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Participant Handbook

Sector
Logistics

Sub sector
Courier & Mail Services

Occupation
Retail and Institutional Sales

Reference ID: **LSC/Q3035, Version 3.0**

NSQF Level 5

Key Consignor Executive

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This book is sponsored by

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

Shri Narendra Modi
Prime Minister of India

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SKILLING CONTENT : PARTICIPANT HANDBOOK

Complying to National Occupational Standards of
Job Role/ Qualification Pack: **'Key Consignor Executive'** QP No. **'LSC/Q3035,V3.0 NSQF Level 5'**

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Cyrus Guzder

Authorised Signatory
(Logistics Sector Skill Council of India)

Acknowledgements

We thank the following organizations for endorsing the contents of this Participant Handbook, thus contributing towards skilling based on the Qualification Pack (QP) and National Occupational Standards (NOSs).

About this book

This Participant Handbook is designed to facilitate training to the Key Consignor Executive Qualification Pack (QP). It provides learners with the necessary knowledge relating to major topics in courier operations, in terms of handling customers, maintaining the relationship with customers, handling their queries, approaching new customers, handling the customers on and off their presence, cash collections, paper works, post operations, human resource management in a delivery environment and maintaining accounts. Its decision-making orientation provides a real-world approach focusing on large and small courier players.

The book elaborates how Individuals in this position interact with customers and by understanding customer needs, acquiring new customers and handling existing customers and meeting the organization needs as a face of the organization in working cordially within the team.

This handbook also provides the latest information on current advancements in technology and its impact on the industry. Many modules have been revised to capture the diversity, varied perspectives, and current spirit of courier service.

The handbook is divided into 4 NOSs. NOSs are Occupational Standards which have been endorsed and agreed to by the Industry Leaders for various roles. The NOSs are based on the educational, training and other criteria required to perform the job/role of a trainee associate.

Key characteristics of this handbook:

(i) It discusses the concept of courier operations in an easy to learn manner.
(ii) It presents sales concepts in the interactive and professional way.
(iii) It gives the opportunity to learners to visualize themselves in a professional sales set-up.

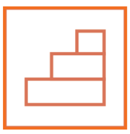
Symbols Used

Key Learning Outcomes

The key learning outcomes are listed at the beginning of each module. These outline the focus areas that the learners will cover in every module.

Tips

Wherever possible, tips are included in every module. They provide additional insight to learners on a particular topic being discussed.



Steps

These provide step-by-step instructions for a specific process.

Notes

Notes at the end of each module is a space for learners to list down their key points related to the topic.

Time

This refers to the time specified for the completion of each module. The time in number of hours is mentioned at the beginning of each module.

Unit Objectives

These are listed at the beginning of each unit under every module. They highlight the focus areas that the learners will cover in every unit.

Table of Content

The book on New Employability Skills is available at the following location:
https://eskillindia.org/NewEmployability
Scan the QR code below to access the ebook

Logistics Skill Council

1. Introduction

Key Learning Outcomes

At the end of this module Participant will be able to:

1. Discuss Supply Chain and Logistic Management
2. Discuss Courier industry and opportunities in it
3. Define your job roles and responsibilities
4. Narrate the activities in Courier services
5. Explain the importance of Courier service
6. Describe the organizational structure in Courier industry
7. Describe the employment opportunities in the courier industry
8. Identify the difference between traditional mail service and modern courier system
9. Explain courier movement
10. Describe e- commerce material movement
11. Describe the functions involved for Key Consignor Executive

UNIT 1.1 - Supply Chain Management

Unit Objectives

At the end of this unit Participant will be able to:

1. Define Supply Chain and Logistics management
2. Explain the importance of Courier service
3. Describe the organizational structure in courier industry
4. Describe about the employment opportunities in the courier industry

1.1.1 What is Supply Chain Management?

Supply Chain Management envelops all activities starting from point of origin through point of consumption till End of Life of the Product or Service. It includes Planning and execution part of satisfying the customers' demand.

Supply Chain definition The movement of materials as they flow from their source to the end customer. Supply Chain includes purchasing, manufacturing, warehousing, transportation, customer service; demand planning, supply planning and Supply Chain management. (Source: CII-IL, SCM pro, Module 1)

Supply chain management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model. It includes all of the logistics management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, finance, and information technology.

1.1.2 What is Logistics Management?

Logistics management is that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverses flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirements. (Source: CSCMP)

Supply chain management essentially ensures three flows:

a. Product flow / Service Flow

b. Information Flow

c. Finance/Money Flow

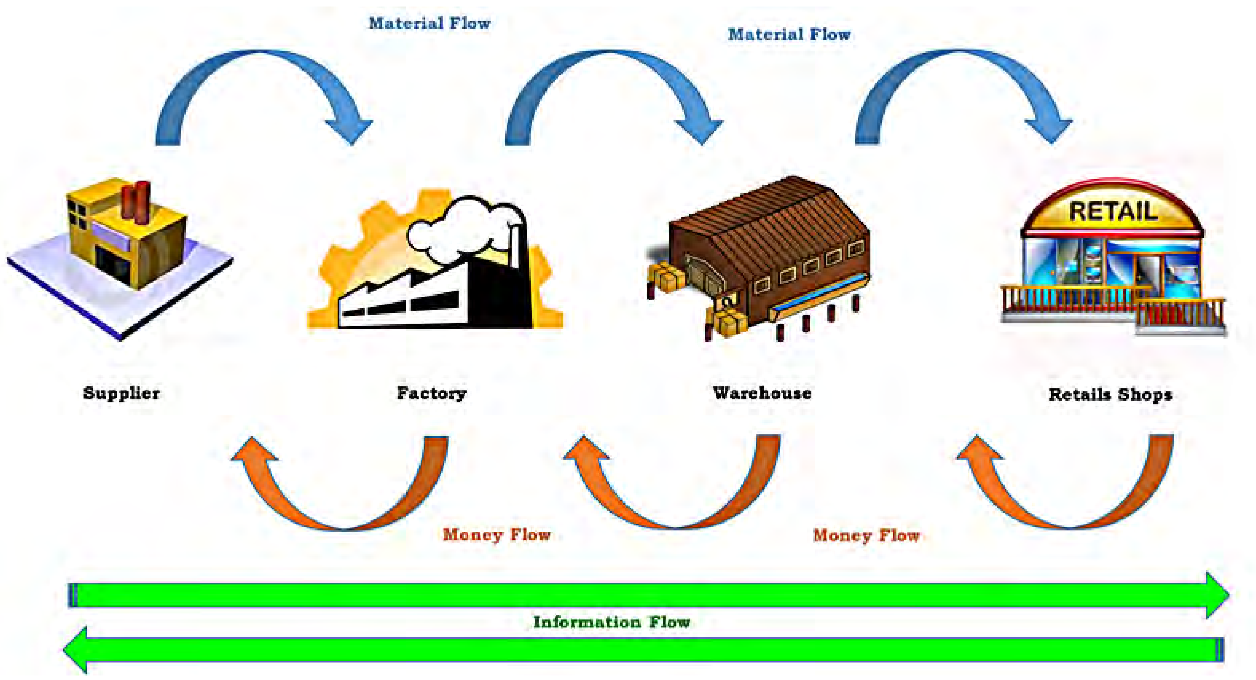


Fig 1.1.1: Supply Chain Flow

The product flow is the movement of goods from supplier to customers and customer to manufacturer in case of any customer returns or service requirements.

The information flow covers updating the status of the delivery as well as sharing information between suppliers and manufacturers. Information flow is supposed to happen on a real time basis, without any distortion and delay to ensure demand is met with correct supplies. The information flow in the supply chain includes the market signaling amongst the supply chain members regarding end-user preferences.

The finance flow is the result of first two flows that encompasses credit terms, payment schedules and consignment and title ownership arrangements.

Notes

1.1.3 Introduction to Supply Chain Management

A supply chain is a network of facilities and distribution options that performs the functions of procurement of materials, transformation of these materials into intermediate and finished products, and the distribution of these finished products to customers. Supply chains exist in both service and manufacturing organizations, although the complexity of the chain may vary greatly from industry to industry and firm to firm.

Supply chain management is typically viewed to lie between fully vertically integrated firms, where the entire material flow is owned by a single firm and those where each channel member operates independently. Therefore coordination between the various players in the chain is key in its effective management.

Below is an example of a very simple supply chain for a single product, where raw material is procured from suppliers, transformed into finished goods in a single step, and then transported to distribution centers, and ultimately, customers. Realistic supply chains have multiple end products with shared components, facilities and capacities.

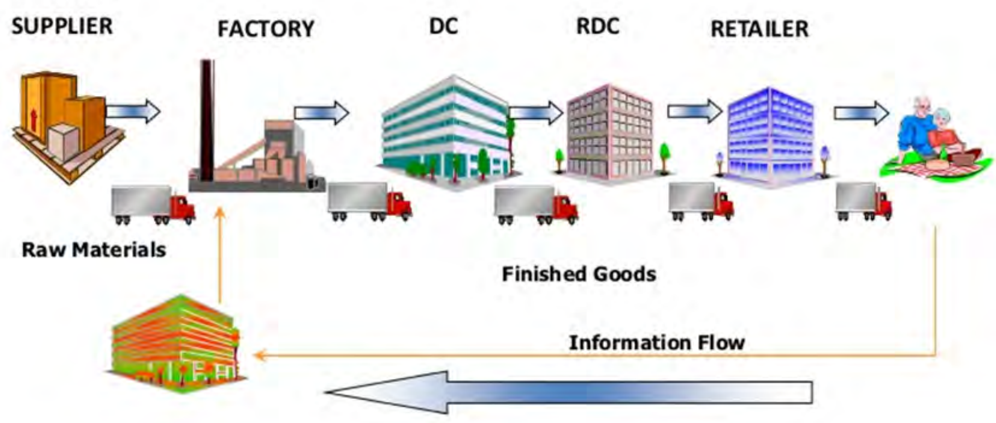


Fig 1.1.2: Supply Chain Flow

Components of Supply Chain Management

The following are the five basic components of Supply Chain Management:

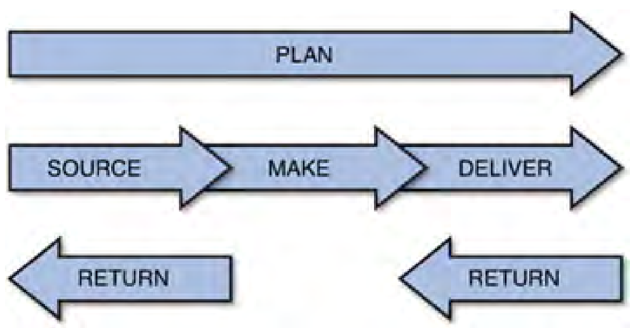


Fig 1.1.3: Supply Chain Flow

1. Plan:

This is the strategic portion of SCM. You need a strategy for managing all the resources that go toward meeting customer demand for your product or service. A big piece of planning is developing a set of metrics to monitor the supply chain so that it is efficient, costs less and delivers high quality and value to customers.

2. **Source:**

Choose the suppliers that will deliver the goods and services you need to create your product. Develop a set of pricing, delivery and payment processes with suppliers and create metrics for monitoring and improving the relationships. And put together processes for managing the inventory of goods and services you receive from suppliers, including receiving shipments, verifying them, transferring them to your manufacturing facilities and authorizing supplier payments.

3. **Make:**

This is the manufacturing step. Schedule the activities necessary for production, testing, packaging and preparation for delivery. As the most metric-intensive portion of the supply chain, measure quality levels, production output and worker productivity.

4. **Deliver:**

This is the part that many insiders refer to as logistics. Coordinate the receipt of orders from customers, develop a network of warehouses, pick carriers to get products to customers and set up an invoicing system to receive payments.

5. **Return:**

The problem part of the supply chain is returned to the supplier from customer. Create a network for receiving defective and excess products back from customers and supporting customers who have problems with delivered products.

Notes

UNIT 1.2 - About the Course

Unit Objectives

At the end of this unit Participant will be able to:

1. Explain organizational structure in courier industry
2. Explain what is a courier service
3. Identify the difference between traditional mail service and modern courier system
4. Define the objectives of Key Consignor Executive and explain the organizational Structure

1.2.1 Key Consignor Executive

The courier industry is growing at a very rapid speed because of the demand of products and ease of doing business in the global supply chain and with the boom in the e-commerce space has triggered the industry with an impact on the economic development of the country. The industry is seeing rapid change because of technological innovations and competitions. This has made the courier industry as an area of interest for the different players across various industries. With different job roles involved in the courier industry, Key Consignor executive is an individual who is responsible for meeting the client and maintaining the relationship with the client's to develop and maintain business. This is a critical job role because of the customer satisfaction and reliability starts at this point by understanding the requirements of customers and performing the customers' demands in the stipulated time.

Key Consignor Executives is one, who work closely with the key clients and are responsible for maintaining relationships with existing key clients and develop business opportunities with them.

The job requires an understanding to handle customers and to recognize the customer needs, reacting to their feedbacks positively to develop the business further. This is also critical, where the relationship should be maintained in such a way that, the customer should feel positive in handling business with the company.

Scan the QR code to watch the related videos

https://www.youtube.com/watch?v=4-QU7WiVxh8

Logistics Management

Supply Chain Management

https://www.youtube.com/watch?v=VuZ9nvyNYCU

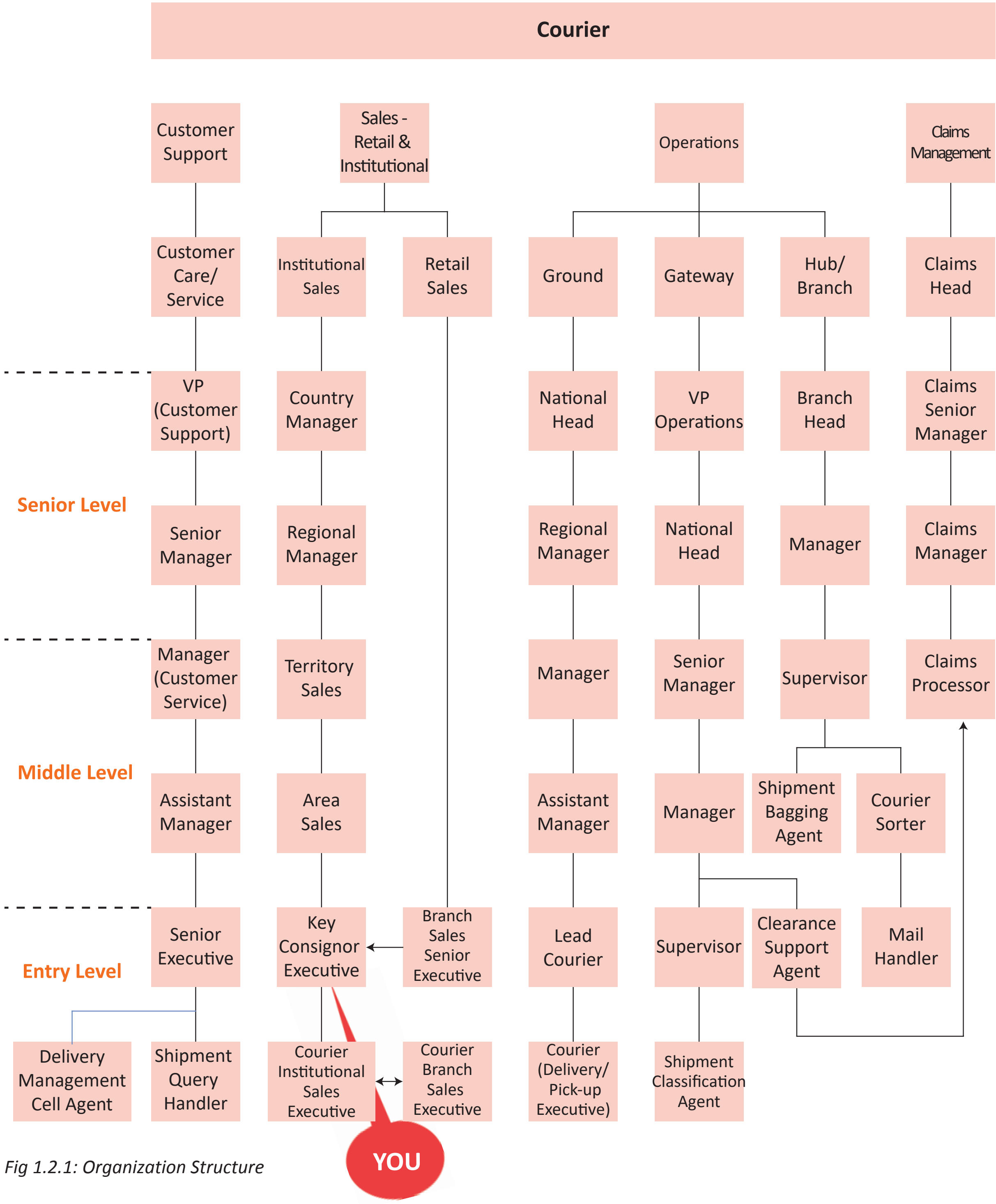


Fig 1.2.1: Organization Structure

1.2.1 Objective of the Course

The main objective of this course makes individuals understand as how to identify new customers, managing customers and handling existing customers involved in a relationship with the courier company.

- How to identify the right source of client information and to communicate them
- Identifying the right leads and converting them into business opportunities.
- How to take control of sales operation, when leads are interested in the business
- Proven techniques for creating a new client database and managing them
- Implementing the discounts and offers to the clients and managing to get success in business
- How to make informed decisions in choosing a right customer
- Tested methods for measuring productivity and performance in operations
- Con crete ways to handle complaints in a positive manner and how to apply leadership techniques successfully in a business setting and leading forward
- How to evaluate your own effectiveness and the primary areas of your responsibilities that you must keep in mind
- Knowing how you fit into the overall picture of your company and ways to upgrade your image
- Easy-to-implement changes to improve lines of communication with your boss, peers, and employees and much, much more

1.2.3 What is a Courier Service?

“A Courier service is one which delivers messages, packages, goods and mail from door to door, local or international, provides pickup and delivery services in faster way which is more secure and alternative to the usual mail service. It is known for their speed, security, tracking service and specialization.

In ancient history, runners and homing pigeons and riders on horseback were used to deliver timely messages. Before there were mechanized courier services, foot messengers physically ran miles to their destinations. The time taken to reach the destination varied between days and weeks. As the evolution of logistics begun, the time was taken to deliver becomes shorter. Thus, the mail service started. Further to provide more swift delivery as a premium service courier industry was begun.

Nowadays, the courier has evolved to just in time services, where once when the package is ready, the pickup is made and since the time pickup is made, the package starts traveling and reaches the destination in specific time. It uses almost all modes of transportation, from Air, Truck, Rail, Motorcycle and Bicycle with an ultimate aim of reaching the customer in the shortest time.

Fig 1.2.2: Traditional Mail system

Traditional mail services are known for having slow delivery times and can incur expenses if items are large or heavy; couriers seemed to be the perfect alternative and despite it being slightly more expensive than normal postage it is beneficial for certain deliveries.

The logistics industry in India is evolving rapidly and India's logistics sector is poised for accelerated growth, led by GDP revival, ramp up in transport infrastructure, e-commerce penetration, impending GST implementation, and other initiatives like 'Make in India.'

Fig 1.2.3: Traditional Mail system

Courier Industry

The $110 billion logistics and supply chain industry is growing at 15 per cent to 20 per cent. That's nearly twice the global average of 10 per cent. While the booming e-commerce sector is certainly one of the drivers of growth, and one which has brought in a few organised players in the sector, the overall potential for growth in the logistics and supply chain sector remains high due to several fundamental reasons.

Fig 1.2.4: Growing Sector

The overall poor quality of infrastructure in the country, and that the sector is largely unorganised and highly fragmented are some of the current dynamics of the sector that are changing. Overall, the Indian government has a declared intent to improve infrastructure in the country. Improved roadways, storage and warehousing infrastructure will certainly boost the sector.

Also, a number of organised players are entering the industry, which will help bring in institutional capital, processes, economies of scale, and cost and operational efficiencies. Newer technologies (e.g. drones, robotics and inventory management platforms) will also alter the way logistics and supply chain sector will operate.

Market Overview

The logistics and warehousing industry's revenue is anticipated to grow at a CAGR of 10.7% during 2015-2019. 3PL, e-commerce logistics and cold chain are the 3 biggest segments in the logistics and warehousing industry in India based on future growth rates. The courier and cargo industry forms a strong and fast-growing component of the logistics and supply chain industry. Valued at Rs 10,870 crore (approximately $2.2 billion) in 2011-12, the courier industry is expected to grow at a rate of 10-15% annually. E-commerce logistics industry alone in India expected to reach over USD 2 billion by 2019. The courier market in India is currently a highly fragmented one, where the government players (India Post), global integrators (such as FedEx and DHL), and large organized players (Blue Dart, First Flight, DTDC, Gati etc.) co-exist along with several other unorganized players.

Fig 1.2.5: Market Overview

The opportunities in cargo transportation are equally large given the need to cater to far flung areas and new developing urban clusters. In India, presently, DHL, Blue Dart and Elbee are the major players contributing to 70% of industry's revenues.

Challenges & Opportunities

India has over a lakh pin codes, but only about 10,000 of them are connected through organised courier companies. Hence, there is a heavy dependence on the local or unorganised players, who provide the last mile connectivity to the more established and organised companies as well as directly to individuals who seek their services.

Fig 1.2.6: Challenges as Opportunities

As e-commerce penetrates into these currently underserviced markets, national as well as regional companies will have to start creating infrastructure, resources and processes to service these markets cost effectively.

Also, given that most companies in this fragmented market are smaller, they have had limited budgets for investments in brand building and consumer outreach. As a result, the awareness of specific services remains weak. Most customers are not aware of the specialised services that some courier companies offer.

For instance, if you want to send a parcel of mangoes to a loved one, not all courier companies accept the order. DHL is amongst the few that offers this service by the name 'Mango Express'. Similarly, it offers a 'University Express' service for students. But yet again, how would the customer know unless they have gone through the inconvenience of doing the rounds of several courier companies? With increasing globalisation and sourcing of goods across the continents, the same challenges are faced in the cargo movement, where courier usage is not affordable.

Similarly, from the customer's perspective there is no transparency and clarity in terms of the different services that a courier company offers. The varied services offered by courier companies include on-board courier services, personal courier services, same-day courier services, standard courier services, overnight courier services etc., and the cost varies depending on the service you choose.

Fig 1.2.7: Globalized world

For example, if you need to send a courier, you simply visit the office of a courier company in your vicinity and tell them that you need to get a courier delivered. You are handed over a receipt; you make the payment and are glad that the job is done. But did you bother to enquire if the delivery could have been done without spending as much money as you did? Well, why would you, if you had no idea about the options in the first place? Just so you know, if you are not in too much of a hurry, send your package if you are comfortable with it getting delivered in 3 days instead of 1. The courier charges could be significantly lower!

Fig 1.2.8: Advancement in the Courier Industry

Again, just awareness of these services alone may not prove to be useful because the customer will still have to go through the grind of doing their research by either physically visiting or calling all the offices of different courier companies or checking them online individually to see which courier company can meet their specific requirements.

Also, unless the courier company allows you to track the location and status of your order online, regularly following up to know the same can be yet another pain point. If you have used multiple service providers, then tracking them on their individual portals would be a nightmare!

The Way Ahead

A lot can be done in the courier space to make the experience smooth and hassle-free for the customers. The right solution can help save significant time and energy that currently goes into the process, and become a big boon for customers.

Fig 1.2.9: Road Ahead

E- Commerce has changed the Face of Courier Industry

The Indian e-Commerce industry is flourishing as a result of the online shopping boom. e-Tailing is the latest buzz word in the retail industry. Positive buying experience is a vital step in improving consumer confidence in an online retail environment thereby inducing repeat purchase.

Fig 1.2.10: Ecommerce Evolution

Fig 1.14: Ecommerce Evolution

Notes

UNIT 1.3 - Activities in Courier Services

Unit Objectives

At the end of this unit Participant will be able to:

1. Explain the activities in courier service
2. Explain courier movement
3. Describe e-commerce material movement

1.3.1 Courier Activities

The courier activity starts from Organization A with a collection of parcel /document as a Pick up process and delivers the same to Organization B with its Supply Chain network via a Courier Depot / Distribution center.

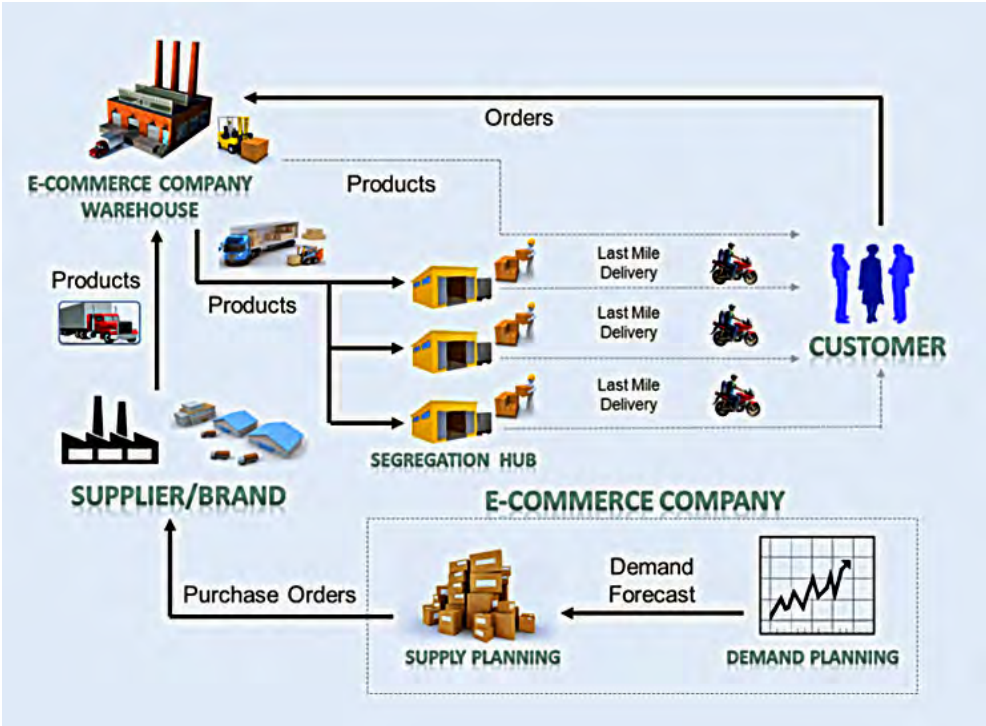


Fig 1.3.1: E - Commerce Material Movement

As the boom of E-Commerce, the customer places an order in front of a computer / mobile and the manufacturer or retailer or from E-Commerce warehouse they handover the parcel to the courier services provider. Then the courier services provider takes the responsibility of moving the parcel till it reaches the customer hands.

The activities of the courier service includes picking up packages from customer location, consolidation of outbound packages, deconsolidation of inbound packages, sorting the packages based on route, delivering of packages, collection of Money (if COD), handling returns and updating the status of shipment till delivery of packages.

Steps: Followed in Courier Activities

STEP 1: Consolidation of Outbound at Delivery Center

STEP 2: Deconsolidation of Inbound at Distribution Center

STEP 3: Sorting - Based on Route

STEP 4: Collection of Money

STEP 5: Delivery of Package

STEP 6: Pickup Package

1.3.2 Activities in Courier

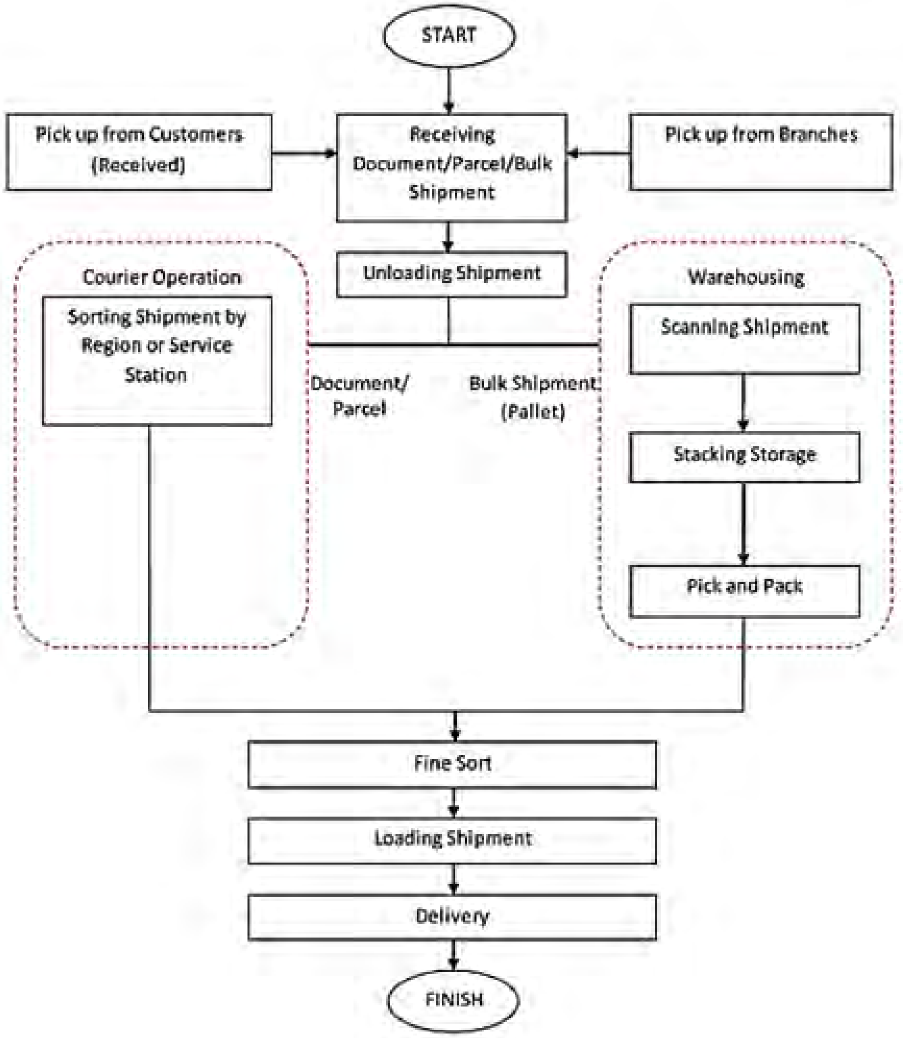


Fig 1.3.2: Activities in Courier

Pick up Activity

Pick up activity refer to the process of collecting parcels and documents from customer's location. Works involved in this activity is driving vehicles (such as motorcycle or van) from stations / centres to customer at offices or private homes (on demand pick up).

Fig 1.3.3: Pick up Activity

Unloading Activity from Collection Vehicle

Collected parcels are taken to the hub for sorting process. Works activities involved at this stage are

Fig 1.3.4: Unloading

unloading parcels from the collection vehicles. This process involves drivers/hub workers to unload bulks parcel from the vehicle to the hub process system (conveyer). Activities involved are heavy lifting or manual handling.

Sorting Shipment Activities

Sorting is a process to segregate the shipment by zone, location and route. Employees will scan the

Fig 1.3.5: Sorting Shipment Activities

shipment bar code and then separate the shipment by destination and delivery zone. The hub operation workers will sort the parcel manually according to the recipient addresses after scanning the bar code.

Warehousing Activities

Scanning Activities

Warehouse operators will scan the packages' bar code to sort the packages (palletize) by area, customer, type of items and date (storage period) before arranging the packages on the racking system.

Fig 1.3.6: Scanning Activities

Tiered Storage Activities

The packages and loose items are arranged on tiered storage (racking system) before distribution according to specific time schedules. These activities require warehouse operators to operate lifting equipment (such as forklift, reach truck, stacker, etc) in order to arrange the packages on the racking system.

Pick and Pack Activities

Fig 1.3.7: Pick Activities

Fig 1.3.8: Pack Activities

Pick and pack activity is a process which warehouse operators need to unload the packages from the racking system. Then the packages are re-sorted according to customers' orders. The packages will then be delivered to the respective customers.

Delivery Activities

Delivery activities is a process where shipment are delivered to customers via vehicles such as trucks, vans and motorcycles by the couriers, or agents and contractors appointed by the respective courier company.

Line Haul Delivery

Line haul is a long distance delivery using lorries to service stations according to regions. The drivers are also responsible for loading the packages into lorry and unloading packages out of the lorry.

Fig 1.3.9: Line Haul Delivery

Local Delivery (Short Distance)

Local deliveries are also called as direct delivery. Direct delivery is where the courier departs from the station to the customer's location using a small truck, van or motorcycle within their respective routes.

Fig 1.3.10: Local Delivery

Notes

UNIT 1.4 - Roles of Key Consignor Executive

Unit Objectives

At the end of this module Participant will be able to:

1. Explain the Roles of Key Consignor Executive
2. Describe the functions involved
3. Narrate the employment opportunities available in courier services
4. Know the pre requisites of joining the industry

1.4.1 Key Consignor Executive - Roles

The roles of Key Consignor Executive includes the understanding requirement as how to identify new customers, managing customers and handling existing customers involved in a relationship with the courier company.

- Creating business leads
- Meeting the clients
- Noting the feedback of existing clients
- Finding better opportunities for business growth with existing clients
- Planning strategically for business improvements
- Identifying opportunities for converting new business leads to clients
- Following the market closely and observing competition
- Identifying ways to overtake and meet competition
- Strategic plan to meet future needs
- Reporting to head office on current status and targets met
- Continuously improvising to meet market needs

1.4.2 Description of Functions

- Generate sales plan and business development opportunities
- Prepare for the meetings
- Build existing client relationship
- Generate sales through business development
- Follow-up with prospective clients
- Build market intelligence and track sales processes

1.4.3 Employment Opportunities in Courier Services

The roles of the Key consignor executive at courier services functions are wide. There are different types of courier services and hence, the job opportunities are also many. The various types of job providers are

1. Carriers

- DHL, UPS, FedEx, etc.

Fig 1.4.1: Carrier companies across the world

2. E- Commerce

Example -Flipkart, Snap Deal, Amazon, Myntra etc

Fig 1.4.2: Few leading E - Commerce companies

3. **Food Delivery**

Example - Zomato, Food panda, Swiggy

Fig 1.4.3: Food Delivery Companies

Fig 1.4.4: Food Delivery Executive

Few of the Courier Companies in India

1. Indian Postal Service	
2. DHL Express India Pvt Ltd	

3. Blue Dart Express Limited	BLUE DART
4. First Flight Courier Limited	First Flight® First Flight Couriers Ltd.
5. FedEx India	FedEx®
6. DTDC Courier and Cargo Limited	DTDC Delivering Value

7. TNT Express	
8. Gati Limited	
9. Overnite Express Limited	
10. The Professional Courier Network Limited	

1.4.4 Pre - Requisite

1. Valid Driving License (LMV driving License or MCWG Driving License)
2. Communication Etiquette
    a. To communicate with customer in a much polite way to understand addresses and to address issues
3. Geographical understanding of a zone
4. Ability to handle load up to 15kgs

Tips

Consider you have ordered a mobile phone on a website. The order completes at the website and at the supplier location and will be handed over to a courier company. A courier delivery executive will be the one, who will find and deliver you the product.

Notes

Summary

In this chapter, the understandings on the basics of Supply chain management have been discussed. Apart from this, an overview of the courier industry, its organizational structure is also dealt. The various activities in courier have been explained. The job roles and the opportunities for the key consignor executive were discussed.

Exercise

1. For a mobile phone manufacturing company, the battery provider is called as _____
2. Logistics management is to provide the right ______ with the right _____ at the right _____ in The right _____ at the right _____ to the ultimate customer
3. Name few courier companies and e-commerce companies
4. The Key Consignor executive meets ____and converts leads into business opportunities
5. Key Consignor Executive meets both existing and ____ customers

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2. Required Understandings

Unit 2.1 - Understanding Required for Key Consignor Executive

LSC/N3036

Key Learning Outcomes

At the end of this module Participant will be able to:

1. Explain the organizational requirements
2. Describe coding system
3. Discover reference number
4. Distinguish labeling system
5. Key out pin codes
6. Discover barcodes
7. Narrate primary security responsibility
8. Locate package / consignment through understanding coding system
9. Explain labels used on packages
10. Elaborate what pin code digits indicates.

UNIT 2.1 - Understanding Required for for Key Consignor Executive

Unit Objectives

At the end of this module Participant will be able to:

1. Agree upon understandings required
2. Learn about coding, labeling, reference number and barcodes
3. Inspect on the various labeling, its signs and symbols
4. Correspond with the pin code system

2.1.1 Organizational Understanding

Each organization is different and their procedures are different. Hence as a courier executive, the priority of jobs will be to understand the business & the products that the organization is involved in, their rules and procedures of doing an activity. The procedure required for each consignment will also vary. Hence getting familiar to the organization standards is essential.

Once when the goods are out of the depot, till it reaches the customer, the courier executive is responsible for all the packages. Sometimes, missing or theft of goods of it may lead to legal non - compliance. No unauthorized person should be allowed to view or handle any package or documents, sheet or mobile devices and maintaining it would be a primary security responsibility.

2.1.2 Understanding of Coding System

In order to track and trace the location of the package/ consignment, the coding system is used. This system is used to identify the path of movement of goods. There are also coding systems used to understand the carriage type, location, type of goods inside package (chemical, medical products, etc.)

The coding system shall be

1. Numbers -123456789
2. Alpha Numeric- C6578AWN98
3. Barcodes- 2D and 3D barcodes
4. RFID’s

2.1.3 Understanding of Shipping Reference Number

It is a unique number provided by the courier company during booking. The receipt provided by the courier company on booking of the consignment will have this reference number. This will help the customer and shipper to track and understand the status, when entered on an online portal.

Fig 2.1.1: Way bill number of TNT

2.1.4 Understanding of Labeling

Labeling is a graphical communication with respect to the goods inside the packages and a key communication as how to handle the packages. It is a key skill and ability to understand and perform functions based on labeling. Labeling is a pictorial representation made visible on any package as a brief description about the properties of the goods inside the package.

Fig 2.1.2: Labels used on packages

2.1.5 Understanding of Pin Code

Postal Index Number which is also called as Pin code which is used to formally sort and deliver the mail. PIN Code is a 6 digit code of Post Office numbering used by India Post.

There are 9 PIN regions in the country. The first 8 are geographical regions and the digit 9 is reserved for the Army Postal Service. The first digit indicates one of the regions. The first 2 digits together indicate the sub region or one of the postal circles. The first 3 digits together indicate a sorting / revenue district. The last 3 digits refer to the delivery Post Office.

The fourth digit represents the route on which a Delivery office is located in the sorting district.

The last two digits represent the delivery office within the sorting district starting from 01

The first digit of PIN indicates as below:

First Digit	Region	States Covered
1	Northern	Delhi, Haryana, Punjab, Himachal Pradesh and Jammu & Kashmir
2	Northern	Uttar Pradesh and Uttaranchal
3	Western	Rajasthan and Gujarat
4	Western	Maharashtra, Madhya Pradesh and Chhattisgarh
5	Southern	Andhra Pradesh and Karnataka
6	Southern	Kerala and Tamil Nadu
7	Eastern	West Bengal, Orissa and North Eastern
8	Eastern	Bihar and Jharkhand
9	APS	Army Postal Service

Table 2.1.3 : PIN Indicator

Fig 2.1.4: Delivery Location

First 1/2 Digits of PIN	Postal Circle
11	Delhi
80 to 85	Bihar and Jharkhand
12 and 13	Haryana
14 to 15	Punjab
16	Chandigarh
17	Himachal Pradesh
18 to 19	Jammu and Kashmir
20 to 28	Uttar Pradesh and Uttarakhand
30 to 34	Rajasthan
36 to 39	Gujarat
40	Goa
40 to 44	Maharashtra
45 to 48	Madhya Pradesh
49	Chhattisgarh
50	Telangana
51 to 53	Andhra Pradesh
56 to 59	Karnataka
60 to 64	Tamil Nadu
67 to 69	Kerala
682	Lakshadweep (Islands)
70 to 74	West Bengal
744	Andaman and Nicobar Islands
75 to 74	Odisha
78	Assam
79	Arunachal Pradesh
793, 794, 783123	Meghalaya
795	Manipur
796	Mizoram
799	Tripura

Table 2.1.5: PIN Indicator

This pin code numbers are used to sort and route the delivery /pickup of the packages or mail to the relevant branch office to perform delivery /pickup.

2.1.6 Barcodes

Barcode systems can track material through each step of the work and keep detailed records on each piece or batch. Using barcodes, you can track your parcel /consignment as where items are located and how many items are in transit. A basic inventory tracking system consists of software and a barcode scanner or mobile computer

Fig 2.1.6: 1D Barcode

Fig 2.1.7: 2D Barcode

2.1.7 Courier Tracking

Courier Tracking in India is the process through which we can get the right information about parcel situation that we had couriered. From here customers can acquire Steps to Locate Courier Online.

Courier is one of the best ways to send an item from one destination to another. Many courier companies are in India which promises to send the item with safety and at the right time. Companies are getting more technical day by day that helps in providing many easy to use facilities to the customers. One of those facilities is Courier Tracking in India.

Courier Tracking in India is the procedure all the way through which we can obtain the correct information about parcel location that we had couriered. When we send an item, the company designs a route or path to send this item to the desired destination in time. The item gets dispatched and received at the different locations during this journey. The Tracing System lets the costumer to know that where the parcel had reached yet.

Steps to Locate Courier Online

The courier companies update their tracking systems regularly. They keep the whole data of every parcel and through this data the company provides the actual information of the thing to the customer. It is so easy to track the current location of the parcel you just have to use the tracing number which was given to you at the time of booking. Follow the following simple steps:

- First of all you should visit the official website of the respective company.
- Select the link related to tracking system.
- Now a new page will open asking you for the tracing number of the couriers.

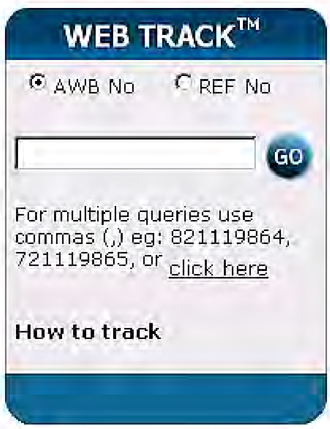


Fig 2.1.8: Tracking

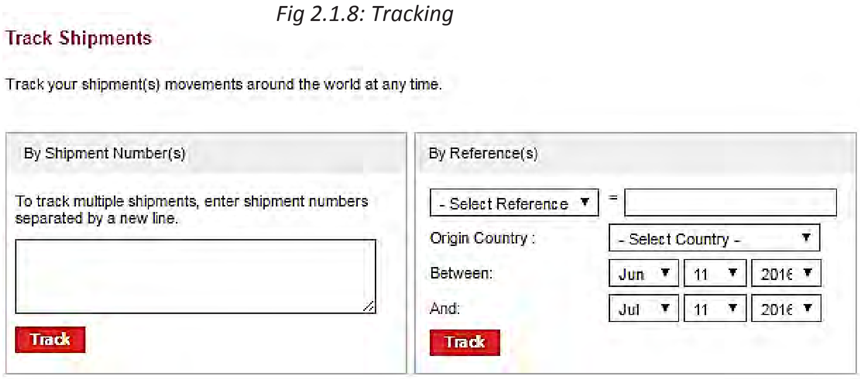


Fig 2.1.9: Tracking

- You can obtain the Tracking Number from the postal receipt handed over to you at the time of booking.

Fig 2.1.10: Tracking Number

- Now fill the Tracking Number and some website ask to fill capcha , viewers are required to fill correct capcha and thereafter press on to the Go button.

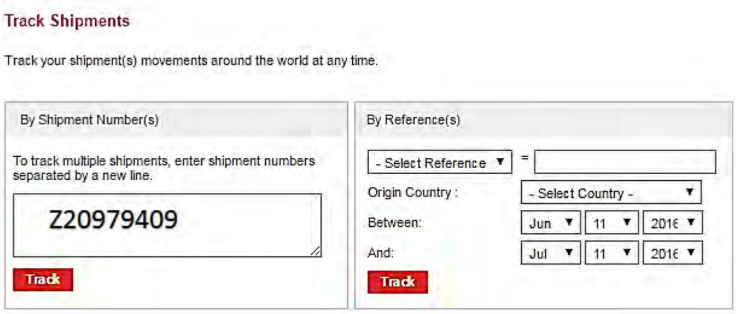


Fig 2.1.11: Track Number

Fig 2.1.12: Web Track

- At last, you can acquire details of your items which were delivered

Status and Scans			
Location	**Details**	**Date**	**Time** *
Waybill No :			
Marathalli	Shipment Delivered	21-Aug-2014	11:00
Marathalli	Shipment Out For Delivery	21-Aug-2014	09:50
Marathalli	Delivery Attempted-Premises Closed	20-Aug-2014	11:40
Marathalli	Shipment Out For Delivery	20-Aug-2014	09:37
Marathalli	Delivery Attempted-Premises Closed	19-Aug-2014	11:10
Marathalli	Shipment Out For Delivery	19-Aug-2014	09:51
Marathalli	Delivery Attempted-Premises Closed	18-Aug-2014	14:00
Marathalli	Shipment Out For Delivery	18-Aug-2014	10:45
Marathalli	Delivery On Next Business Day	16-Aug-2014	16:12
Marathalli	Shipment Arrived	16-Aug-2014	15:59
Bangalore Hub	Shipment Further Connected	16-Aug-2014	15:03
Bangalore Hub	Shipment Arrived	16-Aug-2014	14:46
Bial Hub	Shipment Further Connected	16-Aug-2014	14:27
Bial Hub	Network Delay, Will Impact Delivery	16-Aug-2014	11:30
Bial Hub	Shipment Arrived	16-Aug-2014	09:19

Fig 2.1.13: Tracking Status

These are the simple steps through which you can track the exact position of the parcel you have couriered.

Below is a list of less common tracking points and what they mean.

Missing pre-advice: The parcel information has not yet been loaded onto online system. However, the parcel has entered and is still moving within the network.

Order generated: The parcel has been booked onto the system but has not yet been collected.

'**Sorted at national hub' or 'Hub trailer via sorter':** The parcel is being sorted at one of the National Hubs and will shortly be on its way to your local delivery depot.

Receipt at depot: The parcel is at either the collection or delivery depot, please check the tracking information.

Misrouted at depot: The parcel has been sent to the incorrect depot but will be re-routed. Please allow 48 hours for the parcel to reach your local courier.

Manifested for delivery/ 'Manifested to courier' or 'Out for delivery': The parcel has been assigned to the courier for delivery. It will typically be followed by a 'courier received' scan, once the courier is in receipt of the parcel.

Courier received: The parcel is with the courier for delivery

Carried forward: The courier has been unable to deliver the parcel but will re- attempt the next working day.

Not delivered due to address query: We have had a problem delivering your parcel, if you are the shipper of the parcel, please contact us, with contact details for the recipient. If you are the recipient of the parcel, please contact your shipper, they will be able to resolve this on your behalf.

2.1.8 Packaging and Labelling

Proper packaging and labelling is one of the most important things to do well when it comes to international couriering. To make it easy for you we've compiled some of the top tips when it comes to packaging and labelling shipments.

Outer packaging

Using the right packaging for the job

Boxes are certainly an effective way to safely transport goods - but not all boxes are created equal. Always check before you pack.

- Use stable corrugated boxes with their flaps intact.
- Avoid boxes with structural weaknesses - holes, tears, well used etc.
- Ensure boxes are large enough to provide enough cushioning for item.
- Only use approved packaging for Dangerous Goods items.

Internal packaging

Wrap it right

Don't let your items get rattled - use common sense when if comes to internal packaging to ensure everything stays safe and sound during transit.

- Bubble wrap, shredded paper, corrugated cardboard and polystyrene are the most ideal forms of internal packaging.
- Wrap all items individually, and make sure there's enough packing material between each item to avoid damage from items banging together in transit.
- Protect sharp edges with both tape and padding.
- Use 'fragile' stickers where necessary.
- Remember the 5/5 rule for fragile items: 5cm from the walls, base and top of the box and 5cm of cushioning around each individual item.

Fig 2.1.14: Packaging Accessories

Express packs

Tips for couriering with ePacks

Express packs are a quick and easy option for sending items.

- Prevent flat items creasing by placing them between two strong pieces of card.
- Heavier items should be securely wrapped in an inner bag or box in case the outer packaging becomes damaged.
- Always remember to fully seal your pack.
- You can never be to careful – include the destination address inside too.
- Recommend not exceeding a weight limit of 15kg.
- Dangerous goods must not be sent in ePacks.

Maximum dimensions

Check the scales

The maximum weight acceptable varies generally and, for health and safety reasons, you'll need to put 'Caution Heavy Item' stickers on any item over 20kg. For heavier items, the weight should also be written on each box so everyone knows just what they're picking up before they do so.

Fig 2.1.15: Heavy Signage

Seal securely

Keep it closed

To ensure packages and boxes don't come apart seal all openings. Again, this is common sense but many people rush through this process without thinking of the forces some items can put on their packaging.

- Boxes should be closed securely using two or three strips of packaging tape on both the top and bottom of the box.
- Make sure you use strong packing tape too (the sello tape from the dispenser on your desk won't quite cut it).
- The sort of packaging tape to use should be a minimum of 4cm in width

Fig 2.1.16: Seal the Box

Address labelling

Avoid unnecessary returns

Across India there are many towns and streets with the same name, which can make delivery difficult if you don't have full address details. Always label your sending with a specific and complete address.

- Include a contact name and phone number (with the area code).
- Remember to always send the item to a physical address (Couriers don't deliver to PO Boxes).
- Avoid potential confusion by removing all old labels and stickers from used boxes.
- Include a full return address and phone number on the back of the box, in case it needs to be returned or the sender contacted.

Fig 2.1.17: Return Address

2.1.9 Prohibited Goods

Safety first (and second, and third)

Courier cannot deliver certain items such as some dangerous goods, animals, jewellery, cash, negotiable instruments (such as vouchers), bullion, coins, precious stones, antiques, original artworks or other valuables. If you need to send hazardous goods (such as paints, aerosols and batteries) you must follow Dangerous Goods policy before you accept it.

- Before you book a pick-up please get in touch with Courier Company to ensure you can transport your item through the network.
- Each item sent must have a correctly completed Dangerous Goods Declaration form and a DG ticket attached alongside the standard ticket.
- All Dangerous Goods items must be packaged in accordance with legislative requirements for the particular class of DG.
- You must also ensure that correct marking and labelling requirements are met for each Dangerous Goods item - consult the goods' manufacturer for further information.
- While you endeavour to have Dangerous Goods delivered as per the service standards this may not always be possible.

Fig 2.1.18: Prohibited Goods

Scan the QR code to watch the related videos

https://youtu.be/aZNSh-HV8eM
Packaging and labeling

https://youtu.be/1R0eCCiVjbA
Warehouse safety signs

Fig 2.1.19: List of few Prohibited Goods

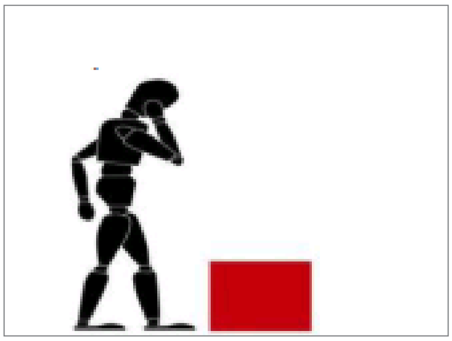
2.1.10 Manual Handling

Manual handling is defined as any activity requiring the use of force exerted by a person in lifting, lowering, pushing, pulling, carrying, holding or restraining a person, animal or thing. In general, the term manual handling is defined as moving anything by using force. Manual handling tasks are identified as the main cause of back injury. Therefore, it is important that manual handling training is given to reduce the risk of injury, especially back injury.

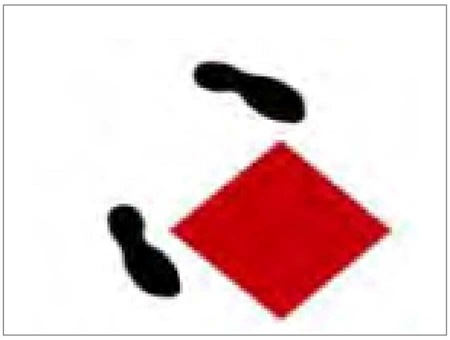
Proper Manual Handling Techniques

Steps: In Manual Handling

STEP 1: Plan the lift. Identify where the load should be transferred to and use appropriate handling devices, if available. Determine if the load can be transferred alone or if assistance is needed. Ensure that there is no obstruction along the way

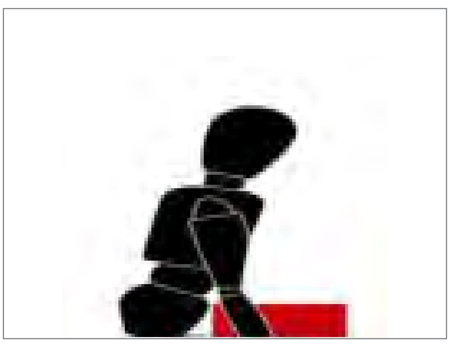


STEP 2: Place the feet apart and ensure you are totally balanced. The load should be as close as possible to your body. Bend your knee and not the back. Keep the back straight



STEP 3: Get a firm grip. Always consider the type of gloves used since certain gloves will require extra gripping force. The recommended gloves for manual handling activities are power grip gloves

STEP 4: Do not jerk and avoid sudden movement. Lift gently and keep control of the load. Move the feet and do not twist your body when turning to sides



STEP 5: If precise positioning of the load is necessary, put it down first, and then adjust it according to a desired position.

STEP 6: Place It appropriately

2.1.11 Type of Trolleys & Manual Handling Tools

Roll Cages

Roll cages (also known as roll containers or roll pallets) are commonly used in warehousing, storage and distribution. Musculoskeletal and other injuries arise from:

- Pushing/pulling loaded roll cages, especially up slopes, over steps or on uneven floor surfaces;
- Trying to prevent roll cages overbalancing (and crush injuries where this was not successful);
- Repetitive loading and unloading of roll cages;
- Trapping hands while assembling/dismantling cages;
- Trapping hands and other parts of the body between the roll cage and a wall, side of vehicle etc;
- Feet being trapped under the castors; and
- Roll cages falling off lorries (e.g. from the tail lift) during loading and unloading, often causing the most serious injuries.

Fig 2.1.20: Trolley

Trolley
Employers need to select a suitable trolley designed for employees to use. Trolleys are designed to be used on level, even surfaces. If used on a gradient, there may be a risk of trolleys freewheeling out of control, causing injury to people. Trolleys should not be used on gradients unless a safe system of work is adopted to prevent such risks from occurring. Employers need to carry out a manual handling assessment on the use of trolleys and a system for inspection and maintenance of trolley

a) Platform truck

Fig 2.1.21: Platform truck

b) Adjustable height turntable

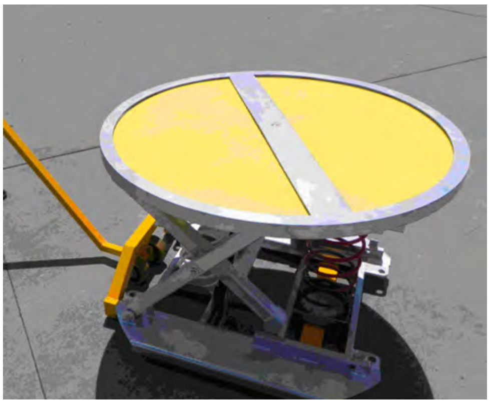


Fig 2.1.22: Adjustable height turntable

c) Mobile conveyor

Fig 2.1.23: Mobile conveyor

d) Vacuum Hoist

Fig 2.1.24: Vacuum Hoist

Notes

Exercise

1. What are the different Coding Systems?
2. What is a Shipping Reference number?
3. Identify a Shipping reference number from a courier slip
4. What is Pincode?
5. What is barcode?
6. Place different label and students have to explain each label

सत्यमेव जयते
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MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

3. Plan for Sales Activities

Unit 3.1 - Generate Day Plan

Unit 3.2 - Prepare for Meeting

LSC/N3036

Key Learning Outcomes

At the end of this module Participant will be able to:

1. Explain as how to gather information about clients
2. Evaluate the potential clients
3. Discover as what information to be gathered before meeting clients
4. Discovering the market trends
5. Gather database of clients
6. Narrate as how to recognize the market trends
7. Evaluate the raw data of sales from past records
8. Distinguish the unhappy client and satisfied clients
9. Explain as how to asses target and to measure the gap
10. Evaluate the various strategies to retain the existing customers
11. Devise strategies to acquire new customers
12. Plan for the day today activities and Manage time

UNIT 3.1 - Generate day Plan

Unit Objectives

At the end of this module Participant will be able to:

1. Explain as how to recognize the market trends
2. Evaluate the raw data of sales from past records
3. Distinguish the unhappy client and satisfied clients

3.1.1 Understand Market Trends

The market trend is nothing but an understanding of how well is the sector is performing. This is generally marked as a particular direction which frames to understand whether the market is performing in positive or negative trend.

Fig 3.1.1: Upward and Downward Trend

Based on seasonal and non-seasonal, the trend may differ as, during seasonal times, the market will perform well. Examples of such seasons are during the seasons of sale.

When the market is performing downwards, it is always better to hold the safe zone and should not overtake with any risk. The expectation out of customer should also be based on it. We shall not pressurize the customer for more orders when the market is not performing well.

When the trend is good, it gives a clue that there is much more potential available in the market. It will be a right time to ask the customer to push for more orders. It is also essential to ensure that the capacity shall be well utilized and should not be a burden to the company.

As a courier organization, there will be multiple clients and for different clients, there are different seasons and different cycles when they will be busy. It is essential to understand as which client will have much better opportunities during each month and based on which the planning of identifying the clients should be identified.

3.1.2 Review Data

The company will have a client database which should be maintained safe always. As the clients of the company are the key to any business and maintaining their secrecy will be the prime and basic ethics that has to be followed. It would be because of the hard work and dedication of the past managers and associates, the database will have been formed. So it is essential to maintain the database of existing clients.

Fig 3.1.2: Review Data

By understanding the nature of the business trends and the scope of the current business trends, collect the client data. Analyze the data and understand who all the potential clients, as who has a better relationship with the organization, who feels improvements, who has queries to sort etc. Manage the client database and review the data to understand the current situation of clients who needs attention or who has enquired for a query. Identity the existing clients who are still in connecting and past clients who were with the organizations and left, and new clients who could be potential enough to give more business.

Evaluate with the logical skills and understand the better clients and better business potential clients.

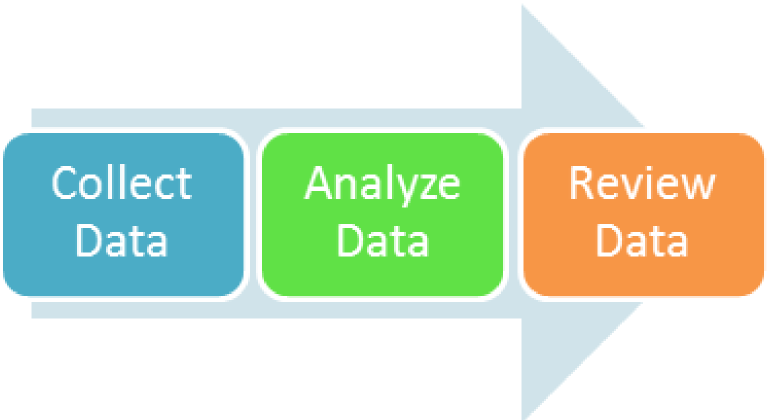

Fig 3.1.3: Review Data

Based on the review and needs of the customer, prepare a list of clients to whom you will be meeting for the day and the clients who needs immediate attention.

Identify the list of clients to whom you shall go and meet.

1. Who are the unhappy clients?
2. Any new leads have you received from friends, colleagues, and inquiry?
3. List down the clients list from CRM database that needs immediate attention?
4. Clients whom you have met a long while before

Fig 3.1.4: Customer Relationship Management

Computers and software are used at a very high level and hence obtaining data about the clients are very easy nowadays. Customer Relationship Management (CRM), software is those which capture the behavior of the customer. This helps to identify the potential clients very easily and is also useful to figure the right potential business. Because of the introduction of artificial intelligence and forecasting techniques, the system predicts and identifies the right potential clients. This makes the identification process of the key consignor executive easier.

But beyond it, the decision lies with you, as you know the ground situation of the business.

Notes

UNIT 3.2 - Preparing for Meeting

Unit Objectives

At the end of this module Participant will be able to:

1. Explain as how to asses target and to measure the gap
2. Evaluate the various strategies to retain the existing customers
3. Devise strategies to acquire new customers
4. Plan for the day today activities and Manage time

3.2.1 Customer Segment

Retail Sales - These are customers who make smaller quantities of sales. The number or the quantities in terms of business they handle with the organization are small. They may not be continuous or bulk, but there will be a steady business that will be coming in.

Institutional Sales - These are customers who make business in large quantities with the organization. The volume or the quantities handled will be enormous and the needs will be regular and continuous.

Any fall of an institutional customer will lead to a greater loss in business.

3.2.2 Assess Targets

As a key consignor Executive, there will be a target for each month /each quarter /per year, in acquiring new customers in both the customer segment.

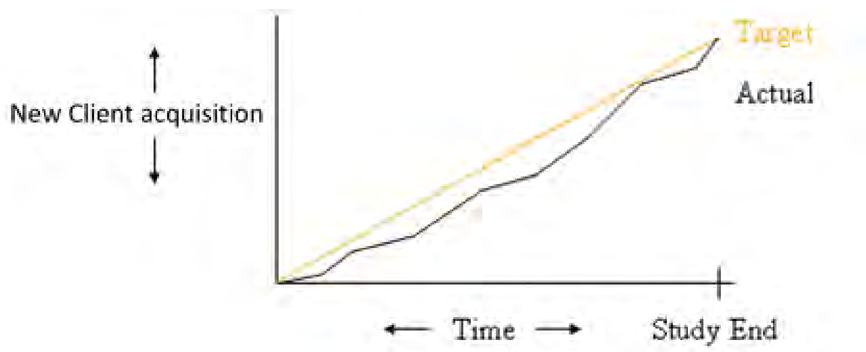

Fig 3.2.1: Assess Targets

Understand the target set for you by the organization. The targets set will be always on a higher end and looks challenging but are more feasible. By proper planning and execution, meeting the target is always possible.

Evaluate yourself with the current achievements in terms of goals turned into a business. Based on the achieved, identify the gap between the targets. Plan and understand how much more to work and convert. Based on which plan for the day and understand how many clients to meet for the day.

3.2.2 Device Strategies

Understand who the target audience is, what questions will be asked by a customer, how to equip yourself, understand your deliverables, understand the relationship and prepare the strategies.

The strategies actually refer to winning the customer orders and ensuring smooth business flow. Once when you identify the type and number of clients you are going to meet, create a strategy for each customer.

Each customer is different and each of their needs is different and problems are also different. Preparing and understanding one particular business type does not work well in all the circumstances. Hence before starting the day, equip yourself with understanding about each customer type.

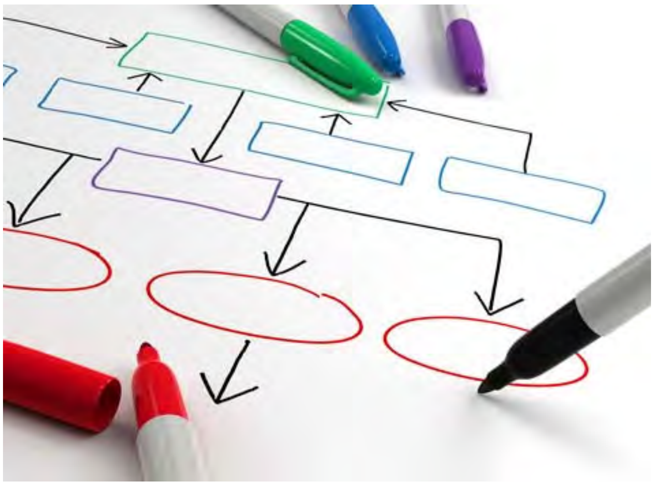

Fig 3.2.2: Device Strategies

Prepare based on each customer (Existing)

- Open up customer portfolio and understand the business they are involved in
- Research on the previous failures or issues or feedback with the organization
- Discover the business potential in the near future of the customer
- Look for new offers or promotions that shall be suitable for the customer
- Prepare list of good things that are to be shared with the customer (growth, future operations, etc)

Prepare based on customer (New)

- Research to understand what type of business they are involved in
- What is the potential volume that shall be expected?
- What offers and promotional schemes that shall be shared and best suitable for the client?
- Details on Performance and business connectivity of organization
- Presentation about organization more precisely suiting the needs of customer
- Know the potential questions that shall be asked by the customer and prepare
- Prepare to define your outreach clearly

3.2.3 Time Plan for the Day

Planning for the day is a key issue and a real challenge. Every customer is at different locations and meeting them on time is very essential. The planning of the day should begin with analyzing the previous made commitments and appointments that were already fixed in the past.

The allocation of the sales team will be mostly based on geographical area and hence plan the route in such a way that you shall meet more clients in the en-route.

Do not walk-in to clients place directly without an appointment. It is always better to fix appointments and confirm before meeting clients. At times, the customer will be busy and needs to wait. At certain circumstances, you have to wait and meet the customer and hence there could be a delay in meeting the next customer. So it is always good to have buffer time between meeting the first and second customer.

Fig 3.2.3: Time Plan for the Day

Appointments

	SATURDAY April 27, 2013	SUNDAY April 28, 2013	MONDAY April 29, 2013	TUESDAY April 30, 2013	VEDNESDAY May 1, 2013	THURSDAY May 2, 2013	FRIDAY May 3, 2013	
8:00								8:00
8:30								8:30
9:00								9:00
9:30								9:30
10:00								10:00
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6:00								6:00
6:30								6:30

Fig 3.2.4: Appointments

Notes

Summary

In this chapter, preparing for the day with creating a plan to meet the customers and finding the right customer for the day has been discussed. The chapter explains, fixing up of appointments and devising sales plans are explained. Reviewing data of the customer and the past sales data analysis are elaborated.

Exercise

1. What is Market Trend?
2. What are the two types of customers?
3. To whom (type of clients) would you prioritize appointments?
4. How to analyze the unhappy clients?
5. How will you plan a day?
6. Explain the various marketing scenarios
7. Role play and devise a Strategy as how to approach customer.

Scan the QR code to watch the related videos

https://youtu.be/Dq6tg9Z7LXI

Creating Demand Plan

https://youtu.be/hnEQq7kNFWo

Customer Relationship Management

LSC
Logistics Skill Council

4. Perform Sales Activities

Unit 4.1 - Build Existing Client Relationship

Unit 4.2 - Generate Sales through Business Development

LSC/N3037

Key Learning Outcomes

At the end of this module Participant will be able to:

1. Plan and identify the potential client to meet
2. Describe as how to fix up client meeting
3. Distinguish the requirements of client based on their business model
4. Discover the pulse of the customer
5. Deliver and explain services of the company
6. Narrate the client needs and requirements
7. Distinguish the cost involved and offer services
8. Evaluate the cash collecting procedures
9. Explain the negotiation process

UNIT 4.1 - Build Existing Client Relationship

Unit Objectives

At the end of this module Participant will be able to:

1. Plan and identify the potential client to meet
2. Describe as how to fix up client meeting
3. Distinguish the requirements of client based on their business model
4. Narrate the pulse of the customer

4.1.1 Select the Client to Meet

- From the database of the existing clients, identify the potential clients.
- Prioritize the client to contact
- Identify as which client needs immediate attention
- Identify which client shall have the potential to increase the business with the organization
- Identify the client with whom your previous call conversation /organization contact is good.

Fig 4.1.1: Client to Meet

4.1.2 Fix up the Client Meeting

It is not a good approach and it is unethical to meet up the client without their knowledge. It is good to create a prior appointment and understand their availability to meet them

Generally, the client will be busy

- Because of other meetings
- Busy activities of the day
- Absent to the office
- No time to meet because of other organizational commitments

Hence to avoid the confusion and to put the client in a sarcastic situation, it is always better to communicate with the client before you arrive. It is still always better to fix up a proper appointment with a particular time to meet the client.

Call The Customer

- Call the Clients Office
- Do not call on the personal number

Why To Meet

- Explain the reason to meet
- Explain the duration required for the meeting

Check

- Check as what time Client will be available
- Check as when & where to meet

Possiblities

- If Client hasnt have time, explain the service in call
- Has time, thank the client and Prepare to meet

4.1.3 Explain the Client & Understand the Client Requirement

When the customer is unavailable for the face to face meeting, try to explain the services by the call. By one way it is economical and saving the time of travel, but it is also essential to check whether the customer will be able to understand the services via call. Only on simpler cases, try and explain customer by the call, if not always it is better to meet face to face meetings.

While on call, manage as what is the agenda you are trying to explain and get ready with the possible questions on the products and service, queries pertaining to additional value added services and price negotiation shall occur.

In an even way, it is also essential to understand the pulse of the customer as whether the customer is willing to take the order or is the client happy with the product / services. Convince the client in all possible ways to catch hold of business and negotiate.

Irrespective of the outcome, take the notes on the feedback from client and their expectations

Fig 4.1.2: Call the Customer and Explain

Notes

UNIT 4.2 - Generate Sales Through Business Development

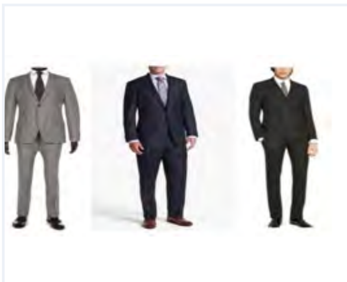
Unit Objectives

At the end of this module Participant will be able to:

1. Deliver and explain services of the company
2. Explain the client needs and requirements
3. Distinguish the cost involved and offer services
4. Evaluate the cash collecting procedures

4.2.1 Steps: Meet the Client

STEP 1: Be On Time



STEP 2: Neatly dressed

STEP 3: Firm Handshake

STEP 4: Introduce yourself

STEP 5: Eliminate Jargons

STEP 6: Organized

Scan the QR code to watch the related videos

https://youtu.be/RfTalFEeKKE
Negotiation

https://youtu.be/2C-2v99paQM
Understanding customer needs

4.2.2 Describe service and Benefits

It is always good to start with a positive mood.

- Explain the purpose of your visit
- Explain about the services what the company offers
- Make the client understand about the broad idea of the organization.
- Make client understand the growth and future plans of the organization, your connections, and network.
- Explain to your other potential clients and how you manage their business successfully.
- Always have strong success stories.
- Describe the various offers and benefits what the organization has planned for the clients business

Fig 4.2.1: Describe service and Bene its

4.2.3 Listen to Queries

Once after the explanation or after the presentation, check with the client as whether they have any queries.

The customer will more positively ask the questions pertaining to similar business relevant to clients and process, its efficiency. It is always good that you prepare enough homework before you answer.

Capture the minutes of meetings and discussions happening with the clients.

Fig 4.2.2: Listen to Queries

Allow the customer to explain their consensus. Understand the exact question of the customer and answer them politely.

If a customer seeks, some information to which you have no idea, kindly explain to the customer that, you will make a note of this question and you will discuss with your superiors and will reply them. Inform them a particular time limit within which they shall receive the answer.

4.2.4 Negotiate the Services and Cost

Once when the customers are satisfied with the questions, check with the client about their potential business opportunity. Understand and estimate the business volume and propose the quotation.

Always beware of the market cost and charges what your organization is making. The price should not be too high and should not be too low. Too high will lose your orders and too low will make the quality of service feel week. All prices should be visible at the time of quotation. Always try to expose the type of hidden charges that may be associated with the day to day activities. Hiding this may lead to chaos during long-term relationships.

Always the client will come for negotiation. The negotiation part should be a win-win situation for both the parties. Understand as what would be the best price to which the client shall come down and pitch the price from therein. Try to mind read the clients terms and way and come up with a fixed price where both the parties shall have mutual benefit.

Fig 4.2.3: Negotiate the Services and Cost

Offer packages and value added services with a better price for clients to meet and win the competition from other vendors.

Once after commencing on to the final price, document it with the customer. Try to acknowledge with the seal and sign of the organization and with the authorized signature of the client. The client should also be given a copy of the document.

If in the case of not matched negotiation, buy some time with the client to check with the supervisors for better prices or for better packages to be provided.

4.2.5 Collect Payment

Once after confirmation, if there is any prepayment or deposit to be collected from the client, collect it from the reference department.

For existing clients, collect the outstanding payments as per the procedure.

Between organizations, always negotiate payment terms in terms of the bank to bank transfer either as net banking, DD or as cheque and avoid cash transactions.

Fig 4.2.4: Payment

Acknowledge the receipt of payment, thank the client and leave the premises.

Summary

In this chapter, the ways to fix up meeting and what communication to be made during fixing up of appointment has been explained. The etiquette to be followed during the meet of customer has been elaborated. While in meeting the things to taken care and how to make the meeting more productive has been further discussed.

Exercise

1. How will you identify the right client?
2. What are the general services that a courier company offers?
3. What would you do when customer asks for information,that you are not aware of?
4. Role play Call a client and fix up meeting
5. Explain the client the purpose of meeting
6. Introduce yourself to the client (role play)
7. Role play as Customer and KCE to negotiate price

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5 Post Sales Activities

Unit 5.1 - Follow-Up with Prospective Clients

Unit 5.2 - Build market Intelligence and Track Sales Process

LSC/N3038

Key Learning Outcomes

At the end of this module Participant will be able to:

1. Identify as how and when to contact the leads generated
2. Explain the etiquettes to be followed during the conversation
3. Evaluate the interest of clients
4. Distinguish the potential clients
5. Identify the competitors
6. Describe strategies for winning the market competitors
7. Evaluate the Offerings
8. Discover new ways to develop and build associations
9. Explain team building

UNIT 5.1 - Follow-Up with Prospective Clients

Unit Objectives

At the end of this module Participant will be able to:

1. Identify as how and when to contact the leads generated
2. Narrate the etiquettes to be followed during the conversation
3. Evaluate the interest of clients
4. Distinguish the potential clients

5.1.1 Contact Leads

Once after the meeting with the clients, it is essential to understand the perspective clients and develop further business improvements.

Leads – Leads are different from contacts. Contacts are your known people or associates in an organization. Leads are one who may be interested in your business / services. They may know you and may contact you from known and unknown sources (Internet, Trade shows, seminars, advertisements, etc).

Fig 5.1.1: Communication to Clients

Timed conversations are an essential etiquette to be followed at all times. Even though the client may be interested in the business, the frequent communication at the unwanted times and too many calls may make the client feel low about the organization. This may lead to walking away from the business. Hence, it is essential to make timely communication.

Fig 5.1.2: Angry Customer

Do's

- Communicate at a frequency
- Seek permission as when to communicate back again
- Have a very polite conversation
- Wait for the others to reply – Give the clients sufficient time
- Check the convenience to speak
- Seek permission and interest
- Get confirmation to communicate back
- Be brief
- Craft your message clearly before communicating

Don'ts

- Don't be rigid
- Don't Communicate too high or too soon or Email them constantly
- Don't communicate if the client has mentioned that you do not qualify now
- Don't misinform
- Don't communicate until you are prepared to deal with the agenda
- Don't seek decision immediately
- Don't assume anything, be open

5.1.2 Analyze Lead, Plan Strategies and Implement Lead Plans

Based on the responses and mood of interest shown during the communication, plan the strategies and agenda for the organization.

Fig 5.1.3: Client Listens

- If Client Listens
- If they ask more genuine questions on the product/ Service

Fig 5.1.4: Genuine questions

Fig 5.1.5: Questions

- If they try to negotiate
- If they call back

Fig 5.1.6: Call Back

These are a very few of the symptoms that the client may be interested in the service. Once on understanding the mood of the client that they may be interested, try to develop strategies.

Building up of strategies is essential to keep the client motivated.

1. Provide them offers or discount
2. Evaluate plan of increasing business opportunities
3. Better up Pricing strategies
4. Design customized plan that may fit for the customer
5. Think actions and negotiations on a long-term basis.
6. Lead the conversations in a smooth and positive way to trigger up fine opportunities

Communicate with the client and implement, the business ideas. Do not give up a business deal, which is more likely to get converted. It is always a smart option to retain an existing customer. The new customers are always hard to convince and to bring trust.

The offer values to customers at all times. Because of the exceeding competition, the client expects value added services and offers.

5.1.2 Record new Business Development activities

Once when the communication is getting fruitful and the client has started to show interest, document the proposal.

After final confirmation and on mutual agreement from the client, note it down as essential information and get it acknowledged with the client. This information shall be either as an email communication between the parties or as an MOU (Memorandum of Understanding) or as a proposal. While making any pricing information as a document, it is essential to understand and mention the payment terms and taxes (Inclusive or exclusive).

UNIT 5.2 - Build Market Intelligence

Unit Objectives

At the end of this module Participant will be able to:

1. Identify the competitors
2. Describe strategies for winning the market competitors
3. Evaluate the Offerings
4. Discover new ways to develop and build associations
5. Explain team building

5.2.1 Analyze Competitors

As the market is competitive, it is very important to keep an eye on the other companies and its performance. Every company is striving hard to be in the market and use multiple strategies to rank as the best.

Nowadays because of excessive competition, being in the industry itself is a challenge as too many organizations are emerging day to day. Foreign players are also taking part in the domestic market and hence the competition gets tougher.

Fig 5.2.1: Analyze Competitors

- Experiment, what the competitors do.
- Try to analyze what is the growth and market share of the competitors
- Eliminate the waste practices, that are traditionally old and has no value to customers
- Closely watch the growth and fall off competitors
- Understand the reasons for the fall off of the competitors
- Collect reports about competitors, their performance, their market value, share, current growth, future plans etc.
- Adopt new strategies to win customers

5.2.2 Familiarize on Service Offerings

Eliminate the trade old practices that add no value to the customer. Implement customer friendly approaches and easy to obtain information for customers, either it may be reported, tracking information, past performances etc.

Understand and familiarize as what to offer, what does the competitors offer and what does the customer wants. Do not over commit with the customer and any commitment made should not be beyond companies policies.

Understand the industry and familiarize what are the best practices followed and try to incorporate the best practices.

Implement Lean, continuous improvements for processes and business acquisitions.

5.2.3 Contribute Information to Team

Review the data from the competition about their well doings and compare with your organization promptly. The source of information gained about the competitor should be ethical and should be gained from public sources only. Avoid sources belonging to the competitor which adds no ethical value in business.

Share the details on internal sales performance and the competitors data to the regional office or the head office.

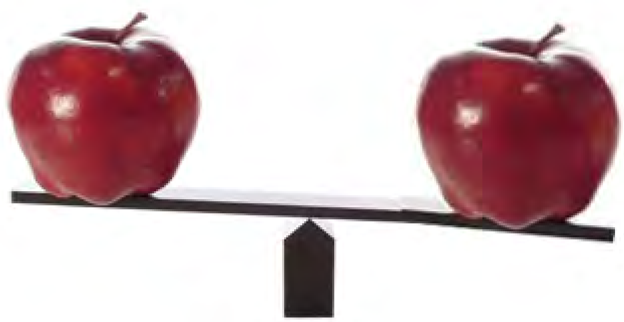

Fig 5.2.2: Contribute Information to Team

The internal sales performance includes

- The calls / visits made per week
- Leads generated
- Revenue generation
- Target Verses achieved
- Client servicing , Satisfaction reports of customers / Feedback

- OppoPrevious calls and business potential
- Strategies for New Market / Development plans
- Outstanding, Pending & Payment reports

Competitor's performance may include

- Market share of the competitors
- Sales growth (business volume)
- Services offered and variety
- Branding Activities
- Promotion Activities performed
- Pricing of Competitor
- Product value of Competitor
- Objection handling the competitor product / services

Fig 5.2.3: Competitor's

Along with the above-mentioned information, any value added information, that may be required as per the organization has to be shared and updated.

Along with submission of the reports to the head office, it is always better to keep track of development. This self-guide will help to improve and perform in a long term.

Exercise

1. What is market Intelligence?
2. Who are market competitor?
3. What are the modes of communication of pushing remainder to client?
4. Name a few strategies to win
5. Perform a role play for a satisfied client and an unsatisfied client sharing responses

Scan the QR code to watch the related videos

https://youtu.be/xaleoPtHnuY
Competitors analysis

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6. Safety, Security, Health and other Soft Skills

Logistics Skill Council

Unit 6.1 - Safety Instructions to be Followed in Workplace
Unit 6.2 - Vehicle Safety Procedures
Unit 6.3 - Skills to Develop

LSC/N3054

Key Learning Outcomes

At the end of this module Participant will be able to:

1. Identify the safety procedure's
2. Explain the driver safety
3. Gain knowledge on skills to be developed
4. Learn the procedures for Evacuation in work environment
5. Discover the safety requirements in the work environment
6. Gain knowledge on vehicle parking procedure's
7. Evaluate the safety requirements
8. Discover the skills that are to be developed for safe operations
9. Discover the importance of road signs and rules

UNIT 6.1 - Safety Instructions to be Followed in Workplace

Unit Objectives

At the end of this module Participant will be able to:

1. Explain health and safety standards
2. Explain standard operating procedures for safety
3. Identify safe operating procedures during the process

6.1.1 Health and Safety

In the warehouse environment, while loading and unloading the goods it is very essential to wear all safety equipment including protective gear, helmets, goggles etc.

Fig 6.1.1: Safety Aids

Fig 6.1.2: Situations to walk

As a executive, there would be locations where you have to carry the full bag to the customer. Sometimes it would be heavy to carry the entire load and walk long distance. So maintaining healthy and routine exercise may help your health to retain from fatigue and keep fit.

In the case of fire or an event of fire or biohazard, follow the safety regulations of fire or biohazard.

Fig 6.1.3: Fire Protection

Fig 6.1.4: Safety Mask

At client location or at the depot, follow the standard protocol of the organization in case of any emergency situation or accident or breach of safety and deploy action. If fire breaks out at customer location, follow the sign boards and reach the safe zone area.

Fig 6.1.5: Sign Boards

6.1.2 Personal Protective Equipment (PPE)

The approach in selecting PPE must encompass an "ensemble" of clothing and equipment items which are easily integrated to provide for an appropriate level of protection and still allows one to carry out courier activities.

Courier companies need to identify hazards and provide appropriate PPE to employees to carry out their work activities.

Some examples are listed as follows:

i. Feet protection (safety shoes) is to protect the foot from injury; for example, falling or rolling objects, objects pierce through shoe sole, slip, water, chemicals and heat (burns)

ii. Hands protection (a pair of gloves) is to protect from chemical absorption, cuts, abrasions or erosions, burns, piercing and cuts.

iii. Respiratory protection is to protect from airborne contaminants such as dust, fumes, gas and smoke. A disposable facemask is used for dusty environments and is not suitable for toxic dusts, vapours or toxic gas.

iv. Hearing protection is to protect from excessive noise (> 85 dBA) and prevent workers from getting permanent hearing damage.

v. Eye protection is to protect from flying dust, splashing chemicals such as liquid, gas / fumes / vapour, and light /glare.

vi. Head protection (safety helmet) is to protect from falling objects and overhead hazards.

HUB & Warehouse Requirement

Fig 6.1.6: HUB- PPE's

PPE that should be provided to the HUB staff such as:

- Gloves
- Safety Shoes
- Body Back Support
- Face mask Etc

6.1.3 Motorcycle Requirement

PPE that should be provided to the motorbike staff are:

- Helmet with clear visor (Certified by ISI)
- Covered Shoes
- Reflective vest
- Long Sleeve/Arm Cover
- Long Pants
- Face mask (optional)

Fig 6.1.7: Motorcycle PPE's

6.1.4 Lorry Drivers & Attendants Requirement

PPE that should be provided to the motorbike staff are:

- Safety Shoes
- Reflective vest
- Body Back Support (Load and unload process)
- Face Mask (for dusty condition)

Fig 6.1.8: PPE Card

6.1.5 Safety

A valid driver's license should be maintained and should be updated. Report unsafe conditions if found any during loading, unloading or during transit or during storage of packages. Companies follow standard operating procedure (SOP) for each of the processes. If in case there is an emergency or a situation arises, follow the SOP to solve the issue. Every organization has a plan of action in terms of occurrence of any kind of event. So, plan and work accordingly based on the plan.

There is a safety procedure for handling the packages with "Do's and Don'ts" in handling and security procedures in maintaining. Hence gathering relevant information on it is very important as per the organization.

If you find any accidents or causes for accidents, inform the supervisor about the same including the safety measure to prevent the same.

Identify the common reasons for errors and suggest to supervisors on possible solutions to the manager.

Safe Operating Procedures:

These will be detailed instructions with steps that will be performed during the process. This will include information about hazards and how to mitigate from it.

Each person involved in specific zones of the organization should follow these procedures and follow the steps if in case of emergency.

Visually inspect the activity area and the equipment's before starting the work and assure that it is in safe condition.

Fig 6.1.9: Caution

UNIT 6.2 - Vehicle Safety Procedures

Unit Objectives

At the end of this module Participant will be able to:

1. Describe vehicle safety procedures
2. Explain parking instructions of vehicles
3. Describe package protection responsibility

6.2.1 Vehicle Management

The employer shall provide a vehicle management programme designed to ensure vehicles are constantly in good condition and safe on the road. In providing such a management programme, matters but not limited to the following, shall be taken into consideration:

- Daily checks;
- Vehicle fault recording and reporting;
- Safety, maintenance and inspection plans;
- Safety inspection, maintenance and repair facilities;
- