







# Participant Handbook

Sector **Telecom** 

Sub-Sector

Service Provider

Occupation

Sales and Distribution

Reference ID: Tel/Q0200, Version 1.0

**NSQF Level 4** 



Field Sales Executive

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If we have to move India towards
development then Skill Development
should be our mission.

Shri Narendra Modi
Prime Minister of India







# Certificate

# COMPLIANCE TO QUALIFICATION PACK – NATIONAL OCCUPATIONAL STANDARDS

is hereby issued by the

TELECOM SECTOR SKILL COUNCIL

for

# SKILLING CONTENT: PARTICIPANT HANDBOOK

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# - Acknowledgements ----

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The preparation of this handbook would not have been possible without the Telecom industry's support. Industry feedback has been extremely encouraging, from inception to conclusion, and it is with their input that we have tried to bridge the skill gaps existing today in the industry.

This participant handbook is dedicated to the aspiring youth who desire to achieve special skills which will be a lifelong asset for their future endeavours.

# **About this book**

In the last five years, the growth of the Indian telecommunications sector has outpaced the overall economic growth. This sector is poised for strong growth of about 15% in short term during 2013–17, driven by growth in organised retail, technological advancements, changing consumer preferences and government support. With over 1 billion subscribers, India is the second largest telecom market in the world. The sector currently employs over 2.08 million employees and is slated to employ more than 4.16 million employees by 2022. This implies additional creation of 2.1 million jobs in the nine-year period.

This Participant Handbook is designed to impart theoretical and practical skill training to students for becoming a Field Sales Executive (FSE) in the Telecom Sector.

A Field Sales Executive (FSE) is known as Feet on Street (Feet on Street)/Distributor Sales Executive (DSE)/ Distributor Sales Representative (DSR). Individual at this job visits retail outlets to deliver prepaid telecom products/services to retailers, as per daily Route/Beat Plan. Individual is also responsible to achieve monthly revenue target, increase width and depth of distribution, adhere to process compliance for new customer enrollment and increase customer base.

This Participant Handbook is based on Field Sales Executive (FSE) Qualification Pack (TEL/Q0200) & includes the following National Occupational Standards (NOS):

- 1. Pre-sales preparation TEL/N0200
- 2. Increase customer base and revenue TEL/N0201
- 3. Increase distribution width TEL/N0202
- 4. Process compliance TEL/N0203
- 5. Data expertise TEL/N0110

The Key Learning Outcomes and the skills gained by the participant are defined in their respective units. Post this training, the participant will be able to deliver stock to retailers and increase outlet universe, to cover entire population in the assigned territory.

We hope that this Participant Handbook will provide a sound learning support to our young friends who want to build an attractive career in the telecom industry.

# **Symbols Used**



Key Learning Outcomes



Exercise



Steps



Notes



Unit Objectives



Tips

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# 1. Introduction to the Program

Unit 1.1 – Introduction to the Program

Unit 1.2 – Introduction to Telecom Industry in India

Unit 1.3 - Role of an FSE



# **Key Learning Outcomes**



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

- 1. Recall the purpose of the program
- 2. Identify the growth and trends in the Telecom Industry in India
- 3. List down the role and responsibilities of an FSE
- 4. Discuss the personal attributes of an FSE

# **UNIT 1.1: Introduction to the Program**

# **Unit Objectives**



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

1. Recall the purpose of the program

# 1.1.1 Introduction

Telecom is a communication sector consisting of companies who provide telephonic communication facilities to the public.

This program is aimed at training candidates for the job of a "Field Sales Executive", in the "Telecom" Sector/Industry. A Field Sales Executive delivers stock to retailers and increase outlet universe, to cover entire population in the assigned territory.

The post important personality trait of a Field Sales executive is to be presentable, well groomed as per the organizational guidelines, smart, strong customer focused. In addition to that he/she should be customer focused ,well versed with the local language and market and should be have active listening skills. The work requires to work for long hours if required, the person should be ready to do this if required.

This program will facilitate the overview of:

- The Telecom industry in India
- Roles and responsibilities of an FSE
- Pre-sales preparations
- The sales cycle
- Increasing the width of distribution, customer base and revenue
- Way of dealing with customers
- Handling customers issues and complaints
- Behavioural, professional and technical skills required for performing your job as an FSE

### The skills that this program trains you in are:

- **Communication Skills**
- Language Skills (Listening, Speaking, Reading and Writing Skills)

# Participant Handbook

•	Interperson	al	Skills
---	-------------	----	--------

- Rapport Building Skills
- Time Management Skills
- Selling Skills

Notes 🗐 -			

# **UNIT 1.2: Introduction to Telecom Industry in India**

# **Unit Objectives**



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

1. Identify the growth and trends in the Telecom Industry in India

# 1.2.1 Introduction to the Telecom Industry -

Due to revolution in human communication the Telecom communication have played a major role in growth and development of the country. Due to the high demand of the voice and data services at increasing speed this sector have become the backbone of the Industrial and economic development.

Telephony (Mobile telephony), Internet (Includes broadband data) and television broadcasting are the major sectors of Indian telecommunication industry .

India stand as the second largest in the world's telecommunication network which is based on the total number of users of telephone users. (Fixed and Mobile).

We have 900 million subscribers, and with the gross revenue of INR 57,400 crores as of September 2013.

# 1.2.2 Key Growth Drivers -

### · Rising income and growing rural market

- » Nominal per capita income is estimated (International Monetary Fund) to have recorded a compound annual growth rate of 11.2 percent over 2000–12 (INR 89,514)
- » The emergence of an affluent middle-class is triggering demand for the mobile and internet segments

### Subscriber base

» The mobile service penetration in the country is currently at 51 percent and is expected to grow to 72 percent by 2016

### Mergers and Acquisitions Policy

» As per the guidelines approved by the Inter Ministerial panel communications, the telecommunications companies companies can acquire operator in the way that the resultant entity market share should not be exceeding 50 percent.

# • Mobile Value Added Services

» INR 64800 crore by 2015, is the Indian MVAS segemnt growth estimated. This includes semi urban and rural areas, and expected to drive the next wave of the growth subscriptions.

### Handsets

» The handset market's revenues in India will grow to INR 46,800 crore in 2016, according to a TRAI report

» India is the second-largest mobile handset market in the world and is set to grow further with unit shipment of 208.4 million in 2016 at a compound annual growth rate of 11.8 percent from 2010 to 2016

Source: http://www.nsdcindia.org/sites/default/files/files/Telecommunications.pdf

# 1.2.3 Key Developments in the Telecommunications Sector

### **Relaxed FDI norms**

- Roaming charges have been abolished.
- Establish internet connections
- Unified license have been provided
- Support for the finances provided
- Telecommunications have extended to the rural areas
- The govt have provided merger and acquisitions with relaxing norms
- Reduction in license fees

Telecom sector have been a significant contributor in the direct and indirect employment. The sub sectors of the telecom companies provide the direct employment. Large CAPEX and Skilled Manpower to host the expansion and services is required, generating the employment.

Services provided on telecom sector companies have a a great potential of services like mobile services, connecting services like Television, INTERNET.

A host of jobs are related to the development and maintenance of devices, lines, systems and networks that facilitate communication. This offers a wide range of career prospects, and one can pursue a career in:

- Application/product development
- Application testing
- ERP implementation/integration
- Network planning
- Data networking
- Mobile application development and value-added services

### **General Trends in Employment**

- For the technical jobs, the engineering graduates students are hired (like background in computers, electronics or telecommunications) the reason being the job nature is technical.
- As in Telecom industry teh application development and maintance is an intergral part of the industry, they hire a large number of application developers with strong programming skills in database and graphical user interface development.
- As this industry requires engineers with indepth knowledge of IT, computers and electronics. Students with this background always have an edge as compared to others with system design and computer architecture background.
- Skills like coding and software testing are essential in the development domain of the telecommunications sector.

• When hired for an entry level position, the job may vary from an management trainee to na executive of any vertical.

### Challenges faced by recruiters

- Logical reasoning, indepth technical knowledge and lack of exposure are main challenges faced by the recruitors.
- Core telecommunications education and skill set development is provided by very less institutes.
- Entry level roles have an high attrition rate, this is very big challenge for service providers and other sub segments.
- Entrepreneurial abilities, skills combination and lack of resources is also a reason for a challenge.

### Current workforce of 2.8 million (2013) is expected to increase to 4.12 million by 2022



Fig. 1.2.1 Graph of workforce increment from 2013 to 2022

The sector currently employs over 2.08 million employees and is slated to employ more than 4.16 million employees by 2022. This implies additional creation of ~2.1 million jobs in the nine-year period (Refer to Fig 1.2.1 above).

The period 2013–17 will see a marginally higher growth in employment vis-a-vis 2017–22 due to expected changes in infrastructure integration and shared services along with increasing share of organised retail leading to higher productivity levels of workforce.

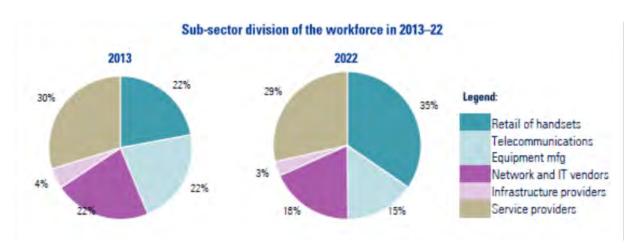


Fig. 1.2.2 Sub-sector division of the workforce in 2013-22

The analysis of the break-up of workforce by sub-sectors indicates that retail segment would show strong employment growth in absolute numbers increasing the share of overall sectoral employment from 22 percent in 2013 to 35 percent by 2022 (Refer to Fig 1.2.2 above).

This industry have a important role in narrowing down the digital divide in rural and urban areas. They have been a great support in socio economic development of india. It also has helped to increase the transparency of governance with the introduction of e-governance in India. Modern telecommunication delivers mass education programs to the rural population of india.

The tremendous user demand led growth of the telecom sector has created enormous prospect for job growth in the country. Some of the Job Roles in the sector which are suitable for entry level job seekers are: customer care executive (at the call centre, relationship centre, and repair centre), in-store promoter, Field Sales Executive, etc. at the sales and customer care segments.

In the manufacturing segment job prospects are in application/product development, application testing, system administration, network planning, data networking, BSS engineering, mobile repairing, mobile application development and value-added services, etc.

Source: http://www.nsdcindia.org/sites/default/files/files/Telecommunications.pdf

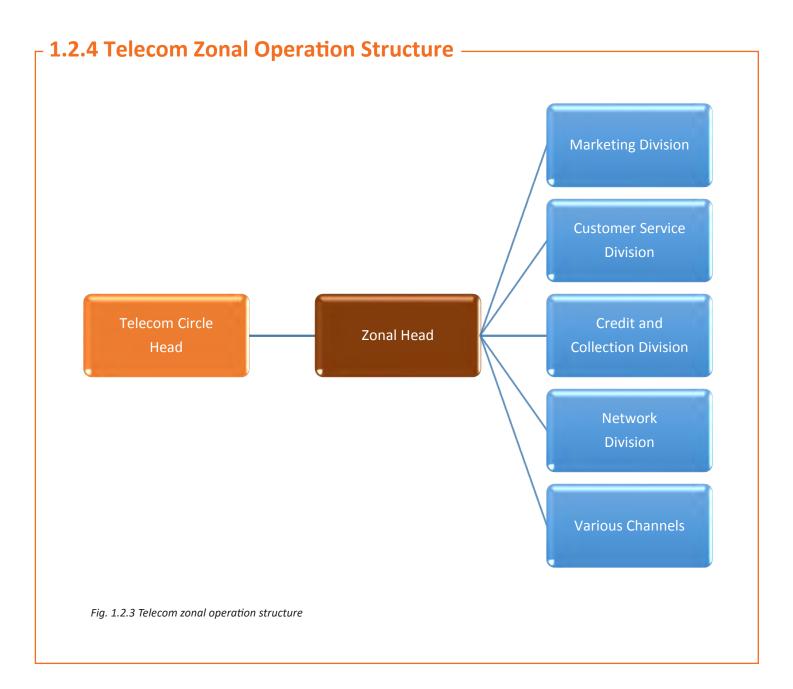
# 1.2.3 Major Players in Telecom Industry

Table 1.2.1 Major players in Telecom Industry

S.NO	Name of the Company
1	Bharti Airtel
2	Reliance Communications
3	Vodafone Essar
4	Idea Cellular
5	BSNL
6	Tata Teleservices
7	Aircel
8	Uninor
9	Videocon
10	MTNL

Telecommunication companies market their products and services to consumers, business customers and other service providers. Marketing techniques vary for each sector.

The aim of telecommunication marketing is to generate the highest level of revenue from your network and strengthen customer loyalty. In consumer markets, focus is on selling bundles of products to customers, while in business sectors, the aim is to build strong relationships as a channel for marketing additional services. The first thing needed to remember about successfully selling telecommunications is to follow the sales process.



Exercise 🗵	·
	recent trends related to telecom industry.
2. List any five m	ajor players of the Telecom Industry in India.
Notes 🗐 -	
Notes 🗐 -	

# **UNIT 1.3: Role of FSE**

# **Unit Objectives**



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

- 1. List down the role and responsibilities of an FSE
- Discuss the personal attributes of an FSE

# 1.3.1 Introduction -

DSE (Distributor Sales Executive or DSR (Distributor sales Representative) is a term used in Telecom Industry for FSE. Delivering the prepaid telecom products/ services to the retailers with accordance to the daily route/ Beat plan is the main job function of a FSE.

FSE primary job function involves achieving the monthly targets, new customer enrollment with the process compliance this inturns increasing the customer base.

Below is an example of a telecom operator (Vodafone) to illustrate the hierarchical existence of the Field Sales Executive (Refer to Fig 1.3.1 below).

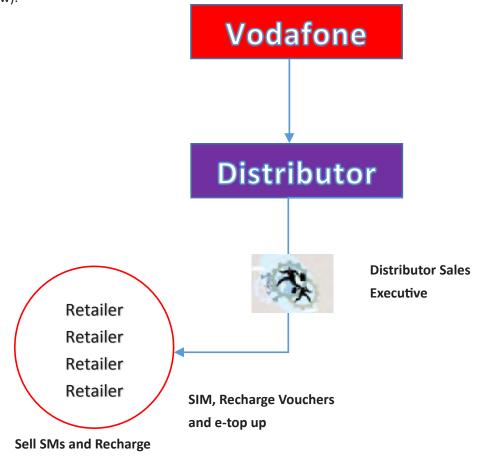


Fig. 1.3.1 Work cycle of a Field Sales Executive

A Field sales executive follows the indirect distribution channel with adoption of 2 tiered distribution sales and service model. Associate distributors are generally appointed to cater to rural population and are responsible for their designated area. He can also be responsible for providing telecom specific services of the operator.

A Field sales executive hierarchically reports to Team Sales Manager who is responsible for leading and guiding a team of sales people in an organisation. They set sales goals & quotas, build a sales plan, analyse data, assign sales training and sales territories, mentor the members of his/her sales team and are involved in the hiring and firing process.

# 1.3.2 Responsibilities of a FSE ———

The success of a Company is directly related to the effectiveness of the Sales Team. As a member of that Sales Team an FSE has a crucial role, which influences both the security of the Company and its employees.

The main responsibilities of an FSE are related with the following areas:



### 1. Sales Performance

Pre-sales preparation



- Increase the revenue and customer base by Sale of new connections both new SIMs and MNP SIMs
- Loading recharge for the retailer both Voice and Data
- Increasing Visibility of the brand at retailer outlet
- Increasing width of distribution by adding new retail partners
- Maintaining optimum stock in the retailer outlet (both new SIM and MNP SIM)
- Ensuring timely collections from the retailer

### 2. Administrative Duties

- Manage customer accounts
- Provide all relevant or requested reports to HO
- Update retailer database

# 3. Competitor/ Market Information

• Provide Head Office with information on potential new customer and competitors' activities (promotions, price changes)



### An FSE must be:

- Smart & presentable as per organisational grooming guidelines;
- Fluent in regional language;
- Quick learner and have strong customer focus;
- Adaptable to change and know how to manage relationships; in time with the pulse of the market.



- Willing to work for long hours with enthusiasm;
- Target focused and an active listener.

# 1.3.3 Exhibit: Qualities of a Successful Sales Executive-

A Field Sales Executives is a representative of the company so he needs to travel and hold meetings with existing and potential customers. He also needs to generate revenue for the company by selling as many products and services as possible.

In order to be successful a Field Sales execitive must possess the following qualities.

- He/ She must be self-confident and polite.
- He/ She must follow the company's procedures and guidelines when at work.
- He/ She must be dedicated and honest towards his work.
- He/ She must able to convey clearly his thoughts and ideas to the other person. Words like "um," "uh" or "like" should be avoided while dealing with customers.
- He/ She must not have and lethargic body language and must be full of energy and enthusiasm while dealing with customers.
- He/She must be able to tackle different kinds of customers.
- He/She must be prepared to handle any kind of situation without any hesitation.
- He/She must be a creative thinker and must be passionate towards his/ her work.

E	kercise 🔯 ———————————————————————————————————
1.	Why is the role of an FSE important?
2.	List some of the personal attributes required to be a successful FSE?
3.	Why is responsibility important for your job role?
4.	What is the work cycle of a Field Sales Executive?
5.	What is the work of FSE on the duty?
N	otes ————————————————————————————————————











# 2. Key Concepts

Unit 2.1 - Effective Communication

Unit 2.2 - Rapport Building

Unit 2.3 - Customer Service

Unit 2.4 - Code of Ethics and Code Of Conduct

Unit 2.5 - Key Words

Unit 2.6 - Cellular Network Architecture - COAI



# **Key Learning Outcomes**



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

- 1. Explain the types and importance of communication
- 2. Discuss about telephone etiquette and art of listening and probing
- 3. Practice different aspects of communication
- 4. Explain rapport building and steps involved in building rapport
- 5. Discuss the concept and importance of Customer Service
- 6. Recognise the need and importance of following code of conduct and code of ethics when dealing with customers
- 7. List down the keywords used in the telecom services

# **UNIT 2.1: Effective Communication**

# **Unit Objectives** <a>©</a>



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

- 1. Explain the types and importance of communication
- 2. Discuss about telephone etiquette and art of listening and probing
- 3. Practice different aspects of communication

# 2.1.1 Effective Communication -

An FSE interacts with customers in three ways:

- Telephone and SMS
- Face to Face
- **Documents**

Therefore it is very important for the FSE to develop his communication ability to ensure that the right message goes across.

### What is Communication

Communication is the process of sending and receiving information among people. The purpose of communication is to get your message across to others. In fact, a message is successful only when both the sender and the receiver perceive it in the same way.



Fig. 2.1.1 Effectice communication

### Why is communication important?

- Critical element in your career and personal lives
- Inspires confidence
- Builds respect in business and social life
- Helps make friends
- Develops a distinct personality
- Reveals your ability to others

### **Essentials of good communication**

For an effective communication, the FSE has to focus on four important things. They are:

- 1. Understanding the customer's communication style (Refer to Fig. 2.1.2 below)
- 2. Clarity in communication

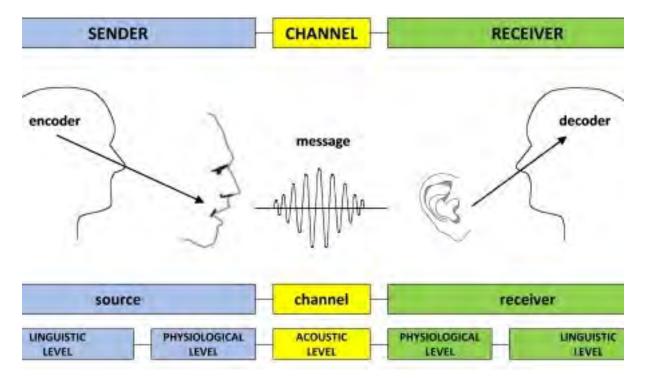


Fig. 2.1.2 Process of effectice communication

3. The Art of Listening and Art of Asking Questions

# Clarity in communication

The FSE should clearly communicate with peers/ seniors about tasks at the workplace. The communication of FSE should be in the way that it shows the respect towards the listener and conveys a meaningful message.

• Knowing the information to be conveyed is a very important part of the communication. The person should know what needs to be conveyed in a very short and crisp manner.

- Limit yourself to the main points. If you say anything more than that you confuse your listener. Anything less and your message lacks substance.
- Focus on the individual's behaviour and avoid making slanderous remarks when speaking.



### 7 C's of effective communication

The 7 C's of communication are helpful. The 7 C's provide a checklist for making sure that your communication in every form are clear so that your customers get your message. According to the 7 C's, communication needs to be (Refer to Fig. 2.1.3 below):



- 1. Complete
- 2. Concise
- 3. Considerate
- 4. Clear
- 5. Concrete
- 6. Courteous
- 7. Correct



Fig. 2.1.3 7 c's of effectice communication

- 1. **Complete:** The communication must be complete. It should convey all facts that the customer asks for.
- 2. **Concise:** Using minimum words for communication that can make the customer understand what the Field Sales Executive is trying to explain.
- 3. **Considerate:** Always consider the customer's view points, mindset, their specific requirements, etc. while communicating with them.
- 4. **Clear:** Instead of trying for too much, focus on one goal, i.e. maintain clarity in your communication with customer keeping it simple, rather than complicating it.
- 5. Concrete: The Field Sales Executive has to be particular while explaining to customer rather than being general.
- 6. **Courteous:** Courtesy while communicating to customer implies that the message should show the Field Sales Executive expression as well as respect for the customer dealing with.
- 7. **Correct:** Correctness implies that the explanation made by a Field Sales Executive to the customer should be clear without any language error.

Your communication skills help you to build good relations with customers.

If you read that example fast, then you might not find any errors. But on closer inspection, you will find one. There is one spelling error. It is written felicitation instead of facilitation. Correct speaking also includes jargon free language. The retail trainee associate should avoid using jargon especially when explaining features, advantages and other benefits of the product to the customers, there are chances that they may not be able to make sense of it. Here jargon refers to technical words like "The internet speed of this device is 200 mbps." Or "The mileage of this bike is 75 km per litre" or "This product is heat resistant" etc.



# 2.1.2 Types of Communication -

Generally, communication is divided into three main categories:

**Verbal communication:** Uses speech/words as the mode/method of communication. An effective verbal communication is a two way communication, which means that the sender and receiver, both are present and the message is delivered clearly. Common examples are a telephone conversation, a one-to-one conversation between two people etc.

**Non-verbal communication:** More is communicated through our actions and gestures than through mere use of words. To make an impact and get our message across clearly to others our words as well as expressions and body language must make our communication effective.

# 2.1.3 The Art of Listening —

Effective listening is an active endeavour. It is much more than just hearing what customers say. Good listeners project themselves into the customer's mind. Through effective listening, the FSE demonstrates concern for the customer's needs by selecting appropriate merchandise to present to the customers.

### Techniques for active listening include:

- · Repeating or rephrasing information
- Summarizing conversations
- Tolerating Silences

# 2.1.4 The Art of Asking Questions/Probing -

- Did you ever end up buying something that you did not know you wanted, and yet it felt the most natural thing in the world?
- Can you remember what the sales person said to you?
- Did it feel like they really understood you?
- Would you like to be able to get that same reaction from your customers?

The art of all successful selling is to ask the questions. All good sales executives have the following characteristics;

- They Ask
- The Right Person
- At the Right Time
- The Right Questions
- Listen, then have
- The Right Answers
- In the Right Way
- With The Right Evidence

### At all times have a great Attitude

Executives should ask questions for several reasons. First, questions get the customer to participate in the sales process. By asking questions, executives encourage customers to actively engage in a conversation rather than passively listening to them. Participating in a conversation makes them more likely to hear and remember what's said. Second, questions show customers the salesperson is interested in them. Finally, salespeople can collect valuable information using questions.

### Here are some guidelines for effective questioning:

- Encourage longer responses. Do not ask questions that can be answered with a simple "Yes" or "No". For example, ask, "What do you know about this brand?" rather than "Have you heard of this brand?"
- Space out questions. When an executive asks several questions one right after the other, customers may feel threatened. One method for spacing out questions is to encourage customers to elaborate on their responses.
- Ask short, simple questions. Avoid questions with two or more parts. When faced with complex questions, customers might not know which part to answer, and the salesperson might not know which part of the question is being answered.
- Avoiding leading questions. Leading questions just put words into the customer's mouth and do not tell the salesperson what the customer is actually thinking. The question –Why do you think this is a good service?" gets at a customer's positive thoughts but does not reveal their reservations.

# 2.1.5 Patterns of Non-Verbal Communications-

Interpretation	Body Angle	Face	Arms	Hands
Power, dominance, superiority	Exaggerated leaning over	Piercing eye contact	Hands on hips	Hands behind neck or back
Nervousness, submission, apprehension	Fidgeting or shifting from side to side	Head down. Minimum eye contact	Hands to face, hair. Rubbing back of neck	Wringing hands, Fingers clasped
Disagreement, anger, scepticism	Turning body away	Negative shake of head, frown Lips pursing eyes squinting, chin thrusting out	Arms crossed, Finger under collar	Finger pointing, Hands gripping edge of display.
Boredom, disinterest	Slouching against display	Lack of eye contact, looking at the door, at the watch	Touching the nose while speaking, Pulling an ear while speaking	Playing with an object on display case, drumming on display case

Suspicion, secretiveness, dishonesty	Moving body away, Sideways glance	Avoid eye contact, Squinting e yes, Smirking	Pinching bridge of nose, tugging at clothes, scratching head	Fingers crossed
Uncertainty, indecision	Pacing back and forth	Head down or tilted, biting lip, shifting eyes left and right	Hand gripping chin, putting glasses in mouth	Pulling neck
Evaluation	Head tilted slightly, Ear turned toward speaker	Slight blinking of eyes, squinting. Eyebrows rose, nodding	Putting hands to chest, free movement of arms and hands	Putting index finger to lips
Cooperation, confidence, honesty	Back and forth movement of body	Good eye contact. Slight blinking smile	Hands on hips	Open hands

# 2.1.6 Telephone Etiquette ——

The customer's impression of an FSE and the organisation is influenced entirely by what an FSE says and, even more so, by how he/she says it. The voice reveals what an FSE thinks and feels regardless of what words he/ she uses.

- When picking up the phone, introduce your Company and yourself to the caller.
- Slangs should be avoided.
- Always the welcoming phrases should be used like "May I help you" or "Thank you"
- Slamming the phone reflects the rudeness. Receiver should be kept very gently.
- Always speak clearly so that the other person can understand what you are saying.
- Transferring the call in a proper manner is a very important part of the FSE job role. FSE should make sure that caller is informed before transferring the call, and the should be informed to whom the call is transferred to.
- Voice should sound pleasant and attentive.
- Do not interrupt the caller when he/she is speaking.
- When initiating a call, spend a few moments to mentally prepare yourself so that you know what need to be said/ discussed.

# 2.1.7 SMS -

### 1. Do Not Use Text-Speak

Texting-speech is unacceptable in an SMS text messaging campaign. It projects an unprofessional image of your business.

### 2. Avoid Uncommon Abbreviations

Make sure to include only very common dictionary abbreviations in your SMS. Insider terms or newly-found abbreviation should be avoided.

### 3. Personalize the Message

Merging in the names of your customers into a personalized message is a good practice and makes them feel part of a group. When people feel like they are part of a group, they are more likely to respond positively.

