

QUALIFICATIONS PACK - OCCUPATIONAL STANDARDS FOR TELECOM INDUSTRY

What are Occupational Standards(OS)?

- OS describe what individuals need to do, know and understand in order to carry out a particular job role or function
- OS are performance standards that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding

Contact Us:

2nd Floor, PLOT :
105, Sector - 44,
GURGAON - 122003
T: 0124 - 4148029
E-mail:
tssc@tsscindia.com



Contents

1. Introduction and Contacts.....	1
2. Qualifications Pack.....	2
3. Glossary of Key Terms	3
4. OS Units.....	5
5. Assessment Criteria	23

Introduction

Qualifications Pack-Territory Sales Manager (Broadband)

SECTOR: TELECOM

SUB-SECTOR: Service Provider

OCCUPATION: Sales & Distribution

REFERENCE ID: TEL/Q0204

ALIGNED TO: NCO-2015/5243.0502

Brief Job Description: Individual at this job manages and supervises DSAs activities and achievement of sales targets, in the assigned territory; enhances average revenue per user (ARPU) and customer base; channel development and process compliance.

Personal Attributes: This job role requires the individual to be presentable; proactive; determined; assertive, a good planner; must have the ability to manage a team and leadership qualities; effective communicator and an out of box thinker.

Job Details	Qualifications Pack Code	TEL/Q0204		
	Job Role	Territory Sales Manager (Broadband)		
	Credits NSQF	TBD	Version number	1.0
	Sector	Telecom	Drafted on	10/04/2013
	Sub-sector	Service Provider	Last reviewed on	21/06/2018
	Occupation	Sales & Distribution	Next review date	31/03/2019
	NSQC Clearance on	18/06/2015		

Job Role	Territory Sales Manager (Broadband)	
Role Description	Manage assigned territory to increase revenue and customer base through DSA/retail channel and adherence to organizational processes	
NSQF level	Level 7	
Minimum Educational Qualifications*	Graduate in any discipline	
Maximum Educational Qualifications*	MBA or equivalent degree in marketing/sales	
Training (Suggested but not mandatory)	Leadership skills Account Management Consultative Selling	
Minimum Job Entry Age	24 years	
Experience	1-3 years preferred	
Applicable National Occupational Standards (NOS)	Compulsory: 1. TEL/N0212 (Managing DSA and retail channel) 2. TEL/N0213 (Managing modern trade) 3. TEL/N0214 (Increase revenue and customer base) 4. TEL/N0215 (Compliance to processes)	
Performance Criteria	As described in the relevant OS units	

Definitions

Keywords /Terms	Description
Active/Transacting Outlets	A/An shop/entity located in Route/Beat plan that performs at least 5 transactions like electronic recharge to subscribers or end-users in a month for a service provider
ARPU (Average revenue per user)	Is the measure of the revenue generated by one customer typically per year or month. In the telecom industry ARPU includes not only the revenues billed to the customer each month for usage, but also the revenue generated from broadband usage, payable within the regulatory interconnection regime
Bandwidth	In computer networks, bandwidth is often used as a synonym for data transfer rate-the amount of data that can be carried from one point to another in a given time period (usually a second). This kind of bandwidth is usually expressed in bits (of data) per second (bps)
Beat Plan	Beat Plan denotes group of select outlets out of entire retail universe to be covered as per the plan
Broadband	Refers to the wide bandwidth characteristics of a transmission medium and its ability to transport multiple signals and traffic types simultaneously. The medium can be coax, optical fibre, twisted pair or wireless
Canopy promotion	A covering, usually of cloth, suspended over a thrown or held aloft on poles above person. It is used for promotional activities, to educate end users and create brand visibility
Core Skills or Generic Skills	Core Skills or Generic Skills are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the OS , these include communication related skills that are applicable to most job roles
Cross Selling	A practice of selling among or between established clients, markets, traders, etc. or the action or practice of selling an additional product or service to an existing customer.
Customer profiling	It is a process to categorize potential buyer in various categories such as high profile or low profile buyers.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for
Downstream speed/bandwidth	From the user's perspective, downstream network traffic flows from ISP/remote location to the local computer.
DSA (Direct sales association)	Is the marketing and selling of products directly to consumers away from a fixed retail location

