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GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT & ENTREPRENEURSHIP

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Telecom Sector Skill Council

Participant Handbook

Sector
Telecom

Sub-Sector
Service Provider

Occupation
Customer Service – Service Segment

Reference ID: **TEL/Q0100, Version 4.0**
NSQF level 3

Telecom Customer Care Executive – Call Center/ Relationship Center

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This book is sponsored by

Telecom Sector Skill Council of India

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If we have to move India towards
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should be our mission.

Shri Narendra Modi
Prime Minister of India

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Certificate

COMPLIANCE TO QUALIFICATION PACK – NATIONAL OCCUPATIONAL STANDARDS

is hereby issued by the

TELECOM SECTOR SKILL COUNCIL OF INDIA

for

SKILLING CONTENT: PARTICIPANT HANDBOOK

Complying to National Occupational Standards of
Job Role/ Qualification Pack: **'Telecom Customer Care Executive – Call Center/Relationship Center'**
QP No. **'TEL/Q0100, NSQF Level 3'**

Date of Issuance: **December 30th, 2021**

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(Telecom Sector Skill Council of India)

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

India is currently the world's second-largest telecommunications market with a subscriber base of 1.20 billion and has registered strong growth in the last decade and a half. The Industry has grown over twenty times in just ten years. Telecommunication has supported the socioeconomic development of India and has played a significant role in narrowing down the rural-urban digital divide to some extent. The exponential growth witnessed by the telecom sector in the past decade has led to the development of telecom equipment manufacturing and other supporting industries.

Over the years, the telecom industry has created millions of jobs in India. The sector contributes around 6.5% to the country's GDP and has given employment to more than four million jobs, of which approximately 2.2 million direct and 1.8 million are indirect employees. The overall employment opportunities in the telecom sector are expected to grow by 20% in the country, implying additional jobs in the upcoming years.

This Participant handbook is designed to impart theoretical and practical skill training to students for becoming Telecom Customer Care Executive in the Telecom Sector.

Telecom Customer Care executives are often responsible for handling customer complaints and concerns and provide resolution as per organisational guidelines.

This Participant Handbook is based on Telecom Customer Care Executive – Call Center/Relationship Center Qualification Pack (TEL/Q0100) and includes the following National Occupational Standards (NOSs):

1. TEL/N0101– Resolve customer queries, requests and complaints
2. TEL/N0102 – Develop customer relationship
3. TEL/N0115 – Monitor and analyse performance
4. TEL/N2215 – Manage work area and maintain personal appearance
5. TEL/N9101 – Organize work and resources as per health and safety standards
6. TEL/N9102 – Interact effectively with team members and customers

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 manage the counter, promote and sell the products and respond to queries on products and services.

We hope this Participant Handbook will provide sound learning support to our young friends to build an attractive careers in the telecom industry.

Symbols Used

Key Learning Outcomes | Unit Objectives | Exercise | Tips | Notes | Activity | Summary

Table of Contents

1. Introduction to the Role and Responsibilities of a Customer Care Executive

Telecom Sector Skill Council

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. Outline the growth of the telecom industry in India and its various sub-sectors
2. Explain the role and responsibilities of a customer care executive
3. Illustrate the opportunities and career growth path of a customer care executive
4. Discuss organisational policies on incentives, delivery standards, personnel management and public relations (PR) pertinent to the job role
5. Illustrate the process workflow in the organization and the role of the customer care executive in the process.

UNIT 1.1: Introduction to the Program

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the agenda and importance of the program
2. List down the necessary skills on which the participants will be trained
3. Explain the ground rules to make the program effective

1.1.1 Program Overview

- The telecom industry
- Roles and responsibilities of a customer care executive (call centre/relationship centre)
- Customer care-specific key concepts
- Behavioural, professional, technical, and language skills required for performing the job effectively
- Techniques of shop/showroom/outlet and self-management
- Methods for selling, up-selling and cross-selling
- Managing service desk and customer management
- Ways to monitor and evaluate self-performance
- Techniques of data expertise
- Interview skills

This Program Will Cover:

- Communication skills
- Language Skills (Listening, Speaking, Reading and Writing Skills)
- Interpersonal Skills
- Rapport Building
- Time Management
- Customer-centricity
- Selling Skills
- Grooming Skills

1.1.2 Main Activities Performed by a Customer Care Executive

- Handle customer complaints
- Provide appropriate solutions and alternatives within the time limits
- Follow up to ensure resolution
- Keep records of customer interactions
- Process customer accounts and file documents
- Manage the shop/showroom/outlet
- Sell, Up-sell and Cross-sell organisation's products
- Take the extra mile to engage customers
- Monitor and analyse self-performance

1.1.3 Ground Rules

All the participants are expected to follow certain ground rules, which will facilitate an efficient learning environment. These rules are:

- Arrive and start on time.
- All participants are expected to participate in all phases of the workshop.
- The participants' mobile phones should be switched off or in silent mode.
- Participants must adhere to the timelines. If the break given to the participants is of 15 minutes, then everybody has to be in the training room within those 15 minutes.
- All the doubts should be askedto the facilitator. Trainees should not talk among themselves.
- Listen actively - respect others when they are talking.
- Learn and ask questions if you don't understand.

UNIT 1.2: Telecom Sector in India

Unit Objectives

By the end of this unit, the participants will be able to:

1. Outline the growth of the telecom sector in India
2. List the major players and their market share
3. Discuss about regulatory authorities in the Telecom industry

1.2.1 Overview of the Telecom Sector in India

Telecom Industry at a Glance

- Telecom services are the most important tool for socio-economic development in today's world.
- It is one of the prime support services needed for the rapid growth and modernization of various sectors of the economy.

The Telecom industry in India is the 2ndlargest globally, with thetotal subscriber base of 1.17 bn as of April 2022 (wireless & wireline subscribers).

India has an overall tele-density of 84.88 %, of which the tele-density of the rural market, stands at 58.16%, while the tele-density of the urban market is 134.70%.

By December 2021, the total number of internet consumers increased to 829.3 mn. The number of broadband subscribers has increased to 788.77 mn as of April 2022. The average monthly data consumption per wireless data subscriber also increased by 22,605% to 14.97 GB in December 2021 from 61.66 MB in March 2014.

The industry's exponential growth over the last few years is primarily driven by wider availability, affordable tariffs, the roll-out of Mobile Number Portability (MNP), expanding 3G and 4G coverage, evolving consumption patterns of subscribers, a conducive regulatory environment and Government's initiatives towards bolstering India's domestic telecom manufacturing capacity.

The Telecom sector is the 3rd largest sector in terms of Foreign Direct Investmentin India, contributing 7% of total FDI inflow and contributing to 2.2 mn direct employment and 1.8 mn indirect employment. Between 2014 and 2021, the FDI inflows in the Telecom sector rose by 150% to $20.72 bn from $8.32 bn during 2002-2014.

Source: https://www.investindia.gov.in/sector/telecom

1.2.2 Major Service Players in Telecom Industry

Wireless Operators

As of May 2022, there are 114.5 crores (1.145 billion) wireless subscribers, including inactive users in India, according to the Telecom Regulatory Authority of India (TRAI).

The major players in wireless communication in India are – Jio, Airtel, Vi and BSNL

The below graph shows each of these telecom giants' market share as of 2022.

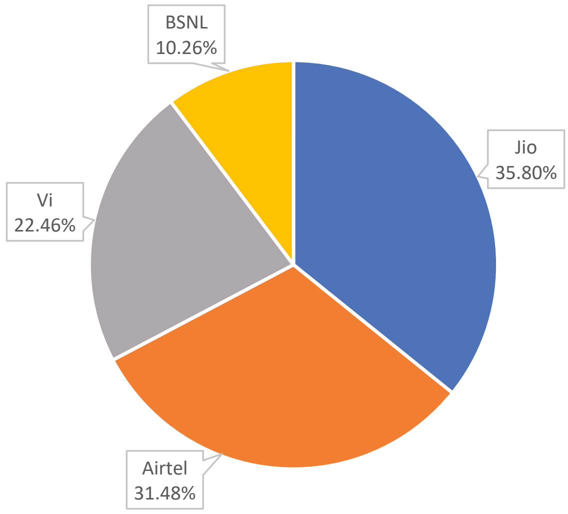

Fig. 1.2.1: Market share of mobile telecom operators in India
Source: https://www.trai.gov.in/service-providers-view

Wireline operators

As of May 2022, there are 2.523 crores (25.23 million) of wireline subscribers in India, according to the Telecom Regulatory Authority of India.

The below graph shows the market share of FixedLine telecom operators in India as of May 2022.

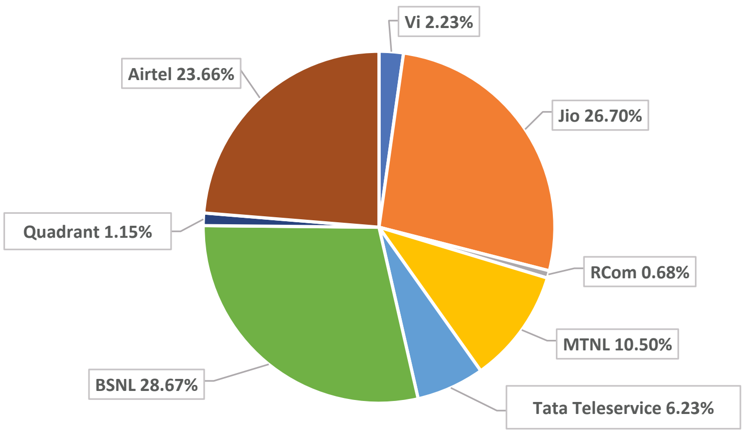

Fig. 1.2.2: Market share of Fixed Line telecom operators in India
Source: https://www.trai.gov.in/service-providers-view

Internet service providers (ISPs)

An Internet Service Provider (ISP) is a company that provides individuals and organizations access to the internet and other related services. Below is the list of major ISPs in India (wired & wireless)

Reliance Jio	Airtel	ACT Fibernet	Hathway	Vi
BSNL	Intech online private limited	Alliance Broadband	APSFL	Asianet Broadband
DEN Networks	Kerala Vision	Muft Internet	RailTel Corporation of India	Sify
Spectranet	Tata Communications	Tata Play	S Net	GAILTEL
Tulip Telecom	ERNET	National Knowledge Network (for educational institutions only)	PowerGrid	CtrlS Datacenters Ltd

Fig. 1.2.3: Major Internet Service Providers in India

1.2.3 Regulatory Authorities in the Telecom Industry

TRAI - Telephone Regulatory Authority of India

The Telecom Regulatory Authority of India (TRAI) was established in February 1997 to regulate telecom services in India. Its scope includes fixing/revising tariffs for telecom services. The mission of TRAI is to create the environment needed for the growth of telecommunication at a pace that will enable India to play a major role in the emerging global information society. One of its main objectives is to provide a fair and transparent policy that facilitates fair competition. In January 2000, the Telecom Disputes Settlement and Appellate Tribunal (TDSAT) was set up to adjudicate any dispute between a licensor and a licensee, between two or more service providers, between a service provider and a group of consumers, and to hear and dispose of appeals against any direction, decision or order of TRAI.

TRAI Regulation on Call Centre

1. 121 - General information number - Chargeable Call
2. 198 - Consumer care number - Toll-Free Number
3. Service Request - a request made pertaining to the account for:
    - Change in plan
    - Activation/deactivation of VAS/ supplementary service/special pack
    - Activation of service provided by the operator
    - Shifting/disconnection of service/billing details

COAI - Cellular Operators Association of India

The COAI was set up in 1995 as a registered non-governmental and non-profit society. COAI is the official voice for the cellular industry in India, and it interacts on its behalf with the licensor, telecom industry associations, man agreement spectrum agency and policy makers. The core members of COAI are private cellular operators such as Reliance Jio Infocomm Limited, Idea Cellular Ltd., Bharti Airtel Ltd., Aircel Ltd., Videocon Telecom, Telenor (India) Communications Private Ltd., and Vodafone India Ltd., operating across the whole country.

TDSAT - Telecom Disputes Settlement and Appellate Tribunal

It is a special body setup exclusively to judge any dispute between the DoT and a licensee, between two or more service providers, between a service provider and a group of consumers etc. An appeal against TDSAT shall be filed before the Supreme Court of India within a period of ninety days.

DoT - Department of Telecommunications

The DoT promotes standardization, research and development, private investment and international cooperation in matters relating to telecommunication services. It acts as a licensing body, formulates and enforces policies, allocates and administers resources such as spectrum and number, and coordinates matters in relation to telecommunication services in India.

1.2.4 Challenges Faced by Telecom Industry

Churning of Customers:

Churning refers to switching customers from one provider to another and often back again or over to a third one. The key to retaining customers is up-to-date knowledge of customer segments.

The most common reasons for churning of customers are:

- Poor performance
- Poor customer service
- Poor rate plans
- Handset issues

The best ways to retain these high rates of customer churn:

- Effective customer service
- Branding and service differentiators
- Proper operational and analytical CRM tools in place would help segment and analyse customer behaviour and predict their propensity to churn
- Proactively strategize and service customers to retain the high-value ones

Post-paid churn solutions that work:

- Optimizing subscriber acquisition cost
- Managing retention cost
- An effective pricing dimensions
- Managing the right customer profile with the right marketing bundle
- Learning points from past campaigns

UNIT 1.3: Role of a Customer Care Executive

Unit Objectives

By the end of this unit, the participants will be able to:

1. Analyse and obtain knowledge about the job of a Customer Care Executive
2. Identify the departments in a Call Center / Relationship Center
3. List the personal attributes of a Customer Care Executive
4. Illustrate the hierarchy & career path of a CCE in the organization

1.3.1 Key Concepts

Call Centre: A company's direct contact centre that handles services such as customer support, emergency response, telephone answering service, and outbound telemarketing is known as a call centre. A call centre handles a considerable volume of calls simultaneously, screens calls, forwards calls to someone qualified to handle them and eventually logs them.

Help Desk: In a business enterprise, a help desk is a place where a customer can call to get help with a query, request or complaint. Generally, a help desk refers to an expert (CCE) with apt knowledge and computer applications, which help him answer the queries that come in.

Relationship Centre: A Relationship Centre is generally a retail outlet/shop/showroom started by a telecom company which displays a range of products and offers services beneficial to customers. Customer care executives at these types of centres play a very important role in attending to the customers face-to-face. They manage the store as well as sell, up-sell and cross-sell the company's products and services.

Service Centre: Every company has a CRM department, and a service centre is a part of that. Its main role is to work with customers for their immediate benefit through its contact centre, help desk and call management system.

Service Desk: The service desk is a single point of contact between a company and its employees, customers and business partners. The main purpose of a service desk is to ensure that customers always receive appropriate assistance timely, and the service desk is one of the main options for customer support.

Key Stakeholders

The key stakeholders for the given job role are:

- **Customer -** The person who buys/avails our products/services.
- **Store Manager (RC) -** The person who is ultimately responsible for the day-to-day operations of a store.
- **Supervisors/Team Leaders -** The persons who lead the team and coordinate the overall work.
- **Customer Care Executive -** The one who provides customer service support to the company by interacting with customers face-to-face.

1.3.2 Customer Care Executive

A customer care executive belongs to an organisation or service centre and is responsible for managing customers' needs and replies and working on their satisfaction. Moreover, theyare a link between the company and the customer.

CCE use their skills and experience to ensure that a company delivers the highest standards of service to customers and,based on it, create a positive perception of themselves as well as the company. A CCE is the most critical contact point for the customers to build a long-lasting relationship or loss of relation.

Fig: 1.3.1: Customer Care Executive at Call Center

1.3.3 Roles and Responsibilities of Customer Care Executive

Customer Care Executives work as a bridge between the customer and the organisation. They try to meet the customer's needs within the ambit of management policies. CCE should listen, understand, analyse a problem, come up with the best solution, make the customer feel that he has selected the right product or service from the company, and solve their problems and assist them.

In a call centre	In a relationship centre
• Handle many inbound and outbound calls to customers. • Identify the needs of customers, resolve issues, and provide solutions. • Upsell related products wherever possible. • Maintain cordial customer relations. • Meet personal targets and work towards meeting team goals. • Maintain records of the conversations with the customer and analyse the data. • Write and submit timely reports on performance, targets, and customer queries.	• Provide customer service by handling, followingup on, and resolving walk-in customers' queries, requests and complaints • Manage the store/Relationship center • Proactively recommend/sell organisation's products and services • Monitor and analyse self-performance

Table 1.3.1: Responsibilities of a CCE

Approach to an Effective CCE

An effective Customer Care Executive understands that his role is critical to the success of the organisation, so it is important that his approach is correct. The best approach for a Customer Care Executiveto work with customers is caring, as a customer who feels cared for is a customer for life.

A CCE must follow the CARING approach as given below:

- **C** – Courteous
- **A** – Alive and Energetic
- **R** – Responsive
- **I** – Informed
- **N** – Never says 'NO'
- **G** – Guides Right

Fig. 1.3.2: CARING Approach

1.3.3 Departments in Telecom Call Centre/Relationship Centre

Fig. 1.3.3: Customer Care Executive

Departments in a Call Center/Relationship Center

- Operation
- Administration & Facilities
- Human Resources
- Finance
- Training & Development
- Quality Control
- Information Technology (IT)
- Process Improvements / Excellence

Fig. 1.3.4: Departments in a Call Center / Relationship Center

Department wise Hierarchy

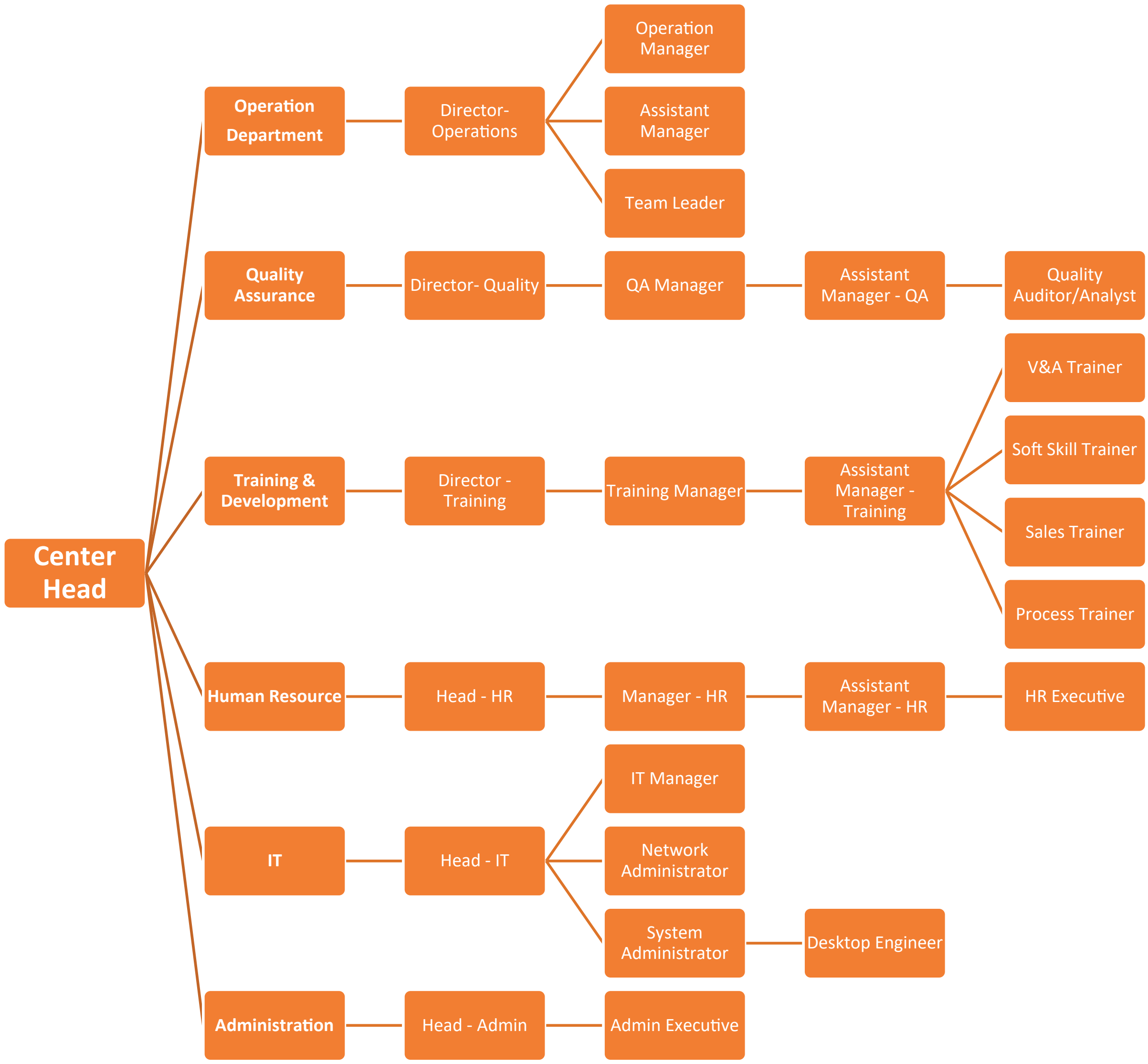

Fig. 1.3.5: Department-wise Hierarchy

1.3.4 Personal Attributes of a CCE

- Good communication skills with clear diction
- Ability to construct simple and rational sentences
- Good problem-solving skills
- Strong customer service focus
- Strong selling & listening skills
- Ability to work under pressure

1.3.5 Career Growth Path of a CCE

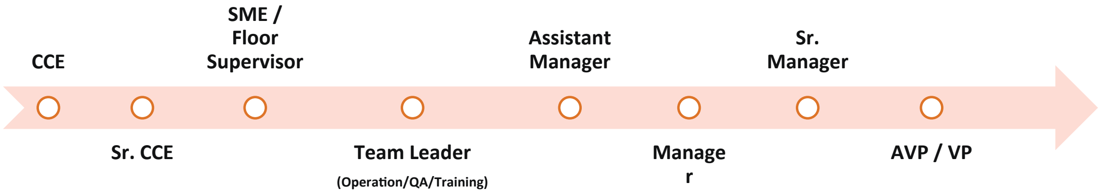

Fig.1.3.6: Career Growth Path of a CCE

Summary

- Outlining the growth of the telecom industry in India and its various sub-sectors
- Explaining the role and responsibilities of a customer care executive
- Illustrating the opportunities and career growth path of a customer care executive
- Discussing organisational policies on incentives, delivery standards, personnel management and public relations (PR) pertinent to the job role
- Illustrating the process workflow in the organization and the role of the customer care executive in the process.

Exercise

Multiple Choice Questions:

1. Some of the main activities performed by a customer care executive are __________.

   a) Keep records of customer interactions

   b) Process customer accounts and file documents

   c) Manage the shop/showroom/outlet

   d) All of the above

2. The Telecom industry in India is the ________ largest globally.

   a) 2nd   b) 3rd

   c) 4th   d) 5th

3. The major players in wireless communication in India are – Jio, Airtel, _________ and BSNL.

   a) Vi   b) Wi

   c) Ci   d) Ai

4. ISP stands for _________.

   a) internet service provider   b) international service provider

   c) internet service protocol   d) None of the above

5. The most common reasons for churning of customers are _________.

   a) Poor performance   b) Poor customer service

   c) Poor rate plans   d) All of the above

Answer the following:

6. List the personal attributes of a customer care executive.
7. Explain the challenges faced by the telecom industry.
8. Elaborate about the regulatory authorities in the telecom industry.
9. Provide an overview of the telecom industry in India.
10. Explain the role of a customer care executive.

Notes

Scan the QR codes or click on the link to watch the related videos

https://youtu.be/f2wOMwCKhUo

Main Activities Performed by a Customer Care Executive

https://youtu.be/Cag-bcbivtM

Overview of the Telecom Sector in India

https://youtu.be/VeoHhkjV6qo

Regulatory Authorities in the Telecom Industry

https://youtu.be/Ojq8Eo6tOxA

Roles and Responsibilities of Customer Care Executive

https://youtu.be/lnWsPxT8m5M

Departments in a Call Center

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2. Analyse and Resolve Customer Requirements

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. Identify open and closed, and end question
2. Explain the standards, processes and procedures followed by the organization to execute the job role
3. Describe the process of resolving customer Query/Requests/Complaints (QRC) and escalating unresolved queries to the higher authorities.
4. Demonstrate the use of the Customer Relation Management (CRM) tool
5. Explain the basic concepts of Turn Around time (TAT)/Service Level Agreements (SLA).

UNIT 2.1: Logging Customer Enquiries

Unit Objectives

By the end of this unit, the participants will be able to:

1. Identify open-ended and close-ended questions
2. Explain the importance of logging customer inquiries
3. List various ways to manage customer inquiries

2.1.1 Open-Ended Questions and Close-Ended Questions

Open-ended questions are questions that allow someone to give a free-form answer. Closed-ended questions can be answered with “Yes” or “No,” or they have limited possible answers.

Open Ended Questions	Close Ended Questions
• Open-ended questions are those questions which cannot be replied to with a one-word answer. • Open-ended questions require elaborate answers and explanations from the respondent. It allows insight into the mindset of a customer. • Open-ended questions also enableunderstanding feedback correctly, helping in analysing a customer’s preferences. • Open-ended questions make the customer explain their points in detail, allowing the customer care executive to understand the requirements of the customer clearly. • Open-ended questions generally start with “What”, “Why”, or “How”. In other words, the customers are not bound by a limited choice of answers and can answer freely.	• Close-ended questions are usually short and to the point and demand one-word answers like a “yes” or “no”. • Close-ended questions are generally used to conduct surveys and are very important for gathering statistical information. • In close-ended questions, the customers are bound by choices beyond which they will not be able to answer. • Close-ended questions ensure answers which are expected and nothing more or less.

Table 2.1.1: Open and Closed-Ended Questions

Examples of closed-ended questions are:

- Are you feeling better today?
- May I use the bathroom?
- Is the prime rib a special tonight?
- Should I date him?
- Are you feeling better today?
- Where did you go to school?
- Which internet browser do you prefer?

Examples of open-ended questions are:

- What led the two of you to disagree?
- What do you look for when choosing a veterinarian?
- How did you and your best friend meet?
- How can I know it's the right time to get married?
- What major effects did World War II have on the United States?
- What suggestions can you share to help me prepare to buy a house?
- What is it like to raise children as a single parent?
- Why can't I come along with you?
- What makes the leaves change colour?

Closed-ended questions are appropriate when you're looking for a quick, definitive answer, but they're not conversation starters. When you're looking for an explanation or a rich level of detail, you'll want to use open-ended questions.

2.1.2 Importance of Logging Customer Enquiries

The best way to enhance the reliability of customers is to provide great service on a continuous basis. The majority of customers worldwide emphasise that customer service is the most important factor that decides their loyalty towards a particular brand. And in the process of providing customer service, the main component is the way to manage the inquiries made by a customer.

Effective handling of customer enquiry ensures a customer's satisfaction. When a customer comes looking for information or support, it is important to provide them with a great experience. The smoother and more effective the resolution, the more loyal a customer becomes. It is therefore very important to handle a customer's inquiries with great care. One of the most vital steps included in this is managing the queue of customer inquiries.

A customer care executive needs to understand how to handle the various kinds of demands made by customers, how to escalate things, which is provided with what kind of responsibility and what mode of approach is to be taken for what issue.