### 4. Create a Strong Call to Action

The call to action is the more important piece of your SMS text. Use phrases like "Act Fast" or "Do not Miss Out" to encourage recipients to respond quickly.

### 5. Respond Immediately

Each incoming SMS text message inquiry is a potential lead. A quick response is crucial to maintaining engagement.

# 2.1.8 Exhibit: Good Communication Skills the Best Sales People Share –

### Good communication is crucial to sales success.

Every thing revolves around communication. It is most crucial part of sales. In order to sell a product you need to have good communication skills. The customer will only buy your product if you are able to communicate its benefits to them.

# -Practical 🛚 🖄



1. Identify the given non-verbal expressions and write in the space provided.







	c. Tolerating silences						
E	Exercise						
1.	List down some of the common jargon that is used in everyday life and alternate words or phrases for it.						
2.	Write the importance of non-verbal communication.						
3.	What are the 7 Cs of communication?						
4.	What is the four-step process of active listening?						
N	otes 🗎 ———————————————————————————————————						

2. Prepare a role play on the given techniques for effective listening:

a. Repeating or rephrasing information

b. Summarizing conversations

## **UNIT 2.2: Rapport Building**

# **Unit Objectives**



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

1. Explain rapport building and steps involved in building rapport

## 2.2.1 Introduction

Rapport building plays a very important role in a sales job. This helps in maintaining a state that makes in a easier communication. Its a state of initiating understanding with other individual or a group.



Fig. 2.2.1 Rapport building

# 2.2.2 Helpful Rapport Building Behaviours —

- Body language plays an important role in making the person more relaxed .FSE should always have an open body language.
- FSE should make a proper eye contact with the customer but not making the other person uncomfortable. Its advisable to make an eye contact 60% of the time.
- Encouraging sounds, gestures and nodding should be used when listening.
- Smiling is always advisable.
- Referring the person with his/her name in early in the conversation is always advisable.
- Open ended questions is advisable to be used.

- Summarizing plays a very important role and always summarize the conversation. This helps in getting feedback and also clarifying any mis understanding quickly.
- To start the communication and rapport building, FSE can talk about the things of common interest and experience.
- Always empathize with your customer. Always show the customer how you care about his/her point of view and how you feel.
- If in a situation, argument happens always say the reason for the same.
- Build on the other person's ideas.
- Never be judgmental. Never let the pre conceived ideas and sterotypes take over your mind in the conversation with the person.
- In you disagree with the customer, always give a reason for that.
- Always advisable to admit if any mistake happens or you do not know an answer to the customer's query. Honesty is the best tactic and builts trust.
- Be genuine with the visual and verbal behaviours working together to maximize the impact of your communication.
- Offering a compliment and avoiding a criticism is also very important.

Interpersonal skills play a very vital role. The customers who buy your product would want to know why they should opt for your product. In today's world the competition is so much that one has to be very cautious about the product which they are offering and why makes their product different from the others. Gone are the days of monopoly it is the perfect market which is dominating now.

To sell your product you have to be very cautious about the way you deal with the customer and the attitude with which you deal.

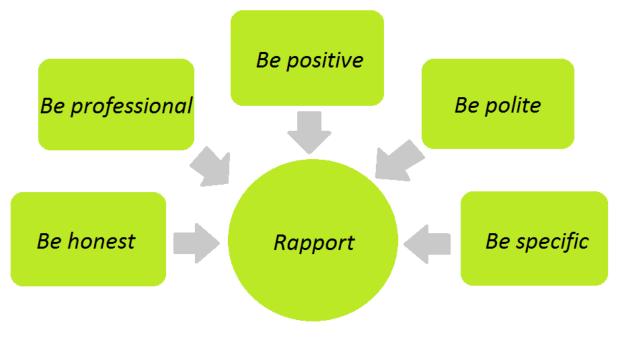


Fig. 2.2.2 Steps of effective rapport building

## 2.2.3 Exhibit: 7 Ways to Build Rapport for a Field Sales Executive

## 7 Ways to Build Rapport (Refer to Fig. 2.2.2 above)

#### 1. Be genuine

- Be geuine with your customer as it increases your rapport with the customer.
- Never pretend, create a new persona of your personality. Adopting a sales like tone helps.
- If FSE would work without taking any unnecessary pressure, relax and smile, the work will automatically go in the right direction .

## 2. Be warm and friendly

- Smiling ,firm handshake and an eye contact will give a very warm and friendly welcome to your customer.
- Always be very warm and friendly with your customer. If you are nice and friendly with the customer, the same will be reciprocated.

#### 3. Show interest

- Being self focused is something that helps in selling. Understanding your prospects helps in giving the best solutions and inturn helps in selling.
- Always show your Internet to your customer thinking, desires, fears and concerns.
- The genuine interest in your customer reflects in the conversation and shows you more relaxed and willing.

## 4. Do not seem too needy

• Sales person should not appear needy and this makes the customer less interested in you. This make the person sound very overly friendly, pushy and forcing the rapport.

#### 5. Give genuine compliments

- Giving compliments always add to your rapport with the customer, however it should be genuine. Always give compliments to the customer like customer website, book and office.
- Complimenting the customer on their recent accomplishments and appreciation, always helps.

## 6. Calibrate the rapport to "just right."

- Ice breaking is very important part of the sales meeting with the customer. As a new sales person, you can get restless in a meeting and would like to get to the point straight across. Never do this as this does not goes well. Like, if you have an hour for the meeting, don't think that you and customer should only discuss business. Ice breaking is very necessary in the conversation.
- This doesn't mean that only non business chatting should be done, the prospects should be antsy to our purpose of the meeting as well.
- Conversation should be balancing both it should be rapport focused conversation.

#### 7. Read the culture

- It is important to change the approach as per the person and company.
- As a FSE, you should be aware how the culture works and how it best responds.

Ex	Exercise					
1.	List few techniques of building rapport with customers?					
2.	List 5 Characteristics of excellent customer service					
	a					
	b					
	C					
	d					
2	e					
э.	What is the difference between traditional organisation and modern customer centric organisation?					
N	otes 🗎 —————					

## **UNIT 2.3: Customer Service**

# **Unit Objectives**



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

1. Discuss the concept and importance of Customer Service

## **2.3.1 Customer Management**

A customer oriented organisation places customer satisfaction at the core of each of its business decisions. Customer orientation is defined as an approach to sales and customer-relations in which the staff focus on helping customers to meet their long-term needs and wants.

You have to understand that the whether it suits you or not the customer is always right, he is the king and you have provide him services according to his needs and desires.

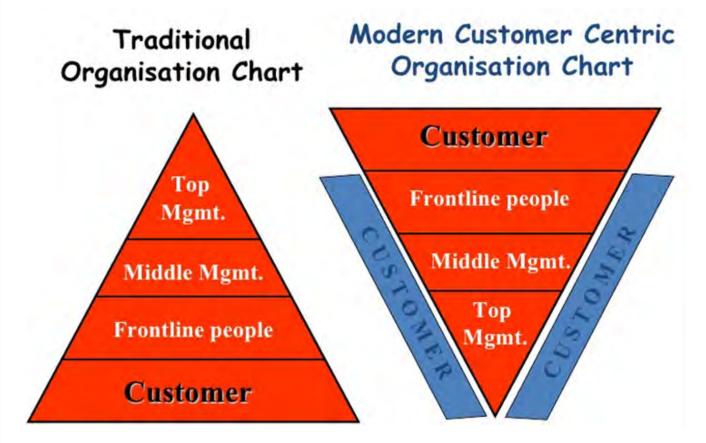


Fig. 2.3.1 Difference between traditional organisation chart and modern customer centric organisation chart

Customer management means to deliver positive customer experiences which lead to customer loyalty and new business generation through referrals. A service desk can enhance the customer's experience and satisfaction, expand their lifetime value and improve business.



Fig. 2.3.2 Customer management

## 2.3.2 Customer Service —

Service is the commitment to providing a high quality of service to customers with a positive attitude, knowledge, technical support, in a timely manner.

## **Phases of Customer Service Management:**

#### 1. Pre-customer service

- Putting products in order (in proper shelf, stacked together witproducts, cleaned regularly etc.)
- Getting product knowledge (company, price, user instruction, etc.)
- Information about competitors (which other company is selling similar products, their price, comparative features, advantage of your own product etc.)

## 2. Customer service

- Attend to customers (Greet, introduce products, understand needs, give information asked for like guarantee, features, advantages, discounts, etc.).
- Give product choices and information (offer different products available, give information like guarantee, comparative features, advantages, discounts, etc.).
- Offer the best solutions to the customer (help to make the best choice keeping all interests in mind to ensure that a sale can be closed as well as ensure that the need of the customer is fulfilled).

- Handle customer queries, requests or complaints (such as renewal of subscription, queries on new plans, complaints about network troubles or overbilling, troubleshoot and resolve customer's product/service related issues).
- Clear doubts or queries, if any about price, quality, features, and handle objections).

#### 3. Post-customer service

- Analyse what more service can be offered (check the current service offered and plan how the customer service can be made better
- Seek customer's feedback in feedback register/diary/booklet
- Bring about the modifications in practice (execute the plan of making the customer service better)

## 2.3.3 Characteristics of Excellent Customer Service —

## Table 2.3.1 Characteristics of excellent customer service

Communication	Communication is a clear and convenient way of
	supplying information
Consistency	Service provided should be the same everyday
Dependability	Doing, what is said to be done
Friendliness	Friendliness means providing support and positive with the customer
Fairness	Offering what is best for the customer as per his/her interest and being honest with the customer
Fairness	Occupation is a set of job roles under which role-holders perform similar/ related set of functions in an industry
Flexibility	offering the services to the customer as per the customer needs
Responsiveness	This means how a quick and effective the person is in responding to customer needs and requests
Respectfulness	Not wasting the customer's time and listening without interruption
Sincerity	Being honestly and truly concerned with serving customer's needs
Speciality	Offering services as per the specialized demand of the customer
Sensitivity	Treating customers as important by being alert and caring
Solving Problems	Taking action quickly and decisively

# 2.3.4 Exhibit: Customer Service —

Anybody associated with the service desk should be committed to providing good, if not outstanding, customer service:

**Table 2.3.2 Customer Service** 

Sl. No.	Practice	Explanation
1	Listen to your	Always listen to the customer words (issues/ where appropriate the body
	customer and their	language). Severity of the issues is not defined as per the how the manual
	issues properly	defines that but also as per the customer requirement. There might be a
		situation that that the problem is not as important as per rules however always
		understand that the customer have taken time from his/her working day to
		seek help from you.
2	Respond to	Even you are in a situation where you cannot help your customer, there would
	customer needs	be some way you can help or guide your customer. "No" and " we cant help" is
		something no customer would like to hear.
3	Learn how	Always learn to say "sorry" for your or your company mistake. Even the issue is
	to apologise	not caused by you , always take the responsibility of the issue and acknowledge
		the mistake. Help the customer to fix the mistake.
4	Value your customer	You may not like them but ultimately they help you understand your product/
4	_	
	complaints	service better and give better service.
5	Get regular	To improve the products of your organization, always encourage the suggestions
	feedback	from the customers. This will help to improve company services.



## 2.3.5 Customer Feedback –

Organised information collected from your customer about their opinion, suggestions and experience about the product or service is called Feedback.

## 2.3.6 Importance of Customer Feedback ———

To improve the products and providing the better services as compared to the competitive company, customer feedback plays a vital role in this. Customer feedback helps in gadging the customer view on the services whether the company excel or short fall on the expectations. For example- Network services feedback received from the company. If most of the customer feedback says that ABC telecom company network is better than their own network, company need to improve on this.

Customer feedback can help telecom companies evaluate how employees treat customers. Customer satisfaction survey conducted by the telecom companies is a market research tool to determine the how the customers questions and problems are addressed and solved. In most of the surveys, the questions are asked from the customers Survey often asks on the CCE behavior with them, this covers if any CCE have been rude to them.

## 2.3.7 Advantages of Customer Feedback -

**Get Honest Opinions:** Customer feedback surveys plays a very important role in getting the feedback from the customers. Customer honest opinions on the services and products can be gadged from this.

**Improve Relations:** The changes in the business is entirely based on the customer opinion, if any company does this this means they been following their customers views. Only a loyal customer will give an honest opinion.

**Inexpensive Business Advice:** Some companies very regressively work on getting the customer feedback, they at times spend a huge amount to get the feedback on their product and services. It is an advise that comes directly from the customer and is an essential part of the business.

**More Customers:** If the customer knows that the company works on their feedback they are more willing to take their services and products.

Positive Changes: No company would like to talk about their operations in a negative aspect.

**Capturing in Timely Manner:** Due to competitive telecom market, all companies are very much inclined towards taking regular customer feedback, this also enhances the customer satisfaction.

Exercise 🔯					
1.	Why are customer service and feedback crucial for a Field Sales Executive?				
2.	What are the three phases of customer service?				
· No	otes ————————————————————————————————————				

## **UNIT 2.4: Code of Ethics and Code of Conduct**

## **Unit Objectives**



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

1. Understand the importance of following code of conduct & ethics in dealing with customers

## 2.4.1 Code of Ethics -

Code of ethics needs to be followed by all employees of the company. This represents the way an person needs to speak, identify, and deal with the customer. These facts are determines the code of ethics.

## 2.4.2 Identification

- Every employee should identify him as a company representative, he/ she should clearly identify the role.
- For showing the customer voluntarily, carry your id card along with the letter of authentication.
- It should display your supervisor number/ company helpline number.
- Always give the true identification, like a person taking survey , or someone else.

## **2.4.3** Ethics –

- Customer dealing should be ethical and fair.
- System should capture if any promise made to the customer.
- Avoid giving any incorrect amount or inflated amount, as this could lead to mis understanding.
- Customers should be dealt in a very professional manner.
- If you do not have the company's acknowledgment do not visit the customer.

## **Fraudulent Practices**

Employee should not get into any fraudulent activities, this can lead to termination, prosecution and police complaints. These practises are defined as fraudulence activities:

- Cheques, receipt books, drafts, and other negotiable instruments if tampered, over written or tampered.
- Using the company cash for personnel use temporary or permanent.
- Any kind of false commitments like verbal or written, settlements, waivers.

Your code of conduct requires you to behave like a professional. Ensure that all the paperwork you do in the whole day is stacked nicely at the end of the day.

## 2.4.4 Code of Conduct for a Field Sales Executive

We need to respect our workplace. We show our respect at the workplace by:

- Respecting the people around us.
- Respecting the resources at work.
- Not misusing the resources like paper, stapler, printer, etc.
- Respecting the resources and not doing anything to damage the resources available for our use.
- Not littering around
- It is important for you as an FSE:
- Be at work on time.
- Always take planned leave.
- Stick around in your jobs until you have learnt the ropes well.
- Frequent job hopping is not advisable. It reflects poorly on your commitment to your organisation.

#### No misleading statements

#### A FSE should not-

- 1. Do not mislead on you company product and services as this could lead to customer satisfaction.
- 2. Business or organization name should not be falsely represented, this could harm your company representation.
- 3. Never do any kind of unauthorized commitment on service or facility offered by your company.

#### **During Call**

- 1. During the a FSE should identify himself, company and his principal.
- 2. Always ask for the company permission.
- 3. If customer denies the permission, always apologize and politely disconnect the call.
- 4. Before the call starts, always state the reason for the call.
- 5. If case call is made an cell number, FSE can ask for call back on a land line number. Never argue or interrupt the customer as this sounds rude.
- 6. Always coversate in the language in which the customer is comfortable in, however stick to the business matters.
- 7. If customer decides to buy your product, inform him about the important terms and conditions.
- 8. Next visit details or next call details should be confirmed with the customer.
- 9. If any customer asks for the company details, supervisor and you bank officer details do not hesitate.
- 10. At the end always thank your customer for his/her time.

#### Gifts or bribes

A FSE must not accept gifts from prospects or bribes of any kind. Any FSE offered a bribe or payment of any kind by a customer must report the offer to his/her management.

#### Precautions to be taken on visits/ contacts

A FSE should:

- 1. The most important thing, the FSE should maintain the distance from the prospect customer, If the customer does not gives you the permission to enter his / her office or resident . never do that .
- 2. Always limit the number of people visiting the customer, it should be FSE or one supervisor. More people visiting will disturb customer privacy.
- 3. In any case customer is not available and only family member or office person is available, FSE should end the visit and requesting a call back for follow up.
- 4. Contact details of self / supervisor or the concerned bank officer should be provided is asked.
- 5. Be friendly with the customer but always a maintain a professional distance.

## **Practical**



This is about Ram, who is a very hardworking and sincere employee in an organisation. Once a customer comes to visit him, as he is responsible for attending customers and finalising the projects. After seeing the project he finalises it.

The vendor, being very happy with Ram gifts him a pen. Ram thinking it as a token of thanks, accept it. The vendor leaves and everything starts going well till one day when one of the peer member of Ram notices that the pen which was a gift from one of the vendor is not a normal pen but a diamond graded Swarovski pen worth three lakhs as it had three diamonds graded at its top. Ram did not know about this. But according to the organisation it was against the code of ethics of the organisation to accept high end gifts and using them without the knowledge of organisation. Ram was asked to leave the organisation.

Answer the following questions based on the above mentioned case.

- What is the message conveyed from this case?
- What was Ram's mistake?
- If you were at Ram's place what would have your stand?

# Exercise



1.	What according to you should be the code of ethics apart from above mentioned measures?					
2.	List two code of conduct, you follow in day to day life?					

## **UNIT 2.5: Key Words**

# **Unit Objectives**



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

1. List down the keywords used in the telecom services

## 2.5.1 Important Terms Related to Telecom Product Selling -

- Stakeholders: A stakeholder is any person, organisation, social group, or society at large that has a stake in the business. Thus, stakeholders can be internal or external to the business. A stake is a vital interest in the business or its activities. It can include ownership and property interests, legal interests and obligations, and moral rights.
- Sales Executive: A Sales executive is a representative of the company. He/ she with maintaining a good relationship with the customer, aims at generating business with the them. This industry is driven by the target which requires high demand from the employees at times. The sales not only means getting the business from the new customers also getting the repeat sales from the existing customers. In a sales department there are multiple job roles - like sales representative, territory manager, business development representative and sales consultant.
- Average Revenue Per Unit (Average revenue per user): Average revenue per unit helps in evaluating the organization about its growth. This determines about the inverter relationship, they can evaluate how the company's growth at per unit level and also how is the revenue generation per products. The accumulation of the revenue from all the units whether paying or communication devices determines the revenue generated. This figure is divided by the number of unit. The unit sales per day if different as per the demand and sales, so the average is calculated to get the average unit sales per day. The average revenue per user is calculated to get the revenue of the month.
- **Distributor:** The person who moves goods and services from the organisation through a distribution channel, right up to the final customer/consumer/user and the movement of payment in the opposite direction, right up to the original producer or supplier. An entity that facilitates the movement of goods and services from the organisation through a distribution channel, right up to the final customer/consumer/user and the movement of payment in the opposite direction, right up to the original producer or supplier.
- Retailers: Supply chain is a very important part of the integrated system. Manufactures or wholesaler provides the goods supply to retailers. they inturn sell it to consumers for a profit. Retail stores (stores or markets) and door to door delivery both are a part of retail. Goods are sold to the end consumer, by the retailer. Wholesaler or supplier sell the the goods in bulk quantities and also to other business as well.
- Field Sales Executive: The one who provides customer service support to the company by interacting with customers face to face.
- **Customer:** The person who buys our products/services.

- Territory Sales Manager: A territory sales manager works on targeted subscriber numbers in assigned geography.
   He/she ensures secondary placement & target achievement for SIMs through Distributor Sales Representatives and provides On-Job-Training continuously to DSR team. Team Sales Manager monitors the performance of distributors, preferred retailers and take corrective actions
- Month-to-date Sales: The sales calculated from the staring of the present month to the end of the month is known as MTD sales. Month-to-date sales concept is utilized in taking the record of the sales activity since current date of the previous month. With the Month-to-date results, the performance of the company can be gauged as well as a comparison with the company's current performance to its past can be done with an ease.

Month to date helps in determining the the activities carried forward by the sales executive till the latest date of the month. It mainly helps in evaluating the activities carried forward from the starting of the month till the current date.

#### For Example: ABC telecom operator sales

500 Prepaid SIMs on January 20th

100 Prepaid SIMs on January 24th

700 Prepaid SIMs on January 27th

Total Month-to-date Sale is 500+100+700= 1300 Prepaid SIMs for the operator.

Monitoring the month to date activities helps the finance department as well to financial performance of a business entity. It helps the managers, owners, and stakeholders on how the company is performing and also helps in evaluating the past performance. Comparism of the past month to date performances gives the evaluation of various months finances spend.

- Beat Plan: The daily plan of visiting the existing and prospective outlets as per timetable or schedule.
- **Business Health Report:** Calculation of the sales achievement record of the retailers/ distributors for month till date is known as Business Health report.
- Core Skills or Generic Skills: Skills that are needed to work in todays world, are known as Core or Generic skills. They have the basic communication skills required for an individual to successfully sustain in todays working environment.
- **Churn rate:** Churn rate is a term used in telecom industry. It determines the percentage of the subscribers leaving the company services for various reasons within the given time frame.
- Danglers: It Is a merchandising material which creates brand visibility in shops/outlets.
- **Distribution:** The process followed for the successful delivery of the product to the original producer/ supplier is known as Distribution. This can be successfully achieved by following a well defined distribution channel. The process should be well defined whether its for the payment (from the final customer to original producer) or the distribution of goods (from producer/supplier to final consumer).
- Flex Board: Its a fibre board used for creating a brand visibility in an outlet by the service provider.
- **Inventory turns:** This terminology is commonly used in Supply chain metrics. This means the number of times of turnover/ cycles of the inventory.

- Month-to-date: MTD means the time period from the staring of the month till date, It is helps in analyzing and recording the results and activities carried forward till date of the month (excluding the day not yet completed). With the Month-to-date results, the performance of the company can be gauged as well as a comparison with the company's current performance to its past can be done with an ease. Monitoring the month to date activities helps the finance department as well to financial performance of a business entity. It helps the managers, owners, and stakeholders on how the company is performing and also helps in evaluating the past performance. Comparison of the past month to date performances gives the evaluation of various months finances spend.
- MNP (Mobile Number Portability): Changed the service provider without changing the mobile number is known as Mobile Number Portability.
- **Primary Recharge:** Every distributor also gets the prepaid recharge value/ amount (talktime, VAS, validity), this is known as Primary Recharge.
- **Route Plan:** The routing plan made by an sales executive for the visits to the outlets. This can be of one or more beat as it depends on the number of outlets.
- Secondary Recharge: Recharge value of an end consumer, which is transferred from distributor to retailer.
- Service Provider: It is an entity, which provides all types of telecom products or services to potential users.
- Turn around time: Every complain has a defined time of the resolution, which is known as TAT (Turn around time).
- **Telecom:** Telcom sector is a sector that comprises of the companies dealing with providing the telephonic communications service to the customers.
- **Tertiary Recharge:** The transactions (Talktime, VAS, Validity) from the retailer to a customers prepaid amount is known as prepaid account.
- VAS (Value added service): Value-added services add value to the standard service offering, urging the subscriber to use their phone more and allowing the operator to drive up their average revenue per user. For mobile phones, while technologies like SMS, MMS and data access were historically usually considered value-added services, in recent years these technologies have become core/ essential services. VAS therefore, has begun to exclude those services.
- **Vertical:** Vertical indicates the sub sectors of the different domain areas or the customer industries serving the main industry.

Notes				

## **UNIT 2.6: Cellular Network Architecture- COAI**

# **Unit Objectives**



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

1. Understand Cellular Network Architecture- COAI

## 2.6.1 Cellular Network Architecture- COAI ——

A cell phone is equivalent to a radio. Its functions are a bit complex. Let us discuss about its history in order to understand the way it works.

Mobile radio phones were very rare in 1950's.

The large antenna were used in cars which were capable of 40 - 50 miles transmission. They were huge in size and were allocated in few urban areas. Not more tahn 25 channels were availabe for private use beacuse the radio technology was itself in a building phase. Therefore not more than 25 people could talk on their radio phone at the same time.

In order to solve this problem each city had to be divided into small divisions. The technology has advanced to an extend that every individual cell has its own base station, rather than only one for an entire city.

These were lower power transmitter cell phones used for the same city, but in different cells.

The area is divided into cells with is further connected to each other by transceivers, controllers, switches, routers, and registers. Some of the main components and how it works is provided below;

Mobile Equipment (ME) - ME is used for the operating the cellular network , its looks like an physical phone . It has its own IMEI number (International Mobile Equipment Identity) and designed to operate on any network in the world. Old phones used to operate on single bands however now the phones are compatible to operate on ul band, triple band, and even quad band . IMEI is engraved on the panel of the battery of the phone which is burned by the manufacturer only.

Base Transceiver Station (BTS) – It is the antenna that is installed on the top of the tower. Radio communication between network and mobile phone is carried out with its help. It also take care of speech encoding, encryption, modulation/demodulation of the radio signalsis, and multiplexing (TDMA). 120 degree section of area is covered by one BTS. A cell is divided depending on geography and user demand, or a cell may be serviced by several BTSs with redundant sector coverage. A BTS is assigned a Cell Identity. The cell identity denotes a particular Location Area, which provides details of the cell which the BTS is covering.

What is a Cell - A cell is basically a base station which comprises of number of RF channels. A limited number of mobile subscribers is covered under each cell, within the cell boundaries (Coverage area).

**Cell Size and Capacity** – Cell size is handled to handle the expected traffic as per the demand. Geographical area decides the number of cells which depends on the total capacity of the users. Operational requirement and available bandwidth determines the capacity of the cells as per the available bandwidth.

**Base Station Controller (BSC)** – BSC controls the Base station. BSC controls the frequency administration, power and signals from the MS frequency administration.

The higher capacity connections to the MSE is major function of the BSE . Depending on the capacity , it BSE can be grouped with the BTS or separated geographically .

**Mobile Switching Center (MSC)** – The MSC is considered to be the heart of the GSM network because it handles call routing, call setup, and basic switching functions. Multiple BSCs are handled by MSCs.

The link between the organisation and actual customer is FSE. Therefore he must possess strong analytical skills so that he is able to analyse the usage per territory and update the organisation accordingly which will further help the organisation in network planning so that they can find out various ways to remain cost effective and maintain a competitive edge.

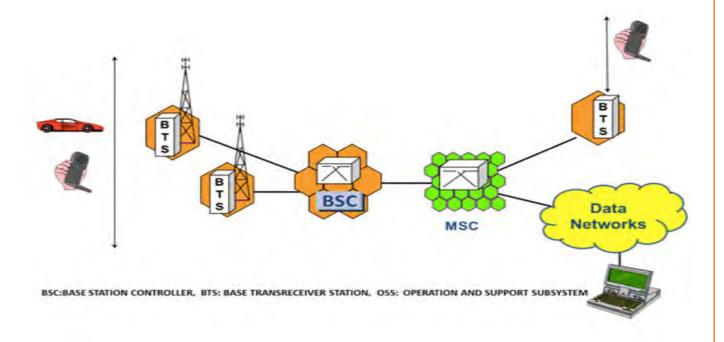


Fig. 2.6.1 Process of SIM network











# 3. Pre-Sales Preparation

Unit 3.1 - Pre-Sales Preparation



**TEL/N0200** 

# **Key Learning Outcomes**



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

- 1. Discuss the importance of pre-sales preparation
- 2. Demonstrate pre-sales preparation

## **UNIT 3.1: Pre-Sales Preparation**

## **Unit Objectives ©**



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

- 1. Discuss the importance of pre-sales preparation
- 2. Understand the preparatory acitivity for pre-sales

## 3.1.1 Introduction

Pre-sales is a set of activities normally carried out before achieving a sales target. Effective pre-sales planning is a critical component for sales success.

## 3.1.2 Pre Sale Activities -

The Pre-Sales Activities for an FSE can be broken into two areas:

- 1. Planning: Planning is a scheme or method, developed in advance, for doing, proceeding or making something. Planning can take time, and some salespeople see it as cumbersome and minimize its importance. But the payoff is worth the time investment, since it improves results at every stage of the sales process and sets up stronger longterm customer relationships by:
  - Helping to convey essential information
  - Ensuring consistent of progress is made according to goals and objectives
  - Increasing credibility, and
  - Cultivating the image of a well-prepared, knowledgeable business partner.

## Lets understand what activities are involved in pre-planning:

- Always be well knowledged about your organization.
- Be well informed about your customers and the proposed customer.
- Complete research is required to be done on product and Industry/ competitor. It is very important to do a complete evaluation of the products offered by the competitor and your products.
- Always create a call strategy prior going for a call (Visit/ Phone call).
- 2. Preparing for the call: Always be well informed and prepared before visiting or calling your prospect customer. Know your call objective, be well aware of your company process. As an FSE you should have a goal for every call made with the customer and be target oriented. Not only the target, you should know how to achieve the target. FSE should be well prepared and do the following activities before going for a client meeting:
  - Groom yourself as per the organization guidelines.
  - Be ready with the presentation. This should also include the customer expectation on the product and the services and the contract generation. Use the marketing material as it helps in influencing the customer.

Should be well informed on the pricing / proposal on the services offered by your company
 Once you are clear with the objective always practice for the call.

## 3.1.3 Activities of Pre-Sales-

- 1. Grooming as per the organisational guidelines
- 2. Understanding monthly targets and dividing them into weekly and daily targets
- 3. Understanding the products and services for sale
- 4. Understanding the territory
- 5. Understanding the customer and buying trends

## 3.1.4 Grooming as Per the Organisational Guidelines

An important part of pre-sales planning is personal grooming. As a Field Sales Executive you need to be dressed in full uniform as per company norms, and also properly groom yourself as per the service standards.

## **Appearance**

- The field team is the brand ambassador of the organization. They represent company in front of the customers they visit. Hence they are expected to present a neat & clean appearance. They are expected to be in uniforms (including shirt, trousers, shoes & socks) which must be worn clean & ironed.
- Care should be taken so as no stains, broken buttons, or loose thread is present on the uniform.
- Shoes should be clean & polished all the time. No sandals/slippers/ sports shoes and white socks to be worn while
  on duty.
- Nails must be clean & cut as most of the time one will be handling merchandise.
- Hair should be neatly combed before commencing duty, never in front of customers.
- Display ID cards when on duty so as it helps the customers to identify the staff.

## Table 3.1.1 Specific uniform guidelines

SI. No	For Men	For Women		
1	Uniform prescribed should be clean	Women having long hair should tie their hair not keep it loose. Not		
	and pressed.	much oil should be applied.		
2	Shoes should be clean and polished.	They should avoid bright coloured nail polish and long nails as they		
		will be a cause to distract customers or damage the merchandise on		
		display.		
3	Hair must be short, clean & tidy.	Minimum, non-flashy jewellery should be worn.		
4	One is expected to have a clean	Dangling earrings, noisy anklets & bangles must not be worn on		
	shaven look.	floor.		
5	In case of beards/moustaches, must	Only very light make-up to be applied (lipstick of very light shades		
	be trimmed, neat & tidy.	only).		

6 Nails should be cut or trimmed neat-		t- Any type of earrings studs & bracelets are not to be worn on the			
	ly at regular intervals.	floor during official hours.			

## **Personal Hygiene**

- Staff needs to keep their hands clean at all times as they mostly will be handling merchandise or in contact with customers.
- Avoid biting nails on the floor.
- Manage body odour & bad breath to be under control as they are offensive to the customer.
- Maintain straight & upright posture.
- Slouching on the floor should be avoided and hands in pockets & hands on the hips are not courteous to the customer & hence should also be avoided.

Make sure you are carrying your official identification Badge (ID) and visiting cards which clearly state your position in the company along with your contact details such as email and phone number with you at all times. There are certain habits that have severe ill-effects on one's health. Such habits should be avoided for a healthy life.

## 3.1.5 Things to Avoid —

These include:

#### **Alcoholism**

It is the tendency in which one consumes alcohol to cope-up with difficulties or to avoid the feeling sadness. The ill effects of alcoholism are:

- Increases risk of heart diseases, cancer, impaired immune system, liver infection (Cirrhosis) etc.
- Reduced work focus and drop in performance.
- Degradation in social and economic status.
- Induces withdrawal symptoms like anxiety, trembling, fatigue, headache, depression etc.

#### **Tobacco**

Tobacco is the second largest cause of death in the world. It claims one death in every six seconds. Its effects are:

- It is a major reason for oral cancer which affects mouth, tongue, cheek, gums and lips.
- Not only chewing tobacco can cause health issues, it also deteriorate the persons taste and smelling sense.
- Smokers face a greater risk of suffering from lung cancer.

#### **Ghutka**

Each sachet contains 4000 chemicals, including 50 that cause cancer like betel nut, tobacco, flavoring.

## Impact of Gutkha on health:

- Loss of sensation in tongue and Disfigured mouth
- · Increased sensitivity to heat, cold and spices
- Inability to open the mouth
- Swelling, lumps, rough spots on gums or in other places inside the mouth

Unexplained bleeding in mouth and difficulty in swallowing and finally Mouth Cancer

## 3.1.6 Punctuality —

Reaching at the customer location for your sales call is a very important aspect of the meeting. Always take a buffer time as the delay can happen due to various reasons like Traffic delays, Construction, etc. Reaching late can disturb or annoy the customer making a FSE loose his creditability or even loosing a client. Being late can have replicative effect as well:

- Reliability issue between you and your customer.
- No respect for customers time and yours.
- Customer can feel that as you have no respect for his and your time, commitment can be a big issue dealing with you.

Reaching at least 15 minuted before the time of the meeting always good. In case, FSE have multiple meeting planned on the same day buffer time should be taken for the travel time and any unavoidable delays.

This is always helpful and reduces the stress and making person mentally prepare for the next meeting.

In a professorial world punctually plays a vital role in establishing rapport with the customer:

- 1. Shows that the you are trustworthy and a reliable person for the customer.
- 2. You are committed towards your work and stand by your words.
- 3. Reaching on time reduces the stress and the restlessness of being late.
- 4. Being on time makes you represent as a professorial person and its always appreciated.
- 5. Makes a strong and impact-full reputation on your client.

## 3.1.7 Pre-Sales Planning—

Pre-sales planning helps you improve your credibility as a sales person. The Territory Sales Manager has the responsibility to ensure alignment between the company's strategic goals and the activity of each individual member of the sales team they manage. Revenue growth is the main objective of a Territory Manager. This can be achieved by growth in revenue, profitability and small medium & large customer trading base.

- The acquisition of new customers
- Retention and development of existing customers
- Improvement of revenue quality

The above will be a result of:

- Selling the full range of the customers products and solutions
- Ensuring customers are charged the correct price for the service provided

Selling of 'simplified Tariffs'

As an FSE you must understand your targets from your Team Sales Manager and divide them into monthly, weekly and daily targets. Clear targets helps FSE's in approaching the market in an organised and efficient manner. For FSE's it is easier to close a deal by keeping a track of orders, proposals and customers.

For an FSE each day is very important as his daily targets add to his weekly targets and his weekly targets add to his monthly targets. A sample target report for Jun 2011 is mentioned below:

## **Understanding Monthly Targets and Dividing them into Weekly and Daily Targets**

Table 3.1.2 Sample target report for Jun 2011

SI. No.	FSE	RCV%	GA	LSO	SSO	ZD
1.	Ojha	24.00	1100	75	75	4000
2.	Baidya	16.60	750	90	90	4000
3.	Chinmya	16.00	1000	80	80	4000
4.	Bapi	17.50	1050	85	85	4000
5.	Purna	12.50	1050	85	85	3000
6.	Santosh	9.00	300	64	64	2600
7.	Manoj	8.50	300	60	60	3000
8.	Rajiv	10.50	950	76	76	2600
9.	Sisir	12.50	550	85	85	3000
Total		127	7000	700	700	30,200

Here GA means Gross Add - Number of new SIMS added

RCV includes: Recharge coupons, easy recharge, DATA packs etc.

LSO, SSO and ZD are names of outlets accessible to FSE.

## Tips on target setting

- An FSE must break down sales objectives by outlet to see BTS sales. Below are the expectations for a merchandising actions in a territory.
- Sales merchandise objective as per the outlet.
- How an FSE can define and analyze the objectives-
  - » Promational programme should be conducted.
  - » sales and pre sales programme
- FSE should also identify his/her routine activities
- Always discuss your concerns that could Team Sales manager . Discuss what can help in achieving your objective and how also the obstacles.
- Always plan your visits and make a weekly plan in advance for the next week.
- It is very important to update and review you daily plan at the starting of the day.
- Daily and weekly plan need to be monitored and compared to achieve the target and analyze the challenge faced.

The role of an FSE is to sell the company's products and services to the customers. Hence the FSE must have comprehensive knowledge about the company's offerings to the customer. This can be done through company training,

information from the Team Sales Manager or through reading brochures, pamphlets or daily reporting sheets. One must also update self about latest schemes/offers.

## **3.1.7 Understanding the Products and Services for Sale**

#### **Telecom Products and services**

Some of the products and services that an FSE sells are:

- New connections Voice
  - » New SIMs
  - » MNP SIMs
- New Connections Data
- Dongles: 3G, 4G
- Recharges
  - » Voice
  - » Data
- Paper Coupons

The FSE also should communicate the current offers and schemes to the retailers and subscribers.

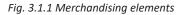
## **Merchandising Elements**

In addition to the knowledge of products and services, it is important for the FSE to drive sales through increasing visibility.

As an FSE you should plan to collect all the advertising merchandise such as danglers, flex boards, standees, gates from the distributor and make sure they are put up at the retailers either by the merchandiser or by you. (Refer to Fig. 3.1.1 below).











## 3.1.8 Understanding Your Territory -

The FSE needs to understand the territory he will be operating in and proceed as per pre-defined route and beat plan. The daily plan of visiting the existing and prospective customers as per timetable or schedule is called the Beat Plan.

#### Steps to manage territory

- Always make the plan by identifying your territory (industry, channel, customer and geography) within your territory.
- Always monitor the cost per call.
- Plan the daily and weekly call as per the route, prospective and use the waiting time at the customer premises/call effectively (Like reading, writing memos and answering the emails)
- Post every meeting schedule the time for the next meeting with the customer . This would help you to increase the prospect sales closure .

The availability of different mobile telecom operators has become the reason for extreme confusion amongst people. Consumer's taste, preferences and purchase behaviour changes with time due to many factors. The varying purchase behaviour of people living in a particular locality must be analysed so as to assist the business environment and economy of the country with respect to the cellular service sector. Products and services have gone through a complete change. Consumers' knowledge has increased and now they are well aware of their needs and wants more than ever.

Always understand your customer, this make you pro active in full filling the demands of the customer and increases the rapport with the customers. The most important part of this is to deliver the product/services as per the promises made. Once you understand your customer well you can exceed the customer expectations. Being attentive to the customer is the key for gaining the customer trust.

## 3.1.9 Understanding the Customer -

## There are three main ways to understand customers better.

- Always understand the customer point of view and understand the issues from their perspective.
- Understand the customer by analyzing of his buying behavior.
- Take customer opinion on your company product and services.

Always maintain a good relationship with your existing customer, these are the loyal customers who will buy your products and services. Always take the opinion from the customers on your products and services, this would help you track the new customers and take references. Regular customers are the loyal customers and tend to contribute more towards the company revenue. Offer the customer what they want and desire.

#### **Example:**

- A customer would always like to change the services and offering as per his/ her needs. Like FSE would target
  market for the parents who are looking forward for the customized services, who need very restricted services
  for his kids like blocking certain numbers, no network during specific hours of the day (during school, bedtime),
  blocking certain websites and numbers and also GPS notifications on their phones if the kid reaches home after
  school.
- Every telecom makes the marketing schemes to target certain sections of society. Like GIV mobile, offers the users to give their 8% for their monthly bill to charity of their choice. Company have called this scheme as "Give back".

Mobile telecom provider have targeted the youth as the marketing choice - For this they have advertised a plan
"back to school plan" where youth can pay as per the use. No credit required for accessing the casual websites,
focusing on trends and a marketing copy.

The target audience is determined by the sales trend of the company and FSE with the help of his sales trends helps the companies in doing the same. Once, FSE identify his target section of the customer, he helps the company in achieving the revenue growth.

The main components that determines the target audience are "Who, Where, Why and How".

- 1. **Demography:** First decide on who are the end consumer. This determines by the demographic components and details such as age, gender, family, size, educational level and occupation of the target costumer.
- 2. **Geography:** Understand the location of your target customers, Where are they located, size of the geographical area, population density, etc.
- 3. **Psychographics and Ethnographics**: Always under the reasons behind the customer purchasing your products. This is based on the purchase trends, attitude and taste of the people in the area.
- 4. **Buying habits:** How do customers purchase products and services. Understand their culture and religion and offer your product to suit the same. For e.g., different religious festivals like Diwali, Eid and even occasions like birthdays and anniversaries govern buying habits

## 3.1.10 Pre-Sales Information

- Be well prepared before meeting/ calling the customer. To understand your customer know your customer and gain information on your prospectus client.
- FSE should know the right person to be met in a dealer location , so that that results can be achieved with no obstacles.

#### Importance of pre-sales Information

Always follow the process of approaching the dealers . FSE should know how to approach the dealer and the expectation from the dealers. Like if a dealer says that he would like to cater the top 3 products of the sections, FSE should check the latest rating of the company (If its in top 3) and inform the dealer. Post that should take an appointment as per the dealer availability.

#### **Sources of pre-sales Information**

Always have a detailed information of your prospective dealers and distributors. The main motive and benefit of this is that it helps to extract the most prospective and qualified dealers where need to give the demonstration.

FSE once have the information on the dealers and distributors can work on the sales and approaching the clients. Few best tips for ensuring the best results in stimulated time are as follows -

- You should have knowledge of the area and must have a map of the area which can help with the planning the visits as per the geographical area.
- To work in a planned manner sort the database of the dealers as per the area, zip code, city and street . Share the information with other FSE's post standardizing the data . It can be sorted as per the state that you are handling as well.

- Appointments should be fixed as per the route defined.
- The weeks calender should be defined in advance. Work schedule should be made regularly as this helps in working in a systematic manner and it should not be broken .

Scheduling your work and help you to be productive. Discuss if any help required with your area manager. Follow your supervisor example.

## 3.1.11 Sales Report -

Sales people who are primarily on the field doing a day to day sales activity and need to generate a sales report with details of the sales meetings, locations visited, sales closed and provide revenue projections for future.

#### **Daily Sales Report**

Daily report is the documentation and recording of sales data and the their analysis, This indicates the key performance in a very comprehensive way.

## The benefits of the daily report is as follows:

- Analyzing the right sales of a FSE and which product of the company have played an important role in its growth.
- How are the profitable products of the company.
- DSR plays an important role in the success of any organization.

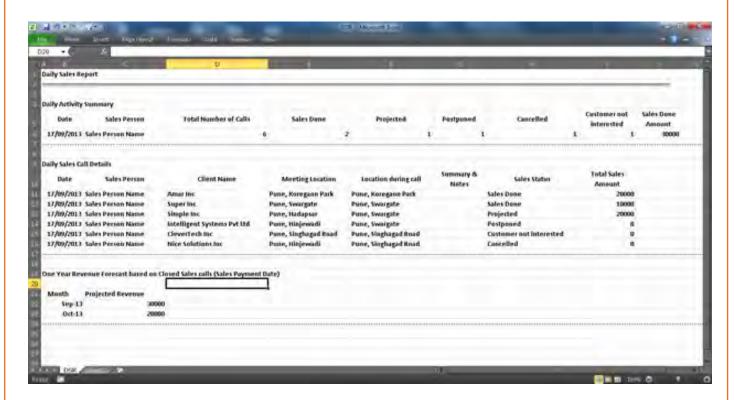


Fig. 3.1.2 Sales report sample format

#### The important duties on a FSE are as follows -

- Daily target achievement should be tracked and report should be submitted without any fail. This helps in monitoring the performance on daily basis.
- Should discuss your target vs the achievement with your Area Sales manager. This would help you analyzing your work so that the necessary corrective action can be taken.
- As per the need, submit your stock requirement report.

Team Sales Manger takes the daily target achieved from all FSE's. Its an informal report which for monitoring the team progress daily. This can be in various forms like email, memo format or any format followed by the organization. It should be very precise, and should indicate the target achieved daily.

#### **How to Write a Daily Report**

Three things to keep in mind while writing reports are:

- Use formal language
- Be objective and factual
- · Organise the report logically

#### Instructions

- 1. Gather the necessary information, such as facts, figures, names, and dates from the day's professional activities.
- 2. Use a form, if available, and fill in each section succinctly but completely.
- 3. Create your own report by using a memo format. Provide the date, the name of report's reader, your name and a subject line (for example, Daily Report). You also may send the information in an e-mail.
- 4. Explain the work you have done that day, arranging the information chronologically or subdividing it by project. Use a heading like Work Completed.
- 5. Mention any problems you encountered and explain how you solved them. If a problem remains unsolved, explain how you are going to resolve it and when. Use a heading like Problems or Challenges.
- 6. Specify what you hope to accomplish the following workday; consider a heading such as Work Scheduled.
- 7. Keep your writing concise and clear. Proof read for errors before printing or sending it to your supervisor.

#### **Weekly Sales Report**

Weekly reports in cluster are a reflection of the monthly and quarter report. If the sales a downward trend in the weekly report, the necessary corrective action can be taken. The information regarding specific departments, dates of the report covers, and all required information related to region or the products are shared in this.

A FSE should bifurcate the weekly sales number as per the product or the sales person . This helps in evaluating your performance and how to perform better.

## **Monthly Sales Report**

It is generated on monthly basis. A sample monthly sales report format is given for your reference.

monthly sales report/forecast (template)					sales dept/team month		
This basic sales report/fored full management information							
		m	onth	cumulative		mulative	(year to date
sales for month	actual	plan	variance	%	actual	plan	variance
volumes/quantity/number							
values/revenues			1.				
margin/contribution					11 21	ì	
% margin/contribution							
number of orders							
average order value							
next month forecast	fcast	plan	variance	%	fcast	plan	variance
volumes/quantity/number				, r . si	100	1	1 - 1
values/revenues							11.30
margin							
quarter forecast	fcast	plan	variance	%	fcast	plan	variance
values/revenues							

Fig. 3.1.3 Monthly sales report sample format

# 3.1.12 Month-to-Date Sales (MTD)

The Month-to-Date Sales report displays sales from the beginning of the month to any specific date in that month i.e. the date on which the report is prepared. For example, in the month of March the Month-to-date for 10th March is the total sale from March 1 to March 10th.

## For Example:

ABC telecom operator sales: 500 Prepaid SIMs on January 20th 100 Prepaid SIMs on January 24th 700. Prepaid SIMs on January 27th Total Month-to-date Sale is 500+100+700= 1300 Prepaid SIMs for the operator.

If the month to date or monthly report is compared with the previous years, this helps how the company's have performed in the other years for this period. Finance department includes the monthly performance in financial statements.

# - Practical 🖔



1. Calculate the Month-to-date sales on following database

Week	Month	Amount (in Rs.)			
1.	1	1500			
2.	1	1000			
3.	1	5000			
4.	1	2500			
5. 2		1300			
6.	2	6900			
7.	2	4300			
8.	2	3500			
9.	3	2900			

#### 2. Case Study

#### Scenario

You need to sell a new prepaid connection with following plan:

- SIM charges Rs. 10/-
- No activation & processing charges
- All STD and Local Calls @ 1Paisa/Sec.
- Call charges to be applicable per sec.
- 2GB internet for Rs. 99/month.
- Unlimited Whatsapp at just Rs.16 per month!!
- On activation, Rs 16 will be deducted from customer's main balance for subscription of 30 days.
- Pack on auto renewal charging model. To unsubscribe from renewal SMS < DACTIVATE WA> to 41125.

## Answer the following questions on the basis of above scenario:

- What telecom product are you selling, and what makes it so unique?
- To whom do you want to sell it?
- Why should people buy the product or service from you only?
- Identify the target market on the basis of geography, age, sex and demographic compnation.
- 3. After selling the prepaid connection you are confused about the customers view about the product. In what manner you would be able to get the right impression of the customers view of product?

Exercise 🔯	
	List the preparations that an FSE need to do as a part of pre-sales activities.
2.	Why customer understanding is important for an FSE?
3.	What is the difference between target market and target customer.
Notes =	











# 4. Increase Customer Base and Revenue

Unit 4.1 - Common Telecom Products and Services

Unit 4.2 - Increasing the Customer Base and Revenue



**TEL/N0201** 

# **Key Learning Outcomes**



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

- 1. Describe common telecom products and services
- 2. List down the activities an FSE must do to increase revenue

## **UNIT 4.1: Common Telecom Products and Services**

# **Unit Objectives**



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

1. Describe common telecom products and services

### 4.1.1 Introduction —

To be able to sell your products effectively an FSE must understand your products and services.

Wide range of products and services include:

### **Table 4.1.1 Mobile Services**

Prepaid Connection	Postpaid Connection
Recharge	Plans
New Connection	Bill Payment
Roaming pack	Roaming Plans
Special Recharge offers	New Connection
	MNP Connection

### Table 4.1.2 Data Services

Mobile Internet	Home Internet	Dongles and Routers
4G	Broadband	
	Unlimited Voice	
	new connection	
3 G		3G
Postpaid		
Prepaid		
2G		
Prepaid		
Postpaid		

### **Prepaid Services**

- Prepaid service is the Pay As You Go service wherein the users buy a recharge balance from the provider as per his requirement.
- Users can only use these services up to the available balance amount post which they would not be able to make calls out.
- Roaming, STD, ISD services are pre-activated in prepaid connections.
- As per TRAI regulations w.e.f 22nd March '13, Services to any Prepaid Mobile connection will be deactivated for

subscribers with less than Rs.20 balance and if there is no usage i.e. without any usage (incoming or outgoing voice/ video calls, Outgoing SMS, Mobile Internet / Data usage, VAS usage or purchases with balance) for 90 days. Prepaid Mobile connections can be reactivated within grace period of 15 days from the date of deactivation, by making payment of Rs.20.

MRP (Rs )	Rs. 55	Rs. 45	Rs. 10	Rs. 13	Rs. 41
Initial	0	0	0	0	0
Talktime					
SIM Card	Lifelong	Lifelong	Lifelong	Lifelong	Lifelong
Validity					

### **Local call rates**

ABC-to-ABC calls	1.2p/sec	1.2p/sec	2p/sec	1.2p/sec	1.5p/sec
ABC - Other	1.2p/sec	1.2p/sec	2p/sec	1.2p/sec	1.5p/sec
Mobiles					
To Landlines	1.2p/sec	1.2p/sec	2p/sec	1.2p/sec	1.5p/sec

### STD call rates

ABC-to-ABC calls	1.2p/sec	1.2p/sec	2p/sec	1.2p/sec	1.5p/sec
ABC - Other	1.2p/sec	1.2p/sec	2p/sec	1.2p/sec	1.5p/sec
Mobiles					
To Landlines	1.2p/sec	1.2p/sec	2p/sec	1.2p/sec	1.5p/sec
		ISD call ra	tes		
USA & Canada;	Rs 6.4	Rs 6.4	Rs 6.4	Rs 6.4	Rs 6.4
SE Asia; Landline					
numbers in					
Australia					
Middle East	Rs 11	Rs 11	Rs 11	Rs 11	Rs 11
including UAE					
and Saudi Arabia					
All other	Rs 15	Rs 15	Rs 15	Rs 15	Rs 15
countries					
Satellite Calls	Rs 550	Rs 550	Rs 550	Rs 550	Rs 550
SMS					
Local SMS	Rs 1	Rs 1	Rs 1	Rs 1	Rs 1
National SMS	Rs 1.5	Rs 1.5	Rs 1.5	Rs 1.5	Rs 1.5
International	Rs 5	Rs 5	Rs 5	Rs 5	Rs 5
SMS					

### **Lifetime Validity**

Lifetime for all Circles except Jammu & Kashmir, Assam and North East. Validity up to the license period & Minimum recharge of Rs. 200 in every 180 Days. For Jammu & Kashmir, Assam and North East Circles:

- Validity is 90 Days
- Minimum recharge of Rs.100 every 90 days to get 90 days extension in validity.

Validity extension shall be subject to the permission granted by DOT to run prepaid services in these Telecom Circle.

Pack Details	Recharge Amt.	Benefit	Validity
SMS Pack	Rs23	150 Local+National	14 Days
	Rs29	300 Local+National	21 Days
	Rs49	500 Local+National	28 Days
Internet Pack 2G	Rs18	90 MB	3 Days
	Rs25	125 MB	5 Days
	Rs74	400 MB	14 Days
	Rs98	500 MB	20 Days
	Rs149	1 GB	30 Days
	Rs197	Unlimited	30 Days
Internet Pack 3G	Rs9	25 MB	1 Days
	Rs44	150 MB	5 Days
	Rs255	1 GB	30 Days

Service Name	Procedure	Conditions	
Loan	*141*10# then press 1 for confirma-	1. A/c balance is not more than Rs1	
	tion	2. Not taken any loan before	
		3. Customer will get Rs10 balance	
		4. Operator will deduct 12 against	
		Rs10 balance	
To check Balance and validity	*123#	For balance enquiry toll free service	
		while roaming also	

Recharge Procedure		
Through Retailer	E- Recharge	
Paper Coupon	*121*3*14 Digit Pin No. #	
Through Website	WEBSITE ADDRESS OF RETAILER	

- Short codes may vary from one service provider to other
- The character length of a sms is 160 Characters includes space and special character (both Pre & Postpaid)

- As per TRAI only up to 100 messages are charged at concessional rate, beyond which customer to be charged a minimum of 50 p. (both pre &Postpaid)
- Charges of SMS pack is not applicable on messages sent on special numbers like news, polls, quiz etc.

### **Charges**

	Rates For National Networks
Calls	(Rs/minutes)
Incoming calls	0.75
Outgoing calls	
Local calls	1.00
STD calls	1.50
SMS (Rs/message)	
Outgoing Local SMS	1.00
Outgoing National SMS	1.50
Outgoing International SMS	5.00
Incoming SMS	Free
Data Charges	
Internet Browsing rates	2p/10 KB

### **Prepaid Roaming Pack**

- MRP 5
- Validity 1 Day
- Benefits: Incoming calls Free

### **Postpaid Roaming Pack**

- Rent –Rs 75
- Benefits: Incoming calls Free

Note:- Charges may vary from one service provider to other

### **Value Added Services**

- 1. Services which are beyond standard voice call services are known as Value Added Services.
- 2. Mobile Value Added Service can be categorised as
  - a. SMS Service
  - b. Information Service: News alerts, stock prices, air/rail ticket status, bank account balance/transatierts etc
  - c. Entertainment Service: Songs, ringtones, caller ring-back tones (CRBTs), wallpapers, games, jokes etc
  - d. M-Commerce Service : M-Payment, M-Banking etc

Note: Charging of sending SMS on special number e.g. 57827 are rs. 3 per SMS.

### **Data Services**

- 1. MMS
- 2. GPRS
- 3. Pocket Internet

### MMS

- MMS stands for Multi-Media Messaging Service
- Multi-Media Messages allows the users to exchange pictures on the GPRS enabled handsets

### **GPRS**

- GPRS stands for General Packet Radio Service
- GPRS allows the customers to use internet services both on the mobile as well as on the PC
- GPRS allows multiple users to share same air interface resources SIMultaneously

### **Pocket Internet**

### Benefits are:

- Portability
- High Speed Mobile Broadband Service

### **Call Management Services**

Call Management includes:

- Call Waiting
- Call Hold
- CLIP & CLIR
- Call Divert/Call Forwarding
- Call Conference
- Call Filter
- Call Barring
- MCI

### **Call Waiting**

- This service is pre-activated on mobile phone
- To activate this service ask the customer to go to the phone menu and activate Call Waiting
- Procedure to use Call Waiting
- To start enter \*43#
- To stop enter #43#
- To reject the waiting call enter 0
- To put your current call on hold enter 2

- To switch between calls enter 2
- To end your current call and take the call on hold enter 1

Charges - This Service is Free of Cost

### **Call Hold**

- This is a facility which is used to keep ongoing call on Hold something like pause and make a new call or answer a call which is waiting.
- This is a free service from the operators who support this feature.

### **CLIP & CLIR**

The "Calling Line Identity Presentation (CLIP)" service enables the customer to see the phone number of the calling person.

- This service is free in Prepaid.
- In Postpaid charges may vary from one Service provider to other.

The "Calling Line Identity Restriction (CLIR)" service enables the customer to hide his number when calling another mobile.

- When CLIR is activated, instead of customer's phone number, a message like 'Restricted number' or 'Incoming call' is displayed on the screen/caller ID device of the phone customer's call. Availability of this facility is governed by Government of India regulations. This facility is not granted automatically, and operators reserves the right to grant this facility only to certain subscribers, based on fixed criteria.
- Charges may vary from one Service Provider to other.

### **Call Divert/Call Forwarding**

This feature allows the customer to divert an incoming call to a landline or to any cellular.

Activation Procedure - Customer can divert his calls through Handset:

- Go to call Divert
- Chose the Option
- Enter the number on which customer want to divert/Forward

Customer can select one option from his phone:

- Call Divert on "not reachable"
- Call Divert on "busy"
- Call Divert on "all calls"
- Call Divert "if no reply"

### **Call Forwarding Short Codes:**

To forward all calls:

- Enter "\*\*21\*number #" to start call forwarding
- Enter "##21#" to stop call forwarding

To forward calls while Customer is speaking to someone else:

- Enter "\*\*67\*number #" to start call forwarding
- Enter "##67#" to stop call forwarding

To forward calls while Customer does not answer the incoming caller within 30 seconds:

- Enter "\*\*61\*number#" to start call forwarding
- Enter "##61#" to stop call forwarding

To forward calls while cell phone is switched off or is out of reach:

- Enter "\*\*61\*number#" to start call forwarding
- Enter "##61#" to stop call forwarding

To Cancel all Diverts/Call forward:

- Enter ##002#
- Go to 'Call Divert' menu and select deactivate/cancel option

Charges - Call forwarding is a free service from all the operators except the normal call charges apply when a forwarded call is answered.

### Call Conference (Refer to Fig. 4.1.1 below)

- With this Service customer can talk with up to 5 different people at a time
- Each person to whom the customer makes call, can add up to 5 more participants
- Charged as a normal call according to tariff to each individual call
- In some Circles, This Service is not available for Prepaid customers

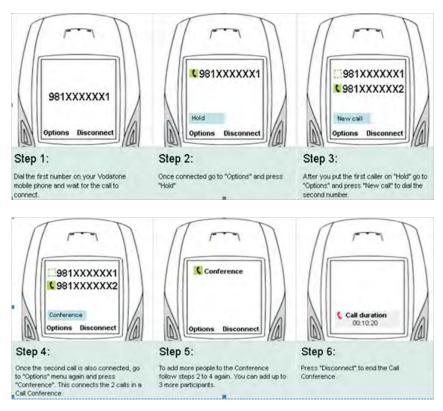


Fig. 4.1.1 Call conference procedure

### **Call Filter**

It is a special service but not provided by all the operators to filter or block calls from certain blacklisted numbers without knowing the actual status of your number to the blacklisted numbers.

Charges - Monthly Rental charges may vary from one service Provider to other.

### **Call Barring**

This is a Network (Operator) supported feature which can be easily activated/ deactivated via handset menu (ultimately if options appear in menu, phone should also support this feature). It is available using the 4 digit default password which is set by the network usually 0000 or 1234 or can also be activated and deactivated via USSD codes provided by the operator.

- This feature allows the customer to bar incoming and outgoing calls.
- This is a security measure to prevent the possible misuse of cellular phone.
- Customer can selectively bar all incoming calls or all outgoing calls as well as outgoing ISD calls. Customer cannot selectively bar outgoing STD calls.

### MCI

It helps the customer to know the callers and time of the calls, who try to call him when customer's phone is switched off or phone run out of battery, or out of network coverage.

### **DND/NCPR (National Customer Preference Registry)**

This service allows customer to avoid all the unwanted advertising/ commercial calls or messages on his Mobile from telemarketing, marketing agencies & others.

### How to register/ activate DND (now NCPR)?

- Customer can activate by either SMS or Call 1909 from his mobile number.
- 1909 is a toll-free number
- It takes 7 days for any request to get processed.

### Options and categories of NCPR.

- Fully Blocked Category:
  - » If Customer does not want any commercial communications at all on his mobile, neither as a SMS or voice call.
  - » Send SMS | START 0 to 1909
  - » Call | 1909
- Partial Blocked Category If Customer wants to get commercial communications by SMS as his preferred category
  and block rest of the calls. In this category all commercial voice calls will be blocked and only messages will be
  delivered. Below is the category list:-
  - Banking Insurance Financial Products Credit Cards
  - Real Estate

- Education
- Health
- Consumer Goods & Automobiles
- Communication Broadcasting Entertainment IT
- Tourism

For e.g. "START 1" for receiving SMS relating to Banking / Insurance / Financial Products / Credit cards

If Customer wants to subscribe for multiple categories, then in sms, separate the numbers with a comma. I.e., START 2, 4, 7.

De-Registration of DND (now NCPR)

De-Registration or de-activation of DND will make Customer receive all kinds of unwanted commercial calls and messages again.

- Send SMS | STOP to 1909
- Call | 1909
- For partial de-registration:
  - » Send SMS | STOP 1 to 1909

### **DND Complaint registration process**

DND registration (now NCPR) helps customer to stop receiving unsolicited/ unwanted commercial and promotional calls and messages on his phone. Even if customers register for DND, sometimes he will receive commercial / unwanted calls and messages on his phone. If so, customer can register a complaint with his mobile operator. DND (now NCPR) Complaint Registration Procedure are given on the next page.

Important note before complaint

Customer has to register a complaint from the mobile or land-line number for unwanted/unsolicited calls or message he has received.

Within three days of receipt of the unwanted / unsolicited commercial or promotional calls or messages, Customer should give a complaint.

### Registration of DND complaint by SMS to 1909

To register a complaint for receiving an unwanted/unsolicited communication, send SMS to 1909 in the below format:-

COMP TEL NO XXXXXXXXXX, dd/mm/yy, Time hh:mm

XXXXXXXXX should be replaced by the telephone number or message header of the unsolicited call or message you received on your phone. You will be receiving an SMS confirming your complaint registration with unique complaint number and within 7 days of the complaint, you will be informed of the action taken on your complaint.

### **Examples:-**

Example 1:- Customer has received an SMS from DM-IAMU on 30th Sep'11 at 2pm. Then complaint SMS will be "COMP TEL NO DM-IAMU, 30/09/11, Time 14:00" and send it to 1909.

Example 2:- Customer has received an SMS / call from 9123456789 on 1st Oct'11 at 11.35am. Then your complaint SMS will be "COMP TEL NO 9123456789, 01/10/11, Time 11:35" and send it to 1909.

### Registration of DND complaint through voice call to 1909

Dial 1909 from mobile and choose to speak with customer care executive to register a complaint for receiving unwanted /unsolicited commercial SMS or call on phone, even if customer registered for DND (now NCPR).

Field Sales Executive should take following details of the unsolicited call or message from customer:-

- 1. Company / Brand / Telemarketer details
- 2. Telephone number or the SMS header of the call / message received
- 3. The date and time of the call
- 4. Description of the call or the message

Then the customer care executive will register a complaint and provide a unique complaint number. Within 7 days of the complaint, customer will be informed about the action taken.

Key points to remember in DND

- 1. DND (now NCPR), will never block any of the customer solicited communication like Bank alerts SMS, Bank communications, Ticket/Online booking confirmations etc.
- 2. Each DND (now NCPR) request takes 7 days for the process and a confirmation SMS will be sent to customer in 24 hours.
- 3. There should be minimum 3 months gap between previous DND request or registration for a new request.
- 4. 1909 is a Toll-free number, no charges applicable.

### **MNP (Mobile Number Portability)**

Mobile Number Portability means the facility which allows a subscriber to retain his mobile telephone number when he moves from one Access Provider to another irrespective of the mobile technology or from one cellular mobile technology to another of the same Access Provider within a licensed service area. The portability process involves three parties- (i) the subscriber interested in moving, (ii) the Donor Operator or service provider from whom the subscriber wants to move and (iii) the Recipient Operator (New Service Provider) to whom the subscriber wants to move.

### **Porting Procedure**



Fig. 4.1.2 SIM porting process

A subscriber desirous of porting his mobile number needs to:-

- 1. Contact Recipient Operator (RO) to whom he wants to port his mobile number.
- 2. Obtain Customer Acquisition Form (CAF) & Porting Form from the R.O.
- 3. Read the eligibility, permissible grounds for rejection of porting requests and other conditions carefully.

Obtain 'Unique Porting Code' (UPC) by sending SMS from the mobile number to be ported. To obtain UPC send SMS to number '1900' with the text 'PORT' followed by space followed by the 10 digit mobile number to be ported. It may be noted that the UPC so obtained will be valid for 15 days for all service areas except Jammu & Kashmir, NE & Assam Service Areas where it will be valid for 30 days.

Note: As Prepaid SMS is not permitted in Jammu & Kashmir the subscriber has to dial '1900' to get an UPC. The operator at '1900' will provide the UPC after verifying subscriber number with CLI.

- Submit the duly filled Porting Form and CAF along with documentary proof to the Recipient Operator.
- A Postpaid subscriber should also submit a paid copy of the last bill along with Porting Form and CAF.
- Obtain new SIM card from the Recipient Operator.

### **Eligibility for Porting**

- 1. A subscriber holding a mobile number is eligible to make a porting request only after 90 days of the date of activation of his mobile connection. If a mobile number is already ported once, the number can again be ported only after 90 days from the date of the previous porting.
- 2. At the time of porting request, a Postpaid subscriber is required to submit an undertaking that he has already paid all the dues as per the last bill to the Donor Operator and that he/she would be bound to pay all the dues to the Donor Operator till its eventual porting and agrees that in event of non-payment of any such dues to the Donor Operator, the ported mobile number will be liable to be disconnected by the Recipient Operator.
- 3. In the case of a Prepaid subscriber, he needs to give an undertaking that he understands that at the time of porting the balance amount of talk time, if any, would lapse.

### **Grounds for Rejecting Porting Request**

Porting request can be rejected under the following conditions:

- 1. If the outstanding payment is not Clear.
- 2. If it has been made before the expiry of a period of ninety days from the date of activation of a new connection.
- 3. If change of ownership of the mobile number is under process.
- 4. If the case related to the mobile number sought to be ported, is sub-judice.
- 5. If the mobile number sought to be ported has been prohibited by a Court of Law.
- 6. If the unique porting code mentioned in the porting request does not match with the unique porting code allocated by the Donor Operator for the mobile number sought to be ported or validity of UPC has expired.
- 7. On the ground of subsisting contractual obligations

### Withdrawal of a porting request

Within 24 hours the subscriber can withdraw his/her porting request by written request. However the service provider is not obliged to refund the paid porting charges.

### **Porting time**

As per TRAI regulations, the porting process should be completed in 7 working days in all licensed service areas except Jammu and Kashmir, Assam and Northeast licensed areas where the maximum time allowed is 15 working days.

· <b>F</b> 2	xercise 📴 ———————————————————————————————————
	Give 5 features of a Prepaid mobile.
2.	What is the process of number portability?
N	otes 🗎

# **UNIT 4.2: Increasing the Customer Base and Revenue**

# **Unit Objectives**



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

1. List down the activities an FSE must do to increase revenue

### 4.2.1 Introduction —

Customers are the backbone of any organization and the entire success depends on the how they are handled. It is very important to remember the following points in this context:

- Regular customers are the loyal customers for any organization, as they are the one who are using the services/ products regularly and serves as a backbone of any business organization should focus on building the customer loyalty and satisfaction. Only happy and satisfied customers would repeat the business with the company.
- No organization would exist without the customer base. The main motive of an organization is to serve its customers.
- Business aim can be achieved with the customer demand only.
- Without customers the organisation would not exist and the purpose of the organisation is to fulfil the needs of the customers.

Satisfied customers will enhance the customer base, this can only be achieved by building a strong customer relationship. The energy and the cost involved in attracting a new customer is 5 times as compared to the making an existing customer happy. So in every aspect a loyal customer is an very important part of the business.

With the regular involvement of the customer with the company (regular use of goods and services), builds a loyal relationship.

### The below mentioned steps shows how of a customer become a loyal customer (4 being the highest):

- Advocates
- Regular customer
- Occasional user
- One of purchase

How an one time purchaser can become a loyal/regular customer of an organization entirely depends on how he is handled by the company. Well handled customers, very focused sales methods, and focusing on customer need not only helps FSE to achieve the targets but also makes a loyal customer base.

### **Increasing the Brand Visibility**

- » Use of posters and dangles helps in increasing the brand visibility and presence in the market.
- » Road shows should be regularly organized.

### Drawing retailers attention through:

- » New offers and schemes
- » Offering freebies

- » Motivating retailers
- Stock Management and collection of payment
- Showcasing new products offering the feature benefit analysis approach
- Monitoring sales performance

# **4.2.2** Increasing Brand Visibility –

### Using posters, danglers etc.

Posters plays an very important role in the outdoor advertising and targets a larger number of customers in a faster way. They provide a logical and cost-effective way of communicating to a particular target market. When placed correctly, attractive posters can lure nearby people into a specific event and alert them of an upcoming product or service. Posters have the ability to stick in viewers' minds and can be a great tool for small- to medium-sized businesses and are cheaper than common forms of advertising such as print, radio and television (Refer to Fig. 4.2.1 below). The advantages of using posters are:

- **High Visibility & Frequency:** As the posters reaches the masses due to visibility to a lager section, the organization should be very careful on what is displayed on it. The placement should be correct & communication should be clear.
- **Diverse Audience Reach:** As poster are made to cater larger numbers and different groups, this helps in a acquiring larger number of target customer.
- Strong Visual Impact: Visual always a better impact. As poster and dangles are larger in size, they leave a strong and a better impact. Smaller forms of advertising (Eg. website add) at times do no leave that powerful impact on the customers.
- **Brand Growth & Awareness:** Posters are an ideal option if any organization wants to establish awareness of the brand, product or campaign. Posters should be placed at the right position to increase the effectiveness.
- Impact via Location: Placement of the posters should guide the target customer to the right location or can be customized as per the location and placement. Like posters can be designed for guiding the customers to a specific mall or customer store. Geographical placement of the posters/ dangles plays a vital role in the leaving an impact on the customers.



Fig. 4.2.1 Display example of posters, danglers etc.

Danglers are those which are hung in a store to highlight important plans schemes which the company is offering. They also help in advertising, as they are so clearly visible they catch customer's attention and entice them to use the services.

**Organising Road Shows:** Road shows can help in spreading the business far and wide and can also help to convey the message which you want to spread to your customers and thus increase customer base.

- Road shows enhances the chances of sale.
- As it involves face to face interaction, an FSE can help the customers in taking the decision.
- Road show can help an FSE get the test run done with the customers and get the feedback from them hand to hand. This involves both current and prospective customers.
- Expanding the customer base 67% of Professionals who have attending the road shows, says that road shows and special events are attended by new prospects or potential customers. This also helps in a long run, to acquiring market share by attracting new customers.

### While organising the road shows two things should be kept in mind:

- **Timing is Everything:** The most important as pect to be considered while planning a road show, is do the detail analysis on which part of the year its happening so that the source market and supplier marker is rightly targeted. Also consider what is the timing for the road show.
- Picking Cities and Venues: City and the venue selected should be done a planned manner.

# 4.2.3 Drawing Retailer Attention

- **Bundling products:** Telecom companies can bundle their few products together and offer a scheme to the customer like special pricing for a landline nad broadband connection special offer pricing.
- **Upsell:** Up selling is selling the related products along with the existing service/ products, e.g Voice recharge sale to a customer who is using the data recharges.
- Offering inside information: Customers should be made aware of the upcoming schemes and the offerings by the company. Giving free coupons, recharges and offering freebies may not cost big amount but increase the sales by attracting new and as well as regular customers.
- Quote high selling retailer's achievement to motivate: Always offer high selling retailers achievement, this will inspire and motivate your retailers to sell your products.

### **Sample Conversation:**

FSE: Hey! How are you?

RETAILER: Not to good, the sales has not been much from the last 3 months, I am thinking of dropping the idea of buying more SIM cards, it is better not to take risk.

FSE: Why do you get bogged down so easily? You know what this month in my area I sold around 500 SIM cards and even other shop keepers had a good sales margin

RETAILER: That is great

FSE: Yes it is, even they were tensed about their sales from past few months but they determined to work hard in order to increase their sales.

RETAILER: Thanks for motivating me, even I would not give up and work harder than before to increase my sales.

# 4.2.4 Stock Management and Collection of Payment

The FSE must influence the retailer by offering them wide range of products and services. Besides this an FSE must provide agreed quantity of stock to the retailer and also observe the store /outlet physically to see stock management

### Stock:

The FSE needs to understand the needs of the customers and provide the product accordingly. He must not just randomly keep on showing the products so that they buy it but must show it according to the need of the retailer.

As an FSE you need to be a good listener and need to pay attention to details. It will be an advantage if you know the needs and expectations of the customer/retailer; this will help in rapport building and increasing customer base.

While selling your product you must be confident about the product you are selling and must be able to educate the retailer about the utility of your product.

### Collect payment against delivery of stock:

component of marketing campaign

The FSE should not be in a hurry for taking the cash from retailer, he must avoid taking advanced payments and opt for "cash on delivery" method. This adds to the reputation and builds your rapport with the retailer and ensures him that his product is going to be delivered to him safe and sound. On taking advanced payment the retailer might panic if the delivery of the product is delayed and might not feel comfortable in investing money in your product. Thus, to avoid it FSE must collect payment against delivery of stock.

# 4.2.5 Showcasing New Products Offering the Feature Benefit Analysis Approach

USP stands for Unique selling propositions. It is the unique factor that makes your product stand aside from the market and your competitors. Factors such as lower cost, highest quality in the market, or first ever product of the segment. It is the most important and the fundamental factor that makes your product ahead from the competition and is a key

Answering the question - How is the product benefiting the customers which the competitor aren't?

USP defines the business model of the company and also implies what the company does and the reason for it and why.

It explains all the business goals and value add to target market.

USP can make any marketing campaign successful by offering and clearly explaining the benefits to the customers which your competition is not offering.

EG - Airtel " 4G Sim , with unlimited calls and Internet".



Fig. 4.2.2 Offers poster

How the products or service is different from the competition determines the strength of the company's. USP of the company attracts more customers.

The product when offered to the customers, the benefits should explained to the customer as per their need and requirements.

For example SIM card utility are as follows:

- Customer can switch phones, keeping the existing service.
- All contacts are stored in SIM.
- All the information available can be transfered to SIM . Most of the phone have this default feature .

### Process is as follows:

- Settings Copy the information to SIM card.
- The information in phone should be transferred to SIM, this really helps if SIM stops working one day.
- All the information can also be transferred to the computer by purchasing a SIM card reader.

FAB (Feature, Advantage and Benefit) can be used for offering products/ services to customer.

Feature: Every products and services have its own unique characteristics, which is known as feature.

**Advantage:** It means what makes the features of the products add to the benefits. Always explain the advantages to the customer in a detailed manner as it helps customer in making the decision.

**Benefit:** How the advantages would help your customer. Like explaining the customer if the services will save his time, saving money, status increase and mind peace.

### **Examples:**

Features	Advantages	Benefits
Prepaid SIM	Total Cost Control	No more rentals or deposits
	Pre activated STD/ISD without	Hassle-free calls
	deposits or rentals	
	Strong Network Coverage	Complete clarity when calling
	Instant Balance and Validity Enquiry	Account balance is updated on the
		screen of your handset at the end of
		each chargeable call
	Prepaid Roaming	Stay connected no matter wherever
		you are
	Recharge your Prepaid	Choose the Prepaid Recharge
		Coupon that's right for you

FSE should always start with the most impact-full feature and explain it to the customer with the complete benefits and advantages.

Always use the word "You" when explaining the benefits to the customer, Its is a small tool but this makes the customer visualize him using the products.

Limit your number of presentation points to three, as explaining every feature and benefit would make the customer confused. Do not make this mistake. What you explain do that with confidence and explain with advantages and benefit. If you feel that the customer is showing the interest go ahead, that means he/ she is inclined towards buying your product.

Explaining the customer about your product feature, advantage and benefits helps you to impress the customer.

# **4.2.6 Monitoring Retailer Performance**

Another important aspect of increasing revenue is to monitor sales performance of the retailer. The retailer sales performance is monitored on two parameters:

- Recharge performance
  - » Voice
  - » Data
- Sale performance
  - » New SIM
  - » MNP SIM
  - » Data Card
  - » Dongles

Some of the formats that help an FSE in monitoring his sales performance are:

- 1. Sale Register
- 2. Business health report of Retailer

# 4.2.7 Exhibit: Steps to Increasing Customer Base



Given below are few steps through which you can the best in your domain.

### **STEP 1** - Identify

You must be well informed about your new territory in order to start with the following action:

- Get familiar with your territory- Go through the CRM provided to you and get a basic knowledge about the accounts so that the process becomes easier for you.
- Get in touch with the sales representatives who had the territory before. You can save your time by requesting them to share the copies of territory information.
- Fix up a meetings with managers in the geography last year. Gain knowledge about the key customers and prospects and also try to know about the representative(s) who held the territory before you. Learn about the measures they adopted in order to increase customer base and profits.

### STEP 2 - Plan

- Prioritise your customers by conducting reviews. Do not over burden yourself, make targets according to your potentials.
- Make a territory management plan. Finalize your target list based on the previous exercise. You need to decide how often do you need to call your top targets i.e. Weekly, Bi-Weekly, Monthly.

• In order to finfd out about the hidden opportunities you need to do a SWOT analysis .

### **STEP 3 - Perform**

- You need to set appointments with key contacts in order to learn about your customers and the way they buy. and their thought process while buying.
- Make changes in your CRM based on information provided by customers. Maintain a record of call notes and enter new prospects into the system.

### **STEP 4** - Iteration

You must not follow the same plan for the entire year, it must be reviewed quartly. The following customers must be removed from your call cycle and and replaced with new prospects

- Not easily contacted contact
- Longer than average buying cycle
- Low money potential
- Geographically undesirable

You can contact these customers later to find out if anything as changed.

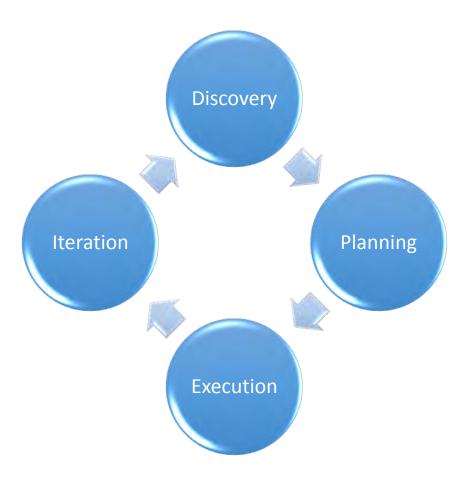


Fig. 4.2.3 Steps to increase customer base

# 4.2.8 Challenges Faced by Retailers

To understand how to best serve a customer an FSE must understand some of the common issues and challenges that are faced by Retailers.

**Channel Conflict:** Due to lack in channel innovation these are the conflicts that are arising in the channel. The following also has a list of problems faced due to this conflict.

### 1. Problem of service

- » Gap: These are the cases when the retailer balance is not filled timely by the distributor. This effects the company image in front of the end consumer as a retailer represents the company. This can be due to no credit policy of the distributor or time lag.
- » **Competition:** Due to the large number of competition in the market and unwillingness of making any extra investment, every retailer keeps all the company products. This reduces the share of the existing companies to offer competitor products.
- 2. **Non-availabilty of particular offers:** At times new offers made by the company are not available timely to the end consumer. This could be due to the information lag between company and the retailer. Rural areas faces these issue frequently as the number of retailers are less. This can cause unrest amongst the retailers and loss of the potential customers.
- 3. **Retailers selling SIM Cards at a cost lesser** than the MRP: Big and small retailers have different scope of offers due to their scale of operations. Big retailers due to economy of scale can offer SIM cards at a very lower price (even lower than the MRP) as compared to small retailers. This is one of the reason for the unequal sales of various retailers.
- 4. **Old SIM Cards not replaced in time:** Some SIM cards that are released for an offer have to be returned to the distributor once the offer is over and are to be exchanged to a new one. In case if the distributor is late in completing this task, this can lead to the inventory accumulation at the retailers end which he/ she cannot sell.

### 5. Company Related Issues

- No new schemes and Document submission problems
- Rare visit of FSE
- Pre Payment scheme

### Benefits an FSE can provide to a retailer:

- 1. Information about new offers and new coupons
- 2. Give Maximum Margin
- 3. Increase frequency of FSE visit, for eg, every second day
- 4. Keep stock up to date, both SIM stock and MNP SIM stock
- 5. Reduced average activation time for new connections
- 6. Help in problem solving related to company

# 4.2.9 Exhibit: Steps to Increase Sales

A person can be a great sales executive if he/she follows the steps given below:

### 1. Make a friend

- Rapport building is something which helps in making human interaction a success.
- Finding something which is common between you and the customer helps to build rapport.
- It can also be called as a contact window which requires a salesperson to notice something physical like jewelry, clothing, even the type of smart phone the person in front of them has.
- The salesperson then talks on that item followed by a question and shares something related to themselves based on what that customer answered.
- It acknowledges that each person i.e both the customer and the salesperson is unique, different and interesting.

### 2. Sell products which are beneficial for customers

Selling the products and services which are not useful for the customers might leave a bad impression about you and the company. The customer might never return to you again to buy anything and might also spread it to the people they know. This will reduce your customer base which will make you regret. Therefore you must always sell products which are of some value to the customers and are best suited to customer's need.

### 3. Always be honest

Most of the customers are able to find out when someone is being honest or dishonest, so always be true towards your customer and never overstate the value of any product because if he comes to know about the true value, he will stop trusting you and might not buy anything from you.

### 4. Add-on, Upsell or Cross-sell.

Adding on sales is something which helps the sales person in increasing the sales total once the customer has selected their products. A sales person must perform up-selling and cross-selling by identifying the needs or worries of customers, and then offering the product accordingly in order to solve their problems.

### 5. Learn from your successes and mistakes.

Learning is an ongoing process. A good sales person always tries to find out where is he lacking and what ways should he adopt in order to build rapport with customer and increase customer base. He treats each and every customer as an opportunity to learn new things.

E	xercise 🔯 ———————————————————————————————————
1.	What are the advantages of using posters?
2.	How can we increase brand visibility?
3.	What are the two parameters on which retailer sales performance is monitored?
	·
4.	What are the steps to Increasing Customer Base?
5.	What are the benefits that an FSE can provide to a retailer?
3.	
6.	What are the steps to Increase Sales?









# 5. Increasing the Width of Distribution

Unit 5.1 - Increasing Width of Distribution



**TEL/N0202** 

# **Key Learning Outcomes**

Ö

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

- 1. Identify the ways by which the market size can be increased
- 2. Ways to select new outlets

# **UNIT 5.1: Increasing Width Of Distribution**

# **Unit Objectives**



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

- 1. Identify the ways by which the market size can be increased
- 2. Understand the ways how to select new outlets

### 5.1.1 Introduction –

The competition between various telecom companies in the market is very tough. A company need to find out the awareness level of retailers or dealers for its product and services at the same time they need to focus on the perception of retailer's and dealers about their product and services. In order to maximise their sales companies employ a number of strategies to establish their products and promote sales.

New and advanced facilities and plans are introduced on regular basis to cater the customer needs. The methodology to enroll new retail outlet includes:

- 1. Outlet selection
- 2. Offer value proposition
- 3. Negotiate and close sales call

# 5.1.2 Outlet Selection —

As a business partner for the sale of the telecom products and services it is important for company to know the awareness level of the retailer. Field Sales Executive communicates various offers and schemes to the existing dealers or prospective dealers. As a part of beat plan a Field Sales Executive:

- Meets all the dealers and retailers who are interested in selling company's products and services
- Explains about the business and how to incur profit and gives them competitor's feedback thorough one to one interaction
- Creates interest to become a new dealer or distributor by showing leaflets of different features.
- Convinces and creates interest through pushing sales.

For outlet selection an FSE has to understand the extent of his sales territory first. Then FSE need to have knowledge of shops dealing in the telecom products. The categories of these outlets are given below:

### **Categorisation of Outlets**

- Multi-brand outlets They are the stores that sell telecom products of more than one telecom provider. They have an accurate understanding of telecom customers. They act as a sales advisor to sales manager and act as source of info regarding the competitors.
- Branded retail outlets These outlets sell telecom products of a single organization. They are basically company owned.

• **Kirana stores (Mom and Pop stores)** – They are the shops that sell different types of products for daily consumption in a household.

In order to do business, a telecom organisation needs to place its products within these outlets.

### **How to do Outlet Mapping**

Given below are the ways to do retail mapping:

• Obtaining and referring to an existing database - There are times when a new brand is offered by channel sales managers and distributors of an existing brand in anticipation of higher margins and large salary. They end up becoming an extremely important source of this information.

These people bring with them an already existing list either in the form of a file or their awareness of the geography. The aforementioned method is the "easy way out." This would help you directly go to those shops.

None of the telecom organisations consider the ready-made list as absolute. Validation and verification is done even if any ready-made list exists. To disclose the list of outlets of competitors is highly unethical but this type of occurrence cannot be avoided.

• Traversing the geography and visiting the outlets - The channel managers visit their outlet selling telecom products, every morning and record the information as needed.

### What Should Outlet Mapping Information Convey?

The information helps in making strategic decisions in telecom organisation. (Refer to Fig. 5.1.3 below).





Fig. 5.1.1 Types of outlets



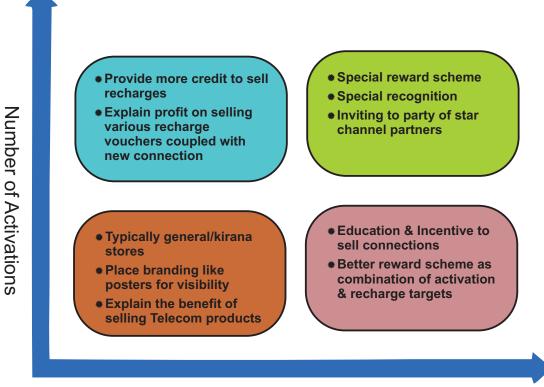




Fig. 5.1.2 Types of outlets

The major information is about number of activation and recharges done for various telecom providers. This information helps assess the importance of that outlet. An outlet doing high activations and selling significant recharge is definitely a very critical outlet in which to place stock.

### **Outlet Mapping Information and Strategic Decision Making**



# Amount of Monthly Charge

Fig. 5.1.3 Outlet mapping information and strategic decision making

### **Example:**

Airtel follows a strict policy in selection of the dealers, and therefore it is necessary to fulfill the following pre-requisites to be eligible to become a dealer:

- 1. The dealers should have a sound financial background. The financial capability of a dealer is solely depended on the discretion of the company officials.
- 2. The dealers should have a good market reputation, since the dealers help the customers informing the first impression a customer has about the company.
- 3. The dealer should have a good previous track record, i.e. of timely payments, no criminal background etc.
- 4. The dealers should have good market penetration. The company's ability to gain maximum customers in this era of competition solely depends on the penetration the dealers have in the market
- 5. The last criterion of dealer's selection for Airtel is the area the dealers cover. This would include different geographical areas which are covered by a dealer.

### Sales strategy for retail outlets based on info gathered about them

**★ ATL** marketing in nearby Branding conveying areas for more PULL recharge availability at the Customised branding like outlet **Number of Activations** having name of outlet \*Easy to understand onephoto of retailers pager for recharge Campaigns involving the retailers schemes \* Placement of brand Easy to understand oneelements regarding new pagers for explaining activations schemes better \* Easy to understand one-\* Placement of cheaper but pagers on activation effective brand elements schemes & profit to to pull customers retailers Amount of Monthly Charge

Fig. 5.1.4 Sales strategy for retail outlets based on info gathered about

### **Process of Outlet Mapping**

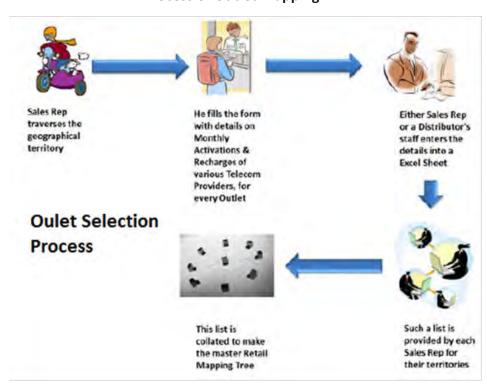


Fig. 5.1.5 Process of outlet mapping

A template form on printed paper will be provided to each Field Sales Executive representative visiting an outlet.

He would inquire the performance by visiting the shop. He would fill the form with the details as per the template. This activity would be done for each outlet. This information has to be consolidated for each road, colony, area and territory. Then it needs to be put into an electronic form, such as an Excel spread sheet. Ultimately such lists are consolidated for various districts and add up to become the retail mapping tree for the entire state.

There is a categorization criterion to pigeon-hole the outlets based on the recorded information (Refer to Fig 5.1.6 below). This helps in developing marketing and sales strategies.

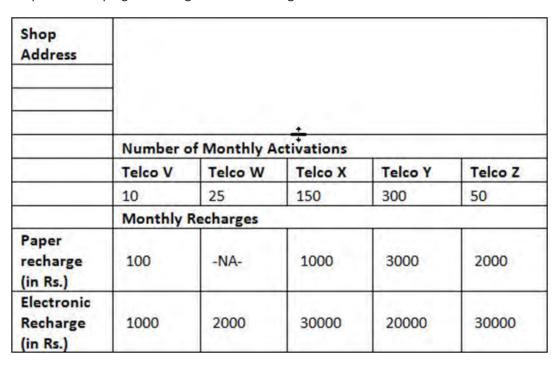


Fig. 5.1.6 Categorisation criterion to pigeon-hole the outlets based on the recorded information

Form template of outlet mapping with sample data (Fig. 5.1.5)

### **Illustration of Categorisation of Outlets**

Monthly	Category of
Activations	Outlet
<50	D
51 – 100	С
101 – 200	В
> 200	А
Only Recharges	Е

Fig. 5.1.7 Form template of outlet mapping with sample data

A GPS device will be provided to each Field Sales Executive in future. They would gather the data by visiting the shop and feeding it in hand held device.

This process will eliminate the issues present of process of retail mapping. Additionally, there are many other advantages to using this process and they are elaborated further in the next section.

Since sales are all about handling the geographical territory, it makes great sense to map the parameters. This can give vital inputs in formulating an efficacious strategy.



Fig. 5.1.8 Map view to know about the database

Consider a hypothetical map and assume the plotting of retail outlets with recharge sales > Rs. 5000/- from 25th Aug 2011 until 3rd Sep 2011. The clutter in the encircled region shows many cellular phone recharges happening in that area during this period. Further research reveals a majority Muslim community in that region. The company can offer special "Full Talk Time" promotions for Rs. 786/- to generate maximum sales from that area during the festival period of Eid the following year.

# **5.1.3 Offer Value Proposition**

An FSE, after the completion of outlet mapping, must plan a visit to meet all the retailers who are interested to sell the telecom company's product. He must interact with the owner or the decision maker of the outlet, when he visits the prospective telecom retailers.

As an FSE its very important to understand that it does not matter how great a product or service your small business offers if you cannot get it in front of a decision maker. By pitching to the wrong person you decrease your likelihood of making the sale.

Identifying the decision maker through cold calls is one of the most effective ways to find prospects. Through cold calling FSE would be able to save their huge amount of time and effort. Another way to determine a decision maker in an outlet would be introduction through a familiar person. When you have targeted your decision maker, take a minute

to qualify that you truly have the right individual. During your first contact with the would-be decision maker establish answers to the following questions:

- Who makes the purchase decision for these types of products?
- Who all need to be involved in the decision?
- What are the steps involved in these these types of purchase decision?

You must be able to establish whether you have reached the right decision maker on the basis of the answers of the questions mentioned above. Once the decision maker is established then you will not be far from making sales.

Offer a value proposition to the prospective decision maker. Provide them with sufficient reasons as to why a consumer should buy a product or service. Convince them that their product will add more value than the other offerings in the market. As an FSE it is important for you to understand the reason as to why prospective customers typically fall into three major buckets that form the rules of winning value propositions:

- Sell the products according to the needs of potential buyers.
- Potential buyers must be able to differentiate between your product and the competitors product.
- Potential buyers must have confidence and trust on you.

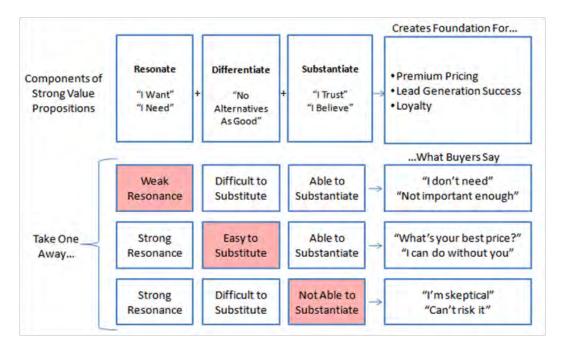


Fig. 5.1.9 Offer Value Proposition

If you don't follow all three of the value proposition rules and it makes it much more difficult to sell.

- People will not buy what you are selling if you remove the resonance.
- The customer either attempt to get your service from some other place or pressurize you for price if you do not differentiate.
- If you remove the ability to substantiate your claim, your customer will not trust you and will not take the risk of working with you.

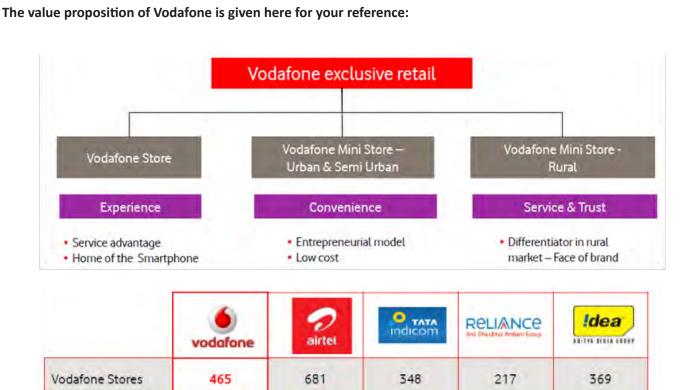


Fig. 5.1.10 Indicative value preposition of Vodafone

7,125

7,590

Explain them the business and how to incur them profit. Give them competitor's feedback through one to one interaction. Show them leaftlet of different features. As a selling strategy tell them about:

1,151

1,832

2,497

2,845

1,827

2,044

1,105

1,474

- Company
- Its business strategy
- Awards and recognition
- Mission and vision of the company

Vodafone Mini Store

(Urban & Rural)

Total

# 5.1.4 Return on Investment (ROI)

Return on Investment is probably the most important calculation one needs to make to ensure the long-term viability of their business. Return on Investment involves all the variables that could impact the outcome. This includes everything that could impact the return and should be considered as a part of Return on Investment. The basic equation for calculating Return on Investment:

### Return on Investment = [(Payback - investment)/Investment] x 100%

Payback is actually the total amount of money earned from your investment. Investment relates to the amount of the

resources put into generating the given payback. For example a dealer made an investment of Rs. 10000 on telecom products and in month one his sales was Rs. 8000. Then his Return on Investment would be:

ROI= (10000-80000)/10000 x 100 % = 20 %

# 5.1.5 Distribution Procedure and Margins

An FSE need to explain the distribution procedure and margins with the prospective dealer. A sample of distribution procedure and margins of a telecom company are given here for your reference:

- The product is directly supplied by telecom company to its distributors in Urban Areas through Territory Managers.
- The product is distributed as as per demand for individual distributors by Territory Manager, which is scheduled as per the target for the territory.
- The margin for distributors in urban areas is 1.3%.
- The product is distributed to the FSEs' by the distributors, which is further supplied to the retailers.
- The margin of the retailer is 2.7%. (2.5% margin on RCV Rs.10/and for all other RCVs the margin is 2.7%).
- LAPU balance for three days has to be kept by retailer. (minimum amount Rs. 1500 out of which 33% should be in RCV)

Here, RCV is recharge voucher

LAPU (Local Area Payment Unit) is the standard recharge system that is included in every body's life and it LAPU recharge suggests any recharge either mobile or DTH that is done with LAPU SIM, which is a SIM that is utilized to recharge mobile and DTH SIM cards.

# **5.1.6 Information About Company Products and Processes**

The telecom products can be divided into three categories.

- **Primary Products:** The products those are supplied to the distributor are known as primary products.
- **Secondary Products:** The products those are supplied to the retailers from the distributors through FSEs are called secondary products.
- Tertiary Products: The products sold by the retail outlets to the customers

### SIM (Security Identification Module)

- The base products of the company, required for new subscriber
- The SIM is provided by the company is free of cost which a distributor can sell up to Rs. 100

### **LAPU**

A SIM is provided to retailers from the company at free of cost for providing easy recharge service. Only regular retailers have this facility. This SIM has a usually a memory of 128kb and specially designed for easy recharge purpose. A retailer has to minimum 5 easy recharge customers per month; on failing to achieve the required target the SIM gets automatically deactivated. This SIM has also Rs 300-talk time free with in same service provide. The recharge target and talk time may vary from service provider to service provider.

**Recharge vouchers:** Generally in every Rs. 1000 of easy recharge the retailers must have to keep 33 % of paper vouchers where distributor has to keep 35%. But this value and percentage may vary service provider to service provider.

Recharge vouchers are available at different costs from Rs. 10 onwards. Generally paper voucher is maximum available up to Rs. 120 and easy recharge is available up to Rs. 10000 but this may also vary with the service provider.

#### **SIM Activation Procedure**

SIM is provided by the company to the distributor and the distributors' supplies the SIM as per retailer outlets demand. The SIM initially is not activated. After any customer purchased the SIM then the retailer uses a special procedure through its LAPU SIM to activate that SIM. But presently most of the service providers are supplying activated SIM to the retailers so that the new subscriber can easily use the new SIM without any delay in the service.

To activate the SIM following procedure is followed

- 1. The retailer sends a SMS through the LAPU.
- 2. This SMS reaches to the technical section and then 3 new SMS are sent in return one to Retailer, next one to FSE and the last one to the Distributor.
- 3. Then the distributor send a new SMS.

After following this procedure the new SIM is activated and is ready to use.

#### For pre-activated SIM:

The subscriber can get this SIM only after paying the cost of SIM and by providing valid documents required by the service provider. After purchasing the SIM, one has to insert the SIM in the mobile phone and then has to call the customer care or any other number provided by the service provider which is usually a toll free number. Once details are validated by the customer care the SIM is activated and is ready to use.

#### **Necessary Documents for New Subscription:**

- 1. The new subscriber must have to be an Indian citizen.
- 2. He/She has to give one latest his/her photo.
- 3. Any valid document showing his nativity or residential proofs like Pass Port, DL, Voter ID, home electricity or phone bill(land line, BSNL preferred) etc.

**Actions on Fake documents:** If the documents are known to be fake or doubtful then the connection will be cut off immediately. Legal action can be taken against the retailer or the distributor for this negligence.

# 5.1.7 Negotiate and Close Sales -

Successful negotiating is a fine art, anticipating the barriers in negotiating takes a certain amount of skill. It includes:

- Prepare yourself before the negotiation begins. Try to appear keen but not desperate.
- Be very clear about your objectives (e.g. price, volume, or quick sale) and how important the deal is to you.
- Try to identify the needs and wants of the customers.
- Find out how urgent the product is for the customer, what is that they can afford and what is being offered by competitors.

- The value of your product must be assessed before it is offered to the customer. Assessing the value means to understand what benefits it offers, what problems it solves for the customers and what alternatives it replaces.
- Plan out your strategy, and list down the strengths and weaknesses of your proposal. You must aim to reach a deal that will be suitable for customers as well.
- Decide what could be negotiable; try to identify concessions which would cost you little but which the customer would value.
- Before you make any concession you must consider the impact it will have on other deals and on the customers.
- Clarify your terms and conditions from the beginning of the negotiation itself.
- Keep the opening price a bit high and give reasons as to why you have kept the price of a particular product so high.
- Agree what the negotiating points are.
- Focus on listening and asking questions. Identify questions that are aimed at discovering your own negotiation position.
- You need to test the strength of the concession that the customer asks for.
- Look for reciprocation on any concessions you make: for example, an increased order size in exchange for a discount.
- After all the points have been shared shake hands and follow up with a written agreement.



#### Some Dos and Don'ts of Negotiation

#### Do's

- Identify the needs and wants of the customers
- Plan before hand regarding the area you want to negotiate
- Listen carefully and ask questions

- Aim for reciprocation on any concessions
- Freeze the deal with the help of a written agreement

#### Don'ts

- Concession must be made from the very beginning
- Negotiation position must not be hidden
- Provide extra concession

An online registration form is filled for the use of dealers seeking to do business with the telecom company. The information is then made available to the Territory Manager. Dealers are contacted in case some additional information is required.

#### The FSE must fulfil all the enrollment formalities like:

- Asking the customer to fill up the forms
- Asking for their correct address and ID proof
- Guiding them while they are filling up the form if they get stuck up somewhere
- Taking two passport size photographs from them for pasting it in the form

Checking the form once again before forwarding it to ensure that all the details have been given.

# **5.1.8 Exhibit: Steps to Building Retailer Networks**



Retailers have limited shelf space and limited budgets to spend on introducing new products. That makes it tough for to sell products into stores, so it pays to plan carefully and prepare a convincing presentation if you are going to be successful. Retailers like to see a record of accomplishments when they take on a new product, so start small and get your products into local outlets before approaching the major retail chains.

#### STEP 1

List down the types of products offered by your local stores. Identify the gaps where you can fit your products and where there are no competitors. Establish your own price and discount level by checking the difference between yours and competitors products. Know the views of customers and store owners regarding the product preferences by speaking to them.

#### Step 2

Demonstrate that your product sells. It is a major risk for retails to introduce new products as it incurs cost of buying, displaying and stocking the products. they want to know whether the new product will appeal to the customers or not. In order to demonstrate a sales record you must sell your product online.

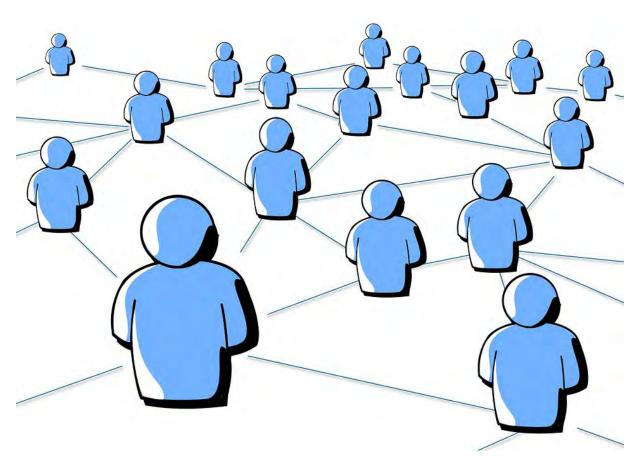


Fig. 5.1.11 Strong network example

#### Step 3

Show that there is consumer interest in your product. According to the research, writing a blog about your product and using social media to get feedback will provide evidence that your product has sales potential. Share the findings of your social media program with store owners.

#### Step 4

Make a detailed presentation related to your product. It must consists of information/facts like target market for your product, selling price and discount levels, volume that you can supply, reasons why the product will appeal, and merchandising or other promotional support that you will offer. Ensure that you have all the facts handy which are required to answer the questions. of the consumer.

#### Step 5

Begin your sales by approaching the local stores. This experience will help you to polish your presentation and you will be able to fine- tune your product. You will also understand how to tackle problems.

E	kercise 🔯 ———————————————————————————————————
1.	What are the benefits of retail outlets?
2.	How does location play an important role in retail outlet selection?
3.	What are the factors which must be evaluated in choosing an area or type of location within a city?
4.	Write down the steps to close a sales call after negotiation.
5.	What do you mean by value proposition? List down the steps to create it.
N	otes ====================================











# 6. Process Compliance

Unit 6.1 - Mobile Number Activation Process

Unit 6.2 - Addressing Issues and Complaints



**TEL/N0203** 

# **Key Learning Outcomes**



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

- 1. Discuss mobile number activation process
- 2. Explain how to activate Mobile Number Portability
- 3. List down the KYC norms and TRAI guidelines
- 4. Understand how to validate the forms in case of any mismatch or error
- 5. Deal with retailers/customers issues and complaints

## **UNIT 6.1: Mobile Number Activation Process**

# **Unit Objectives**



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

- 1. Discuss mobile number activation process
- 2. Explain how to activate Mobile Number Portability
- 3. List down the KYC norms and TRAI guidelines
- Understand how to validate the forms in case of any mismatch or error

#### 6.1.1 Introduction —

In a service area, which generally consists of a state, there are several telecommunication service providers, licensed by the Government of India (Department of Telecommunications). They may provide telecommunication services, either basic (land line) services or mobile telephone services or internet services or broadband services or a combination of these services. A person interested in getting any of these services has to approach the service provider of his choice or its authorized sales outlets and submit an application form, generally known as the Customer Application Form (CAF), along with photographs and proof establishing address and identity. In the case of telephone connection, especially mobile connection, a customer may opt for a post-paid or prepaid connection.

## 6.1.2 Prepaid and Postpaid ————

The two forms of payment involved in various telecom services are prepaid and postpaid. Prepaid means you pay in advance for a service whereas postpaid means you pay after having used the service.

Thus, using a post-paid SIM, you will have to pay the phone bill later, i.e. after you start using it. While, in pre-paid SIM, you cannot use it without paying for the amount you will be speaking.

- Postpaid Customers: higher average revenue per user, lower churn, longer customer life
- Prepaid Customers: Lower acquisition cost.

#### **Documentation required for New Prepaid and Postpaid Mobile Connection**

New prepaid/postpaid connections are available through Mobile CSC/ distributor network of the service provider. To get a new prepaid/postpaid connection one need to fill up Customer Application Form (CAF) correctly and completely and pay the minimum amount fixed by the service provider. Along with the duly filled CAF and financial transactions, following documents are required:

- One color photograph
- **Passport**
- Aadhaar Card

- Permanent Account Number (PAN) Card
- Arms License
- Driving License
- Election Commission ID Card ( Voter ID card )
- Copy of electricity or telephone bill showing residential address along with a photgraph

Ration Card with photo and address applicable for person whose photo is affixed

- Central Government Health Scheme (CGHS)/ EXSERVICEMEN CONTRIBUTORY HEALTH SCHEME (ECHS) Card
- Certificate of address having photo, issued by MP/MLA/Group A Gazette Officer in letter head
- Certificate of address with photo from Government recognized educational institutions (for students only)
- Certificate of address having photo, issued by Village Panchayat Head (for rural areas)
- Any document or communication issued by any authority of Central Government or local bodies showing residential address.

#### **Verification Process of Prepaid and Postpaid Mobile Connection**

The verification process of the prepaid and postpaid mobile number activation introduced by TRAI (Telecom Regulatory Authority of India) is now very stringent in nature. Prepaid and postpaid customer do not get pre-activated SIM card and only after physical "verification of subscriber" mobile connection can be issued or activated. New Mobile connections are to be cleared only after physical verification of all original documents and matching of the applicant and the photograph attached to the application/CAF. In general practice activation of new SIM takes two or more days which includes phone call from the service provider authorization and validation team to confirm the SIM being used by the person who has submitted the document. This is called a telephonic verification of new customer. In case of verification of the postpaid connection, service provider conducts authenticity test of documents provided by customer by physical verification of the address and details provided. The Indian Security agencies have found out that most of the people are using the SIM cards with the fake names and carrying numerous prepaid connections.

The Indian Security agencies have found out that most of the people are using the SIM cards with the fake names and carrying numerous prepaid connections.

To control the mobile stores and the individuals from selling and purchasing the SIM card with the fictitious names which actually makes difficult to find out the crime performers TRAI has included the new regulations to wipe out the menace from the nation. As per the new rules the countrymen are not allowed to purchase and use more than 09 mobile connections.

#### **Action Against Furnishing Fake Information in CAF:**

During the verification procedure if any kind of signature mismatches, address mismatches is found out, then the entire application can get rejected. Hence it is the sole responsibility of the customers to submit all the valid documents to prevent the delay of the SIM card activation. The SIM card seller/ PoS (Point of Sale) or mobile operator's franchise

may file a police complaint against the mobile subscriber if the information furnished in the CAF is found wrong. If the telecom operators fail to take any action against the sellers of the SIM cards and the subscribers who submit forged documents then legal action can be taken against them.

#### **Know Your Customers (KYC)**

Know Your Customers or better known as the KYC denotes to the information about the customers to make a secured business relationship with them. Sometime the term is only referred to the bank regulations but the truth is that any kind of business organisation can use the KYC system to ensure the secured business deals. Globally the KYC framework is acknowledged as it prevents the identity theft, terrorist financing and any kind of financial fraud. For the KYC, the customers are asked to provide the valid identity documents like Pan Card, Voter Card, photos etc.

#### **Connection Start up KIT**

A customer must get a start up kit from the service provider at the time of enrolling into a network. It must contain the following:

- 1. A SIM Card
- 2. A mobile number
- 3. Type of connection i.e. prepaid or postpaid
- 4. Information regarding the customer care number, general information number and appellate authority.

You must be able to explain the retailer about the mobile number activation process, MNP, recharge and recharge reversal process.

#### 3 simple steps of mobile number activation are:

- 1. Insert the SIM into your device and turn it on(check the device instruction manual to find out more).
- 2. Insert you activation key or temporary account pin (this can be found in your prepaid starter pack)
- 3. Provide a valid form of ID for eg. An election card, driving license, passport etc.

# **6.1.3 MNP (Mobile Number Portability)** —

Mobile Number Portability (MNP) is set to roll out all over India today, let us talk about how to activate it & whom to contact regarding this.

#### Here is how to activate Mobile Number Portability:

- 1. An SMS must be sent from your mobile in this fashion: PORTYOURMOBILENUMBER to for eg if you have an idea connection then port it on this number1900 (toll free)
- 2. A Unique Porting Code will be received by you from your current service provider.

- 3. Go to your "preferred" service provider or SMS them. Fill in an application form with them mentioning the new service provider and the unique code you received on your mobile.
- 4. You will be provided new SIM with your old number activated only if you submit an identity proof with the new service provider.
- 5. Approval for porting will only be sent after the new operator confirms with the existing operator that they are no pending dues.
- 6. An SMS will be received by you on the time & date when the porting took place. Rules suggest that it must take place within 4 days.
- 7. There will be no downtime on your mobile these 4 days & porting downtime is usually 2 hours that too somewhere in the night. So, it should not be a problem at all. You can then replace your old SIM with new SIM.
- 8. Switching to your new network costs Rs.19/- only and please remember you can avail this facility just once in every six months. So, choose wisely.

Though some might feel, its a bit lengthy procedure. It is NOT. You can get all this done within 1 day & relax. Your mobile number will be down for just 2 hours somewhere in the night for one time & you will have a new service provider within 7 days. Mobile Number Portability is good in a way because there are not many people satisfied with their service providers. It is very useful if your current provider is troubling your normal life by unnecessary calls, wrong billing & does not have the sms pack or some other package that is suitable for you.

#### Toll Free Numbers provided by Service providers for Mobile Number Portability:

1. Idea: 1800-270-0000

2. Vodafone: 1800 1234567

3. Airtel: 1800 103 1111

4. BSNL: 18001801503 (BSNL is currently offering free MNP)

5. Tata Indicom: 180026600006. MTNLMumbai: 1800221503

#### 6.1.4 KYC Norms

Customer Background has been an area of focus of regulatory authorities working to curb the menace of identity theft, money laundering, terrorist funding, etc. As a result many industries like banking, financial services, insurance, telecom etc. have to follow stringent KYC norms and ensure strictAML compliance.

While compliance is a must, organisations also need to have robust identity verification and document validation processes. Or, corporates can partner with a KYC Screening company to ensure quick processing of Know Your Customerrequirements in order to not lose a potential customer.

RBI has advised all the Financial Institution to follow certain customer identification procedure for monitoring the transaction of the suspicious nature for the purpose of reporting it to the appropriate authority. The recommendations made by the Financial Action Task Force (FATF) on Anti Money Laundering (AML) standards and on Combating Financing of Terrorism (CFT) standards have become the international benchmark for framing Anti Money Laundering and combating financing of terrorism policies by the regulatory authorities. Compliance with these standards both by the banks/financial institutions, including HFCs, has become necessary for international financial relationships.

RBI has issued the guidelines under Section 45K and 45L of the RBI Act, 1934 and Rule 7 of Prevention of Money-Laundering (Maintenance of Records of the Nature and Value of Transactions, the Procedure and Manner of Maintaining and Time for Furnishing Information and Verification and Maintenance of Records of the Identity of the Customers of the Banking Companies, Financial Institutions and Intermediaries) Rules, 2005 and any contravention thereof or non-compliance may attract penalties under Banking Regulation Act. The guidelines also incorporate aspects covered in the Basel Committee document on customer due diligence which is a reflection of the International Financial Community's resolve to assist law enforcement authorities in combating financial crimes.

This policy document is prepared taking into account the guidelines enumerated in the Master Circular dated July 2, 2012 issued by RBI on Know Your Customer (KYC, Anti Money Laundering Act, 2002, and other obligation of NBFC in terms of rules notified there under..

#### 1. Objectives of the Policy

- a. To lay down policy framework for abiding by the Know Your Customer Norms and Anti Money Laundering Measure as set out by Reserve Bank of India, based on the recommendations of the Financial Action Task Force (FATF) and the paper issued on Customer Due Diligence (CDD) for banks issued by the Basel Committee on Banking Supervision.
- b. The objective of KYC/AML/CFT Policy is to prevent NEDFi being used intentionally or unintentionally, by criminal elements for money laundering activities.
- c. To enable the NEDFi to know / understand its customers and their financial dealings better, which in turn would help it to manage its risks prudently.
- d. To lay down explicit criteria for acceptance of customers.
- e. To establish procedures to verify the bona-fide identification of individuals/ non individuals customers.
- f. To establish processes and procedures to monitor high value cash transactions and /or transactions of suspicious nature.
- g. To develop measures for conducting due diligence in respect of customers and reporting of such transactions.
- h. To put in place appropriate controls for detection and reporting of suspicious activities in accordance with applicable laws / laid down procedures and regulatory guidelines.
- i. To comply with applicable law and regulatory guidelines
- j. To take necessary steps to ensure that the relevant staff are adequately informed and trained in KYC/AML procedures.
- k. To manage the risk associated with dealing with customers who are potentially in contravention of KYC and AML norms.

#### 2. Scope of the Policy

- a. This policy is applicable across all branches / business segments of NEDFi and is to be read in conjunction with related operational guidelines issued from time to time
- b. The contents of the policy shall always be read in tandem/auto-corrected with the changes/modifications which may be advised by RBI and / or by any regulators and / or by NEDFi from time to time.

#### 3. Key elements of KYC Policy

There are four key elements to the KYC guidelines as set out by RBI

- i. Customer Acceptance Policy;
- ii. Customer Identification Procedures;
- iii. Monitoring of Transactions; and
- iv. Risk Management

#### 6.1.5 TRAI Guidelines ———

**Telecom Regulatory Authority of India (TRAI)** an independent legal entity, was established to regulate the telecommunication services and discharge the various functions, two of them are as follows:

- a. To ensure compliance of terms and conditions of license which includes customer service, Tariff etc.;
- b. To lay down the standards of quality of service to be provided by the service providers and to ensure the quality of service and to conduct the periodical survey of such service provided by the service providers so as to protect interest of the consumers of telecommunication services.

TRAI has notified a number of Directions / Regulations/Guidelines to address the major issues related to consumers. Some of them are as follows:

- a. Telecom Consumers Protection and Redressal of Grievances Regulation, 2007 on 4th May 2007 which provides for speedy, effective and inexpensive redressal of grievances of consumers by the services provider. TRAI on 05/01/2012 has issued "Telecom Complaint Redressal Regulations 2012" which replaces the earlier Regulation of May 2007.
- b. Quality of Service (code of practice on metering and billing accuracy) Regulation, 2006 on 21st March 2006; for protecting the interest of consumers relating to metering and billing.
- c. Quality of Service (time period of resolution of billing complaints, refund of dues/security deposits to consumers, rectification of calls, rebate in rent for delayed rectification of faults etc.) of Basic and Cellular Mobile Telephone Services, Regulations on 1st July 2005 and reviewed thereafter on 20th March 2009.
- d. Direction on 16th September 2005 regarding not to offer / market / advertise in a manner that is likely to mislead the consumers.
- e. Guidelines to Telecom Service Providers regarding Collection of dues by outsourced agencies engaged by them on 16th November 2007; for addressing the concerns of consumers relating to collection of dues.

The compliance of above Directions / Regulations is monitored by TRAI. Whenever deficiencies/violation of TRAI Orders / Directions / Regulations are noticed, TRAI takes up the issue with the concerned Service Provider for remedial action. However, Telecom Regulatory Authority of India Act 1997 does not envisage redressalof individual complaints by TRAI.

The retailer should also be made to understand about the recharge and recharge reversal process of a particular network.

There are some documentation process which the customers have to follow, it different for different customers:

In the case of local customers the documents which are required are:-

#### For postpaid connection:

- Customer's self attested photograph
- Photo proof of identity/signature
- The proof of the customer's address
- The customer can attach following documents as proof of identity
- Income Tax PAN Card
- Photo credit card
- Voter ID Card
- Passport
- · Arm's Licence
- Driving Licence
- · Identity card issued by central or state government
- Ration card with your photo
- Government college/university Identity card

In case the proof of identity does not contain your address, you must submit one of the following documents as proof of address

- Electricity Bill of State company(not older than last 3 months)
- Telephone Bill Of Fixed Line(not older than last 3 months)
- Water Bill(not older than last 3 months)
- Ration card
- Income Tax Assessment order(not older than one year)
- Driving Licence
- Vehicle registration certificate(RC)

#### In case of prepaid SIM

- A photograph of the customer
- An identity proof

#### In the case of foreign customers the documents required are:

• Copy of passport+ visa of customer(both mandatory)is to be obtained along with reference letter from local reference mentioning he/she knows the applicant. Also POA of the local reference(family relative/friend/employer etc.) to be obtained for verification purpose.

In case none of the above can be provided, Customer should arrange for a certificate from the Embassy/ High Commission/ Consulate General Office in India which should verify the address of the Customer in that country. Some countries do not have address mentioned on the passport in which case some other government issued document from that country should be obtained in which address is captured(eg. Social Security Card/ ID Card/ Driving License, etc.)

# **6.1.6 Additional Topic: Validate Customer Enrollment Forms for – any Discrepancies**

You need to validate customer enrollment forms for any discrepancies like:

Use of whitener: If whitener is used in a form do not accept it

**Signature mismatch:** Make sure that the signature of the customer is correct because the form will be rejected if there is signature mismatch

**Address mismatch:** If the address provided by the customer is not valid then the customer will not be allowed to avail the service as the form will not be accepted. After all verifications collect and process documents for number activation.

F	xercise 🕝 ———————————————————————————————————
1.	Write down any 4 documents for proof of address
2.	Write down any 4 documents for proof of identity
3.	What do you mean by KYC Norms and what are its benefits?
٦.	What do you mean by kite Norms and what are its benefits:
4.	List down the three steps for SIM activation

## **UNIT 6.2: Addressing Issues and Complaints**

# **Unit Objectives**



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

1. Deal with retailers/customers issues and complaints

#### 6.2.1 Introduction -

Customers complaints are something which cannot be avoided, sometimes you will be able to deal with their complaint and sometimes it will be difficult to deliver what they want, in any of the cases the following rules must be kept in mind:

#### 1. Be a good listener

Listen to want the customer wants to say, do not interrupt the customer while he/she is speaking as he/she might get offended. Try to understand why the customer is not satisfied with your services and assure him/her that the problem will be solved soon.

#### 2. Understand the point of view of customer

You can only understand someones situation by in that person's place, so put yourself in the shoe of the customer and try to understand what is troubling the customer, or what the customer is going through.

#### 3. Do not fight

You must defend yourself when its necessary but do not argue or fight with the customer as it will give a very bad impression about your organisation. Fighting will not resolve the problem, it will only aggravate it, therefore you must find out ways to solve the problem instead of fighting.

#### 4. Resolution

You must offer resolution to the customer by listening and understanding his/her problem.

#### 5. Resolve

A FSE must try his best to resolve the problem of the customer, although there my be some situation in which providing solution would be difficult but you must not give up and offer the best possible solution you can.

#### 6. Learn

Always be a good learner, one should never hesitate in learning from his/her mistakes. A FSE must learn how to handle customer's complaint so that in future they are able to resolve it easily.

# Practical 🔌



- 1. Select two candidates make one of them a customer and another the executive. The customer yells at you because he is not happy with the services of his mobile network. The customer says that he has requested you earlier as well to look into the problem but the issue still persists. He is now angry and wants a solution immediately.
- 2. The customer is continuously blaming you for no mistake of yours and is not ready to listen to what you are saying.

Exercise		
	List down certain points which should be kept in mind while handling customers complains and explain any two points.	
No	otes 🗎	









# 7. Data Expertise

Unit 7.1 - Resolving Data Related Issues

Unit 7.2 - Listen To Retailer's Feedback/ Complaints

Unit 7.3 - Data Confidentiality



**TEL/N0110** 

# **Key Learning Outcomes**



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

- 1. Resolve data related queries, requests and complaints
- 2. Understand how an FSE must obtain retailer feedback and process it to improve quality of service

# **UNIT 7.1: Resolving Data Related Issues**

# **Unit Objectives**



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

1. Resolve data related queries, requests and complaints

#### 7.1.1 Introduction -

Most telecom operators also provide data services in the form of wireless internet, broadband or fixed line connections and data card.

With lightning fast speeds, customers can now surf seamlessly at the place and time of their choice. Be it checking mails during transit or updating status while with friends or watching movies on the go, they experience the internet without any limits.

#### The different types of data plans available are:

- 1. Modem Enabled
- 2. Broadband: Fixed line or Wi Fi
- 3. 2G
- 4. 3G
- 5. 4G

The main differentiator in all of these is the speed of connection. How it impacts final usage is the time that it takes to download. For E.g., you have a 2G connection and take a plan of 250MB. With this connection it will take 10 minutes to download a 10MB file, whereas if you have a 3G connection with 250 MB the file will download in 2 minutes.

In this module we will learn how an FSE will resolve data related queries, complaints and requests. Given below is the role of a FSE:

- Ask questions in order to identify the issue which the customer is facing and resolve the problem related to data.
- Provide solution to the customers regarding the problem related to data. This will help in reducing repeat walk-in/interactions of customers with data related issues.
- Identify an provide data plan and products according to the needs of the customers.

Let us do a quick recap of what are QRC's before we begin.

Query: A Query is a question or an inquiry. Through a Query, customer tries taking information about their account or any other services.

Complaint: In a complaint customer complaint against services due to facing some issues.

Request: Through a request, customer makes a request for a product or a service.

Here are examples of some common queries, requests and complaints and how the FSE resolves them.

#### Table 7.1.1 Exhibit: Sample QRC

Queries

What is Mobile TV?

What is 3G?

What can I do with 3G?

Which is your cheapest and best plan?

How much can I download in a 2Mbps plan?

What is the validity of this plan?

In this plan of Rs. 999 after downloading 100 GB what will be the speed of my connection?

What is the range of this Wi-Fi?

Requests

Change my plan from 2G to 3G

Installation of broadband services

Auto update my plan each month

Installation of Anti-Virus

Complaints

Slow Speed

Frequent disconnection of internet

Incorrect user ID/Password

Remote computer not responding

False Billing

Some sites not opening

Some sites not opening

Wi-Fi access problem

When responding to QRC the Field Sales Executive must always try to create a positive customer experience by displaying courtesy and professionalism.

#### **Resolving Queries**

As an FSE you must help the customer in an efficient, respectful and friendly manner. In order to resolve queries:

- Familiarize yourself with the company's products and services. For E.g., you must read the company brochures to understand the various data plans, their benefits and prices. Also ask your supervisor what the most frequently asked questions from customers are and how you should answer them.
- Suggest services or products that could help the customer. For E.g., a customer shows interest in a low cost internet plan for his mobile, while probing you realise that he travels a lot and needs a connection with a fast speed and high download, so you suggest to the customer to go for a 3G plan as it will serve him better when he is travelling.

#### **Fulfilling Requests**

- The FSE must listen and make sure to get all the information. Details can make a difference. After you look into the request, be sure to give a turn-around time to fulfil the request and have a follow up communication, and follow through on any commitments you make.
- For E.g, A customer requests for a broadband connection. An FSE must take all the relevant details from the customer namely customer name, address and phone number and tell the procedure to the customer i.e. a

feasibility study, verifying of documents and installation. The FSE must also inform the customer the time that the whole process will take, say a week before the connection is installed.

#### **Resolving Complaints**

- Attend: When a customer complains, attend to them immediately. Do not let time lapse and make things worse with your avoidance. Approach the customer as soon as you learn they are unhappy.
- Listen Carefully: Listen very carefully to what the customer is saying and do not interrupt the customer when he/ she is speaking. For E.g., A customer complains that the speed of his 3G connection is slower than the promised speed and how this is impacting his connection with his friends and his social life.
- **Thank Them:** Be thankful to the customer that he brought the problem to your notice.
- Apologize: Apologise to the customer for the problem he had to face. Do not give any excuses or justifications as this is not the correct time for this.
- Seek the Best Solution: Identify what solution the customer is seeking. There are times when the customer will ask for less than you had predicted. For E.g., You can ask the customer to reset the browser and delete the cookies to enable faster speed, or check if the validity is expiring. Both these could be causes for slow speed.
- **Reach Agreement:** Agree on the solution that will satisfy the customer.
- Take Quick Action: The moment the customer agrees on a solution you must not wait a minute and act quickly on the solution.
- Follow-up: Follow- up in order to ensure that the customer is completely satisfied and is not facing any other issues. This not only gives you a sense of satisfaction but also creates a good impression about the organisation in the eyes of the customer.

## **Practical**



Role play the whole concept of handling and solving customers queries

1. What are the steps involved while approaching the customers in resolving complaints?

# **Exercise**



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## **UNIT 7.2: Listen To Retailer's Feedback/ Complaints**

# **Unit Objectives**



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

- 1. Understand how an FSE must obtain retailer feedback and process it to improve quality of service
- 2. Describe the steps involved in dealing with angry customers
- 3. Practice the process of dealing with angry customers

#### 7.2.1 Introduction -

The Telecom Retail Store is still one of the first and main customer "touch points" for the industry. A FSE must understand the economics of a retailer and manage his own channels to maximize traffic and revenues.

Once a product is sold, the sales rep is responsible for delivering customer service. He or she does this through customer meetings, account maintenance requests and related activities. Handling Complaints from the customers is part of this

#### What is Customer Feedback?

Organised information collected from your customer about their opinion, suggestions and experience about the product or service is called Feedback.

#### **Importance of Customer Feedback**

Customer feedback allows telecom companies to better understand how customers rate and use their products or service as against competitive products. It is of high importance for determining where a company's products and services excel or fall short against customer's expectation and against alternate service providers in the market. For example, customers may like the network coverage of ABC Telecom as against XYZ Telecom, which means that XYZ Telecom would need to improve on their network coverage.

Customer feedback can help telecom companies in evaluating how employees treat customers.

#### Common complaints by retailers:

- Activation related complaints
- VAS related complaints
- Talktime related complaints
- Network related complaints

#### **Advantages of Customer Feedback**

#### **Get Honest Opinions**

In order to get honest opinions from the customers you must take their feedback. These opinions can make it easier to read the most important critics.

#### • Improve Relations

The customer can be a repeat or loyal customer if he is treated well and if the company truly cares about him/her. The business must make changes according to the feedback of the customers by doing so they will be able to impress their customers and increase their customer base.

- Inexpensive Business Advice: There are few companies who pay huge amount to people who come and tell them about the areas which they must improve in order to attract customers. Customer feedback is the best form of improvement as it comes directly from the source and is inexpensive.
- More Customers: When you welcome feedbacks and work on it, words spread and more customers get attracted to your services thus increasing the customer base of your company/business.

Let's look at a simple process in dealing with customers who have a feedback or complaint.

- Greet
- Listen
- Acknowledge
- Apologise or Thank
- Reconfirm
- Reassure

**Greet:** It is important to greet the customer as this will act as a conversation starter and make the customer feel welcome and that he has a real person on the other side of the call.

**Listen:** When your customer is giving feedback they want to be heard and would not want you to be interrupting them.

**Acknowledge:** When your customer is talking they also need to know that they are being heard and are talking to a person. Use verbal nods like "Ah-ha" "ok" "alright" etc. This will let the customer know that you are interested in what they have to say and also understand what they are talking about.

**Apologise or Thank:** Say that you are sorry for what has happened and that you will ensure that the issue is resolved as soon as possible if the customer is calling for a negative feedback or a complaint. Say Thank You when the customer is calling you for a positive feedback or giving a compliment.

**Reconfirm:** Customers would like to know if you have really understood what their issue is and this can be done by telling the customer what you have understood. This is called reconfirming as this will allow you to clear any doubts or seek information you need to ensure that the issue has been resolved.

**Reassure:** Always use statements like "Do not Worry" "Be rest assured" "I will help you" as this will make the customer feel that you have understood their problem and know how to resolve it.

# 7.2.2 Dealing with Angry Customers



Given below are few steps which help in dealing with angry customers.

#### **STEP 1:** Adjust Your Mind Set

When you come to know that your customer is unhappy, you have to adjust your mindset accordingly, which means that you need to keep aside the feeling that the situation is not your fault and that the customer is shouting at you for no reason. The only thing which must be important to you at that moment is how can you put the upset customer at ease or how can you solve the problem of the customer.

#### **STEP 2: Listen Actively**

Active listening is one of the most important thing. When a customer has a grievance he always wants to heard.

Therefore listen to the customer when is talking and do not interrupt him/her in between. Allow to customer to vent out his grievance this will help him relax and feel calm.

#### **STEP 3: Repeat Their Concerns**

Once the customer has shared his concern with you, repeat what the customer has said so that you are sure that you are addressing the right issue. Repeating the problem shows that you are an active listener and are genuinely interested in solving the problem of the customer.

#### **STEP 4:** Be Empathic and Apologize

When you understand the customer's concern or problem be empathic and apologise for the same.

For example, you could say, "I understand why you're upset. I apologise for the problem you had to face because of us."

#### **STEP 5: Present a Solution**

Now you need to present him/her with a solution. There are two ways to do this.

If you feel that you know what will make your customer happy, tell him/her how you would like to correct the situation.

You could say, "I know you need these services activated by tomorrow to put your website online. I will call our technical team and we will come to your office with you right now and resolve any problems latest by today evening."

If you are not sure you know what your customer wants from you, or if they resist your proposed solution, then give her the power to resolve things. Ask her to identify what will make her happy.

For instance, you could say, "If my solution does not work for you, I'd love to hear what will make you happy. If it is in my power I'll get it done, and if it is not possible, we can work on another solution together."

#### **STEP 6: Take Action and Follow-up**

After you both have agreed on a solution take action by keeping the customer aware about each and every step you are going to take.

When the situation is resolved, follow up with your customer to ensure that is happy and is not facing any problem.

#### **STEP 7:** Use the Feedback

Take feedback from the customer so that you can reduce the risk of the situation happening again.

# 7.2.3 Case - 1

One of Roshan's most important customers has just walked into his office, unannounced. Roshan stands up with a smile on his face, ready to greet him, when the dam bursts – his customer explodes into an angry tirade because Roshan's store has failed to activate a service on time. Because of this, the customer was unable to demonstrate a key product, which meant that he lost an important sale.

Roshan does his best to reason with his customer, but nothing he says helps the situation. The customer only gets angrier, shouting accusations and spiralling further into a rage. Within a few minutes he walks out, vowing never to do business with Roshan's organisation again.

1.	How would you behave if you were in Roshan's place?

# – Exercise 🔯



1.	What are the steps involved while dealing with angry customers?
2.	Why is it always important to deal with angry customers?

# - Notes



## **UNIT 7.3: Data Confidentiality**

# **Unit Objectives**



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

- 1. Explain the importance of data confidentiality
- 2. Practice data confidentiality measures

## **7.3.1 Case Study** —

Before beginning this session we will look at one story which will give you a clear picture about data confidentiality. This story is of Aman, who is a Field Sales Executive. He used to work in the field and always planned to make more money. Once a customer came to him for some query. Aman was alone that time, as it was lunch time, the man started talking about his real intention. After seeing that Aman was also taking interest he told him that he wanted personal details of the customers like contact number, address etc. for his own business. He promised Aman that he would pay per hundred customers. Aman was excited and agreed to the deal, as he had access to all the customers' information. Gradually, he started sharing the information with the man. After sometime, a colleague of Aman, Sudhanshu caught him red-handed, as he had listened to their conversation on phone. He immediately informed senior authorities. Every one praised Sudhanshu for his work. Aman was fired from the job. He also realised that the man had fooled him and not paid him any money for his "kind" work.

1.	If you were in Sudhansu's place what would you have done?

#### 7.3.2 Data ———

Data is the primary asset of any organisation and its security is essential. This data could be:

- Customer information such as their phone, financial or personal details
- The way your organisation functions, like its process flow, the way departments work, names and contact information of those people.
- Policies and procedures of your organisation.

## 7.3.3 Information Security ———

It is important that as a Field Sales Executive you take all measures for information security. Information security is the practice of defending information from unauthorized access, use, disclosure, disruption, modification, inspection, recording or destruction. This data could be electronic data, physical data, etc.

- The customer's personal and financial information must not be revealed to anyone.
- Any unauthorised information which is verbal or written cannot be shared with any customer, competitor or any other person.
- The information about one customer cannot be shared with the other customer.

## 7.3.4 Client Confidentiality—

The customer places a lot of trust in the organisation and in the Field Sales Executive before sharing his information. It is crucial for the Field Sales Executive to maintain that trust and faith by maintaining the confidentiality of the customer's information. The measures that organisations take to maintain data security are:

- The data received from the customer during the time of processing in any form such as hard copies or soft copies is destroyed or returned after the completion of the 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.
- At the entry and the exit points, security guards frisk employees to check that none of the storage devices are carried in or out by any of the employees.
- CDs, DVDs, pen drive, disk drive or any other storage devices are not allowed to be attached to individual PCs or carried into the office premises without prior permission of authorised management team members.
- The professional firewall system restricts the users to surf or access unauthorized sites on the internet.
- Firewall restricts the rights of all users within the company. A written Non-Disclosure Agreement (NDA) is obtained from each employee at the time of joining.
- Entrance to 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 Field Sales Executive to ensure that he does not use or 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.

# **Practical**



Visit a Relationship Centre and figure out the data confidentiality measures to be implemented in that particular centre

## Exercise 2



1. Why do you think these measures are taken by any organisation?











# 8. Professional and Language Skills

Unit 8.1 - Professional Skills

Unit 8.2 - Language Skills



# **Key Learning Outcomes**



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

- 1. Describe professional skills necessary for an FSE
- 2. Practice the professional skills needed by an FSE
- 3. Explain the need and importance of language skills
- 4. Practice the language skills needed by an FSE
- 5. Do calculations using different basic methods
- 6. Identify fractions and calculate Percentages

# **UNIT 8.1: Professional Skills**

# **Unit Objectives**



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

- 1. Describe professional skills necessary for an FSE
- Practice the professional skills needed by an FSE

#### 8.1.1 Introduction -

It is important to develop professional ethics when you start your career as an FSE. Strong work ethics plays an important role in the success of a person as it shows that a person is self motivated, carries out work in a professional manner and is able to self evaluate.

Self motivation is the base of strong work ethics. It means the ability to satisfy a desire, expectation or goal without be motivated or influenced by another person.

Developing and following a code of ethics for your business helps you set the tone for your employees, reassure your customers that you have their best interests at heart, and establish your working area as a reputable workplace.

## 8.1.2 Decision Making and Problem Solving –

Problem solving is an essential part of every job role. As an FSE, you will encounter various problems where you will need to take a decision. For example, breakdown and malfunction of equipment, unsafe and hazardous working conditions, security breaches etc.

