

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

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Introduction

Qualifications Pack-Territory Sales Manager (Prepaid)

SECTOR: TELECOM

SUB-SECTOR: Service Provider

OCCUPATION: Sales & Distribution

REFERENCE ID: TEL/Q0203

ALIGNED TO: NCO-2015/1221.0501

Territory Sales Manager (Prepaid) is known as Area Sales Manager / Area Manager / Territory manager / Assistant Sales Manager / Account Manager / Channel Manager.

Brief Job Description: (Urban Distributor) - Individual at this job is responsible for distribution expansion and coordination with urban distributors i.e. multibrand distributors, to achieve sales targets in assigned territory; achieving revenue target; people development; channel management; retailer education; range selling; increasing customer base and process compliance. **(Rural Distributor)** - Individual at this job is responsible for similar activities but with rural i.e. company specific distributors

Personal Attributes: This job role requires the individual to be presentable; determined; good planner; must possess leadership qualities, analytical ability; good communication; people management and display out of box thinking.

Job Details	Qualifications Pack Code	TEL/Q0203		
	Job Role	Territory Sales Manager (Prepaid)		
	Credits NSQF	7	Version number	1.0
	Sector	Telecom	Drafted on	05/04/2013
	Sub-sector	Service Provider	Last reviewed on	29/04/2015
	Occupation	Sales & Distribution	Next review date	31/05/2017

Job Role	Territory Sales Manager (Prepaid)
Role Description	Manage/grow assigned territory, increasing revenue and customer base, distribution expansion and process compliance
NSQF level	7
Minimum Educational Qualifications*	Graduate in any discipline (rural)
Maximum Educational Qualifications*	MBA or equivalent degree in marketing/sales (urban)
Training (Suggested but not mandatory)	Leadership skills Distribution/Retail management
Experience	1 year – rural 3 – 5 years preferred – urban
Applicable National Occupational Standards (NOS)	(Click to open the below hyperlinks) Compulsory: <ol style="list-style-type: none"> TEL/N0208 (Manage distributor) TEL/N0209 (Increase revenue and market share) TEL/N0210 (Distribution expansion) TEL/N0211 (Process adherence) Optional: Not Applicable
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
	Beat Plan	Beat Plan denotes group of select outlets out of entire retail universe to be covered as per the plan
	BHR (Business Health Report)	This is SMS based application which displays monthly/daily sales transaction figures like, MTD recharge value, MTD activations of distributors/retailers
	Churn rate	Churn rate, as it relates to mobile network carriers, is the percentage of subscribers in a given time frame that cease to use the company's services for one reason or another. It is used as an indicator of the health of a company's subscriber base. The lower the churn rate, the better the outlook of the company.
	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
	Depth of Distribution	Sales through existing retail outlets in a given area. Increasing depth of distribution is to increase sales through existing retail outlets in a given area by increasing stock levels and by increasing throughput
	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
	Distributor	An entity or person that buys products or product line, warehouse them and resell them to retailers or direct to the end-users/customers using own manpower
	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
Inventory turns	The number of times that your inventory cycles or turns over per year. It is one of the most commonly used Supply Chain Metrics	
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 (Permanent Journey Plan)	It refers to a territory sales manager's monthly plan to visit assigned territory
Primary Sales	Sales of product from manufacturer to distributors
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
ROI (Return on investment)	Is the concept of an investment of some resource yielding a benefit to the investor. As a performance measure, it is used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. In business, the purpose of the "return on investment" metric is to measure, per period, rates of return on money invested in an economic entity in order to decide whether or not to undertake an investment.
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
Secondary Sales	Sales of products from distributor to retailers
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
SOGA (Share of 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
SONA (Share of Net ADD)	The number of new subscribers, or gross adds, minus the number of customers that drop service, which is called churn. Though this term can be used in many different contexts, it is frequently used in the telecom industry.
Sub-functions	Sub-functions are sub-activities essential to fulfill the achieving the objectives of the function
Sub-sector	Service provider denots or deals with all type of connections
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	Is a communication sector consisting of companies who provide telephonic communication facilities to the public
Tertiary Sales	Sale of products from retailer to end consumers
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
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.
Width of distribution	Number of retailers in a given area. Increasing width of distribution is to increase number of retailers in a given area by increasing number of outlets