2.1.3 Ways to Handle Customer Enquiries Effectively

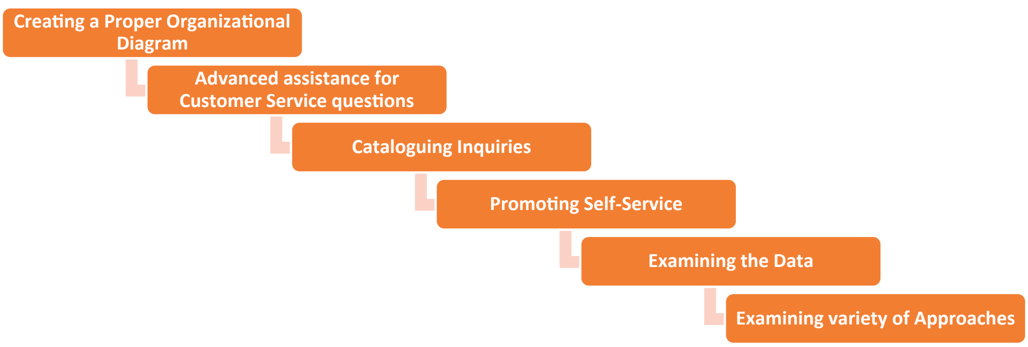

Fig. 2.1.1: Ways to handle customer queries

- **Creating a Proper Organizational Diagram–** The primary task in the process of managing a call centre work pattern is creating a proper organizational diagram. This diagram allows the employees to get an idea about who is provided with what kind of responsibility. Whatever the size of the team, it is essential that everyone is aware of each other's responsibilities. A written description of the roles and responsibilities is helpful in this case. Some questions that will arise in this process and which will be required to be answered are:
  - In what way should escalations be handled, and what methods to be incorporated?
  - What kind of instruments are available? How will they be utilised?
  - Should a backup team be created to take care of VIP customers or under huge pressure?
  - Should a ticketing system be incorporated to minimise the uneven distribution of responsibilities?
  - What channel, category and jobsare assigned to whom?
- **Advanced assistance for Customer Service questions–** The majority of the customers expect a solution within an instant, and numerous of them give up after trying once. As a result, it is important to build a systematic approach to handling customer inquiries. In smaller teams,the first come, first serve initiative can prove to be an efficient approach.This approach keeps the process simple, where the oldest cases are handled first,ensuring fast response times. However, at times the process may not be smooth, resulting in a bad experience for important customers. As a result, it would be a great option to categorise the support provided according to customer, channel or task. For example, a customer on the phone will demand an instant solution, while an email will provide some time to respond. In high-priority situations, important tasks should be identified, and other tasks should be kept aside.
- **Cataloguing Enquiries–** After prioritizing a customer inquiry, it should be categorised according to the request type. In this manner, the inquiry will reach the correct member of the team, ensuring a correct response within time.Here, the service required by the customer is categorised, and then appropriate people are assigned to handle them according to their expertise and experience. Instances of categories could be like:
  - Online Market Places
  - IT Department
  - Marketing Department
  - Sales Department
  - Growth
  - Personal Assignments
  - Not Assigned

  Also, levels can be created for further ease of handling the inquiries.

  For e.g.:

  Level 1: General Service that normal agents can handle

  Level2: Mid-level service that requires an experienced agent to handle

  Level3: Serious issues that can slow down the process and requires an expert agent to handle
- **Promoting Self-Service–** While almost half the customers demand expert advice to look into their issues, there are also numerous issues which can be handled through self-service. There are queries which crop up repeatedly and have simple solutions. In such cases, one must not waste time over the phone or email. Instead, they could prepare a set of guidelines to assist these customers. These guidelines will allow the customers to solve their issues themselves, reducing a lot of pressure and saving a lot of time.
- **Examiningthe Data–** It is important to understand the status of the work process that a call centre is following. Is it successfully working or not should be found out. In order to do so, the performance of the customer assisting team needs to be monitored. In this process, key performance indicators

(KPIs) are required to be implemented. With parameters like the average time taken to handle, amount of time taken to respond, time taken to provide resolution, and many more will help identify the areas of improvement and make the process more effective. Also,the experience of a customer is also required to be measured. This can be achieved through surveys, rating systems and feedback. All this information put together and analysed will actually help in improving the service.

- **Examininga variety of Approaches–** Along with understanding the process of handling customer queries, it is also important to analyse the various approaches implemented. Customer feedback is a huge source in this aspect. Continuous feedback should be requested, and this feedback will enable us to continuously improve the services. For instance,a first come, first serve approach can be effective in an organization, and it might like to stick to it, or a ticketing system can be implemented for a far better way of work. This will depend on what suits the most. It has to be made sure that the entire team is aware of the system and iswell-versed with it through daily training.

There is no one perfect way of handling customer inquiries. It completely depends on the ability of the team to handle the queries and the type of support customer demand.

UNIT 2.2: Standards and Procedures followed by the Organization to Execute Customer Service

Unit Objectives

By the end of this unit, the participants will be able to:

1. Elaborate the procedures followed by the organization to execute the customer service
2. Discuss the significance of customer service
3. Explain the key concepts that are specifically related to the Customer Center Executive job
4. Explain concepts like first call resolution, service level agreement and TAT

2.2.1 Standards, Processes and Procedures Used by the Organization

Call centres must implement some standards and procedures to enhance the effectiveness of the services provided to the customers. Implementing these standards and procedures will ensure the growth of loyalty among customers, allowing an organization to form a strong customer base.

Some standards that must be implemented are:

- Availability
- Generosity
- Firmness
- Efficiency
- Receptivity
- Capability

The procedures that can be incorporated to enhance the services are:

- Clarify the objective
- Obtain input
- clear writing
- Ease of access
- Reinstating the methods

2.2.2 Concept of Customer Service

The customer is the king. Customers can either be Consumer customers or Business customers. Increasing the customer base is the ultimate goal of every business since; the "more the customers, the more likely to be the business profitability."

Excellent customer service is an organisation's ability to exceed the customer's expectations each time and every time. It's all about attitude and skills.

- Attend to customers (Greet, introduce products, understand needs, give the 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 make the best choice keeping all interests in mind to ensure that a sale can be closed as well as ensure that the customer's need 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)

2.2.3 Importance of Customer Service

- The objective of any organization is to fulfil a customer's needs; hence customer satisfaction plays a vital role in any business.
- Customers help in meeting business objectives.
- Customers are a source of revenue generation for the business.

Characteristics of Excellent Customer Service

Not all customer service qualities are obvious, and it's a place many organizations fall short in. Customers who are attentive enough to reach out for assistance will always be able to spot the difference between above-and-beyond customer service and disjointed, sloppy service.

Characteristics of excellent customer service are:

- Respectfulness
- Active listening skills
- Empathetic behaviour
- Responsiveness
- Excellent communication skills
- Positive attitude
- Flexibility
- Patience
- Sensitivity
- Customer centricity
- Product and service expertise
- Creative problem-solving abilities

2.2.4 Building Rapport with Customers

As a customer service representative, you are responsible for helping the customer out as best as possible. Helping them out can mean a lot of things. Highlight certain features and facts to them as considered necessary, and direct them to the right department. Either way, you must help the customer as best as possible.

Dos and Don'ts of establishing a good rapport

Open Ended Questions	Close Ended Questions
• Use the Customer's name	• Take it personally
• Be polite	• Use negative words
• Be honest	• Be sarcastic
• Smile	• Make excuses
• Give your full attention	• Lie
• Take ownership	• Pass the buck
• Follow up	• Get into confrontation
• Enjoy what you do	• Tighten the face

Table 2.2.1: Dos and Don'ts of establishing a good rapport

2.2.5 Attendance and Time in Office

Office Timings

- CCE should reach the office on time.
- Ideally, one should be in the office at least 15 minutes before the start of the shift.
- The office duration is generally 9 hours in a call centre.

Call Login Hours

- In most organizations, login time is generally 8 hours.
- Login time is the time during which an executive is logged into the system and is ready to take calls or is taking a call. Login time also includes hold and wrap-up time.

Timing for Call (Time Zone)

- Operation hours of a company should be in tandem with the time zone of the customers who are being serviced.
- For example, in case, theclients require us to serve the US customer base, then the call centre staffing should be mapped as per the US time zone.
- Holidays of the call centre staff generally depend on the geography of the customers being serviced.
- For example, in case the area of service is South India, then the list of holidays relevant to South India will be applicable.

2.2.6 First Call Resolution (FCR)

Fig. 2.2.1 Result of first call resolution

2.2.7 Service Level Agreement

A service-level agreement (SLA) is a contract between a service provider and its customers that document what services the provider will provide and defines the service standards the provider is obligated to meet.

SLA involves:

i. Answering a certain number of calls in a defined weight threshold. For example, x percent of calls need to be answered in y seconds or less.

ii. Service level is the most important speed-of-service measure in a call centre.

Service providers need SLAs to help them manage customer expectations and define the severity levels and circumstances under which they are not liable for outages or performance issues.

2.2.8 Turnaround Time (TAT) / Response Time

Turnaround Time, commonly known as TAT, is the time interval from the time of submission of a process to the time of the completion of the process.It is mandatory to inform the TAT of the request/complaint to the customer.

- TAT for Complaints: Turn Around Time is the time elapsed between the complaint registered and the complaint resolved.
- TAT for Processes, Products and Services: Might vary from provider to provider. However, general requests like voice mail activation and international dialling activation take around four hours post which customers power cycle their handsets to avail benefits of the services.

2.2.9 Processes

- **Sales Target:** The term is used to describe an individual sales representative or sales team's expected performance over a given time period. The individual must understand sales targets and influence customers to buy products.
- **Monthly Target:** Monthly target is a specified amount of sales that a management sets for achieving or exceeding within a specified timeframe.
- **Sales Process:** A sales process describes an approach to selling a product or service. It includes seller and buyer risk management, standardized customer interaction during sales, and scalable revenue generation. A sales process consists of the following steps:
  - Approaching the customer
  - Probing to identify needs
  - Presenting and demonstrating products and services
  - Handling objections
  - Making the sale
  - Building future sales
- **Sales Reporting:** The reporting functions manage a company's overall sales structure. Sales reporting starts with an analysis of the lowest level of data. It means building the data, giving a detailed view of sales within a defined period, and projecting it into the future.Sales reporting provides visibility into a company's sales pipeline, integrating information from sales, customer, and financial sources for a complete picture of sales performance.
- **Customer Service:** Customer Service is providing service to customers before, during and after a purchase. It is a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met customer expectations.

UNIT 2.3: Resolving Customer Queries/Requests/Complaints (QRC) and Handling Escalations

Unit Objectives

By the end of this unit, the participants will be able to:

1. Identifydifferent types of calls made by customers in a call centre
2. Describe the type of query calls at a call centre
3. Explain the concept of Resolutions and Complaints
4. Understand how to address customer QRC
5. Illustrate the escalation process

2.3.1 Responding to Customer Questions

Call centre executives respond to questions and inquiries about products or services and handle and resolve complaints. Call centre agents are the first point of contact between the company and the customer. As such, they serve an important public relations role,i.e., representing the company to the customer.

In this unit, we will learn different types of calls at the call centre and how to handle those calls.

Addressing Customer QRC

- Categorize the customer call into Query/Request/Complaint as per resolution and not as per customer VOC (Voice of Customer)
- Obtain sufficient information from the customers to login their requests or complaint
- Give resolution time to the customer
- Share TAT with customers while raising any request or complaint
- Share request/complaint number with customer while raising any request or complaint
- Try to resolve the customer complaint at your end through effective probing and system check
- Verify customer details in account related and PUK information calls

List of Common requests

- Request for activation/deactivation of service
- Request regarding change of plan
- Request for activation/deactivation of promotional pack

1. **Query**

   The query is a question or an inquiry. Through a Query, the customer tries taking information about our services or his account.

   General Queries at Call centre

   Here are general queries at the call centre customers:

   - Balance/Billing enquiries
   - Account Related

- New products or services
- VAS related
- Tariffs and recharge related

A customer complaint can be a query as per the final resolution, for e.g.

- The customer calls to tell us that he is not able to make a call– this is a complaint. Agent checks that the customer has insufficient balance and informs the same of the customer. The customer says OK and ends the call. On the basis of the resolution, it is a Query.
- Customer calls and complaints that MMS is not working. Agent probes and finds out that the customer does not have settings. The agent gives the customer the information on how to get settings etc., and the customer ends the call. Hence this is a Query and not a Complaint.

SIM/PIN/PUK related information

A PIN is the Personal Identification Number configured for your SIM card. This is a 4-digit number that you can set up on your SIM card. Each time when a customer switches on his handset, there will be a request to enter the PIN. If the PIN is entered wrongly 3 times, the customer will get a request for a PUK code, which is the Personal Unlock Key.

The PUK can be obtained from Customer Care. If the PUK is entered wrongly 10 times, the SIM gets a block and will have to be replaced at a nominal charge.

The balance & validity, along with other services, will remain as it was earlier after SIM replacement.

Customers can retain their old contacts if a backup has been created. However, contacts cannot be retained if lost SIM cards are lost.

2. Requests

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

Types of Requests

- Request Open
- Request Self Closed

Example of Request-Open

The customer calls a call centre and requests the CCE to change his tariff plan. The agent informed the customer that it would be changed from the next billing cycle and tagged it as a request in the open option as the agent didn’t have the right to change the tariff plan from his own end.

Request Open

In this, the agent will have to take action together with providing information.

For e.g., Activation/Deactivation of a Service can only be processed through the backend.

Request Self Close

In this, the agent will take an online action together with providing information

For e.g.:

- Instant deactivation of service through vendor link
- Instant activation of service through vendor link

Example of Request-Self Closed

The customer calls the call centre and asks the CCE if he/she wants to deactivate the caller to tune in to his/her number. Agent deactivated the same from his system and informed the customer. Here agent has the right to deactivate the caller tune, so he tagged it as Request-Self Closed.

3. Complaint

In a complaint, the customer is complaining against services as he is facing some issues.

Complaint-Open

Agent registers complaint as 'Open' in following scenarios

- Gap in Service
- Gap in Product
- Gap in Process
- Validated Disputes
- Benefits not received

Open Complaints can be resolved by the backend team only.

Complaint-Self Closed

The executive should self-close a complaint in the following scenarios:

- **Online Waver:** In this, CCE has some limits wherein he can give a waiver to the customer. For example,a customer refuses to pay the penalty for a delay in payment as he got the bill on the due date. CCE can give a waiver to the customer and close the complaint.
- **Planned Downtime:** If CCE is aware of planned downtime in the region and the network team is restoring the site, if a customer calls from the same region, he can inform the customer and close the complaint.
- **Known issue of benefits not received:** For example, the customer is supposed to get Rs in one of the recharge promos. 50 extra on recharge of Rs. 500. However,the customer complains thathe has not received any benefits on recharge of Rs. 500. As per backend communication, all customers who recharge under recharge promo have not received benefits. All benefits will be credited in one week. So CCE can close the complaint and inform the customer about TAT.
- **Known Disruption in Service:** For example, there is a communication that customers who use 3G services may face problems in late hours due to some technical problem, which will be rectified in a week. So if a customer complains regarding a problem in 3G services at late hours, then CCE can inform the customer and close the complaint.

Handling Customer Complaints

Here are a few tips for handling customer complaints:

- Listen to the customer
- Paraphrase the issue
- Apologise for the concern
- Acknowledge the customer
- Explain the action taken to resolve a customer concern
- Thank the customer

- Even if a customer is abusing you or is angry with you, remember the customer is facing some issue because of which he is behaving like this, so do not take it personally
- Remain calm throughout the interaction
- Focus on the problem, not the person
- “Turn Unhappy Person into Happy Customer”

2.3.2 Escalation Process

In a complaint, before the escalating call of the customer, CCE should make an attempt to identify and resolve QRC in the following ways:

- Empathize with the customer
- Listen attentively to the customer’s QRC and do not interrupt
- Review the account and complaint details
- Ask probing questions to ensure understanding of the issue
- Take the appropriate steps to correct the issue

If the customer still insists on speaking with a manager:

- Escalate the call to the supervisor instead of arguing with the customer
- Provide the supervisor with information regarding the customer and the issue
- If no one is available immediately to handle the customer’s call, offer the customer the option of receiving a call-back from a member of management within 2 hours
- Inform the customer that you are transferring his call to the supervisor

UNIT 2.4: Customer Relationship Management (CRM)

Unit Objectives

By the end of this unit, the participants will be able to:

1. Demonstrate the use of CRM effectively with complete and correct tagging
2. Use different IT applications to search customer details in the database
3. Show how to draw information about products, processes and services for the customer

2.4.1 Introduction to CRM

What is CRM?

Customer Relationship Management (CRM) isa term that refers to a systematic approach to handling customer relationships.Call centre CRM refers to a software tool that you can use to enhance the customer experience and increase efficiency. Call centre CRM systems store customer records, such as account information and contact history.

Benefits of CRM

CRM benefits are usually misunderstood as a tool or an application, but in the actual, it is a way of doing business. There can be infinite reasons to implement CRM in businesses. Now, let's take a look at some of the most evident benefits of using CRM in the business:

- 360O view of business
- Data sharing at the organisation level
- Effective customer interaction
- Good customer support
- Gain in customer satisfaction
- Gain in customer retention
- Help in new business
- Gain revenue at a low cost

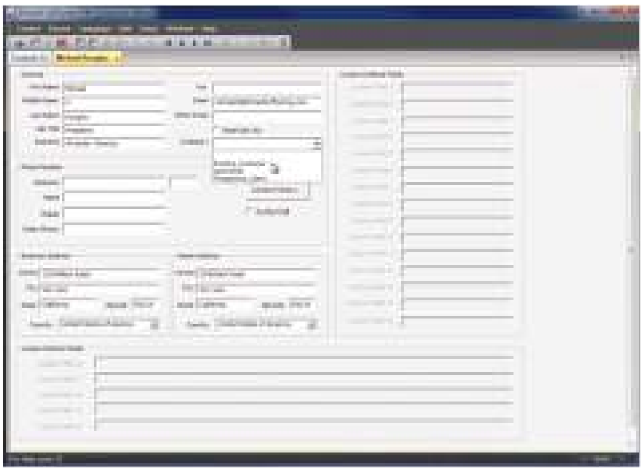

Fig. 2.4.1: CRM used in Telecom Industry

- CRM, when used efficiently and effectively, can have the above benefits. But how do we use it effectively?
- Update information accurately
- Update complete information
- Update all customer requirements
- Ensure that you save and submit information
- Check for old information and update the same when required
- Check for missing information and update if you see anything blank

Before you update CRM or any kind of customer information, it is important to identify if you are speaking to the right person. How do you know that you are speaking to the right person?

Identification & Verification Process

The identification and verification are the processes to check if you are speaking to the right person. Let us look at some common questions asked for verification in the telecom industry:

- Complete Name
- Date of Birth
- Last Paid Bill Amount
- Billing Address

After you complete the call, the reason the customer made the call needs to be categorised; this will allow a telecom company to understand customer needs and concerns.

With the evolution of CRM systems and processes, there is a call tag type for almost every question your customer has. All you need to do is understand the customer's query and match it to the broad category, e.g., Tariff Plan, and Value added service, complaints, billing information, active VAS, General, blank call etc.

2.4.2 IT Applications – Basic Functionalities

Telecom call centre executives will need to work on multiple applications like:

- Intranet site
- Call taking application
- Customer Information System
- Account Information
- Call Log and Billing System

What is Intranet?

Intranet is a private network that is contained within an organisation. "Intra" means "within." The "internet" is a web between many networks. An "intranet" is a web within a network. The intranet connects people within a network. The main purpose of theintranet is to share company information among employees. It is also used to facilitate group working and teleconferences.

Call Taking Application

Telephone sets with today's technology can be operated through your computer; you will need to use an application to hold, transfer and conference calls.

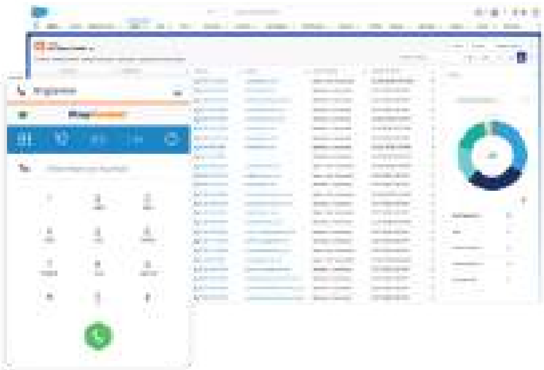

Fig. 2.4.2: Call-taking Software

Customer Information System

Since telecom industries have a lot of varied information about customers, they usually use different applications to maintain information in an organised manner. You will need to use the customer information system to access personal information about the customer.

Account Information

Like customer information, account related information is also maintained differently; however, it is linked to the customer information. If you need to check information on tariffs and other VAS, you will need to look into the account information screens.

Call Log and Billing Information

Financial and closely related information is stored in a different set as this is critical, and any mistakes can lead to a direct financial loss.

Relevant Applications and Swapping

It is important to swap between applications quickly while on calls, as this can significantly reduce your average handling time (AHT). Here are some tips on how you can efficiently swap between screens:

- Use the keyboard
- Know where to find the requested information
- Ensure you login to all the required applications
- Ensure that you have tagged the call once you finish
- Make sure that your computer is unlocked while at the desk

2.4.3 Fetching Information - Products, Processes and Services

There are different ways to gather information:

- **Company Intranet:** The company's intranet is the first place for any new products or services to be updated with their launch date. This is the best place to get information.
- **Speak to people:** Speak to peers and leaders; you always learn something new from people every day.
- **Call other departments:** When you have some free time, call other departments to check what actions they take on complex queries, this will help you enhance your knowledge and also increase your First Call Resolution (FCR).
- **Keep an eye on the notice board:** Keep an eye on the notice board in the office. The company places notice boards on frequently used passages, have a glance when you pass by. This is also a quick source to keep yourself updated.

UNIT 2.5: Making and Receiving Calls

Unit Objectives

By the end of this unit, the participants will be able to:

1. Understand the concept of Making and Receiving Calls
2. Demonstrate how to make and receive calls
3. Demonstrate how to do call transfers, call hold and call forward

2.5.1 Making and Receiving Calls

How to Make and Receive Calls

Technology which a CCE needs to familiarize himself with at a call centre goes beyond computers. Call centres today also have advanced telephones.

Telephone sets may look complicated but are really easy to use.

Fig. 2.6.1 Types of telephones (CISCO & AVAYA)

Apart from the traditional physical phones, now-a-days softphones are becoming very popular. A softphone is a software used to make phone calls over the internet through devices with a mic and speaker, including tablets, computers/laptops, and mobile devices. These allow agents to use the internet to make telephone calls without a physical telephone

Fig. 2.6.2: Softphone used in for making calls

How to Make and Receive Calls

In a call centre, it is important to work with technology, and technology does not only relate to computers. Call centres today also have advanced with telephones.

Telephone sets may look complicated but are really easy to use. Let's look at some telephone sets and large service providers.

Like a mobile phone, these sets have a manual button to answer a call; however, mostly all call centres today have an auto answer mode set as default to 1 ring. But if you have a manual answer facility, make sure that you answer the call in 2 rings as this gives you enough time to prepare for the opening and does not make your customer wait long.

2.5.2 Concept of Call Transfer, Call Hold and Call Forward

We all know that working in the telecom industry is a complex process as 1 person can resolve not all issues, you will need to transfer the call to other departments, and for this telephone, sets are built to handle this function easily and are really simple. Let us look at what buttons you need to press to transfer a call:

- Press on hold
- Dial department number
- Press on conference
- Press release or transfer to exit

Warm Transfer and Cold Transfer

In a cold transfer, the person answering a call transfers the caller to another associate without speaking to that associate first.

A warm transfer, by contrast, provides context. During a warm transfer, the person speaks to the associate who will receive the transfer and then transfers the call with consent.

Summary

- Identifying open and closed, and end question
- Explaining the standards, processes and procedures followed by the organization to execute the job role
- Describing the process of resolving customer Query/Requests/Complaints (QRC) and escalating unresolved queries to the higher authorities.
- Demonstrating the use of the Customer Relation Management (CRM) tool
- Explain the basic concepts of Turn Around time (TAT)/Service Level Agreements (SLA).

Exercise

Multiple Choice Questions:

1. _________ questions are questions that allow someone to give a free-form answer.
   a) Open-ended b) Close ended
   c) Open minded d) none of the above

2. Some standards that must be implemented to execute customer care service include:
   a) Availability b) Generosity
   c) Firmness d) All of the above

3. Turnaround Time, commonly known as __________.
   a) TAT b) TUT
   c) TT d) None of the above

4. __________ is a term that refers to a systematic approach to handling customer relationships.
   a) Customer Relationship Management b) Customer Route Management
   c) Customer Remote Management d) None of above

5. ___________ is a private network that is contained within an organisation.
   a) Intranet b) Internet
   c) Intercom d) None of the above

Answer the following:

1. Explain the importance of logging customer enqueries.
2. Discuss the ways to handle customer enquires effectively.
3. State the characteristics of an excellent customer service.
4. Describe the process of responding to customer questions
5. When should an executive should self-close a complaint?

Notes

Scan the QR codes or click on the link to watch the related videos

https://youtu.be/pxCdJtk5Ddc

Open-Ended Questions and Close-Ended Questions

https://youtu.be/-EIyOVX2lsA

Turnaround Time (TAT) / Response Time

https://youtu.be/aD6cPfjXLn0

Concept of Customer Service

https://youtu.be/FKyAD7vYk1k

Responding to Customer Questions

https://youtu.be/T3cpQio764U

Introduction to CRM

https://www.youtube.com/watch?v=32kNBatACsI

What is Intranet?

Skill India
कौशल भारत - कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

N·S·D·C
National
Skill Development
Corporation
Transforming the skill landscape

Telecom
Sector
Skill
Council

3. Interact with Customer

TEL/N0102

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. State the importance of the helpdesk in supporting business operations
2. Explain the importance of developing rapport with the customer
3. Evaluate ways to provide customised solutions to customers
4. Define the concepts of average call handling time (ACHT), average hold time (AHT), turnaround time (TAT) and servicelevel agreement (SLA)
5. Describe the process of troubleshooting and resolving customer complaints at least TAT
6. Perform multiple techniques to sell own product/services by using the feature advantage benefits (FAB) approach
7. State the importance of maintaining customer feedback reports.

UNIT 3.1: Customer Relationship and Customer Categorization

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the concept of customer relationship
2. Illustrate the concept of customer categorization

3.1.1 Customer Relationship

It is an association that exists or exists between an organisation and its customers. Customer relationships can be built based on products or services.Customer Relationship is important for the industry. Maintaining customer relationships in the telecom industry is a key factor, as organisations in this industry generally have long-term associations with their customers. The process of maintaining a good relationship with a customer is called CRM (Customer Relationship Management).

CRM helps the organisation to understand what their customers need. It also helps the organisation to cater to those needs efficiently, effectively and accurately.The customer Relationship Management process also requires maintaining information more than a human brain can retain; hence companies use CRM tools and applications.

