- To persuade her to avail the offer
- 1. Persuade the customer to walk into a showroom, if possible. It is halfway to making a sale.

'If you can come into our showroom at any time...:

2. Suggest to the customer. Match your product to the customer's lifestyle - the greatest sales

'If I may say so, getting an automatic one will make your life much easier. You must be so busy...'

- 3. Work out the sales proposition according to the situation, that is, the reason WHY the customer should buy your product. In other words, answer the question that is in the customer's mind "what's in it for me...?"
- 4. Let the customer feel that the offer is a limited and special one. '...this is a once in a lifetime anniversary offer, Ma'am.'

In short, Shruti showed all the qualities that go to make an excellent telesales caller

- Great salesmanship
- Persuasion
- Politeness at all times

After generating a sales lead, you must effectively follow up on it. While this may seem straightforward, there are many variables involved in the process that will determine whether a sales lead converts or slips through your fingers. By implementing five of the correct follow-up techniques, you should maximize your conversion rate and increase your overall sales volume.

### 1. Follow up on every lead:

You never really know the potential of a lead unless you take the proper steps to follow up. In some cases, a weak-looking lead could result in big sales, while a strong one could result in nothing. That's why you should treat every lead as if it could bring in sales and even become a long-term customer. Following up on leads is usually a numbers game. The more effort you put forth means the higher your sales figures should be.

#### 2. Have a specific game plan:

Nurturing each lead to the fullest and properly executing your follow-ups is important. Your exact game plan will depend upon several factors, like how many leads you have on average, your number of employees, etc. If your business sells different types of products, you might want to dedicate sales representatives to follow up on leads that fall into specific product categories. Each representative should be fully familiarized with the products within his assigned category and capable of answering nearly any question. You would then want to follow suit with other employees to adequately cover all leads. When dealing with numerous leads on a consistent basis, you may even want to have an employee who is solely responsible for re-contacting leads who showed interest, but weren't ready to make a purchase right away.

### 3. Have a sense of urgency:

Another part of maximizing your conversion rate involves responding to each sales lead as quickly as possible. According to the Harvard Business Review, businesses that respond to inquiries within an hour are seven times more likely to qualify a lead than businesses that wait longer than an hour. After 24 hours have passed, the likelihood of making a conversion drops drastically.

### 1. Establish rapport and trust:

After making contact, it should be your prerogative to win over each lead. Because many will be initially skeptical, you need to be equipped to gain their trust. This can usually be done in a few ways. First, you need to have a deep knowledge of your products and/or services and be able to answer questions. This conveys a sense of professionalism and serves as a positive reflection of your business. Next, you should be as courteous and friendly as possible. Nothing will turn off a lead quicker than being impolite or disrespectful. Finally, you should take each lead's specific needs into consideration. If someone has unique circumstances, you should be willing to work to accommodate them.

#### 2. Keep your promises:

Hold up to your end of the bargain when following up on leads. If you said that you would email someone a free trial download or informational pamphlet, do it promptly. Not keeping your promises can be extremely detrimental to your entire campaign and give your business a bad name. It's ideal to "under promise and over deliver." This means that you should strive to exceed your lead's expectations.

Getting the most from your leads requires consistent professionalism. Taking the time to reach out to every lead is a great way to start. Having an efficient system in place for handling each lead should streamline the process while maximizing conversions. Responding quickly can help you capitalize on hot leads. Also, connecting with each sales lead on a personal level and delivering on promises can help position your business for success.

### 3.1.43 Challenges during a Tele-Sales call

Tele-selling is not as easy as it seems. A telesales caller has to be tough and sensitive at the same time! Take a look at these snippets of various customers.

 Irritable customer: You are likely to meet up with rude and irritable customers.

**Solution:** Do not take it personally; they are not being rude to you.

**2. Customers who reject calls:** Most customers are likely to reject your call repeatedly.

**Solution:** Have patience. Remind yourself that 10 rejections will lead to one sale, which will add up to success.

Customers who do not want your product or service: Most customers are likely to say that your product or service is not required.

**Solution:** Find out how your product or service can fit into the lifestyle of the customer by empathizing, or understanding, your customer.

Always remember - the customer thinks - what's in it for me..? So your product MUST have an answer to that question.

In general, while making a telesales call, follow these:

- Generate interest in the customer about the product or service.
- Ensure it is a good time or ask for a better time.
- Give the customer something to look forward to after your call.



### 3.1.44 How to Up-Sell or Cross-Sell

While making tele sales you can also implement up-selling and cross-selling techniques. These techniques can make a big difference to your bottom line. Up-selling and cross-selling allow you to generate extra sales revenue by encouraging your existing customer base to purchase more or to make more frequent purchases.

### **Up-selling:**

An up-sell occurs where a customer is ready to order a product, or has already made a purchase from you, when you immediately offer an upgrade or addition to the deal.

Let's suppose that customer is an existing customer of a telecom services and has called to report a lost and stolen phone, in such case we will first help the customer with placing the bars on the lost phone and then we will offer them to take insurance on their phone so that if they lost the phone ever again it will be covered under insurance.

#### **Cross-selling:**

Cross-selling is a strategy that businesses can use to encourage existing customers to purchase additional or complimentary products from your range. This can prove to be particularly effective in business to business selling where the buyer and seller relationship is well established.

Let's suppose that the customer is calling in a telecom company for a billing dispute and not happy with the charges of MMS which is lets suppose 5rs per MMS then we can offer them a bundle of SMS which is lets suppose 50 MMS in just 100rs then this is called as cross selling of bundles and leading to solutions.

Let's take a look at a successful example of cross selling.

Sanya: "Thank you for calling sky TV! My name is Sanya, how may I help you?"

Caller: "I am calling to pay my bill of digital TV."

Sanya: "Ok, Sure, can I take your account number?"

**Caller:** "Yes! Its 123....."

Sanya: "Thank you, What is your name please?"

Caller: "My name is Ravi"

Sanya: "Can I take your bank details"

Caller: "Yes its \_\_\_\_\_"

Sanya: "Thank you, I have taken the payment."

Caller: "Thank you "

**Sanya:** "I will like to tell you that we have started a new service, where you can watch any 5 movies of your choice in a month only @50 per month would you be interested and would like to try? Ill give you free services for 15 days"

Caller: "Oh okay, what all movies I can watch"

**Sanya:** "we have collections of 20K movies both Hollywood and bollywood, you can select the movie online and we will play that for you as per the request."

Caller: "Oh! That's wonderful."

Sanya: "Go to this web address: skytv.com"

Caller: "Okay please add this service."

Sanya: "Sounds great, I have taken the request, let me tell you that you have taken a good

decision, is there anything else I may help you with?

Caller: "No Thank you"

Sanya: "Okay, Have a nice day bye"

## **Tips**



Here, we've put together three simple tips to avoid common mistakes while cross-selling and upselling to your customers:

- Products and services recommended through upselling and cross-selling must be relevant to the customer's needs. So, listen for cues and respond appropriately.
- To upsell or cross-sell successfully, you must be able to demonstrate the maximum value to the customer.
- Pay Close Attention to Timing and Context. Delay or skip cross selling or up selling if the customer is frustrated or is calling to complain.
- Do not inappropriately pressure customers to buy your products or services.

## 3.1.45 Completing Customers Sales

Remember, equipment used to make or receive calls will be directly connected with the live calls and remotely record all the conversation that takes place with the customer.

As a CSR you will be trained and provided the tools to 'Tag' the calls. Tagging means there can be different products for sales and there can different reasons for the sale completed or rejected, now once the call is over advisor fills in an internal call survey which will have all the details like what was the purpose, whether call got converted into sale or not if yes then which product and the mode of payment if not then the reasons for call sales call didn't get converted. If the call gets converted into sale then CSR's actions the request to send the product to the customer and share the online details of the product and terms & conditions with the customer, Once the internal survey is placed by the CSR, then the quality team or the supervisor can pick the call from the automated recording tools and can analyze the same.

### 3.1.46 Who is a Confused Customer

A customer enters an electronic shop. He is looking at various models of mobiles. A Salesperson offers help

Salesperson: "Can I help you Sir?

**Customer:** "Yes, I wanted to buy a mobile phone....uh...hey these laptops look good! Please show me a good laptop.. And are these ipads?"

Salesperson: "Yes Sir. Let me show you some of the ipad models."

**Customer:** "uh...ok..let me just take a look at the store. I'll come back to you later! Thanks. (leaves the store)"

It is clear that the customer had no specific need or requirement. He was casually asking about different models of mobile phone, laptops and ipads. He could not seem to make up his mind as to what he wanted or whether he wanted anything at all! He was simply window shopping!

## 3.1.47 Characteristics of a Confused Customer

Here are two scenarios to help you understand who a confused or wandering customer is.

#### Scenario 1

A customer calls up to inquire about a new investment scheme. This is what happens...

Hello, I would like to buy your company's investment plan that also has an insurance cover. Can you please tell me how much insurance cover you provide?

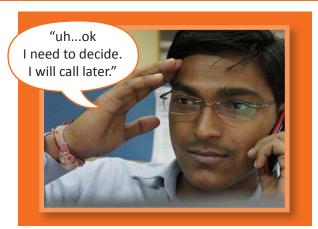


Sure Sir, I would be glad to help you. We have this plan that....









### Scenario 2



Yes Sir. We have songs from the 50's, 60's and the 70's. Which one would you like to buy?



Oh great!
Do you also have DVD
movies from the
same time?



Yes Sir.
We have a scheme
wherein if you buy the
DVDs you get one MP3 CD
free of cost.



What about English movies?



Yes Sir, we do, which type of movies do you watch?
We have action, thriller, horror, drama, etc. Which one would you like to place an order for?



Well I don't want to place an order just now. I have to first decide. Let



Ok Sir, thank you for calling and you have a nice day.



A confused customer, whether in a shop or over the phone, has these characteristics:

- Has no specific need
- Is curious about the features of the products or services.
- Is not sure of what he/she wants to buy
- Shows little interest in buying
- Asks a lot of questions about the product without any intention of buying

## 3.1.48 Handling a Confused Customer 🖆



Here are some steps to handle confused customers.

**Step 1:** Guide the customer gently to the main offer, if there is any, on the products.

Step 2: Probe to find out the needs of the customer.

### Phrases to use: "wh" questions

Which one would you require?

What is the size of your washing load?

How often would you use it?

When do you want delivery?

Step 3: Put forth options for the customer to choose from.

Step 4: Recommend / suggest / advice the customer. However, do not push the suggestion.

For this you must possess excellent knowledge of your product and competitor's products.

#### Phrases to use:

I would recommend....

May I suggest...

This may suit your requirement....

Would you like to try out....

Step 5: Be solution oriented. See how you can help the customer decide.

**Step 6:** Give the customer time when needed. Make sure the customer feels welcome to call back with any query.

#### Phrases to use:

You can call us at this number any time for any help.

We will be happy to provide you more information.

## 3.1.49 Who is a Demanding Customer

In today's modern age, the customer is well informed and aware of not only your products but also your competitor's products and services.

#### Scenario 1

Shruti, a SCR calls a customer to sell an insurance policy. Let us see what happens...

**Shruti:** "Hello Mr. Shah, I am calling from SDS Insurance Company. I would like to talk to you about our unique insurance scheme."

**Mr. Shah:** "Will your insurance company insure my property and my car AND my life under one single policy?"

**Shruti:** " Not exactly Sir, but you can opt for these policies separately."

**Mr. Shah:** "No... no...no, I want a three-in-one policy. And, since I am opting for three policies you must give me a discount on each policy."

Shruti: "I can't promise you a discount Sir, but I will try."

Mr. Shah: "Ok it would be great if you can work out a lesser premium with maximum benefits...."

#### Scenario 2

Ravi, a CSR, gets a call from Mr. Desai who wants to buy a laptop. Mr. Desai is a typical demanding customer. Ravi does a phenomenal job of selling the laptop to Mr. Desai. Read on to find out how...

**Mr. Desai:** "I would like to buy a laptop which is light in weight having a video camera with 500 GB hard disk. Also, tell me if a free bag is available with the laptop?"

**Ravi:** "Sure Sir. We have a model with all the features as mentioned by you and you will get a carry bag along with the laptop."

**Mr. Desai:** "Ok what about free internet connection and free lifetime antivirus software? Also, I wanted a leather carry bag for the laptop I said."

**Ravi:** "Sir the internet connection is dependent on the service provider. But I can give you a reference for good deals. Also Sir no antivirus software company will give you a free lifetime usage license. However, I will provide you with a one year antivirus license free of cost. A nylon carry bag is easier to maintain as rain and dust will not affect its quality and it is washable too."

**Mr. Desai:** " Ok sounds good, but I want a 10% discount and waive off the delivery charges as well?"

**Ravi:** "Sir I can waive off the delivery charges, however instead of the discount, I will give you a complementary screen guard and a cleaning cloth."

From the above scenarios, you will notice that the:

- Customer was asking for more than what he was paying for.
- The customer wanted the product as per his requirements. He cared no less for the limitations of the product!
- Nothing seemed to satisfy the customer! He wanted more and more and more!

## 3.1.50 How to Service a Demanding Customer



Servicing a demanding customer can be challenging. It can be a true test of your patience and determination. As a CSR it is very important for you to know the product or service thoroughly vis- a-vis competition.

Step 1: Point out the advantage of the product, and as to why the customer should buy it.

Step 2: Refuse, if you must, very politely but firmly, if the demand is unreasonable or not as per the rules.

Step 3: Point out how the offer actually works out better than a competitor's offer. However never bad mouth your competitor.

Step 4: Ask a superior if a customer's request can be accommodated or adjusted.

Step 5: Never lose patience. Keep explaining the unique selling points of the product.

Step 6: Assure the customer that it is a great decision to buy the product.

Step 7: Close the sale by suggesting a warm transfer to 'accepting order'.

#### 3.1.51 Who is a Cost-Conscious Customer

#### Scenario 1:

Shruti, a CSR, calls up a customer to sell a water purifier. She tries her best to sell the product, but fails.

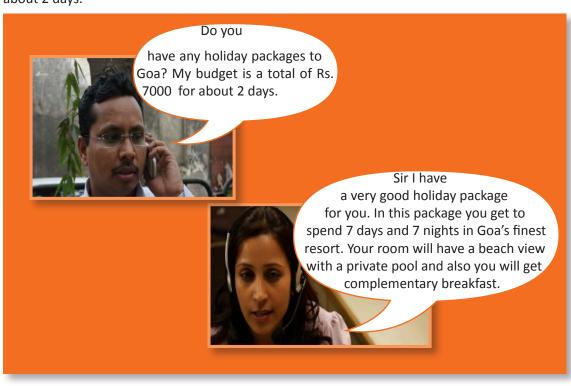




#### Scenario 2:

#### A customer calls to enquire about some holiday packages.

Customer: Do you have any holiday packages to Goa? My budget is a total of Rs. 7000 for about 2 days.



From these scenarios, you will notice that:

- Inspite of the excellent product features the customer refused to buy it.
- The customer was only concerned about the price and ignored all the other features and benefits.
- The only reason why the customer did not buy the product was because the product/ service did not fit into his budget.

Whenever you make/receive a call from/to any customer, feel the pulse of the customer. If he/she is interested in just the price, then you know for sure that you have a cost conscious customer. Such customers are not too keen to know the value add services or the features or any other benefits of the product or service. For them, the only deciding factor is the cost of the product or service. They will readily purchase the product if the cost is well within their budget.



Sir our costs are very reasonable, it's Rs. 500 per person per day and it also includes free pick up and drop from the nearest railway station or airport.



Sir, we have another package that will suit your budget but you will not get a free pick up and drop.



In this package we will not be able to give you a beach facing cottage or a private pool. People rarely go for a holiday Sir, why not make the best of it? The package that I am offering you is the best that we have. It'll cost you Rs. 10,000.

## 3.1.52 How to Service Cost-Conscious Customer



#### Step 1

Point out the advantage of the product, and as to why the customer should buy it.

#### Step 2

Refuse, if you must, very politely but firmly, if the demand is unreasonable or not as per the rules.

#### Step 3

Point out how the offer actually works out better than a competitor's offer. However never bad mouth your competitor.

#### Step 4

Never lose patience. Keep explaining the unique selling points of the product.

#### Step 5

Assure the customer that it is a great decision to buy the product.

#### Step 6

Close the sale by suggesting a warm transfer to 'accepting order'.

## **Tips**



- Don't force a customer into buying anything.
- Offer discounts and free gifts to conclude the sale. Highlight the key features of the product.
- Create a need for the customer to buy the product or service.

## 3.1.53 How to take an Order



Road, near Phuket mall, Mumbai — 400 0080."

Ravi: "Ma' am, I am sorry... P H U K E T'? I'll spell it Ma' am. Kindly confirm. P for Papa, H for hotel, U for uniform, K for kilo, E for Echo, T for Tango... Phuket'?"

Mrs. Sharma: "Yes yes...correct... Phuket."

**Ravi:** "Thank you so much. And you are looking at the 19 liter fully automatic front load model number \$2858?"

Mrs. Sharma: "Yes please. Can you give me free maintenance for life also?"

**Ravi:** "Ma' am, the discount is a great offer. It includes a warranty for three years. And our product is of such good quality that you will hardly need maintenance...So shall I process the order? Ma' am, what will be the mode of payment ....Cash on delivery or Credit card?"

Mrs. Sharma: "Credit card... VISA."

**Ravi:** "That's fine Ma' am. To repeat, you are purchasing a 19 liter fully automatic front load model number S2858. You will be paying an amount of Rs. 15000 with a down payment of Rs 3000. For the balance 12,000, the EMI will be 1000 per month for 12 months Ma' am. You will have to give us postdated cheques for those. Our agent can collect them from your home if that's comfortable?"

Mrs. Sharma: "Yes. Ok."

**Ravi:** "Ma' am I will put you on an automatic line where you will have to punch in your credit card details when asked. May I transfer Ma' am'?"

Mrs. Sharma: "Okay. If I have any doubts..."

Ravi: "Don't worry ma' am, I will not disconnect or leave the line. If I may transfer now. ..."

Mrs.: Sharma: "Ok."

**Ravi:** "Thank you Ma' am, you have completed the transaction. The product will be delivered to your home within 5 to 7 working days. You may take down the number of the delivery supervisor-8919032856."

Mrs. Sharma: "Okay then, thanks."

Ravi: "Sure Ma' am. Is there anything else I can help you with?"

Mrs. Sharma: "No that's all. Please take care it is delivered on time, and safely. Thank you Ravi."

Ravi: "Anytime Ma' am. I will make sure of the delivery. Have a good day."

That was an order well taken indeed! Let us look the steps now.

#### Step 1

Always open by greeting the customer. Next confirm that the call is to place an order. Confirm the product and model name in full.

#### Step 2

Read the script from the CRM slowly and clearly. Do not hurry or mumble. Ask for the customer's details first. This way, if you have a repeat customer, the details will show up on your computer.

#### Step 3

Type in the details provided by the customer accurately into the CRM application. Use the Navy Call list to confirm the words.

#### Step 4

Assure the customer that you are selling an excellent product.

#### Step 5

Confirm the mode of payment, whether by cash or credit card.

#### Step 6

Remember to repeat the order clearly and completely. Confirm the amount to be paid by the customer.

#### Step 7

Mention the delivery time in terms of the working days. Be sure of the delivery time before you commit to the customer.

#### Step 8

Leave the customer by giving a customer service number for further help. Ask if there is anything else you can do to help.

## 3.1.54 The CRM Software

If you are accepting order, then you have the benefit of the script being available to you in front of your computer screen. That is thanks to the CRM software. The Customer Relationship Management or CRM software on the computer system gives you the script. All that you must do is to read out the questions from the computer screen over the phone and type in the customer's responses into the CRM. The details of the order are, thus, logged into the system. This requires a lot of concentration because you must read, speak, listen and type simultaneously while taking the order from the customers.

## 3.1.55 How to take Financial Information from Customers

While taking down orders or requests from the customers, you will often have to glean sensitive financial information from the customers. The process of doing so will largely depend on your organization's policies. Let's take a look at the standard script for gleaning financial information from the customer.

Here, the customer wants to make the payment for the digital tv services.

Sanjay: "Thank you for calling sky TV! My name is Sanjay, how may I help you?"

Caller: " I am calling to pay my bill of digital TV."

Sanjay: " Ok, Sure, can I take your account number?"

**Caller:** " Yes! Its 123....."

Sanjay: "Thank you, What is your name please?"

Caller: " My name is Rashmi Bhagat"

**Sanjay:** "How much would you like to make the payment this month?"

Caller: " I would like to pay through my Debit Card."

Sanjay: "Sure, please provide me with your bank details. What is your card number?"

Caller: "Yes, my card number is 1234566789."

Sanjay: "Thank you, Please help me with your card expiration date."

Caller: " Its 22/16. "

Sanjay: "Thank you, and the CVV number please?"

Caller: " What is CVV? "

**Sanjay:** "Ma'm the CVV number is the three digit number written seperately on the back strip of your debit card."

Caller: " Oh! It's 856"

Sanjay: "Thank you, I have processed the payment and its is successfully processed"

Caller: "Thank you"

Sanjay: "Is there anything else I may help you with?"

Caller: " No thank you?"

## 3.1.56 Who is an Irate Customer

Take a look at these scenarios.

#### Scenario 1

**Customer:** "Hello, I had placed an order for some books and have been waiting for the delivery for over twenty days! I've called up atleast thrice and now I am sick of it!"

**CSR:** " Ma' am, may I have your order number please so that I can check?"

**Customer:** "What the hell'? Each time I call, you guys keep asking for the order number! What are you all up to'? I say, cancel my order, damn it! And wait until I talk to your top boss about this pathetic service!"

#### Scenario 2

**Customer:** "(Unkindly loud tone -Customer): Why have I not received my deposit back as yet'? It has been over a month and I have been waiting."

**CSR:** "Mr. Verma, the deposit slip reference number that you gave us does not match with our records. Do you still have your deposit slip? I can try and chase the transaction with the reference number."

**Customer:** "Why do I have to waste my time looking for the slip'? It's not my problem that you are so dumb and incompetent!"

**CSR:** "Sir, I can understand why you are frustrated and I would like to solve this matter. Would you try and look for the deposit slip please?"

**Customer:** "Do you think I am an idiot? Why can't you do your damn job properly? What am I suppose to do now? I need the money and because of your stupid service I can't get it. Just you wait until I fix you!"

So how to identify an irate customer? From the tone and choice of words of course! AND when the choice of words used includes swear words, threats or words that cause personal insult to you, then you know for sure that you have an abusive customer to deal with!

In the above scenario, you will notice that the:

## 3.1.57 How to Service an Irate Customer



Servicing an irate customer is not easy, as it will test your temper and patience. As a CSR it is very important for you to know that if you do not handle an irate customer with care, you are bound to lose them or worse still have the matter escalated to your superiors.

Take a look at this scenario.

**Scenario:** "A customer has to attend an important meeting and her flight is delayed. She is furious. She calls the customer care and this is what happens...

**Customer:** "Listen, I have to be in Mumbai by 4 p.m. to attend an urgent meeting. I have been told to wait for three more hours! What the hell is wrong with your airlines!"

**CSR:** "I can understand how frustrating it is for you to wait that long at the airport M'am."

**Customer:** "So what the hell are you going to do about it, you idiot?"

**CSR:** "Don't worry M'am. I will arrange a business class seat for you free of cost in another flight which will leave in 30 minutes from now."

How did the CSR handle the situation?

- by empathizing with the customer
- by providing a solution that made the customer more than happy

#### Step 1

Greet the customer. Apologise if the customer has had to wait before you could attend to him/her.

#### Step 2

Empathise with the customer. Tell your customer you understand what he or she is going through.

#### Step 3

Stay calm and stick with the main script even if the customer talks of other things.

#### Step 4

If the customer shouts, take a deep breath and continue to be calm. Remember that the customer is not angry with you, but with the product. But DO politely tell the customer NOT to be abusive.

#### Step 5

Ask questions politely to identify the root cause of the problem.

#### Step 6

Never play the blame game, even if the lapse is from the customer's end.

#### Step 7

Repeatedly assure the customer that the problem will be fixed, and if possible at no expense to the customer. Show empathy at all times.

#### Step 8

Transfer the call to your Supervisor if the situation goes out of hand after informing the customer.

Here are some more points for you to remember:

- Do NOT take the caller personally. They are rude because of their situation or their moods.
- STAY calm at all times. Allow the customer to vent anger.
- Practice being CALM in other areas of your life try meditation.
- DO have good product knowledge it helps to assure the customer.
- DO TRANSFER the call to a Manager if the caller becomes too rude.
- DO empathise. It calms the customer.
- DO ask questions politely to identify the root cause. It reassures the customer.
- Do NOT play the blame game.
- Do refer the customer to a superior if the situation goes out of hand.

## 3.1.58 What are Collection Calls

If a customer does not make the payment on or before the due date, you will have to call the customer to remind. Such calls are known as collection calls. These calls are outbound calls.

#### Collection calls are of four types:

- a. Information Call
- b. Soft Collection Call
- c. Hard Collection Call
- d. Complaint Handling Call

Let us see an example of a regular collection call. Bunty, a CSR calls up Mr. Kumar a customer.

**Bunty:** "Good morning Sir, this is Bunty, calling on behalf of Assist Financial. Am I speaking to Mr. Kumar?"

Mr. Kumar: " Yes, this is Mr. Kumar."

**Bunty:** " Sir, this is to tell you that the last date for payment of EMI for your housing loan has gone by!"

**Mr. Kumar:** " Oh is it? I completely forgot...."

**Bunty:** "Sir, now you will have to pay the EMI along with the penalty of Rs.1000. I would request you to pay the EMI latest by tomorrow."

Mr.Kumar: "Yes, sure I will do that by the end of today."

That was a good example of a collection call. Here are some guidelines that you need to follow during a collection call.

Some dos to be followed during a collection call:

- Always keep your pitch low
- Maintain a polite and calm tone, however difficult the customer may get
- Be responsive and prompt
- Have good knowledge of the product you are selling

Things that you should not do while talking to a customer:

- Never raise your voice while talking to a customer.
- Do not use words that could insult the customer.
- Do not give false information to the customer.

## 3.1.59 Information Call

Read the conversation given below between Bunty, the CSR and a customer.

Customer: "Hello."

**Bunty:** "Good morning Sir, I am Bunty calling on behalf of Pravra bank. Am I speaking to Mr. Akshay?"

Akshay: "Yes."