The following acronyms/codes have been used in the nomenclature above:

Acronyms	Keywords/Terms	Description
	ARPU	Average Revenue Per User
	BHR	Business Health Report
	FAB	Features Advantage Benefits
	FOS	Feet on Street
	FSE	Field Sales Executive
	KYC	Know Your Customer Guidelines
	MTD	Month Till Date
	PJP	Permanent Journey Plan
	ROI	Return On Investment
	SOGA	Share of Gross Add
	TAT	Turn Around Time
	TM	Team Manager
	TSM	Territory Sales Manager

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National Occupational Standard



Overview

This unit is about managing distributor's daily operational activities by educating and engaging their FSEs.

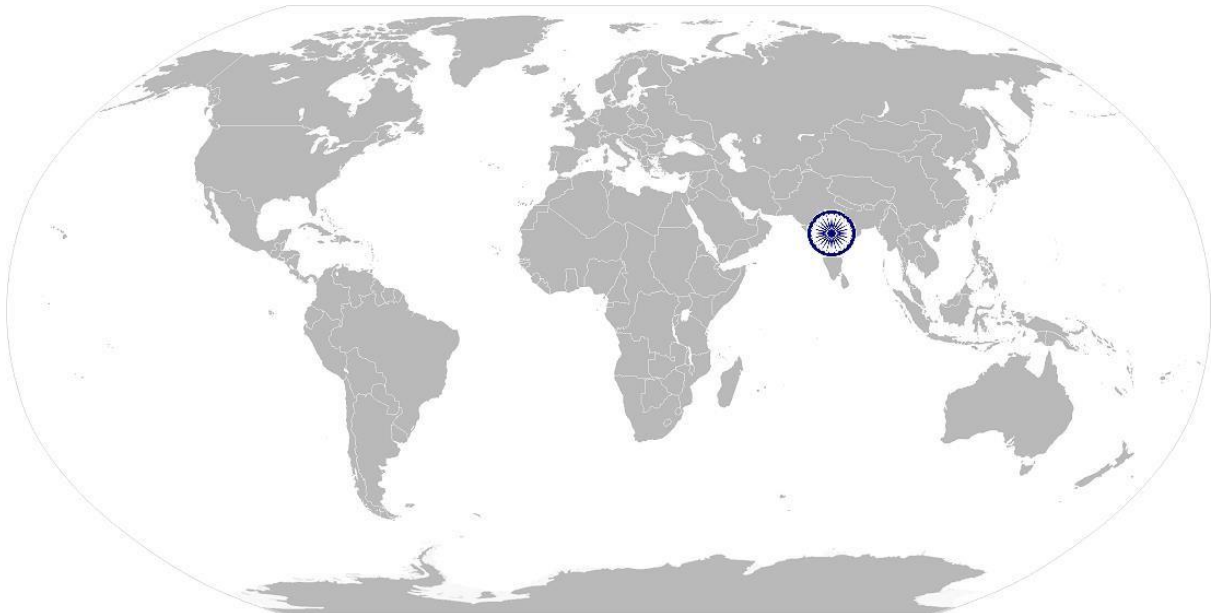
Unit Code	TEL/N0208
Unit Title (Task)	Managing distributor
Description	This OS unit is about regulating daily operational activities of the distributor by educating their FSEs
Scope	<p>This unit/task covers the following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> • territory sales manager (TSM) regulate • distributor • field sales executives (FSE) <p>Range of products/services:</p> <ul style="list-style-type: none"> • prepaid mobile connections • value added services (VAS) • data cards • handsets <p>Manages distributor to achieve sales targets</p>
Performance Criteria (PC)	
Element	Performance Criteria
	<p>To be competent, the user/individual on the job must be able to:</p> <ul style="list-style-type: none"> PC1. identify, shortlist and select new distributor PC2. update distributors about new product and service PC3. encourage distributors to keep complete range of products PC4. facilitate timely payouts to distributors PC5. resolve distributor's payment, process and service related issues PC6. execute daily sales meeting with FSEs to review performance, identify improvement areas and allocate retailer wise sales targets PC7. create FSE wise Route/Beat Plan for sales distribution PC8. create self PJP for entire month to visit assigned territory PC9. coach FSEs on the job during market visits PC10. create brand visibility through FSEs using merchandise PC11. communicate escalation matrix to distributors PC12. conduct regular meetings with retailer and distributors and conduct reviews for performance analysis PC13. coach the Direct Sales Executive (DSE) every month PC14. manage key accounts of distributors PC15. execute reward and recognition programs

