

International Multidisciplinary
Research Journal

*Indian Streams
Research Journal*

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RNI MAHMUL/2011/38595

ISSN No.2230-7850

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GAP ANALYSIS OF SELECTED JOB ROLES OF TELECOM SALES AND MARKETING IN INDIA (WITH SPECIAL REFERENCE TO PUNE)



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Short Profile

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ABSTRACT:

About Telecom Sector in India :

India is the world's second-largest telecommunications market. The telecom infrastructure in India is expected to increase at a compound annual growth rate (CAGR) of 20 % during the period 2008–2015 to reach 571,000 towers in 2015.

The telecommunications industry attracted foreign direct investments (FDI) worth US\$ 12,889 million in the period April

2000–September 2013, according to data published by Department of Industrial Policy and Promotion (DIPP).

The country's GSM operators added 1.66 million rural subscribers in October, taking their overall user base to 274.32 million, according to data released by the Cellular Operators' Association of India (COAI). The telecom companies are looking at rural India to add users and revenues.

KEYWORDS

GAP Analysis , Telecom Sales and Marketing , telecommunications market.

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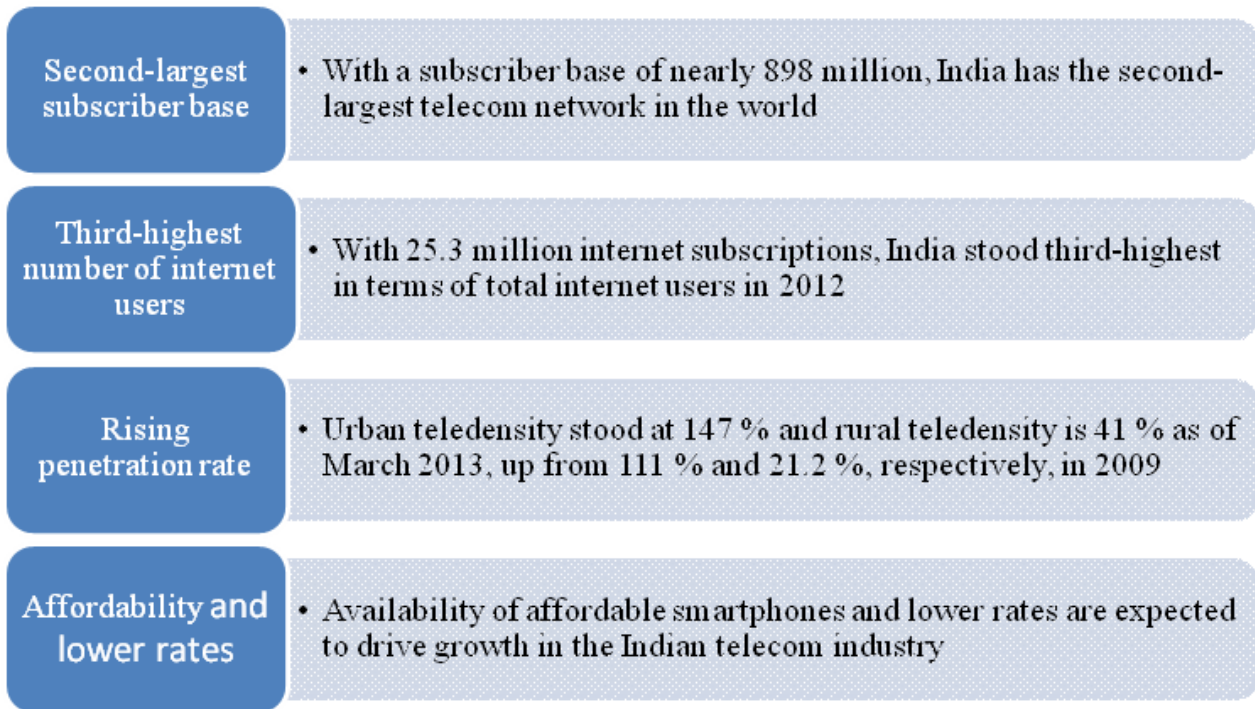
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1. INTRODUCTION

Fig. 1: Highlights of the Indian Telecom Sector



OBJECTIVES:

1. To analyse the gaps in performance of the Sales Executive (Broadband) in comparison with the NOS
2. To analyse the gaps in performance of the Territory Sales Manager (Broadband) in comparison with the NOS
3. To Analyse the gaps in performance of the Territory Sales Manager (Prepaid) in comparison with the NOS
4. To determine the opportunities and challenges in sales and marketing
5. To study the National Occupational Standards(NOS) formulated by Telecom Sector Skills Council, India
6. To identify the gaps and training areas and recommend the remedial actions

SCOPE :

The study focuses on analysis of the performance of Territory Sales Manager broadband and prepaid, Sales executive Broadband in India. The researcher has selected different areas like Camp, Mukundnagar, Kothrud, Baner, etc in Pune city. Some of the selected stores have been considered for preparing the report. The project was carried in the month of February and March 2015.

The researcher has also studied the recent developments in the Indian Telecom Sector and the influence of the government policies on the growth of this sector.

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RESEARCH METHODOLOGY:

The researcher has visited some selected stores in Pune city and the data collected is based on the interactions with the Sales executive. The researcher has telephonic interaction with the Territory Sales Managers at selected companies like Airtel, Idea Cellular and Uninor working in Pune and different districts of Maharashtra.

LIMITATIONS OF THE STUDY :

The present observation and analysis of the Telecom services stores in Pune may not remain the same in the coming years. The analysis is influenced by a number of factors that cannot be identified immediately. Some of these factors are response from the customers, news products developed by the company, services provided by the company and the output hoped for. The Pune city is geographically very big so it is difficult to cover all areas. The visit to the stores/ counters was limited due to the large population and geographical area. Lack of complete knowledge of Pune city was another hindrance in the research project. The study is restricted to the three job roles Territory Sales Manager (broadband) , Territory Sales Manager (prepaid), sales executive (broadband). The Telecom Sector is very dynamic and vast area so it is difficult to cover each and every aspect. The observations made are totally dependent on the views of the Sales Executive and Territory Sales Manager, which may be biased in nature. Telecom is a vast sector. There are many players in the market so most of the respondents whom the researcher selected and met few of them. It is not possible to visit all the stores of all the Communication Service Providers.

GAP Analysis Report on Job role of Territory Sales Manager (Broadband and Prepaid)

Observations and the Identified Gaps at Tata Docomo Store, Kothrud :

When entered the Store, the store was found in pathetic Condition. The reason was the work-in-progress. There was only one executive available for generating new sales, customer support and grievances. Training for sales only was provided. There was no Training imparted on Technical Knowledge to Sales executives. Uniforms were not provided despite of executives reminding time and again. Training sessions are generally provided only when there is a consistent demand from sales executives. This store is usually consuming more time for customer support & sales, and providing solution to two out of five walk-ins. Reports are prepared on daily basis by third parties after the sales executive dictate them. Sales Executive don't have daily targets or daily sales plans. Also, they prefer usually weekly/monthly targets. This reflects the failure of both the Sales Executive as well as the poor supervision by the Territory Sales Manager when compared with the National Occupational Standards. Another observation and experience at this store was that Customers went out dissatisfied on the issue of speed experienced by them. For example, A customer purchased a plan of 2Mbps, and was experiencing speed of 512Kbps only. There is a gap on both sides. Sales executive are not confident in handling such customer, who are likely to churn out sooner than later. The sales executives were looking very dull in the attire and there was lack of professionalism in the overall conduct of the executives. Communication was mainly in the local dialect i.e. Marathi and Hindi. When

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communicating in English, it was observed that the sales executive had very poor knowledge and understanding of the English language. Also the sales executives were not so happy with the support provided by the company.

Recommendation: The Sales Executives need training on broadband

Observation at Reliance Communications Stores, Kothrud, Pune

The store was very tidy, organized and has a very fresh and energetic ambience. The waiting queue was properly organized, with sales executive handling customer with a smile on their face. The executives had good product knowledge when asked about certain services and products offered at RCOM Store. Executives were properly groomed and comfortable selling in English, Hindi and Marathi. Sales Executive had been well trained in selling and product knowledge for last six months through On-Job Training. After the sales executives are comfortable and confident with all the services and products offered, the company gives them an on role Offer. A very unique way of handling customer through good communication, as trained during his/her training, they have been able to achieve more than 150% of targets for past six months. The company responds to timely training and gives training on every new product added to the store through online training or Conference Training. Customer waiting time is minimal as the stores are segregated and organized with different panels which gave a very professional look. All the store staff were properly groomed and were in uniform. When asked about strictness of uniform, the information provide was that, in case an executive misses on to were the Uniform provided by the company, he loses half day pay strictly. Overall the store can be given a rating of 9 on a scale of 10.

Conclusion: There were no gaps observed in the performance of Territory Sales Manger and Sales Executive (Broadband) at the above store.

Observations at Vodafone Store, Bavdhan(Prepaid)

The store was very small, but large enough to cater the population residing at Bavdhan, Pune. The store manager was very friendly and supportive. The Store manager gave good insights to working methodology and procedures at the store. All the four sales executives working were well groomed and dressed in Vodafone uniforms. The Prepaid Sales executives were not present at the location. However, they turned up suddenly seeing the walk-in and helped in understanding their daily sales activities. The sales executives brief about the number of retail outlets usually Grocery Stores, Mobile shops, Mobile repairing vendors who generate new customers and help in increasing the sales, revenue and market share of the company. Vodafone promote their products and services by giving the vendors an attractive amount of commission (not disclosed) on purchase of every prepaid SIM's. Sales executives at Vodafone are also trained well in advance about the service offering and they also help the vendors understand the products. There was a complaint box kept at the store for dissatisfied customers, which does not come under the possession of the store. It is handled by only directly from the company. On a weekly basis these complaints collected at the store from complaint box are monitored and resolved to give more customer satisfaction. Communication of the sales executive was good enough to cater the queries of the customer and hence there was positive influence on purchases. The Company sales

through its Channel partners i.e. Direct Selling Associations (DSAs). Sales executive was well trained and are good at preparing reports. Overall the store can be rated with 8 points on a scale of 10.

Conclusion: There were no gaps observed

GAP Analysis Report on Job role of Sales Executive (Broadband)

Observation at Venture Marketing (Airtel Franchisee)

There was no BTL Material available. The outlet was manned by a sales person with a desktop, no brochure/ flier was available. The executive had a very good product knowledge when asked about certain services and products offered at the Store. Executives were properly groomed and comfortable selling in English, Hindi and Marathi. A very unique way of handling customer through good communication, as trained during his training, he has been able to achieve more than 150% of targets for past 6 months. The company responds to timely training and gives training on every new product added to the store through online training or Conference Training. Customer waiting time is minimal as the stores are segregated and organized with different panels which gave a very professional look. All the store Staff was properly groomed and were in uniform. When asked about strictness of uniform , the information provide was that, in case an executive misses on to were the Uniform provided by the company, he/she loses half day pay strictly.

Observation at Teletech Corporation (Vodafone mini store)

There was no BTL material. The Outlet was manned by sales person with a desktop. All the four sales executives working were well groomed and dressed in Vodafone uniforms. The Prepaid Sales executives were not present at the location. However, they turned up suddenly seeing the walk-in and helped in understanding their daily sales activities. The sales executives brief about the number of retail outlets usually Grocery Stores, Mobile shops, Mobile repairing vendors who generate new customers and help in increasing the sales, revenue and market share of the company. Vodafone promote their products and services by giving the vendors a attractive amount of commission (not disclosed) on purchase of every prepaid SIM's. Sales executives at Vodafone are also trained well in advance about the service offering and they also help the vendors understand the products. There was a complaint box kept at the store for dissatisfied customers, which does not come under the possession of the store. It is handled by only directly from the company. On a weekly basis these complaints collected at the store from complaint box are monitored and resolved to give more customer satisfaction. 10. Communication of the sales executive was good enough to cater the queries of the customer and hence there was positive influence on purchases. The Company sales through its Channel partners i.e. Direct Selling Associations (DSAs). Sales executive was well trained and are good at preparing reports Overall the store can be rated with 8 points on a scale of 10.

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