#### Steps in decision making and problem solving:

- Recognise that there is a problem.
- Identify the problem.
- Generate alternative solutions.
- Weigh the pros and cons of each solution and decide on the best solution.
- Implement the chosen solution.
- Evaluate the solution.

#### As an FSE, you should:

- Understand the problem, try to find out the possible solution and then suggest the solution which is the best.
- Tackle the various problems of customers who lack the technical background to solve the problem on their own.
- Avoid delays be identifying immediate or temporary solutions.

Imagine the following scenario: An angry customer demands his money back because he did not get the kind of service promised to him. It is not within the limits of your authority to return the money back, so here are some guidelines to help you handle this difficult situation.

- Listen carefully to the customer and be sympathetic towards him/her.
- Ask him/her to take a seat and relax while you call the higher authority to speak to him/her.
- Explain the situation in detail to your superior, so that he is able to understand the situation of the customer.
- Be there with the superior so that you are able to understand about the problem and how it must be dealt with. Provide your inputs only if asked.
- Do not lose your temper.
- Do not be rude with the customer and assure him that his problem will be resolved.





In another situation, a regular customer wishes you to visit without prior appointment. You should try to be as accommodating as possible. If it really is not possible to fit the person in at that time, make an appointment. Rescheduling appointments can work both ways. If you always deal with customers in an open, genuinely apologetic manner, most will be flexible.

Be flexible with the customers. If time permits and their needs can be accommodated, then do so. Flexibility is the way to encourage new and repeat business.

## 8.1.3 Planning and Organising

Planning involves setting objectives and determining a course of action for achieving those objectives. Organising is the function of management that involves developing an organisational structure and allocating human resources to ensure the accomplishment of objectives. For planning your tasks of the day, you need to prioritise your tasks and complete them in time.

#### **Prioritising Tasks**

For efficient working, we should prioritise our work. Let us see what can be the possible steps. The first step is to itemise the tasks. Then create a 'TO DO' list, create a list each day. There will be common tasks that occur daily or weekly and these will be carried out each day. As new tasks are given to you, add them to the list. When you have completed your task list, you would be ready to tackle the tasks you need to do in order of importance.

- Dealing with a customer's enquiry is more important than putting the products on shelves/at their place.
- Getting customers billed is more important than talking to your colleague.
- Some tasks are needed to be completed before specific deadlines, for example, cleaning and setting the work area at the end of the day for next day.

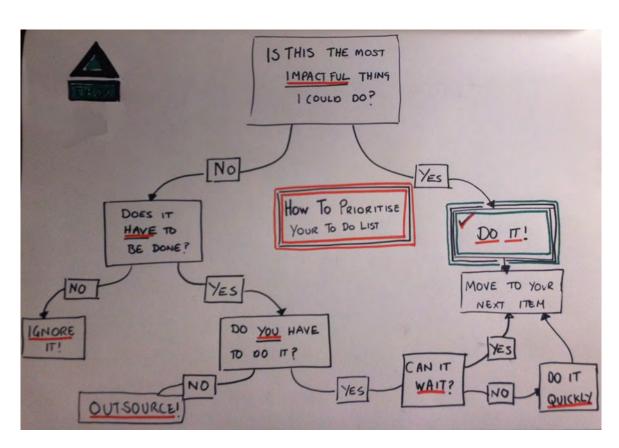


Fig. 8.1.1 Prioritising Tasks

This is called prioritising your tasks.

#### As an FSE, you should be:

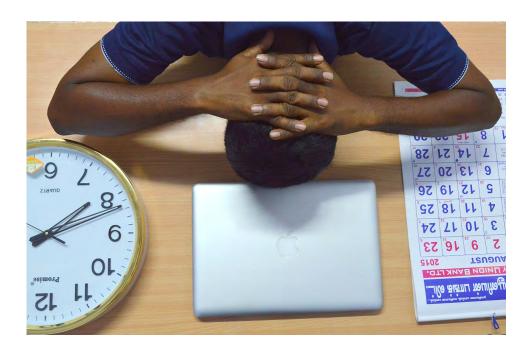
Planning and organising service feedback files/documents

- Planning and managing work routine based on telecom procedure
- Understanding the customer scheduling
- Maintaining accurate records of customers and product stock levels
- Accepting feedback in a positive manner and developing on the shortcomings

## 8.1.4 Time Management ————

Manging time effectively in order to allot right time to the right activity is known as time management. An individual is able to allot proper time slots to activities as per their importance with the help of effective time management. Time is always limited therefore one must make the best use of it. Effective Time Management includes:

- Planning effectively for setting objectives and goals.
- Delegating responsibilities and prioritising activities.
- Avoiding time robbers such as gossiping, extended breaks and spending the right time on right activity.



Your priorities may be quite clear - serving customers and performing daily routines. So on your list, the highest priority will be to serve the customer. The worst enemy to personal effectiveness is 'time-wasters'. They include:

- Being disorganised not doing enough thinking or planning before starting a task.
- Not being able to say 'NO'. Taking on too much can mean nothing gets done.
- Making personal telephone calls. You are at work. Calls should be restricted to urgent or emergency calls.

- Failing to listen to and understand instructions.
- Leaving tasks incomplete. Not feeling like doing it or becoming bored.
- Being easily distracted, or spending too much time talking about personal topics with other staff members.

You will be asked to carry out many tasks. Your job list may contain a number of items that may be told to you by your Manager.

Given below are few guidelines:

- List down the tasks you are supposed to do.
- Consult a relevant person that you have written them all down.
- Ask which task is urgent and needs to be done first.
- Put a tick to the job or service as you perform them.
- Confirm with a member of your team if you are unsure about any task.
- If you cannot understand the writing in the list given to you, request your colleague to help you out with it.

#### **Urgent and Important Matrix**

This matrix will help you plan and organise your targets and schedule to help you meet the company's expectation from you. 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	2. The Non-Urgent but important tasks		
DO NOW	PLAN TO DO THEM		
Customer complaints and emergencies	Daily scheduling of activities		
Demands from superiors	Inventory organisation		
Tasks that are planned	Management of details of customers		
Meetings with superiors/colleagues			
3. The Non-Important but Urgent tasks	4. The Non-Important and Non-Urgent tasks		
REJECT AND EXPLAIN	RESIST AND CEASE		
Trivial requests from others	Comfort activities		
Emergencies that occur apparently	Playing games, surfing net		
Misunderstanding at the work place	Taking excessive tea or cigarette breaks		
Routines or activities that are irrelevant or pointless.	Chatting, gossiping etc.		
	Reading irrelevant and useless material		

#### Samples

I	II
Important and	Important but not
Urgent	Urgent
III	IV
Not Important and	Not Important and
Urgent	not Urgent



Fig. 8.1.2 Example of time management

## 8.1.5 Customer Centricity ————

Customer centricity does not mean, simply being there. Being customer-centric means that everything you do from the environment that you place them in, and the way you serve those customers is centred on and about customers and their experience, and this approach not only limits to external customers (daily customers, frequent customers, etc.) but also to the internal customers (other colleagues etc.).

#### As an FSE, you should be:

- Committed to excellence of service, courteousness and have a pleasant personality
- Able to manage relationships with customers who may be stressed, frustrated, confused, or angry
- Able to build customer relationships and use customer centric approach
- Clean, sporting the professional uniform with neat combed hair, closed-in footwear, maintaining personal hygiene and cleanliness (shower/bath) and oral hygiene (clean teeth, fresh breath)
- Maintaining self-hygiene



## 8.1.6 Analytical Skills-

As a FSE you need to possess very strong analytical and critical thinking skills. It means gathering visual and analytical information in detail.

It includes the ability to see a problem or situation from a different view point. It helps making decisions and solving problems.

For example, if you are a Sales Executive, one of your main goal is to increase width and depth of distribution and also the customer base.

To achieve that, you have to be able to gather and analyze information about the Company's current position and to build strategies for expanding customer base. Thus if you do not possess strong analytical skills, this mission would be next to impossible.

Fortunately, analytical skills can be learned and improved with practice!

Following are the traits that are a package for good Analytical Skills:

- 1. The Ability to Collect the Right Information
- 2. Numeracy Skills
- 3. Strategic Thinking Skills
- 4. Attention to Detail Skills
- 5. Technical skills

You can improve your analytical skills by performing the following:

- 1. Being more observant
- 2. Providing step by step description of a process
- 3. Finding out connection between two different objects
- 4. Playing analytical games
- 5. Making graphs of different trends by months or years
- 6. Making notes of different arguments for an idea or point of view you have
- 7. Listing down the pros and cons of your ideas or decisions

### **8.1.7 Basic Arithmetic & Numeric Calculation**

#### Importance of mathematics

As a Field Sales Executive, you should have basic knowledge of mathematics so that you can perform daily activities, such as calculating Month-to-date Sales figures, Average revenue per user, Return on investment, etc.

#### **Basic Arithmetic**

There are many methods used for basic arithmetic. There are basic four methods which are used the most. They are:

#### 1. Addition

**Examples -**

#### 2. Subtraction

Examples -

11

#### 3. Multiplication

Examples -

5.3

#### 4. Division

**Examples** -

#### Solve the following sums:

4.	696 x 2	82 x 9	981 x 68	274 x 74	340 x 35
5.	15 / 5	48 / 6	80 / 10	84 / 7	36 / 12

6. 
$$21\sqrt{357}$$
  $25\sqrt{625}$   $11\sqrt{398}$   $15\sqrt{3825}$ 

- 1. Addition
- 2. Subtraction
- 3. Multiplication
- 4. Division

Solve the following sums:

**Numeric Calculations:** As a Field Sales Executive, when you prepare reports, you should be comfortable with the basic. Numerical calculations, as the reports would require them in one or the other form. You should have the ability to analyse data to understand trends. The need for analysing trends is necessary as these trends lead to many results. These results help in making future decisions regarding the product.

**Percentages & Fractions:** You must be familiar with the following percentage formula:

% = Fraction X 100

This formula allows us to alternate between fractions and their percent form. Let us take a look at the following example:

If we decide to put 25 on the % side, we get the following equation:

25% = Fraction X 100

If we divide the equation by 100, we get:

25/100 = 1/4 = Fraction

Therefore, 25% is merely another way of presenting 1/4. This formula is sometimes elaborated to include the components of a fraction (nominator and denominator).

**Percentages and decimal numbers:** A percent is actually a fraction, 1% can be written as 0.01. Therefore, increasing a number by 1% means multiplying it by (1+0.01)= 1.01, and decreasing a number by 1% means multiplying it by (1-0.01)=0.99.

Thus, a percent increase means multiplying by numbers greater than one, and a percent decrease means multiplying by numbers that are smaller than one. How to calculate % changes without the calculator's % function. To speed up the calculation process, you can use a different format of the above formula. The formula is:

% = [(value after change/value before change) - 1] X 100

When asked to calculate a decrease in value use this formula and then multiply by (-1). Take a look at the following simplified example:

"The price of X was 30 and is now 40. What is the difference in percentage between the two prices?" In this case, it is 33.33%.



- 1. Prepare a decision making template on any one decision of your work life. 2. Prepare an urgent important matrix of your own. 3. Write the "Dos" and "Don'ts" of building rapport with the customers.
- 4. Calculate the Total Month-to-date Sales for the operator.
  - 200 Prepaid SIMs on July 20th
  - 105 Prepaid SIMs on July 24th
  - 632 Prepaid SIMs on July 27th

(MTD = Month-to-date is the period starting at the beginning of the current month and ending at the current date. So, the Month-to-date Sales is the total sales for the month).

5. Calculate the Return on Investment

A dealer made an investment of Rs. 25000 on telecom products and in month one his sale was Rs. 6500. Calculate his Return on Investment.

(Return on Investment = [(Payback - investment)/Investment] x 100%)

## Exercise



- 1. .....refers to managing time effectively so that the right time is allocated to the right activity?
  - a. Time management
  - b. Customer centricity
  - c. Decision making
  - d. Planning and organising

2.	Which of the following are time waste		
	a.	Being disorganised	

- b. Making personal telephone calls.
- c. Failing to listen to and understand instructions.
- d. All of the above
- 3. Non Urgent but important tasks include:
  - a. Scheduling daily activities
  - b. Emergencies and complaints from customers
  - c. Misunderstandings appearing in work
  - d. Excessive cigarette breaks
- 4. Non-important but urgent tasks include:
  - a. Meetings with superiors/colleagues
  - b. Managing customer's details
  - c. Pointless routines or activities
  - d. Chat, gossips, social communications
- 5. Non-Important and Non-urgent tasks include:
  - a. Computer games, net surfing
  - b. Demands from superiors
  - c. Apparent emergencies
  - d. Organising Inventory
- 6. What are the steps involved in decision making and problem solving?
  - a. Recognising there is a problem
  - b. Generating alternative solution and weighing its pros and cons
  - c. Implementing the chosen solution
  - d. All of the above
- 7. ..... involves setting objectives and determining a course of action to achieve those objectives.
  - a. Time management
  - b. Customer centricity

c. Decision making

	d. Planning and organising
8.	Effective time management includes:
	a. Effective planning for setting goals and objectives
	b. Prioritising activities and delegation of responsibilities
	c. Spending the right time on right activities
	d. All of the above
9.	Urgent and Important tasks include:
	a. Demand from superiors
	b. Organising Inventory
	c. Comfort activities
	d. Trivial requests from others
	pt—sty.
-No	otes 🗎 ———————————————————————————————————

## **UNIT 8.2: Language Skills**

## - Unit Objectives 🧧



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

- 1. Explain the need and importance of language skills
- 2. Practice the language skills needed by an FSE

## 8.2.1 Introduction —

As an FSE you have a customer-facing job role. Hence the way you speak, listen and understand the customer's needs is very important. Learn to ask the right kind of questions to get the answers you want and also make sure you really listen to the answers.

This section focuses on understanding and building LSRW skills.

Reading, writing, listening and speaking are essential skills to ensure good communication. If communications break down it is a problem for everyone.

To be effective you must be able to:

- Read; Information that is critical to carrying out your job effectively
- Write clearly and concisely in the prescribed manner
- Speak clearly confidently and accurately
- Listen carefully with empathy to what is being said

## 8.2.2 Listening Skills —

#### **Listening Skills**

Listening is a skill which allows one to understand and make sense out of the words which the other person is speaking. In other words listening helps to find out the meaning behind the words.

Everything done at the workplace involves the two way process i.e. listening and speaking. In order to perform well one has to follow this process of two way communication.

Effective communication is about understanding what is being said.

#### **Importance of Listening Skills**

- It adds to the productivity of workers. The assignment given to the workers can be understood properly if only they listen carefully, it also help them in understanding what is expected out of them by their management.
- If your comprehension skills are strong, you will be able to build strong rapport with your managers, co-workers, and customers. Managers and employers trust those employees who can listen to the instructions carefully and act accordingly.
- Problems of customers are easily solved by those who listen carefully.
- Workers with good listening skills work better in a team based environment. A portion of work is assigned to each
  team member which when completed will have to fit with the results of other team members. The work results of
  those who were able to listen carefully will fit better then those you were not careful while listening.

All of us do not intuitively know how to listen well. The following tips will help you with a few pointers.

- Eye contact must be maintained with the speaker, as this will assure the speaker that you are paying attention to what he/she is saying
- Let the speaker finish what he/she is saying, do not interrupt him as it might irritate him/her.
- Be aware of your body language. As much as possible, sit still while listening. This shows that you are paying full attention to the speaker. A nod of the head can be good, as it implies agreement.
- Being attentive to what the speaker does not say is as important as being attentive to what is being said by the speaker.

As an FSE focus on your customer by using your eyes and ears to absorb what they are telling you. Also, listening to your customers talk about their jobs, activities and personal front will also give you an indication of what works best for them.

For e.g., If a customer wants a plan to be able to make a call overseas on a regular basis, that too conference with a group of friends; with the help of effective listening you must be able to understand the exact requirement and suggest an offer accordingly.

#### **Barriers to effective Listening**

Beware of the following things that may get in the way of listening:

- Bias or prejudice against the idea or the speaker. This includes language differences or accents.
- Try to adapt to changes, do not let fear worry or anger hamper your listening skills.
- One must be very attentive while listening, lack of attention can create lot of problems.



## 8.2.3 Body Language-

Actions speak louder than words (Refer to Fig. 8.2.1 below). When communicating with customers (and other members of the team) we use a combination of:

- Words
- Tone of voice
- Body language and non-verbal signs

And the 3 elements are not of equal importance.

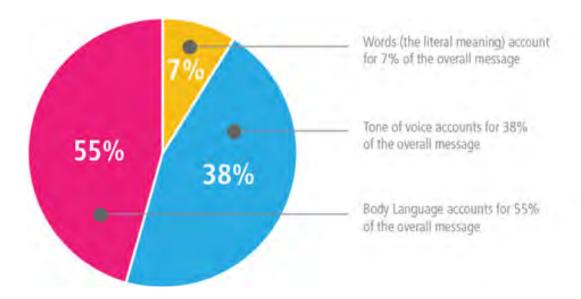


Fig. 8.2.1 Research reveals some startling facts

Many times, younger FSEs in particular, assume that because they have to interact with customers, it is acceptable to use the same body language they do at home or socially. But they are not at home, they are at work.

As a Field sales executive, you must understand that even when silent, you still communicate your inner feelings and true thoughts to customers through your posture, services and other non-verbal cues.

#### Let us look at some positive body language tips:

#### 1. Express interest with eye contact

You must always maintain eye contact while the customer is talking to you, if you do not do so the customer might feel that you are not interest in listening thus leaving a bad impression about you and your organisation.

Maintaining eye contact shows that you are interest in listening to the problem of customer.

#### 2. Avoid non-verbal barriers

You must not hold any unnecessary object in hand while interacting with the customer. Your hands must be empty so that you are able to interact properly without any physical barrier.

#### 3. Demonstrate that you're listening to customers

You must tilt you head, nod and lean forward while interacting with the customer.

These positive non-verbal signs confirm you are engaged and attentive during a customer interaction, and actively listening when faced by a disgruntled customer.

In contrast, leaning backwards or keeping your hands in your pocket signals a lack of interest, disrespect and even dislike.

#### 4. Your hands and feet reveal true feelings

• Pointing fingers seems rude therefore you must adopt hand gestures. Avoid crossing your legs and arms as it sends a "closing down" message when you are dealing with an unhappy customer.

#### 5. Personal space is important

• Be professional at all times and respect the personal space of the customer's.

#### 6. Adopt a Posture of confidence

You must appear confident in front of the customer. Avoid biting your nails, fiddling with your hair and jewelery as these are the signs of nervousness.

You must appear confident in front of the customer. Avoid biting your nails, fiddling with your hair and jewelery as these are the signs of nervousness.

## 8.2.4 Speaking Skills ———

#### **Speaking**

The ability to convey your thoughts and opinions to the other person through you voice and words is known as speaking. It is a skill which allows the user to convey his message in a convincing and thoughtful manner.

For a Field Sales Executive professional effective speaking helps in convincing customers, informing them about products and services and ensuring through words about effective and exclusive services.

#### As an FSE, you need to:

- Discuss task lists, schedules, and work-loads with co-workers
- Question customers appropriately in order to understand the nature of the problem and make a diagnosis
- Keep customers informed about progress
- Avoid using jargon, slang or acronyms when communicating with a customer, unless it is required
- Manner and tone, professional, supportive, respectful



- Speak clearly and precisely in a courteous manner and develop a professional relationship
- Ability to listen and understand the local language in dealing with customers and maintain confidentiality

Effective communication is based on trust, and if we do not trust the speaker, we're not going to listen to their words. To be effective when speaking you must:

- 1. Be prepared and practice. In order to get better, you need to practice what you want to say.
- 2. Keep It Short and simple. Try to be precise and avoid using complex words while speaking.
- 3. Fluency the main goal is fluency. Do not get bogged down by trying to use jargons or exact grammar.
- 4. You must also keep in mind that the tone of your voice is perfect while speaking as tone plays a very important role in speaking

#### 5. Clarity of Speech

Speak with clarity. Do not speak too fast or too slow or else you might lose the customer's attention. When you speak clearly you are able to convey your message properly without any confusion.

#### 6. Speak with compassion

Your compassion is depicted in the way you speak, so speak in such a way that the customer feels that you care for them and have empathy for them.

#### 7. Speak with conviction

If you want the customer to believe you then you must speak with full conviction. It might be a change of service or to purchase products you have recommended to them.

#### 8. Questions

Do not forget to ask questions as they are equally important. In order to engage the customer ask them open ended questions and be prepared to answer them too.

#### 9. Use appropriate language

Do not speak using slang or any other form of inappropriate language.

#### Barriers while speaking

There are certain barriers to speaking that you must avoid:

- 1. Messages which are not clear
- 2. Inconsistency in the process of communication
- 3. Sentences that are not complete
- 4. Unable to understand the receiver
- 5. Use of words that are negative

## 8.2.5 Reading Skills

Reading refers to the specific abilities that enable a person to read with independence and interact with the message.

#### Why is reading Important

- 1. Reading is fundamental to function in today's society.
- 2. Reading is a vital skill in finding a good job.
- 3. Reading is important because it develops the mind.
- 4. It is how we discover new things.
- 5. Reading develops the imagination.
- 6. Reading develops the creative side of people.
- 7. Reading is fundamental in developing a good self image.

#### Three Components of Reading are:

- 1. **Decoding:** Means to identify what is written
- 2. **Comprehension:** It is defined as the level of understanding of a text/message. This understanding comes from the interaction between the words that are written and how they trigger knowledge outside the text/message
- 3. **Retention:** It is the ability to keep something in the memory

#### Techniques for good reading skills:

There are three techniques for effective reading:

- 1. Scanning
- 2. Skimming
- 3. Reading for Detail

#### Scanning

In a given text, scanning is used to look for a specific piece of information. In scanning, you don't pay attention to every detail, you only look for information that you specifically need. You can stop reading once you find the specific information.

#### Skimming

Skimming is used to identify the main points in a document. When you skim read a passage, you should get all the essential information from the passage.

#### **Reading for Detail**

When you read complete passage from the beginning to the end it is called reading for detail. You should read each and every sentence in the given document if you are reading for detail.

#### An FSE needs to:

- Update your knowledge through regular reading of information regarding your field.
- Read your customer queries sent in written.
- Use your reading skills to read and analyse the billing during any discrepancy.



- Read about new products and services with reference to the organisation and also from external forums such as websites and blogs.
- Keep abreast with the latest knowledge by reading brochures, pamphlets, and product information sheets.
- Reading and writing comprehension to understand, communicate and maintain processes, techniques, records, policies and procedures.

#### Some examples where you need to read are:

- Appointment details
- Customer records
- Product labels
- Treatment Information
- Promotional materials etc.

#### **Understanding**

When the customer finishes sharing about his/her needs and wants summarise what he/she has said. This helps in confirming whether you have clearly understood what the customer has said. Also help your customers to understand what you are trying to say; ensure that you speak clearly.

#### Writing

Representation of language through inscription of symbols and signs is referred to as writing.

- Its relevance sticking to the point
- Its structure it must be organised
- Its style easy to read and suited to the job

#### As an FSE, you need to:

- Write clearly, concisely, accurately with a view to promote understanding.
- Do not use jargon or abbreviation that is known only to you
- Follow standard organisational procedures while recording information
- Some areas where you use writing skills are:
  - » Writing details in appointment book
  - » Filing customer record
  - » Billing
  - » Writing a report

Ex	ercise							
1.		vay of comm	unicating you	r thoughts and	d opinions to	the other pe	erson using	your voice and

- a. Listening
- b. Speaking
- c. Reading
- d. Writing
- 2. .....is a medium of communication that represents language through the inscription of signs and symbols.
  - a. Listening
  - b. Speaking
  - c. Reading
  - d. Writing
- 3. Rate yourself on a scale of 1-5 with 1 being the lowest and 5 the highest to see if you are a good listener.
  - When the conversation begins, do I make myself comfortable and forget about the clock?
  - Do I make eye contact and notice body language?
  - Do I speak less than 50% of the time if two of us are talking?
  - Do I resist helping others say what they're trying to say? Do I finish their sentences, or supply words they may be struggling to find?
  - Do I respond as they speak, using body language in a way that affirms and encourages them to keep talking? A nod or a smile, or even a laugh when it fits can draw others out and encourage better communication.
  - When I speak, do I ask questions because I really want to know more.
  - When I do not understand something, or have not heard clearly, do I stop and ask for a repeat of what they've said? Or do I "fake it" and let them continue, hoping to catch on later?
- 4. List 5 components of effective speakinga.b.
  - C. \_\_\_\_\_
  - d.
  - e.

#### **Participant Handbook**

5.	5. List down the facts that you will keep in mind while talking to a customer					
- N	otes 🗎					









# 9. Program Wrap-up

Unit 9.1 - Interview Skills

Unit 9.2 - FAQ's



# - Key Learning Outcomes



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

- 1. Understand what is an interview
- 2. Develop the skills to participate in an interview effectively
- 3. Know the commonly asked questions in an interview

## **UNIT 9.1: Interview Skills**

## **Unit Objectives**



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

1. Know what is an interview.

## - 9.1.1 Importance of the Interview ————

An interview is a meeting which is held between two or more people(i.e. the interviewer(s) and the interviewee, in which certain questions are asked by the interviewer in oder to check whether the person who is being interviewed is fit for this job role or not.

## 9.1.2 Importance of the Interview –

While appearing for an interview keep in mind the following steps:

- Greeting Politely address the interviewer with a smile by saying good morning or good afternoon (whatever is relevant). Do not forget to have an eye contact with the interviewer while shaking hands.
- Introduction-This refers to the basic introduction which the interviewer or the interviewee gives before commencing the interview, e.g. name, designation etc.
- Ice-breaker/Small talk- It is the first interaction between the interviewer and the interviewee.
- Questions It basically refers to the questions which the interviewer asks the interviewee or the questions which the interviewee asks the interviewer in order to clarify his or her doubts.
- Summary Statement It refers to summarising the points which an interviewer or interviewee had discussed in an interview.
- Closing While closing the interview, the interviewee is required to briefly restate his strengths and link them to
  the role being discussed in the interview. Thank each interviewer on the panel individually and request for the
  contact information if it's not known already.
- Thank you and Follow-Up A thank you corrospondence must be sent through a formal letter or email within 24 hours. The interviewers also follow-up the contacts in order to check the status on hiring decision which is based on the employer's timeline as discussed during the interview.

## 9.1.3 Importance of the Interview –

Read the sentences given and mark them as dos or don'ts, in relation to an interview:

#### Table 9.1 Sample of dos and don'ts of interview

Sentence	Dos	Don'ts
Be who you are		
Burp while talking!		
Apply too much make up		
Be on time for an interview		
You must bump in the cabin or office		
Do not greet or respond to the receptionist		
Think twice before you speak		
Do not visit the company's website before appearing for an		
interview		
Dress professionally on the day of an interview		
Always argue or contradict to what the interviewer says		
Chew the chew gum during the interview		
Keep your documents in a proper file		
Thank the interviewer		
Have the 'they need me' attitude		
Maintain eye contact and good body language		
Do not forget to carry a copy of your resume		
Give concise and to the point answers		
Do not summarize the interview		
Ask questions related to your salary		

## – Exercise 🔯 –––––



1.	Have you ever faced an interview? What happened? What according to you happens in an interview?

## UNIT 9.2: FAQ's

## - Unit Objectives



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

1. Understand the importance of effectively answering questions during the interview process

## 9.2.1 Questions in an Interview -

Now that we are well aware about how to face an interview, let us discuss about the questions which might be asked in an interview.