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. organization’s channel management processes and guidelines KA2. vendor payout policies to facilitate timely payment to distributors KA3. organizational structure to escalate product/service issues KA4. channel members’ roles and responsibilities to manage a channel
B. Technical Knowledge	The user/individual on the job needs to know and understand: KB1. assigned territory’s terrain for number of available outlets and types of outlets KB2. merchandising norms to create brand visibility KB3. latest updates about range of products and services KB4. significance of PJP, Route and Beat plan KB5. process of escalation to RM for quick action
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 local dialect to educate distributors/FSEs/retailers
	Reading 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
B. Professional Skills	Leadership and Coaching Skills
	The user/individual on the job needs to know and understand how to: SB1. identify and select appropriate distributors SB2. identify improvement areas to coach FSEs on the job SB3. direct the distributor to achieve sales targets
	Problem Solving Skills
	The user/individual on the job needs to know and understand how to: SB4. analyze distributor’s issues and find alternatives

TEL/N0208

Managing distributor

	Relationship Building
	The user/individual on the job needs to know and understand how to: SB5. develop rapport with distributors to manage key accounts

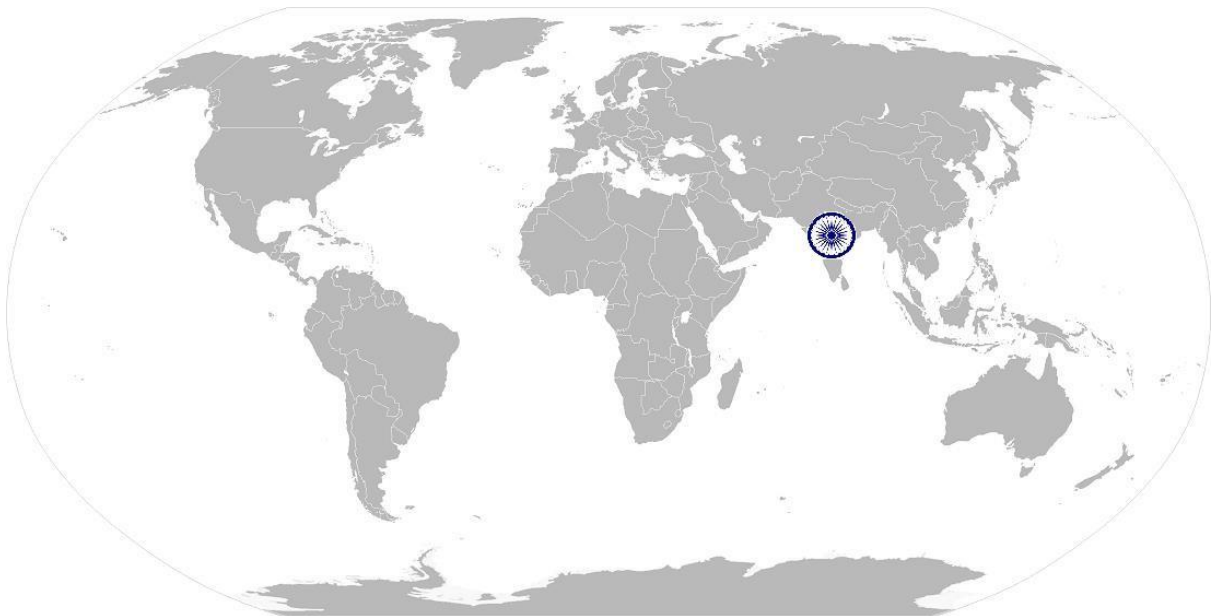


TEL/N0208

Managing distributor

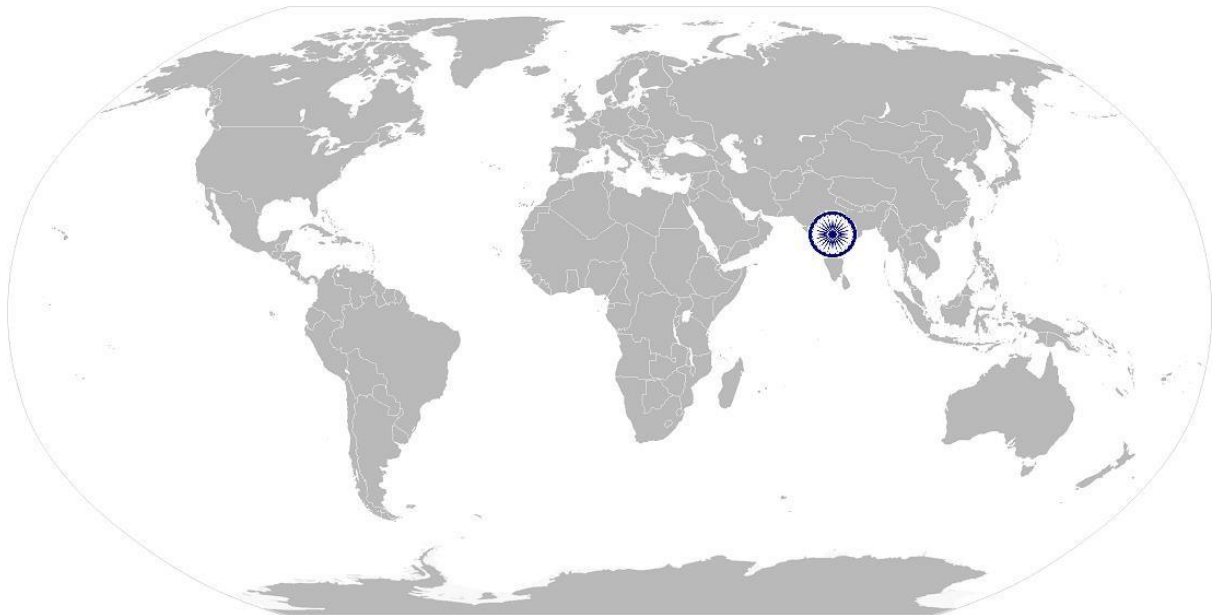
NOS Version Control:

NOS Code	TEL/N0208		
Credits NSQF	7	Version number	1.0
Industry	Telecom	Drafted on	05/04/2013
Industry Sub-sector	Service Provider	Last reviewed on	29/04/2015
		Next review date	31/05/2017



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National Occupational Standard



Overview