Here are some advantages of CRM:

- **Maintain a history:** CRM will help you maintain records of historical purchases and requests. This information will allow you to assess customer needs effectively in time, improving customer satisfaction and increasing profitability.
- **Customer Categorisation:** CRM will allow you to categorise your customers according to the value of the business they bring and give the organisation insight into the kind of service and benefits the customer can expect.
- **Improves Customer Loyalty:** Maintaining a good working relationship with your customer will ensure customer loyalty, thus improving customer satisfaction and directly impactingthe profitability of the organisation.
- **Promote Word of Mouth Advertising & Improve Company Reputation:** Maintaining a good and positive relationship with the customer will lead to a satisfied customer. In turn, your customers will talk to other people and give a positive opinion. The more customers you have talking good about your company, the better your company's reputation gets.

3.1.2 Customer Categorization

In today's world, telecom companies have millions of customers. It becomes difficult to offer each customer products and services that are most suitable to their requirements. Companies have adopted customer categorization based on many criteria broadly categorised as Land Line and Cell phones to overcome this problem and offer customised products and services.

Importanceof Categorising Customers

With the large range of products and services offered by telecom companies today, it becomes impossible to offer customised services unless you categorise customers to understand their needs. This will, in turn, help the company improve customer satisfaction, which would directly impact increasing profits.

Types of Categorizations

Now let's look at the customer categories in a little more detail:

Customers can be categorised as per their geographical location, spending pattern, usage, services used, type of service, value-added services etc.

We will learn about what is relevant to our job function. So, let's look at the type of service and usage.

Types of Services

- Landline
- Mobile

Landline

Landline refers to telephones that are based in a specific house/building

- Home
- Office
- Hotline

Home – A home landline is your regular telephone at home, either wired or wireless. Companies thatprovide wired services are very few, like BSNL & MTNL. Wireless landline phones are provided by most leading telecomcompanies like TATA, Reliance, Airtel, Vodafone & Idea, to name a few.

Fig: 3.1.1: Landline at Home

Office – Office customers are also called corporate customers. These customers have a specific requirements like having 1 phone number, which can either be a 10-digit cell phone or an 8 digit landline number connected to 1 or moreinstruments termed as extensions and can vary from a 4 digit number to a 7 digit number. Look at the image below forbetter understanding.

Fig: 3.1.3: Landline at Office

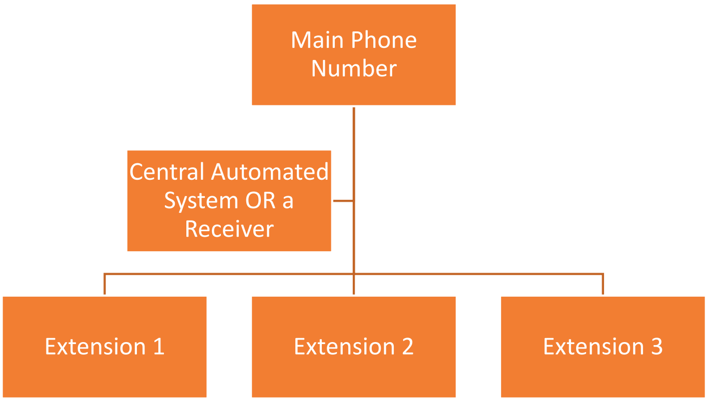

Fig: 3.1.4: Extension-wise call transfer

Hotline – Hotline is a further complex model for the office connection. This service is largely used by the Customer Service industry, followed by Sales. A hotline number has a more complex structure than an office number. A hotline number can either be a regular 8-digit number or a 10 digit number like the 1800 series number. This main number is connected to an automated system known as a VRU (Voice Response Unit) with a recorded voice providing customer options. Based on the customer's selection, the system then transfers the call to a sub-prime number, automatically transferring the call to the extension that has been free for the longest time.

Here is an example: you call ABC Telecom at 1800 123 456, and the call is answered by the VRU system and you are given 3 options

- Dial 1 for Service
- Dial 2 for Sales
- Dial 3 for Complaints

Now, we have 3 departments, and each department has a number which is a sub-prime number under the prime number, which is 1800 123 456. Based on your selection, you will be transferred to that department, and within a click, your call is transferred to the extension of the person who has been available for the longest time.

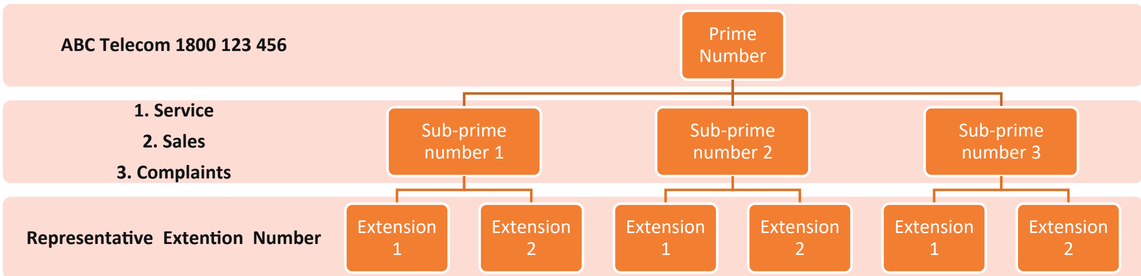

Fig: 3.1.5: Extension-wise call transfer - Prime number

Mobile

Mobile is a service which can be used across the globe. Mobile services are categorised as

- Pre-Paid
- Post-Paid/Billing
- Private Numbers

Pre-Paid

Pre-paid is a very simple service type. Pay first and use later. Pre-paid service is where the customer pays the company some amount and then calls for the amount made available by the telecom company. Once the customer has completed using the service for what they have paid, all services are barred except incoming SMS and Calls. Pre-paid offers customers to be in complete control of their expenses.

Post-Paid

Post-paid follows the fundamentals of use first and paying for what you have used. In this service, the customer uses theservice first and then pays at the end of each month based on what they have used. This kind of service allows lesscontrol over expenses as compared to pre-paid. Here the customers are provided a grace period to pay their bills, andonly post that will the services be barred.

Private Number

Private numbers are generally provided to elite / VIP customers who are mainly public icons or popular personalities.In this type of service, you can choose to customise your service as you wish to, for e.g., only receive incoming calls fromselected numbers. The number is not published to the public and is available only to selected staff under informationsecurity policy; it does not display the number to the receiver when a call is received from a private number, and no restrictionson using the service across the globe are a few benefits. This service is not available to all as you require governmentpermission and police permission; secondly, this is a premium service, and so the charges are also on the higher side.

3.1.3 Common Call Centre Metrics

A call centre deals with multiple processes, and every project has its own nature of business, i.e., outbound and inbound voice or chat process. Though there are multiple targets and KPIs(Key Performance Indicator), a call centre has to achieve, and few KPIs are very common in inbound or outbound voice or chat.

Average Call Handle Time (ACHT)– It measures the average duration of a call or interaction depending on the call volume and targets specified by the client.ACHT is also known as AHT, which is the abbreviation of Average Handling Time.

ACHT is the average duration of time you spend to wrap up the entire call or chat.To calculate the ACHT, we will also consider Hold Time and after-call work, as these parameters are also part of the call.

ACHT = (Talk Time + Hold Time+ Wrap Time)/ Number of calls

ACHT target varies from process to process and is different for different clients.Generally, in outbound or sales campaigns,the client needs more customer engagement, so the ACHT threshold is higher. While inbound,we need to reduce the ACHT as we have more customers to handle and reduce the call volume.

ACHT's importance to the company is strictly financial and is directly related to the Service Level Agreement. Higher ACHT impacts business profitability; hence, it is important to address customer queries in a timely manner.

Always remember that reducing ACHT does not mean compromising the call quality or quality of customer service.You must find the right balance to reduce the ACHT and improve the call quality.

Average Hold Time (AHLDT) – It indicates the duration for which the executive has placed the customer on hold during a customer interaction.

You can put callers on hold for a variety of reasons, sometimes to find the supervisor/team leader to get help, sometimes to switch applications to find or process customer data. Some hold time is understandable, but if you consistently have a high average hold time, you probably need some training or coaching.

AHLDT = Total Hold Time/ Number of calls

AUX – Auxiliary time (or AUX) indicates the time the executive is unavailable but not working on wrap-up or other contact-related events. Its basic purpose is to manage the workload of non-call activities. It is important in managing service levels and optimising staffing.

Some call centres use Aux (or equivalent) with codes that indicate where the call centre agent's time is spent - breaks, lunch, training, special projects, etc.

Turn Around Time (TAT) – Turnaround time is the amount of time it takes to complete a process, and itrefers to the total time interval present between the time of process submission and the time of its completion of any request or complaint.

CSAT Surveys – Customer Satisfaction (CSAT) surveys are surveys that the company rolls out to involve their quality department to obtain customer feedback. The telecom call centre sends a post-call CSAT message to the customer after the agent disconnects. This CSAT message determines whether customers are satisfied with their call centre experience.

For e.g., the following text message is sent to the customer: "Hi, you just spoke to ABC_9236. Let us know if you were happy with the experience. Reply toll-free with 'Y' or 'N''.

Service Level Agreement (SLA) – A service-level agreement is a commitment between a service provider and a clientthat documents what services the provider will furnish and defines the service standards the provider must meet.Types of Service Level Agreements include Customer-based SLA, Service-based SLA, and Multi-level SLA.

UNIT 3.2: Customer Feedback and Customer Satisfaction

Unit Objectives

By the end of this unit, the participants will be able to:

1. Elaborate the concept of customer feedback
2. Explain the importance and advantages of customer feedback
3. Discuss how to achieve customer satisfaction
4. Illustrate the escalation process

3.2.1 Customer Feedback

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

Importance of Customer Feedback

Customer feedback allows telecom companies to better understand how customers to rate and use their products or service against competitive products. It is important to determine where a company's products and services excel or fall short against customers' expectations 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 its network coverage.

Customer feedback can help telecom companies in evaluating how employees treat customers. Customer Service Satisfaction surveys are a common type of marketing research. Companies can determine whether customers are getting their questions answered and problems resolved through surveys. Additionally, a company can determine if some customer service representatives are being rude to customers, especially if the topic of rudeness comes up frequently during the surveys.

3.2.2 Advantages of Customer Feedback

- **Get Honest Opinions:** Customer feedback is vital to the telecom industry to get honest customer opinions on services or products. These opinions can make it easier to get into the minds of the most important critics.
- **Improve Relations:** To ensure that customers remain loyal to your company, make your customers feel that your company truly cares about them and what they think. Obtaining feedback from customers is indicative of the fact that the company truly listens to and respects their opinions.
- **Inexpensive Business Advice:** Customer feedback is essentially inexpensive business advice directly from the source. Some companies pay a huge amount for someone to come in and tell them what improvements need to be made to products and services to win over new customers.
- **More Customers:** When a business is willing to receive feedback and listen to it, word spreads, and the customer base increases.
- **Positive Changes:** No company likes to talk about the negative aspects of its operation. They want to have mostly positive feedback from customers. Therefore, customer feedback can mean positive changes according to their comments, which could mean a better reputation and more money for the business.
- **Capturing in Timely Manner:** In today's competitive Indian telecom market, capturing customer feedback on time is very important.This will allow your company to improve their product or service and enhance customer satisfaction.

3.2.3 Feedback Recording Process

Here is the way telecom companies capture customer feedback.

For a telecom company, it is the frontline staff that speaks to customers day in and day out. Hence, it is really important that companies havea feedback recording process and train their frontline staff on how to deal with angry customers and record feedback.Let us look at the feedback recording process first.

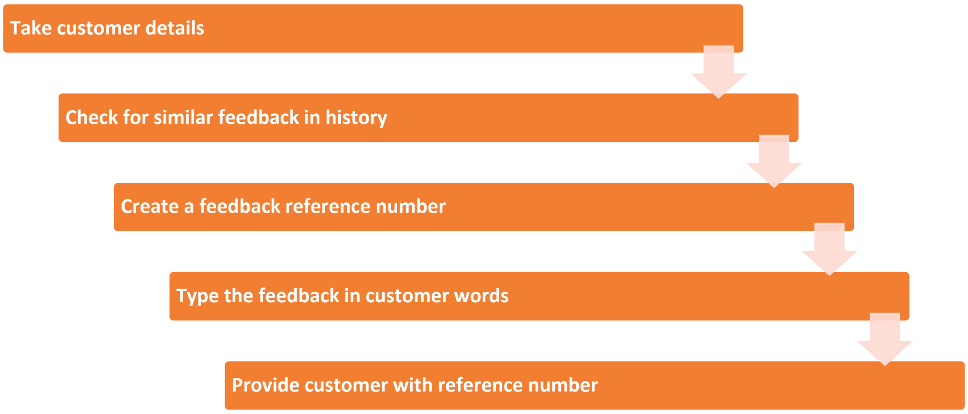

Fig. 3.2.1: Feedback Process

- **Take Customer Details:** The first thing you do before you proceed in logging customer feedbackis to ensure that you have all the required customer information like thecustomer's telephone number, mailing address & name. This is requiredto ensure that you access and record the feedback for the right customer.
- **Check for similar feedback in history:** Check if the customer has complained or provided feedback for the samesituation because sometimes it could be that the instrument that thecustomer is using is faulty. There is no problem with the service provided.This procedure can also result in immediate resolution and improvedcustomer satisfaction.
- **Create a feedback/Complaint Reference Number:** Every time you log feedback or a complaint on the customer's account,the system generates a reference number that the customer can useto follow up and check for resolution status. This also helps telecomcompanies to categorise complaints and ensure that a specialist can speed up the resolution process based on the nature of the complaint.
- **Type the feedback in customer words:** Type the feedback in the customer's words as much as possible. It is humannature that a person can best explain a problem when he has been facingthe problem. When your customer faces a problem and is giving feedback, they can emphasise it with specific words, which helps the resolution team understand customers' dissatisfaction level. This will also allow the specialist to understand the exact problem.
- **Provide the customer with a reference number:** Provide your customer with the feedback/complaint reference number, as they will call back if the problem is notresolved within their expected time. Providing the customer with the reference number will allow the other customer careexecutive to locate the feedback form and provide the customer with an update without wasting time.
- **Ensure to submit/save:** This is a very small action in the process but can become the biggest problem when not done. Submit/save thefeedback/complaint immediately after you are done talking with the customer. Not following this step or human errorcan result in either no resolution or a call back to the customer, thus wasting time.

Let's look at a simple process in dealing with customers with feedback or complaints.

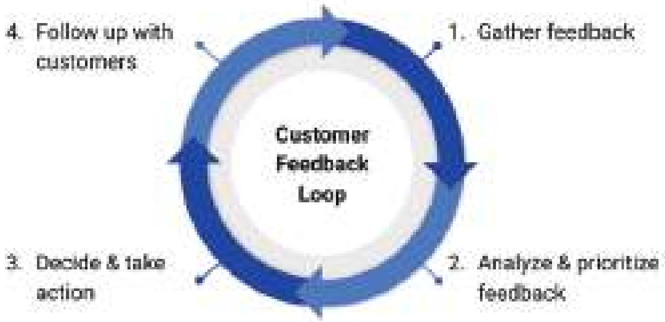

Fig. 3.2.2: Customer Feedback Loop

3.2.4 Customer Satisfaction

Customer satisfaction (CSAT) is a term used to define how satisfied the customer is with the product or service you provide. Customer satisfaction is very important for the telecom industry as relationships with customers are always long-term. And to retain loyalty, you must ensure that your customers are satisfied.

CSAT reflects the business' health by showing how well the product/ service resonates with the buyers.

Fig. 3.2.3: Satisfied Customer

What do customers expect from us?

- **Knowledgeable and available:** In the telecom industry, when customers call the customer service centre, they expect to obtain accurate information when they want it. You must ensure that you know about all new updates to the range of products and services the company offers. You also need to know how to navigate to the customer's account information, as the customer may ask for his current plan details.
- **Friendly People:** Everybody wants to be treated very friendly and welcoming, and so do your customers. You need to ensure that you sound and speak in a friendly and welcoming tone and maintain professionalism. You need to make the customer feel comfortable and always offer assistance.
- **Good Value:** This is where most of us make a mistake. When discussing good value, we always consider the pricing factor, but that's just a part. Other aspects add to good value, like how well your product suits the customer's needs, what the advantages are and how it will add value to his needs against their current product or service.
- **Convenience:** The rule here is simple- "Make it easy". Telecom customers today want things to be attractive, easy to understand and simple to use. The simpler your explanation, the better will be the understanding. Remember you are trained to know all the abbreviations, not the customers, so ensure you speak in a simple language that your customers can understand.
- **A Fast Finish:** This is where we tend to make the biggest mistake- "The Finish". When customers have their required information, they don't wish to waste time, finish the call, and don't try and push to waste their time. If you need to up-sell or cross-sell, make it a part of your conversation and not keep it for the last for it to sound like a complete sales conversation.

- There are a lot of things in today's world that make life difficult for all of us. Remember that your customers also face the same in their life. Overall, they expect to be treated professionally and want to be heard and valued for the business they provide. If you provide easy and convenient service, you will exceed customer expectations.
- **Giving Additional Information:** With the range of products and services the telecom industry has to provide today, it is critical to give additional informationto the customers. This will make the customer feel valued and that you really care about them getting the best. Let'slook at some advantages of giving additional information:
- **Improves Customer Satisfaction:** Giving additional information relevant to the customer's request/query makes your customer feel that youare listening truly and care about their question or issue and genuinely want to help, thus improving customersatisfaction.
- **Improves Profits:** When you provide service that exceeds your customer's expectations, the customers are happy and will always return to you for the next requirement, which will increase the company's profits.
- **Builds Customer's Confidence:** When you provide additional information that customers need to know from the service provider, the customer willalways trust what the company has to say and offer.
- **Creates a good company image:** In today's competitive telecom industry, company image can be the deciding factor for potential customers. If your friend tells you that he has trouble with their service provider very often, you might even reconsideryour decision if you want to buy services from the same company.
- **Feel Good Factor:** When you provide additional information to customers, some of them will appreciate the efforts that you have made. They will provide positive feedback, which will make you feel good about what you are doing and also help improveyour performance.
- **Open Opportunities:** Giving additional information will make your customers talk more about their service using patterns and needs; this willgive you opportunities to offer new services to your customers, which will better cater to their needs.

Complete Resolution

The Telecom industry today strives to provide complete resolution to customers' issues as moving service providers by keeping the same telephone number has become easy and is a hassle-free process.

3.2.5 First Call Resolution

In telecom customer care FCR (First Call Resolution) holds a lot of value.

What is FCR?

The process of resolving and providing a solution to customer concerns and issues at the time they first speak aboutit is called First Call Resolution. For example, a customer calls and informs you that they cannot connect to the internet. You ask the customer to check on the settings and resolve the issue by asking the customer to make minorchanges to the settings. In this example, you can help the customer connect to the internet and resolve theproblem at the first call the customer has made about the issue.

Advantages of providing FCR:

- **Improves Customer Satisfaction:** First call resolution has a direct impact on your customer satisfaction scores. The more FCR you provide, the more yourcustomers are happy, and thus, you get a better customer satisfaction level.

- **Less Call Handling Time:** Providing FCR means that customers would not need to call back. Having your customer call back with the same issuemeans that the customer will be irritated about the ongoing issue, and an irritated customer means that they wouldwant to vent it out, which will increase your call handling time.
- **Increase the opportunity to sell:** Providing FCR means that your customers will have more faith and trust in you, and clubbed in less call handling timegives you more opportunity to sell and with customers' faith, the acceptance level is high, which will result in successfulsales conversions.
- **Reduce loss of customers:** As discussed earlier, the telecom market competition is significantly high, providing customers with manyoptions. Providing FCR will ensure that your customers stay with you. Research shows that companies that believein FCR lose about 2% of customers who have issues and complaints, and companies that do not focus on FCR loseabout 19% of customers who have issues and complaints.

3.2.6 Escalation

- **Greet:** Greeting the customer will act as a conversation starter and make the customer feel welcome andthat he/she 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 talking to someone. Useverbal nods like "Ah-ha", "ok", "alright", etc. This will let the customer know that you are interested in what they haveto say and also understand what they are talking about.

Fig. 3.2.4: Handling Irate Customer

- **Apologise or Thank:** Say that you are sorry for what has happened and will ensure that the issue is resolved as soon as possible if the customer calls for negative feedback or a complaint. Say Thank You when the customer is calling you for positive feedback or giving a compliment.
- **Reconfirm:** Customers would like to know if you have understood their issue, and this can be done by telling thecustomer what you have understood. This is called reconfirming, as this will allow you to clear any doubts or informationyou need to ensure that the issue has been resolved.
- **Reassure:** Always use statements like "Don't Worry", "Be rest assured" "I will help you", as this will make the customer feel thatyou have understood their problem and know how to resolve it.

  The most important thing to remember is never to say "I cannot help you" or "I need to take authorisation"; this willonly depict that you are incapable of handling the situation. Instead, say, "Give me a moment while I check for someinformation", or "Can I get a minute or two to check some information".

Let us explore how to deal with angry or difficult customers and see how a CCE can smooth things over so that thecustomer feels satisfied.

STEP 1: Adjust Your Mind Set

As soon as you realise that your client is unhappy, put yourself into a customer service mindset. This means that you don'tthink that the situation is your fault,that your client has made a mistake, or that they are giving you unfaircriticism.

All that matters now is that you understand that your client is upset and that it's up to you to solve the problem. Focus100 percent on your client and on solving his problem.

STEP 2: Listen Actively

Listening attentively and actually to what the client is saying – his grievances is the most important part of his process.Start the dialogue with a neutral statement, such as, "Let's go over what happened," or "Please tell me why you'reupset." This subtly creates a partnership between you and your client and lets him know that you're ready to listen.

Try not to jump to a conclusion or solve the situation right away. Try to create a partnership with your client byspeaking with neutral statements like "Let go over what happened". Let your client tell you his history as you listen actively because this is what he wants, to be listened to first.

STEP 3: Repeat their Concerns

When the client has explained his anger, replace his words, and repeat his concerns so that you are both sure you are addressing the right concerns. Ask questions to make sure that you have identified the problem correctly.

Repeating the problem shows the customer you were listening, which can help lower his anger and stress levels.

More than this, it helps you agree on the problem that needs to be solved.

Use calm, objective wording. For example, "As I understand it, you are quite upset because we were not able to enable the data services that we promised you last week."

STEP 4: Be Empathic and Apologize

Once you understand your client's concerns, be empathic and understanding.

Make sure that your body language also communicates this understanding.

For example, you could say, "I understand why you're upset. I would be too. I'm very sorry we didn't get the service to you on time, especially since it caused these problems."

STEP 5: Present a Solution

Now that you have listened and empathised, you need to present them with a solution. There are two ways to do this. If you feel that you know what will make your client happy, tell 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 client 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 doesn’t work for you, I’d love to hear what will make you happy. If it’s in my power, I’ll get it done, and if it’s not possible, we can work on another solution together.”

STEP 6: Take Action and Follow-up

Once you’ve both agreed on a solution, take action immediately. Tell the client every step you will take to fix the problem.

Follow up with the client over the next few days to ensure she is happy with the resolution. If you can, do more. For example, you could send a gift certificate, giving a discount on the next purchase.

STEP 7: Use the Feedback

Your final step is to reduce the risk of the situation happening again.

Identify how the problem started.

Find the problem’s root cause and ensure it is fixed immediately.

Above all, stay calm.

Now let us look at the escalation process:

- **Take permission to hold:** Always take permission from customers before you place them on hold and let them know how long you will put themon hold, and make sure you get back to your customer within the time given.
- **Place on hold:** Ensure that you mute your call and place a check if the call has been put on hold. You don’t want the customer to listen to you speaking to your senior, again making the customer lose confidence in you.
- **Inform before you transfer:** Always make sure you get back to your customer and inform them that you will transfer the call to your senior,who will help resolve the issue.
- **Introduce before you disconnect:** Always introduce your customer to your senior and explain the situation in brief on the call before you disconnectyourself from the conversation. You also need to acknowledge the customer by saying, “MrPaul, my colleague willnow help you further”.
- **Acknowledge:** When your customer is talking, they also need to know that they are being heard and talking to someone. 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 understand what they are talking about.
- **Apologise or Thank:** Say that you are sorry for what has happened and will ensure that the issue is resolved as soon as possible if the customer calls for negative feedback or a complaint. Say Thank You when the customer is calling you for positive feedback or giving a compliment.
- **Reconfirm:** Customers would like to know if you have understood their issue, 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 information you need to ensure that the issue has been resolved.
- **Reassure:** Always use statements like “Don’t 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.

The most important thing to remember is never to say “I cannot help you” or “I need to take authorisation”; this willonly depict that you are incapable of handling the situation. Instead, say, “Give me a moment while I check for someinformation”, or “Can I get a minute or two to check some information?”

UNIT 3.3: Introducing Customers to New Services

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the importance of introducing new products and services

3.3.1 Introducing new Products and Services to the Customer

A sale in the telecom industry is a part of service. Your customers today have varied needs as time passes by. For e.g., Internet based chat applications have taken over the market and SMS is barely used. This has shifted customer needs from having SMS packs to having internet packs. Keeping in mind the above example, it is your responsibility to ensure you inform your customers about new plans that will benefit them. This will improve customer satisfaction and profitability.

Introducing a Service

Customers calling the call centre are aware that they will be asked to buy something and become defensive themoment their query is resolved. This does not allow Customer Care Executives to introduce a service that will benefitthem.It is a very simple technique of being natural and human. Let's look at the process of introducing a product orservice.

- **Build Relationship:** You are not an automated machine or a computer, so be yourself and talk to the customer in the tone you speak toanother person. This will give you the space to build a relationship with the customer.
- **Check Customer's Information:** While you assist the customer with their query, check and make notes of their usage trend and what are the activeservices. This will allow you to offer the most appropriate product or service.
- **Position Yourself:** Positioning your offer is the critical part. You will always face denial if you offer after saying the closing statement, "Isthere anything else I can help you with today". This is where your customers get defensive and deny the offer. Make sureyou link it once you are done with the customer's query; use statements that the customers can relate to, for e.g. "I noticedthat you have been paying huge roaming charges. Do you know we have a roaming plan that can help you cut downyour costs".
- **Close the Deal:** Your customers will rarely say "I want it", so ensure that you facilitate customer decision-making. Do not decide on their behalf but just facilitate by showing them the benefits by linking the benefits to their current usage.
- **Reconfirm Purchase:** Make sure you reconfirm the purchase, as sometimes your customers will still be unsure when they say yes over the telephone. After all, you do not want an unhappy customer.
- **Thank:** Do not forget to thank your customer while ending the conversation. Closing the conversation is as important as opening. At the end of the conversation, your customers may not remember how you opened the call, but they sure will remember how you closed it, so ensure you thank them with a smile.

3.3.2 The FAB Approach

The Features Advantage Benefits (FAB) technique is the simplest yet most effective sales methodology. It can be used in almost any sales environment; retail, B2B and B2C sales.

Features are nothing but the existing properties of theproduct,whereasBenefitsaresomething the customer wants to get by using the product.

The features of a product are its characteristics in terms of appearance, traits, components and properties (form, weight, screen size, body material, colour), which adds value to the end-user, as well as ensure product diversity, which helps in enhancing its appeal to the prospective buyers.

Advantage: An advantage is to put something in a favourable or superior position. The advantage helps us understand how we get from the feature to the benefit. It is the context between the features and benefits. So, the advantage of a mobile camera having 24MP means that you have a larger number of dots per area, meaning you can capture more of the image. This makes the image sharper and enables you to enlarge the image without noise/distortion.

Benefits: Benefitsaretheproduct's list of advantagesthatsatisfythecustomers' needs, expectations, wants and desires. It is something the manufacturer promises that the customer will get by using the product; hence, it gives the reasons to customers for buying the product.

Feature-benefit selling is helping potential customers make connections between the features a product offers and the benefits they may enjoy from those features. This process entails sales professionals identifying customer needs, helping customers understand the product's features and concluding the benefits a product can provide.

As a strategy, it allows sales professionals to guide customers towards recognizing the results a product or service may help them achieve. It also offers various advantages to sales professionals and companies seeking to market products to prospective customers.

Fig: 3.3.1 Difference between features and benefits

Summary

- Understanding the concept of customer relationship
- Understanding the concept of customer categorization
- Understanding the importance and types of customers
- Understanding the concept of customer feedback
- Understanding the importance and advantages of customer feedback
- Understanding the concept of Customer Satisfaction
- Understanding the escalation process
- Learning the importance of introducing new products and services

Exercise

Multiple Choice Questions:

1. _________ refers to telephones that are based in a specific house/building

   a) Landline b) Mobile
   c) Smartphone d) None of the above

2. ___________ is the average duration of time you spend to wrap up the entire call or chat

   a) Average Call Handle Time b) Average Customer Handle Time
   c) Assumed Call Handle Time d) None of the above

3. Customer _________ allows telecom companies to better understand how customers to rate and use their products or service against competitive products.

   a) feedback b) experience
   c) service d) none of the above

4. Full form of FCR is ___________.

   a) First Call Resolution b) First Call Response
   c) Fake Call Rejection d) None of the above

5. An ___________ is to put something in a favourable or superior position

   a) advantage b) disadvantage
   c) both a and b d) none of the above

Answer the following:

1. List the advantages of Customer Relationship Management.
2. Elaborate the advantages of customer feedback.
3. Explain the feedback recording process.
4. What do customers expect from customer care service?
5. What do you understand by the term ‘Escalation’?

Notes

Scan the QR codes or click on the link to watch the related videos

https://youtu.be/jAEzYBMWTrA

Customer Categorization

https://youtu.be/LU58V_vuc5Q

First Call Resolution

Skill India
कौशल भारत - कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

N·S·D·C
National
Skill Development
Corporation
Transforming the skill landscape

Telecom
Sector
Skill
Council

4. Review Self Performance

Unit 4.1 - Monitor and Analysing Self-Performance

TEL/N0115

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. Explain the ways to monitor and analyse the performance
2. Practice monitoring and analysing performance
3. Monitor and manage self-performance through reports and review process
4. Analyse the performance parameters to make self-reports
5. Practice self-review with superiors

UNIT 4.1: Monitor and Analysing Self-Performance

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the concept of tracking, monitoring and measuring self-performance trends
2. Describe the process related to churn, collection and bad debt recovery

4.1.1 Performance Parameters

Measuring the performance of a CCE can include external factors such as the impact on customer goals and satisfaction and internal factors like goals and critical success factors for the Customer Care Executive and process. These measurements are essential for feedback, which drives accountability and improvement. Everyone expects to become the best at what they do. So how do you really know who is the best? It is through performance reviews against peers and targets set by the company. Let us look at the different performance parameters and review stages relevant to a telecom contact centre.

Common performance parameters in a telecom **Relationship Center:**

Targets for Revenue Performance

The purpose of these targets is to ensure the CCE adds to the company's revenue generation. A Customer Care Executivefocuses on selling, up-selling and cross-selling per targets given to them or their superiors to increase Average Revenue per User (ARPU).

Processes related to the collection and bad debt recovery:

The collection is the process of chasing past-due receivables on a customer account. This is a very significant part of the responsibilities of a CCE and directly impacts the company's bottom line. This means sending notifications to the customer and taking appropriate action in case of overdue payments.

A collection process is two-pronged:

- **Collections Aging Tracking:** This is the process of tracking and tagging the customer invoices that have not been paid within the due date. It deals with the "age of account receivables"; for example, invoices that are 0-30 days overdue, 30-60 days overdue, etc.
- **Collections Actions:** Collection action is the action that is performed when the account receivable reaches a particular age. For example, reminder messages to the customer. Some examples are:
  - Send reminder mail and/or call: This is the first action to collect the due. The CCE contacts the customer through mail/ message/ phone to remind them of payment. If there is still no payment, then proceed to the next action.
  - Red letter: For example, a "Pay in seven days" letter is issued. Still, if the payment is not received, then proceed to the next action.
  - Disconnect the service: The network management department suspends the service.
  - If you still have not been paid, then consider using a debt collecting agency to collect the outstanding money from your customer.
- **Processes related to Churn Management:** Following the old marketing axiom that it is usually more profitable to retain a current customer than to acquire a new one, many companies deploy specialized customer care representatives to handle churn incidents. Churning refers to blithely switching customers from one provider to another and often back again or over to a third one.

The key to winning and retaining customers is intimate, up-to-date knowledge of customer segments. Call Centrerepresentatives react to each customer's needs in a single conversation to ensure a positive customer experience.

When the customer feels valued and "seen'' they want to stay with the same company.

As a performance parameter, the CCE directly reduces customer churn while pursuing the most targetedcustomer base to increase revenue.

- **Processes related to Complaint Reduction:** These are related to customer surveys and external/ internal audits.
- **Adherence to Service Level Agreements:** SLA – ASLA is a commitment that the operator gives to its customer. It specifies what services the contact centre will furnish, usually in measurable terms. There is always a written service level agreement so that customer service can be measured and justified. For example, any walk-in customer should not wait for more than 10 minutes,or if a number needs to be transferred to another person's name, it will be done in maximum 48 hours.
- **Adherence to First Time Resolution:** The best way to increase customer satisfaction and increase profits is to resolve thecustomer queryor complaint the first time. A resolution offered for the first time is called a First Time Resolution (FTR). The CCE's key performance metric as FTR impacts customer satisfaction. For Example: If the CCE gets 100 queries in a day80 out of these must be resolved the first time.

Common performance parameters in a telecom **Call Center:**

Time-Based

Login Time

The number of hours that you have logged in against the time you were supposed to login. This is usually calculated in percentage, and let us look at a simple calculation to understand it.

Example:

In a 9 hour shift, you have 1 hour of break, which means that you are expected to login for 8 hours every day. Your total working days in a month is 25 days. You have logged in for 190 hours in the month.

- Shift Hours minus Break Time = Expected Login time

  9 hours – 1 hour = 8 hours
- Expected Login Time multiplied by 25 days = Expected monthly login time

  8 hours x 25 days – 200 Hours
- Expected Monthly Login Time divided by Actual Login Time = Login Percentage

  190 Hours / 200 hours = 95%

Customer Contact

Customer contact is the number of customersyou have spoken to during the review period. Generally, telecom companies don't set targets on the number of calls you need to answer, as AHT takes care of that. However, it is always good to keep track of this.

Avg. Call Holding Time (ACHT)

There is a difference between Avg. Call Holding Time (ACHT) and AHT. AHT includes the time you have spent on Average Call Waiting (ACW) as well, and this is done because ACW is a process of the call, but the customer is not online.

ACHT is the actual time spent on the call, i.e., AHT minus ACW time is called ACHT. All of these measurements are usually calculated in seconds.

Example:

Let's say that your AHT for the month is 450 seconds, and ACW time is 15 seconds. The target for AHT is 380 seconds, ACW is 20 Seconds, and ACHT is 360 seconds. Some telecom companies also calculate these in percentage.

AHT - ACW = ACHT

450 seconds – 15 seconds = 435 seconds

Actual AHT divided by Target AHT = AHT Percentage

450 seconds / 380 Seconds = 118% (This means that you have not met the target and are over it by 18%)

Actual ACW divided by Target ACW = ACW Percentage

15 Seconds / 20 Seconds = 75% (This means that you have met your ACW target)

Actual ACHT divided by Target ACHT = ACHT Percentage

435 Seconds / 360 Seconds = 121% (This means that you have not met the target and are over it by 21%)

The above example shows that having a low ACW will not ensure that you meet the ACHT target. You also need to reduce the actual time you spend on the call with the customer to meet ACHT.

Soft Skills

Apart from the above time-based performance criteria, your performance will also be judged based on soft skills, i.e., the way you take the call or, in other words, the quality of the calls.Soft skill parameters are simple to understand.

Let's look at general telecom quality parameters

- Greeting – Have you used the appropriate greeting?
- Listen – Have you listened to customer care or made them repeat?
- Solution – Have you offered relevant and accurate information and solution?
- Offered new services – Have you offered new services to the customer based on needs?
- Offer Assistance – Have you checked if the customer required further assistance?
- Close – Have you closed the call on a positive note?
- System Update – Have you updated customer information appropriately?

4.1.2 Customer Service Quality Parameters

Apart from the above direct performance criteria, the CCE performance will also be judged based on soft skills,i.e., the way the CCE interacts with the customers.

Soft skill parameters are simple to understand. Let's look at general telecom quality parameters:

- Personal Hygiene and grooming of the CCE
- Greeting – Have you used the appropriate greeting?
- Listen – Have you listened to customers carefully or made them repeat?
- Solution – Have you offered relevant and accurate information/solution?
- Offered new services – Have you offered new services to the customer based on needs?
- Offer Assistance – Have you checked if the customer required further assistance?
- Close – Have you closed the call on a positive note?
- Gathering Feedback - Have you obtained and documented feedback from the customer?
- System Update – Have you updated customer information appropriately?

4.1.3 Review with Superiors

Performance parameters indicate the CCE's performance by measuring key processes. By monitoring the right parameters, the CCE can gain valuable insight into his performance and make the adjustments needed to optimize performance. The following points will help in review with superior:

- Know which parameters are most important to monitor to get the desired results.
- Know the definition, calculation, and example of each parameter.
- Prepare for the discussion with the superior.
- Solicit feedback from superior.

4.1.4 Review Period

Now let's look at review periods in a Telecom Relationship Centre.

Daily: Daily reviews are done generally during the morning briefing to ensure everyone knows what to focus on and is set for the day.

Monthly: Monthly reviews are done to ensure that everyone is aware of how they are performing and know who is doing good and who needs guidance and help regarding their performance.

Quarterly: This is done every three months to know a cumulative performance and how your performance will look at the half-yearly review.

Half Yearly: Done every 6 months to judge agents for reward and recognition and also to let you know how your annual performance will look like if you continue the same performance trend.

Annual: This review is done for salary raise if the performance is good or corrective measures if you are below the company standards.

Summary

- Explaining the ways to monitor and analyse the performance
- Practicing monitoring and analysing performance
- Monitoring and manage self-performance through reports and review process
- Analysing the performance parameters to make self-reports
- Practicing self-review with superiors

Exercise

Multiple Choice Questions:

1. __________ is the process of tracking and tagging the customer invoices that have not been paid within the due date.

   a) Collections Aging Tracking
   b) Collections Agile Tracking
   c) Customer and Agent tracking
   d) None of the above

2. __________ refers to blithely switching customers from one provider to another and often back again or over to a third one.

   a) Churning
   b) Burning
   c) Turning
   d) None of the above

3. Full form of ACW is _________.

   a) Average call waiting
   b) All customer waiting
   c) Average customer warning
   d) None of the above

4. __________ is the number of customers you have spoken to during the review period.

   a) Customer contact
   b) Customer service
   c) Customer feedback
   d) None of the above

5. __________ indicate the CCE's performance by measuring key processes.

   a) Performance parameters
   b) Review Period
   c) Customer Service
   d) None of the above

Answer the following:

1. List the customer service quality parameters.
2. Explain the review periods in antelecom relationship centre.
3. Explain the process related to collection and bad debt recovery.
4. Explain the process related to churn management.
5. What is soft skills? how is it important?

Notes

Scan the QR codes or click on the link to watch the related videos

https://www.youtube.com/watch?v=JfYorh4jv2o

Processes related to the collection and bad debt recovery

5. Manage Workplace

Unit 5.1 - Develop Effective Work Habits

Unit 5.2 - Recording Customer Querries and Complaints

TEL/N2215

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. Discuss about organization’s specified grooming guidelines
2. Explain the significance of compleating the work within the given timeline
3. Demonstrate the correct practice ofgreeting the customers and asking about theirrequirements
4. Demonstrate the use of CRM software or MS-excel to recordcustomer queries and complaints
5. Practice typing with speed and accuracy

UNIT 5.1: Develop Effective Work Habits

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the grooming guidelines forCustomer Care Executive
2. Explain the importance of wearing organisation specified uniform at the workplace
3. State the importance of compleating the work within the given timeline

5.1.1 Grooming and Appearance

A Customer Care Executive should have a general sense of hygiene and appreciation for cleanliness for the benefit of self and the customers. One should maintain basic personal hygiene at work, like clean-shaven, neatly tied hair for women, and neat and clean uniforms. Personal hygiene is essential to grooming standards and ensures the overall quality of services.

Studies indicate that people with attractive or decent appearance earn better sales, more money and desired results. The primary explanation of this phenomenon is the natural human inclination, and people unconsciously judge and are influenced by looks without even knowing it.

Grooming is essential for creating the right first impression in front of a client and converting more sales. It impacts sales and, thus, indirectly, the salesperson's income.

Dressing fo rsuccess is an important thing for a Customer Care Executive. What you wear can affect how customers, your co-workers and manager streat you, your team, and your boss might perceive you.

Appearance

- The frontline person is the brand ambassador of the store. The customers visiting the stores are greeted and assisted by them. Hence, they are expected to display a neat and clean appearance and to be in uniforms that must be clean and ironed.
- Care should be taken to avoid any stains, broken buttons, or loose are present on the uniform.
- Shoes should be clean & polished at all times. Sandals/slippers/sports shoes and white socks should not be worn while on duty.
- Nails must be clean and cut most of the time
- Hair should be neatly combed before commencing duty, never in front of customers.
- Display ID cards when on duty so that it helps the customers identify the staff.
- A well-dressed appearance must be maintained in the workplace, even during off-duty hours.

Grooming Tips:

Here are a few grooming tips for the Customer Care Executive that can impact the ir image and help convert customers.

- **Be hygienic –** The primary rule of proper grooming is staying hygienic.Aperson must always stay clean and hygienic while on duty. This includes keeping clean nails, hair, skin, teeth, and odour. Not keeping yourself hygienic can put a poor first impression in the minds of your customers and eventually impact your position. Bad hygiene can distract potential customers and even drive them away.

- **Dress according to the location –** A Customer Care Executive should dress according to the region they are stationed in. Clothing like sarees and salwar suits for a female is also considered professional and helps the clients feel more familiar and at ease with the person. They should take advantage of this fact to ingrain more trust in their clients.
- **Dress neatly –** Dressing neatly is very important when it comes to putting the right first impression. A brand representative must wear washed and ironed clothes at all times, which impacts not just the salesperson's image but also the brand they're representing.
- **Wear the right attitude –** Wearing the right clothes is the first step. The Customer Care Executive should at alltimes be confident. This impacts hugely on the reliability of the product you are selling. One must also be informative, polite, helpful and patient at all times when it comes to dealing with potential customers to make the right impression.
- **Do not smoke –** Habits like smoking, chewing tobacco, or chewing gum put a really negative image in customers' minds. This is unacceptablefor a brand representative and should be avoided at all costs.
- **Proper body posture –** Slouching while on duty and keeping hands in pockets or the hips is not courteous to the customer and hence should be avoided. Maintain straight & upright posture while on duty.

5.1.2 Specific Uniform Guidelines

Call centres are often away from public view; thus,the uniform does not play a part in the visible brand identity. However, the way employees dress can affect morale in a call centre, and many organisations believe that a smart dress code can help improve performance. They generally encourage employees to wear smart casuals and business casuals.

Uniforms are mandatory for most of the Relationship Center Executives. A uniform can foster a sense of shared purpose amongst staff and give a contact centre a unique identity, marking it out as a place where people are proud to work and their service is valued.Italso determines how the employees react to their surroundings, smartens up the business environment, and perhaps helps the employees feel more motivated to do their jobs to the best of their ability.

For men

- Smart casual wear including a collared shirt or polo shirt with trousers such as chinos, dockers or cotton trousers for men
- Business standard for men is an outfit of suit jacket and matching trousers, a formal collared shirt, with a tie and formal leather shoes, preferably brown or black
- The uniform prescribed should be clean and pressed

Fig: 5.1.1 Clean and pressed uniform

- Shoes should be clean and polished
- Hair must be short, clean & tidy
- One is expected to have a clean-shaven look. In the case of beards/moustaches, they must be trimmed, neat and tidy
- Nails should be trimmed neatly on a regular

For women

- For women, smart casual is a jumper, blouse, sweater or cardigan with a skirt, dress or trousers and shoes or boots. T-shirts and anything with a slogan is to be avoided.
- A blouse or suit with a smart skirt or tailored trousers and formal shoes is the female business outfit
- Women having long hair should tie their hair and not keep it loose. Too much oil should not be applied
- They should avoid bright-coloured nail paint and long nails as they will distract customers or damage the merchandise on display
- Minimum, non-flashy jewellery should be worn. Dangling earrings, noisy anklets and bangles must be avoided on duty
- Only light make-up to be applied (lipstick of light shades only)
- Junk jewellery, studs and bracelets should be avoided while on duty

Fig: 5.1.2 A well-groomed female Customer Care Executive

5.1.3 Compleating Assigned Work Within the Given Timeline

One must adopt proper time management to complete the task within a given timeline.

Time management is about effective scheduling of your time, goal setting, prioritizing and choosing what to do and what not to do, delegating tasks, analysing and reviewing your spent time, organizing your workspace, keeping your concentration and focus on your work, motivating yourself to work towards a goal.

As a Customer Care Executiveat Relationship Center, you must attend to walk-in customers and perform other store tasks. To carry out these functions, you need to:

- Manage time while performing multiple responsibilities of the store
- Manage one's own time and the customer's time by holding precise discussions and interactions
- Prepare assigned reports within available time limits

Time Robbers

Time robbers are activities that create interruptions at your workplace, and these activities deviate from the objectives that need to be achieved.

Time Robbers could be:

- Poor personal planning and scheduling. For example, a lack of planning at the start of the day would result in the non-completion of tasks assigned for the day and result in non-achievements of targets.
- Interruptions by other colleagues. For example, gossiping with peers at the store is one of the time robbers for a Customer Care Executive.
- Poor delegation of Authority. For example, if the right task is not assigned to the right person, a task is generally not completed, leading to a waste of time.

5.1.4 Greeting Customers

When entering a Relationship Center, most customers want to see an employee make a genuine effort to acknowledge and assist them. Greeting a customer is the most important aspect of customer service. Here are a few tips for effective greeting:

- Smile when you greet
- Use appropriate hand gestures
- Display a proper body language
- Stop what you are doing and concentrate on what the customer is saying
- Maintain eye contact during the conversation
- Ask probing questions to gauge customer's need

Common customer service phrases to use

- Namaste/ Hello, Sir or Ma'am
- Nice to meet you!
- How can I help you, sir/ma'am?
- I'm sorry you're facing this <issue>
- Thank you for taking the time to explain that to me.
- I need a little more information to understand your concern.
- Although I'd be glad to help you with this,...
- I will have an update for you by <time>.
- Is there anything else I can help you with?

UNIT 5.2: Recording Customer Querries and Complaints

Unit Objectives

By the end of this unit, the participants will be able to:

1. Use CRM software or MS-excel to recordcustomer queries and complaints
2. Demonstrate typing with speed and accuracy

5.2.1 Using CRM and MS-Excel to Record Customer Complaints

MS Excelis one of the most widely used tools for recording customer interactions. The executive needs to create a template or use the already available template to capture the customer interactions, service requests and complaints. The same needs to be forwarded to the supervisor/team leader/concerned team for initiating action.

When working with Ms-Excel, the associate must knowthe basic Excel formulae to perform simple excel operations.Below is an example of a Ms-Excel template for capturing customer complaints:

S.No.	Date	Complaint No.	Name	Address	Product Serial No.	Problem details	Status
1	01-01-2022	1250	ABHISHEK ANAND	C/O NMDC IRON & STEEL PLANT NAGARNAR Chhattisgarh INDI	34093	Machine not Working	Open
2	02-01-2022	1251	ABHISHEK TIWARI	PANVEL MUNICIPAL COUNCIL TALUKA PANVEL PANVEL Mahara	48487	Wire cut	Closed
3	03-01-2022	1252	AMAN GUPTA	PLOT NO. N-3/159, IRC VILLAGE, NAYAPALLI BHUBANESWAR O	53027	Power not showing	Open
4	04-01-2022	1253	AMIT SAXENA	Ispat Bhawan Bhilai, Sector 1 Bhilai Chhattisgarh INDIA 490001	27388	Machine not moving	Closed
5	05-01-2022	1254	ANKIT ANAND	C-7, URJA BHAWAN SECTOR 6 PANCHKULA Haryana INDIA 1340	60150	Button not working	Open
6	06-01-2022	1255	ANURAG DASH	Sona Khan Bhawan Ring Road No 1, Village Purena Raipur Chha	37894	Machine generating voice	Open
7	07-01-2022	1256	ARPIT SRIVASTAVA	Bidyut Bhavan, North Banamalipur Agartala Pin - 799001 Agarta	56119	Machine not Working	Open
8	08-01-2022	1257	ATUL KUMAR	H. No. 209, S. No. 2017/2/1, Ramnagari, Shastri Chowk, Alandi Rd	45305	Wire cut	Closed
9	09-01-2022	1258	BANDTHU KESHAVA RAO	No.161, 3rd Floor, 17th Main, 48th Cross, 3rd Block, Rajajinagar,	62132	Power not showing	Open
10	10-01-2022	1259	CHANDAN KUMAR	228/9A, SAKET NAGAR BHOPAL Madhya Pradesh INDIA 462030	27324	Machine not moving	Closed
11	11-01-2022	1260	DHIRAJ SINGH CHAHAL	27-9-27/3, Dignumarthi Vari St, Beside Indira Convent, KAKINAD	28596	Button not working	Open
12	12-01-2022	1261	GOURAV GARG	OLD POST OFFICE BENISAGAR PANNA Madhya Pradesh INDIA 4	63227	Machine generating voice	Closed
13	13-01-2022	1262	KONANKI SIVARAM	D-272, VIBHUTI KHAND GOMTI NAGAR LUCKNOW Uttar Pradesh	39753	Machine not Working	Open
14	14-01-2022	1263	KUMAR SHUBHAM	H. NO 1001, SECTOR 7 EXTENTION GURGAON Haryana INDIA 12	38131	Wire cut	Open
15	15-01-2022	1264	MADHAV GOSWAMI	215, AAMRAPALI APPARTMENTS 56 I P EXTN PATPAR GANJ DELI	54763	Power not showing	Open
16	16-01-2022	1265	MD. SHADAB ALAM	HG/486, BLK H-1, Kh No. 109/20, Gali No. 21, Back Side Rajapuri,	53027	Machine not moving	Open
17	17-01-2022	1266	MUDIT DHAKAR	108, SHILAY INDUSTRIAL ESTATE, 1ST FLOOR, 8 UDYOG OFF. S. V.	55169	Button not working	Open
18	18-01-2022	1267	NAVIN KUMAR	Ground Floor, Opp Guru Nanak Dev MAJRI Specialist Hospital, Ne	60753	Machine generating voice	Closed
19	19-01-2022	1268	NITISH ARYA	E-2/98 ARERA COLONY BHOPAL Madhya Pradesh INDIA 462016	39127	Machine not Working	Open
20	20-01-2022	1269	PAWAN KUMAR	45 MAHABALI BHAWAN OPP RAJPUT HOSTEL STATION ROAD J4	53315	Wire cut	Closed
21	21-01-2022	1270	PRATAP BHANU SOLANKI	H-262 DEV RESIDENCY OPP. NIRMAN HOME NEW S.G. ROAD GOT	9988	Power not showing	Open

Fig. 5.2.1: Ms-Excel Template

Unlike CRM, managing your contacts on an excel sheet, memorizing their names and creating columns for all their previous conversations can be challenging.

CRM software simplifies the process of customer relationship management. It is a central repository system that contains all your client-related information in a consolidated form. Simply put, a CRM system brings your prospects and existing clientele under one roof.

Recording customer complaints as you move forward will help you accentuate your product/ service better. No matter how mundane it is. Every query and complaint could improve your overall business performance if attended properly. CRM software helps you generate a database of such queries and lets you not miss them.

5.2.2 Typing with speed and accuracy

Typing is an essential part of the Customer Care Executive job. It helps you complete your work faster and more efficiently, be comfortable with the computer, and help to capture customer details promptly.

Typing skillsare becoming increasingly relevant in the modern contact centre as the agents are involved in multichannel communications, with most secondary channels being text-based. When taking webchat or social media queries, you are often expected to handle several conversations at once, responding quickly to each.

By learning to type more fluidly, you may be able to keep up with the pace by typing what they mean the first time without editing.

Most typing done by Customer Care Executives is after-call work (ACW), usually done once the call is over and based on the executive's understanding of the interaction.

Not only does this add to the unavailable time, but key information can also be lost if the executive does not remember all the details.When you are a competent typist, youcan record the information while the customer is talking.

The average typing speed is 41 WPM. Professionals can type from 65 to 95 WPM, and some advanced typists can type up to 120 WPM.

There are a number of Typing Learning Software available, and you can choose the most suitable one among them.Below is the list of some of the popular Typing Learning Software:

- TypingMaster
- Typing.com
- TypingClub
- Typesy
- KeyBlaze
- RataType
- NCHSoftware
- Rapid Typing Tutor
- Typing Instructor
- The Typing Cat

Summary

- Discussing about organization's specified grooming guidelines
- Explaining the significance of compleating the work within the given timeline
- Demonstrating the correct practice of greeting the customers and asking about their requirements
- Demonstrating the use of CRM software or MS-excel to record customer queries and complaints
- Practice typing with speed and accuracy

Exercise

Multiple Choice Questions:

1. __________ is essential for creating the right first impression in front of a client and converting more sales.
   a) Grooming　　b) Sales
   c) Communication　　d) None of the above

2. Time management is about ___________.
   a) effective scheduling of your time　　b) goal setting
   c) prioritizing and choosing what to do　　d) All of the above

3. __________ are activities that create interruptions at your workplace.
   a) Time robbers　　b) Hackers
   c) Frauds　　d) None of the above

4. __________ is one of the most widely used tools for recording customer interactions.
   a) MS Excel　　b) MS Word
   c) MS Powerpoint　　d) None of the above

5. The average typing speed of a customer care executive should be __________.
   a) 41 WPM
   b) 31 WPM
   c) 51 WPM
   d) None of the above

Answer the following:

1. Elaborate proper grooming tips.
2. Discuss specific uniform guidelines.
3. Explain the importance of finishing an assigned work within the time line.
4. Discuss the process to greet customers
5. State some common customer service phrases.