DSL	Stands for "Digital Subscriber Line." It is medium for transferring data over regular phone lines and can be used to connect to the Internet. However, like a cable modem, a DSL circuit is much faster than a regular phone connection, even though the wires it uses are copper like a typical phone line
FAB (Features, Advantage, Benefit)	A selling technique in which a seller ties every feature with an advantage or benefit that the customer wants or thinks is desirable.
Function	Function is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of OS
Gross Add	A number that measures the percentage of connections added for an operator with relation to the total number of connections added in the market by operators
Job role	Job role defines a unique set of functions that together form a unique employment opportunity in an organization
Knowledge and Understanding	Knowledge and Understanding are statements which together specify the technical, generic, professional and organizational specific knowledge
NOS (National Occupational Standards)	NOS are Occupational Standards which apply uniquely in the Indian context
Occupation	Occupation is a set of job roles, which perform similar/related set of functions in an industry
Organizational Context	Organizational Context includes the way the organization is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility
OS (Occupational Standards)	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts
Performance Criteria	Performance Criteria are statements that together specify the standard of performance required when carrying out a task
PJP (Pemanent Journey Plan)	It refers to a territory sales manager's monthly plan to visit assigned territory
QP (Qualifications Pack)	Qualifications Pack comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A Qualifications Pack is assigned a unique qualification pack code
Qualifications Pack Code	Qualifications Pack Code is a unique reference code that identifies a qualifications pack
Retailer	A business or person who sells goods/commodities/services to the consumer/subscriber/end-user
Route Plan	Route is a geographical location mapped to a sales executive. It may consist one or more beats depending no. of outlets

Scope	Scope is the set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on the quality of performance required
Sector	Sector is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests
Service Provider	It is an entity, which provides all types of telecom products or services to potential users
Sub Functions	Sub-functions are sub-activities essential to fulfill the achieving the objectives of the function.
Sub Sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Sub-functions	Sub-functions are sub-activities essential to fulfill the achieving the objectives of the function
Sub-sector	Service provider denotes or deals with all type of connections
Suspecting and Prospecting	Asking a resident/entity about buying habits, psychographic characteristics, and getting him/her interested enough towards product/service.
TAT (Turn Around Time)	The time taken to resolve a request or a complaint of the customer
Technical Knowledge	Technical Knowledge is the specific knowledge needed to accomplish specific designated responsibilities
Telecom	This is a conglomeration of different telecom services such as a mobile connection, landline and broadband connections
Unit Code	Unit Code is a unique identifier for an OS unit, which can be denoted with either an 'O' or an 'N'
Unit Title	Unit Title gives a clear overall statement about what the incumbent should be able to do
Upstream bandwidth	From the user's perspective, upstream network traffic flows away from the local computer toward the remote destination.
VAS (Value added service)	In the telecom industry, on a conceptual level, value-added services add value to the standard service offering, spurring the subscriber to use their phone more and allowing the operator to drive up their ARPU. For mobile phones, while technologies like SMS, MMS and data access were historically usually considered value-added services, but in recent years SMS, MMS and data access have more and more become core services, and VAS therefore has beginning to exclude those services
Vertical	Vertical may exist within a sub-sector representing different domain areas or the client industries served by the industry.

Acronyms	Keywords/Terms	Description
	ARPU	Average revenue per user
	BTL	Below the line
	DSA	Direct Sales Association
	DSR	Daily sales report
	FAB	Features Advantages Benefits
	FSE	Field Sales Executive
	KYC	Know Your Customer
	MTD	Month Till Date
	PJP	Permanent Journey Plan
	ROI	Return On Investment
	TAT	Turn Around Time
	TRAI	Telecom Regulatory Authority of India
	TSE	Territory Sales Executive
	TSM	Territory Sales Manager
	VAS	Value Added Service
	ZSM	Zonal Sales Manager
	RWA	Residential Welfare Associations

National Occupational Standard



Overview

This unit is about managing DSA/Consultancy and retailers, by educating and developing their sales executive and retail channel.