This unit is about encouraging FSEs and retailers to achieve Share Of Gross Adds (SOGA) and monthly revenue target.

Unit Code	TEL/N0209
Unit Title (Task)	Increase revenue and market share
Description	This OS unit is about a TSM's working with FSEs and retailers to achieve monthly revenue and Share Of Gross Adds (SOGA) target
Scope	<p>This unit/task covers the following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> territory sales manager (TSM) field sales executives (FSEs) retailers <p>Range of products and services:</p> <ul style="list-style-type: none"> prepaid mobile connections value added services data cards handsets <p>Territory sales manager manages FSEs and retailers to increase secondary/tertiary sales</p>
Performance Criteria (PC)	
Element	Performance Criteria
	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. facilitate stock availability at distributor point</p> <p>PC2. perform Business Health Report (BHR) function to check trend of secondary sales</p> <p>PC3. identify reasons of shortfall in target and take appropriate actions to achieve sales target</p> <p>PC4. educate FSEs about product updates and documentation for cascading information to retailers</p> <p>PC5. promote usage of BHR amongst FSEs to keep a track of retailer's sales records</p> <p>PC6. monitor retailer wise secondary and tertiary sales records</p> <p>PC7. encourage retailers through FSEs to keep range of products</p> <p>PC8. facilitate timely payout to retailers</p> <p>PC9. visit retailers as per PJP to reactivate dormant retailers and to coach FSEs</p> <p>PC10. educate FSEs about increasing depth of sales and distribution</p> <p>PC11. organise canopy promotions to attract new customers</p>
Knowledge and Understanding	
A. Organizational Context (Knowledge of the company /	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. organization's processes to deliver stock to distributor</p> <p>KA2. payment policies to facilitate timely payments</p>