**Bunty:** "Sir this call pertains to your car loan account number ending with 567899.

Sir this is to inform you that your payment for the current month is due on 16th February. I request you to pay the same on time for avoiding any extra charges."

Akshay: "Thanks for the information; I will do the needful at the earliest."

Bunty: "Thanks a lot Sir. Have a nice day."

In this call the Bunty speaks to the customer to give information on his current month's payment. Such a call is referred to as an **information call**.

## 3.1.40 Soft Collection Call

Now, look at this scenario in which the customer misses the payment for the current month and receives a call from Bunty, the CSR.

Customer: "Hello."

**Bunty:** "Good morning Sir, I am Bunty calling on behalf of United bank. Am I speaking to Mr Rohit?"

Rohit: "Yes."

**Bunty:** "Sir this call pertains to your credit card number ending with 6789. Sir this is to remind you that you have missed the current month's payment that is due on your card. I request you to pay the same immediately to avoid penalty charges."

Rohit: "Thanks for the call; I will try to make the payment at the earliest."

**Bunty:** "Thanks a lot Sir. Have a nice day."

Such a call, where the CSR speaks to the customer to remind him gently of a missed payment is called **soft collection call**.

## 3.1.41 Hard Collection Call

Here is another scenario.

Customer: " Hello."

**Bunty:** "Good evening Sir, I am Bunty calling on behalf of Future Financial. Am I speaking with Mr. Vivek?"

Vivek: " Yes."

**Bunty:** "Sir this call pertains to your personal loan account number 121212121212. Sir this is to remind you that you had missed the payment and it is now overdue by 2 months. As per our last discussion you promised to deposit the amount by the 22nd of March but we have not received it yet."

**Vivek:** "I know my payment is overdue. I' Il deposit it soon."

**Bunty:** "Sir this is to inform you that our company cannot provide you any more time and cannot support you further. I request you to pay the amount to avoid any further course of action."

**Vivek:** "Thanks for the call; I will try to deposit the payment at the earliest."

**Bunty:** "Sir if the payment doesn't get deposited in 2 working days' time, then we will have to send your name to the Credit Information Bureau of India Ltd."

Vivek: " I will definitely make the payment tomorrow itself."

Bunty: "Thanks a lot Sir. Have a nice day."

Such a call, where the CSR speaks to the customer to remind him of a payment due for over a period of time and informs him of the repercussions in case of further default, is known as hard collection **call**.

## 3.1.42 Complaint Handling Call

Read the conversation below, where the CSR takes an incoming call from a customer regarding his payment dispute.

**Bunty:** "Good morning Sir. I am Bunty, taking this call on behalf of Chrome limited. How may I help you?"

**Customer:** "Bunty, this call is regarding my credit card no ending with 4444 digits."

**Bunty:** " Sir may I request you to provide some additional details to verify your account."

**Customer:** "Bunty, I have a payment issue with your company credit card. I received intimation on the 5th of November saying that my payment date is the 4th of November! You've sent me the intimation after the payment date expires'? Is this how you operate'?"

**Bunty:** "I am sorry Sir; I would request you to please give me some time to check the details. May I request you to please be on hold please'?"

Customer: " Okay."

A call where the CSR takes incoming calls from customers regarding payment disputes is a complaint **handling call.** 

## 3.1.43 How to Handle a Collection Call



#### Step 1

Ask the person for his/her full name, date of birth to verify identity.

#### Step 2

Ask if it is a good time to speak. Call back at a better time if the customer says so. Do not be pushy.

#### Step 3

Show empathy with the customer's problems.

#### Step 4

Always be polite and civil even if the customer says he/she cannot pay.

Try sincerely to help the customer find a solution. Suggest or recommend options after checking the customer's convenience in making the payment.

#### Step 6

Always check with a Superior if it is not in your authority to offer workarounds, since you are dealing with financial matters.

#### Step 7

Analyse and calculate how the amount can be paid off. Keep the customer's financial situation in mind while doing so. At the same time, ensure the company does not stand to lose.

#### Step 8

Fix a follow-up action plan at once.

#### Step 9

Compliment the customer for sharing his/her difficulties with you.

#### Step 10

Always leave a number for further enquiries.

## 3.1.44 Open-ended Questions

#### **Establishing rapport and trust**

This is usually done at the initial stage of a call when you wish to get familiar with your customer and wish to make them comfortable talking to you.

#### **Examples**

What kind of problems are you facing while using this credit card?

Why did you think of buying this model'?

What other improvements would you like to see in our service?

#### Information gathering

#### **Examples**

What are your requirements for this product or service'?

To understand your requirements, could you help me with a few more details?

How is your laptop working now?

#### Qualifying

This is to verify whether the customer is really interested in buying the service or product.

#### **Examples**

Sir may I know what your budget is'?

Who else is involved in this decision?

What other concerns do you have about our product/service'?

## 3.1.45 Closed-ended Questions

Closed questions, need just 'yes' or 'no' answers. Sometimes, they may also have a short answer response. They help you get precise answers to your questions.

#### **Examples**

Are you still in the market?

May I send you the offer papers today?

Is this the kind of product you're looking for?

Are you considering buying this in the next week?

Is this a good time to talk?

Would you like to give this a try?

Which option would you like to proceed with?

#### Here are some pointers while asking closed end questions:

#### Start questions with verbs

Closed ended questions start with verbs, such as "are," "will," "is," "have," "did," and even with "aren't'," "didn't'," and "won' t." These questions bring the conversation gradually to a single point or decision. They are answered with a "yes" or a "no." You use such questions when you want to narrow down the conversation and get specific answers that lead you to a conclusion.

#### To get specific answers

You can use closed ended questions to get specific answers.

#### **Examples**

Will you be making a decision within the next week about buying this mobile phone?

Is this the kind of bike that you are looking for?

#### To force customers to take a stand

A closed ended question forces the customer to make a decision.

#### **Examples**

Do you like this offer that I just told you about'?

Does this satisfy your need of buying a mobile phone with the features that you are looking for?

Would you like to get this scheme right away?

## Tips ①

 Ask closed- questions in a warm, friendly, curious tone of voice. Always be courteous, caring and concerned.

## 3.1.46 Probing Questions

Probing questions reveal what the customers really want and why they want it. The art of asking relevant questions is called probing. The ability to ask the right question at the right time is very important as it brings out the exact information needed. Good probing skills help in understanding the needs of customers better and also in clearing misunderstanding. A probing question should develop a need to buy a product or service.

#### When to use probing questions?

#### To seek clarification:

When the customers use vague or unclear language, or when you just need more detail, ask probing questions.

#### **Examples**

What exactly did you mean by 'good efficiency of the car'?

What, specifically, will you do next week'?

Could you tell me more about it please?

#### For completeness and accuracy:

You can check if your customers are giving you full and accurate information by probing for more detail.

#### **Examples**

Is that all? Is there anything you have missed out?

How do you know that it is true'?

How does that compare with what you said before?

May I know your contact number and date of birth please?

#### For extension:

When you do not have enough information about something, you can seek for further information by probing.

#### **Examples**

Could you tell me more about that, please?

And what happened after that?

Then what did you do when your debit card was not getting activated?

#### Here are some characteristics of probing questions:

- They allow for multiple responses.
- They avoid yes/no responses.
- They are like open-ended questions with a follow-up part.
- They narrow on the information which is required.
- They talk in detail about the issue that is being discussed.

#### Golden rules to asking questions:

- Ask one question at a time.
- Be confident in the way you ask your question.

- After asking, listen.
- Follow up the customers' answers with related questions.

Let's take a look at a more detailed script using different questioning techniques you have learnt so far. This will help you glean important information from the customers.

Bunty: "Hello, Mr. Sharma. Jai Shrivastav here from Acme Solutions."

Identify yourself immediately, or the contact will hang up on you.

**Bunty:** "Did I catch you at an OK time?"

This question demonstrates respect for their time and an understanding that your phone call is not the only thing on their plate for the day. You may feel that asking this question sets you up to hear a "no," but don't worry: Whether they say, "Yes," "No," or "No, but go ahead," the next statement makes the response entirely moot.

**Bunty:** "Mr. Sharma, I'm sure you're busy and I want to respect your time. But with your permission, let's talk for a few minutes to determine if there is anything we're doing that you could benefit from."

This statement opens up a dialogue so that you can get permission from the prospect to have a preliminary conversation.

This statement will even allows you to continue regardless of how they initially responded to you, rather than rescheduling another time to call. This is a good thing, because you've finally got a prospect on the phone, so the last thing you want to do is hang up and attempt to catch them at another time.

**Bunty:** "Would you be comfortable spending just a few minutes with me on the phone now, if I stick to this timetable?"

This establishes a timeline, letting the prospect know that you're taking accountability for the length of the call, that you're respecting their time, and that you're not going to keep them on the phone. This tells the prospect not to assume that the call will drag on for eternity.

Once you have gotten permission to continue, you now have a prospective customer engaged in a conversation with you--and you can then determine whether there's a good fit. If they say they want to hang up, then let them. If they say something like "what are you selling" then ask them a question such as:

**Bunty:** "That's a good question. Let me explain it in simple terms." (A Question like: ) "Are you looking to grow your business by 30% or more this year?"

This is a "Big Fat Claim" that will perk up the ears of your prospects. Plus make it a question that you are pretty sure is a YES for you your target market or disqualifies them as someone that could benefit from what you offer. If "no" let them go. If yes...

Bunty: "I'm a/ We're a	Type of product/serv	vice you offer and	d we help people	like you to
by h	elping them	·		

Ask some more questions to find some pain?

**Bunty:** "What is the biggest challenge that will slow you down or stop you from growing as fast as you want to? What is this challenge costing you?"

Make an offer.

**Bunty:** "Would you like a FREE estimate/consultation/session/sample?"

Your asking for a meeting of some type.

Remember, you probably want an appointment from the phone, not to make the actual sale. I make lots of sales from the phone, but usually I set up a phone meeting of 25-minutes. Most of my sales happen from a FREE session of some sort. Very rarely is it right from the call itself.

Set a time for the FREE meeting:

**Bunty:** "What is a good day for you to get together this week/next week? Great what's the best time for you?"

Then go meet with them and make the sale!

## 3.1.47 What is a Complaint



"I was promised the delivery of books in two days, but it is more than a week now and I still haven't received the books."



"The laptop that I bought from your store has a scratch on the screen and its keys are not working."



These phrases are an expression of complaint against the product or service. In other words, a complaint is an expression of dissatisfaction made by a customer against a product they have purchased or service they have availed. Therefore, a complaint is the customers' response when they feel cheated or when the product or service bought by them is not up to the standards promised.

## 3.1.48 Why does a Customer Complain

As a CSR you need to know that a customer will not complain without reason. A customer complains because he is either dissatisfied with the product or the product has not met his expectations. Apart from these there are many other reasons. Read through this scenario to find out

Mr. Sharma was offered a credit card. He is not happy with the service. Let's see what happened when he called.



Now let us look at the reasons for the complaint in this scenario:

- The credit card company did not keep their promise of giving the customer a credit limit of Rs.15000.
- The product did not do what it was supposed to do.
- The customer had to face embarrassment because of the poor service.
- Complete and correct information was not provided, which resulted in unrealistic expectations of the customer.
- The customer service was very poor. The customer had been trying to get through the line for 2 days.
- The CSR neither admitted nor apologized for the slip up.

## 3.1.49 How to handle Complaint Effectively

Unhappy customers are bad news for the company and it takes only one of them to spoil the reputation of a company. Whatever be the cause of complaint, the customer is still an asset for the company. It is your responsibility as a CSR to resolve their complaints. If complaints are not handled properly, customers are not likely to return. Worse still, they will tell their friends not to, either. Research shows that customers whose complaints are not handled effectively are likely to tell eight to ten people about it. Let us learn how to handle complaints effectively through this scenario.

Sanaya gets a complaint call from a customer Mrs. Rao. This time she handles the customer complaint so well that the customer reaches an agreement which is acceptable to her as well as to the company.

I had bought an mp3 player from your company. It has a lot of problems, the mp3 cd's do not play, the USB port is shaking and only three speakers are working instead of four.

I am sorry Mrs. Rao for the inconvenience caused to you. I will put a request right away for the technician to come and check your device.





No no, I am not at all happy with your product. It's only two months since I bought it and so many problems have cropped up. I want my money back or the product replaced.

Ma'am I can understand your anger. We have a replacement warranty for 1 year and since your device is only two months old, I will see to it that your mp3 player is replaced in a week's time.





#### After a week...



From these scenario you can see that the CSR:

- Listened to the customer's complaints intently and did not interrupt. This made the customer feel that she is being heard
- Sincerely apologized to the customer for the trouble caused. Gave a prompt solution to the customer in the form of a replacement warranty
- Entered into an agreement with the customer that was acceptable to her as well as beneficial to the company
- Promised the customer to get the defective product replaced in one week
- Followed it up after a week to ensure that the customer's complaint is closed

## **Tips**



Do's	Don'ts
Listen to the complaint	Do NOT argue with your customer.
Follow up to ensure the complaint is closed	DO NOT make false promises.
Solve the complaint promptly.	DO NOT ever think losing one customer will not affect the company.
Apologize for the complaint.	Do NOT ever be rude or defensive.

## 3.1.50 How to handle Objections Effectively

As a CSR, you will have to develop a knack for handling customer objections. Let's us take a look at some common objections posed by the customers.

#### Situation 1:

Customer: "I am not interested, we are happy with our current provider."

**Sanya:** "Great! That is exactly what we heard from our most valuable clients before they switched, our 10 minute conversation will highlight our history of delivering results in [your industry] for WHEN you decide to switch, how does this coming Tuesday at 2:00 PM sound?"

"WHEN" allows for a less intimidating reason for the call.

#### Situation 2:

Customer: "There is no way you can do better than our current provider, what is your cost?"

**Sanya:** "Very good question! I am glad that you asked about cost and I will make sure that my manager will start the face to face conversation by addressing cost and the cost comparison to your existing provider, how does this coming Tuesday at 2:00 PM sound?"

While it may be tempting to get into the actual cost discussion over the phone, or any preliminary information about cost and pricing, our pure and simple suggestion on this topic is "Don't do it". Unless your prospect gets into the right mind set to discuss your product/ service at the time of your appointment, they are not ready to hear about your company and everything you will say at this stage will be used as an excuse to terminate the call and not schedule an appointment.

Let's take a look at some other common objections posed by the customer and how you can overcome them.

#### Budget: "We just don't have the budget."

Regardless of who you're targeting, pricing is one of the most prevalent objections to a sale. For many sales professionals, the knee-jerk reaction is to immediately offer a lower price. Instead of offering up a fast discount (which is risky and raises questions about the value of your product), look for creative ways to show the unique value of your product or service.

The 'Price' Sales Objection: Overcome the 'Price' excuse by demonstrating the unique value of your product, and give specific examples of how the product will solve a problem for the customer.

#### Authority: "I need to consult with X"

Or even more difficult is the "My manager/boss says no thank you" Having a customer state that they need to consult their boss, partner or wife before making a decision, or an authority has already rejected your product or service can seem like a dismissal.

Always respect their position, but look at this objection as an opportunity to get the decision makers in the room. Identify the concern and address that specific issue. Rather than agreeing to wait for a phone call, keep the process moving by setting up a joint meeting with both parties or transitioning the sale to the final decision maker altogether.

#### Need: "I'm happy with my current setup."

Complacency or an actual fear of change can lead many potential buyers to dismiss a product before they've learned what it can do for them and their business. Remember that complacency is often a result of being ill-informed about a problem or opportunity, so if a potential customer seems complacent, you will need to take the extra time to describe the overarching problem or opportunity in depth.

If you can, bring up examples or even better, case studies of their competitors who have made some recent changes similar to the one you are suggesting. Fear of change is a natural reaction, so you will need to calm the customer's concern by showing examples of positive change within the client's industry to provide a boost of confidence.

#### Timeliness: "We're too busy right now."

You've likely heard this, or something to the tune of "Contact me in a few months when we have more budget."

This objection happens particularly around the holiday season. In this scenario, you must make it so compelling for them to buy—right now—that they feel as if they'll truly regret passing up the opportunity. Simplify the buying process in some way, and lay out attractive terms that are only available in a very specific window of time. Make it clear that "waiting until the first of the year" will mean missing out on a great opportunity.

#### Timeliness: "Call Again Later"

Demonstrate why it is best for the consumer to make the purchase now rather than wait 3-6 months. Simplify the sales process and address a current business problem. Before jumping into the conversation, however, be sure to follow up with the customer to find out if you are simply calling at a bad time or if there is an actual business problem overloading the customer.

If its a bad time, find out a better time to call. If it's a business problem, that gives you the information you need to show how your product will make the customer's life easier.

#### Value: "I need to think about it."

This objection is a combination of budget, authority, need, and timeliness. If the customer doesn't see the value in the product, then it shows a lack of trust or certainty in what you're offering. Here, you'll need to build credibility with the buyer.

To create a more trustworthy relationship, come from a place of honesty and put yourself in the customer's shoes. Think "if I were this customer, what would be holding me back?"

Introduce benefits such as specific features of the products that address their needs, guarantees or return policies. Basically, demonstrate that value. These types of perks reassure the buyer that he or she is making the right decision and will help to build the buyer's trust.

## 3.1.51 How to Deal with Issues Outside the Area of

## **Your Competency**

Despite being equipped to handle customer complaints and objections, there will be times when you will face issues outside your area of competency and authority. In such situations, you must seek help from your Supervisor and peers. Supervisors, as per company protocols, have more authority and can take decisions to make changes to the systems and process. Let's take a look at a few situations.

#### Situation 1:

Customer: "I don't care what your policy is! I want to speak to the Supervisor NOW."

In case customer is not happy to speak to representative due to non satisfactory services or any complaint, customer generally prefer to speak to supervisors. In such cases, it becomes a 2nd level escalation and to make sure customer is been treated fairly supervisor can go extra miles and by either adding a credit for the issue or can add some free services to make sure customer is happy.

#### Situation 2:

**Customer:** "I want to know if the interest can be waived off, If I make the last payment early." In another case a customer wants to know some information which is different from a CSR skill set like Legal information or any companies specific inquiry.

Here the CSR must transfer the call to supervisor or the relevant person. Here, if the CSR decided to take matters in his own hand and in turn shared any incorrect or wrong information, it could have led to a bad experience for the customer.

#### Situation 3:

**Customer:** "I promise to make the payment within the next few days. Please activate my account meanwhile."

Here a customer is calling in a telecom company as his phone is barred due to non-payment and customer promised to make the payment within 7 days and requests for a bar removal. In such cases, where request which can't be catered by CSRs, then it's the Supervisor's decision to check the customers payment history and take a call whether to remove the bars from the account or not.

**Determine the root causes:** This will take some time to research, but it's well worth it. You can't address a problem unless you know what's causing it.

**Use your authority:** Sometimes, even if CSRs are empowered to handle customer issues they often don't use their authority for fear that they will be criticized if they don't "get it right." You must use handle the issues well within your authority, instead of pinning it down on your supervisor.

**Keep up-to date:** Make sure you have an up-to-date knowledge base. If you have knowledge at your fingertips, you will be more confident about taking decisions.

## Tips



There will be several other issues outside the scope of your authority. Remember you must never commit to something you can't offer or do. If you face a dilemma, it is best to escalate the issue to your supervisor. However, avoid escalating calls every time you hit a little bump. Here are some tips to avoid or reduce the escalated calls.

**Solicit real time help:** You must seek real time support to resolve challenging calls. Support staff like the Lead CSR will readily provide immediate assistance and support concerning unique customer inquiries. However, avoid asking the rep sitting next to you for advice on what to do about a customer's issue.

**Manage your emotions:** Avoid losing emotional control and turn what was a minor smoulder into a raging blaze. Sometimes, you will face demanding customers who will even fall down to using abusive language. In such situations, ask the customer to calm down using a polite but a stern tone. If the customer continues to use foul language, ask your supervisor to intervene.

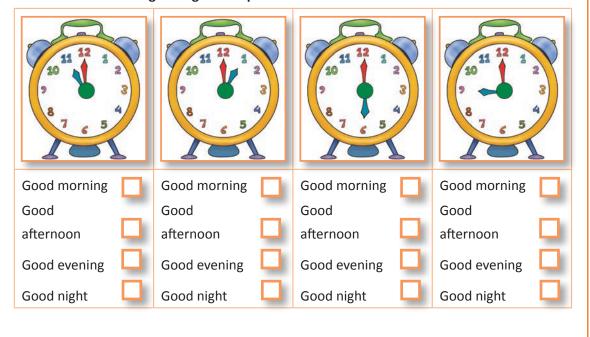
**Escalate when you have to:** Remember, some customers will insist on talking with a supervisor despite your best efforts to persuade the customer that you can handle their problem. In such a case it is best to let the customer have his/her way.

## **Exercise**



- 1. Tick on the correct answer: (more than one answer is applicable)
  - a. How will you greet the customers over the phone'?
    - i. "Hi, I am Kunal, I belong to Bluefin Telecom."
    - ii. "Good morning, my name is Kunal and I am calling on behalf of Bluefin telecom."
    - iii. "Is it Mr. Jayesh? How are you doing, I am kunal from Bluefin."
    - iv. "I hope you know my name, its Kunal and I am from Bluefin telecom."
  - b. How will you respond when you get a call from the customer?
    - i. "Who is it?"
    - ii. "What is your name and what do you want?"
    - iii. "Hello this is Aarti from Bluefin telecom, how may I assist you?
    - iv. "Tell your name"
  - c. If you are sitting and your supervisor comes to you for a discussion, how will you respond'?
    - i. Stand up and respond while maintaining eye contact
    - ii. Respond without getting up
    - iii. Respond by leaning forward while sitting
    - iv. Stand up and respond without eye contact
  - d. How would you greet if it's 4.pm'?
    - i. Good morning
    - ii. Good evening
    - iii. Good night
    - iv. Good afternoon

- e. What is the first thing you should do while meeting anyone for the first time?
  - i. Introduce the company first and then yourself
  - ii. Ask the other person's name
  - iii. Wait for the other person to talk to you
  - iv. Greet and introduce yourself
- 2. Tick on the correct greeting for the particular time.



Note:- For more Exercises refer to the Website

Notes			

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# 4. Manage your Work to Meet Requirements

Unit 4.1 – Know your Work Requirement



## **Key Learning Outcomes**



#### At the end of this unit, you will be able to:

- 1. Determine your roles and responsibilities.
- 2. Identify the skills sets needed to carry out your roles and responsibilities.
- 3. Follow organisation policies, rules and service level agreements.
- 4. Develop contact with the customers using standard organisational procedures.

## **UNIT 4.1: Know your Work Requirements**

## Unit Objectives



#### At the end of this unit, you will be able to:

- 1. Determine your roles and responsibilities.
- 2. Identify the skills sets needed to carry out your roles and responsibilities.
- 3. Follow organisation policies, rules and service level agreements.
- 4. Develop contact with the customers using standard organisational procedures.

## **4.1.1 Voice Process** — Accepting order

Ravi: Accepting order (Voice)



Name: Ravi Tripathi

**Section:** Voice Process

Job Responsibility: Order-taking

Ravi's job is to take inbound calls in the voice process. Ravi is in the order-taking department which means customers call him to place their orders for products or services.

#### How does Ravi take orders on the phone?

- By making a note of the details of the product that the customer wants to buy
- By logging the details into the computer

#### How does he process the order?

- All the details are written out like a script which comes up on his computer screen
- The Customer Relationship Management or CRM software on the computer system gives him this script
- He reads out the questions from the computer screen over the phone and types in the customer's responses into the CRM
- Then, he logs the order details of the customer into the computer

#### Skills required for Accepting order:

- Ability to multi-task
- Listening
- Reading
- Typing speed
- Speaking
- Courtesy
- Politeness in tone
- Patience

## **Tips**



• Concentration is needed as you will have to read, speak, listen and type simultaneously while taking the order from customers. Practise will help you take the orders quickly.

## **4.1.2 Voice Process — Customers Service**

Sanaya Sharma: Customer Service (Voice)



Name: Sanaya Sharma

**Section:** Voice Process

Job Responsibility: Customer Service

Sanaya has to take inbound calls for customer service. She takes about 200 calls a day. There are different types of customers that she needs to handle, some who complain, some who are difficult, a few others who vent their frustration over the phone. She has to manage irate customers by being calm herself. And then she must be ready to take the next call as if nothing ever happened!

#### Skills required:

- Empathy
- Patience
- Politeness in tone
- Courtesy
- Typing

## **Tips**



- Always remember that the customer is angry because of the situation he/she is in and not with you.
- Always keep your cool.

## 4.1.3 Voice Process — Tele-Sales

**Shruti Mittal: Tele-sales (Voice)** 



Name: Shruti Mittal

**Section:** Voice Process

Job Responsibility: Tele-selling

Shruti makes outbound calls to customers for sales. She has to make calls to customers who may or may not want the company's services. Most customers are busy, not interested and may get irritated with telesales calls. In telesales timing is very important because unlike in inbound calls, here YOU are imposing on the customers' time. Shruti needs tact to cut the ice with your customer.

#### Skills required:

- Right timing
- Product knowledge
- Not to be neither too aggressive nor too submissive
- Politeness in tone
- Courtesy
- Typing

## **4.1.4 Voice Process — Collections**

**Bunty Yadav: Collections (Voice)** 



Name: Bunty Yadav

**Section:** Voice Process

Job Responsibility: Collections

Bunty's main job is to collect pending monies from his customers, over the phone. These days, it has become very easy to get loans. But getting customers to pay up their EMIs is not easy. Customers may cut the call, or they may be very rude. The challenge is to give them simpler installments, and with tact cajole them into paying.

#### Skills required:

- Numerical skills
- Analytical skills
- Tact
- Patience
- Politeness in tone
- Courtesy
- Typing

## 4.1.5 Non-Voice Process — Data Entry

Bela Bose: Data Entry (Non-Voice)



Name: Bela Bose

**Section:** Non-Voice Process

Job Responsibility: Data entry

Bela is from the Non-voice process. She does a lot of data entry work on the computer. It is perfect for her as she is a little shy and not comfortable over the phone. Along with data entry, she also handles the email correspondence with customers.