1. Give an introduction about yourself.

It is usually the first question which an interviewer asks as this helps in setting the pace of an interview.

You can answer this question by explaining something about education qualification, family background, experience, hobbies etc.

Try to wind up your answer in two minutes.

#### Sample Answer:

My name is ABC. I live in New Delhi. I have completed my twelfth from LMN school. My father is a businessman and mother is a house-wife. I have a work experience of 1 year with DEF Company Ltd. I am basically fond of reading.

2. Describe yourself as a person?

This question is asked in order to check whether you comprise those qualities which the employers are looking for, so answer this question very wisely.

#### Sample Answer 1:

I am person who adapts to changes and is passionate enough to learn new things.

3. Where do image yourself three years from now?

The main reason behind asking this question is to check if you are ambitious enough.

#### Sample Answer 1:

Three years from now I see myself as a very responsible person who is indispensable and helps in the growth of the company.

4. Tell us about some of your greatest strengths.

The trick to answer such questions is by analyzing the requirements of the position you have applied for and list down some of the qualities a person working in that profile must have.

For example, some of the qualities of people applying for jobs in Retail and BPO industry are: Patience, fluency in English, good listening skills, positive attitude etc.

#### Sample Answer:

My biggest strength is the way I communicate with people. I am able to tackle each and every situation with positive attitude.

Some of the strengths you may possess:

- Hard worker
- Punctual
- Determined
- Able to prioritize
- I have the ability to cope with failures and try to learn from my mistakes.
- Commitment to my work
- Love to learn new things
- I am a team player and work well with others
- 5. What are your weaknesses?

Each and every person has some or the other weakness. Nobody is born perfect. The most important thing is to identify them and work on it.

#### Sample Answer:

I am a very emotional person and take things to heart, but I working on it.

6. Will you be comfortable with working in shifts? Do you have any health problems?

Working for a BPO mostly means you will be working for clients outside the country with a different time zone which will require you to work in shifts many times and you have to be prepared for this. If you have any health problems which might cause problem while working in shifts, be clear.

7. What can you say about your communication skills?

Communication skills are one of the most important part of all the job role. So every organisation expects the employee to be good with their communication skills.

#### Sample Answer:

My communication skills are decent, and look for opportunities that help me in improving my communication skills.

8. Will you be able to speak for two minutes on a topic?

The interviewer will check your communication skills by asking you to speak on any topic provided by them for two minutes.

Topics may include:

- a) Current Issues
- b) Hobbies
- c) Most memorable day in life
- d) Favourite movie
- e) How did you spend your last weekend?
- f) My training experiences
- 9. If given an opportunity, how long will you work with our company?

This question asked to see if you are stable and responsible enough.

You must answer such questions by saying that i intend to stay till the point I learn the work and grow at my workplace.

#### Sample Answer:

If given a chance, I would work for a longer period of time with this company so that I am able to grow career wise.

#### 10. Why should we hire you?

Prepare yourself well in advance to answer this question. Read the job requirements before coming for an interview and link your answer to it. This would serve as a reason for you to be hired.

#### Sample Answer:

Given an opportunity, I see this company as a long term career prospect and time and build my career here.

#### 11. Will you be able to work under pressure?

Pressure is something which every person learns to handle with time. One cannot avoid working under pressure at workplace. Therefore answer to such questions must be yes.

#### Sample Answer:

Yes, I can work under pressure. There are certain responsibilities which is expected to be performed by employees in every job and I am well prepared for that.

#### 12. Are you comfortable with learning new technologies?

Since we live in a tech savvy world, the answer to this question has to be yes. as technology is something which keeps on changing and one has to learn to adapt to changes.

#### Sample Answer:

Yes, I am comfortable in learning about new technologies as it will help me in performing my task in a better way and will be a plus point for me.

## **Practical**



#### **Questions and Answers**

Make pairs. In each pair, one person will act as an interviewee and another the interviewer. Both have to present the whole process of the interview in front of the group.

Think of the answers to the questions above and answer the following questions:

1. Tell us something about yourself.

2.	Where do you see yourself 3 years from now?
3.	What is your greatest strength?
4.	What are your weaknesses?
5.	Will you be comfortable with working in shifts? Do you have any health problems?
6.	How do you rate your communication skills?
7.	How do you rate your listening skills?
8.	Do you consider yourself as a team player?
9.	How long do you expect to work for us if given an opportunity?
10.	Why should we hire you?
11.	Do you think you can work under pressure?
12.	Are you comfortable in learning new technologies?
13.	How do you handle pressure? Do you like or dislike these situations?

#### **Participant Handbook**

15. How would you educate yourself about the products that we sell?  Notes   Notes	14. \ -	What are your computer skills and what software applications have you used?
Notes	15. H	How would you educate yourself about the products that we sell?
Notes	-	
	– No	tes 📋









# 10. Employability and Entrepreneurship Skills

Unit 10.1 – Personal Strengths & Value Systems

Unit 10.2 - Digital Literacy: A Recap

Unit 10.3 – Money Matters

Unit 10.4 – Preparing for Employment & Self Employment

Unit 10.5 – Understanding Entrepreneurship

Unit 10.6 – Preparing to be an Entrepreneur



## **Key Learning Outcomes**



#### 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
- 32. Identify the basic parts of a computer
- 33. Identify the basic parts of a keyboard
- 34. Recall basic computer terminology
- 35. Recall basic computer terminology

- 36. Recall the functions of basic computer keys
- 37. Discuss the main applications of MS Office
- 38. Discuss the benefits of Microsoft Outlook
- 39. Discuss the different types of e-commerce
- 40. List the benefits of e-commerce for retailers and customers
- 41. Discuss how the Digital India campaign will help boost e-commerce in India
- 42. Describe how you will sell a product or service on an e-commerce platform
- 43. Discuss the importance of saving money
- 44. Discuss the benefits of saving money
- 45. Discuss the main types of bank accounts
- 46. Describe the process of opening a bank account
- 47. Differentiate between fixed and variable costs
- 48. Describe the main types of investment options
- 49. Describe the different types of insurance products
- 50. Describe the different types of taxes
- 51. Discuss the uses of online banking
- 52. Discuss the main types of electronic funds transfers
- 53. Discuss the steps to prepare for an interview
- 54. Discuss the steps to create an effective Resume
- 55. Discuss the most frequently asked interview questions
- 56. Discuss how to answer the most frequently asked interview questions
- 57. Discuss basic workplace terminology
- 58. Discuss the concept of entrepreneurship
- 59. Discuss the importance of entrepreneurship
- 60. Describe the characteristics of an entrepreneur
- 61. Describe the different types of enterprises
- 62. List the qualities of an effective leader
- 63. Discuss the benefits of effective leadership
- 64. List the traits of an effective team
- 65. Discuss the importance of listening effectively
- 66. Discuss how to listen effectively
- 67. Discuss the importance of speaking effectively
- 68. Discuss how to speak effectively
- 69. Discuss how to solve problems
- 70. List important problem solving traits
- 71. Discuss ways to assess problem solving skills
- 72. Discuss the importance of negotiation

- 73. Discuss how to negotiate
- 74. Discuss how to identify new business opportunities
- 75. Discuss how to identify business opportunities within your business
- 76. Explain the meaning of entrepreneur
- 77. Describe the different types of entrepreneurs
- 78. List the characteristics of entrepreneurs
- 79. Recall entrepreneur success stories
- 80. Discuss the entrepreneurial process
- 81. Describe the entrepreneurship ecosystem
- 82. Discuss the purpose of the Make in India campaign
- 83. Discuss key schemes to promote entrepreneurs
- 84. Discuss the relationship between entrepreneurship and risk appetite
- 85. Discuss the relationship between entrepreneurship and resilience
- 86. Describe the characteristics of a resilient entrepreneur
- 87. Discuss how to deal with failure
- 88. Discuss how market research is carried out
- 89. Describe the 4 Ps of marketing
- 90. Discuss the importance of idea generation
- 91. Recall basic business terminology
- 92. Discuss the need for CRM
- 93. Discuss the benefits of CRM
- 94. Discuss the need for networking
- 95. Discuss the benefits of networking
- 96. Discuss the importance of setting goals
- 97. Differentiate between short-term, medium-term and long-term goals
- 98. Discuss how to write a business plan
- 99. Explain the financial planning process
- 100. Discuss ways to manage your risk
- 101. Describe the procedure and formalities for applying for bank finance
- 102. Discuss how to manage your own enterprise
- 103.List important questions that every entrepreneur should ask before starting an enterprise

## **UNIT 10.1: 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

## 10.1.1 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.

Commoi	Hea	lth I	lecupe	
Commo	1 пеа	ILN	issues	Š.

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

now many of these nearth standards do you follow. Then 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.			
 <b> W</b>	/hat is Hygiene			
As he en:	As per the World Health Organization (WHO), "Hygiene refers to conditions and practices that help to maintain health and prevent the spread of diseases." In other words, hygiene means ensuring that you do whatever is required to keep your surroundings clean, so that you reduce the chances of spreading germs and diseases.			
kite ove	or instance, think about the kitchen in your home. Good hygiene means ensuring that schen is always spick and span, the food is put away, dishes are washed and dustbins are rerflowing with garbage. Doing all this will reduce the chances of attracting pests like reckroaches, and prevent the growth of fungus and other bacteria, which could spread dis	e not ats or		
Но	ow 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 statened take a look at what your score means.	nent!		
Yo	ur Score			
1	0-7/20: You need to work a lot harder to stay fit and fine! Make it a point to practice good habits daily and see how much better you feel!			
1	7-14/20: Not bad, but there is scope for improvement! Try and add a few more good habits to your 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!

## 10.1.2: 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



- Be aware of what emergency number to call at the time of a workplace emergency
- Practice evacuation drills regularly to avoid chaotic evacuations

# 10.1.3 Self Analysis – Attitude, Achievement Motivation: What is Self-Analysis

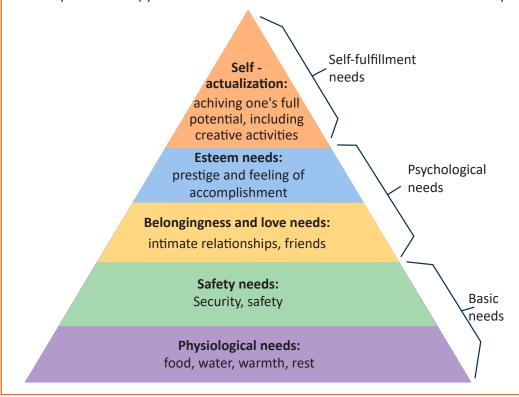
To truly achieve your full potential, you need to take a deep look inside yourself and find out what kind of person you really are. This attempt to understand your personality is known as self-analysis. Assessing yourself in this manner will help you grow, and will also help you to identify areas within 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 Mativator Vou
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	Strengths Weaknesses	



- Achievement motivation can be learned.
- Don't be afraid to make mistakes.
- Train yourself to finish what you start.
- Dream big.

## 10.1.4 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.



- 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.

## 10.1.5 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



- 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.

## **10.1.6** 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.

## **10.1.7** 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.

# 10.1.8 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	• Loneliness	
Anxiety	Anxiety	
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	<ul> <li>Ignoring responsibilities</li> </ul>	
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.

# 10.2. 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 basic computer terminology
- 5. Recall the functions of basic computer keys
- 6. Discuss the main applications of MS Office
- 7. Discuss the benefits of Microsoft Outlook
- 8. Discuss the different types of e-commerce
- 9. List the benefits of e-commerce for retailers and customers
- 10. Discuss how the Digital India campaign will help boost e-commerce in India
- 11. Describe how you will sell a product or service on an e-commerce platform

# **10.2.1 Computer and Internet basics:**Basic 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**



- **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.

### 10.2.2 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.

### 10.2.3 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.

# 10.3: 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

# 10.3.1 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.

# 10.3.2 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.

# **10.3.3** 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.

## 10.3.4 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:** This 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.

# 10.3.5 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 lacs –	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.

# 10.4. 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

# **10.4.1** 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.

# 10.4.2 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.

#### **10.4.3 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.

## 10.4.4 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.

#### 10.5. Understanding Entrepreneurship

#### Unit Objectives | 6



- 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

## 10.5.1 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.

#### 10.5.2 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.
- 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.
- 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.

## 10.5.3 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.

### 10.5.4 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:

1. Goals 2. 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

## 10.5.5 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.

## 10.5.6 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.
- 3. **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.

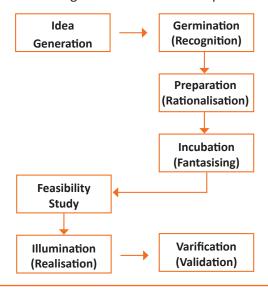
**Stage 4**: Incubation or Fantasizing. This stage involves creative thinking for the purpose of coming up with more ideas. Less thought is given to the problem areas.

**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
      - First reviews
- Distribution channels

# Government

e.g. Investment, support Institutions

Research institutes

Venture-friendly

- Financial support
- e.g. for R&D, jump start funds Regulatory framework

urgency, crisis and challenge

Entrepreneurship strategy

Open door for advocate

Unequivocal support

Leadership

Social legitimacy

property rights, and labour contract enforcement, e.g. Bankruptcy, legislation

# Networks

- Entrepreneure's networks
  - Diaspora networks
- Multinational corporations

# Financial Capital

e.g. Tax benifits

**Policy** 

incentives

Micro-loans

Venture capital funds

Private equity

Angel investors,

Finance

Market

- Zero-stage venture friends and family
- Public capital markets Debt

## capital

**Entrepreneurship** 

Visible successes

Culture

Human Capital

**Success Stories** 

- 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

Conferences

Entrepreneurship

promotion in

non-profits

**Non-Government Institution** 

# **Educational Institutions**

 Later generation family Serial entrepreneures

Skilled and unskilled

Labour

- General degrees (professional and academic)
  - Specific entrepreneurship training

# Infrastructure

- Telecommunications
- Transportation & logistics
- Energy
- Zones, incubation centers, clusters

# **Support Professions**

- Legal
- Accounting
- Investment bankers

# Entrepreneur-

- **Business plan** contests

# friendly association

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.
- b. Participation by Indian MSMEs in international exhibitions, trade fairs and buyer-seller 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
- b. Co-sponsoring of exhibitions organized by other organisations/industry associations/ agencies
- c. 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.
- 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.

### 10.5.7 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.

## 10.5.8 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.

#### 10.6: 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

## 10.6.1 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.

### 10.6.2 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

1. 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

# 10.6.3 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
  - 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

# 10.6.4 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.

# **10.6.5** 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

# **Tips**



- Use social media interactions to identify needs and gather feedback.
- When networking, ask open-ended questions rather than yes/no type questions.

# 10.6.6 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 long-term 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.

# **Tips**



- 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.

# **10.6.7** 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.

# **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.

# **10.6.8 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.

# 10.6.9 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 or industry expert that I can call on?
- 5. Who is my ideal customer?
- 6. Who are my competitors?
- 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 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 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 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 of my business?
- 18. What taxes 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.









# **Annexures**

Annexure I - Abbreviations



# **Annexure I: Abbreviations**

ARPU	Average Revenue Per User
BHR	Business Health Report
CEF	Customer Enrollment Form
ERC	Electronic Recharge
FAB	Features Advantages Benifits
FOS	Feet on Street
FR	First Recharge
FSE	Field Sale Executive
KYC	Know Your Customer
MTD	Month-to-date
PEF	Prepaid Enrollment Form
PRC	Paper Recharge Coupons
ROI	Return on Investment
SLA	Service Level Agreement
SMS	Short Messaging Service
TAT	Turn Around Time
TM	Team Manager
TSM	Territory Sales Manager or Team Sales Manager









# **Assessment Guide**



# Fill in the Blanks

1.	A Field Sales Executive is also known as a or	
2.	The time taken to resolve a request or a complaint of the customer is called	
3.	helps mobile phone users to change from one mobile network operator to another, w having to change their mobile number.	ithout
4.	is a process which displays Month-to-date sales achievement records of retailers/distribute	tors.
5.	is a measure of the revenue generated per user or unit.	
6.	refer to a selling period that begins with the starting of the present month and end the ending of the current date.	s with
7.	The Reports that an FSE prepares are and	
8.	The two parameters on which retailer sales performance is monitored are	_ and
9.	The Pre-Sales Activities for an FSE can be broken into and	
10.	The field team is the of the organisation.	
11.	For personal grooming, things to avoid include and	
12.	Some of the products and services that an FSE sells are and	
13.	Three main ways to understand customers better are	_ and
14.	The target market can be broken down on the basis of	
15.	Call Management services include	
	etc.	
16.	MNP is the acronym for	
17.	Barriers to effective listening are	
	etc.	
18.	When communicating with customers, we use a combination ofand	

19. The three techniques for effective reading are and	
20. The different types of interviews are and	

# **Multiple Choice Questions**

- 1. Responsibilities of a FSE
  - a. Pre-sales preparation
  - b. Sale of old connections to new customers
  - c. Update retailer database
  - d. Manage customer accounts
- 2. An FSE must be:
  - a. Smart & presentable
  - b. Shabby and untidy
  - c. Fluent in regional language
  - d. An active listener
- 3. 3 ways in which an FSE interacts with customers are:
  - a. Telephone and SMS
  - b. Face to Face
  - c. Personal Postcard
  - d. Documents
- 4. The fraudulent practices that an FSE could be engaged in are:
  - a. Falsification of documents
  - b. Not tampering cheques
  - c. False commitments on receipts
  - d. Never using for personal purpose, the cash payment received from customers

- 5. Planning, in the Pre-Sales Activities, can include:
  - a. Knowing your organisation
  - b. Unplanned calling
  - c. Product research
  - d. Not evaluating any products and services
- 6. Appearance related personal grooming as per the organisational guidelines include:
  - a. Dirty and un-ironed uniform
  - b. Well-trimmed nails
  - c. Wearing sandals
  - d. Combing hair in front of the customer
- 7. Personal Hygiene related grooming as per the organisational guidelines include:
  - a. Keeping hands clean at all times
  - b. Biting nails on the floor
  - c. Not caring about body odour
  - d. Maintaining straight & upright posture
- 8. Three main ways to understand customers better are:
  - a. To put oneself in their shoes
  - b. Narrate your story to them
  - c. Collect & analyse data to shed light on their buying behaviour
  - d. Ask them what they think
- 9. Three things to keep in mind while writing daily reports are:
  - a. Use formal language
  - b. Haphazardly arrange data
  - c. Be objective and factual
  - d. Organise the report logically

	a.	PrePaid Connection
	b.	Unpaid Connection
	c.	Roaming pack
	d.	Recharge
11.	Sor	me Data Services are namely:
	a.	7G Prepaid Mobile Internet
	b.	Broadband Home Internet
	c.	3G Dongles
	d.	4G Mobile Internet
12.	Ret	cailers' attention can be drawn through:
	a.	New offers and schemes
	b.	Offering freebies
	c.	Offering old and unpopular offers
	d.	Motivating retailers
13.	Inc	reasing brand visibility can be done by the following:
	a.	Using posters
	b.	Organising road shows
	c.	Personal chats
	d.	Using danglers
14.	Sor	me of the challenges faced by retailers are:
	a.	Problem of service
	b.	Non-availability of particular offers
	c.	Company Related Issues
	d.	New SIM Cards taken away

10. Some Mobile Services are namely:

15. Steps in decision making and problem solving are:		
a. Recognise that there is a problem		
b. Not consider the problem		
c. Weigh the pros and cons of		
d. Implement personal chores		
16. The main methods used for basic arithmetic are:		
a. Addition		
b. Percentage		
c. Multiplication		
d. Average		
17refers to managing time effectively so that the right time is allocated to the right activity?		
a. Time management		
b. Customer centricity		
c. Decision making		
d. Planning and organising		
18. Which of the following are time wasters?		
a. Being disorganised		
b. Making personal telephone calls		
c. Calling customers for follow-up		
d. Understanding instructions completely		
19. Non Urgent but important tasks include:		
a. Scheduling daily activities		
b. Emergencies and complaints from customers		
c. Misunderstandings appearing in work		
d. Excessive cigarette breaks		

20.	Non-important but	t urgent tasks include	e:
20.	Non-inibortant bu	t urgerit tasks iritiuu	E

- a. Meetings with superiors/colleagues
- b. Managing customer's details
- c. Pointless routines or activities
- d. Chat, gossips, social communications
- 21. Non-Important and Non-urgent tasks include:
  - a. Computer games, net surfing
  - b. Demands from superiors
  - c. Apparent emergencies
  - d. Organising Inventory
- 22. What are the steps involved in decision making and problem solving?
  - a. Recognising there is a problem
  - b. Generating alternative solution
  - c. Not analysing its pros and cons
  - d. Implementing the chosen solution
- 23. ..... involves setting objectives and determining a course of action to achieve those objectives.
  - a. Time management
  - b. Customer centricity
  - c. Decision making
  - d. Planning and organising
- 24. Effective time management includes:
  - a. Effective planning for setting goals and objectives
  - b. Including personal work in the To-Do list
  - c. Prioritising activities and delegation of responsibilities
  - d. Spending the right time on right activities

25.	Urg	gent and Important tasks include:
	a.	Demand from superiors
	b.	Organising Inventory
	c.	Comfort activities
	d.	Trivial requests from others
26.	Pos	sitive body language tips include:
	a.	Express boredom with eye contact
	b.	Avoid non-verbal barriers
	C.	Personal space for store customers can be compromised
	d.	Adopt a Posture of confidence
27.		is the way of communicating your thoughts and opinions to the other person using your voice and
	wo	rds:
	a.	Listening
	b.	Speaking
	c.	Reading
	d.	Writing
28.		is a medium of communication that represents language through the encryption of signs and symbols:
	a.	Listening
	b.	Speaking
	C.	Reading
	d.	Writing
29.	Wh	ich kind of enrollment forms can be rejected?
	a.	The one with wrong address
	b.	The one with wrong signature
	C.	The one with the correct Name
	d.	The one on which whitener has been used

	d. Resume (Experience)
G	ieneric Questions
1.	What do you know about the current scenario of Telecom Industry in India?
2.	Mention 5 key developments in the Telecommunications Sector?
3.	Mention 2 challenges faced by recruiters
4.	Name 5 major players in the Indian Telecom Industry

30. For an interview, research should be done in the following areas:

a. Company

b. Home Address

c. Yourself (Skills, Values & Interests)

5.	List any three recent trends related to telecom industry.
6.	What are the 7 C's of effective communication?
7.	What are the Dos and Don'ts of SMS communication
8.	What are the 7 Ways to build rapport for an FSE?
9.	What is the four-step process of active listening?
10.	What is the difference between traditional organisation and modern customer centric organisation?

11.	What are the three main ways to understand customers better?
12.	What are the 5 products and services that an FSE sells?
13.	What are some Reports that an FSE prepares?
14.	How can we increase Brand visibility?
15.	What are the two parameters on which retailer sales performance is monitored?
	· .

16. What are the Steps to Increasing Customer Base?
17. What are the benefits that an FSE can provide to a retailer?
18. What are the Steps to Increase Sales?
19. Write a short note on Return on Investment.
20. What are the Some Dos and Don'ts of Negotiation?
21. What are the 5 steps to build retailer networks?

22.	What are the different types of data plans available?
23.	What are the advantages of Customer Feedback?
24.	What is the process in dealing with customers who have a feedback or complaint?
25.	Mention 5 reasons why punctuality matters in a professional world
26.	What are the Dos and Don'ts for an FSE during a call?

27. What are the precautions to be taken for an FSE on visits/ contacts?	
28. Write a short note on Stakeholders	
29. Write a short note on Distributors	
30. Write a short note on Retailers	
31. Write a short note on VAS (Value added service) in the telecom industry	
32. Write a short note on Lifetime Validity	

33.	Write a short note on CLIP & CLIR
34.	What are the steps to perform Call Conferencing?
35.	What is the registration process for a DND Complaint?
36.	What are the grounds for rejecting a porting request?
37.	Building customer relationships can be seen as moving up a ladder. What are the four main rungs of this ladder?

38.	What are the 4 steps to increase customer base and become the master of your domain?
39.	What are the principles to be followed to become a great Sales Executive?
40.	What are the Steps to Increase Sales?
41.	What are the benefits that an FSE can provide to a retailer?
42.	Mention 5 features of a Prepaid mobile.
43.	What is the process of number portability

44.	List the preparations that an FSE need to do as a part of pre-sales activities
45.	Why is customer understanding important for an FSE?
46.	What is the difference between target Market and Target customer?
47	List 5 Characteristics of excellent customer service
77.	
48.	What is the four-step process of active listening?

49.	Write the importance of non-verbal communication.
50.	List down some of the common jargon that is used in everyday life and alternate words or phrases for it.
51.	What are the benefits of retail outlets?
52.	How does location play an important role in retail outlet selection?
53.	What are the factors which must be evaluated in choosing an area or type of location within a city?
54.	Write down the steps to close a sales call after negotiation.

55.	What do you mean by value proposition? List down the steps to create it.
56.	Prepare a decision making template on any one decision of your work life.
57.	Prepare an urgent important matrix of your own.
58	Write the "Dos" and "Don'ts" of building rapport with the customers.
50.	write the bos and bonts of building rapport with the customers.
59.	Rate yourself on a scale of 1-5 with 1 being the lowest and 5 the highest to see if you are a good listener
	a. When the conversation begins, do I make myself comfortable and forget about the clock?
	b. Do I make eye contact and notice body language?
	c. Do I speak less than 50% of the time if two of us are talking?
	d. Do I resist helping others say what they're trying to say? Do I finish their sentences, or supply words they may

# Case Study

l.	Scenario
Υοι	need to sell a new prepaid connection with following plan:
i.	SIM charges Rs. 10/-
ii.	No activation & processing charges
iii.	All STD and Local Calls @ 1Paisa/Sec.
iv.	Call charges to be applicable per sec.
V.	2GB internet for Rs. 99/month.
vi.	Unlimited Whatsapp at just Rs.16 per month!!
vii.	On activation, Rs 16 will be deducted from customer's main balance for subscription of 30 days.
viii.	Pack on auto renewal charging model. To unsubscribe from renewal SMS <deactivate wa=""> to 41125.</deactivate>
Ans	swer the following questions on the basis of above scenario:
1.	What telecom product are you selling, and what makes it so unique?
2.	To whom do you want to sell it?
3.	Why should people buy the product or service from you only?
4.	Identify the target market on the basis of geography, age, sex and demography.
II.	After selling the prepaid connection you are confused about the customers "view about the product. In what
	manner you would be able to get the right impression of the customers" view of product?
III.	This is about Ram, who is a very hardworking and sincere employee in an organisation. Once a customer comes
	to visit him, as he is responsible for attending customers and finalising the projects. After seeing the project he finalises it.

The vendor, being very happy with Ram gifts him a pen. Ram thinking it as a token of thanks, accept it. The vendor leaves and everything starts going well till one day when one of the peer member of Ram notices that the pen which was a gift from one of the vendor is not a normal pen but a diamond graded Swarovski pen worth three lakhs as it had

three diamonds graded at its top. Ram did not know about this. But according to the organisation it was against the code of ethics of the organisation to accept high end gifts and using them without the knowledge of organisation. Ram was asked to leave the organisation.		
Answer the following questions based on the above mentioned case.		
1.	What is the message conveyed from this case?	
2.	What was Ram's mistake?	
3.	If you were at Ram's place what would have your stand?	
IV.	Role play the whole concept of handling and solving customers queries	

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