Notes

Scan the QR codes or click on the link to watch the related videos

https://youtu.be/FBWcKpZwDYA

Grooming and Appearance

6. Attend Customer Calls

Unit 6.1 - Tele Marketing

Unit 6.2 - Making and Attending Calls

Unit 6.3 - Understand Customer Needs and Conduct Over the Call Sales

TEL/N2215

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. Explain the different styles and ways oftelemarketing
2. Demonstrate how to make and attend calls effectively
3. Discuss some open and close-endedquestions to ask customers
4. List the complete range ofproducts/services offered by theorganization
5. Describe the various means of collectingcustomer data from the concernedauthorities
6. Illustrate themethods to attain minimum call login time
7. Demonstrate basic selling techniques tosell your product/services by comparing them with competitors' products.
8. Describe the USPs and strengths of theproduct/services by using the featureadvantage benefits (FAB) approach
9. Demonstrate basic selling techniques tosell own product/services
10. Use CRM software to capture customer details accurately

UNIT 6.1: Tele Marketing

Unit Objectives

By the end of this unit, the participants will be able to:

1. Elucidate different types and ways of telemarketing
2. Discuss the organizational guidelines and procedures for telecalling
3. Identify open-ended and closed-ended questions
4. Identify various means of collectingcustomer data
5. List the basic telephonic skills needed to connect with the customers

6.1.1 Introduction to Telemarketing

Telemarketing is the direct marketing of goods/services to potential customers over the telephoneor the internet. Telemarketers or tele callers generally carry out telemarketing.

It is the practice of contacting, vetting and approaching potential customers. Telemarketing takes place from a call center, and telemarketing often involves a single call to assess interest and then follow-up calls to conduct a sale. Various filter criteria may be used to narrow down large databases of names and phone numbers to a small volume of the higher-probability target base.

Telemarketing is used forprofit businesses, non-profit and charitable organisations,donation solicitation, political groups, surveying, marketing research, and other organizations.

Types of Telemarketing Activities

- **Outbound :** Companies actively reach out to prospects and existing customers via outbound telemarketing calls, also known as “cold” calling.
- **Inbound :** These telemarketing calls are based on inbound inquiries about products or services as prompted by advertising or sales efforts. These are considered “warm” calls as customers typically have submitted an interest from online portals or are already familiar with the company.
- **Lead generation :** This collectsdata about potential customers’ profiles, interests, and demographic information.
- **Sales :** Telemarketers who are trained salespeople to engage in this selling activity and aim to close a deal on the phone.

Telemarketing may entail various activities, such as surveying, appointment-setting, telesales, database maintenance and cleaning, debt collection and providing a call to action.

6.1.2 Guidelines for Tele Calling

There are several ways of telemarketing in India, such as telephone calls and messages in the form of SMS and emails. Advertising through telemarketing is a widespread activity in India, and it includes communication of unsolicited nature, i.e. Unsolicited Commercial Calls (UCC) and Unsolicited Commercial Emails (UCE).

The Telecom Regulatory Authority of India (TRAI)regulates telemarketing practices in India vide the provisions under the Telecom Regulatory Authority of India Act, 1997, with the Telecom Commercial Communications Customer Preference Regulations, 2010.

The Telemarketers shall follow the orders/directions/regulations of DoT/TRAI on unsolicited commercial communication, including scrubbing the list of subscribers to be called for telemarketing through the National Do Not Call (NDNC) registry of the National Informatics Centre (NIC).

The regulations also dictate that no commercial communication,even for unregistered customers,shall be sent between 9.00 pm and 9.00 amso that customers are not disturbed at night.

6.1.3 Probing Techniques

Asking the right questions gives you the necessary information, a vital skill for customer service teams. Probing is asking relevant questions to uncover the customers' needs, and the objective isto uncover the customers' precise needs to gain a deeper understanding of their concerns.

Open and Closed Questions

An open-ended question is a question that starts with "how", "what", "when", "where", "who", or "why" and cannot be answered with a simple "yes" or "no".

A closed-ended question is the opposite of an open-ended question. These types of questionscan be answered with "yes" or "no".

Below listed are some examples of open and closed-ended questions:

Open Ended Questions	Close Ended Questions
• How can I help you? • How did you feel about our service? • Which features of our product/service do you like most? • What are you looking for? • What would make you consider availing our service again?	• Can I help you? • Did you experience good customer service today? • Do you like our product/service? • Are you interested in buying something? • Would you like to avail our service again?

Table 6.1.1: Open and Closed-ended Questions

6.1.4 Collecting Customer Data

Now-a-days, companies rely on customer data to help them outperform competitors and improve their services. It is important to be aware of data privacy laws that address what data can be collected and stored on individuals.

Customer data helps businesses to understand their customer's habits and online behaviour. This behaviour includes feedback, frequency of purchases, and the day or time of year a sale is made. Consumer data is usually collected in various ways. Some of them are:

- Asking customers for data
- Tracking customer behaviour
- Buying data from data brokers

6.1.5 Basic Telephonic Skills

It is crucial to have effective telephonic skills that help you build relationships with your customers. You should use your communication, interpersonal and organizational abilities when making customer calls.Telephonic skills are your communication tools when making calls to customers or clients. During a telephonic conversation, you should be engaging and personable to build and maintain a strong connection with them.

Some of the essential telephonic skills you can apply when communicating with customers are:

Positive attitude	Clarity and strong diction	Interpersonal skills	Empathy and sincerity	Active listening
Professionalism	Organization	Politeness	Gratitude and appreciation	Research and preparation skills
Leadership	Task and time management	Engagement and interactive skills	Technical skills	Attention to detail

Fig. 6.1.1: Basic Telephonic Skills

UNIT 6.2: Making and Attending Calls

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the concept of inbound and outbound calls
2. Illustrate the correct way to call and/or attend customer calls
3. Discuss the importance of adhering to the script
4. Demonstrate wrapping up customer calls
5. Used CRM to capture customer interaction details
6. Explain the importance of maintaining customer records in the prescribed format
7. Explain how to achieve maximum productivity by attainingminimum call login time

6.2.1 Inbound and Outbound Calls

Inbound Calls

These are calls that a customer initiates to a call center. An example of this would be a person calling a call centre to ask for bill information, and the agent answers the call but does not have to call the person directly.

Outbound Calls

These callsare the ones initiated by a call center agent to a customer on behalf of a client.These calls are typically made to prospective customers and focus on sales, lead generation, telemarketing and fundraising.

6.2.2 How to Open Calls?

- Always start the call with a smile; the customer will notice this in your voice.
- Greet the customer with a greeting, for example,good morning/evening/afternoon.
- Switch to the customer's preferred language; e.g., ifCCE should speak in the customer's language after greeting, the customer should start speaking in Hindi.

Guidelines for Outbound Calling

Outbound calling has three main elements- preparation, planning and purpose.

- Purpose:To know the purpose or objective of the call.
- Preparation:
  - Become alert and ready to focus on the call.
  - Adjust your headset to suit your requirements.
  - Keep a pen and paper ready to take notes as you talk.
  - Pull out the customer's name and contact number (found in lead sheets or the database).

- **Planning:** When planning an outbound call, CCE should have a few:
  - A greeting = "Good morning/afternoon!"
  - Introducing the agent = "Your first name".
  - Introducing the company = "ABC Services."
  - An opening statement or question to ensure that the customer is available to talk = "Is this a convenient timeto talk?"

For example, "Good morning, Sir! This is Ankita calling from ABC Services. May I speak to you regarding your waterpurifier for a minute?

You must continue only when the customer has given permission

- **Purpose of the call:** Explain the purpose of the call, why the customer is being called and what it is hoped to achieve.Make sure that the customer confirms that they understand the purpose of the call.

6.2.3 How to Answer Calls

Steps to answer a call:

- Answer the call before the third ring.
- Greet the customer using standard greetings. Don't say Hello.
- Listen. Do not interrupt a caller or become impatient.
- Speak clearly and use professional language.
- Place a call on hold, if necessary, rather than leaving a phone with an open line.
- Respond promptly to the customer.

Hold Procedure

CCE should put the customer on hold only if it is necessary and remember the following things before putting the customeron hold:

- Ask the caller's permission to be placed on hold.
- Provide a timeframe for how long the customer may be on hold.
- Give the reason for putting them on hold.

E.g., "May I place you on hold for about 2 minutes while I do a quick research on this issue?""Mr.Paul, may I please put you on hold for a minute or two to look into the details of your account?"

When you're back:

- Thank them for holding and resuming the conversation.
- For Example:
- MrPaul, thank you for patiently waiting.
- Thank You for being on hold,MrPaul.

Following Script

- Do not follow the script word for word. Instead, try to understand the problem first and tell the content in your ownwords.

- Talk to the customer in that language in which they are comfortable and not in the language you have learnt it.
- Understanding the script is comparatively important in addition to remembering it.
- Ending Call
- Once the customer's query is solved, do not finish the call abruptly. In the end, thank the customer for calling andsay, "You were talking to Ankita; thank you for giving your important time. Have a good day."

6.2.4 Call Flow for Inbound Calls

Parameter	Standard Verbiages
Opening	Good morning/afternoon/evening, Company name, this is agent name; how can I help/assist you?
Identification	1. Sir/ ma'am, do you want the information of the same numberyou are calling from? 2. May I have your full name, please?
Hold	<Customer name>, please be online as I get this information checked.
Unhold	<Customer name>, thank you for your patience.
Refresh Hold	It will take some more time to get this information checked; may I place your call on hold for some more time?
Security Check	<Customer name>, for security verifications/purposes may I know <Q1>, <Q2>, <Q3>?
Closing	<Customer name>, thank you for calling ABC services.

Table 6.2.1: Call Flow

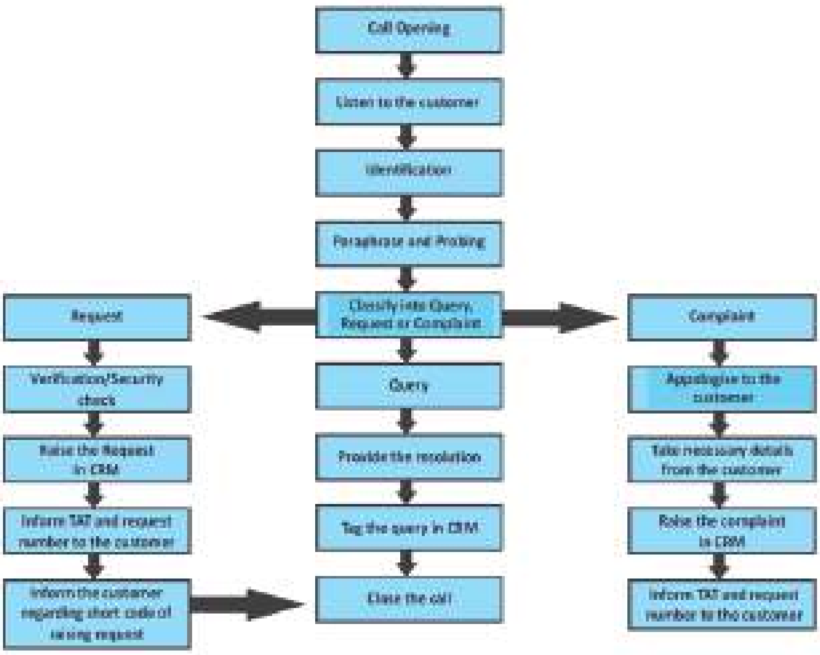

Fig. 6.2.1: Flow Chart for Inbound Calls

6.2.5 Wrapping up Call

Wrapping up a call includes documenting the reason for the call in a data system, capturing the outcome of the call and the steps ahead, making other notes about the interaction, notifying other departments or individuals of the caller's concerns or needs, and sending written instructions, URL links and other information to the caller.

Even if you can answer the customer's questions or fulfil their requests during the call, you will still need to devote time to data entry after the call is over to help the company track the reasons for customers' calls and the results of these interactions. This activity needs to be completed before you attain the next call so that you can concentrate on each customer separately.

While post-call processing is essential for your job, wrap-up time can become excessive if the processing goes on for too long, and it can eat into the time an agent could spend helping other customers.

Factors that affect wrap-up time:

It can be difficult to determine a certain number of seconds a Customer Care Executive should spend on after-call work since the time needed for this task depends on several factors. Some factors that influence the wrap-up time include:

- Data entry requirements
- Call complexity
- Automated systems
- Individual efficiency

6.2.6 Capturing Customer Details

Apartfrom fetching customer detailssuch as account balance, unpaid amounts, deadlines and credit balancesfrom the CRM, it is also used to capture customer interactions like the reason for calling, the information provided and action taken.

Let's discuss what data you should capture in your CRM during customer interaction.

- **Identity Data –** It includes descriptive details that are used to identify your customers, leads, and contacts. Identity data includes:
  - Name
  - Mailing information
  - Email address and telephone number
  - Social Media
  - Relevant personal information likedate of birth and account information related to your product or service.
- **Descriptive Data –** It includes lifestyle details relevant to your contacts. Descriptive data includes:
  - Career and education details
  - Family details
  - Lifestyle information
- **Quantitative Data –** It includes measurable data points that can help you interpret how your contact has interacted with your company.
- **Qualitative Data –** This data can be stored in your CRM to inform you about your contact's attitudes, motivations, and behaviours that relate to their buying decisions. This information is typically gathered from direct feedback and surveys administered by your company.

6.2.7 Maintaining Customer Records

Keeping customer records is vital for any business. These are simply records containing crucial customer information like customers' full name, address, telephone number, alternate contact numbers, email, fax, transaction history, etc.

Customer records are generally stored in the CRM. This process is automated; you can complete the task using a few keywords. Alternatively, it can also be done using a pre-designed database with Ms-Excel.

Inaccurate or incomplete data often hampersales and marketing performance. Somecustomersmay have changed their alternate phone number, email address or even their address, leading to an accumulation of incorrect and incomplete data in thedatabase.Always remember to capture the mandatory fields on the CRM or Ms-Excel. Avoid capturing duplicate data; merge the records if found duplicate.

Introducing naming conventions is one way to make data entry easy and maintain consistency. Sometimes you see the same country or state name, days of the week, dates, etc., in different formats. For example, UP and Uttar Pradesh. Sat and Saturday, 7th May'1989 and 07/05/1989, etc.

You can overcome this by creating a list of abbreviations and standard formats for data items like date, postal addresses, educational qualifications, date of birth, etc. A standardised format for all the data helps you generate accurate reports and filter records based on the exact criteria. Pre-defined drop-down list also helpseliminate a part of the problem.

6.2.8 Time Management on Phone Calls

Let us consider a few examples:

- A customer calls in with hardware problemsbut cannot connect the executive to their computer. Should the executive ask the customer to call back after some timeor wait until the customer gives access, or escalate the call to the supervisor/team leader?
- An irate customer calls in asking to speak to a manager and refuses to talk with the executive. Does the executive immediately transfer them to a manager or give them a direct extension number?
- You have been working with a customer on a recurring issue. The next time the customer calls, you are on vacation. Should someone else attend the call or wait until youreturn to work?

These situations are very common in call centres, and you should know how to handle them. You need to know when to escalate calls, when and how to contact the supervisor/manager, and where to look for answers if you don't know something. If your understanding is unclear, you will have to waste time getting answers first before you can help the customer.

Here are a few tips to achieve maximum productivity with the login time:

- Create a to-do list and check off boxes on the list
- Complete the most important tasks first
- Say no to unproductive tasks
- Take a break and relax
- Adhere to the standard operating procedure
- Create a time management matrix
- Don't Overwork Yourself

With a busy schedule and huge workload, getting things done on time might seem impossible. But following these time management tips will enable you to find a system for achieving your targets without getting stressed out.

UNIT 6.3: Understand Customer Needs and Conduct Over the Call Sales

Unit Objectives

By the end of this unit, the participants will be able to:

1. Elaborate the complete range ofproducts/services offered by theorganization
2. Explain the USPs of theproduct/services by using the FAB approach
3. Demonstrate basic telephonic selling techniques

6.3.1 Elaborate Company's Offerings

When you describe your company's products/services in your own words, you take ownership of how your customers perceive them. Your descriptions of the products and services will depend on your audience and what you're trying to achieve.

You can start by thinking about the perspective of your target audience and what you would need them to take away from your words. It would help if you had a description ready for meeting new customers. Whatever the circumstances, compellingly describing your products and services can help you win new customers.

- The key to describing your company's offerings is to consider your customer's perspective, not your own or your company's
- Focus on how your product/service will improve a customer's life and solve their problem
- Always read your competitor's promotional material. Note down the ideas and practices they use to sell their products/services and the key elements that set your offerings apart from others
- Avoid overusing adjectives such as "amazing" and "incredible," and severely limit superlatives like "best" and "fastest."

Relax and make the customer feel relaxed as well. Describe your products/services on a human level, and avoid jargon and stuffy language.

6.3.2 Methods to Identify and Meet Customer Needs

Being customer-centric helpsunderstand customers better and align products and services to create great value. You can not convince customers without knowing what they want.

Identifying customer needs should be the main focus of every business to build a solid customer base. Once you clearly understand the same, you can further use it to persuade your customers.

In order to understand the customer needs, it's essential to know who your customers are. By defining your target audience and segregating them based on variousfactors, you not only get clarity about what's your selling proposition but also identify their needs.Here are a few steps to meet customer needs successfully:

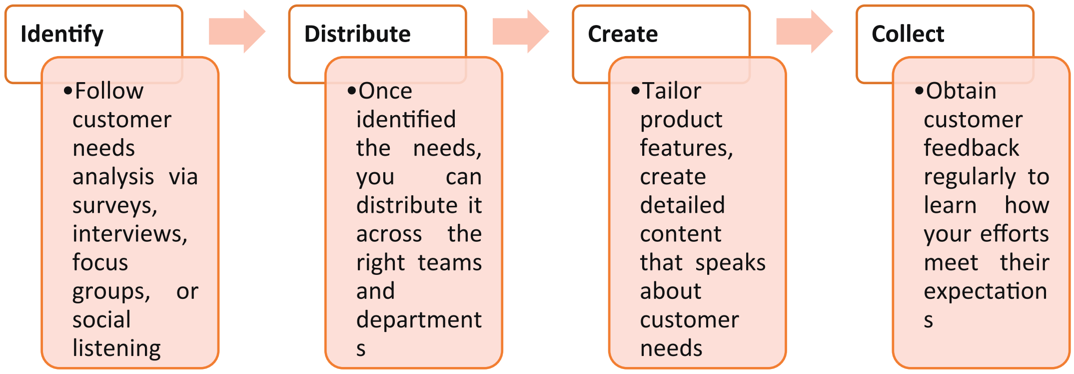

Fig. 6.3.1: Meet Customer's Needs

6.3.3 Explain USPs using FAB Approach

Identifying the various USPs (Unique Selling Points), advantages, and benefits of a product or service are essential for effective marketing and sales messages. The FAB Statements can explain why a particular company should buy the products.

FAB stands for Features, Advantages, and Benefits. FAB statement describes the features, its uses (the advantage), and the benefits it brings to the potential consumer.

- The easiest things to classify are the features. They are particulars or appearances of businesses/ products/ services. E.g., a "phone with Gorilla glass 3" is a feature.
- Advantages can be described as the usage of the features. These are accurate and are not related to the needs of prospects. For example, "screen can be protected from scratches by gorilla glass."
- Benefits can be explained as value to advantage, and it connects the facts about the product to a solution for the client. For example, "when one is travelling or have a lot of change or keys in their pocket along with their phone, the Gorilla glass will make sure the phone's screen remains scratch-less and clean."

Using FAB Statements

To start compiling a product/service into a compact marketing & sales message, we must first identify the various features, advantages, and benefits that will flow. The FAB Statement method helps connect with possible future clients, thus increasing business results. The below steps can be followed to create FAB statements:

- STEP 1: List all the features of a product. Then add advantages and benefits later
- STEP 2: Return to the list of features and write down one or two advantages of each feature
- STEP 3: Think like the prospective client, like the phrase," Get into his shoes", and for each advantage that exists, develop a value statement

Some executivesare known to start with benefits that will accrue and then go on to explain the features and advantages resulting in the said benefit. It all depends on the type of customer one encounters.

The FAB technique allows the Customer Care Executive to demonstrate the important features of a product and clarify how they can be important to the buyer. To remain focused on features, an executive must concentrate on showing or demonstrating the major characteristics of the product/service.

Each feature's advantage will reveal why the particular feature makes the product better or more useful. The benefit accrues to the customer depends on the advantage of that feature to the buyer, such as safety, time savings or personal enjoyment. To generate sales, concentrate on customers' needs. The metallic body parts and advanced functions may excite the sales staff, but to the customers, what they get from buying the specific company product compared to the competition is more important. The benefits to the customers should be the main point of a product-focused sales approach.

Features	Advantages	Benefits
Unlimited calling	Can call on all Local and STD numbers free for one month	Callanyone, anytime without thinking of tariff or balance
2 GB data per day	Can use 2 GB high-speed data per day and thereafter at 90 Kbps	Can browse the internet, do video calls, watch videos and listen to songs seamlessly

Table 6.3.1: Example of FAB technique

6.3.4 Basic Selling Techniques for Over the Phone Sales

Telephonic sales have an advantage over other interactions in that they occur in real-time, unlike digital messaging, and are less dependent on a stable internet connection than video.

If you know how to make the most of your cold calls and follow-ups, you should be able to generate more leads and spend less time pitching to new customers. Sales targets can be primarily based on revenue, and this primary target can be achieved by employing many internal targets, such as:

- Number of calls made
- Number of leads qualified
- Number of opportunities
- Number of demos
- Regular follow-ups
- Conversion rates

These key metrics are to be tracked regularly to determine the right lead-generating source and focus the target audience with these metrics to enhance your sales. CRM can track these metrics automatically without any manual effort, which will help you analyze the right way to achieve the targets.

Tips for over-the-phone sales

Here are a few phone sales tips to improve your calling strategy and conduct more sales:

- Know the best time to call
- Set a calling goal
- Research about market competitors
- Make a proper introduction about yourself and the company
- Adhere to the script for better time management
- Look for interest signals by asking probing questions
- Stay in control of the call
- Make time to follow up
- Aim to build rapport
- Actively listen to the prospect
- Present all relevant information honestly
- Practice handling objections to get to the truth
- Know when to close

Summary

- Discussing the concept of inbound and outbound calls
- Illustrating the correct way to call and/or attend customer calls
- Discussing the importance of adhering to the script
- Demonstrating wrapping up customer calls
- Using CRM to capture customer interaction details
- Explaining the importance of maintaining customer records in the prescribed format
- Explain how to achieve maximum productivity by attaining minimum call login time

Exercise

Multiple Choice Questions:

1. ___________ is the direct marketing of goods/services to potential customers over the telephone or the internet.

   a) Telemarketing b) Telephoning

   c) Telegraphing d) none of the above

2. ___________questions can be answered with “yes” or “no”.

   a) Close-ended b) Open-ended

   c) both a and b d) none of the above

3. Customer __________ helps businesses to understand their customer's habits and online behaviour.

   a) data b) feedback

   c) details d) none of the above

4. Outbound calling has three main elements- preparation, planning and ___________.

   a) purpose b) discussion

   c) agreement d) None of the above

5. Some factors that influence the wrap-up time include __________.

   a) Data entry requirements b) Call complexity

   c) Automated systems d) All of the above

Answer the following:

1. Explain the types of telemarketing activities.
2. Discuss the guidelines for telecalling.
3. Discuss the importance of basic telephonic skills.
4. Explain the difference between inbound and outbound calls.
5. Explain the process to open calls.

Notes

7. Manage Sales and Services

Unit 7.1 - Healthy Workplace Practices

Unit 7.2 - Conducting Sales Activity at Relationship Center

TEL/N0117

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. State the organisational guidelines for standard uniforms, name badges and personal hygiene
2. Use basic housekeeping techniques for maintaining store/showroom hygiene
3. Discuss the importance of a performance review
4. Elaborate on various types of selling techniques
5. List the complete range of products/services offered by the organization and compare them with competitor's product
6. Identify buying and usage patterns ofcustomers and offer products accordingly
7. State and highlight new offers, promotions and schemes for the customers
8. Describe the payment collection process for bill payments/recharges
9. Explain the methods to achieve daily/weekly and monthly sales targets and profitability
10. Use various intranet tools and Customer Relationship Management (CRM) software

UNIT 7.1: Healthy Workplace Practices

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the organisational guidelines for standard uniforms and personal hygiene
2. Use basic housekeeping techniques to maintain store/showroom hygiene
3. Perform steps to organise stock andinventory as per the organizationalrequirements
4. Conduct performance review with the store manager

7.1.1 Personal Hygiene and Uniform Standard

Good personal hygiene and proper dress code involve keeping all parts of the body clean and healthy as well as wearing neat and tidy clothes. It is vital for maintaining both physical and mental health.

Importance of Uniform Standard

Uniform for Relationship Center Executives is very important as it plays a part in the visible brand identity.Adhering to the uniform code sends a message that everyone is equally important and has a vital role in the organization. A uniform creates brand awareness among your target audience in a business environment and creates unification and consistency within your brand.

Fig. 7.1.1: Uniform of a female Customer Care Executive at a Relationship Center

A standard name badge with the name imprinted on it allows other employees and customers to identify you. This is particularly true if not all employees wear a standard uniform.Name badges are written to provide the information necessary to ease networking and conversation. Generally, a name badge provides the person's call-by-name, and sometimes it also includes where they are from or work or their title.

Name badge should be worn above the pocket on the right side of your shirt, blouse, or blazer. The display badge must be worn above the uniform if attached to a lanyard. The badge should not be damaged, and your name must be clearly visible.

Fig. 7.1.2: Name Tag

Here are some of the basics of the importance of uniforms for anorganisation:

- **Look and feel:** When a brand or multi-location business develops a consistent look and feel throughout locations, it lets its customers know that this is the same product they have come to know and trust
- **Unity:** Uniform sends them the message that they are equally important and have a vital role within the organization
- **Brand identity:** Your company's uniform acts as free advertising.The company colours and logo on the uniform create an immediate visual representation of your brand. Every Relationship Center Executive should be aware of the image they project while wearing their uniform
- **Company pride:** Relationship Center Executives who wear an appealing uniform feel proud to be recognized as part of the organisation. A uniform tells them that they are representatives of the brand
- **Team spirit:** People wearingthe same uniform often feel a relationship, especially when they are out in public

Uniforms must be kept neat and tidy, and the person wearing those uniforms needs to define the brand through their image and presentation. Seeing smart, friendly staff in uniform in the work environment can form a lasting positive impression.

Maintaining personal hygiene

Proper grooming and healthy hygiene habits can help you avoid illnesses and feel good about yourself. Personal hygiene habits such as brushing your teeth, washing your hands and wearing clean clotheswill help keep diseases at bay. Practising good body hygiene helps you feel good about yourself, which is essential for your mental health.

People with poor hygiene, dishevelled hair and clothes, body odour, bad breath, and body odour are often seen as unhealthy and may face discrimination.