#### Skills required:

 Typing speed of 45 words per minute with 95% accuracy, which is typically the industry norm

## **4.1.6 Generic Competencies**

Apart from the skills needed for a particular role, you will also need to develop some generic skill sets they are:

- a. Listening skills
- b. Speaking skills include talking clearly, not using technical jargons.
- c. Ability to speak in English fluently
- d. Ability to speak in neutral Hindi accent
- e. Probing skills or asking the right questions
- f. Suggesting/recommending/advising
- g. Phone etiquette

In addition to the above to succeed at work you need to be motivated, well groomed, disciplined and develop a positive attitude

## 4.1.7 Standard Organisational Policies

As a CSR you will have to follow company policies. These policies will not only vary from organization to organisation but will also vary from the product or service you are catering to. Here is a list of standard policies you must follow. Any communication with the customers has to be in line with the companies training and business polices

- You must sign a bond that he/she will work under the guidelines "Telecom Regulatory Authority of India".
- You must ensure that whatever data is been provided to them must be used only to make business calls.
- You should be professional all the time during the business calls.
- The language used during the call should be proper and clear.
- You should not mislead the customer in order to sell the product.
- You must pass the quality check done from a quality evaluator and must implement the given feedback immediately.
- You should not share any company specific data and details in case any customer request for anything like this
- You should follow the right process of placing the customer on hold or while coming back from the hold.
- You under no circumstances ask for the customers personal details and must also not share their personal details.
- You must report on time and must ensure that his workstation is all set to work.
- You must follow the dress code of the organization.
- You must sign the terms of the offer given.
- The first 3-6 months will be treated as probation period and job would be confirmed post the satisfactory probation period.
- You may be required to undertake other duties time to time as the company may reasonably require. If the duties or the position with the company changes for any reason, then the terms of this contract will continue to apply.
- During the course of your employment you are expected, at all times, to maintain professional and responsible standards of conduct/behaviour, attendance and performance.
- The company at any time during the terms of your employment may require to undergo medical check-ups to assess your fitness.
- Company may require you to relocate to such other office or premises occupied by the company both in India and outside India.
- You may be required to travel on company business as required for the proper performance of your duties both in India and outside India.
- All payments received by you from the company will be subjected to statutory bonus as required by the law.
- Company will contribute towards all statutory benefits as required by the applicable laws in India.
- You are eligible to be considered for a discretion bonus in accordance with the relevant bonus plan in place from year to year relevant to your role at that time.
- The company holiday runs between 1 April and 31 march. You will be entitled for annual leaves in accordance with company leave policy which is as per the law (Governing body).

- You are employed to work 45 hours per week inclusive of all rest/ meal breaks as required by law, on a shift basis.
- At any time both the parties can part ways provided 30 days' notice within probation period and 60 days after probation period is served.
- You must not comment on the caste; creed; religion, colour or any kind of discrimination (Physical or medical).
- You should end the call properly and should be thankful to the customer for answering the call, irrespective of the sale made or not
- While making outgoing calls, you must ensure that hard phone is in perfect condition and CSR is load and clear over the call
- You must ensure that you meet the AHT (Average handling time) defined by the company or the process
- You should have a proper information stored in the an easy to access folder or file
- You should be well equipped and trained with the questions customer may ask
- While on the calls you must follow the proper hold/mute procedure as defined by the company
- You should have a proper knowledge of the product you are going to sell and should not mislead the customer in order to make a sale
- CSR must sound confident, professional, clear and crisp

## 4.1.8 Standard Organisational Procedures

Depending on your organization and particular process you will be asked to establish contact with the customer in a particular fashion. Each organization has standards, policies, procedures and guidelines for making telesales calls. Your manner of speaking, introduction, greetings, etc. will largely depend on what the organization wants to potray or reflect.

Let's take a look at the standard organizational procedure for establishing contact with the customer.

#### Develop a professional greeting:

Don't just say hello and jump into your telephone presentation without taking a breath or allowing the other party to participate. Your greeting should err on the side of formality. Begin with Mr., Mrs. or Ms, as in "Good morning, Mr. Sharma." Or "Good evening, Mrs. Rai." Everyone else says, "Hello." Be different. Be professional.

#### Introduce yourself and your company:

"My name is Bunty Yadav with ABC Company. We're a local firm that specializes in helping businesses like yours save money."

Don't get too specific yet. Don't mention your product. If you do, that allows the other party to say, "Oh, we're happy with what we've got. Thanks anyway," and hang up. By keeping your introduction general, yet mentioning a benefit, you'll pique your prospect's curiosity and keep them on the line longer.

### **Express gratitude:**

Always thank the potential client for allowing you a few moments in his busy day. Tell him that you won't waste a second of his time. "I want to thank you for taking my call. This will only involve a moment of your time so you can get back to your busy schedule." Don't say that you'll "just take a moment." The feeling evoked by them hearing that you'll take anything from them will put them off.

### State the purpose of your call:

It's best if you can provide the purpose within a question. "If we can show you a way to improve the quality of your product at a lower cost, would you be interested to know more?" This is very likely to get a yes response. At this point, you're ready to start selling an opportunity to meet this person or to get their permission to provide them with more information. You're not selling your product yet--you're selling what your product will do for him.

### Schedule a meeting:

Get a confirmation to meet, either in person or to teleconference to get the information you need in order to give a solid presentation. If he's so interested that he wants to do it right then and there, that's OK.

If a face-to-face meeting is the most appropriate next step, use the alternate-of-choice questioning strategy. Offer him two time schedules, "Mr. Jain, I can pop by your office at 2:15 p.m. today to discuss this further. Or would 9:45 a.m. tomorrow better suit your schedule?" You didn't say, "When can we meet?" When you use the alternate of choice, you take control of getting the appointment. And note: Asking for an off-hour gets you noticed. There's something about setting a meeting at an off-hour that says you're a salesperson who'll be punctual and respect your prospect's time. Try it.

### Say Thanks:

Thank them for their time today and for the upcoming appointment. Reconfirm the date, time and location of the appointment. Ask for directions if you need them. Tell him how much preparation you'll do in order to make the best use of the time you'll share. Give him your contact information this way: "If anything else comes to mind that I should be aware of prior to our meeting, please contact me at (011) 555-1212."

### Follow up:

If your meeting is more than a few days in the future, send a letter of confirmation immediately. If the meeting is tomorrow, send an e-mail confirmation. Keep it short and upbeat.

You will learn about these procedures and guidelines in more detail in the ensuing sessions.

### Exercise 🕏

1. R	ead the	question.	Tick on	the	correct	answer	s	).
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- a. If you are in customer service, which of these skills is a MUST for you'?
  - i. Empathy
  - ii. Analytical skills
  - iii. Numerical skills
  - iv. Selling skills
- b. Bela is in non-voice process. Which is the skill she need NOT be good at?
  - i. Typing speed
  - ii. Reading skills
  - iii. Writing skills
  - iv. Speaking skills
- c. Bunty is in tele-sales. He is fluent in Hindi. However, his mother tongue is Bhojpuri. What is the one thing he must consciously avoid while speaking to his customers'?
  - i. Talking about his home town
  - ii. Talking about the product he is selling
  - iii. Mother tongue influence in speech
  - iv. About his company

### 2. State the role for the following

(Customer service, Data entry, Accepting order, Tele-sales, Collections)

- a. Takes as well as makes calls to recover dues and outstanding payments from customers.
- b. Has to take orders from customers, log them into the system.
- c. Has to attend to enquiries, complaints, demands, and requests from customers.
- d. Has to type at a speed of 45 words per minute with 95% accuracy.
- e. Makes calls to sell a product or a service.

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# 5. Maintain a Healthy, Safe and Secure Working Envoironment

Unit 5.1 – Hazards at Workplace

Unit 5.2 – Dealing with Emergencies



### **Key Learning Outcomes**



At the end of this unit, you will be able to:

- 1. Deal with occupational hazards.
- 2. Explain what is an emergency evacuation.
- 3. Determine the evacuation procedure.

### **UNIT 5.1: Hazards at Workplace**

### Unit Objectives



At the end of this unit, you will be able to:

1. Discover how to deal with occupational hazards.

### **5.1.1 Recognising Physical Hazards**

The organization can face some health hazard that could put the lives of the employees in danger. Hazards can be of different types depending on the industry and the environment in which the employees work. The different types of hazards include:

- Physical
- Chemical
- Biological
- Mechanical

### 5.1.2 Dealing with Occupational Hazards

Occupational hazards are problems that a worker faces due to his or her occupation. As a CRM, you will have prolonged hours of working in front of a computer, using headphones and sitting on a chair. For users who habitually use display screen equipment as a significant part of their work, have come across certain occupational hazards. These lead to health problems like repetitive strain injury, eye strain, back pain and stress.

In order to minimize the impact of occupational hazard, there are certain precautions that should be followed. Mentioned below are some of them.

### **5.1.3 Checklist for Workstations**

The workstation should:

- provide sufficient space for the user or the operator to alter position Comfortably;
- provide lighting that is adequate with suitable contrast between the screen and background;
- avoid glare and reflections on the screen;
- have windows fitted with adjustable coverings to alter the sunlight level;
- be spacious enough when a workstation is shared by more than one person.

The display screen should:

- display well-defined characters of adequate size and spacing;
- have a stable image;
- have easily adjustable brightness and contrast;
- tilt and swivel easily to suit the user;

- be free from glare and reflections;
- Use a separate base for the screen or an adjustable table.

The keyboard should:

- be able to tilt easily and should be able to separate from the screen to allow the user to adopt a comfortable working position;
- have space in front to provide support for the hands or arms of the user;
- have a matt surface;
- have clearly legible symbols on the keys.

The work surface should:

- provide adequate space for the user;
- have a low reflective surface;
- be of an adequate size to allow the screen, keyboard etc. to be flexibly arranged;
- have a stable and adjustable document holder, which should be at the same level as the screen and at the same viewing distance.

### 5.1.4 Checklist for Work Environment —

The work chair should have a seat that is adjustable in height and with a seat back adjustable in height and tilt. A footrest should be available too.

You should know the basic health and safety aspects of working with computers. They include:

- The importance of good posture, changing position and good keyboard technique.
- Avoiding glare or bright reflections in the screen.
- Cleaning and adjusting the screen.
- Using a mouse.

### **5.1.5 Norms and Services of Government Agencies**

- All wiring on the floor or along the walls properly insulated
- Wiring required for the generator backup and for connecting the various devices used for enrolment neatly organized
- Fuel for generator or any other inflammable material stored away from the enrolment area
- Fire safety equipment available handy
- Power generator kept sufficiently away from the enrolment stations
- Local Emergency Help numbers available at the centre and are Operators aware of them. All the electrical equipment are properly earthed.

In the event, a review of his work process, raises a safely risk, he must take action to correct it. Additionally he must review the reason for the same with his peers and his supervisors and other authorities, to ensure that it does not happen again.

### Exercise 🗷

- 1. Your back has been hurting due to a bad backrest of your chair. What do you do?
  - a. Complain about it to everyone you meet
  - b. Write an email to your TI telling them how inefficient they are
  - c. Join yoga classes
  - d. Ask your TI to change your chair and stretch your back as much as possible during work hours
- 2. You have developed glasses due to prolonged use of the computer. You have a bad habit of sitting too close to the screen. What do you do now?
  - a. Resign and tell your TL that It is his or her fault
  - b. Cry about it. Nothing more you can do Li
  - c. Develop a healthier habit of maintaining safe distance from the screen
  - d. Continue to sit close to the screen. It is a sign of being intelligent to have glasses
- 3. What kind of keyboard should you use?
  - a. A modern, brand new keyboard
  - b. Old, second-hand keyboard
  - c. One that allows you to work comfortably and alter your position
  - d. The one that your TL is using

Notes 🗒		

### **UNIT 5.2: Dealing with Emergencies**

### **Unit Objectives**



### At the end of this unit, you will be able to:

- 1. explain what is an emergency evacuation
- 2. demonstrate the evacuation procedure

### 5.2.1 Emergencies at Workplace

Every organisation has an evacuation procedure. Every organisation also has an assembly point, within the organization compound or outside it, where all employees are expected to gather in case of an emergency evacuation. The team leader guides the team and takes them to a safe place. It is very important to assemble at the safe area immediately during an emergency evacuation.

If a team member does not reach the safe area on time, the team leader is responsible his or her team member's safety.

An unforeseen situation is one that:

- threatens the employees, customers or the public;
- disrupts or shuts down the operations;
- Causes physical or environmental damage.

Emergencies that require evacuation include:

- Fire;
- Explosion;
- Floods;
- · Earthquake;
- Hurricane;
- Tornado;
- Toxic material release;
- Civil disturbance;
- Workplace violence.

### **5.2.2 Equipped for Emergency**

### Every company has:

- An evacuation policy. All the TIs are responsible for informing their employees about it.
   When the U is informing you about these details, pay attention. Negligence at this time could cost lives.
- A designated assembly point for emergencies. Ensure you know where it is.
- A 'buddy system' for individuals with special needs or disabilities. This system ensures that
  the differently a bled are assisted and guided out of the premises or the impacted area
  properly. If you are a buddy to someone, ensure that your buddy is safely at the assembly
  point with you.
- Floor plans with evacuation routes in work areas. Ensure that you understand these so you can use it in time of need.
- Assembly areas. These are the areas where you are required to assemble after evacuation.
- Periodic evacuation drills. Ensure that you pay attention during these drills. You need to save your life and you can be helpful in saving someone else's life too.

### **5.2.2 Equipped for Emergency**

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- Assembly areas. These are the areas where you are required to assemble after evacuation.
- Periodic evacuation drills. Ensure that you pay attention during these drills. You need to save your life and you can be helpful in saving someone else's life too.

### **5.2.3** Dealing with a Medical Emergencies

A medical emergency is an accidental injury or a medical crisis that is severe. These could be situations where:

- The person is not breathing;
- Stroke or heart attack;
- Severe bleeding;
- Shock;
- Poisoning;
- Burns.

A medical emergency requires your immediate attention. Sometimes, even before you call emergency services for help.

It is crucial to know Emergency Medical Service (EMS) number for your safety and the safety of others.

### Call EMS if:

A seizure happens to someone who is not known to have epilepsy or seizure disorder. It could be a sign of serious illness.

- A seizure lasts for more than five minutes.
- The person is slow to recover, has a second seizure or has difficulty breathing afterwards.
- Has another medical condition.
- The lady is pregnant.
- There are any signs of injury or illnesses.

### Do not:

- Give the person anything to eat or drink.
- Restrain the person.
- Put anything between the person's teeth during the seizure.
- Splash or pour any liquid on the person's face.
- Move the person to another place (unless it is the only way to protect the person from injury).

### 5.2.4 Bleeding



Procedure to assist someone who is bleeding:

- Apply direct pressure to the wound with a direct pressure bandage.
- Elevate the wound to slow the bleeding

### 5.2.4 Shock 💾



Wherever necessary, apply additional pressure to help reduce bleeding.

Fainting is a brief loss of consciousness that is caused by a temporary reduction of blood flow to the brain.

- A brief loss of consciousness causing the person to fall on the floor;
- A slow pulse;
- Pale, cold skin and sweating.
- Causes
- Consuming too little food and fluids (dehydration;
- Low blood pressure;
- Lack of sleep;
- Over exhaustion.

Procedure to assist someone who has fainted:

- 1. Position the person by lying on his/her back and elevate his/her legs.
- 2. Check the person's airway to ensure it is clear.
- 3. Check for signs of breathing, coughing or movement.
- 4. Loosen clothing (neck ties, collars, belts etc.)
- 5. If consciousness is not regained within one minute, call the EMS.

### **5.2.5** Fainting | \_\_\_\_\_

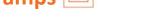


A person suffers from shock when the circulatory system fails and insufficient amount of oxygen reaches the tissues. If it is not treated quickly, vital organs can fail that ultimately cause death. Shock is made worse by fear and pain.

Procedure to assist someone who is in shock:

- 1. Keep the person lying down, if possible.
- 2. Elevate the person's leg unless you suspect a back injury or broken bones.
- 3. Cover the person to maintain body temperature.
- 4. Provide the person with plenty of fresh air and space.
- 5. If the person begins to vomit, place him/her on his/her left side.
- Loosen restrictive clothing. 6.
- 7. If the person's condition seems to worsen, call EMS.

### 5.2.6 Muscle Cramps



Procedure to assist the person suffering from muscle cramps:

- 1. Slowly stretch the affected muscle to counteract the cramp.
- 2. Massage the cramped muscle firmly but slowly.
- 3. Apply moist heat to the area.
- 4. Get medical help if the cramp persists.

### 5.2.7 Strains and Sprains (R.I.C.E)



The steps to follow when assisting someone suffering from strain or sprain:

- Rest- Avoid movements and activities that cause pain.
- Ice- Ice helps reduce pain and swelling.
- Compression- Light pressure can be applied from using an elastic wrap or bandage. It helps reduce swelling.
- Elevation- Raising the affected limb reduces pain and swelling.

### 5.2.8 Fractures

A fracture is a break or crack in the continuity of the bone.

### Symptoms:

- Pain at or near fractured site:
- Tenderness at or near the affected area;
- Swelling over the fracture site;
- Deformity e.g. irregularity of bone, angulation or rotation of limb, depression of bone etc.;
- Temporary loss of movement;
- Signs and symptoms of shock.

### 5.2.9 Dislocation

A dislocation is the displacement of one or more bones at a joint. It usually occurs in the shoulders, elbow, thumb, fingers and the lower jaw.

### Symptoms:

- Pain at the site of injury;
- Limited movement at the joint;
- Deformity;
- Swelling;

### **5.2.10** Dislocation and Fractures



Steps to take when assisting someone suffering from a fracture or dislocation:

- I Immobilize area. Stop any movement by supporting the injured area. Use pillows, jackets, blankets etc.
- A Activate Emergency Medical Services (EMS). Call your office medical helpline.
- C Care for the person if he or she seems in shock.
- T Treat any additional secondary injuries.

### 5.2.11 Early Warning Signs of an Asthma Attack



The early signs of an asthma attack:

- Coughing with no cold;
- Wheezing (however light) especially upon exhaling;
- Fast/irregular breathing;
- Anxiousness;
- Cyanosis (bluish skin colour);
- Nostrils flaring with each breath.

Procedure to assist someone suffering from an asthma attack:

- Keep the person in a comfortable upright position leaning slightly forward. This is known as the 'tripod' position. Generally, the person will dictate what position is most tolerable to them. Usually, sitting up makes it easier to breathe. Check with the person first about the most comfortable position for him or her.
- 2. Try to calm and reassure the person.
- 3. Administer warm fluids if possible.
- 4. Ask the person about any asthma medication he or she may be using. Usually, the person will have an inhaler nearby.
- If the person does not respond to his or her medication, cannot speak or cannot breathe, seek medical attention immediately.

### - 5.2.12 Animal Bites 📥



Procedure to assist someone who has been bitten by an animal:

- Wash the bite area with mild soap and warm water for five minutes to remove saliva and any other foreign matter.
- 2. Use direct pressure or pressure point bleeding control to stop any bleeding.
- 3. If the wound is swollen, apply ice wrapped in a towel for 10 minutes.
- 4. Cover the wound with a clean dressing or bandage.
- 5. Seek medical assistance if the person showcases any severe symptom.

### **5.2.13** Nose Bleeds

Precautions to take while assisting someone with a nose bleed:

- It often occurs when a person has been breathing dry air.
- Seek professional help if they occur often.
- Do not tilt the persons head back. This could cause them to choke as the blood runs down their throat.

### 5.2.14 Object in the Eye



Procedure to assist someone who has a foreign object in their eye:

- Do not rub the eye.
- Wash your hands, clean the person's eye using water.

### Exercise 8

- 1. Unfortunately a fire broke in your company and everyone is running to the safe area. You were outside the building. What will you do?
  - a. You will run away without informing anyone.
  - b. You will go to the safe area too.
  - You will wait for someone to call you and tell you about it.
  - d. You will stand there watching because it doesn't impact you.
- Names are being called out at the safe area by your TL. You realize one of your friend from another team is still in the building but your TI doesn1t know because he is not from your team. What will you do?
  - a. You will inform your TL
  - b. You will run into the building like a hero.
  - You will call your friend and ask him to come out.
  - d. You will wait.
- An assembly point is \_
  - a. a place where office supplies are kept
  - b. a place where people come to gossip
  - a place where you assemble during emergency evacuation
  - d. the best place in the office
- First aid for bleeding includes:
  - a. Appling direct pressure to the wound with a direct pressure bandage.
  - b. Elevating the wound to slow the bleeding.
  - c. When necessary, applying additional pressure to help reduce bleeding.
  - d. All of the above

- 5. What is the first thing you should do when you notice someone who may be suffering from a medical emergency?
  - a. Run away. You do not want to be blamed for it.
  - b. Take charge of the situation and assist the person in need.
  - c. Gather everyone and gossip about it.
  - d. Call your TL. This looks like his job.
- 6. What does R.I.C.E stand for?
  - a. Rest, Ice, Compression, Elevation
  - b. Rejoice, Idealise, Concentrate, Encourage
  - c. Rest, Ice, Compression, Exercise
  - d. Rest, Ice, Call, Elevate

- Notes			
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# 6. Employability and Entrepreneurship Skills

Unit 6.1 – Personal Strengths & Value Systems

Unit 6.2 - Digital Literacy: A Recap

Unit 6.3 - Money Matters

Unit 6.4 – Preparing for Employment & Self Employment

Unit 6.5 – Understanding Entrepreneurship

Unit 6.6 – Preparing to be an Entrepreneur



### **Key Learning Outcomes**



### At the end of this unit, you will be able to:

- Explain the meaning of health
- 2. List common health issues
- 3. Discuss tips to prevent common health issues
- 4. Explain the meaning of hygiene
- 5. Discuss the purpose of Swacch Bharat Abhiyan
- 6. Explain the meaning of habit
- 7. Discuss ways to set up a safe work environment
- 8. Discuss critical safety habits to be followed by employees
- 9. Explain the importance of self-analysis
- 10. Discuss motivation with the help of Maslow's Hierarchy of Needs
- 11. Discuss the meaning of achievement motivation
- 12. List the characteristics of entrepreneurs with achievement motivation
- 13. List the different factors that motivate you
- 14. Discuss the role of attitude in self-analysis
- 15. Discuss how to maintain a positive attitude
- 16. List your strengths and weaknesses
- 17. Discuss the qualities of honest people
- 18. Describe the importance of honesty in entrepreneurs
- 19. Discuss the elements of a strong work ethic
- 20. Discuss how to foster a good work ethic
- 21. List the characteristics of highly creative people
- 22. List the characteristics of highly innovative people
- 23. Discuss the benefits of time management
- 24. List the traits of effective time managers
- 25. Describe effective time management technique
- 26. Discuss the importance of anger management
- 27. Describe anger management strategies
- 28. Discuss tips for anger management
- 29. Discuss the causes of stress
- 30. Discuss the symptoms of stress
- 31. Discuss tips for stress management
- 32. Identify the basic parts of a computer
- 33. Identify the basic parts of a keyboard
- 34. Recall basic computer terminology

- 35. Recall the functions of basic computer keys
- 36. Discuss the main applications of MS Office
- 37. Discuss the benefits of Microsoft Outlook
- 38. Discuss the different types of e-commerce
- 39. List the benefits of e-commerce for retailers and customers
- 40. Discuss how the Digital India campaign will help boost e-commerce in India
- 41. Describe how you will sell a product or service on an e-commerce platform
- 42. Discuss the importance of saving money
- 43. Discuss the benefits of saving money
- 44. Discuss the main types of bank accounts
- 45. Describe the process of opening a bank account
- 46. Differentiate between fixed and variable costs
- 47. Describe the main types of investment options
- 48. Describe the different types of insurance products
- 49. Describe the different types of taxes
- 50. Discuss the uses of online banking
- 51. Discuss the main types of electronic funds transfers
- 52. Discuss the steps to prepare for an interview
- 53. Discuss the steps to create an effective Resume
- 54. Discuss the most frequently asked interview questions
- 55. Discuss how to answer the most frequently asked interview questions
- 56. Discuss basic workplace terminology
- 57. Discuss the concept of entrepreneurship
- 58. Discuss the importance of entrepreneurship
- 59. Describe the characteristics of an entrepreneur
- 60. Describe the different types of enterprises
- 61. List the qualities of an effective leader
- 62. Discuss the benefits of effective leadership
- 63. List the traits of an effective team
- 64. Discuss the importance of listening effectively
- 65. Discuss how to listen effectively
- 66. Discuss the importance of speaking effectively
- 67. Discuss how to speak effectively
- 68. Discuss how to solve problems
- 69. List important problem solving traits
- 70. Discuss ways to assess problem solving skills
- 71. Discuss the importance of negotiation

- 72. Discuss how to negotiate
- 73. Discuss how to identify new business opportunities
- 74. Discuss how to identify business opportunities within your business
- 75. Explain the meaning of entrepreneur
- 76. Describe the different types of entrepreneurs
- 77. List the characteristics of entrepreneurs
- 78. Recall entrepreneur success stories
- 79. Discuss the entrepreneurial process
- 80. Describe the entrepreneurship ecosystem
- 81. Discuss the purpose of the Make in India campaign
- 82. Discuss key schemes to promote entrepreneurs
- 83. Discuss the relationship between entrepreneurship and risk appetite
- 84. Discuss the relationship between entrepreneurship and resilience
- 85. Describe the characteristics of a resilient entrepreneur
- 86. Discuss how to deal with failure
- 87. Discuss how market research is carried out
- 88. Describe the 4 Ps of marketing
- 89. Discuss the importance of idea generation
- 90. Recall basic business terminology
- 91. Discuss the need for CRM
- 92. Discuss the benefits of CRM
- 93. Discuss the need for networking
- 94. Discuss the benefits of networking
- 95. Discuss the importance of setting goals
- 96. Differentiate between short-term, medium-term and long-term goals
- 97. Discuss how to write a business plan
- 98. Explain the financial planning process
- 99. Discuss ways to manage your risk
- 100. Describe the procedure and formalities for applying for bank finance
- 101. Discuss how to manage your own enterprise
- 102. List important questions that every entrepreneur should ask before starting an enterprise

### **UNIT 6.1: Personal Strengths & Value Systems**

### Unit Objectives



### At the end of this unit, you will be able to:

- 1. Explain the meaning of health
- 2. List common health issues.
- 3. Discuss tips to prevent common health issues
- 4. Explain the meaning of hygiene
- 5. Discuss the purpose of Swacch Bharat Abhiyan
- 6. Explain the meaning of habit
- 7. Discuss ways to set up a safe work environment
- 8. Discuss critical safety habits to be followed by employees
- 9. Explain the importance of self-analysis
- 10. Discuss motivation with the help of Maslow's Hierarchy of Needs
- 11. Discuss the meaning of achievement motivation
- 12. List the characteristics of entrepreneurs with achievement motivation
- 13. List the different factors that motivate you
- 14. Discuss the role of attitude in self-analysis
- 15. Discuss how to maintain a positive attitude
- 16. List your strengths and weaknesses
- 17. Discuss the qualities of honest people
- 18. Describe the importance of honesty in entrepreneurs
- 19. Discuss the elements of a strong work ethic
- 20. Discuss how to foster a good work ethic
- 21. List the characteristics of highly creative people
- 22. List the characteristics of highly innovative people
- 23. Discuss the benefits of time management
- 24. List the traits of effective time managers
- 25. Describe effective time management technique
- 26. Discuss the importance of anger management
- 27. Describe anger management strategies
- 28. Discuss tips for anger management
- 29. Discuss the causes of stress
- 30. Discuss the symptoms of stress
- 31. Discuss tips for stress management

### 6.1.1 Health, Habits, Hygiene: What is Health

As per the World Health Organization (WHO), health is a "State of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity." This means being healthy does not simply mean not being unhealthy – it also means you need to be at peace emotionally, and feel fit physically. For example, you cannot say you are healthy simply because you do not have any physical ailments like a cold or cough. You also need to think about whether you are feeling calm, relaxed and happy.