TEL/N0212

Managing DSA and retail channel

National Occupational Standard

Unit Code	TEL/N0212
Unit Title (Task)	Managing DSA and retail channel
Description	This OS unit is about regulating daily operational activities of a DSA/Consultancy and retail executives, by educating sales executives and coaching them on-the-job
Scope	This unit/task covers the following: Key stake holders: - territory sales manager (TSM) - sales executives/ sales executives (SEs) - retail executives Range of products/services: - broadband and landline connections - value added services (VAS)
Performance Criteria (PC)	
Element	Performance Criteria
	To be competent, the user/individual on the job must be able to: - PC1. facilitate DSA's organizations set-up by providing landline & broadband connectivity and manpower recruitment - PC2. train sales executives on company's policies and provide sales kit - PC3. identify the selling opportunities through area mapping - PC4. allocate territory/area and monthly targets to sales executives - PC5. approach all RWAs, societies, individual houses through door-to-door selling by sales executives - PC6. supervise sales meeting with sales executives to review daily performance - PC7. develop sales executive wise Route/Beat Plan for retail channels - PC8. coach sales executives on-the-job during market visits - PC9. resolve process, service and payout related issues of the DSA/retail channel - PC10. communicate escalation matrix to DSA/retail channel
Knowledge and Understanding	
A. Organizational Context (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: - KA1. organizational processes for channel management - KA2. sales executives' roles and responsibilities - KA3. payout policies to facilitate timely payment - KA4. escalation matrix product/service issues
B. Technical Knowledge	The user/individual on the job needs to know and understand: KB1. territory's terrain for mapping its potential

	KB1. significance of Route and Beat plan KB2. ROI calculation KB3. latest updates about products and services
Skills (S)	
A. Core Skills/ Generic Skills	Oral Communication (Listening and Speaking skills)
	The user/individual on the job needs to know and understand how to:
	SA1. converse in regional dialect with sales executives to educate them
	Reading Skills:
B. Professional Skills	The user/individual on the job needs to know and understand how to:
	SA2. comprehend reporting and data capturing formats to identify performance related gaps
	Coaching and Feedback
	The user/individual on the job needs to know and understand how to:
B. Professional Skills	SB1. identify improvement areas to coach sales executives on the job
	SB2. demonstrate door-to-door sales process
	SB3. provide feedback on identified gaps
	Problem Solving Skills
B. Professional Skills	The user/individual on the job needs to know and understand how to:
	SB4. analyze DSA's issues and take appropriate actions to resolve them



TEL/N0212

NOS Version Control:

NOS Code	TEL/N0212		
Credits NSQF	TBD	Version number	1.0
Industry	Telecom	Drafted on	10/04/2013
Industry Sub-sector	Service Provider	Last reviewed on	21/06/2018
Occupation	Sales & Distribution	Next review date	31/03/2019



National Occupational Standard



Overview

This unit is about maximizing sales and visibility of the organization's products and services, by developing modern trade alliances at territory level.

Unit Code	TEL/N0213
Unit Title (Task)	Managing modern trade
Description	This OS unit is about maximizing sales and visibility of the organization's products and services, by developing modern trade alliances at territory level
Scope	This unit/tasks covers following: Key stake holders: - territory sales manager (TSM) - modern trade alliance - in-store promoter
Performance Criteria (PC)	
Element	Performance Criteria
	To be competent, the user/individual on the job must be able to: - PC1. recruit, deploy and coach the in-store promoter, about the company policies - PC2. facilitate proper execution of sales process across the channel - PC3. monitor brand visibility and in-store promoter's grooming as per company guidelines - PC4. plan and assign monthly sales target to the in-store promoter - PC5. periodically review and assess the team structure to maintain a lean and efficient team - PC6. record and review modern trade outlet-wise and in-store promoter wise monthly performance - PC7. establish business relationships with modern trade alliances and in-store promoters
Knowledge and Understanding (K)	
A. Organizational Context (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: - KA1. organizational processes and grooming guidelines - KA2. process compliance as per TRAI guidelines - KA3. understand competitor behavior