Tipsfor maintaining personal hygiene:

- **Bathe regularly:** Wash your body and hair with soap and shampoo
- **Cut fingernails and toenails:** Keeping your finger and toenails trimmed and in good shape will prevent problems such as hangnails and infected nail beds
- **Brush and floss:** Ideally, you should brush after every meal. At least brush your teeth twice a day and floss daily. Brushing regularly reduces the accumulation of bacteria in your mouth, which can causefoul breath, tooth decay and gum disease

- **Wash your hands:** Washing your hands before eating food, after going to the bathroom, after coughing or sneezing, and after handling garbage, goes a long way toward preventing the spread of bacteria and viruses
- **Sleep Well:** Get plenty of rest for 8 to 10 hours a night so you are refreshed and ready to take on the day every morning. Lack of sleep can leave you feeling tired and can compromise your body's immune system

7.1.2 Housekeeping and Cleanliness in the workplace

- **First impression counts:** Is the parking area clean of litter and brightly lit? Is the entrance clean and inviting, with a trash container available? A customer's first impressionof the workplace creates a lasting impression in their mind.
- **Front door assumption:** Is the glass on the door clean and free of fingerprints? Customers will initially assume that the rest of the workplace may be the same if the front door is dirty.
- **Make it glitter!** If it is glass or metal, it must be clean. Make it a priority to dust and use glass cleaner daily after vacuuming.
- **Shoulders to knees:** Employees notice the majority of arrangements between their shoulders and knees. Make those areas a priority of cleanliness.
- **Necessary rooms:** Employees should be able to use the restrooms. Not only should it say 'squeaky clean' to your employees and staff, but it should also say something about how you value them and their comfort level.
- **Aroma:** Does your workplace 'smell clean? Employees can assume whether a workplace is clean based on what they smell

Basic housekeeping tips:

Prevents Trips, Falls, and Slips

Work areas should be kept clutter-free. They should be clean and sanitary, including store rooms and service areas. Floors should always be clean and dry, and there should be adequate drainage where water is used. Grease substances and oil should be cleaned up from common areas as soon as possible. Floor coverings like carpets and mats should be used in dry areas, and floors should be kept clear of holes, loose boards, nails,or splinters.

Avoid Fire Hazards

Proper housekeeping services keep combustible materials from accumulating in the work environment. Housekeeping will ensure that all combustible items are in metal or glass containers and removed from the premises to be disposed of as per protocol.

Controls Dust

If dust covers more than five percent of a workroom surface, it can create an explosion hazard. Housekeeping in the relationship center should include frequent vacuuming with a vacuum cleaner or washing the area with water.

Clutter-Free Areas

Cluttered workplaces may lead to ergonomic injuries since employees have space limitations. It is also difficult to set up workstations in congested spaces as injuries could occur from more twisting of the body rather than moving around entirely. Emergency exits, passages, and stairwells should also be clear from blockages. Trash cans/dustbins should be emptied when full and not when they're overflowing.

Documenting the Rules

Housekeeping policies should be well documented and accessible to all employees. The document should mention specific cleaners, methods, and tools to be used in various areas.

7.1.3 Organise Stock andInventory as per Organizational Requirements

Any business cannot run successfully without the knowledge of the position of its stock because onecannot sell what one cannot see.Inventory or stock is the goods or materials a store holds for sale, and inventory managementis a discipline primarily concerned with stocks.

Different organisations, for better stock management, follow different policies.

- Organisational policies provide a blueprint of what needs to be done
- Organisational policies provide a given store with an edge over its competitors
- Organisational policies mandate that the inventory must be replenished on time for customer
- goodwill and loyalty
- Organisational policies streamline store operations, especially inventory management

Steps to organize stocks in a Relationship Center:

- Organise stocks as per the information labels
- Store products sold together near each other
- Keep best-selling products close to the front
- Stack inventory higher to make use of the vertical space

7.1.4 Reviewing Performance with Store Manager

A performance review is a formal assessment in which your manager will evaluate your work performance, identifyyour strengths and weaknesses, offer feedback, and set your targets for future performance. Performance reviews are also called performance appraisals or performance evaluations.

Here are a few suggestions that will help you toprepare for the review:

- Prepare notes-Always make notes before each performance review, which should contain topics you want to discuss, strengths, weaknesses, and your achievements of the last cycle
- Brainstorm examples - Youmust be able to share concrete examples of how you have met targets set at the last review and how your performance has improved overall
- Self-evaluate - You should practice self-evaluation by giving yourself a mock performance review whereyou need to identify your strengths, weaknesses, accomplishments, and goals
- Come with questions-Youmust have a safe environment to ask questions in performance reviews. Preparing questions ahead of time can help ensure everything that needs to be asked is asked

UNIT 7.2: Conducting Sales Activity at Relationship Center

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the organisational guidelines for standard uniforms and personal hygiene
2. Use basic housekeeping techniques to maintain store/showroom hygiene
3. Perform steps to organise stock andinventory as per the organizationalrequirements
4. Conduct performance review with the store manager

7.2.1 Basic Selling Techniques

Selling is trying to persuade someone to buy your product or service. In the most basic terms, selling can be said to be giving or exchanging goods for money. Today, however, with the growth of marketing, selling does not only mean mere give and take but also refers to attending to consumers' needs. It is how you help customers buy the products and services of your business.

Selling to different customers often requires different selling techniques to get their attention. Let us discuss a few widely practices selling techniques used in the industry.

- **Product Selling –** It is selling the advantages or features of a specific product/service
- **Solution selling –** Here, you try to focus on a customer's pain point and address how your product/service is the best solution forthem
- **Insight Selling –** With insight selling, the pain point is unknown to the customer. You are helping your customer identify a problem they did not know even existed, opening a white space for you to sell your product/service

7.2.2 Product Differentiation

Product differentiation is a marketing strategy that involves making distinct changes in goods or services to make them stand out from others in the market. There are two types of product differentiation:

- Horizontal
- Vertical

In horizontal differentiation, the goods differ, but their prices are almost similar. Products in vertical differentiation vary in quality, and customers prefer one brand to the other despite the price variations. Product differentiation is an effective way of enhancing customers' responsiveness by providing them with a wide array of products or services in the market. It gives customers from different segments of the market a wide variety of goods to choose from. For example, the market contains a variety of data packs with different amounts of data from various companies.

7.2.3 Types of Selling

Up-selling: Upselling is a sales strategy that involves encouraging customers to buy a higher-end version of a product than what they originally intended to purchase. As acquiring new customers is far more difficult than selling to existing ones, you have to often employ techniques like upselling to increase sales revenues. For example, you can suggest to a customer a higher denomination of recharge than what he/she intended to, as it comes with an OTT subscription as an additional benefit.

Cross-Selling: Cross-selling is the action or practice of selling an additional product or service to an existing customer. Cross-selling objectives can either increase the income derived from the client or clients or protect the relationship with the clients. For example, if someone comes to the store to recharge his phone, you can sell a 3G data pack along with it.

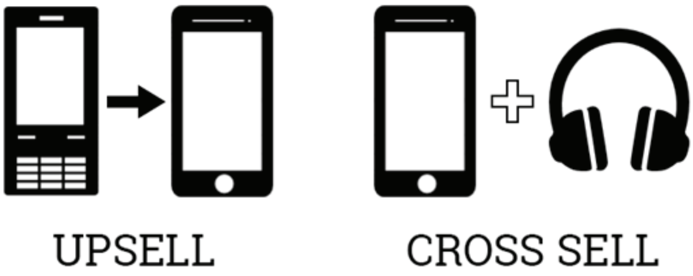

Fig. 6.3.1: Upselling and Cross-Selling

Tips on Up-Selling and Cross-Selling

- Once your customer has decided to buy, their wallet or pocketbook is open, and additional purchase decisions are much easier
- Mention the add-ons before the sale is completed but after the major purchase decision has been made. Do not rush to make an add-on sale before the customer has decided to buy the main product
- If you're offering products or services to satisfy your customers' needs, recognise that you are helping them. Be sure to put forward the add-on offerstoclarify that you are helping the customer rather than merely making money
- Offer relevant add-ons to your customers based on their shopping cart content or past purchase history
- Use techniques like "you might also like" and "other customers purchased". These techniques will help assure the customer that the add-on items are really helpful
- Make sure whatever you offer your customer is adding value to their original purchase. If not, the customer will simply feel you are trying to cheat them

7.2.4 Selling Process

Let us understand the selling process in detail. The steps involve:

STEP 1: Approaching the Customers

In the first stage of the selling process, the Customer Care Executive approaches customers with unsatisfied needs and tries to stimulate problem recognition. Approaching a customer is a method of quickly getting the customer's attention and building interest in the merchandise.

Purpose of Approach: The purpose of the CCE's approach is to narrow the customer's focus from a broad generalized interest to a consideration of specific items.

Elements in Approach: The approach consists of greeting the customer with a genuine smile, introducing yourself by name, developing rapport, and getting the customer to consider specific merchandise. Many customers are anxious, particularly when considering a change, and customers also may feel threatened, thinking a CCE will be too aggressive. The customer's anxiety can be reduced by a smile or an introduction and welcome note.

The initial rapport building continues until the customer's verbal or nonverbal communications indicate he is ready to discuss the merchandise. Then the CCE starts to direct the customer's attention by asking a question, mentioning a feature or benefit of the merchandise, discussing the good's manufacturer, or pointing out a special value.

STEP 2: Probing to Identify Needs

In the second stage, customers search for information to satisfy their needs, and the CCE collects information about customers so they can determine what merchandise might be appropriate. The CCE must determine what the customer is looking for through questioning or probing. What product the customer has currently, and what are his needs that might be used to get information about the required product? For example - "Do you want a call plan withfewer roaming charges?"

Also, collect information about the customer's preferences for pre or post-paid plans and internet usage. Understand the exact need or expectations of the customer. You have to understand their buying pattern and offer customized solutions, and that means you have to do selling based on customer analysis. Customers often want to know the CCE's opinion. Even when customers know what kind of plan they want, they might want to know the CCE's opinion about the features and benefits of various plans.

Consider the conversation below:

Customer: I am looking for a new connection for my phone.

Executive: Ma'am, which connection are you using currently?

Customer: Right now, I am using the SIM of ABC company.

Executive: Which features do you not like about the connection from your experience?

Customer: Oh! I had a huge network problem with this connection, and the plans did not match my needs.

Executive: Ok, ma'am. Where do you operate your phone the most?

Customer: I travel by road frequently to rural areas as I work in an NGO.

Executive: Ma'am, I understand the network issue now; please tell me what your usage is like. Do you surf the net and prefer calling or messaging?

Customer: I need to use email very often, and yes, I do a lot of messaging.

(Here, the executive probes or, in simple terms, questions the customer to identify her needs)

To satisfy the customers' needs, the CCE must ask questions and then listen carefully to customers' replies and comments. Effective listening is the most important step in building rapport with customers. In the third stage, The CCE presents and demonstrates the features and benefits of the product to assist the customer in evaluating alternatives.

STEP 3: Presenting and Demonstrating Products and Services

In the third stage, CCE presents and demonstrates the features and benefits of the product or the services to assist the customer in evaluating alternatives. A suitable product has to be introduced to the buyer. For this, the executive should have a thorough knowledge of the complete range of products/services he sells and that of the competitors. He should be aware of the strengths and limitations of the company's products and services.

Benefits

Customers buy benefits, not features. A benefit is a specific need that is satisfied when a customer buys a product. In all buying situations, customers ask themselves, "What will I get from buying this

merchandise?" A CCE answers this question by explicitly indicating which need of the customer will be satisfied by the product. For example:

- Our company has the highest connectivity in the entire country.
  You will have seamless connectivity in the North Eastern states of India.
- "Yes, we have a range of broadband plans that exactly suit your requirement. The price will vary, and the features are…….". "As you primarily need a connection to watch films, you can take an HD connection because it has good quality and…."

STEP 4: Handling Objections/Reservations

Objections can arise at each stage in the sales process. For example, a customer may not be willing to talk with a Customer Care Executive during the approach. Reservations can also arise when the CCE is presenting the product.

STEP 5: Closing the Sale

Closing a sale occurs when the seller and buyer agree to the conditions of the sale, and the buyer makes a firm commitment to the transaction. You must create a win-win situation with the customers by convincing them to buy products/services and fulfilling their needs. Closing the sale should not be seen as a transactional event but rather as the natural ending of the sales process.

There can be different ways of finally closing the sales, and they are explained with the help of examples.

Direct Close: "Shall I finalize this, Sir?" or "Shall I make the bill please?"

Test Close: "Do you have all the information to decideto buy the SIM?"

The Suggestion Close: "I suggest you go for M Post-paid plan as it matches your current requirement."

Assume Close: "When would you like the connection to be installed?"

Alternative Close: "Which will it be, Sir, the 'My Plan abc' or the 'My Plan xyz'?"

STEP 6: Building Relationships and Future Sales

This is extremely important, especially for selling services such as telecom products and services sales consisting of many upgrades. A customer and a Customer Care Executive relationship should not end when a sale is made.

It is becoming increasingly important for CCE to build long-term relationships with customers so they will return to the centre and seek out the Centre Executive the next time they're buying.

Methods for building goodwill include:

- Keeping the customer's interest paramount
- Reaffirming the customer's judgment
- Ensuring proper use of the merchandise
- Handling customer complaints
- Remembering the customer between visits and
- Providing "above and beyond" service

Basically, the CCE has to sell, up-sell and cross-sell products and services in a Relationship Centre.

Example:

We will now see how to sell products by applying the above mentioned skills. The first stage is to gather information.

Let us see in this example how Rita gathers information:

Rita works for a telecom BPO. Her job is to sell various mobile phone plans and other Value Added Services like the internet on the phone, caller tunes etc.

Rita: Before I offer you a plan, Sir, I would like to know how much you think you would use the internet on your phone. Do you just want to browse the net, or would you be downloading from the net? If you could share with me what you are really looking for, I could give you a few options.

Customer: Oh yes, I just want to see emails; I don't think I would need to download anything from the net on the phone.

Rita: In that case, Sir, you need to go for a basic plan as you would only use the internet service on your phone for a limited period.

Asking questions and listening will allow you to gather the information that will increase your chances of success with the sale. In this case, we have seen how asking questions and listening to the customer actually clarifies what the customer is looking for and helps you offer what the customer wants.

Now let us see how the next stage of summarizing and building trust helps in the selling process:

Rita: As you mentioned, you would not be downloading anything from the internet and that your requirement is only to access your emails; I suggest you take our basic plan that allows you to configure three different email ids.

Customer: Oh! That's great. That is my actual requirement (frankly speaking); thank you very much!

Knowing how to ask questions effectively and listening helped Rita to build trust. The customer now trusts what Rita says.

The last stage is to offer the product and close the sale finally. Let us see how this can be done.

Rita: Sir, I think you should buy our internet package - super business. The monthly rental for this package would be only Rs. 150. Your services will be activated within 24 hours. Should I activate this plan for you, Sir?

Customer: Oh! Sure.

Rita: I hope you like our services. Thank you, Sir.

Customer: Thank you.

Did you observe how Rita closed the call? Remember, closing the call is as important as the beginning. If you close the call properly, the customer will feel happy!

7.2.5 Sale Promotion Schemes and Offers

Sales promotion schemes may induce the buying habit of buying in large quantities to exclude other brands. Various types of sales promotion schemes are:

- Gift coupons
- Cash premium vouchers or coupons
- Cross-Couponing offers
- Coupon Redemption schemes
- Jumbo or multiple packs
- Money-off offers /Discounts

7.2.6 Achieve Sales Targets

Sales is a crucial part of the business to be managed with the deepest concern. Setting goals and taking your sales towards achieving that target will provide you with the right and a clear path for your business. Different techniques and strategies are used in different businesses to achieve the target set by the company. Below are the actions that will help you achieve your sales target:

- Measure your sales activities
- Monitor your pipeline
- Improve your close rate
- Optimise the length of your sales process
- Increase your average sale
- Coordinate with people who can bring leads
- Ask for more referrals
- Handle customer objections with rebuttals

7.2.7 Activities to Increase Customer Engagement

Effective customer engagement strategies can help you make the most of your relationship with existing customers. They can also provide many benefits, including higher conversions, lower churn rates, and more referrals. Customer engagement is how your customers interact and engage with you. As a Customer Care Executive, it's crucial to build the right customer engagement strategies. Here are a few customer engagement strategies:

- **Build a complete customer experience –** Great customer experience involve multiple touchpoints across multiple channels, often occurring, so you remain top of mind, relevant, and valuable!
- **Personalize customer communications and outreach -** Personalizing your customer communications is easier than ever. Through email, text, ads, etc., you can personalize how you communicate
- **Reward customers for loyalty and engagement –** Customers love free benefits Not just because of the gift they receive but because they know the person giving it to them cares
- **Encourage customer testimonials -** One of the most important aspects of any customer engagement strategy is gathering their feedback and testimonials. This can be done by surveys, questionnaires, feedback forms and review sites
- **Omnichannel customer service system -** Omnichannel Customer Service System gives your customers what they need when they need it

Everyone focuses on lead generation and sales, providing their customers with value but then moving on to the next one. By creating a powerful customer engagement strategy, you're more likely to reduce churn rates and improve conversions.

Summary

- State the organisational guidelines for standard uniforms, name badges and personal hygiene
- Use basic housekeeping techniques for maintaining store/showroom hygiene
- Discuss the importance of a performance review
- Elaborate on various types of selling techniques
- List the complete range of products/services offered by the organization and compare them with competitor's product
- Identify buying and usage patterns of customers and offer products accordingly
- State and highlight new offers, promotions and schemes for the customers
- Describe the payment collection process for bill payments/recharges
- Explain the methods to achieve daily/weekly and monthly sales targets and profitability
- Use various intranet tools and Customer Relationship Management (CRM) software

Exercise

Multiple Choice Questions:

1. __________ should be worn above the pocket on the right side of your shirt, blouse, or blazer.
   a) Name badge   b) Broach
   c) Tie   d) None of the above

2. __________ provide a blueprint of what needs to be done.
   a) Organisational policies   b) Customer policies
   c) Occupational map   d) None of the above

3. A __________ is a formal assessment in which your manager will evaluate your work performance.
   a) Performance review   b) Customer feedback
   c) Self evaluation   d) None of the above

4. __________ is a sales strategy that involves encouraging customers to buy a higher-end version of a product than what they originally intended to purchase.
   a) Upselling   b) down selling
   c) side selling   d) None of the above

5. ___________ is the action or practice of selling an additional product or service to an existing customer.
   a) Cross-selling   b) even selling
   c) not selling   d) none of the above

Answer the following:

1. Discuss the importance of uniform standard.
2. Discuss the tips for maintaining personal hygeine.
3. Discuss the steps for housekeeping and cleanliness in a workplace.
4. Discuss basic house keeping tips.
5. Explain basic selling techniques.

Notes

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8. Plan Work Effectively, Optimize Resources and Implement Safety Practices

Telecom Sector Skill Council

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Key Learning Outcomes

By the end of this module, the participants will be able to:

1. Explain about the work place health and safety
2. Differentiate various health hazards
3. Demonstrate various first aid techniques
4. Importance of safety at workplace
5. Understand Basic hygiene Practices and hand washing techniques
6. Explain the need for social distancing
7. Understand the reporting of hazards at workplace
8. Explain e-waste and process of disposing them
9. Explain Greening of jobs

UNIT 8.1: Workplace Health & Safety

Unit Objectives

By the end of this unit, the participants will be able to:

1. Understand about workplace health and safety
2. Explain tips to design a safe workplace
3. Explain precautions to be taken at a workplace

8.1.1 Safety: Tips to Design a Safe Workplace

Every organization is obligated to ensure that the workplace follows the highest possible safety protocol. When setting up a business some tips to remember:

- 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
- Ensure presence of emergency exits and 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
- Get expert advice on workplace safety and follow it
- Get regular inspection of electrical wiring and also the electrical switches and gadgets
- Install fire extinguishers and fire alarms.

8.1.2 Non-Negotiable Employee Safety Habits

Every employee is obligated to follow all safety protocols put in place by the organization.

All employees must make it a habit to:

- Immediately report unsafe conditions to the supervisor
- Recognize and report safety hazards that could lead to slips, trips and falls
- Report all injuries and accidents to the 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
- Always be alert
- Educate the employees about the first/emergency exits on the floor, and also where the fire extinguishers are kept.

Tips

- Be aware of what emergency number to call at the time of a workplace emergency
- Practice evacuation drills regularly to avoid chaotic evacuations

UNIT 8.2: Different types of Health Hazards

Unit Objectives

By the end of this unit, the participants will be able to:

1. Understand the health hazards
2. Demonstrate First Aid Techniques

8.2.1 First Aid

Illness, injuries, and pain are part of human life. This can happen anyway. Every individual is prone to illness and injuries at any time and anywhere.

In case of any of these, some kind of immediate medical attention or treatment is needed to reduce the discomfort, pain, and deterioration of the condition. The medical attention that is given at the first instance before seeking professional medical help is called "First Aid". First aid is the immediate and temporary treatment given to the victim of an accident or sudden illness while awaiting the arrival of "Medical Aid". First Aid means providing the initial treatment and life support for people with an injury or illness. However, First Aid has its limitations and does not take the place of professional medical treatment. Proper early assistance given by First Aider helps in saving the life of a patient.

Illness and injuries can happen anywhere, be at home, the workplace, or in the market place. Whatever safety measures we adopt, we are all prone to illness sometime or the other.

Some common injuries and their rescue techniques:

8.2.2 First Aid Techniques

- Direct pressure must be applied to the cut or wound with a clean cloth, tissue, or piece of gauze, until bleeding stops.
- If blood soaks through the material, it is highly recommended not to remove it.
- More cloth or gauze must be put on top of it, and pressure must be continued.
- If the wound is on the arm or leg, the limb must be raised above the heart to help slow the bleeding.
- Hands must be washed again after giving first aid and before cleaning and dressing the wound.
- A tourniquet must not be applied unless the bleeding is severe and not stopped with direct pressure.

Fig. 8.2.1: Apply pressure

Clean cut or wound

- The wound must be cleaned with soap and lukewarm water.
- To prevent irritation and burning sensation, the soap solution must be rinsed out of the wound.
- Hydrogen peroxide or iodine must not be used to clean or treat the wound since they are corrosive and can damage live tissues.

Fig. 8.2.2: Clean cut or wound

Protect the wound

- Antiseptic cream or solution must be applied to the wound to reduce the risk of infection.
- Then the wound must be gently covered with a sterile bandage.
- Till the wound heals, the bandage must be changed (dressed) daily to keep the wound clean and dry.

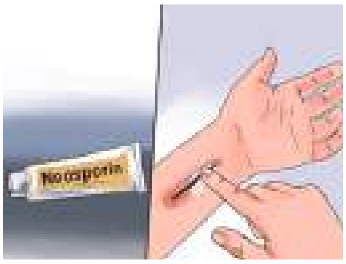


Fig. 8.2.3: Protect the wound

Call the Emergency Helpline if:

- The bleeding is severe and deep
- You suspect Internal Bleeding
- Abdominal or Chest wound exists
- Bleeding continues even after 10 minutes of firm and steady pressure

For Burns:

- Immediately put the burnt area under cold water for a minimum of 10 minutes
- If the burned area is covered, take clean scissors, cut and remove the fabric covering the area
- In case clothing is stuck to the burned area, leave it as it is
- Before sterile dressing application, remove jewellery (if any)
- It is better to leave the burned area open
- Do not apply any medication or ointment
- Breaking a blister – it is an absolute no-no!

Fig. 8.2.4: Put Burnt Area under Water

For Broken Bones and Fractures

- **Protruding bone must be left alone**
  - o If a bone has broken through the skin, it must not be pushed back into place.
  - o The area must be covered with a clean bandage and immediate medical attention must be sought.
- **Bleeding must be stopped**
  - o Steady and direct pressure must be applied with a clean piece of cloth for 15 minutes and the wound must be elevated.
  - o If a blood soaks through, one must apply another cloth over the first and seek immediate medical attention.
- **Swelling must be controlled**
  - o The RICE (Rest, Ice, Compression and Elevation) therapy must be applied to control and reduce swelling.
  - o Rest the injured part by having the person stay off of it.
  - o Ice must be applied on the area with the help of an ice pack or by wrapping the ice in a clean cloth. Ice must not be directly placed against the skin.

For Heart Attack/Stroke

- Think FAST. Face: is there weakness on one side of the face? Arms: can they raise both arms? Speech: is their speech easily understood? Time: to call Emergency helpline
- Immediately call medical/ambulance helpline or get someone else to do it

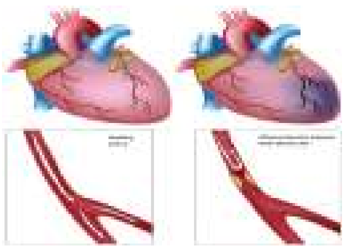


Fig 8.2.5: Anatomy of Heart Attack

For Head Injury

- Ask the victim to rest and apply a cold compress to the injury (e.g. ice bag)
- If the victim becomes drowsy or vomits, call Medical helpline or get someone else to do it

Steps of using breathing apparatus:

Check the parts of the breathing apparatus thoroughly.

Check the bypass knob (red). Close it if you see it open. After this, press the reset button (area above bypass nob – black)

Inspect the facemask to see that it is undamaged.

Lift the cylinder ensuring that on the top the cylinder valve should be present.

The back plate of the cylinder should face the wearer.

Wear the breathing apparatus on the shoulder like a bag pack and by the neck strap, hang the facemask.

After wearing the breathing apparatus tighten shoulder straps and fasten the waist belt

The cylinder valve should be opened slowly to inspect the pressure gauge.

Make sure that 80% of the cylinder is full.

Wear the mask slowly by resting your chin in the resting cusp and pull the head strap slowly over your head.

Pull the head straps for a snug but comfortable fit.

	
Breath in and normally to see if you can breathe normally or not.	Now insert a finger sidewise of the facemask for easy outward airflow.
	
Slowly close the cylinder valve without leaving the knob. Be steady for 10 minutes and hold your breath or extremely slow to listen to any wheezing sound. Also, check the pressure gauge for any dip in the pressure.	Normally Breathe to vent system Listen for a whistle alarm while observing the pressure gauge at 55 bar (+/-5 bar)

Table: 8.2.1: Steps of using breathing apparatus

Briefing and Guidance for Fire Fighters

There are basically three methods with the help of which people can be rescued from a building engulfed in a blazing fire. To ensure on-site reception, here are two of the important steps that we will discuss now. These come under the best safe lifting and carrying practices.

Conventional Technique: This is a good method if there is an open area close by. The first rescuers will make the victim sit reach under their armpits and finally, grab their wrist. The other rescuer will cross the ankle (victim), pull up that person's legs on his shoulder. Finally, on the count of 3, both will lift the person up and move out.

Fig. 8.2.6: Fast Strap

Fast Strap: In case the victim is completely incapable of moving out of the fire zone. The rescuers should follow this method. One of the rescuers will place their knee between victim's shoulder and head. Pin the loop of webbing to the ground with the help of the knee. This acts as an anchor. With the non- dominant hand hold the other end of the webbing and make a loop. With steady hands, pull the victim's hand in from the loop, tie it securely and finally clip the webbing loops.

Fig. 8.2.7: Fast Strap

Essentials for Smooth Evacuation: The following are essential to have a smooth evacuation during an outbreak:

- Clear passageways to all escape routes
- Signage indicating escape routes should be clearly marked
- Enough exits and routes should be present to allow a large number of people to be evacuated quickly
- Emergency doors that open easily
- Emergency lighting where needed
- Training for all employees to know and use the escape routes
- A safe meeting point or assembly area for staff
- Instructions on not using the Elevator during a fire

Special Evacuation Requirements For Specially Abled Persons

- **The Visually Impaired**
  - Announce the type of emergency
  - Offer your arm for help
- **With Impaired Hearing**
  - Turn lights on/off to gain the person's attention, or indicate directions with gestures, or write a note with evacuation directions
- **People with Prosthetic Limbs, Crutches, Canes, Walkers**
  - Evacuate these individuals as injured persons.
  - Assist and accompany to evacuation site if possible.
  - Use a sturdy chair, or a wheeled one, to move the person to an enclosed stairwell
  - Notify emergency crew of their location

8.2.3 Importance of Fire Safety Drills

Fire drills are indispensable in any workplace or public building for rehearsing what to do in the event of a fire. They are also a lawful obligation under the Fire Safety Order of 2005 and all workers in a company must partake. Here's how to get the most out of your fire practice.

Why have fire drills?

There are numerous reasons why fire drills are vital; first of all, fire drills are a chance to practice evacuation techniques to make sure all staff are acquainted with them. The staff will vacate the building quickly and therefore in a real life situation panic will be decreased, as everyone will know what they need to do. Fire drills are also beneficial for testing escape methods to assess their efficiency.

During fire drills, checks can also be carried out on alarm systems to make certain they are working properly and that emergency exits are passable. Overall fire drills help increase safety, so that you will be best equipped if a real fire does happen.

How often?

Ideally there should be two fire drills a year, although this may vary according to the workplace and after checking the firm's risk assessment. If there are people who work in shifts, suitable preparations should be made to ensure all staff partake in at least one fire drill per year and to educate them as to how to handle the situation.

Should you inform staff beforehand?

There are arguments for and against making people conscious of fire drills before they take place. Some people contend that not notifying staff gives an element of surprise, so that people take drills more sincerely. However, this can also have the reverse effect in a real fire, as on overhearing the alarm people may reason that it's only a drill.

The benefit of notifying all staff of fire drills in advance is that initially, they will not panic, which circumvents potential injuries that could be instigated in a rush to exit a building. Furthermore, if the alarm sounds, lacking a prior warning, there will be no uncertainty as to if it is a drill or not and people will act correctly. In public places such as shopping centres, it is prudent to make members of the public alert when a drill is about to happen.

Fig. 8.2.8: Fire exit signage

UNIT 8.3: Importance of Safe Working Practices

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain Basic Hygiene Practices
2. Understand the importance of Social Distancing
3. Demonstrate the safe working practices

8.3.1 Basic Hygiene Practices

We are living in an environment with millions of germs and viruses. And our body can be a breeding space for these microbial organisms. They grow and multiply and cause many diseases which sometimes can prove to be fatal for the human beings. These disease-causing mi-crobial organisms kill over 17 million people every year. Some simple hacks and little changes of basic personal hygiene habits can bring amazing changes to all of us. We can prevent contracting these diseases if we follow these hygiene practices every day.

Personal Hygiene

Personal hygiene is all about managing your body hy-giene, essentially caring for your well-being incorporat-ing some physical hygiene habits. Also, there are mental health benefits as well, as they affect each other im-mensely.

What are good personal hygiene habits?

Good personal hygiene includes but not limited to-

- Take regular shower
- Maintain oral hygiene
- Wash your hands frequently
- Wash your genitals
- Keep your clothes and surrounding dry and clean

These habits should be practiced on a regular basis, at home, at work, basically where you are!

That’s the whole idea of preventing your body system collapse over a tiny mi-crobe!

Personal Hygiene Practices at Home

Your home should be the most comfortable and conven-ient for you to keep up your personal hygiene level to a standard, yet, we find ourselves procrastinating over hygiene issues when we are at home. Even though some of these tasks barely take a minute.

1. **Take Regular shower**

   Do not wait up to feel the dried sweat in your body to feel the urge to take shower, make it a routine, you have the choice to either take them before you head to work or after the long day or even before you head to sleep, whichever one suits your routine. Make sure to rinse your body thoroughly, especially the genitals and underarms as they produce more sweat and are more prone to fungal activities.

2. **Wash your hands frequently**

   We use our hands to do our most physical acts, from picking up the keys, browsing through our phones, cooking or eating to attending our pets. While we agree and accept the importance of washing hands before eating and after visiting the toilet, it is also important to wash our hands with soap or sanitizer every now and then. The pandemic covid-19 which crippled the life all over the world has taught us an important lesson that sanitizing our hands regularly is the only way we can avoid transmission of the disease. Use alcohol based sanitizer to wash hands well to prevent the spread of communicable diseases.

Fig. 8.3.1: 7 steps for Handwashing

3. **Maintain oral hygiene practices**

   It is very important to take care of the teeth and gum, to prevent tooth decay and bad odour. Just brushing them twice a day is not enough, but using fluoride toothpaste and brushing properly is very essential. And wash it well with water to remove any food particles that is stuck in the gap in between the teeth. It is advised to wash the teeth everyday twice to maintain healthy teeth and gum.

4. **Nails and hairs hygiene**

   The cleanliness of nails and hair is also very important. They store dirt and grease. And even the microbes could be in there stuck and spreading. If the nail is not clean they can cause severe food poisoning, as we use our hands to eat food. Trim the nails once in a fortnight and wash hair at least twice a week with a shampoo to keep them healthy

5. **Nose and ears hygiene**

   Wherever we are most likely to breathe in some pollutants, and most of the particles are bound to be stuck in the nasal hair. So, rinse the nose and ear with warm water once you return from outside.

6. **Wear fresh and clean clothes**

   Changing into neat and clean clothes will prevent many infectious diseases. It will also give the mental effect immediately and it will boost the mind. Wash clothes with a good detergent every day and dry it in the sun. This will ward off any microbes attached to the clothes. If possible, Dettol can be used while rinsing which is an anti-disinfectant.

7. **Food hygiene**

   You can get severely sick from food-borne diseases, as most of your foods are raw, purchased from outside, they risk being cross-contaminated with harmful microbes. Food hygiene is basical-ly the idea of better storage, handling, and preparation of food to prevent contamination and to prevent food poisoning.

8.3.2 Importance of Social Distancing

Preventing communicable diseases:

All these above practices will help us to prevent communicable diseases. These diseases are highly infectious and contagious and spread through air, urine, feaces, saliva, skin (through touch) and using same towels and utensils.

Social Distancing and isolation, Self-Quarantine:

Ever since the spread of the pandemic covid-19, several health organisations have been insisting on following social distancing and isolation. Communicable diseases mainly spread through coming close to the infected individual and through physical touch. If a person is infected with diseases like normal flu or cold and spread it to others, the symptoms and may remain with the infected person for a day or two. The virus may be destroyed by taking an antibiotic. But in severe cases like corona virus the infection is severe and can prove fatal to the affected people. To prevent the spread of the virus, the entire world adopted lockdown, social distancing and compulsory face mask. And the infected person has to be in self isolation and quarantine till the time the symptoms are over. This was the advisory from the World Health Organisation, and the entire world followed it to prevent the rapid spread of the virus. The same can be applicable to all types of communicable diseases that are spread mainly through air and touch.

As communities reopen and people are more often in public after the pandemic, the term "physical distanc-ing" (instead of social distancing) is being used to rein-force the need to stay at least 6 feet from others, as well as wearing face masks. Historically, social distanc-ing was also used interchangeably to indicate physical distancing which is defined below. However, social dis-tancing is a strategy distinct from the physical distanc-ing behavior.

What is self-quarantine?

Self quarantine was imposed on people who have been exposed to the new covid-19 and who are at risk for getting infected with the virus were recommended to practice self-quarantine. Health experts advised the self-quarantine for 14 days or two weeks. Two weeks provides enough time for them to know whether or not they will become ill and be contagious to other people.

Self-quarantine was also recommended for people who have recently returned from traveling to a part of the country or the world where COVID-19 was spreading rapidly, or if a person has knowingly been exposed to an infected person.

Self-quarantine involves:

- Using standard hygiene and washing hands frequently
- Not sharing things like towels and utensils
- Staying at home
- Not having visitors
- Staying at least 6 feet away from other people in your household

Once your quarantine period has ended, if the symptoms are not there, then the person may return to normal routine as per doctor's advice.

What is isolation?

Anybody who is infected with a contagious disease needs to practice isolation in order to prevent the spread of the germs to their near and dear ones. This became very popular and was strictly adhered to during the covid-19 pandemic. People who were confirmed to have COVID-19, isolation was mandatory. Isolation is a health care term that means keeping people who are in-fected with a contagious illness away from those who are not infected. Isolation can take place at home or at a hospital or care facility. Special personal protective equipment will be used to care for these patients in health care settings. They are attended by well trained nurses and specialised doctors. And these people have to be in the PPE kits all through their presence in the hospital.

Fig. 8.3.2: Complete PPE Kit

Disposing off the PPE Kits

The PPE kits are worn by health workers and doctors who are attending to patients with highly infectious diseases and who are kept is isolation in order to arrest the spread. They have to wear it every time they go near the patient and have to remove it once their duty is over. Most of the PPE components are used for single use, however the face mask and goggles can be reused provided they are sanitised properly. The PPE kits have to be disposed off safely as they might have contaminants stuck to them and they may infect the healthy person if they are not discarded properly. The health workers may be all the more vulnerable to contact the disease.

8.3.3 Safe Workplace Practices

Every company has the provision of first aid box. As you have already read about the types of injuries that technicians can receive in their field of work, it is imperative for the companies to have appropriate first aid accessories.

The basic first aid supplies and accessories that a first aid box should have are:

Supplies and Accessories in the First Aid Box


Splint


Elastic wraps


Latex gloves


Adhesive tape


Tweezers


Blanket


Scissors


Wound cleaning agent


Triangular bandages


Gauze roller bandage


Adhesive bandages


Gauze pads


Antiseptic cleansing wipes


Burn cream or gel


Eyewash liquid

CPR Kit

Chemical hazards are caused by toxic materials, which are poisonous. And being poisonous in nature, they can either be fatal or cause serious damages in case the preventive actions are not taken on time. Now, the exposure to chemicals can be in 3 forms.

They can be:

- Inhaled (entering the body through nose)
- Directly in contact with skin
- Ingested (consumed)

The symptoms, in this case, will be:

- Seizures
- Partial or complete loss of responsiveness
- Burning sensation
- Stomach Cramping with bouts of excruciating pain
- Nausea
- Vomiting (and in times with blood-stains)

Now, where there are problem, their solutions come side by side. In such situations, the person giving first aid requires to be calm and take certain preventative actions.

Some of the essential actions are:

- Using insulated equipment
- Wearing protective clothing, goggles, masks, shoes and gloves
- Ensuring the place has enough ample ventilation

Remedial action

- The foremost thing that one should do is to provide immediate first aid. However, it is to be remembered that the victim should not be given any kind of fluid (water, milk) until doctors from Poison control unit gives a green signal.
- Aside from this, there are a few things a person can perform to the victim of toxic material exposure.
- Remove the victim from the toxic zone or vicinity
- Call for an ambulance

- Remove contaminated clothing
- Splash water in the eyes
- If ingested, do not try to make the victim puke (vomit)
- Wash their mouth with water

Fig. 8.3.3: CPR

- In case the victim's breathing has stopped, give CPR (Cardiopulmonary resuscitation)
- In case of burning due to toxic material, apply burn gel or water gel on that area.
- Avoid any cream based or oil based lotion or ointment
- Even though giving first aid is the right thing to do in the first place, it is also important to report the incident to their supervisor.

UNIT 8.4: Reporting Safety Hazards

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the process of reporting in case of emergency (safety hazards)
2. Understand methods of reporting hazards

8.4.1 Methods of Reporting Safety Hazards

Every organization, from every industry, has a standard reporting protocol, comprising the details of people in the reporting hierarchy as well as the guidelines to be followed to report emergencies. However, the structure of this reporting hierarchy varies between organizations, but the basic purpose behind the reporting procedure remains same.

The general highlights of the Organizational Reporting Protocol, commonly known as the 6Cs, are:

- Communicate First
    - The first source of information during emergency is the preferred source.
    - Crises situations are time-bound and hence it is important to communicate promptly.
- Communicate Rightly
    - Distortion of information due to panic must be avoided.
    - Proper, accurate information must be provided to concerned authorities and this can save lives.
- Communicate Credibly
    - Integrity and truthfulness must never be forgotten during emergencies.
- Communicate empathetically
    - One must wear the shoes of the victims while communicating emergencies.
- Communicate to instigate appropriate action
    - Communicating to the right authorities help in taking the necessary action.
- Communicate to promote respect
    - Communicating with the victims with respect help in earning their trust and thus eases the disaster management process.

Hazards and potential risks / threats can be identified and then reported to supervisors or other authorized persons in the following ways:

While identifying and reporting a hazard / potential threat / potential risk, one must describe the following:

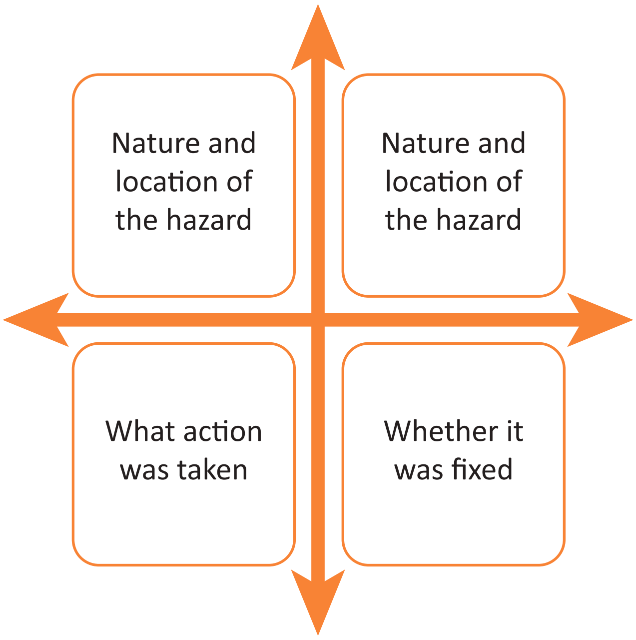


Fig. 8.4.1: Describing hazard matrix

Part A: To be completed by the Worker Details Required:

- Name of Worker
- Designation
- Date of filling up the form
- Time of incident / accident
- Supervisor / Manager Name
- Work Location / Address
- Description of the hazard / what happened (Includes area, task, equipment, tools and people involved)
- Possible solutions to prevent recurrence (Suggestions)

Part B: To be completed by the Supervisor / Manager Details Required:

- Results of Investigation (Comment on if the hazard is severe enough to cause an injury and mention the causes of the incident / accident)

Part C: To be completed by the Supervisor / Manager Details Required:

- Actions taken / Measures adopted (Identify and devise actions to prevent further injury, illness and casualty)

Action	Responsibility	Completion Date

Any job role and any occupation in this world have some hazards, in varying severity, associated with it. These are called Occupational Hazards. Occupational Hazard can be defined as "a risk accepted as a consequence of a particular occupation". According to the Collins English Dictionary, it is defined as "something unpleasant that one may suffer or experience as a result of doing his or her job". Occupational Hazards are caused by the following:

Hazard Report Form	
Name:	Date:
Location:	
Tool/Equipment:	
Description of the hazard:	
Suggested correction action:	
Signature:	
Supercisor's remarks:	
Corrective Action taken:	
Sinature of Supervisor:	Date:

Fig 8.4.2: Sample form of reporting hazards

UNIT 8.5: Waste Management

Unit Objectives

By the end of this unit, the participants will be able to:

1. Understand what is e-waste
2. Understand the concept of waste management
3. Explain the process of recycling of e-waste

8.5.1 Introduction to E-Waste

Electrical and electronic products are all around us. We can't imagine a world without these gadgets. Our life is indispensable without electricity and electronic devices. Growth in the IT and communication sectors has increased the usage of electronic equipment immensely. Frequent change on the technological features of electronic products is forcing consumers to discard their old electronic products very quickly, which, in turn, adds to e-waste to the solid waste pool. What this translates to is mountainous masses of electrical and electronic waste which has a high potential to pollute the environment. This growing menace of e-waste calls for a greater focus on recycling e-waste and better e-waste management.

E-waste means electrical and electronic equipment, whole or in part discarded as waste by the consumer or bulk consumer as well as rejects from manufacturing, refurbishment, and repair processes. E-waste usually is made up of usable and non-usable material. Some of the waste if left unattended will be destructive to the environment. E-waste is made up of hazardous substances like lead, mercury, toxic material, and gases.

There are many companies these days who are engaged in the collection, handling, and disposal of this e-waste in a safer and more secure place to protect the environment.

8.5.2 What is E-Waste?

The amount of e-wastes comprising computers and computer parts, electronic devices, mobile phones, entertainment electronics, refrigerators, microwaves, TV, fridges, and industrial electronics that are obsolete or that have become unserviceable is growing. All these electronic devices contain plastics, ceramics, glass, and metals such as copper, lead, beryllium, cadmium, and mercury and all these metals are harmful to humans, animals, and the earth. Improper disposal only leads to poisoning the Earth and water and therefore all life forms. Our effort is meant to preserve the environment and prevent pollution by proper handling of e-waste. While it will take a lot of effort to educate people to dispose of such wastes in the right way, we are doing our part by providing a channel to collect e-wastes and dispose off them in a sustainably safe manner. We convert waste to usable resources.

The electronic industry is not only the world's largest industry but also a fast-growing manufacturing industry. It has been instrumental in the socio-economic and technological growth of the developing society of India.

At the same time, it poses a major threat in the form of e-waste or electronics waste which is causing harmful effects on the whole nation. e-waste is creating a new challenge to the already suffering Solid waste management, which is already a critical task in India.

8.5.3 Electronic Goods/gadgets are Classified Under Three Major Heads

White goods: Household appliances,

Brown goods: TVs, camcorders, cameras etc.,

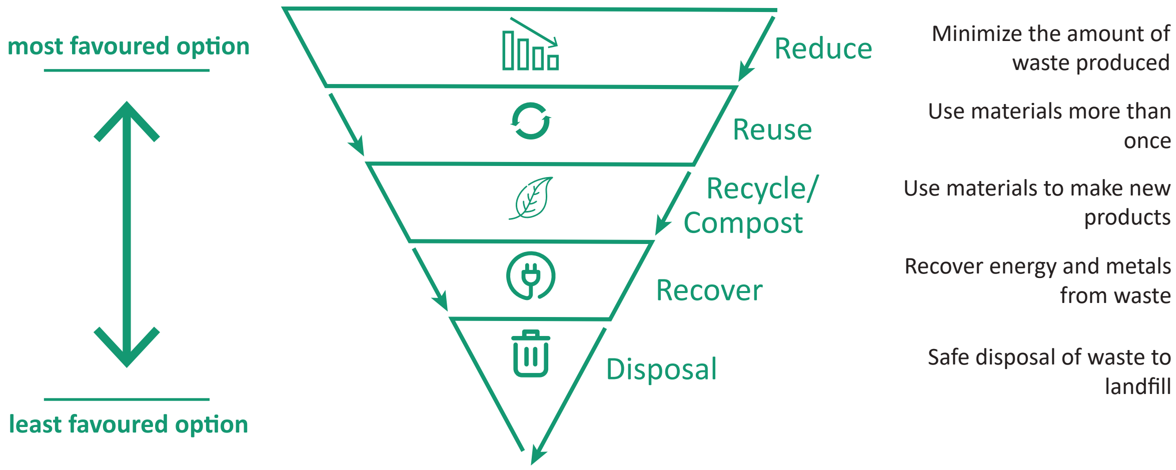
Grey goods: Computers, printers, fax machines, scanners etc.

The complete process is carried out as per the government guidelines.

8.5.4 E-waste Management Process

- Collection of e-waste from all the electronic stores, manufacturing companies, etc.
- Transport of e-waste to the disposal units
- Segregation of e-waste at the disposal unit
- Manual dismantling of e-waste to segregate components into various types such as metal, plastics and ceramics
- Convert into raw material (recycle and reuse)
- Supply recovered raw material to processors and electrical/electronic industries
- Dispatch hazardous e-waste for safe disposal

Waste management is carried out to ensure that all types of waste and garbage are collected, transported, and disposed of properly. It also includes recycling waste so that it can be used again.



8.5.5 Recyclable and Non-Recyclable Waste

Recyclable waste is renewable or can be reused. This means that the waste product is converted into new products or raw material, like paper, corrugated cardboard (OCC), glass, plastics containers and bags, hard plastic, metal, wood products, e-waste, textile, etc

Recycling not only conserves important areas in our landfills but also assists decrease greenhouse gas emissions.

Contrary to this, Non-recyclable waste cannot be recycled and cause a major threat to the environment.

The following items cannot be recycled:

Shredded paper, aerosol cans, paper coffee cups, milk and juice cans, used baby diapers, and bottle caps.

Recycling is one of the best ways to have a favorable influence on the world where we live.

Recycling will greatly help us to save both the environment and us from pollution. If we take immediate action, we can control this, as the quantity of waste we are accumulating is increasing all the time.

8.5.6 Colour Codes of Waste Collecting Bins

Waste collecting bins colour code

India's urban population of 429 million citizens produce a whopping 62 million tonnes of garbage every year. Out of this, 5.6 million tonnes is the plastic waste, 0.17 million tonnes is the biomedical waste, 7.90 million tonnes is hazardous waste and 15 lakh tonnes is e-waste.

According to an estimate, 40% of municipal waste in the city is 'wet' waste, which can easily be composted and used as manure. Nearly 30% of the municipal waste comprises of plastic and metal, which can be sent to an authorized dealer for recycling, and about 20% of it is e-waste, from which precious metals can be taken apart and recycled. However, out of the total municipal waste collected, 94% is dumped on land and only 5% is composted. To gather the garbage two color bin system was suggested. Green bin for wet waste and blue for dry waste. However, there is a drawback in that system. People do through the sanitary napkins and children's diaper along with wet waste causing the contamination of things. Hence the government has come up with three colored garbage collection bins.

1. **Green Bin**

   The green coloured bin is used to dump biodegradable waste. This bin could be used to dispose off wet/organic material including cooked food/leftover food, vegetable/fruit peels, egg shell, rotten eggs, chicken/fish bones, tea bags/coffee grinds, coconut shells and garden waste including fallen leaves/twigs or the puja flowers/garlands will all go into the green bin.

2. **Blue bin**

   The blue coloured bin is used for segregating dry or recyclable left over. This category includes waste like plastic covers, bottles, boxes, cups, toffee wrappers, soap or chocolate wrapper and paper waste including magazines, newspapers, tetra packs, cardboard cartons, pizza boxes or paper cups/plates will have to be thrown into the white bin. Metallic items like tins/cans foil paper and containers and even the dry waste including cosmetics, hair, rubber/thermocol (polystyrene), old mops/dusters/sponges.

3. **Black bin**

   Black bin, make up for the third category, which is used for domestic hazardous waste like sanitary napkins, diapers, blades, bandages, CFL, tube light, printer cartridges, broken thermometer, batteries, button cells, expired medicine etc.

8.5.7 Waste Disposal Methods

- Incineration: Combusting waste in a controlled manner to minimize incombustible matter like waste gas and ash.
- Waste Compaction: Waste materials are compacted in blocks and are further sent away for recycling.
- Landfill: Waste that can't be recycled or reused can be thinly spread out in the low-lying areas of the city.
- Composting: Decay of organic material over time by microorganisms.
- Biogas Generation: With the help of fungi, bacteria, and microbes, biodegradable waste is converted to biogas in bio-degradation plants.
- Vermicomposting: Transforming the organic waste into nutrient-rich manure by degradation through worms.

8.5.8 Sources of Waste

1. **Construction waste –** waste coming from construction or demolition of buildings.
2. **Commercial waste-** waste from commercial enterprises
3. **Household waste-** garbage from households is either organic or inorganic
4. **Medical or clinical waste -** wastes from the medical facilities- like used needles and syringes, surgical wastes, blood, wound dressing
5. **Agricultural waste-** Waste generated by agricultural activities that include empty pesticide containers, old silage packages, obsolete medicines, used tires, extra milk, cocoa pods, wheat husks, chemical fertilizers, etc.
6. **Industrial waste-** The waste from manufacturing and processing industries like cement plants, chemical plants, textile, and power plants
7. **Electronic waste-** The defective, non-working electronic appliances are referred to as electronic waste. These are also called e-waste. Some e-waste (such as televisions) contains lead, mercury, and cadmium, which are harmful to humans and the environment
8. **Mining waste-** chemical gases emitted in mine blasting pollutes the environment. And the mining activity greatly alters the environment and nature.
9. **Chemical waste-** waste from the chemical substance is called chemical waste.
10. **Radioactive waste-** radioactive waste includes nuclear reactors, extraction of radioactive materials, and atomic explosions.

8.5.9 Source of Pollution

All these above-mentioned waste also adds to environmental pollution.

The contaminants that cause detrimental change to the environment are called pollution. It is one of the most serious problems faced by humanity and other life forms on our planet. The earth's physical and biological components have been affected to such an extent that normal environmental processes could not be carried out properly.

8.5.10 Types of Pollution

Types of Pollution	Detail/Pollutants involved
Air pollution	• Solid particles and gases mixed in the air cause air pollution • Pollutants: emissions from the car, factories emitting chemical dust, and pollen
Water pollution	• Water gets polluted when toxic substances enter water bodies such as lakes, rivers, oceans, and so on. They get dissolved in it and cause it unfit for consumption. • Pollutants that contaminate the water are discharges of untreated sewage, and chemical contaminants, release of waste and contaminants into surface
Soil pollution	• It is the presence of toxic chemicals (pollutants or contaminants) in soil, in high enough concentrations to pose a risk to human health and/or the ecosystem • Sources of soil pollution include metals, inorganic ions, and salts (e.g. phosphates, carbonates, sulfates, nitrates),
Noise pollution	• Noise pollution happens when the sound coming from planes, industry or other sources reaches harmful levels • Underwater noise pollution coming from ships has been shown to upset whales' navigation systems and kill other species that depend on the natural underwater world
Light pollution	• Light pollution is the excess amount of light in the night sky. • Light pollution, also called photo pollution, is almost always found in urban areas. • Light pollution can disrupt ecosystems by confusing the distinction between night and day.

UNIT 8.6: Organizations' Focus on the Greening of jobs

Unit Objectives

By the end of this unit, the participants will be able to:

1. Understand the concept of ESG
2. Explain the different factors of ESG

8.6.1 What is ESG?

The ESG is the short form of environmental, social, and governance. ESG guidelines are used to evaluate businesses on how well they control emissions, governance, human rights, and other factors of their business.

Several companies audit these companies for ESG compliance. They will let the companies know how well the ESG policies are implemented in their company hat let companies know how well their ESG policy is working.

Every business enterprise is deeply intertwined with Environmental, Social, and Governance (ESG) issues. ESG has been looked at seriously by the corporate, government establishments and stakeholders.

ESG is important as it creates high value, drives long-term returns, and global stakeholders are paying attention to the topic.

ESG is said to have created high value, and focuses on long-term returns, and stakeholders are focusing more on this concept.

8.6.2 Factors of ESG

Several factors are used to determine how well a business is doing in maintaining its ESG policies. For creating the ESG Policy, thorough knowledge of these factors are critical.

The factors are divided into three categories; environmental, social, and governance. Knowing about these factors come a long way in designing the effective ESG policy.