TEL/N0209

Increase revenue and market share

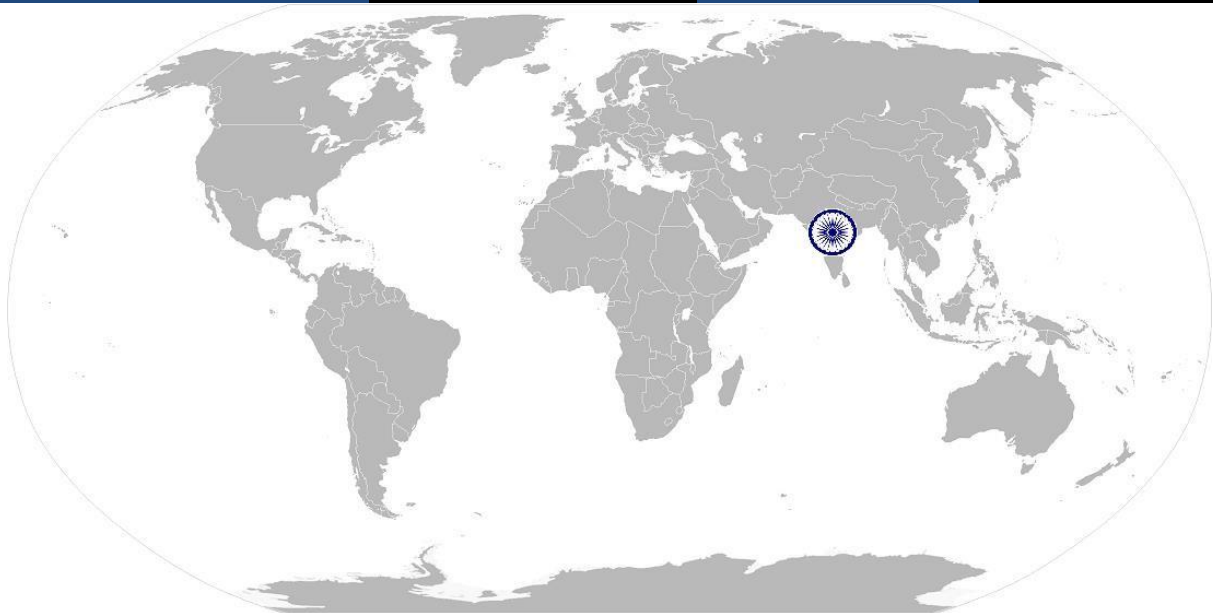
organization and its processes)	
B. Technical Knowledge	<p>The user/individual on the job needs to know and understand:</p> <p>KA3. significance of BHR to identify FSE's and retailer's sales achievement KA4. retailer schemes and offers, vis-à-vis the competition KA5. various promotional activities KA6. significance of increasing width and depth of sales and distribution KA7. basic banking/finance terminology and instruments like balance sheets required for setting up new distributors KA8. competitor updates/activities in the market KA9. basic working of a computer and MS office</p>
Skills (S)	
A. Core Skills/ Generic Skills	<p>Oral communication</p> <p>The user/ individual on the job needs to know and understand how to:</p> <p>SA1. converse in regional language to interact with retailers and FSEs</p> <p>Reading Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA2. read and comprehend brochures/leaflets to educate FSEs</p>
B. Professional Skills	<p>Analytical Skills</p> <p>The user/ individual on the job needs to know and understand how to:</p> <p>SB1. analyze data to review monthly sales performance SB2. analyze increase in revenue and market share</p> <p>Coaching Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. conduct training and also coach the FSEs</p>

TEL/N0209

Increase revenue and market share

NOS Version Control:

NOS Code	TEL/N0209		
Credits NSQF	7	Version number	1.0
Industry	Telecom	Drafted on	24/05/2013
Industry Sub-sector	Service Provider	Last reviewed on	29/04/2015
		Next review date	31/05/2017



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National Occupational Standard



Overview

This unit is about enrolling new retail outlets to expand width of sales and distribution, in assigned territory.