### Common Health Issues

Some common health issues are:

- Allergies
- **Asthma**
- Skin Disorders
- Depression and Anxiety
- **Diabetes**
- Cough, Cold, Sore Throat
- **Difficulty Sleeping**
- Obesity

### Tips to Prevent Health Issues



Taking measures to prevent ill health is always better than curing a disease or sickness. You can stay healthy by:

- Eating healthy foods like fruits, vegetables and nuts
- Cutting back on unhealthy and sugary foods
- Drinking enough water everyday
- Not smoking or drinking alcohol
- Exercising for at least 30 minutes a day, 4-5 times a week
- Taking vaccinations when required
- Practicing yoga exercises and meditatio

How many of these health standards do you follow? Tick the ones that apply to you.

1.	Get minimum 7-8 hours of sleep every night.	
2.	Avoid checking email first thing in the morning and right before you go to bed at night.	
3.	Don't skip meals – eat regular meals at correct meal times.	
4.	Read a little bit every single day.	
5.	Eat more home cooked food than junk food.	

6.	Stand more than you sit.	
7.	Drink a glass of water first thing in the morning and have at least 8 glasses of water through the day.	
8.	Go to the doctor and dentist for regular checkups.	
9.	Exercise for 30 minutes at least 5 days a week.	
10.	Avoid consuming lots of aerated beverages.	
$\vdash$ W	/hat is Hygiene ———————————————————————————————————	
he en:	per the World Health Organization (WHO), "Hygiene refers to conditions and practices that lp to maintain health and prevent the spread of diseases." In other words, hygiene means suring that you do whatever is required to keep your surroundings clean, so that you reduce chances of spreading germs and diseases.	
kite ove	r instance, think about the kitchen in your home. Good hygiene means ensuring that the chen is always spick and span, the food is put away, dishes are washed and dustbins are not erflowing with garbage. Doing all this will reduce the chances of attracting pests like rats or ckroaches, and prevent the growth of fungus and other bacteria, which could spread disease.	
Но	w many of these health standards do you follow? Tick the ones that apply to you.	
1.	Have a bath or shower every day with soap – and wash your hair with shampoo 2-3 times a week.	
2.	Wear a fresh pair of clean undergarments every day.	
3.	Brush your teeth in the morning and before going to bed.	
4.	Cut your fingernails and toenails regularly.	
5.	Wash your hands with soap after going to the toilet.	
6.	Use an anti-perspirant deodorant on your underarms if you sweat a lot.	
7.	Wash your hands with soap before cooking or eating.	
8.	Stay home when you are sick, so other people don't catch what you have.	
9.	Wash dirty clothes with laundry soap before wearing them again.	
10.	Cover your nose with a tissue/your hand when coughing or sneezing.	
	e how healthy and hygienic you are, by giving yourself 1 point for every ticked statement! en take a look at what your score means.	
Yo	ur Score	
	7/20: You need to work a lot harder to stay fit and fine! Make it a point to practice good bits daily and see how much better you feel!	
	14/20: Not bad, but there is scope for improvement! Try and add a few more good habits to ur daily routine.	
14	-20/20: Great job! Keep up the good work! Your body and mind thank you!	

### **Swachh Bharat Abhiyan**

We have already discussed the importance of following good hygiene and health practices for ourselves. But, it is not enough for us to be healthy and hygienic. We must also extend this standard to our homes, our immediate surroundings and to our country as a whole.

The 'Swachh Bharat Abhiyan' (Clean India Mission) launched by Prime Minister Shri Narendra Modi on 2<sup>nd</sup> October 2014, believes in doing exactly this. The aim of this mission is to clean the streets and roads of India and raise the overall level of cleanliness. Currently this mission covers 4,041 cities and towns across the country. Millions of our people have taken the pledge for a clean India. You should take the pledge too, and do everything possible to keep our country clean!

### What are Habits

A habit is a behaviour that is repeated frequently. All of us have good habits and bad habits. Keep in mind the phrase by John Dryden: "We first make our habits, and then our habits make us." This is why it is so important that you make good habits a way of life, and consciously avoid practicing bad habits.

Some good habits that you should make part of your daily routine are:

- Always having a positive attitude
- Making exercise a part of your daily routine
- Reading motivational and inspirational stories
- Smiling! Make it a habit to smile as often as possible
- Making time for family and friends
- Going to bed early and waking up early

Some bad habits that you should quit immediately are:

- Skipping breakfast
- Snacking frequently even when you are not hungry
- Eating too much fattening and sugary food
- · Smoking, drinking alcohol and doing drugs
- Spending more money than you can afford
- Worrying about unimportant issues
- Staying up late and waking up late

### **Tips**



- Following healthy and hygienic practices every day will make you feel good mentally and physically.
- Hygiene is two-thirds of health so good hygiene will help you stay strong and healthy!

### 6.1.2: Safety: Tips to Design a Safe Workplace



Every employer is obligated to ensure that his workplace follows the highest possible safety protocol. When setting up a business, owners must make it a point to:

- Use ergonomically designed furniture and equipment to avoid stooping and twisting
- Provide mechanical aids to avoid lifting or carrying heavy objects
- Have protective equipment on hand for hazardous jobs
- Designate emergency exits and ensure they are easily accessible
- Set down health codes and ensure they are implemented
- Follow the practice of regular safety inspections in and around the workplace
- Ensure regular building inspections are conducted
- Get expert advice on workplace safety and follow it

### **Non-Negotiable Employee Safety Habits**

Every employee is obligated to follow all safety protocols put in place by the employer. All employees must make it a habit to:

- Immediately report unsafe conditions to a supervisor
- Recognize and report safety hazards that could lead to slips, trips and falls
- Report all injuries and accidents to a supervisor
- Wear the correct protective equipment when required
- Learn how to correctly use equipment provided for safety purposes
- Be aware of and avoid actions that could endanger other people
- Take rest breaks during the day and some time off from work during the week

### **Tips**



- Be aware of what emergency number to call at the time of a workplace emergency
- Practice evacuation drills regularly to avoid chaotic evacuations

# 6.1.3 Self Analysis – Attitude, Achievement Motivation: What is Self-Analysis

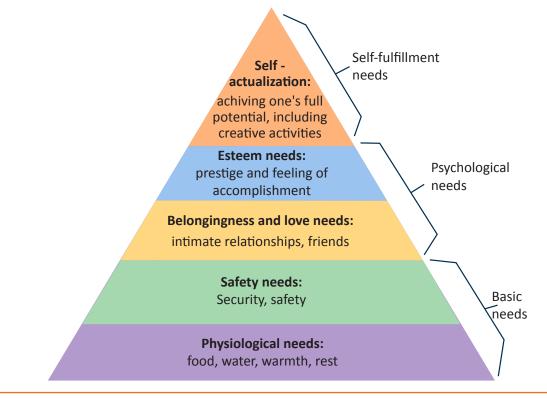
To truly achieve your full potential, you need to take a deep look inside yourself and find out what kind of person you really are. This attempt to understand your personality is known as self-analysis. Assessing yourself in this manner will help you grow, and will also help you to identify areas within yourself that need to be further developed, changed or eliminated. You can better understand yourself by taking a deep look at what motivates you, what your attitude is like, and what your strengths and weaknesses are.

### What is Motivation

Very simply put, motivation is your reason for acting or behaving in a certain manner. It is important to understand that not everyone is motivated by the same desires — people are motivated by many, many different things. We can understand this better by looking at Maslow's Hierarchy of Needs.

### Maslow's Hierarchy of Needs -

Famous American psychologist Abraham Maslow wanted to understand what motivates people. He believed that people have five types of needs, ranging from very basic needs (called physiological needs) to more important needs that are required for self-growth (called self-actualization needs). Between the physiological and self-actualization needs are three other needs — safety needs, belongingness and love needs, and esteem needs. These needs are usually shown as a pyramid with five levels and are known as Maslow's Hierarchy of Needs.



As you can see from the pyramid, the lowest level depicts the most basic needs. Maslow believed that our behaviour is motivated by our basic needs, until those needs are met. Once they are fulfilled, we move to the next level and are motived by the next level of needs. Let's understand this better with an example.

Rupa comes from a very poor family. She never has enough food, water, warmth or rest. According to Maslow, until Rupa is sure that she will get these basic needs, she will not even think about the next level of needs – her safety needs. But, once Rupa is confident that her basic needs will be met, she will move to the next level, and her behaviour will then be motivated by her need for security and safety. Once these new needs are met, Rupa will once again move to the next level, and be motivated by her need for relationships and friends. Once this need is satisfied, Rupa will then focus on the fourth level of needs – her esteem needs, after which she will move up to the fifth and last level of needs – the desire to achieve her full potential.

### **Understanding Achievement Motivation**

We now know that people are motivated by basic, psychological and self-fulfillment needs. However, certain people are also motivated by the achievement of highly challenging accomplishments. This is known as Achievement Motivation, or 'need for achievement'.

The level of motivation achievement in a person differs from individual to individual. It is important that entrepreneurs have a high level of achievement motivation — a deep desire to accomplish something important and unique. It is equally important that they hire people who are also highly motivated by challenges and success.

# What Motivates You What are the things that really motivate you? List down five things that really motivate you. Remember to answer honestly! I am motivated by:

## **Characteristics of Entrepreneurs with Achievement Motivation**

Entrepreneurs with achievement motivation can be described as follows:

- Unafraid to take risks for personal accomplishment
- Love being challenged
- Future-oriented
- Flexible and adaptive
- Value negative feedback more than positive feedback

Think about it:

• How many of these traits do you have?

- Very persistent when it comes to achieving goals
- Extremely courageous
- Highly creative and innovative
- Restless constantly looking to achieve more
- Feel personally responsible for solving problems
- Can you think of entrepreneurs who display these traits?

### What is Attitude

Now that we understand why motivation is so important for self-analysis, let's look at the role our attitude plays in better understanding ourselves. Attitude can be described as your tendency (positive or negative), to think and feel about someone or something. Attitude is the foundation for success in every aspect of life. Our attitude can be our best friend or our worst enemy. In other words:

"The only disability in life is a bad attitude."

When you start a business, you are sure to encounter a wide variety of emotions, from difficult times and failures to good times and successes. Your attitude is what will see you through the tough times and guide you towards success. Attitude is also infectious. It affects everyone around you, from your customers to your employees to your investors. A positive attitude helps build confidence in the workplace while a negative attitude is likely to result in the demotivation of your people.

### **How to Cultivate a Positive Attitude**

The good news is attitude is a choice. So it is possible to improve, control and change our attitude, if we decide we want to! The following tips help foster a positive mindset:

- Remember that you control your attitude, not the other way around
- Devote at least 15 minutes a day towards reading, watching or listening to something positive
- Avoid negative people who only complain and stop complaining yourself
- Expand your vocabulary with positive words and delete negative phrases from your mind
- Be appreciative and focus on what's good in yourself, in your life, and in others
- Stop thinking of yourself as a victim and start being proactive
- Imagine yourself succeeding and achieving your goals

### **What Are Your Strengths and Weaknesses**

Another way to analyze yourself is by honestly identifying your strengths and weaknesses. This will help you use your strengths to your best advantage and reduce your weaknesses.

Note down all your strengths and weaknesses in the two columns below. Remember to be honest with yourself!

Strengths	Weaknesses

### **Tips**



- Achievement motivation can be learned.
- Don't be afraid to make mistakes.
- Train yourself to finish what you start.
- Dream big.

### 6.1.4 Honesty & Work Ethics: What is Honesty

Honesty is the quality of being fair and truthful. It means speaking and acting in a manner that inspires trust. A person who is described as honest is seen as truthful and sincere, and as someone who isn't deceitful or devious and doesn't steal or cheat. There are two dimensions of honesty – one is honesty in communication and the other is honesty in conduct.

Honesty is an extremely important trait because it results in peace of mind and builds relationships that are based on trust. Being dishonest, on the other hand, results in anxiety and leads to relationships full of distrust and conflict.

### **Qualities of Honest People**

Honest individuals have certain distinct characteristics. Some common qualities among honest people are:

- 1. They don't worry about what others think of them. They believe in being themselves they don't bother about whether they are liked or disliked for their personalities.
- 2. They stand up for their beliefs. They won't think twice about giving their honest opinion, even if they are aware that their point of view lies with the minority.
- 3. They are think skinned. This means they are not affected by others judging them harshly for their honest opinions.
- 4. They forge trusting, meaningful and healthy friendships. Honest people usually surround themselves with honest friends. They have faith that their friends will be truthful and upfront with them at all times.
- 5. They are trusted by their peers. They are seen as people who can be counted on for truthful and objective feedback and advice.

### **Importance of Honesty in Entrepreneurs**

One of the most important characteristics of entrepreneurs is honesty. When entrepreneurs are honest with their customers, employees and investors, it shows that they respect those that they work with. It is also important that entrepreneurs remain honest with themselves. Let's look at how being honest would lead to great benefits for entrepreneurs.

- Honesty and customers: When entrepreneurs are honest with their customers it leads to stronger relationships, which in turn results in business growth and a stronger customer network.
- Honesty and employees: When entrepreneurs build honest relationships with their employees, it leads to more transparency in the workplace, which results in higher work performance and better results.
- Honesty and investors: For entrepreneurs, being honest with investors means not only
  sharing strengths but also candidly disclosing current and potential weaknesses, problem
  areas and solution strategies. Keep in mind that investors have a lot of experience with
  startups and are aware that all new companies have problems. Claiming that everything is
  perfectly fine and running smoothly is a red flag for most investors.
- Honesty with oneself: The consequences of being dishonest with oneself can lead to dire results, especially in the case of entrepreneurs. For entrepreneurs to succeed, it is critical that they remain realistic about their situation at all times, and accurately judge every aspect of their enterprise for what it truly is.

### What are Work Ethics

Being ethical in the workplace means displaying values like honesty, integrity and respect in all your decisions and communications. It means not displaying negative qualities like lying, cheating and stealing.

Workplace ethics play a big role in the profitability of a company. It is as crucial to an enterprise as high morale and teamwork. This is why most companies lay down specific workplace ethic guidelines that must compulsorily be followed by their employees. These guidelines are typically outlined in a company's employee handbook.

### **Elements of a Strong Work Ethic**

An entrepreneur must display strong work ethics, as well as hire only those individuals who believe in and display the same level of ethical behavior in the workplace. Some elements of a strong work ethic are:

- **Professionalism**: This involves everything from how you present yourself in a corporate setting to the manner in which you treat others in the workplace.
- **Respectfulness**: This means remaining poised and diplomatic regardless of how stressful or volatile a situation is.
- **Dependability**: This means always keeping your word, whether it's arriving on time for a meeting or delivering work on time.
- **Dedication**: This means refusing to quit until the designated work is done, and completing the work at the highest possible level of excellence.
- **Determination**: This means embracing obstacles as challenges rather than letting them stop you, and pushing ahead with purpose and resilience to get the desired results.
- **Accountability**: This means taking responsibility for your actions and the consequences of your actions, and not making excuses for your mistakes.
- **Humility**: This means acknowledging everyone's efforts and had work, and sharing the credit for accomplishments.

### **How to Foster a Good Work Ethic**

As an entrepreneur, it is important that you clearly define the kind of behaviour that you expect from each and every team member in the workplace. You should make it clear that you expect employees to display positive work ethics like:

- **Honesty**: All work assigned to a person should be done with complete honesty, without any deceit or lies.
- **Good attitude**: All team members should be optimistic, energetic, and positive.
- **Reliability**: Employees should show up where they are supposed to be, when they are supposed to be there.
- **Good work habits**: Employees should always be well groomed, never use inappropriate language, conduct themselves professionally at all times, etc.
- **Initiative**: Doing the bare minimum is not enough. Every team member needs to be proactive and show initiative.
- **Trustworthiness**: Trust is non-negotiable. If an employee cannot be trusted, it's time to let that employee go.

- **Respect**: Employees need to respect the company, the law, their work, their colleagues and themselves.
- **Integrity**: Each and every team member should be completely ethical and must display above board behaviour at all times.
- **Efficiency**: Efficient employees help a company grow while inefficient employees result in a waste of time and resources.

### **Tips**



- Don't get angry when someone tells you the truth and you don't like what you hear.
- Always be willing to accept responsibility for your mistakes.

### 6.1.5 Creativity & Innovation: What is Creativity

Creativity means thinking outside the box. It means viewing things in new ways or from different perspectives, and then converting these ideas into reality. Creativity involves two parts: thinking and producing. Simply having an idea makes you imaginative, not creative. However, having an idea and acting on it makes you creative.

### **Characteristics of Highly Creative People**

Some characteristics of creative people are:

- They are imaginative and playful
- They see issues from different angles
- They notice small details
- They have very little tolerance for boredom
- They detest rules and routine
- They love to daydream
- They are very curious

### What is Innovation

There are many different definitions of innovation. In simple terms, innovation means turning an idea into a solution that adds value. It can also mean adding value by implementing a new product, service or process, or significantly improving on an existing product, service or process.

### **Characteristics of Highly Innovative People**

Some characteristics of highly innovative people are:

- They embrace doing things differently
- They don't believe in taking shortcuts
- They are not afraid to be unconventional
- They are highly proactive and persistent
- They are organized, cautious and risk-averse

### **Tips**



- Take regular breaks from your creative work to recharge yourself and gain fresh perspective.
- Build prototypes frequently, test them out, get feedback, and make the required changes.

### 6.1.6 Time Management: What is Time Management

Time management is the process organizing your time, and deciding how to allocate your time between different activities. Good time management is the difference between working smart (getting more done in less time) and working hard (working for more time to get more done).

Effective time management leads to an efficient work output, even when you are faced with tight deadlines and high pressure situations. On the other hand, not managing your time effectively results in inefficient output and increases stress and anxiety.

### **Benefits of Time Management**

Time management can lead to huge benefits like:

- Greater productivity
- Better professional reputation
- Higher chances for career advancement
- Higher efficiency
- Reduced stress
- Greater opportunities to achieve goals

Not managing time effectively can result in undesirable consequences like:

- Missing deadlines
- Substandard work quality
- Stalled career

- Inefficient work output
- Poor professional reputation
- Increase in stress and anxiety

### **Traits of Effective Time Managers**

Some traits of effective time managers are:

- They begin projects early
- They set daily objectives
- They modify plans if required, to achieve better results
- They are flexible and open-minded
- They inform people in advance if their help will be required
- They know how to say no

- They break tasks into steps with specific deadlines
- They continually review long term goals
- They think of alternate solutions if and when required
- They ask for help when required
  - They create backup plans

### **Effective Time Management Techniques**

You can manage your time better by putting into practice certain time management techniques. Some helpful tips are:

- Plan out your day as well as plan for interruptions. Give yourself at least 30 minutes to figure out your time plan. In your plan, schedule some time for interruptions.
- Put up a "Do Not Disturb" sign when you absolutely have to complete a certain amount of work.
- Close your mind to all distractions. Train yourself to ignore ringing phones, don't reply to chat messages and disconnect from social media sites.

- Delegate your work. This will not only help your work get done faster, but will also show you the unique skills and abilities of those around you.
- Stop procrastinating. Remind yourself that procrastination typically arises due to the fear of failure or the belief that you cannot do things as perfectly as you wish to do them.
- Prioritize. List each task to be completed in order of its urgency or importance level. Then focus on completing each task, one by one.
- Maintain a log of your work activities. Analyze the log to help you understand how efficient you are, and how much time is wasted every day.
- Create time management goals to reduce time wastage.



- Always complete the most important tasks first.
- Get at least 7 8 hours of sleep every day.
- Start your day early.
- Don't waste too much time on small, unimportant details.
- Set a time limit for every task that you will undertake.
- Give yourself some time to unwind between tasks.

### 6.1.7 Anger Management: What is Anger Management

Anger management is the process of:

- 1. Learning to recognize the signs that you, or someone else, is becoming angry
- 2. Taking the best course of action to calm down the situation in a positive way

Anger management does not mean suppressing anger.

### **Importance of Anger Management**

Anger is a perfectly normal human emotion. In fact, when managed the right way, anger can be considered a healthy emotion. However, if it is not kept in check, anger can make us act inappropriately and can lead to us saying or doing things that we will likely later regret.

Extreme anger can:

- **Hurt you physically**: It leads to heart disease, diabetes, a weakened immune system, insomnia, and high blood pressure.
- **Hurt you mentally**: It can cloud your thinking and lead to stress, depression and mental health issues.
- Hurt your career: It can result in alienating your colleagues, bosses, clients and lead to the loss of respect.
- **Hurt your relationships**: It makes it hard for your family and friends to trust you, be honest with you and feel comfortable around you.

This is why anger management, or managing anger appropriately, is so important.

## **Anger Management Strategies**

Here are some strategies that can help you control your anger:

#### **Strategy 1: Relaxation**

Something as simple as breathing deeply and looking at relaxing images works wonders in calming down angry feelings. Try this simple breathing exercise:

- 1. Take a deep breath from your diaphragm (don't breathe from your chest)
- 2. Visualize your breath coming up from your stomach
- 3. Keep repeating a calming word like 'relax' or 'take it easy' (remember to keep breathing deeply while repeating the word)
- 4. Picture a relaxing moment (this can be from your memory or your imagination)

Follow this relaxation technique daily, especially when you realize that you're starting to feel angry.

#### **Strategy 2: Cognitive Restructuring**

Cognitive restructuring means changing the manner in which you think. Anger can make you curse, swear, exaggerate and act very dramatically. When this happens, force yourself to replace your angry thoughts with more logical ones. For instance, instead of thinking 'Everything is ruined' change your mindset and tell yourself 'It's not the end of the world and getting angry won't solve this'.

#### **Strategy 3: Problem Solving**

Getting angry about a problem that you cannot control is a perfectly natural response. Sometimes, try as you may, there may not be a solution to the difficulty you are faced with. In such cases, stop focusing on solving the problem, and instead focus on handling and facing the problem. Remind yourself that you will do your best to deal with the situation, but that you will not blame yourself if you don't get the solution you desire.

#### **Strategy 4: Better Communication**

When you're angry, it is very easy to jump to inaccurate conclusions. In this case, you need to force yourself to stop reacting, and think carefully about what you want to say, before saying it. Avoid saying the first thing that enters your head. Force yourself to listen carefully to what the other person is saying. Then think about the conversation before responding.

#### **Strategy 5: Changing Your Environment**

If you find that your environment is the cause of your anger, try and give yourself a break from your surroundings. Make an active decision to schedule some personal time for yourself, especially on days that are very hectic and stressful. Having even a brief amount of quiet or alone time is sure to help calm you down.

## **Tips for Anger Management**



The following tips will help you keep your anger in check:

- Take some time to collect your thoughts before you speak out in anger.
- Express the reason for your anger in an assertive, but non-confrontational manner once you have calmed down.
- Do some form of physical exercise like running or walking briskly when you feel yourself getting angry.
- Make short breaks part of your daily routine, especially during days that are stressful.
- Focus on how to solve a problem that's making you angry, rather than focusing on the fact that the problem is making you angry.



- Try to forgive those who anger you, rather than hold a grudge against them.
- Avoid using sarcasm and hurling insults. Instead, try and explain the reason for your frustration in a polite and mature manner.

## **6.1.8 Stress Management: What is Stress**

We say we are 'stressed' when we feel overloaded and unsure of our ability to deal with the pressures placed on us. Anything that challenges or threatens our well-being can be defined as a stress. It is important to note that stress can be good and bad. While good stress keeps us going, negative stress undermines our mental and physical health. This is why it is so important to manage negative stress effectively.

### Causes of Stress

Stress can be caused by internal and external factors.

#### Internal causes of stress

- Constant worry
- Rigid thinking
- Unrealistic expectations
- **External causes of stress**
- Major life changes
- Difficulties with relationships
- Having too much to do

- Pessimism
- Negative self-talk
- All in or all out attitude
- Difficulties at work or in school
- Financial difficulties
- Worrying about one's children and/or family

## **Symptoms of Stress**

Stress can manifest itself in numerous ways. Take a look at the cognitive, emotional, physical and behavioral symptoms of stress.

Cognitive Symptoms	Emotional Symptoms	
Memory problems	• Depression	
Concentration issues	Agitation	
Lack of judgement	Irritability	
Pessimism	<ul> <li>Loneliness</li> </ul>	
Anxiety	<ul> <li>Anxiety</li> </ul>	
Constant worrying	Anger	

Physical Symptoms		Behavioral Symptoms	
•	Aches and pain	•	Increase or decrease in appetite
•	Diarrhea or constipation	•	Over sleeping or not sleeping enough
•	Nausea	•	Withdrawing socially
•	Dizziness	•	Ignoring responsibilities
•	Chest pain and/or rapid heartbeat	•	Consumption of alcohol or cigarettes
•	Frequent cold or flu like feelings	•	Nervous habits like nail biting, pacing etc.

## **Tips to Manage Stress**

The following tips can help you manage your stress better:

- Note down the different ways in which you can handle the various sources of your stress.
- Remember that you cannot control everything, but you can control how you respond.
- Discuss your feelings, opinions and beliefs rather than reacting angrily, defensively or passively.
- Practice relaxation techniques like meditation, yoga or tai chi when you start feeling stressed.
- Devote a part of your day towards exercise.
- Eat healthy foods like fruits and vegetables. Avoid unhealthy foods especially those containing large amounts of sugar.
- Plan your day so that you can manage your time better, with less stress.
- Say no to people and things when required.
- Schedule time to pursue your hobbies and interests.
- Ensure you get at least 7-8 hours of sleep.
- Reduce your caffeine intake.
- Increase the time spent with family and friends.



- Force yourself to smile even if you feel stressed. Smiling makes us feel relaxed and happy.
- Stop yourself from feeling and thinking like a victim. Change your attitude and focus on being proactive.

## **UNIT 6.2. Digital Literacy: A Recap**

## **Unit Objectives**



#### At the end of this unit, you will be able to:

- 1. Identify the basic parts of a computer
- 2. Identify the basic parts of a keyboard
- 3. Recall basic computer terminology
- 4. Recall the functions of basic computer keys
- 5. Discuss the main applications of MS Office
- 6. Discuss the benefits of Microsoft Outlook
- 7. Discuss the different types of e-commerce
- 8. List the benefits of e-commerce for retailers and customers
- 9. Discuss how the Digital India campaign will help boost e-commerce in India
- 10. Describe how you will sell a product or service on an e-commerce platform

## **6.2.1 Computer and Internet basics: Basic Parts of a Computer**



Fig.6.2.1. Parts of a Computer

- **Central Processing Unit (CPU)**: The brain of the computer. It interprets and carries out program instructions.
- Hard Drive: A device that stores large amounts of data.
- Monitor: The device that contains the computer screen where the information is visually displayed.
- Mouse: A hand-held device used to point to items on the monitor.
- **Speakers**: Devices that enable you to hear sound from the computer.
- **Printer**: A device that converts output from a computer into printed paper documents.

### **Basic Parts of a Keyboard**



Fig.6.2.2. Parts of a Keyboard

- Arrow Keys: Press these keys to move your cursor.
- Space bar: Adds a space.
- Enter/Return: Moves your cursor to a new line.
- **Shift**: Press this key if you want to type a capital letter or the upper symbol of a key.
- **Caps Lock**: Press this key if you want all the letters you type to be capital letters. Press it again to revert back to typing lowercase letters.
- **Backspace**: Deletes everything to the left of your cursor.

#### **Basic Internet Terms**

- The Internet: A vast, international collection of computer networks that transfers information.
- The World Wide Web: A system that lets you access information on the Internet.
- **Website**: A location on the World Wide Web (and Internet) that contains information about a specific topic.
- **Homepage**: Provides information about a website and directs you to other pages on that website
- **Link/Hyperlink**: A highlighted or underlined icon, graphic, or text that takes you to another file or object.
- Web Address/URL: The address for a website.
- Address Box: A box in the browser window where you can type in a web address.



- When visiting a .com address, there no need to type http:// or even www. Just type the name of the website and then press Ctrl + Enter. (Example: Type 'apple' and press Ctrl + Enter to go to www.apple.com)
- Press the Ctrl key and press the + or to increase and decrease the size of text.
- Press F5 or Ctrl + R to refresh or reload a web page.

### 6.2.2 MS Office and Email: About MS Office

MS Office or Microsoft Office is a suite of computer programs developed by Microsoft. Although meant for all users, it offers different versions that cater specifically to students, home users and business users. All the programs are compatible with both, Windows and Macintosh.

## **Most Popular Office Products**

Some of the most popular and universally used MS Office applications are:

- Microsoft Word: Allows users to type text and add images to a document.
- **Microsoft Excel**: Allows users to enter data into a spreadsheet and create calculations and graphs.
- **Microsoft PowerPoint**: Allows users to add text, pictures and media and create slideshows and presentations.
- Microsoft Outlook: Allows users to send and receive email.
- Microsoft OneNote: Allows users to make drawings and notes with the feel of a pen on paper.
- Microsoft Access: Allows users to store data over many tables.

## Why Choose Microsoft Outlook

A popular email management choice especially in the workplace, Microsoft Outlook also includes an address book, notebook, web browser and calendar. Some major benefits of this program are:

- **Integrated search function**: You can use keywords to search for data across all Outlook programs.
- Enhanced security: Your email is safe from hackers, junk mail and phishing website email.
- **Email syncing**: Sync your mail with your calendar, contact list, notes in OneNote and...your phone!
- Offline access to email: No Internet? No problem! Write emails offline and send them when you're connected again.



- Press Ctrl+R as a shortcut method to reply to email.
- Set your desktop notifications only for very important emails.
- Flag messages quickly by selecting messages and hitting the Insert key.
- Save frequently sent emails as a template to reuse again and again.
- Conveniently save important emails as files.

#### 6.2.3 E-Commerce: What is E-Commerce

E-commerce is the buying or selling of goods and services, or the transmitting of money or data, electronically on the internet. E-Commerce is the short form for "electronic commerce."

## **Examples of E-Commerce**

Some examples of e-commerce are:

- Online shopping
- Online auctions
- Online ticketing

- Electronic payments
- Internet banking

## Types of E-Commerce

E-commerce can be classified based on the types of participants in the transaction. The main types of e-commerce are:

- Business to Business (B2B): Both the transacting parties are businesses.
- Business to Consumer (B2C): Businesses sell electronically to end-consumers.
- Consumer to Consumer (C2C): Consumers come together to buy, sell or trade items to other consumers.
- **Consumer-to-Business (C2B)**: Consumers make products or services available for purchase to companies looking for exactly those services or products.
- **Business-to-Administration (B2A)**: Online transactions conducted between companies and public administration.
- **Consumer-to-Administration (C2A)**: Online transactions conducted between individuals and public administration.

### **Benefits of E-Commerce**

The e-commerce business provides some benefits for retailers and customers.

#### Benefits for retailers:

- Establishes an online presence
- Reduces operational costs by removing overhead costs
- Increases brand awareness through the use of good keywords
- Increases sales by removing geographical and time constraints

#### **Benefits for customers:**

- Offers a wider range of choice than any physical store
- Enables goods and services to be purchased from remote locations
- Enables consumers to perform price comparisons

## **Digital India Campaign**

Prime Minister Narendra Modi launched the Digital India campaign in 2015, with the objective of offering every citizen of India access to digital services, knowledge and information. The campaign aims to improve the country's online infrastructure and increase internet connectivity, thus boosting the e-commerce industry.

Currently, the majority of online transactions come from tier 2 and tier 3 cities. Once the Digital India campaign is in place, the government will deliver services through mobile connectivity, which will help deliver internet to remote corners of the country. This will help the e-commerce market to enter India's tier 4 towns and rural areas.

## **E-Commerce Activity**

Choose a product or service that you want to sell online. Write a brief note explaining how you will use existing e-commerce platforms, or create a new e-commerce platform, to sell your product or service.



- Before launching your e-commerce platform, test everything.
- Pay close and personal attention to your social media.

### **UNIT 6.3: Money Matters**

### **Unit Objectives**



#### At the end of this unit, you will be able to:

- 1. Discuss the importance of saving money
- 2. Discuss the benefits of saving money
- 3. Discuss the main types of bank accounts
- 4. Describe the process of opening a bank account
- 5. Differentiate between fixed and variable costs
- 6. Describe the main types of investment options
- 7. Describe the different types of insurance products
- 8. Describe the different types of taxes
- 9. Discuss the uses of online banking
- 10. Discuss the main types of electronic funds transfers

## **6.3.1 Personal Finance – Why to Save:**Importance of Saving

We all know that the future is unpredictable. You never know what will happen tomorrow, next week or next year. That's why saving money steadily through the years is so important. Saving money will help improve your financial situation over time. But more importantly, knowing that you have money stashed away for an emergency will give you peace of mind. Saving money also opens the door to many more options and possibilities.

## **Benefits of Saving**

Inculcating the habit of saving leads to a vast number of benefits. Saving helps you:

- **Become financially independent**: When you have enough money saved up to feel secure you can start making your choices, from taking a vacation whenever you want, to switching careers or starting your own business.
- Invest in yourself through education: Through saving, you can earn enough to pay up for courses that will add to your professional experience and ultimately result in higher paying jobs.
- **Get out of debt**: Once you have saved enough as a reserve fund, you can use your savings to pay off debts like loans or bills that have accumulated over time.
- **Be prepared for surprise expenses**: Having money saved enables you to pay for unforeseen expenses like sudden car or house repairs, without feeling financially stressed.
- Pay for emergencies: Saving helps you deal with emergencies like sudden health issues or emergency trips without feeling financially burdened.

- Afford large purchases and achieve major goals: Saving diligently makes it possible to place down payments towards major purchases and goals, like buying a home or a car.
- **Retire**: The money you have saved over the years will keep you comfortable when you no longer have the income you would get from your job.



- Break your spending habit. Try not spending on one expensive item per week, and put the money that you would have spent into your savings.
- Decide that you will not buy anything on certain days or weeks and stick to your word.

## 6.3.2 Types of Bank Accounts, Opening a Bank Account: Types of Bank Accounts

In India, banks offer four main types of bank accounts. These are:

- Current Accounts
- Savings Accounts
- Recurring Deposit Accounts
- Fixed Deposit Accounts

#### **Current Accounts**

Current accounts offer the most liquid deposits and thus, are best suited for businessmen and companies. As these accounts are not meant for investments and savings, there is no imposed limit on the number or amount of transactions that can be made on any given day. Current account holders are not paid any interest on the amounts held in their accounts. They are charged for certain services offered on such accounts.

#### **Savings Accounts**

Savings accounts are meant to promote savings, and are therefore the number one choice for salaried individuals, pensioners and students. While there is no restriction on the number and amount of deposits made, there are usually restrictions on the number and amount of withdrawals. Savings account holders are paid interest on their savings.

#### **Recurring Deposit Accounts**

Recurring Deposit accounts, also called RD accounts, are the accounts of choice for those who want to save an amount every month, but are unable to invest a large sum at one time. Such account holders deposit a small, fixed amount every month for a pre-determined period (minimum 6 months). Defaulting on a monthly payment results in the account holder being charged a penalty amount. The total amount is repaid with interest at the end of the specified period.

#### **Fixed Deposit Accounts**

Fixed Deposit accounts, also called FD accounts, are ideal for those who wish to deposit their savings for a long term in return for a high rate of interest. The rate of interest offered depends on the amount deposited and the time period, and also differs from bank to bank. In the case of an FD, a certain amount of money is deposited by the account holder for a fixed period of time. The money can be withdrawn when the period expires. If necessary, the depositor can break the fixed deposit prematurely. However, this usually attracts a penalty amount which also differs from bank to bank.

## Opening a Bank Account



Opening a bank account is quite a simple process. Take a look at the steps to open an account of your own:

#### Step 1: Fill in the Account Opening Form

This form requires you to provide the following information:

- Personal details (name, address, phone number, date of birth, gender, occupation, address)
- Method of receiving your account statement (hard copy/email)
- Details of your initial deposit (cash/cheque)
- Manner of operating your account (online/mobile banking/traditional via cheque, slip books)

Ensure that you sign wherever required on the form.

#### Step 2: Affix your Photograph

Stick a recent photograph of yourself in the allotted space on the form.

#### Step 3: Provide your Know Your Customer (KYC) Details

KYC is a process that helps banks verify the identity and address of their customers. To open an account, every individual needs to submit certain approved documents with respect to photo identity (ID) and address proof. Some Officially Valid Documents (OVDs) are:

- Passport
- Driving License
- Voters' Identity Card
- PAN Card
- UIDAI (Aadhaar) Card

#### **Step 4: Submit All your Documents**

Submit the completed Account Opening Form and KYC documents. Then wait until the forms are processed and your account has been opened!



- Select the right type of account.
- Fill in complete nomination details.
- Ask about fees.
- Understand the rules.
- Check for online banking it's convenient!
- Keep an eye on your bank balance.

## 6.3.3 Costs: Fixed vs Variable: What are Fixed and Variable Costs

Fixed costs and variable costs together make up a company's total cost. These are the two types of costs that companies have to bear when producing goods and services.

A fixed cost does not change with the volume of goods or services a company produces. It always remains the same.

A variable cost, on the other hand, increases and decreases depending on the volume of goods and services produced. In other words, it varies with the amount produced.

#### **Differences Between Fixed and Variable Costs**

Let's take a look at some of the main differences between fixed and variable costs:

Criteria	Fixed Costs	Variable Costs	
Meaning	A cost that stays the same, regardless of the output produced.	A cost that changes when the output changes.	
Nature	Time related.	Volume related.	
Incurred	Incurred irrespective of units being produced.	Incurred only when units are produced.	
Unit cost Inversely proportional to the number of units produced.		Remains the same, per unit.	
Examples Depreciation, rent, salary, insurance, tax etc.		Material consumed, wages, commission on sales, packing expenses, etc.	

## Tips



• When trying to determine whether a cost is fixed or variable, simply ask the following question: Will the particular cost change if the company stopped its production activities? If the answer is no, then it is a fixed cost. If the answer is yes, then it is probably a variable cost.

## 6.3.4 Investment, Insurance and Taxes: Investment

Investment means that money is spent today with the aim of reaping financial gains at a future time. The main types of investment options are as follows:

- Bonds: Bonds are instruments used by public and private companies to raise large sums of money – too large to be borrowed from a bank. These bonds are then issued in the public market and are bought by lenders.
- **Stocks:** Stocks or equity are shares that are issued by companies and are bought by the general public.
- Small Savings Schemes: Small Savings Schemes are tools meant to save money in small amounts. Some popular schemes are the Employees Provident Fund, Sukanya Samriddhi Scheme and National Pension Scheme.
- **Mutual Funds:** Mutual Funds are professionally managed financial instruments that invest money in different securities on behalf of investors.
- **Fixed Deposits:** A fixed amount of money is kept aside with a financial institution for a fixed amount of time in return for interest on the money.
- **Real Estate:** Loans are taken from banks to purchase real estate, which is then leased or sold with the aim of making a profit on the appreciated property price.
- Hedge Funds: Hedge funds invest in both financial derivatives and/or publicly traded securities.
- **Private Equity:** Private Equity is trading in the shares of an operating company that is not publicly listed and whose shares are not available on the stock market.
- **Venture Capital:** Venture Capital involves investing substantial capital in a budding company in return for stocks in that company.

#### Insurance -

There are two types of insurance – Life Insurance and Non-Life or General Insurance.

#### Life Insurance

Life Insurance deals with all insurance covering human life.

#### **Life Insurance Products**

The main life insurance products are:

- **Term Insurance:** This is the simplest and cheapest form of insurance. It offers financial protection for a specified tenure, say 15 to 20 years. In the case of your death, your family is paid the sum assured. In the case of your surviving the term, the insurer pays nothing.
- **Endowment Policy:** This offers the dual benefit of insurance and investment. Part of the premium is allocated towards the sum assured, while the remaining premium gets invested in equity and debt. It pays a lump sum amount after the specified duration or on the death of the policyholder, whichever is earlier.
- Unit-Linked Insurance Plan (ULIP): Here part of the premium is spent on the life cover, while the remaining amount is invested in equity and debt. It helps develop a regular saving habit.

- Money Back Life Insurance: While the policyholder is alive, periodic payments of the partial survival benefits are made during the policy tenure. On the death of the insured, the insurance company pays the full sum assured along with survival benefits.
- Whole Life Insurance: It offers the dual benefit of insurance and investment. It offers insurance cover for the whole life of the person or up to 100 years whichever is earlier.

#### **General Insurance**

General Insurance deals with all insurance covering assets like animals, agricultural crops, goods, factories, cars and so on.

#### **General Insurance Products**

The main general insurance products are:

- **Motor Insurance:** This can be divided into Four Wheeler Insurance and Two Wheeler Insurance.
- **Health Insurance:** The main types of health insurance are individual health insurance, family floater health insurance, comprehensive health insurance and critical illness insurance.
- **Travel Insurance:** This can be categorised into Individual Travel Policy, Family Travel Policy, Student Travel Insurance and Senior Citizen Health Insurance.
- **Home Insurance:** This protects the house and its contents from risk.
- Marine Insurance: This insurance covers goods, freight, cargo etc. against loss or damage during transit by rail, road, sea and/or air.

#### Taxes

There are two types of taxes – Direct Taxes and Indirect Taxes.

#### **Direct Tax**

Direct taxes are levied directly on an entity or a person and are non-transferrable.

Some examples of Direct Taxes are:

- **Income Tax:** This tax is levied on your earning in a financial year. It is applicable to both, individuals and companies.
- Capital Gains Tax: This tax is payable whenever you receive a sizable amount of money. It is usually of two types short term capital gains from investments held for less than 36 months and long term capital gains from investments held for longer than 36 months.
- **Securities Transaction Tax: T**his tax is added to the price of a share. It is levied every time you buy or sell shares.
- **Perquisite Tax:** This tax is levied is on perks that have been acquired by a company or used by an employee.
- **Corporate Tax:** Corporate tax is paid by companies from the revenue they earn.

#### **Indirect Tax**

Indirect taxes are levied on goods or services.

Some examples of Indirect Taxes are:

- Sales Tax: Sales Tax is levied on the sale of a product.
- **Service Tax:** Service Tax is added to services provided in India.
- Value Added Tax: Value Added Tax is levied at the discretion of the state government. The tax is levied on goods sold in the state. The tax amount is decided by the state.
- **Customs Duty & Octroi:** Customs Duty is a charge that is applied on purchases that are imported from another country. Octroi is levied on goods that cross state borders within India.
- Excise Duty: Excise Duty is levied on all goods manufactured or produced in India.



- Think about how quickly you need your money back and pick an investment option accordingly.
- Ensure that you are buying the right type of insurance policy for yourself.
- Remember, not paying taxes can result in penalties ranging from fines to imprisonment.

## 6.3.5 Online Banking, NEFT, RTGS etc.: What is Online Banking

Internet or online banking allows account holders to access their account from a laptop at any location. In this way, instructions can be issued. To access an account, account holders simply need to use their unique customer ID number and password.

Internet banking can be used to:

- Find out an account balance
- Transfer amounts from one account to another
- Arrange for the issuance of cheques
- Instruct payments to be made
- Request for a cheque book
- Request for a statement of accounts
- Make a fixed deposit

#### **Electronic Funds Transfers**

Electronic funds transfer is a convenient way of transferring money from the comfort of one's own home, using integrated banking tools like internet and mobile banking.

Transferring funds via an electronic gateway is extremely convenient. With the help of online banking, you can choose to:

- Transfer funds into your own accounts of the same bank.
- Transfer funds into different accounts of the same bank.
- Transfer funds into accounts in different banks, using NEFT.
- Transfer funds into other bank accounts using RTGS.
- Transfer funds into various accounts using IMPS.

#### **NEFT** -

NEFT stands for National Electronic Funds Transfer. This money transfer system allows you to electronically transfer funds from your respective bank accounts to any other account, either in the same bank or belonging to any other bank. NEFT can be used by individuals, firms and corporate organizations to transfer funds between accounts.

In order to transfer funds via NEFT, two things are required:

- A transferring bank
- A destination bank

Before you can transfer funds through NEFT, you will need to register the beneficiary who will be receiving the funds. In order to complete this registration, you will require the following information:

- Recipient's name
- Recipient's account number
- Recipient's bank's name
- Recipient's bank's IFSC code

#### **RTGS**

RTGS stands for Real Time Gross Settlement. This is a real time funds transfer system which enables you to transfer funds from one bank to another, in real time or on a gross basis. The transferred amount is immediately deducted from the account of one bank, and instantly credited to the other bank's account. The RTGS payment gateway is maintained by the Reserve Bank of India. The transactions between banks are made electronically.

RTGS can be used by individuals, companies and firms to transfer large sums of money. Before remitting funds through RTGS, you will need to add the beneficiary and his bank account details via your online banking account. In order to complete this registration, you will require the following information:

- Name of the beneficiary
- Beneficiary's bank address
- Beneficiary's account number
- Beneficiary's bank's IFSC code

#### IMPS -

IMPS stands for Immediate Payment Service. This is a real-time, inter-bank, electronic funds transfer system used to transfer money instantly within banks across India. IMPS enables users to make instant electronic transfer payments using mobile phones through both, Mobile Banking and SMS. It can also be used through ATMs and online banking. IMPS is available 24 hours a day and 7 days a week. The system features a secure transfer gateway and immediately confirms orders that have been fulfilled.

To transfer money through IMPS, the you need to:

- Register for IMPS with your bank
- Receive a Mobile Money Identifier (MMID) from the bank
- Receive a MPIN from the bank

Once you have both these, you can login or make a request through SMS to transfer a particular amount to a beneficiary.

For the beneficiary to receive the transferred money, he must:

- 1. Link his mobile number with his respective account
- 2. Receive the MMID from the bank

In order to initiate a money transfer through IMPS, you will need to enter the following information:

- 1. The beneficiary's mobile number
- 2. The beneficiary's MMID

3. The transfer amount

4. Your MPIN

As soon as money has been deducted from your account and credited into the beneficiary's account, you will be sent a confirmation SMS with a transaction reference number, for future reference.

## **Differences Between NEFT, RTGS & IMPS**

Criteria	NEFT	RTGS	IMPS	
Settlement	Done in batches	Real-time	Real-time	
Full form	National Electronic Fund Transfer	Real Time Gross Settlement	Immediate Payment Service	
Timings on Monday – Friday	8:00 am – 6:30 pm	9:00 am – 4:30 pm	24x7	
Timings on Saturday	8:00 am – 1:00 pm	9:00 am – 1:30 pm	24x7	
Minimum amount of money transfer limit	₹1	₹2 lacs	₹1	
Maximum amount of money transfer limit	₹10 lacs	₹10 lacs per day	₹2 lacs	
Maximum charges as per RBI	Upto 10,000 – ₹2.5 above 10,000 – 1 lac – ₹5 above 1 – 2 lacs – ₹15 above 2 – 5 lacs – ₹25 above 5 – 10 l acs –	above 2 – 5 lacs – ₹25 above 5 – 10 lacs – ₹50	Upto 10,000 – ₹5 above 10,000 – 1 lac – ₹5 above 1 – 2 lacs – ₹15	



- Never click on any links in any e-mail message to access your online banking website.
- You will never be asked for your credit or debit card details while using online banking.
- Change your online banking password regularly.

## UNIT 6.4: Preparing for Employment & Self Employment

## **Unit Objectives**



#### At the end of this unit, you will be able to:

- 1. Discuss the steps to prepare for an interview
- 2. Discuss the steps to create an effective Resume
- 3. Discuss the most frequently asked interview questions
- 4. Discuss how to answer the most frequently asked interview questions
- 5. Discuss basic workplace terminology

## 6.4.1 Interview Preparation: How to Prepare for an Interview

The success of your getting the job that you want depends largely on how well your interview for that job goes. Therefore, before you go in for your interview, it is important that you prepare for it with a fair amount of research and planning. Take a look at the steps to follow in order to be well prepared for an interview:

- 1. Research the organization that you are having the interview with.
  - Studying the company beforehand will help you be more prepared at the time of the
    interview. Your knowledge of the organization will help you answer questions at the
    time of the interview, and will leave you looking and feeling more confident. This is sure
    to make you stand out from other, not as well informed, candidates.
  - Look for background information on the company. Ty and find an overview of the company and its industry profile.
  - Visit the company website to get a good idea of what the company does. A company
    website offers a wealth of important information. Read and understand the company's
    mission statement. Pay attention to the company's products/services and client list. Read
    through any press releases to get an idea of the company's projected growth and stability.
  - Note down any questions that you have after your research has been completed.
- 2. Think about whether your skills and qualifications match the job requirements.
  - Carefully read through and analyze the job description.
  - Make a note of the knowledge, skills and abilities required to fulfill the job requirements.
  - Take a look at the organization hierarchy. Figure out where the position you are applying for fits into this hierarchy.
- 3. Go through the most typical interview questions asked, and prepare your responses.
  - Remember, in most interviews a mix of resume-based, behavioral and case study questions are asked.
  - Think about the kind of answers you would like to provide to typical questions asked in these three areas.
  - Practice these answers until you can express them confidently and clearly.

#### 4. Plan your attire for the interview.

- It is always safest to opt for formal business attire, unless expressly informed to dress in business casual (in which case you should use your best judgement).
- Ensure that your clothes are clean and well-ironed. Pick neutral colours nothing too bright or flashy.
- The shoes you wear should match your clothes, and should be clean and suitable for an interview.
- Remember, your aim is to leave everyone you meet with the impression that you are a professional and highly efficient person.

#### 5. Ensure that you have packed everything that you may require during the interview.

- Carry a few copies of your resume. Use a good quality paper for your resume print outs.
- Always take along a notepad and a pen.
- Take along any information you may need to refer to, in order to fill out an application form.
- Carry a few samples of your work, if relevant.

#### 6. Remember the importance of non-verbal communication.

- Practice projecting confidence. Remind yourself to smile and make eye contact. Practice giving a firm handshake.
- Keep in mind the importance of posture. Practice sitting up straight. Train yourself to stop nervous gestures like fidgeting and foot-tapping.
- Practice keeping your reactions in check. Remember, your facial expressions provide a good insight into your true feelings. Practice projecting a positive image.

#### 7. Make a list of questions to end the interview with.

- Most interviews will end with the interviewer(s) asking if you have any questions. This
  is your chance to show that you have done your research and are interested in learning
  more about the company.
- If the interviewer does not ask you this question, you can inform him/her that you have some queries that you would like to discuss. This is the time for you to refer to the notes you made while studying the company.
- Some good questions to ask at this point are:
  - o What do you consider the most important criteria for success in this job?
  - o How will my performance be evaluated?
  - o What are the opportunities for advancement?
  - o What are the next steps in the hiring process?
- Remember, never ask for information that is easily available on the company website.



- Ask insightful and probing questions.
- When communicating, use effective forms of body language like smiling, making eye contact, and actively listening and nodding. Don't slouch, play with nearby items, fidget, chew gum, or mumble.

## 6.4.2 Preparing an Effective Resume: How to Create an Effective Resume

A resume is a formal document that lists a candidate's work experience, education and skills. A good resume gives a potential employer enough information to believe the applicant is worth interviewing. That's why it is so important to create a resume that is effective. Take a look at the steps to create an effective resume:

#### **Step 1: Write the Address Section**

The Address section occupies the top of your resume. It includes information like your name, address, phone number and e-mail address. Insert a bold line under the section to separate it from rest of your resume.

#### Example:

Khyati Mehta

Breach Candy, Mumbai – India Contact No: +91 2223678270 Email: khyati.mehta@gmail.com

#### Step 2: Add the Profile Summary Section

This part of your resume should list your overall experiences, achievements, awards, certifications and strengths. You can make your summary as short as 2-3 bullet points or as long as 8-10 bullet points.

#### **Example:**

#### **Profile Summary**

- A Floor Supervisor graduated from University of Delhi having 6 years of experience in managing a retail outlet.
- Core expertise lies in managing retail staff, including cashiers and people working on the floor.

#### **Step 3: Include Your Educational Qualifications**

When listing your academic records, first list your highest degree. Then add the second highest qualification under the highest one and so on. To provide a clear and accurate picture of your educational background, it is critical that include information on your position, rank, percentage or CPI for every degree or certification that you have listed.

If you have done any certifications and trainings, you can add a Trainings & Certifications section under your Educational Qualifications section.

#### **Example:**

#### **Educational Qualifications**

• <Enter qualification> <enter date of qualification> from <enter name of institute> with <enter percentage or any other relevant scoring system>.

#### **Step 4: List Your Technical Skills**

When listing your technical skills, start with the skills that you are most confident about. Then add the skills that you do not have as good a command over. It is perfectly acceptable to include just one skill, if you feel that particular skill adds tremendous value to your résumé. If you do not have any technical skills, you can omit this step.

#### **Example:**

#### **Technical Skills**

<Enter your technical skill here, if applicable>

#### **Step 5: Insert Your Academic Project Experience**

List down all the important projects that you have worked on. Include the following information in this section:

- Project title
- Organization
- Platform used

- Contribution
- Description

#### **Example:**

#### **Academic Projects**

Project Title: <Insert project title>

Organization: < Insert the name of the organization for whom you did the project>

Platform used: <Insert the platform used, if any>

**Contribution**: <*Insert your contribution towards this project>* **Description**: <*Insert a description of the project in one line>* 

#### **Step 6: List Your Strengths**

This is where you list all your major strengths. This section should be in the form of a bulleted list.

#### **Example:**

#### Strengths

- Excellent oral, written and presentation skills
- Action-oriented and result-focused
- Great time management skills

#### **Step 7: List Your Extracurricular Activities**

It is very important to show that you have diverse interests and that your life consists of more than academics. Including your extracurricular activities can give you an added edge over other candidates who have similar academic scores and project experiences. This section should be in the form of a bulleted list.

#### **Example:**

#### **Extracurricular Activities**

< Insert your extracurricular activity here. E.g.: Member of \_\_\_\_\_\_\_, played (name of sport) at \_\_\_\_\_\_ level, won (name of prize/award) for \_\_\_\_\_\_\_ >

#### **Step 8: Write Your Personal Details**

The last section of your résumé must include the following personal information:

Date of birth

Gender & marital status

Nationality

• Languages known

#### **Example:**

#### **Personal Details**

Date of birth: 25<sup>th</sup> May, 1981
 Gender & marital status: Female, Single

• Nationality: Indian

• Languages known: English, Hindi, Tamil, French



- Keep your resume file name short, simple and informational.
- Make sure the resume is neat and free from typing errors.
- Always create your resume on plain white paper.

### **6.4.3 Interview FAQs**



Take a look at some of the most frequently asked interview questions, and some helpful tips on how to answer them.

#### Q1. Can you tell me a little about yourself?

#### Tips to answer:

- Don't provide your full employment or personal history.
- Offer 2-3 specific experiences that you feel are most valuable and relevant.
- Conclude with how those experiences have made you perfect for this specific role.

#### Q2. How did you hear about the position?

#### Tips to answer:

- Tell the interviewer how you heard about the job whether it was through a friend (name the friend), event or article (name them) or a job portal (say which one).
- Explain what excites you about the position and what in particular caught your eye about this role.

#### Q3. What do you know about the company?

#### Tips to answer:

- Don't recite the company's About Us page.
- Show that you understand and care about the company's goals.
- Explain why you believe in the company's mission and values.

#### Q4. Why do you want this job?

#### Tips to answer:

- Show that you are passionate about the job.
- Identify why the role is a great fit for you.
- Explain why you love the company.

#### Q5. Why should we hire you?

#### Tips to answer:

- Prove through your words that you can not only do the work, but can definitely deliver excellent results.
- Explain why you would be a great fit with the team and work culture.
- Explain why you should be chosen over any other candidate.

#### Q6. What are your greatest professional strengths?

#### Tips to answer:

- Be honest share some of your real strengths, rather than give answers that you think sound good.
- Offer examples of specific strengths that are relevant to the position you are applying for.
- Provide examples of how you've demonstrated these strengths.

#### Q7. What do you consider to be your weaknesses?

#### Tips to answer:

- The purpose of this question is to gauge your self-awareness and honesty.
- Give an example of a trait that you struggle with, but that you're working on to improve.

#### Q8. What are your salary requirements?

#### Tips to answer:

- Do your research beforehand and find out the typical salary range for the job you are applying for.
- Figure out where you lie on the pay scale based on your experience, education, and skills.
- Be flexible. Tell the interviewer that you know your skills are valuable, but that you want the job and are willing to negotiate.

#### Q9. What do you like to do outside of work?

#### Tips to answer:

- The purpose of this question is to see if you will fit in with the company culture.
- Be honest open up and share activities and hobbies that interest and excite you.

#### Q10. If you were an animal, which one would you want to be?

#### Tips to answer:

- The purpose of this question is to see if you are able to think on your feet.
- There's no wrong answer but to make a great impression try to bring out your strengths or personality traits through your answer.

#### Q11: What do you think we could do better or differently?

#### Tips to answer:

- The purpose of this question is to see if you have done your research on the company, and to test whether you can think critically and come up with new ideas.
- Suggest new ideas. Show how your interests and expertise would help you execute these ideas.

#### Q12: Do you have any questions for us?

#### Tips to answer:

- Do not ask questions to which the answers can be easily found on the company website or through a quick online search.
- Ask intelligent questions that show your ability to think critically.



- Be honest and confident while answering.
- Use examples of your past experiences wherever possible to make your answers more impactful.

## 6.4.4 Work Readiness – Terms & Terminologies: Basic Workplace Terminology

Every employee should be well versed in the following terms:

- Annual leave: Paid vacation leave given by employers to employees.
- **Background Check:** A method used by employers to verify the accuracy of the information provided by potential candidates.
- **Benefits:** A part of an employee's compensation package.
- **Breaks:** Short periods of rest taken by employees during working hours.
- **Compensation Package:** The combination of salary and benefits that an employer provides to his/her employees.
- Compensatory Time (Comp Time): Time off in lieu of pay.
- **Contract Employee:** An employee who works for one organization that sells said employee's services to another company, either on a project or time basis.
- **Contract of Employment:** When an employee is offered work in exchange for wages or salary, and accepts the offer made by the employer, a contract of employment exists.
- **Corporate Culture:** The beliefs and values shared by all the members of a company, and imparted from one generation of employees to another.
- **Counter Offer/Counter Proposal:** A negotiation technique used by potential candidates to increase the amount of salary offered by a company.
- **Cover Letter:** A letter that accompanies a candidate's resume. It emphasizes the important points in the candidate's resume and provides real examples that prove the candidate's ability to perform the expected job role.
- **Curriculum Vitae (CV)/Resume:** A summary of a candidate's achievements, educational background, work experience, skills and strengths.
- **Declining Letter:** A letter sent by an employee to an employer, turning down the job offer made by the employer to the employee.
- **Deductions:** Amounts subtracted from an employee's pay and listed on the employee's pay slip.
- **Discrimination:** The act of treating one person not as favourably as another person.
- **Employee:** A person who works for another person in exchange for payment.
- **Employee Training:** A workshop or in-house training that an employee is asked to attend by his or her superior, for the benefit of the employer.
- **Employment Gaps:** Periods of unemployed time between jobs.
- **Fixed-Term Contract:** A contract of employment which gets terminated on an agreed-upon date.
- **Follow-Up:** The act of contacting a potential employer after a candidate has submitted his or her resume.
- Freelancer/Consultant/Independent Contractor: A person who works for him or herself and pitches for temporary jobs and projects with different employers.
- **Holiday**: Paid time-off from work.
- **Hourly Rate**: The amount of salary or wages paid for 60 minutes of work.

- **Internship**: A job opportunity offered by an employer to a potential employee, called an intern, to work at the employer's company for a fixed, limited time period.
- **Interview**: A conversation between a potential employee and a representative of an employer, in order to determine if the potential employee should be hired.
- **Job Application**: A form which asks for a candidate's information like the candidate's name, address, contact details and work experience. The purpose of a candidate submitting a job application, is to show that candidate's interest in working for a particular company.
- **Job Offer**: An offer of employment made by an employer to a potential employee.
- **Job Search Agent**: A program that enables candidates to search for employment opportunities by selecting criteria listed in the program, for job vacancies.
- Lay Off: A lay off occurs when an employee is temporarily let go from his or her job, due to the employer not having any work for that employee.
- **Leave**: Formal permission given to an employee, by his or her employer, to take a leave of absence from work.
- **Letter of Acceptance**: A letter given by an employer to an employee, confirming the offer of employment made by the employer, as well as the conditions of the offer.
- Letter of Agreement: A letter that outlines the terms of employment.
- **Letter of Recommendation**: A letter written for the purpose of validating the work skills of a person.
- **Maternity Leave**: Leave taken from work by women who are pregnant, or who have just given birth.
- **Mentor**: A person who is employed at a higher level than you, who offers you advice and guides you in your career.
- Minimum wage: The minimum wage amount paid on an hourly basis.
- **Notice**: An announcement made by an employee or an employer, stating that the employment contract will end on a particular date.
- Offer of Employment: An offer made by an employer to a prospective employee that contains important information pertaining to the job being offered, like the starting date, salary, working conditions etc.
- **Open-Ended Contract**: A contract of employment that continues till the employer or employee terminates it.
- **Overqualified**: A person who is not suited for a particular job because he or she has too many years of work experience, or a level of education that is much higher than required for the job, or is currently or was previously too highly paid.
- **Part-Time Worker**: An employee who works for fewer hours than the standard number of hours normally worked.
- Paternity Leave: Leave granted to a man who has recently become a father.
- **Recruiters/Headhunters/Executive Search Firms**: Professionals who are paid by employers to search for people to fill particular positions.
- **Resigning/Resignations**: When an employee formally informs his or her employer that he or she is quitting his or her job.
- **Self-Employed**: A person who has his or her own business and does not work in the capacity of an employee.
- **Time Sheet**: A form that is submitted to an employer, by an employee, that contains the number of hours worked every day by the employee.

## **UNIT 6.5: Understanding Entrepreneurship**

## **Unit Objectives**



- 1. Discuss the concept of entrepreneurship
- 2. Discuss the importance of entrepreneurship
- 3. Describe the characteristics of an entrepreneur
- 4. Describe the different types of enterprises
- 5. List the qualities of an effective leader
- 6. Discuss the benefits of effective leadership
- 7. List the traits of an effective team
- 8. Discuss the importance of listening effectively
- 9. Discuss how to listen effectively
- 10. Discuss the importance of speaking effectively
- 11. Discuss how to speak effectively
- 12. Discuss how to solve problems
- 13. List important problem solving traits
- 14. Discuss ways to assess problem solving skills
- 15. Discuss the importance of negotiation
- 16. Discuss how to negotiate
- 17. Discuss how to identify new business opportunities
- 18. Discuss how to identify business opportunities within your business
- 19. Explain the meaning of entrepreneur
- 20. Describe the different types of entrepreneurs
- 21. List the characteristics of entrepreneurs
- 22. Recall entrepreneur success stories
- 23. Discuss the entrepreneurial process
- 24. Describe the entrepreneurship ecosystem
- 25. Discuss the purpose of the Make in India campaign
- 26. Discuss key schemes to promote entrepreneurs
- 27. Discuss the relationship between entrepreneurship and risk appetite
- 28. Discuss the relationship between entrepreneurship and resilience
- 29. Describe the characteristics of a resilient entrepreneur
- 30. Discuss how to deal with failure

# 6.5.1 Concept Introduction, (Characteristic of an Entrepreneur, types of firms / types of enterprises): Entrepreneurs and Entrepreneurship

Anyone who is determined to start a business, no matter what the risk, is an entrepreneur. Entrepreneurs run their own start-up, take responsibility for the financial risks and use creativity, innovation and vast reserves of self-motivation to achieve success. They dream big and are determined to do whatever it takes to turn their idea into a viable offering. The aim of an entrepreneur is to create an enterprise. The process of creating this enterprise is known as entrepreneurship.

## **Importance of Entrepreneurship**

Entrepreneurship is very important for the following reasons:

- 1. It results in the creation of new organizations
- 2. It brings creativity into the marketplace
- 3. It leads to improved standards of living
- 4. It helps develop the economy of a country

## **Characteristics of Entrepreneurs**

All successful entrepreneurs have certain characteristics in common.

They are all:

- Extremely passionate about their work
- Confident in themselves
- Disciplined and dedicated
- Motivated and driven
- Highly creative
- Visionaries
- · Open-minded
- Decisive

Entrepreneurs also have a tendency to:

- Have a high risk tolerance
- Thoroughly plan everything
- Manage their money wisely
- Make their customers their priority
- Understand their offering and their market in detail
- Ask for advice from experts when required
- Know when to cut their losses

### **Examples of Famous Entrepreneurs**

Some famous entrepreneurs are:

- Dhirubhai Ambani (Reliance)
- Dr. Karsanbhai Patel (Nirma)
- Azim Premji (Wipro)
- Anil Agarwal (Vedanta Resources)

## **Types of Enterprises**

As an entrepreneur in India, you can own and run any of the following types of enterprises:

#### **Sole Proprietorship**

In a sole proprietorship, a single individual owns, manages and controls the enterprise. This type of business is the easiest to form with respect to legal formalities. The business and the owner have no separate legal existence. All profit belongs to the proprietor, as do all the losses - the liability of the entrepreneur is unlimited.

#### **Partnership**

A partnership firm is formed by two or more people. The owners of the enterprise are called partners. A partnership deed must be signed by all the partners. The firm and its partners have no separate legal existence. The profits are shared by the partners. With respect to losses, the liability of the partners is unlimited. A firm has a limited life span and must be dissolved when any one of the partners dies, retires, claims bankruptcy or goes insane.

#### **Limited Liability Partnership (LLP)**

In a Limited Liability Partnership or LLP, the partners of the firm enjoy perpetual existence as well as the advantage of limited liability. Each partner's liability is limited to their agreed contribution to the LLP. The partnership and its partners have a separate legal existence.



- Learn from others' failures.
- Be certain that this is what you want.
- Search for a problem to solve, rather than look for a problem to attach to your idea.

## 6.5.2 Leadership & Teamwork: Leadership and Leaders

Leadership means setting an example for others to follow. Setting a good example means not asking someone to do something that you wouldn't willingly want to do yourself. Leadership is about figuring out what to do in order to win as a team, and as a company.

Leaders believe in doing the right things. They also believe in helping others to do the right things. An effective leader is someone who:

- Creates an inspiring vision of the future.
- Motivates and inspires his team to pursue that vision.

## **Leadership Qualities That All Entrepreneurs Need**

Building a successful enterprise is only possible if the entrepreneur in charge possesses excellent leadership qualities. Some critical leadership skills that every entrepreneur must have are:

- 1. **Pragmatism**: This means having the ability to highlight all obstacles and challenges, in order to resolve issues and reduce risks.
- 2. **Humility**: This means admitting to mistakes often and early, and being quick to take responsibility for your actions. Mistakes should be viewed as challenges to overcome, not opportunities to point blame.
- 3. **Flexibility**: It is critical for a good leader to be very flexible and quickly adapt to change. It is equally critical to know when to adapt and when not to.
- 4. **Authenticity**: This means showing both, your strengths and your weaknesses. It means being human and showing others that you are human.
- 5. **Reinvention**: This means refreshing or changing your leadership style when necessary. To do this, it's important to learn where your leadership gaps lie and find out what resources are required to close them.
- 6. **Awareness**: This means taking the time to recognize how others view you. It means understanding how your presence affects those around you.

## **Benefits of Effective Leadership**

Effective leadership results in numerous benefits. Great leadership leads to the leader successfully:

- Gaining the loyalty and commitment of the team members
- Motivating the team to work towards achieving the company's goals and objectives
- Building morale and instilling confidence in the team members
- Fostering mutual understanding and team-spirit among team members
- Convincing team members about the need to change when a situation requires adaptability

#### **Teamwork and Teams**

Teamwork occurs when the people in a workplace combine their individual skills to pursue a common goal. Effective teams are made up of individuals who work together to achieve this common goal. A great team is one who holds themselves accountable for the end result.

## **Importance of Teamwork in Entrepreneurial Success**

For an entrepreneurial leader, building an effective team is critical to the success of a venture. An entrepreneur must ensure that the team he builds possesses certain crucial qualities, traits and characteristics. An effective team is one which has:

- 1. **Unity of purpose:** All the team members should clearly understand and be equally committed to the purpose, vision and goals of the team.
- 2. **Great communication skills:** Team members should have the ability to express their concerns, ask questions and use diagrams, and charts to convey complex information.
- 3. **The ability to collaborate:** Every member should feel entitled to provide regular feedback on new ideas.
- 4. **Initiative:** The team should consist of proactive individuals. The members should have the enthusiasm to come up with new ideas, improve existing ideas, and conduct their own research.
- 5. **Visionary members:** The team should have the ability to anticipate problems and act on these potential problem before they turn into real problems.
- 6. **Great adaptability skills:** The team must believe that change is a positive force. Change should be seen as the chance to improve and try new things.
- 7. **Excellent organizational skills:** The team should have the ability to develop standard work processes, balance responsibilities, properly plan projects, and set in place methods to measure progress and ROI.



- Don't get too attached to your original idea. Allow it to evolve and change.
- Be aware of your weaknesses and build a team that will complement your shortfalls.
- Hiring the right people is not enough. You need to promote or incentivize your most talented people to keep them motivated.
- Earn your team's respect.

## 6.5.3 Communication Skills: Listening & Speaking: The Importance of Listening Effectively

Listening is the ability to correctly receive and understand messages during the process of communication. Listening is critical for effective communication. Without effective listening skills, messages can easily be misunderstood. This results in a communication breakdown and can lead to the sender and the receiver of the message becoming frustrated or irritated.

It's very important to note that listening is not the same as hearing. Hearing just refers to sounds that you hear. Listening is a whole lot more than that. To listen, one requires focus. It means not only paying attention to the story, but also focusing on how the story is relayed, the way language and voice is used, and even how the speaker uses their body language. The ability to listen depends on how effectively one can perceive and understand both, verbal and non-verbal cues.

## **How to Listen Effectively**

To listen effectively you should:

- Stop talking
- Stop interrupting
- Focus completely on what is being said
- · Nod and use encouraging words and gestures
- Be open-minded
- Think about the speaker's perspective
- Be very, very patient
- Pay attention to the tone that is being used
- Pay attention to the speaker's gestures, facial expressions and eye movements
- Not try and rush the person
- Not let the speaker's mannerisms or habits irritate or distract you

## **How to Listen Effectively**

How successfully a message gets conveyed depends entirely on how effectively you are able to get it through. An effective speaker is one who enunciates properly, pronounces words correctly, chooses the right words and speaks at a pace that is easily understandable. Besides this, the words spoken out loud need to match the gestures, tone and body language used.

What you say, and the tone in which you say it, results in numerous perceptions being formed. A person who speaks hesitantly may be perceived as having low self-esteem or lacking in knowledge of the discussed topic. Those with a quiet voice may very well be labelled as shy. And those who speak in commanding tones with high levels of clarity, are usually considered to be extremely confident. This makes speaking a very critical communication skill.

#### **How to Speak Effectively**

To speak effectively you should:

- Incorporate body language in your speech like eye contact, smiling, nodding, gesturing etc.
- Build a draft of your speech before actually making your speech.
- Ensure that all your emotions and feelings are under control.
- Pronounce your words distinctly with the correct pitch and intensity. Your speech should be crystal clear at all times.
- Use a pleasant and natural tone when speaking. Your audience should not feel like you are putting on an accent or being unnatural in any way.
- Use precise and specific words to drive your message home. Ambiguity should be avoided at all costs.
- Ensure that your speech has a logical flow.
- Be brief. Don't add any unnecessary information.
- Make a conscious effort to avoid irritating mannerisms like fidgeting, twitching etc.
- Choose your words carefully and use simple words that the majority of the audience will have no difficulty understanding.
- Use visual aids like slides or a whiteboard.
- Speak slowly so that your audience can easily understand what you're saying. However, be
  careful not to speak too slowly because this can come across as stiff, unprepared or even
  condescending.
- Remember to pause at the right moments.



- If you're finding it difficult to focus on what someone is saying, try repeating their words in your head.
- Always maintain eye contact with the person that you are communicating with, when speaking as well as listening. This conveys and also encourages interest in the conversation.

### 6.5.4 Problem Solving & Negotiation Skills: What is a Problem

As per The Concise Oxford Dictionary (1995), a problem is, "A doubtful or difficult matter requiring a solution"

All problems contain two elements:

Goals
 Obstacles

The aim of problem solving is to recognize the obstacles and remove them in order to achieve the goals.

#### **How to Solve Problems**



Solving a problem requires a level of rational thinking. Here are some logical steps to follow when faced with an issue:

Step 1: Identify the problemStep 2: Study the problem in detailStep 3: List all possible solutionsStep 4: Select the best solution

Step 5: Implement the chosen solution Step 6: Check that the problem has really been solved

#### **Important Traits for Problem Solving**

Highly developed problem solving skills are critical for both, business owners and their employees. The following personality traits play a big role in how effectively problems are solved:

Being open minded

Asking the right questions

Being proactive

- Not panicking
- Having a positive attitude
- Focusing on the right problem

#### **How to Assess for Problem Solving Skills**

As an entrepreneur, it would be a good idea to assess the level of problem solving skills of potential candidates before hiring them. Some ways to assess this skill are through:

- 1. **Application forms**: Ask for proof of the candidate's problem solving skills in the application form.
- 2. **Psychometric tests**: Give potential candidates logical reasoning and critical thinking tests and see how they fare.
- 3. **Interviews**: Create hypothetical problematic situations or raise ethical questions and see how the candidates respond.
- 4. **Technical questions**: Give candidates examples of real life problems and evaluate their thought process.

#### What is Negotiation

Negotiation is a method used to settle differences. The aim of negotiation is to resolve differences through a compromise or agreement while avoiding disputes. Without negotiation, conflicts are likely to lead to resentment between people. Good negotiation skills help satisfy both parties and go a long way towards developing strong relationships.

#### Why Negotiate

Starting a business requires many, many negotiations. Some negotiations are small while others are critical enough to make or break a startup. Negotiation also plays a big role inside the workplace. As an entrepreneur, you need to know not only know how to negotiate yourself, but also how to train employees in the art of negotiation.

#### **How to Negotiate**



Take a look at some steps to help you negotiate:

<b>Step 1:</b> Pre-Negotiation Preparation	Agree on where to meet to discuss the problem, decide who all will be present and set a time limit for the discussion.	
<b>Step 2:</b> Discuss the Problem	This involves asking questions, listening to the other side, putting your views forward and clarifying doubts.	
<b>Step 3:</b> Clarify the Objective	Ensure that both parties want to solve the same problem and reach the same goal.	
<b>Step 4:</b> Aim for a Win-Win Outcome	Try your best to be open minded when negotiating. Compromise and offer alternate solutions to reach an outcome where both parties win.	
<b>Step 5:</b> Clearly Define the Agreement	When an agreement has been reached, the details of the agreement should be crystal clear to both sides, with no scope for misunderstandings.	
<b>Step 6:</b> Implement the Agreed Upon Solution	Agree on a course of action to set the solution in motion	



- · Know exactly what you want before you work towards getting it
- Give more importance to listening and thinking, than speaking
- Focus on building a relationship rather than winning
- Remember that your people skills will affect the outcome
- Know when to walk away sometimes reaching an agreement may not be possible

# 6.5.5 Business Opportunities Identification: Entrepreneurs and Opportunities

"The entrepreneur always searches for change, responds to it and exploits it as an opportunity."

Peter Drucker

The ability to identify business opportunities is an essential characteristic of an entrepreneur.

#### What is an Opportunity

The word opportunity suggests a good chance or a favourable situation to do something offered by circumstances.

A business opportunity means a good or favourable change available to run a specific business in a given environment, at a given point of time.

#### **Common Questions faced by Entrepreneurs**

A critical question that all entrepreneurs face is how to go about finding the business opportunity that is right for them.

Some common questions that entrepreneurs constantly think about are:

- Should the new enterprise introduce a new product or service based on an unmet need?
- Should the new enterprise select an existing product or service from one market and offer it in another where it may not be available?
- Should the enterprise be based on a tried and tested formula that has worked elsewhere?

It is therefore extremely important that entrepreneurs must learn how to identify new and existing business opportunities and evaluate their chances of success.

#### When is an Idea an Opportunity

An idea is an opportunity when:

- It creates or adds value to a customer
- It solves a significant problem, removes a pain point or meets a demand
- Has a robust market and profit margin
- Is a good fit with the founder and management team at the right time and place

#### Factors to Consider when Looking for Opportunities

Consider the following when looking for business opportunities:

- Economic trends
- Changes in funding
- Changing relationships between vendors, partners and suppliers
- Market trends
- Changes in political support
- Shift in target audience

#### **Ways to Identify new Business Opportunities**

1. Identify Market Inefficiencies

When looking at a market, consider what inefficiencies are present in the market. Think about ways to correct these inefficiencies.

2. Remove Key Hassles

Rather than create a new product or service, you can innovatively improve a product, service or process.

3. Create Something New

Think about how you can create a new experience for customers, based on existing business models.

4. Pick a Growing Sector/Industry

Research and find out which sectors or industries are growing and think about what opportunities you can tap in the same.

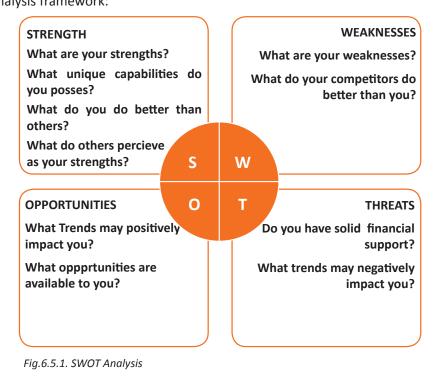
5. Think About Product Differentiation

If you already have a product in mind, think about ways to set it apart from the existing ones.

### Ways to Identify Business Opportunities within your Business

1. SWOT Analysis

An excellent way to identify opportunities inside your business is by creating a SWOT analysis. The acronym SWOT stands for strengths, weaknesses, opportunities, and threats. SWOT analysis framework:



Consider the following when looking for business opportunities:

By looking at yourself and your competitors using the SWOT framework, you can uncover opportunities that you can exploit, as well as manage and eliminate threats that could derail your success.

2. Establishing Your USP

Establish your USP and position yourself as different from your competitors. Identify why customers should buy from you and promote that reason.

#### **Opportunity Analysis**

Once you have identified an opportunity, you need to analyze it.

To analyze an opportunity, you must:

- Focus on the idea
- Focus on the market of the idea
- Talk to industry leaders in the same space as the idea
- Talk to players in the same space as the idea



- Remember, opportunities are situational.
- Look for a proven track record.
- Avoid the latest craze.
- Love your idea.

# 6.5.6 Entrepreneurship Support Eco - System: What is an Entrepreneur

An entrepreneur is a person who:

- Does not work for an employee
- Runs a small enterprise
- Assumes all the risks and rewards of the enterprise, idea, good or service

#### **Types of Entrepreneurs**

There are four main types of entrepreneurs:

- 1. **The Traditional Entrepreneur**: This type of entrepreneur usually has some kind of skill they can be a carpenter, mechanic, cook etc. They have businesses that have been around for numerous years like restaurants, shops and carpenters. Typically, they gain plenty of experience in a particular industry before they begin their own business in a similar field.
- 2. **The Growth Potential Entrepreneur**: The desire of this type of entrepreneur is to start an enterprise that will grow, win many customers and make lots of money. Their ultimate aim is to eventually sell their enterprise for a nice profit. Such entrepreneurs usually have a science or technical background.
- The Project-Oriented Entrepreneur: This type of entrepreneur generally has a background in the Arts or psychology. Their enterprises tend to be focus on something that they are very passionate about.
- 4. **The Lifestyle Entrepreneur**: This type of entrepreneur has usually worked as a teacher or a secretary. They are more interested in selling something that people will enjoy, rather than making lots of money.

#### **Characteristics of an Entrepreneur**

Successful entrepreneurs have the following characteristics:

- They are highly motivated
- They are creative and persuasive
- They are mentally prepared to handle each and every task
- They have excellent business skills they know how to evaluate their cash flow, sales and revenue
- They are willing to take great risks
- They are very proactive this means they are willing to do the work themselves, rather than wait for someone else to do it
- They have a vision they are able to see the big picture
- They are flexible and open-minded
- They are good at making decisions

#### **Entrepreneur Success Stories**

#### **Dhiru Bhai Ambani**

Dhirubhai Ambani began his entrepreneurial career by selling "bhajias" to pilgrims in Mount Girnar on weekends. At 16, he moved to Yemen where he worked as a gas-station attendant, and as a clerk in an oil company. He returned to India with Rs. 50,000 and started a textile trading company. Reliance went on to become the first Indian company to raise money in global markets and the first Indian company to feature in Forbes 500 list.

#### Dr. Karsanbhai Patel

Karsanbhai Patel made detergent powder in the backyard of his house. He sold his product door-to-door and offered a money back guarantee with every pack that was sold. He charged Rs. 3 per kg when the cheapest detergent at that time was Rs.13 per kg. Dr. Patel eventually started Nirma which became a whole new segment in the Indian domestic detergent market.

#### **The Entrepreneurial Process**

Let's take a look at the stages of the entrepreneurial process.

**Stage 1**: Idea Generation. The entrepreneurial process begins with an idea that has been thought of by the entrepreneur. The idea is a problem that has the potential to be solved.

**Stage 2**: Germination or Recognition. In this stage a possible solution to the identified problem is thought of.

**Stage 3**: Preparation or Rationalization. The problem is studied further and research is done to find out how others have tried to solve the same problem.

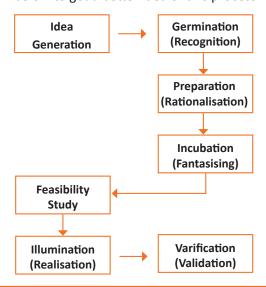
**Stage 4**: Incubation or Fantasizing. This stage involves creative thinking for the purpose of coming up with more ideas. Less thought is given to the problem areas.

**Stage 5**: Feasibility Study: The next step is the creation of a feasibility study to determine if the idea will make a profit and if it should be seen through.

**Stage 6**: Illumination or Realization. This is when all uncertain areas suddenly become clear. The entrepreneur feels confident that his idea has merit.

**Stage 7**: Verification or Validation. In this final stage, the idea is verified to see if it works and if it is useful.

Take a look at the diagram below to get a better idea of this process.



#### Introduction to the Entrepreneurship Ecosystem

The entrepreneurship support ecosystem signifies the collective and complete nature of entrepreneurship. New companies emerge and flourish not only because of the courageous, visionary entrepreneurs who launch them, but they thrive as they are set in an environment or 'ecosystem' made of private and public participants. These players nurture and sustain the new ventures, facilitating the entrepreneurs' efforts.

An entrepreneurship ecosystem comprises of the following six domains:

- 1. **Favourable Culture:** This includes elements such as tolerance of risk and errors, valuable networking and positive social standing of the entrepreneur.
- 2. **Facilitating Policies & Leadership:** This includes regulatory framework incentives and existence of public research institutes.
- 3. **Financing Options:** Angel financing, venture capitalists and micro loans would be good examples of this.
- 4. **Human Capital:** This refers to trained and untrained labour, entrepreneurs and entrepreneurship training programmes, etc.
- 5. **Conducive Markets for Products & Services:** This refers to an existence or scope of existence of a market for the product/service.
- 6. **Institutional & Infrastructural Support:** This includes legal and financing advisers, telecommunications, digital and transportation infrastructure, and entrepreneurship networking programmes.

These domains indicate whether there is a strong entrepreneurship support ecosystem and what actions should the government put in place to further encourage this ecosystem. The six domains and their various elements have been graphically depicted.

# **Early Customers**

- Early adopters for proof-of-concept
  - Expertise in productizing
    - Reference customer
- Distribution channels First reviews

# Leadership

Government Institutions

- Unequivocal support
  - Social legitimacy
- Open door for advocate
- **Entrepreneurship strategy**
- urgency, crisis and challenge
- e.g. for R&D, jump start funds e.g. Investment, support Regulatory framework Financial support e.g. Tax benifits incentives
- Research institutes
- Venture-friendly legislation
- contract enforcement, property rights, and labour e.g. Bankruptcy,

# Networks

- Entrepreneure's networks
- Diaspora networks
- Multinational corporations

# Financial Capital

**Policy** 

Micro-loans

Venture capital funds

Private equity

 Angel investors, friends and family

Finance

Market

Public capital markets Debt Zero-stage venture capital

# **Entrepreneurship**

# **Success Stories**

Visible successes

Culture

Human

 Later generation family Serial entrepreneures

Skilled and unskilled

Labour

Capital

- Wealth generation for founders
  - International reputation

# Societal norms

Supports

- Tolerance of risk, mistakes, failure
- Innovation, creativity, experimentation
- Social status of entrepreneur
- Wealth creation
- Ambition, drive, hunger

**Educational Institutions** 

- General degrees (professional and academic)
  - Specific entrepreneurship training

# Infrastructure

- Telecommunications
- Transportation & logistics
- Energy
- Zones, incubation centers, clusters

 Entrepreneurship
 Conferences Non-Government Institution

promotion in

non-profits

- Legal
- Investment bankers

Entrepreneur- fri-

# **Support Professions**

- Accounting
- endly association **Business plan**

contests

# Fig.6.5.2. Entrepreneurship at a Glance

Every entrepreneurship support ecosystem is unique and all the elements of the ecosystem are interdependent. Although every region's entrepreneurship ecosystem can be broadly described by the above features, each ecosystem is the result of the hundred elements interacting in highly complex and particular ways.

Entrepreneurship ecosystems eventually become (largely) self-sustaining. When the six domains are resilient enough, they are mutually beneficial. At this point, government involvement can and should be significantly minimized. Public leaders do not need to invest a lot to sustain the ecosystem. It is imperative that the entrepreneurship ecosystem incentives are formulated to be self-liquidating, hence focusing on sustainability of the environment.

#### Make in India Campaign

Every entrepreneur has certain needs. Some of their important needs are:

- To easily get loans
- To easily find investors
- To get tax exemptions
- To easily access resources and good infrastructure
- To enjoy a procedure that is free of hassles and is quick
- To be able to easily partner with other firms

The Make in India campaign, launched by Prime Minister Modi aims to satisfy all these needs of young, aspiring entrepreneurs. Its objective is to:

- Make investment easy
- Support new ideas
- Enhance skill development
- Safeguard the ideas of entrepreneurs
- Create state-of-the-art facilities for manufacturing goods

#### **Key Schemes to Promote Entrepreneurs**

The government offers many schemes to support entrepreneurs. These schemes are run by various Ministries/Departments of Government of India to support First Generation Entrepreneurs. Take a look at a few key schemes to promote entrepreneurship:

#### SI. Name of the Scheme

- 1. Pradhan Mantri MUDRA Yojana Micro Units Development and Refinance Agency (MUDRA),
- 2. STAND UP INDIA
- 3. Prime Minister Employment Generation Programme (PMEGP)
- 4. International Cooperation
- 5. Performance and Credit Rating
- 6. Marketing Assistance Scheme
- 7. Reimbursement of Registration Fee for Bar Coding
- 8. Enable Participation of MSMEs in State/District level Trade Fairs and Provide Funding Support

- 9. Capital Subsidy Support on Credit for Technology up gradation
- 10. Credit Guarantee Fund for Micro and Small Enterprise (CGFMSE)
- 11. Reimbursement of Certification Fees for Acquiring ISO Standards
- 12. Agricultural Marketing
- 13. Small Agricultural Marketing
- 14. Mega Food Park
- 15. Adivasi Mahila Sashaktikaran Yojana
- 1. **Pradhan Mantri MUDRA Yojana**, Micro Units Development and Refinance Agency (MUDRA),

#### Description

Under the aegis support of Pradhan Mantri MUDRA Yojana, MUDRA has already created its initial products/schemes. The interventions have been named 'Shishu', 'Kishor' and 'Tarun' to signify the stage of growth/development and funding needs of the beneficiary micro unit/entrepreneur and also provide a reference point for the next phase of graduation/growth to look forward to:

- a. Shishu: Covering loans upto Rs.50,000/-
- b. Kishor: Covering loans above Rs. 50,000/- and upto Rs.5 lakh
- c. Tarun: Covering loans above Rs. 5 lakh to Rs.10 lakh

#### Who can apply?

Any Indian citizen who has a business plan for a non-farm sector income generating activity such as manufacturing, processing, trading or service sector and whose credit need is less than Rs.10 lakh can approach either a Bank, MFI, or NBFC for availing of MUDRA loans under Pradhan Mantri Mudra Yojana (PMMY).

#### 2. Stand Up India

#### Description

The objective of the Standup India scheme is to facilitate bank loans between Rs.10 lakh and Rs.1 crore to at least one Schedule Caste (SC) or Scheduled Tribe (ST) borrower and at least one woman borrower per bank branch for setting up a Greenfield enterprise. This enterprise may be in manufacturing, services or the trading sector. In case of non-Individual enterprises at least 51% of the shareholding and controlling stake should be held be either an SC/ST or Woman Entrepreneur.

#### Who can apply?

ST, SC &Women

#### 3. Prime Minister Employment Generation Programme (PMEGP)

#### Description

The Scheme is implemented by Khadi and Village Industries Commission (KVIC), as the nodal agency at the National level. At the State level, the Scheme is implemented through State KVIC Directorates, State Khadi and Village Industries Boards (KVIBs) and District Industries Centres (DICs) and banks. The Government subsidy under the Scheme is routed by KVIC through identified banks for eventual distribution to the beneficiaries/entrepreneurs in their bank accounts.

#### Nature of assistance

The maximum cost of the project/unit admissible under manufacturing sector is Rs.25 lakh and under business/service sector is Rs.10 lakh. Levels of funding under PMEGP

Categories of beneficiaries under PMEGP	Beneficiary's contribution (of project cost)	Rate of Subsidy (of project cost)
Area (location of project/unit)		Urban Rural
General Category	10%	15% 25%
Special (including SC / ST / OBC / Minorities / Women, Ex-servicemen, Physically handicapped, NER, Hill and Border areas, etc.	05%	25% 35%

The balance amount of the total project cost will be provided by Banks as term loan as well as working capital.

#### Who can apply?

Any individual, above 18 years of age. At least VIII standard pass for projects costing above Rs.10 lakh in the manufacturing sector and above Rs.5 lakh in the business/service sector. Only new projects are considered for sanction under PMEGP. Self Help Groups (including those belonging to BPL provided that they have not availed benefits under any other Scheme), Institutions registered under Societies Registration Act,1860; Production Co-operative Societies, and Charitable Trusts are also eligible. Existing Units (under PMRY, REGP or any other scheme of Government of India or State Government) and the units that have already availed Government Subsidy under any other scheme of Government of India or State Government are NOT eligible.

#### 4. International Cooperation

#### Description

The Scheme would cover the following activities:

- Deputation of MSME business delegations to other countries for exploring new areas
  of technology infusion/upgradation, facilitating joint ventures, improving market of
  MSMEs products, foreign collaborations, etc.
- Participation by Indian MSMEs in international exhibitions, trade fairs and buyerseller meets in foreign countries as well as in India, in which there is international participation.
- c. Holding international conferences and seminars on topics and themes of interest to the MSME.

#### Nature of assistance

IC Scheme provides financial assistance towards the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise.

#### Who can apply?

- a. State/Central Government Organisations;
- b. Industry/Enterprise Associations; and
- c. Registered Societies/Trusts and Organisations associated with the promotion and development of MSMEs

#### 5. Performance and Credit Rating for Micro and Small Enterprises

#### Description

The objective of the Scheme is to create awareness amongst micro & small enterprises about the strengths and weaknesses of their operations and also their credit worthiness.

#### Nature of assistance

Turn Over	Fee to be reimbursed by Ministry of MSME
Up to Rs.50 lacs	75% of the fee charged by the rating agency subject to a ceiling Rs.15,000/-
Above Rs.50 lacs to Rs.200 lacs	75% of the fee charged by the rating agency subject to a ceiling of Rs.30,0001-
Above Rs.200 lacs	75% of the fee charged by the rating agency subject to a ceiling of Rs.40,000/-

#### Who can apply?

Any enterprise registered in India as a micro or small enterprise is eligible to apply.

#### 6. Marketing Assistance Scheme

#### Description

The assistance is provided for the following activities:

- a. Organizing exhibitions abroad and participation in international exhibitions/trade fairs
- Co-sponsoring of exhibitions organized by other organisations/industry associations/ agencies
- Organizing buyer-seller meets, intensive campaigns and marketing promotion events

#### Nature of assistance

Financial assistance of up to 95% of the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise. Financial assistance for cosponsoring would be limited to 40% of the net expenditure, subject to maximum amount of Rs.5 lakh.

#### Who can apply?

MSMEs, Industry Associations and other organizations related to MSME sector.

#### 7. Reimbursement of Registration Fee for Bar Coding

#### Description

The financial assistance is provided towards 75% reimbursement of only one-time registration fee and 75% of annual recurring fee for first three years paid by MSEs to GS1 India for using bar coding.

#### Nature of assistance

Funding support for reimbursement of 75% of one time and recurring bar code registration fees.

#### Who can apply?

All MSMEs with EM registration.

#### 8. Enabling Participation of MSMEs in State/District Level Trade Fairs and Provide Funding Support

#### Description

Provide marketing platform to manufacturing MSMEs by enabling their participation in state/district level exhibitions being organized by state/district authorities/associations.

#### Nature of assistance

1. Free registration for participating in trade fairs

**Note**: The selection of participants would be done by the MSME-DIs post the submission of application.

- 2. Reimbursement of 50% of to and fro actual fare by shortest distance/direct train (limited to AC II tier class) from the nearest railway station/bus fare to the place of exhibition and 50% space rental charges for MSMEs (General category entrepreneurs).
- 3. For Women/SC/ST entrepreneurs & entrepreneurs from North Eastern Region Govt. of India will reimburse 80% of items listed above in Point (2).

**Note**: The total reimbursement will be max. Rs.30,000/- per unit for the SC/ST/Women/ Physically Handicapped entrepreneurs, while for the other units the max. limit will be Rs.20,000/- per person per MSME unit.

**Note**: The participant is required to submit follow-up proofs post attending the event to claim reimbursement. The proofs can be submitted after logging in online under the section "My Applications" or directly contacting a DI office.

#### Who can apply?

All MSMEs with EM registration.

#### 9. Capital Subsidy Support on Credit for Technology Upgradation

#### Description

MSMEs can get a capital subsidy (~15%) on credit availed for technology upgradation.

#### Nature of assistance

Financial assistance for availing credit and loan.

#### Who can apply?

- 1. Banks and financial institutions can apply to DC-MSME for availing support.
- 2. MSMEs need to directly contact the respective banks for getting credit and capital subsidy.

#### How to apply?

If you are a financial institution, click on the "Apply Now" button or else you can also directly contact the Office of DC-MSME. You can view the contact details of Office of DC-MSME. If you are an MSME, directly contact the respective banks/financial institutions as listed in the scheme guidelines.

#### 10. Provision of Collateral Free Credit for MSMEs

#### Description

Banks and financial institutions are provided funding assistance under this scheme so that they can in turn lend collateral free credit to MSMEs.

#### Nature of assistance

Funding support to banks and financial institutions for lending collateral-free credit to MSMEs.

#### Who can apply?

Banks and financial institutions can apply to office of DC-MSME/MSME-DIs for availing support. MSMEs need to directly contact the respective banks for getting credit.

#### 11. Reimbursement of certification fees for acquiring ISO standards

ISO 9000/ISO 14001 Certification Reimbursement.

#### Description

The GoI assistance will be provided for one-time reimbursement of expenditure to such MSME manufacturing units which acquire ISO 18000/ISO 22000/ISO 27000 certification.

#### Nature of assistance

Reimbursement of expenditure incurred on acquiring ISO standards.

#### Who can apply?

MSMEs with EM registration.

#### 12. Agricultural Marketing

#### Description

A capital investment subsidy for construction/renovation of rural godowns.

Creation of scientific storage capacity and prevention of distress sale.

#### Nature of assistance

Subsidy @ 25% to farmers, 15% of project cost to companies.

#### Who can apply

NGOs, SHGs, companies, co-operatives.

#### 13. Small Agricultural Marketing

#### Description

Business development description provides venture capital assistance in the form of equity, and arranges training and visits of agri-preneurs

#### **Farmers' Agriculture Business Consortium**

Business development description provides venture capital assistance in the form of equity, and arranges training and visits of agri-preneurs.

#### Nature of assistance

Financial assistance with a ceiling of Rs.5 lakh.

#### Who can apply

Individuals, farmers, producer groups, partnership/propriety firms, SGHs, agri-preneurs, etc.

#### 14. Mega Food Park

#### Description

Mechanism to link agricultural production and market to maximize value addition, enhance farmers income, create rural employment.

#### Nature of assistance

One-time capital grant of 50% of project cost with a limit of Rs.50 crore.

#### Who can apply

Farmers, farmer groups, SHGs.

#### 15. Adivasi Mahila Sashaktikaran Yojana

#### Description

Concessional scheme for the economic development of ST women.

#### Nature of assistance

Term loan at concessional rates upto 90% of cost of scheme.

#### Who can apply

Scheduled Tribes Women.



- Research the existing market, network with other entrepreneurs, venture capitalists, angel investors, and thoroughly review the policies in place to enable your entrepreneurship.
- Failure is a stepping stone and not the end of the road. Review yours and your peers' errors and correct them in your future venture.
- Be proactive in your ecosystem. Identify the key features of your ecosystem and enrich them to ensure self-sustainability of your entrepreneurship support ecosystem.

### 6.5.7 Risk Appetite & Resilience: Entrepreneurship and Risk

Entrepreneurs are inherently risk takers. They are path-makers not path-takers. Unlike a normal, cautious person, an entrepreneur would not think twice about quitting his job (his sole income) and taking a risk on himself and his idea.

An entrepreneur is aware that while pursuing his dreams, assumptions can be proven wrong and unforeseen events may arise. He knows that after dealing with numerous problems, success is still not guaranteed. Entrepreneurship is synonymous with the ability to take risks. This ability, called risk-appetite, is an entrepreneurial trait that is partly genetic and partly acquired.

#### What is Risk Appetite

Risk appetite is defined as the extent to which a company is equipped to take risk, in order to achieve its objectives. Essentially, it refers to the balance, struck by the company, between possible profits and the hazards caused by changes in the environment (economic ecosystem, policies, etc.). Taking on more risk may lead to higher rewards but have a high probability of losses as well. However, being too conservative may go against the company as it can miss out on good opportunities to grow and reach their objectives.

The levels of risk appetite can be broadly categorized as "low", "medium" and "high." The company's entrepreneur(s) have to evaluate all potential alternatives and select the option most likely to succeed. Companies have varying levels of risk appetites for different objectives. The levels depend on:

- The type of industry
- Market pressures
- Company objectives

For example, a startup with a revolutionary concept will have a very high risk appetite. The startup can afford short term failures before it achieves longer term success. This type of appetite will not remain constant and will be adjusted to account for the present circumstances of the company.

#### **Risk Appetite Statement**

Companies have to define and articulate their risk appetite in sync with decisions made about their objectives and opportunities. The point of having a risk appetite statement is to have a framework that clearly states the acceptance and management of risk in business. It sets risk taking limits within the company. The risk appetite statement should convey the following:

- The nature of risks the business faces.
- Which risks the company is comfortable taking on and which risks are unacceptable.
- How much risk to accept in all the risk categories.
- The desired tradeoff between risk and reward.
- Measures of risk and methods of examining and regulating risk exposures.

#### **Entrepreneurship and Resilience**

Entrepreneurs are characterized by a set of qualities known as resilience. These qualities play an especially large role in the early stages of developing an enterprise. Risk resilience is an extremely valuable characteristic as it is believed to protect entrepreneurs against the threat of challenges and changes in the business environment.

#### What is Entrepreneurial Resilience

Resilience is used to describe individuals who have the ability to overcome setbacks related to their life and career aspirations. A resilient person is someone who is capable of easily and quickly recovering from setbacks. For the entrepreneur, resilience is a critical trait. Entrepreneurial resilience can be enhanced in the following ways:

- By developing a professional network of coaches and mentors
- By accepting that change is a part of life
- By viewing obstacles as something that can be overcome

#### **Characteristics of a Resilient Entrepreneur**

The characteristics required to make an entrepreneur resilient enough to go the whole way in their business enterprise are:

- A strong internal sense of control
- Strong social connections
- Skill to learn from setbacks
- Ability to look at the bigger picture
- · Ability to diversify and expand
- Survivor attitude
- Cash-flow conscious habits
- Attention to detail



- Cultivate a great network of clients, suppliers, peers, friends and family. This will not only help you promote your business, but will also help you learn, identify new opportunities and stay tuned to changes in the market.
- Don't dwell on setbacks. Focus on what the you need to do next to get moving again.
- While you should try and curtail expenses, ensure that it is not at the cost of your growth.

## 6.5.8 Success & Failures: Understanding Successes and Failures in Entrepreneurship

Shyam is a famous entrepreneur, known for his success story. But what most people don't know, is that Shyam failed numerous times before his enterprise became a success. Read his interview to get an idea of what entrepreneurship is really about, straight from an entrepreneur who has both, failed and succeeded.

**Interviewer**: Shyam, I have heard that entrepreneurs are great risk-takers who are never afraid of failing. Is this true?

**Shyam**: Ha ha, no of course it's not true! Most people believe that entrepreneurs need to be fearlessly enthusiastic. But the truth is, fear is a very normal and valid human reaction, especially when you are planning to start your own business! In fact, my biggest fear was the fear of failing. The reality is, entrepreneurs fail as much as they succeed. The trick is to not allow the fear of failing to stop you from going ahead with your plans. Remember, failures are lessons for future success!

Interviewer: What, according to you, is the reason that entrepreneurs fail?

**Shyam**: Well, there is no one single reason why entrepreneurs fail. An entrepreneur can fail due to numerous reasons. You could fail because you have allowed your fear of failure to defeat you. You could fail because you are unwilling to delegate (distribute) work. As the saying goes, "You can do anything, but not everything!" You could fail because you gave up too easily — maybe you were not persistent enough. You could fail because you were focusing your energy on small, insignificant tasks and ignoring the tasks that were most important. Other reasons for failing are partnering with the wrong people, not being able to sell your product to the right customers at the right time at the right price... and many more reasons!

Interviewer: As an entrepreneur, how do you feel failure should be looked at?

**Shyam**: I believe we should all look at failure as an asset, rather than as something negative. The way I see it, if you have an idea, you should try to make it work, even if there is a chance that you will fail. That's because not trying is failure right there, anyway! And failure is not the worst thing that can happen. I think having regrets because of not trying, and wondering 'what if' is far worse than trying and actually failing.

**Interviewer**: How did you feel when you failed for the first time?

**Shyam:** I was completely heartbroken! It was a very painful experience. But the good news is, you do recover from the failure. And with every subsequent failure, the recovery process gets a lot easier. That's because you start to see each failure more as a lesson that will eventually help you succeed, rather than as an obstacle that you cannot overcome. You will start to realize that failure has many benefits.

Interviewer: Can you tell us about some of the benefits of failing?

**Shyam:** One of the benefits that I have experienced personally from failing is that the failure made me see things in a new light. It gave me answers that I didn't have before. Failure can make you a lot stronger. It also helps keep your ego in control.

**Interviewer:** What advice would you give entrepreneurs who are about to start their own enterprises?

**Shyam:** I would tell them to do their research and ensure that their product is something that is actually wanted by customers. I'd tell them to pick their partners and employees very wisely and cautiously. I'd tell them that it's very important to be aggressive – push and market your product as aggressively as possible. I would warn them that starting an enterprise is very expensive and that they should be prepared for a situation where they run out of money.

I would tell them to create long term goals and put a plan in action to achieve that goal. I would tell them to build a product that is truly unique. Be very careful and ensure that you are not copying another startup. Lastly, I'd tell them that it's very important that they find the right investors.

**Interviewer:** That's some really helpful advice, Shyam! I'm sure this will help all entrepreneurs to be more prepared before they begin their journey! Thank you for all your insight!



- Remember that nothing is impossible.
- Identify your mission and your purpose before you start.
- Plan your next steps don't make decisions hastily.

#### **UNIT 6.6: Preparing to be an Entrepreneur**

#### Unit Objectives



#### At the end of this unit, you will be able to:

- 1. Discuss how market research is carried out
- 2. Describe the 4 Ps of marketing
- 3. Discuss the importance of idea generation
- 4. Recall basic business terminology
- 5. Discuss the need for CRM
- 6. Discuss the benefits of CRM
- 7. Discuss the need for networking
- 8. Discuss the benefits of networking
- 9. Discuss the importance of setting goals
- 10. Differentiate between short-term, medium-term and long-term goals
- 11. Discuss how to write a business plan
- 12. Explain the financial planning process
- 13. Discuss ways to manage your risk
- 14. Describe the procedure and formalities for applying for bank finance
- 15. Discuss how to manage your own enterprise
- 16. List important questions that every entrepreneur should ask before starting an enterprise

# 6.6.1 Market Study / The 4 Ps of Marketing / Importance of an IDEA: Understanding Market Research

Market research is the process of gathering, analyzing and interpreting market information on a product or service that is being sold in that market. It also includes information on:

- Past, present and prospective customers
- Customer characteristics and spending habits
- The location and needs of the target market
- The overall industry
- Relevant competitors

Market research involves two types of data:

- Primary information. This is research collected by yourself or by someone hired by you.
- Secondary information. This is research that already exists and is out there for you to find and use.

#### **Primary research**

Primary research can be of two types:

- Exploratory: This is open-ended and usually involves detailed, unstructured interviews.
- Specific: This is precise and involves structured, formal interviews. Conducting specific research is the more expensive than conducting exploratory research.

#### Secondary research

Secondary research uses outside information. Some common secondary sources are:

- Public sources: These are usually free and have a lot of good information. Examples are government departments, business departments of public libraries etc.
- Commercial sources: These offer valuable information but usually require a fee to be paid. Examples are research and trade associations, banks and other financial institutions etc.
- Educational institutions: These offer a wealth of information. Examples are colleges, universities, technical institutes etc.

#### The 4 Ps of Marketing

The 4 Ps of marketing are Product, Price, Promotion and Place. Let's look at each of these 4 Ps in detail.

#### Product -

A product can be:

A tangible good
 An intangible service

Whatever your product is, it is critical that you have a clear understanding of what you are offering, and what its unique characteristics are, before you begin with the marketing process.

Some questions to ask yourself are:

- What does the customer want from the product/service?
- What needs does it satisfy?
- Are there any more features that can be added?
- Does it have any expensive and unnecessary features?
- How will customers use it?
- What should it be called?
- How is it different from similar products?
- How much will it cost to produce?
- Can it be sold at a profit?

#### **Price**

Once all the elements of Product have been established, the Price factor needs to be considered.

The Price of a Product will depend on several factors such as profit margins, supply, demand and the marketing strategy.

Some questions to ask yourself are:

- What is the value of the product/service to customers?
- Do local products/services have established price points?
- Is the customer price sensitive?
- Should discounts be offered?
- How is your price compared to that of your competitors?

#### **Promotion**

Once you are certain about your Product and your Price, the next step is to look at ways to promote it. Some key elements of promotion are advertising, public relations, social media marketing, email marketing, search engine marketing, video marketing and more.

Some questions to ask yourself are:

- Where should you promote your product or service?
- What is the best medium to use to reach your target audience?
- When would be the best time to promote your product?
- How are your competitors promoting their products?

#### Place -

According to most marketers, the basis of marketing is about offering the right product, at the right price, at the right place, at the right time. For this reason, selecting the best possible location is critical for converting prospective clients into actual clients.

Some questions to ask yourself are:

- Will your product or service be looked for in a physical store, online or both?
- What should you do to access the most appropriate distribution channels?
- Will you require a sales force?
- Where are your competitors offering their products or services?
- Should you follow in your competitors' footsteps?
- Should you do something different from your competitors?

#### Importance of an IDEA

Ideas are the foundation of progress. An idea can be small or ground-breaking, easy to accomplish or extremely complicated to implement. Whatever the case, the fact that it is an idea gives it merit. Without ideas, nothing is possible. Most people are afraid to speak out their ideas, out for fear of being ridiculed. However, if are an entrepreneur and want to remain competitive and innovative, you need to bring your ideas out into the light.

Some ways to do this are by:

- Establishing a culture of brainstorming where you invite all interested parties to contribute
- Discussing ideas out loud so that people can add their ideas, views, opinions to them
- Being open minded and not limiting your ideas, even if the idea who have seems ridiculous
- Not discarding ideas that you don't work on immediately, but instead making a note of them and shelving them so they can be revisited at a later date



- Keep in mind that good ideas do not always have to be unique.
- Remember that timing plays a huge role in determining the success of your idea.
- Situations and circumstances will always change, so be flexible and adapt your idea accordingly.

# **6.6.2** Business Entity Concepts: Basic Business Terminology

If your aim is to start and run a business, it is crucial that you have a good understanding of basic business terms. Every entrepreneur should be well versed in the following terms:

- Accounting: A systematic method of recording and reporting financial transactions.
- Accounts payable: Money owed by a company to its creditors.
- Accounts Receivable: The amount a company is owed by its clients.
- Assets: The value of everything a company owns and uses to conduct its business.
- Balance Sheet: A snapshot of a company's assets, liabilities and owner's equity at a given moment.
- Bottom Line: The total amount a business has earned or lost at the end of a month.
- Business: An organization that operates with the aim of making a profit.
- Business to Business (B2B): A business that sells goods or services to another business.
- Business to Consumer (B2C): A business that sells goods or services directly to the end user.
- Capital: The money a business has in its accounts, assets and investments. The two main types of capital are debt and equity.
- Cash Flow: The overall movement of funds through a business each month, including income and expenses.
- Cash Flow Statement: A statement showing the money that entered and exited a business during a specific period of time.
- Contract: A formal agreement to do work for pay.
- Depreciation: The degrading value of an asset over time.
- Expense: The costs that a business incurs through its operations.
- Finance: The management and allocation of money and other assets.
- Financial Report: A comprehensive account of a business' transactions and expenses.
- Fixed Cost: A one-time expense.
- Income Statement (Profit and Loss Statement): Shows the profitability of a business during a period of time.
- Liabilities: The value of what a business owes to someone else.
- Marketing: The process of promoting, selling and distributing a product or service.
- Net Income/Profit: Revenues minus expenses.
- Net Worth: The total value of a business.
- Payback Period: The amount of time it takes to recover the initial investment of a business.
- Profit Margin: The ratio of profit, divided by revenue, displayed as a percentage.
- Return on Investment (ROI): The amount of money a business gets as return from an investment.

- Revenue: The total amount of income before expenses are subtracted.
- Sales Prospect: A potential customer.
- Supplier: A provider of supplies to a business.
- Target Market: A specific group of customers at which a company's products and services are aimed.
- Valuation: An estimate of the overall worth of the business.
- Variable Cost: Expenses that change in proportion to the activity of a business.
- Working Capital: Calculated as current assets minus current liabilities.
- Business Transactions: There are three types of business transactions. These are:
  - Simple Transactions Usually a single transaction between a vendor and a customer.
     For example: Buying a cup of coffee.
  - Complex Transactions These transactions go through a number of events before they can be completed. For example: Buying a house.
  - Ongoing transactions These transactions usually require a contract. For example:
     Contract with a vendor.

#### **Basic Accounting Formulas**

Take a look some important accounting formulas that every entrepreneur needs to know.

1. The Accounting Equation: This is value of everything a company owns and uses to conduct its business.

#### Formula:

Assets = Liability + Owner's Equity

2. Net Income: This is the profit of the company.

#### Formula:

Net Income = Revenues – Expenses

3. Break-Even Point: This is the point at which the company will not make a profit or a loss. The total cost and total revenues are equal.

#### Formula:

Break-Even = Fixed Costs/Sales Price – Variable Cost per Unit

4. Cash Ratio: This tells us about the liquidity of a company.

#### Formula:

Cash Ratio = Cash/Current Liabilities

5. Profit Margin: This is shown as a percentage. It shows what percentage of sales are left over after all the expenses are paid by the business.

#### Formula:

Profit Margin = Net Income/Sales

6. Debt-to-Equity Ratio: This ratio shows how much equity and debt a company is using to finance its assets, and whether the shareholder equity can fulfill obligations to creditors if the business starts making a loss.

#### Formula:

Debt-to-Equity Ratio = Total Liabilities/Total Equity

7. Cost of Goods Sold: This is the total of all costs used to create a product or service, which has been sold.

Formula:

Cost of Goods Sold = Cost of Materials/Inventory – Cost of Outputs

8. Return on Investment (ROI): This is usually shown as a percentage. It calculates the profits of an investment as a percentage of the original cost.

Formula:

ROI = Net Profit/Total Investment \* 100

9. Simple Interest: This is money you can earn by initially investing some money (the principal).

Formula:

$$A = P(1 + rt); R = r * 100$$

Where:

A = Total Accrued Amount (principal + interest)

P = Principal Amount

I = Interest Amount

r = Rate of Interest per year in decimal; <math>r = R/100

t = Time Period involved in months or years

10. Annual Compound Interest: The calculates the addition of interest to the principal sum of a loan or deposit.

Formula:

$$A = P (1 + r/n) ^ nt$$
:

Where:

A = the future value of the investment/loan, including interest

P = the principal investment amount (the initial deposit or loan amount)

r = the annual interest rate (decimal)

n = the number of times that interest is compounded per year

t = the number of years the money is invested or borrowed for

#### 6.6.3 CRM & Networking: What is CRM

CRM stands for Customer Relationship Management. Originally the expression Customer Relationship Management meant managing one's relationship with customers. However, today it refers to IT systems and software designed to help companies manage their relationships.

#### The Need for CRM -

The better a company can manage its relationships with its customers, the higher the chances of the company's success. For any entrepreneur, the ability to successfully retain existing customers and expand the enterprise is paramount. This is why IT systems that focus on addressing the problems of dealing with customers on a daily basis are becoming more and more in demand.

Customer needs change over time, and technology can make it easier to understand what customers really want. This insight helps companies to be more responsive to the needs of their customers. It enables them to modify their business operations when required, so that their customers are always served in the best manner possible. Simply put, CRM helps companies recognize the value of their clients and enables them to capitalize on improved customer relations.

#### **Benefits of CRM**

CRM has a number of important benefits:

- It helps improve relations with existing customers which can lead to:
  - Increased sales
  - o Identification of customer needs
  - Cross-selling of products
- It results in better marketing of one's products or services
- It enhances customer satisfaction and retention
- It improves profitability by identifying and focusing on the most profitable customers

#### What is Networking

In business, networking means leveraging your business and personal connections in order to bring in a regular supply of new business. This marketing method is effective as well as low cost. It is a great way to develop sales opportunities and contacts. Networking can be based on referrals and introductions, or can take place via phone, email, and social and business networking websites.

#### The Need for Networking

Networking is an essential personal skill for business people, but it is even more important for entrepreneurs. The process of networking has its roots in relationship building. Networking results in greater communication and a stronger presence in the entrepreneurial ecosystem. This helps build strong relationships with other entrepreneurs.

Business networking events held across the globe play a huge role in connecting like-minded entrepreneurs who share the same fundamental beliefs in communication, exchanging ideas and converting ideas into realities. Such networking events also play a crucial role in connecting entrepreneurs with potential investors. Entrepreneurs may have vastly different experiences and backgrounds but they all have a common goal in mind – they all seek connection, inspiration, advice, opportunities and mentors. Networking offers them a platform to do just that.

#### **Benefits of Networking**

Networking offers numerous benefits for entrepreneurs. Some of the major benefits are:

- Getting high quality leads
- Increased business opportunities
- Good source of relevant connections
- Advice from like-minded entrepreneurs
- Gaining visibility and raising your profile
- Meeting positive and enthusiastic people
- Increased self-confidence
- Satisfaction from helping others
- Building strong and lasting friendships



- Use social media interactions to identify needs and gather feedback.
- When networking, ask open-ended questions rather than yes/no type questions.

#### 6.6.4 Business Plan: Why Set Goals

Setting goals is important because it gives you long-term vision and short-term motivation. Goals can be short term, medium term and long term.

#### **Short-Term Goals**

These are specific goals for the immediate future.

**Example**: Repairing a machine that has failed.

#### **Medium-Term Goals**

- These goals are built on your short term goals.
- They do not need to be as specific as your short term goals.

**Example**: Arranging for a service contract to ensure that your machines don't fail again.

#### **Long-Term Goals**

These goals require time and planning.

They usually take a year or more to achieve.

**Example**: Planning your expenses so you can buy new machinery

#### Why Create a Business Plan

A business plan is a tool for understanding how your business is put together. It can be used to monitor progress, foster accountable and control the fate of the business. It usually offers a 3-5 year projection and outlines the plan that the company intends to follow to grow its revenues. A business plan is also a very important tool for getting the interest of key employees or future investors.

A business plan typically comprises of eight elements.

#### Elements of a Business Plan



#### **Executive Summary**

The executive summary follows the title page. The summary should clearly state your desires as the business owner in a short and businesslike way. It is an overview of your business and your plans. Ideally this should not be more than 1-2 pages.

Your Executive Summary should include:

The Mission Statement: Explain what your business is all about.

#### **Example: Nike's Mission Statement**

Nike's mission statement is "To bring inspiration and innovation to every athlete in the world."

- Company Information: Provide information like when your business was formed, the names and roles of the founders, the number of employees, your business location(s) etc.
- Growth Highlights: Mention examples of company growth. Use graphs and charts where possible.
- Your Products/Services: Describe the products or services provided.
- Financial Information: Provide details on current bank and investors.
- Summarize future plans: Describe where you see your business in the future.

#### **Business Description**

The second section of your business plan needs to provide a detailed review of the different elements of your business. This will help potential investors to correctly understand your business goal and the uniqueness of your offering.

Your Business Description should include:

- A description of the nature of your business
- The market needs that you are aiming to satisfy
- The ways in which your products and services meet these needs
- The specific consumers and organizations that you intend to serve
- Your specific competitive advantages

#### **Market Analysis**

The market analysis section usually follows the business description. The aim of this section is to showcase your industry and market knowledge. This is also the section where you should lay down your research findings and conclusions.

Your Market Analysis should include:

- Your industry description and outlook
- Information on your target market
- The needs and demographics of your target audience
- The size of your target market
- The amount of market share you want to capture
- Your pricing structure
- Your competitive analysis
- Any regulatory requirements

#### **Organization & Management**

This section should come immediately after the Market Analysis.

Your Organization & Management section should include:

- Your company's organizational structure
- Details of your company's ownership
- Details of your management team
- Qualifications of your board of directors
- Detailed descriptions of each division/department and its function
- The salary and benefits package that you offer your people
- The incentives that you offer

#### **Service or Product Line**

The next section is the service or product line section. This is where you describe your service or product, and stress on their benefits to potential and current customers. Explain in detail why your product of choice will fulfill the needs of your target audience.

Your Service or Product Line section should include:

- A description of your product/service
- A description of your product or service's life cycle
- A list of any copyright or patent filings
- A description of any R&D activities that you are involved in or planning

#### **Marketing & Sales**

Once the Service or Product Line section of your plan has been completed, you should start on the description of the marketing and sales management strategy for your business.

Your Marketing section should include the following strategies:

- **Market penetration strategy**: This strategy focuses on selling your existing products or services in existing markets, in order to increase your market share.
- **Growth strategy**: This strategy focuses on increasing the amount of market share, even if it reduces earnings in the short-term.
- Channels of distribution strategy: These can be wholesalers, retailers, distributers and even the internet.
- **Communication strategy**: These can be written strategies (e-mail, text, chat), oral strategies (phone calls, video chats, face-to-face conversations), non-verbal strategies (body language, facial expressions, tone of voice) and visual strategies (signs, webpages, illustrations).

Your Sales section should include the following information:

- A salesforce strategy: This strategy focuses on increasing the revenue of the enterprise.
- A breakdown of your sales activities: This means detailing out how you intend to sell your products or services will you sell it offline or online, how many units do you intend to sell, what price do you plan to sell each unit at, etc.

#### **Funding Request**

This section is specifically for those who require funding for their venture.

The Funding Request section should include the following information:

- How much funding you currently require.
- How much funding you will require over the next five years. This will depend on your longterm goals.
- The type of funding you want and how you plan to use it. Do you want funding that can be used only for a specific purpose, or funding that can be used for any kind of requirement?
- Strategic plans for the future. This will involve detailing out your long-term plans what these plans are and how much money you will require to put these plans in motions.
- Historical and prospective financial information. This can be done by creating and maintaining all your financial records, right from the moment your enterprise started, to the present day. Documents required for this are your balance sheet which contains details of your company's assets and liabilities, your income statement which lists your company's revenues, expenses and net income for the year, your tax returns (usually for the last three years) and your cash flow budget which lists the cash that came in, the cash that went out and states whether you had a cash deficit (negative balance) or surplus (positive balance) at the end of each month.

#### **Financial Planning**

Before you begin building your enterprise, you need to plan your finances. Take a look at the steps for financial planning:

**Step 1**: Create a financial plan. This should include your goals, strategies and timelines for accomplishing these goals.

**Step 2**: Organize all your important financial documents. Maintain a file to hold your investment details, bank statements, tax papers, credit card bills, insurance papers and any other financial records.

**Step 3**: Calculate your net worth. This means figure out what you own (assets like your house, bank accounts, investments etc.), and then subtract what you owe (liabilities like loans, pending credit card amounts etc.) the amount you are left with is your net worth.

**Step 4**: Make a spending plan. This means write down in detail where your money will come from, and where it will go.

**Step 5**: Build an emergency fund. A good emergency fund contains enough money to cover at least 6 months' worth of expenses.

**Step 6**: Set up your insurance. Insurance provides long term financial security and protects you against risk.

#### **Risk Management**

As an entrepreneur, it is critical that you evaluate the risks involved with the type of enterprise that you want to start, before you begin setting up your company. Once you have identified potential risks, you can take steps to reduce them. Some ways to manage risks are:

- Research similar business and find out about their risks and how they were minimized.
- Evaluate current market trends and find out if similar products or services that launched a while ago are still being well received by the public.
- Think about whether you really have the required expertise to launch your product or service.
- Examine your finances and see if you have enough income to start your enterprise.
- Be aware of the current state of the economy, consider how the economy may change over time, and think about how your enterprise will be affected by any of those changes.
- Create a detailed business plan.



- Ensure all the important elements are covered in your plan.
- Scrutinize the numbers thoroughly.
- Be concise and realistic.
- Be conservative in your approach and your projections.
- Use visuals like charts, graphs and images wherever possible.

### 6.6.5 Procedure and Formalities for Bank Finance: the need for Bank Finance

For entrepreneurs, one of the most difficult challenges faced involves securing funds for startups. With numerous funding options available, entrepreneurs need to take a close look at which funding methodology works best for them. In India, banks are one of the largest funders of startups, offering funding to thousands of startups every year.

# What Information should Entrepreneurs offer Banks for Funding

When approaching a bank, entrepreneurs must have a clear idea of the different criteria that banks use to screen, rate and process loan applications. Entrepreneurs must also be aware of the importance of providing banks with accurate and correct information. It is now easier than ever for financial institutions to track any default behaviour of loan applicants. Entrepreneurs looking for funding from banks must provide banks with information relating to their general credentials, financial situation and guarantees or collaterals that can be offered.

#### **General Credentials**

This is where you, as an entrepreneur, provide the bank with background information on yourself. Such information includes:

- Letter(s) of Introduction: This letter should be written by a respected business person who knows you well enough to introduce you. The aim of this letter is set across your achievements and vouch for your character and integrity.
- Your Profile: This is basically your resume. You need to give the bank a good idea of your
  educational achievements, professional training, qualifications, employment record and
  achievements.
- Business Brochure: A business brochure typically provides information on company products, clients, how long the business has been running for etc.
- Bank and Other References: If you have an account with another bank, providing those bank references is a good idea.
- Proof of Company Ownership or Registration: In some cases, you may need to provide the bank with proof of company ownership and registration. A list of assets and liabilities may also be required.

#### **Financial Situation**

Banks will expect current financial information on your enterprise. The standard financial reports you should be prepared with are:

- Balance Sheet
- Cash-Flow Statement
- Business Plan

- Profit-and-Loss Account
- Projected Sales and Revenues
- Feasibility Study

#### **Guarantees or Collaterals**

Usually banks will refuse to grant you a loan without security. You can offer assets which the bank can seize and sell off if you do not repay the loan. Fixed assets like machinery, equipment, vehicles etc. are also considered to be security for loans.

#### The Lending Criteria of Banks

Your request for funding will have a higher chance of success if you can satisfy the following lending criteria:

- Good cash flow
- Adequate shareholders' funds
- Adequate security
- Experience in business
- Good reputation

#### The Procedure



To apply for funding the following procedure will need to be followed.

- 1. Submit your application form and all other required documents to the bank.
- 2. The bank will carefully assess your credit worthiness and assign ratings by analyzing your business information with respect to parameters like management, financial, operational and industry information as well as past loan performance.
- 3. The bank will make a decision as to whether or not you should be given funding.



- Get advice on funding options from experienced bankers.
- Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

# 6.6.6 Enterprise Management - An Overview: How to Manage your Enterprise

To manage your enterprise effectively you need to look at many different aspects, right from managing the day-to-day activities to figuring out how to handle a large scale event. Let's take a look at some simple steps to manage your company effectively.

#### Step 1: Use your leadership skills and ask for advice when required.

Let's take the example of Ramu, an entrepreneur who has recently started his own enterprise. Ramu has good leadership skills – he is honest, communicates well, knows how to delegate work etc. These leadership skills definitely help Ramu in the management of his enterprise. However, sometimes Ramu comes across situations that he is unsure how to handle. What should Ramu do in this case? One solution is for him to find a more experienced manager who is willing to mentor him. Another solution is for Ramu to use his networking skills so that he can connect with managers from other organizations, who can give him advice on how to handle such situations.

#### Step 2: Divide your work amongst others - realize that you cannot handle everything yourself.

Even the most skilled manager in the world will not be able to manage every single task that an enterprise will demand of him. A smart manager needs to realize that the key to managing his enterprise lies in his dividing all his work between those around him. This is known as delegation. However, delegating is not enough. A manager must delegate effectively if he wants to see results. This is important because delegating, when done incorrectly, can result in you creating even more work for yourself. To delegate effectively, you can start by making two lists. One list should contain the things that you know you need to handle yourself. The second list should contain the things that you are confident can be given to others to manage and handle. Besides incorrect delegation, another issue that may arise is over-delegation. This means giving away too many of your tasks to others. The problem with this is, the more tasks you delegate, the more time you will spend tracking and monitoring the work progress of those you have handed the tasks to. This will leave you with very little time to finish your own work.

#### Step 3: Hire the right people for the job.

Hiring the right people goes a long way towards effectively managing your enterprise. To hire the best people suited for the job, you need to be very careful with your interview process. You should ask potential candidates the right questions and evaluate their answers carefully. Carrying out background checks is always a good practice. Running a credit check is also a good idea, especially if the people you are planning to hire will be handling your money. Create a detailed job description for each role that you want filled and ensure that all candidates have a clear and correct understanding of the job description. You should also have an employee manual in place, where you

put down every expectation that you have from your employees. All these actions will help ensure that the right people are approached for running your enterprise.

#### Step 4: Motivate your employees and train them well.

Your enterprise can only be managed effectively if your employees are motivated to work hard for your enterprise. Part of being motivated involves your employees believing in the vision and mission of your enterprise and genuinely wanting to make efforts towards pursuing the same. You can motivate your employees with recognition, bonuses and rewards for achievements. You can also motivate them by telling them about how their efforts have led to the company's success. This will help them feel pride and give them a sense of responsibility that will increase their motivation.

Besides motivating your people, your employees should be constantly trained in new practices and technologies. Remember, training is not a one-time effort. It is a consistent effort that needs to be carried out regularly.

#### Step 5: Train your people to handle your customers well.

Your employees need to be well-versed in the art of customer management. This means they should be able to understand what their customers want, and also know how to satisfy their needs. For them to truly understand this, they need to see how you deal effectively with customers. This is called leading by example. Show them how you sincerely listen to your clients and the efforts that you put into understand their requirements. Let them listen to the type of questions that you ask your clients so they understand which questions are appropriate.

#### Step 6: Market your enterprise effectively.

Use all your skills and the skills of your employees to market your enterprise in an effective manner. You can also hire a marketing agency if you feel you need help in this area.

Now that you know what is required to run your enterprise effectively, put these steps into play, and see how much easier managing your enterprise becomes!

#### **Tips**



- Get advice on funding options from experienced bankers.
- Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

#### 6.6.7. 20 Questions to ask yourself before Considering Entrepreneurship

- 1. Why am I starting a business?
- 2. What problem am I solving?
- 3. Have others attempted to solve this problem before? Did they succeed or fail?
- 4. Do I have a mentor<sup>1</sup> or industry expert that I can call on?
- 5. Who is my ideal customer<sup>2</sup>?
- 6. Who are my competitors<sup>3</sup>?
- 7. What makes my business idea different from other business ideas?
- 8. What are the key features of my product or service?
- 9. Have I done a SWOT<sup>4</sup> analysis?
- 10. What is the size of the market that will buy my product or service?
- 11. What would it take to build a minimum viable product<sup>5</sup> to test the market?
- 12. How much money do I need to get started?
- 13. Will I need to get a loan?
- 14. How soon will my products or services be available?
- 15. When will I break even<sup>6</sup> or make a profit?

- 16. How will those who invest in my idea make a profit?
- 17. How should I set up the legal structure<sup>7</sup> of my business?
- 18. What taxes<sup>8</sup> will I need to pay?
- 19. What kind of insurance will I need?
- 20. Have I reached out to potential customers for feedback?

#### **Tips**



- It is very important to validate your business ideas before you invest significant time, money and resources into it.
- The more questions you ask yourself, the more prepared you will be to handle to highs and lows of starting an enterprise.

#### **Footnotes:**

- 1. A mentor is a trusted and experienced person who is willing to coach and guide you.
- 2. A customer is someone who buys goods and/or services.
- 3. A competitor is a person or company that sells products and/or services similar to your products and/or services.
- 4. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. To conduct a SWOT analysis of your company, you need to list down all the strengths and weaknesses of your company, the opportunities that are present for your company and the threats faced by your company.
- 5. A minimum viable product is a product that has the fewest possible features, that can be sold to customers, for the purpose of getting feedback from customers on the product.
- 6. A company is said to break even when the profits of the company are equal to the costs.
- 7. The legal structure could be a sole proprietorship, partnership or limited liability partnership.
- 8. There are two types of taxes direct taxes payable by a person or a company, or indirect taxes charged on goods and/or services.
- 9. There are two types of insurance life insurance and general insurance. Life insurance covers human life while general insurance covers assets like animals, goods, cars etc.

#### **Notes**















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