B. Technical Knowledge	The user/individual on the job needs to know and understand: KB1. basic working of computer and MS excel to prepare and analyze reports KB2. basic mathematical calculations KB3. visual merchandizing norms KB4. reporting formats to record and review outlet-wise and in-store promoter performance
Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	The user/individual on the job needs to know and understand how to: SA1. read and comprehend processes and reports
	Oral communication skills
	The user/ individual on the job needs to know and understand how to: SA2. converse in regional language to recruit, deploy and coach In-store promoters
B. Professional Skills	Planning & Organizing Skills
	The user/ individual on the job needs to know and understand how to: SB1. allocate in-store promoter wise targets based on overall target
	Coaching Skills
	The user/ individual on the job needs to know and understand how to: SB2. prepare assigned reports within specified time limits
	Analytical Skills
	The user/ individual on the job needs to know and understand how to: SB3. analyze performance reports of In-Store promoters
	Relationship Building
	The user/individual on the job needs to know and understand how to: SB5. build rapport with modern trade alliances to achieve sales targets



TEL/N0213

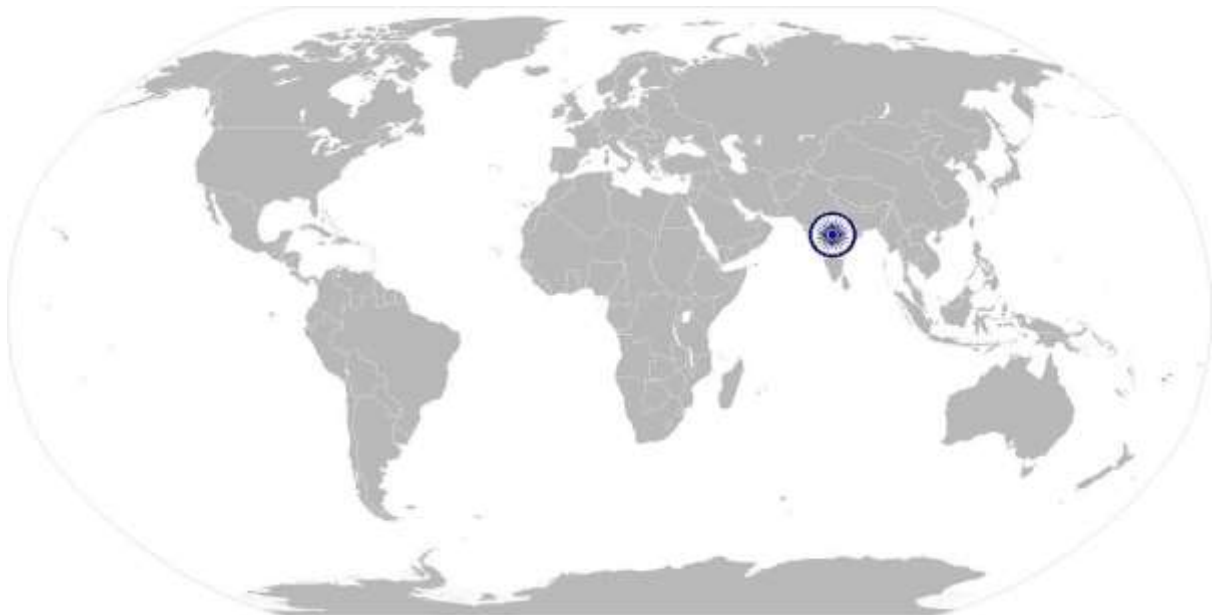
Managing modern trade

NOS Version Control:

NOS Code	TEL/N0213		
Credits NSQF	TBD	Version number	1.0
Industry	Telecom	Drafted on	10/04/2013
Industry Sub-sector	Service Provider	Last reviewed on	21/06/2018
Occupation	Sales & Distribution	Next review date	31/03/2019



National Occupational Standard



Overview

This unit is about accomplishing monthly revenue target and gross additions, through supervision of sales executives at DSA.

TEL/N0214

Increase revenue and customer base

National Occupational Standard

Unit Code	TEL/N0214
Unit Title (Task)	Increase revenue and customer base
Description	This OS unit is about achieving monthly targets and gross additions, through supervision of sales executives at DSA.
Scope	This unit/task covers the following: Key stake holders: - territory sales manager (TSM) - sales executives (SEs) Range of products and services: - broadband/landline - value added services
Performance Criteria (PC)	
Element	Performance Criteria
	To be competent, the user/individual on the job must be able to: - PC1. obtain daily sales commitment from sales executives - PC2. address and resolve customer concerns during sales meeting - PC3. identify reasons of shortfall in target and take appropriate actions - PC4. update and coach sales executives on products, tariffs, documentation and door-to-door sales process - PC5. encourage retailers through sales executives to reach customers - PC6. implement canopy promotions through sales executives
Knowledge and Understanding	
A. Organizational Context (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: KB1. organizational processes, policies and TRAI guidelines
B. Technical Knowledge	The user/individual on the job needs to know and understand: - KB1. organization's standard sales process - KB2. merchandising norms and reporting formats - KB3. schemes and offers vis-à-vis competition - KB4. Below the Line (BTL) and other promotional activities

TEL/N0214

Increase revenue and customer base

Skills (S)	
A. Core Skills/ Generic Skills	Oral communication
	The user/ individual on the job needs to know and understand how to:
	SA1. converse in regional language to interact with sales executives
	Reading Skills
	The user/individual on the job needs to know and understand how to:
	SA2. comprehend business reports to identify monthly revenue trend
B. Professional Skills	Critical and analytical Thinking
	The user/ individual on the job needs to know and understand how to:
	SB1. analyze data to find out facts and figures responsible for short fall in targets
	Coaching Skills
	The user/individual on the job needs to know and understand how to:
	SB2. coach sales executives to educate retailers
	SB3. encourage sales executives to achieve monthly sales targets

TEL/N0214

Increase revenue and customer base

NOS Version Control:

NOS Code	TEL/N0214		
Credits NSQF	TBD	Version number	1.0
Industry	Telecom	Drafted on	10/04/2013
Industry Sub-sector	Service Provider	Last reviewed on	21/06/2018
Occupation	Sales & Distribution	Next review date	31/03/2019



National Occupational Standard



Overview

This unit is about managing and monitoring self performance through report, review and process compliance.



TEL/N0215

Compliance to processes

National Occupational Standard

Unit Code	TEL/N0215
Unit Title (Task)	Process Adherence
Description	This OS unit is about maintaining organizational processes and reviewing monthly performance with ZSM
Scope	This unit/tasks covers following: Key stake holders: - territory sales manager (TSM) - direct sales association (DSA) - zonal sales manager (ZSM) - in-store promoter
Performance Criteria (PC)	
Element	Performance Criteria
	To be competent, the user/individual on the job must be able to: PC1. prepare self monthly PJP as per guidelines PC2. validate customer enrollment forms PC3. monitor sales executives reporting formats PC4. monitor sales executive's attendance PC5. educate sales executives on processes and its compliance PC6. review DSA's revenue performance and ROI PC7. review self performance with ZSM and take appropriate measures for improvement
Knowledge and Understanding (K)	
A. Organizational Context (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: KA1. organizational processes, reporting formats to review monthly performance KA2. TRAI guidelines
B. Technical Knowledge	The user/individual on the job needs to know and understand: KB1. basic working of computer and MS excel to prepare reports KB2. basic mathematical calculations



TEL/N0215

Compliance to processes

Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	The user/individual on the job needs to know and understand how to: SA1. read and comprehend processes and reports
	Oral communication skills
	The user/ individual on the job needs to know and understand how to: SA2. discuss self performance with ZSM
B. Professional Skills	Time Management Skills
	The user/ individual on the job needs to know and understand how to: SB1. prepare assigned reports within specified time limits





TEL/N0215

NOS Version Control:

NOS Code	TEL/N0215		
Credits NSQF	TBD	Version number	1.0
Industry	Telecom	Drafted on	10/04/2013
Industry Sub-sector	Service Provider	Last reviewed on	21/06/2018
Occupation	Sales & Distribution	Next review date	31/03/2019



CRITERIA For Assessment of Trainees

Job Role : Territory Sales Manager (Broadband)
Qualification Pack : TEL/Q0204
Sector Skill Council : Telecom

1. Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council. Each Performance Criteria (PC) will be assigned marks proportional to its importance in NOS. SSC will also lay down proportion of marks for Theory and Skills Practical for each PC.
2. The assessment for the theory part will be based on knowledge bank of questions created by the SSC.
3. Assessment will be conducted for all compulsory NOS, and where applicable, on the selected elective/option NOS/set of NOS.
- 4a. Individual assessment agencies will create unique question papers for theory and skill practical part for each candidate at each examination/training center (as per assessment criteria below).
- 4b. Individual assessment agencies will create unique question papers for skill practical part for every student at each examination/training center
5. To pass the Qualification Pack, every trainee should score a minimum of 40% in every NOS and Overall 50% pass percentage.
6. In case of successfully passing only certain number of NOS's, the trainee is eligible to take subsequent assessment on the balance NOS's to pass the Qualification Pack.

Assessment Outcome		Assessment Criteria	Total Mark (400)	Out Of	Theory	Skills Practical
TEL/N0212 Managing DSA and retail channel	PC1. facilitate DSA’s organizations set-up by providing landline & broadband connectivity and manpower recruitment	100	10	5	5	
	PC2. train sales executives on company’s policies and provide sales kit		15	10	5	
	PC3. identify the selling opportunities through area mapping		15	10	5	
	PC4. allocate territory/area and monthly targets to sales executives		15	10	5	
	PC5. approach all RWAs, societies, individual houses through door-to-door selling by sales execu		10	0	10	
	PC6. supervise sales meeting with sales executives to review daily performance		10	5	5	
	PC7. develop sales executive wise Route/Beat Plan for retail channels		5	5	0	
	PC8. coach sales executives on-the-job during market visits		5	0	5	
	PC9. resolve process, service and payout related issues of the DSA/retail channel		10	10	0	
	PC10. communicate escalation matrix to DSA/retail channel		5	0	5	
			100	55	45	
TEL/N0213 Managing modern trade	PC1. recruit, deploy and coach the in-store promoter, about the company policies	100	10	0	10	
	PC2. facilitate proper execution of sales process across the channel		10	0	10	
	PC3. monitor brand visibility and in-store promoter’s grooming as per company guidelines		10	10	0	
	PC4. plan and assign monthly sales target to the in-store promoter		20	20	0	
	PC5. periodically review and assess the team structure to maintain a lean and efficient team		10	10	0	
	PC6. record and review modern trade outlet-wise and in-store promoter wise monthly performance		20	20	0	
	PC7. establish business relationships with modern trade alliances and in-store promoters		20	0	20	
				100	60	40
TEL/N0214 Increase revenue and customer base	PC1. obtain daily sales commitment from sales executives	100	20	10	10	
	PC2. address and resolve customer concerns during sales meeting		20	0	20	
	PC3. identify reasons of shortfall in target and take appropriate actions		15	15	0	
	PC4. update and coach sales executives on products, tariffs, documentation and door-to-door sales process		20	10	10	
	PC5. encourage retailers through sales executives to reach customers		15	0	15	
	PC6. implement canopy promotions through sales executives		10	0	10	
			100	35	65	
TEL/N0215 Process Adherence	PC1. prepare self monthly PJP as per guidelines	100	15	15	0	
	PC2. validate customer enrollment forms		15	15	0	
	PC3. monitor sales executives reporting formats		15	15	0	
	PC4. monitor sales executive’s attendance		15	15	0	
	PC5. educate sales executives on processes and its compliance		10	10	0	
	PC6. review DSA’s revenue performance and ROI		20	20	0	
	PC7. review self performance with ZSM and take appropriate measures for improvement		10	10	0	
			100	100	0	