Environmental

Environmental factors relate to a business's impact on the environment. Examples include:

- Usage of renewable energy
- Effective waste management
- Policies for protecting and preserving the environment

Social

Social factors relate to the people of the organization. How they are treated in the organization is what it focuses on. The major entities are the stakeholders, employees, and customers. Examples include:

- diversity and inclusion
- proper work conditions and labor standards
- relationships with the community

Governance

Governance factors relate to the company policies for effectively running it. They include:

- tax strategies
- structure of the company
- relationship with stakeholders
- payments to the employees and CEO

Every factor is important and matters a lot to the overall rating of the company in ESG compliance. Ignoring one aspect in favor of another can affect the rating and in turn the reputation of the company.

The companies make a clear communication about these policies to all the employees, and to the public, they should mention what their various activities are that will protect the environment, people, and the governing factors.

Summary

- Every organization is obligated to ensure that the workplace follows the highest possible safety protocol.
- Every employee is obligated to follow all safety protocols put in place by the organization
- The medical attention that is given at the first instance before seeking professional medical help is called “First Aid”.
- Every company has the provision of first aid box.
- Chemical hazards are caused by toxic materials, which are poisonous.
- Any job role and any occupation in this world have some hazards, in varying severity, associated with it. These are called Occupational Hazards.
- Time management is the process of organizing your time, and deciding how to allocate your time between different activities.
- Giving committed service to customers every time and on time is very crucial for the success of the brand.
- An escalation matrix is made up of several levels of contact based on the specific problem at hand.
- Key Performance Indicators or KPI is used to evaluate the success of an employee in meeting objectives for performance.
- Managing emotions in the workplace is very important. We cannot overreact under emotional stress.
- The one-on-one, face-to-face communication with each member of the team will give the manager the chance to read their emotions and the expression on their face.
- E-waste means electrical and electronic equipment, whole or in part discarded as waste by the consumer or bulk consumer as well as rejects from manufacturing, refurbishment, and repair processes.
- Recycling is one of the best ways to have a favourable influence on the world where we live.
- The ESG is the short form of environmental, social, and governance. ESG guidelines are used to evaluate businesses on how well they control emissions, governance, human rights, and other factors of their business.

Exercise

Multiple-choice Questions

1. The medical attention that is given at the first instance before seeking professional medical help is called ____________________.
   a. First Aid b. Hospitalisation
   c. CPR d. None of the above

2. A wound must be cleaned with soap and ________________________ water.
   a. Cold b. Luke warm
   c. Hot d. None of the above

3. ____________________ cream or solution must be applied to the wound to reduce the risk of infection.
   a. Antiseptic b. Moisturing
   c. Ice d. None of the above

4. _______________ are caused by toxic materials, which are poisonous.
   a. Chemical hazards b. Physical hazards
   c. Ergonomic hazards d. Noen of the above

5. CPR is ________________________.
   a. Cardio Pulmonary Resuscitation b. Cardio Pulmonary Restriction
   c. Central Pulmonary Resuscitation d. Cardio Pulsive Resuscitation

Answer the following:

1. What is ESG?
2. What are the special evacuation requirements for specially abled persons.
3. Explain the first aid steps for burns.
4. Explain the benefits of time management.
5. What is Maslow's Hierarchy of Needs?

Notes

Scan the QR codes or click on the link to watch the related videos

youtu.be/GrxevjEvk_s

First Aid at Work Place

https://youtu.be/IsgLivAD2FE

How to properly wash your hands

https://youtu.be/qzdLmL4Er9E

How to give CPR to an Adult, a Child or an infant

youtu.be/ccAZ9nCZSLc

Escalation Matrix PowerPoint Presentation Slides

youtu.be/dq7bBZUFR14

E-Waste Recycling and Management

Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

N·S·D·C
National
Skill Development
Corporation
Transforming the skill landscape

9. Communication and Interpersonal Skills

Telecom
Sector
Skill
Council

Unit 9.1 - Interaction with Supervisor, Peers and Customers

TEL/N9102

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. Understand what is communication and the importance of communication in the workplace
2. Understand effective communication and communicate effectively for success
3. Discuss types of communication -verbal and non-verbal
4. Communicate at workplace
5. Communicate effectively with superiors
6. Communicate effectively with colleagues and customers using different modes viz face-to face, telephonic and email communication
7. Understand the hurdles for effective communication
8. Conduct professionally at work place
9. Respect differences in gender and ability
10. Communicate effectively with person with disabilities
11. Respect for disable people

UNIT 9.1: Interaction with Supervisor, Peers and Customers

Unit Objectives

By the end of this unit, the participants will be able to:

1. Understand the importance of communication
2. Understand types of communication

9.1.1 Why is Communication Important?

- Communication Skills are more important than ever, for all fields of endeavor.
- Whatever the role a person is holding in the organization, having a firm grasp of effective communication will undoubtedly be a key role in the individual's as well as the organization's success
- Oftentimes, people with excellent technical skills don't get promoted to higher roles because of their inability to communicate effectively
- Hence one fundamental skill everybody should be proficient along with the technical skill is Communication Skills
- Effective communication help us to build rapport with the customer both internal and external and help us resolve issues and conflicts easily and quickly.

9.1.2 What is Communication?

- Communication is the process of sending and receiving information among people.
- It is imparting or exchanging of information by speaking, writing, or using some other medium
- The purpose of communication is to convey your thoughts and opinions to others.
- Communication is said to be successful only when both the sender and the receiver perceive it in the same way.
- In your personal and professional life, you would be communicating with the following people-
  - Colleagues
  - Customers
  - Friends
  - Parents
  - Relatives

9.1.3 Effective Communication

Effective communication is the process of delivering messages to a target audience in a way that guarantees satisfactory reception and understanding. If the communication is effective, both the sender and the receiver will share the same information at the end of the process. Effective communication is about more than just exchanging information. It's about understanding the emotion and intentions behind the information

9.1.4 Effective Communication for Success

Effective Communication is critical to a business's success. From top to bottom, among colleagues, from subordinates to superiors, and from the organization to the outside, several messages are delivered daily. All the people must communicate these messages properly. Content, language, remarks, tone of voice, and non-verbal communication are elements that affect the effectiveness of messages

Clear and effective communication will

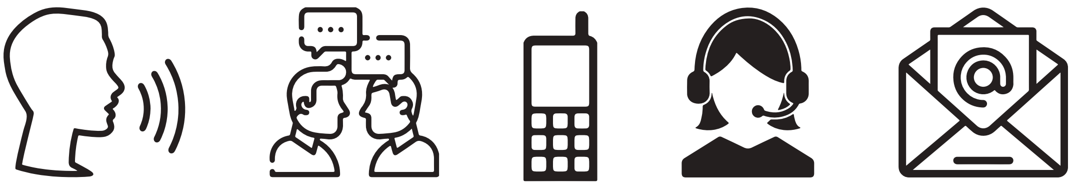
- Increase customer satisfaction
- Bring more business to the company
- Increase productivity among team members

9.1.5 Types of Communication

Communication has been divided into two types:-

- Verbal Communication
- Non-Verbal Communication

Verbal communication takes place when people exchange words with each other, either spoken or written. It includes the choice and use of words and language to convey a message. Examples of verbal communication are face-to-face conversation, telephonic conversation, and a speech or presentation.



Speech | Face to face communication | Phone conversation | Voice chat over internet | Newspapers, e-mails, etc.

Speech has certain characteristics which will affect the message that is being spoken:

- Volume – loud speech may sound bossy, very quiet speech cannot be heard.
- Tone – use warm tones without sounding over-friendly. Cool tones are very unwelcoming.
- Pace – fast speech is not easy to follow. Speak at a reasonable pace so that the other person has a chance to understand.

Correct body language also plays an important role in effective communication. For example, a warm smile accompanying 'Have a nice day' or looking directly at the person who is being spoken to give a positive image of the organisation.

Non –Verbal Communication

Non-verbal communication includes the overall body language of a person. There are two kinds of non-verbal communication:

1. **Signs and symbols:** for example pictures, or notices, or signboards, or even photographs, sketches and paintings. Here are some examples of different signs and symbols:

2. **Gestures and expressions:** hand signs, facial expressions, body postures or body language that can help to convey a message. You can learn to communicate better with others if you learn to recognise some of these.

   Facial expressions - A smile or a frown

   Gestures - movements of hands and body to help explain or emphasize the verbal message

   Body posture - how we stand or sit. Maintain a good posture. When you are talking to a colleague or guest, remember to stand up straight, look professional and be positive. Do not slouch, lean against something or fidget with equipment or your hands.

   Orientation - whether we face the other person or turn away

   Eye contact - whether we look at the other person and for how long

   Proximity - the distance we are from a person

   Head nods - for encouragement, indication of agreement or disagreement

   Appearance - dress and grooming

   Non-verbal aspects of speech - tone and pitch of voice

These non-verbal clues are important as they can be used to improve the quality of communication. They can be used to reinforce any verbal communication; for example, leaning forward and looking at the person you are speaking to and smiling naturally. Your expressions, posture and appearance must be appropriate and should tell the guest that you are professional, competent and willing to help.

9.1.6 Communication at Workplace

In every situation, while interacting with people, we make use of both verbal and Non-Verbal Communication. It is the key to the success of any organization. Be it communication with customers, supervisors, or peers. In today's scenario having technical skills alone is not enough to get the work done, but communication skill is also equally important. Completing the task must require the support of the whole team, and without proper communication, it cannot happen. Effective Communication helps managers to perform their jobs and responsibilities and it serves as a foundation for planning.

9.1.7 Communication with Supervisors

Effective and open communication within a team will build a common purpose among team members that will allow them to reach their goals. Team leaders know that group communication enhances organizational efficiency. The team members should always follow the communication guidelines. Some of the points to remember while interacting with supervisors:

1. Be aware of the communication guidelines of the organization.
2. Understand and interpret clearly, the work requirements from the supervisor.
3. Keep the supervisor informed about the progress of the task assigned.
4. Participate in all the discussions which call for decision-making, and provide facts and figures
5. Give/ accept suggestions during the discussions.
6. Accept the feedback positively and work towards rectifying errors if any. Make sure the same mistakes are not repeated.

9.1.8 Communication with Colleagues & Customers

- The main responsibility is to handle customers' concerns
- Interaction with colleagues/peers is also equally essential and it enhances productivity in the workplace.
- Be polite in speaking to your peers at the office.
- Value other people's time as much as you value your own.
- Before you begin discussing something, ask your coworker if it is the right time to talk, and give a true picture of how much time you expect to take. Always start the conversation
- Communication with colleagues/customers can be through face-to-face, telephonic, or email.
- Keeping a few points in mind while communicating will make the interaction pleasant and fruitful.

9.1.9 Face-to-face Communication

This is an important medium of oral communication, wherein two or more persons talk to each other and see each other physically. This form of communication is direct or straight. Things to remember while you are communicating face to face

1. Adjust the tone of voice, don't be too loud
2. Make eye contact
3. Use appropriate language
4. Maintain adequate distance
5. Acknowledge, nod during interaction
6. Use appropriate non-verbal gestures to communicate with persons with disabilities

Benefits of face-to-face communication

- Instant feedback
- Information conveyed clearly
- Build rapport

9.1.10 Telephonic Communication

Another widely adopted mode of communication is through the telephone. This is the person-to-person conversation where nobody sees others but hears each other and interacts instantly. Nowadays mobile phones are becoming more popular along with landlines as a mechanical media of oral communication.

The following suggestions are recommended to follow while making telephone calls-

1. Make the call at the appropriate time
2. Provide details about your identity like name, company, department, etc.
3. Discuss the purpose of the call
4. Think about the tone of your voice
5. Listen carefully
6. Speak clearly
7. If you don't understand something, ask
8. Use please, thank you, sorry wherever necessary
9. Follow the organization's policies and procedures while interacting on the telephone.

9.1.11 Email Communication

Email or Electronic mail is a method of exchanging messages using electronic media. The official or business communication between colleagues or inter-department communication usually happens through email. The advantage of email is you can send communication to many people at the same time.

Points to remember in email communication

1. Be clear and concise
2. Keep the content short and to the point

3. Avoid using jargon and short forms
4. Re-read the message, before sending it for grammar and spelling mistakes
5. The subject line should describe the main mail content
6. Use readable font size (don't keep it too small)
7. Add signature at the bottom of the mail body
8. Check the attachments for viruses before sending

9.1.13 Importance of Timely Completion of Tasks

Time is a major factor that evaluates the success or failure of a project. Even when the whole team has done a wonderful job and produced high-quality results, with half the cost allotted to the project, everything will be a waste if it was not delivered on time. Any deviation from the timeline will call for a penalty and sometimes may result in losing the project and eventually the customer. so adhering to the timeline is important when it comes to any organization who are into products and services.

Benefits of adhering to timelines:

1. Increased and improved customer satisfaction
2. Increased productivity and efficiency of the individual
3. Team feels motivated
4. Sense of adhering to the SLA's and Standard Operating Procedures
5. Shows the commitment toward the work and the organization
6. Good word of mouth from the customers

9.1.14 Standard Operating Procedure

A Standard Operating Procedure (SOP) is a standardized process that outlines a set of detailed instructions to help workers perform complex tasks properly and safely. The main objective of standard operating procedures is to develop an effective quality system and comply with industry- specific regulations and standards. Failure to follow SOPs can cause significant errors in operations and services.

For a mobile repairing center, the SOP defines the different process of operations, namely handling customer, repairs, sales and interaction among the staff within the repair center.

SOP also clearly defines the responsibility of each and every designated person in the organisation and what is expected from them. It further defines what the various levels of engineers will handle with respect to the handsets coming for repair.

The escalation matrix specifies how the different levels escalate the issue to the next level and adhere to the timelines for repair and communication to the customer.

SOP is created keeping in mind the customer satisfaction as a main motive.

Each and every person in the organisation is expected to read the SOP thoroughly and work accordingly. Because every customer when they go for purchasing a product, one of the main things they see is the post-sales Support. If they find the brands deliver good service support then they don't mind even spending few extra moneys.

9.1.15 Escalation Matrix

Escalation matrix is made up of several levels of contact based on the specific problem at hand. This is being followed by all who are working on that product and have to adhere to the service guidelines. And the problem has to be closed at a minimum turnaround time, and for any reason the repair is taking time proper reason has to be mentioned and notified to all the people concerned including the customer.

9.1.16 Escalation Mechanism

Customer service is a very important aspect of a typical service industry. Giving committed service to customers every time and on time is very crucial for the success of the brand. In recent times, customers do research on how the after-sales support of a product is, and based on that rating they will decide which brand to buy. If the customer service is not good, they will not go for that product even though the product is very good. Hence customer service is a second important aspect of a product and services organization.

For electrical home appliances, the customer logs a complaint and the service engineer is sent to the site for looking into the problem and repairing.

For electronic devices like mobile phones and tablets, the customer is expected to take the product to their service center to get it checked and repaired.

The resolution time matters a lot, as mobile phones have become an indispensable device for people. Their business cannot function without that. Hence too much downtime is also not good. Once at the service center, the technicians at L1 level look for the problem and try to resolve it. If it's beyond their area of resolution the same is escalated to the next level. Every organization has Standard Operating Procedures clearly state the workflow for the repair of the smart phones. Every individual working there must be aware of the same and adhere to the deadline for faster service and enriched customer satisfaction.

9.1.17 Escalation through CRM

Customer Relationship Management is a software, through which most of these companies who are into customer service, manage their customers. The customer details are entered in the system and also the services which are logged against a particular customer. This is the automated system, which takes a particular action after a period of time. For example, if a service request is assigned to an engineer for rectifying a problem of a client, and if the engineer does not update the status of the service in the system within a specified period of time, the problem is automatically escalated to the next level for resolution. Then the new engineer who is responsible for resolving pick it and try to find a solution. This system helps to maintain a track of a particular problem and the current status which will help the organization in effectively managing the customer queries. The complete escalation route is mentioned in the SOP and the same is implemented through the CRM software. This eases the manual escalation procedure which is time consuming and slow.

9.1.18 Escalation Issues at Work

Whether an issue arises among team members or with customers, sometimes the severity of the circumstance requires an escalation to manage-ment. Understanding how to approach an escala-tion can help you better find a solution when con-flicts arise. We explore what it means to escalate an issue in the workplace and provide tips for how to do so successfully.

What does it mean to escalate an issue at work?

Escalating an issue in the workplace is the process of bypassing those involved by contacting upper/ senior management. It involves raising awareness of the context to the right people in order to resolve a chal-lenging situation. Typically, escalation occurs when there is an issue that the current staff working on the problem can't resolve and requires assistance from those with more authority and resources

When should you escalate an issue at work?

Deciding when to escalate an issue depends on the amount of risk it can bring to the company. Because escalating an issue can lead to difficult meetings and cause disruptions in work, you should reserve them for issues that truly require escalation. You can often avoid escalating an issue by solving the problem with the individual first.

However, some issues require support from those with higher authority. Consider escalating an issue at work when:

- You have already tried other strategies but that did not work.
- Resolving may incur additional cost to the company or the customer, while rectifying the
- problem.
- Because of the non-availability of certain parts the repair work is taking longer than usual.
- The engineer broke another part while repairing a part. So escala-tion is required to get the approval to replace the broken part by the company.

9.1.19 Hurdles for Effective Communication

Following are factors contribute to communication not being effective.

Stress and out-of-control emotion. When you are stressed or emotionally disturbed, you're more likely to misread other people and send confusing non-verbal signals. Calm down before continuing the conversation.

Lack of focus. You can't communicate effectively when you're multitasking. If you're checking your phone, planning what you're going to say next, or daydreaming, you're almost certain to miss nonverbal cues in the conversation. To communicate effectively, you need to avoid distractions and stay focused.

Inconsistent body language. Nonverbal communication should support what is being said, not contradict it. If you say one thing, but your body language says something else, your listener will likely feel that you're being dishonest. For example, you can't say "yes" while shaking your head no.

Negative body language. If you disagree with or dislike what's being said, you might use negative body language to ignore the other person's message, such as crossing your arms, avoiding eye contact, or tapping your feet. You don't have to agree with, or even like what's being said, but to communicate effectively and not put the other person on the defensive, it's important to avoid sending negative signals.

9.1.20 Professional Conduct

There are six basic rules to be followed for professional conduct:

- **Be on time:** Being late impedes a company's operations and demonstrates a lack of consideration of the time concerns of others. If you are constantly late for work, meetings, or are always late with your reports and other tasks; it demonstrates to others that you are probably not executive material because you disregard the value of time.
- **Be discreet:** Keep company secrets such as new product designs, sales figures or any other confidences to yourself.
- **Be courteous, pleasant, and positive:** No matter how demanding your clients, customers, co-workers or employees might be; always remain upbeat and positive. Projecting a positive company image has the same effect.
- **Be concerned with others, not just yourself:** Finding out a customer or client's point of view naturally helps you get ahead in any industry. Concern for others should include your superiors, co-workers and subordinates as well.
- **Dress appropriately:** Dress to be comfortable in your environment. Dressing poorly or too casually does not convey a good image, neither does overdressing, which breeds suspicion and mistrust, and will be seen as inappropriate.
- **Use proper written and spoken language:** People who can express themselves clearly are at an advantage. This goes beyond using good grammar, proper spelling, and appropriate diction in all your communications; you should also speak and write to the point.

9.1.21 Respect Gender Differences

In any business, be it a small company to a big corporate, the workforce is a mix of both genders. The ratio of men vs. women varies from 70:30 or 60:40. Studies show that business teams with an equal gender mix perform significantly better than male-dominated teams when it comes to both sales and profits. No two women or men are alike and yet at the same time there are some work related traits that are gender specific. Both men and women approach their work in a different way and deal with many hurdles that come their way. Since they all share the same workspace every organization has devised a policy as to how they treat the opposite gender at the workplace and what are the implications of any abuses

Some of the points to remember while interacting with female colleagues

1. Treat them with respect
2. Support them in case they approach you
3. Value their opinion and suggestions
4. Involve and include the opposite gender in all the discussions

9.1.22 Communication with Disabled Person

A disability is any condition that makes it more difficult for a person to do certain tasks or interact with the people around them (socially or materially). These conditions, or defects, may be cognitive, developmental, intellectual, mental, physical, sensory, or a combination of multiple conditions. Defects may be present from birth or can be acquired during a person's lifetime. Often, disabled people are excluded from full participation in any activity."

But things are changing; every organization has allotted some percentage of employees from this section of the society. They are also allowed to exhibit their skills in a few jobs which they can perform without putting their life at risk

General tips for communication with disabled people

1. Speak to them as you would speak to anyone else in a soft and low tone.
2. Respect the person first, not their disability. For example, use the term 'a person with disability' rather than 'a disabled person'.
3. Do not use phrases such as 'suffers from' and 'crippled' rather the phrase should be 'people who use a wheelchair' rather than 'wheelchair bound.
4. Don't drag or push a person's wheelchair, and don't move their crutches or walking stick without their permission. It has to be in their personal space.
5. When talking to a person who is in a wheelchair, try to sit in such a way you could reach their eye level. This would not strain them much, to lift their head and talk.

9.1.23 Communicating with People with a Hearing Impairment

Keep these points in mind while interacting with people with a hearing problem

1. Draw the person's attention before you speak. Give a gentle tap on their shoulder, a wave of some other visual signal to the person's attention
2. Stand in front of the person and maintain eye contact
3. Don't cover the mouth while talking. They can figure out what is being said by just looking at the lip movement
4. Speak at a normal pace don't speak fast or slow
5. Choose the words wisely
6. Use short sentence
7. Be gentle while speaking don't raise the tone

9.1.24 Respect People with Disability

Learn the proper way to act and speak around someone with a disability.

1. Do not use offensive or derogatory words like 'handicapped', 'crippled', and retarded etc.
2. Don't criticize or blame them. Don't shout at them or use abusive language
3. Talk slowly with a low tone. Pause while talking
4. Avoid excessive whispering, joking and laughing unnecessarily
5. Assuming things about them or their situation.
6. Don't make jokes about their condition or be sarcastic
7. Don't look down upon them because of their disability
8. Appreciate them for their efforts and work, and motivate them to perform better

9.1.25 Safety at Workplace for People with Disability

Disabilities of all types affect employees and can pose various mental or physical challenges. In many situations, a disability may impact the amount of time it takes for an employee to complete a task or get from one part of a facility to another. Some disabilities may be known while others remain unknown to an employer.

Health and safety legislation should not prevent disabled people from finding or staying in employment so it should not be used as an excuse to justify discrimination against them.

Disabled people and those with health conditions, including mental health conditions, should be given the opportunity to both get into and stay in work.

Responsibilities of an employer towards disabled people

The employer is responsible for the health, safety and welfare of all of their employees, whether they have a disability or not.

Disability is not always obvious so one might not realise a worker is disabled or they might choose not to tell you, particularly if their disability has no impact on their ability to do their job.

Workers do not have to tell anybody unless they have a disability that could foreseeably affect the safety of themselves or anyone else connected to their work. If they do not reveal and there are no obvious indicators of any disability, then the organization are not under any obligation to make workplace adjustments.

Periodically, consult with the employees (whether directly or through their representatives) on issues relating to health and safety. These discussions reflect good safety practice because employees have day-to-day understanding of the job, so they are likely to have good ideas on keeping themselves and others safe.

9.1.26 Workplace Adaptations for People with Disability

Few changes in the workplace to make it a safe place for the disable people will go a long way in the employee satisfaction for an organisation.

Workplace Adaptations

Workplace should be easily accessible for these people with special needs. One major compliance concern deals with accessibility. For example, if workplaces have been adjusted or created more accessible entrances and exits to their facilities, allowing more independence for persons in wheelchairs, would be a great idea. Other subtle changes may include the width of bathroom stalls, hand rails inside the stalls and long ramps instead of stairs. The path of travel that employees take should never be obstructed; there should be no barriers to prevent someone from getting to safety in an emergency.

Workstations easily can be adapted to follow this universal design. Many companies now use slide- out keyboard trays and monitors on swinging arms to allow employees to adjust to their needs.

Desks can accommodate wheelchairs in place of regular chairs, and general work spaces can be lowered to allow easier access. The main goal is to remove all barriers and allow everyone to concentrate more on completing their tasks.

The biggest challenge with universal design is accommodating the multitude of challenges that different disabilities present. Not all disabilities are the same, and not all will present the same challenges for employees. Some employees may have issues with their right hand while others have issues with their left. For some, it may involve not being able to stand or sit. Some may need low lighting, while others need bright lighting. Designing a facility to accommodate all is always going to be a challenge.

Complying with government guidelines can be more difficult in regards to employees with disabilities. This difficulty lies with ensuring that employees are aware of all hazards in the workplace. Multiple disabilities will create multiple reasons that may keep employees from recognizing hazards. Employees with impaired vision, for example, must have other means of identifying hazards. This may be remedied with audible alarms or touch-activated devices that warn employees not to go in an area. Other employees may have difficulties reading and may benefit from shapes or colors to further identify hazardous areas. For workers who lack hearing ability, employers can utilize signs to demonstrate hazards or use flashing strobes to identify when employees need to evacuate an area and head to safety.

Every organization has to make few adaptations in order to make it a better place to work even for people with disabilities. It should provide an environment where they feel they are safe and can carry out their work rather than worrying about their safety.

Summary

- Communication Skills are more important than ever, for all fields of endeavour. Oftentimes, people with excellent technical skills don't get promoted to higher roles because of their inability to communicate effectively
- Communication is the process of sending and receiving information among people.
- Effective communication is the process of delivering messages to a target audience in a way that guarantees satisfactory reception and understanding.
- Communication has been divided into two types – Verbal ad Non Verbal
- Verbal communication takes place when people exchange words with each other, either spoken or written.
- Non-verbal communication includes the overall body language of a person.
- Email or Electronic mail is a method of exchanging messages using electronic media.
- Telephone communication is the person-to-person conversation where nobody sees others but hears each other and interacts instantly.
- In any business, be it a small company to a big corporate, the workforce is a mix of both genders. The ratio of men vs. women varies from 70:30 or 60:40.
- A disability is any condition that makes it more difficult for a person to do certain tasks or interact with the people around them (socially or materially). These conditions, or defects, may be cognitive, developmental, intellectual, mental, physical, sensory, or a combination of multiple conditions.

Exercise

Multiple-choice Questions

1. Add your ________________________ at the bottom of your mail.

   a. Signature — b. Address

   c. DOB — d. None of the above

2. Being ____________________ impedes a company's operations and demonstrates a lack of consideration of the time concerns of others.

   a. Late — b. Courteous

   c. Appropriate — d. Discreet

3. Be ____________________ in speaking to your peers at the office.

   a. Rude — b. Polite

   c. Agreesive — d. None of the above

4. _____________________ are movements of hands and body to help explain or emphasize the verbal message.

   a. Gestures — b. Body posture

   c. Head nods — d. None of the above

5. ____________________is the process of delivering messages to a target audience in a way that guarantees satisfactory reception and understanding.
   a. Active listing
   b. Effective communication
   c. Articulation
   d. None of the above

Answer the following:

1. What is communication?
2. How to communicate with people with hearing impairment?
3. What are the three points you will focus on when you talk to people face to face?
4. Explain the importance of gender sensetisation.
5. List the hurdles of effective communication.

Notes

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Scan the QR codes or click on the link to watch the related videos

https://youtu.be/8v60jWtecrQ	youtu.be/K5qQ77cmNPs	youtu.be/wnzwgExFRR4
Effective Telephone Tips from Successfully Speaking	Types of Communication?	Communication with Customer and Colleagues

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10. Annexure

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Employability Skills				https://www.skillindiadigital.gov.in/content/list	

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