Unit Code		TEL/N0210
Unit Title (Task)		Distribution expansion
Description	This OS unit is about TSM working with FSEs to enroll new retail outlets in assigned territory	
Scope	<p>This unit/task covers the following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> territory sales manager (TSM) field sales executives (FSEs) retailers <p>Range of products and services:</p> <ul style="list-style-type: none"> prepaid mobile connection value added services (VAS) data cards handsets <p>TSM manages FSEs to increase sales and distribution and ensure distributor ROI (Return on Investment)</p>	
Performance Criteria (PC)		
Element	Performance Criteria	
	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. observe active recharge, data and/or handset selling outlet reports and ensure steady increase in the width of distribution</p> <p>PC2. launch and cascade new retailer schemes and offers vis-à-vis competition</p> <p>PC3. educate FSEs about outlet selection norms and distributor ROI calculation</p> <p>PC4. handhold new rural distributors</p>	
Knowledge and Understanding		
A. Organizational Context (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. significance of relationship building and team management</p> <p>KA2. distributor appointment/ replacement/ consolidation/ split as per the organization policies & processes</p>	
B. Technical Knowledge	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. assigned territory's terrain to identify new potential outlets</p> <p>KA2. outlet selection norms</p> <p>KA3. retailer schemes and offers vis-à-vis competition</p>	

TEL/N0210

Distribution expansion

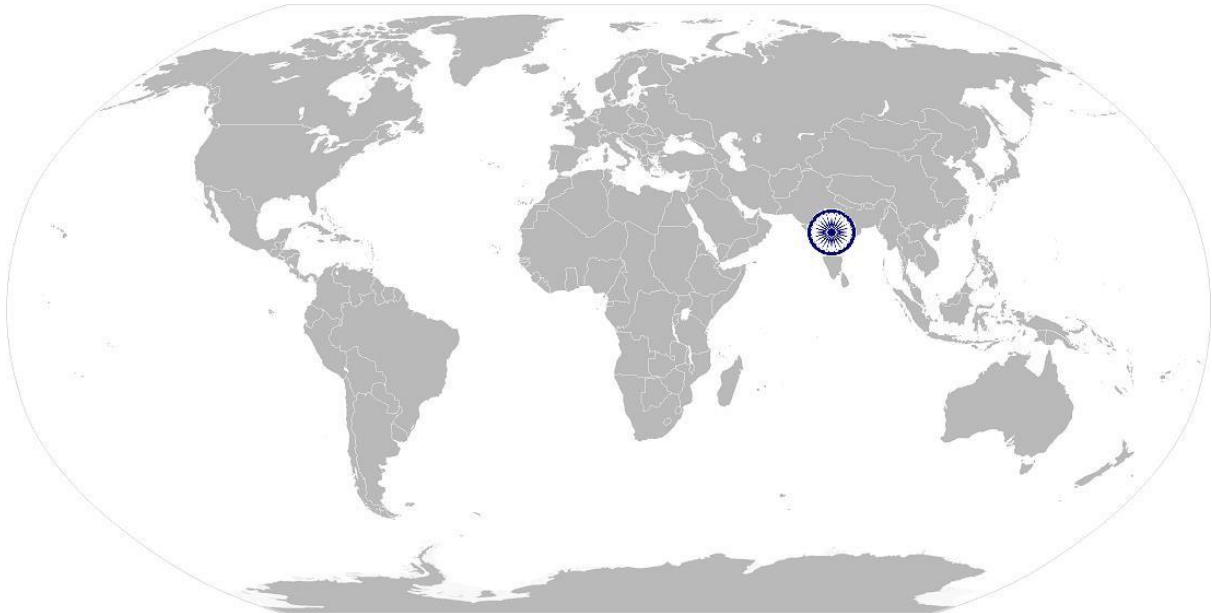
	<p>KA4. distributor ROI calculation KA5. significance of increasing width and depth of sales and distribution</p>
Skills (S)	
<p>A. Core Skills/ Generic Skills</p>	<p>Oral communication</p> <p>The user/ individual on the job needs to know and understand how to:</p> <p>SA1. use regional dialect to educate retailers and FSEs</p>
<p>B. Professional Skills</p>	<p>Analytical Thinking</p> <p>The user/ individual on the job needs to know and understand how to:</p> <p>SB1. analyze current retailer's schemes vis-à-vis competition</p> <p>Coaching Skill</p> <p>The user/ individual on the job needs to know and understand how to:</p> <p>SB2. identify improvement areas to coach FSEs on the job SB3. provide regular feedback to develop team members equally SB4. educate FSEs about ROI model</p>

TEL/N0210

Distribution expansion

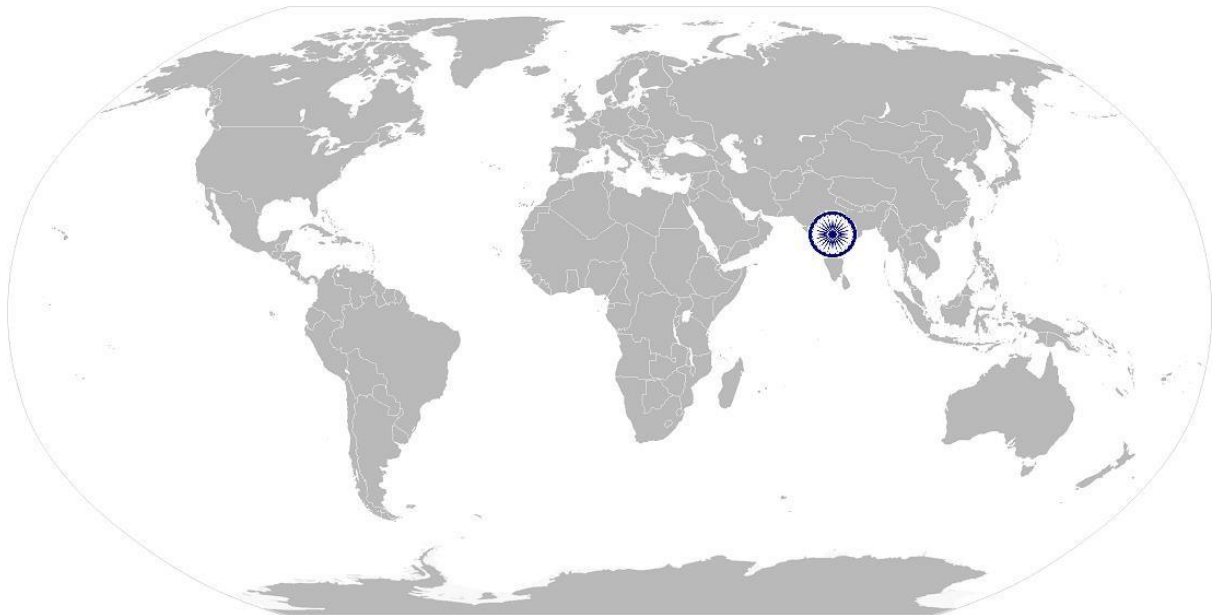
NOS Version Control:

NOS Code	TEL/N0210		
Credits NSQF	7	Version number	1.0
Industry	Telecom	Drafted on	05/04/2013
Industry Sub-sector	Service Provider	Last reviewed on	29/04/2015
		Next review date	31/05/2017



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National Occupational Standard



Overview

This unit is about monitoring and managing self performance through reporting & reviewing and process compliance.

Unit Code	TEL/N0211
Unit Title (Task)	Process Adherence
Description	This OS unit is about maintaining organizational processes and reviewing monthly performance with ZSM
Scope	<p>This unit/tasks covers following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> territory sales manager (TSM) distributor zonal sales manager (ZSM) <p>TSM adheres to organizational processes and reviews monthly performance with ZSM</p>
Performance Criteria (PC)	
Element	Performance Criteria
	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. verify newly enrolled customers via tele-calling through distributor, as per TRAI guidelines</p> <p>PC2. obtain weekly/monthly retailers' sales records from distributors/circle office</p> <p>PC3. prepare monthly activation, MNP and revenue reports (retailer wise and FSE wise)</p> <p>PC4. review monthly performance with ZSM and take appropriate measures for improvement</p>
Knowledge and Understanding (K)	
A. Organizational Context (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. organizational processes like activation of new number and documentation</p> <p>KA2. process compliance as per TRAI guidelines</p>
B. Technical Knowledge	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. basic working of computers and MS excel to prepare reports</p> <p>KB2. basic mathematical calculations</p> <p>KB3. importance of reporting formats</p>

TEL/N0211

Process adherence

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 activation and documentation related processes
	Oral communication skills
	The user/ individual on the job needs to know and understand how to: SA2. discuss self performance basis performance criteria with the ZSM
A. 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/N0211

Process adherence

NOS Version Control:

NOS Code	TEL/N0211		
Credits NSQF	7	Version number	1.0
Industry	Telecom	Drafted on	05/04/2013
Industry Sub-sector	Service Provider	Last reviewed on	29/04/2015
		Next review date	31/05/2017



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Job Role	TERRITORY SALES MANAGER (PREPAID)
Qualification Pack	TEL/Q0203
Sector Skill Council	: Telecom

- 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.
- The assessment for the theory part will be based on knowledge bank of questions created by the SSC.
- Individual assessment agencies will create unique question papers for theory and skill practical part for each candidate at each examination/training center.
- To pass the Qualification Pack, every trainee should score a minimum of 40% in every NOS and Overall 50% pass percentage.
- 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.

NOS	PC	Total Mark (400)	Out Of	Theory	Skills Practical
1. TEL/N0208 (Manage distributor)	PC1. identify, shortlist and select new distributor	100	10	10	0
	PC2. update distributors about new product and service		5	5	0
	PC3. encourage distributors to keep complete range of products		5	5	0
	PC4. facilitate timely payouts to distributors		5	5	0
	PC5. resolve distributor's payment, process and service related issues		10	10	0
	PC6. execute daily sales meeting with FSEs to review performance, identify improvement areas and allocate retailer wise sales targets		10	10	0
	PC7. create FSE wise Route/Beat Plan for sales distribution		5	5	0
	PC8. create self PJP for entire month to visit assigned territory		5	5	0
	PC9. coach FSEs on the job during market visits		5	0	5
	PC10. create brand visibility through FSEs using merchandise		5	0	5
	PC11. communicate escalation matrix to distributors		5	5	0
	PC12. conduct regular meetings with retailer and distributors and conduct reviews for performance analysis		10	10	0
	PC13. coach the Direct Sales Executive (DSE) every month		5	5	0
	PC14. manage key accounts of distributors		10	10	0
	PC15. execute reward and recognition programs		5	5	0
Total			100	90	10
2. TEL/N0209 (Increase revenue and market share)	PC1. facilitate stock availability at distributor point	100	10	10	0
	PC2. perform Business Health Report (BHR) function to check trend of secondary sales		5	5	0
	PC3. identify reasons of shortfall in target and take appropriate actions to achieve sales target		10	10	0
	PC4. educate FSEs about product updates and documentation for cascading information to retailers		10	10	0
	PC5. promote usage of BHR amongst FSEs to keep a track of retailer's sales records		5	5	0
	PC6. monitor retailer wise secondary and tertiary sales records		10	10	0
	PC7. encourage retailers through FSEs to keep range of products		10	10	0
	PC8. facilitate timely payout to retailers		10	5	5
	PC9. visit retailers as per PJP to reactivate dormant retailers and to coach FSEs		10	5	5
	PC10. educate FSEs about increasing depth of sales and distribution		10	10	0
	PC11. organise canopy promotions to attract new customers		10	10	0
Total			100	90	10

3. TEL/N0210 (Distribution expansion)	PC1. observe active recharge, data and/or handset selling outlet reports and ensure steady increase in the width of distribution	100	30	30	0
	PC2. launch and cascade new retailer schemes and offers vis-à-vis competition		30	25	5
	PC3. educate FSEs about outlet selection norms and distributor ROI calculation		30	25	5
	PC4. handhold new rural distributors		10	10	0
		Total	100	90	10
4. TEL/N0211 (Process adherence)	PC1. verify newly enrolled customers via tele-calling through distributor, as per TRAI guidelines	100	30	10	20
	PC2. obtain weekly/monthly retailers' sales records from distributors/circle office		20	20	0
	PC3. prepare monthly activation, MNP and revenue reports (retailer wise and FSE wise)		20	20	0
	PC4. review monthly performance with ZSM and take appropriate measures for improvement		30	30	0
		Total	100	80	20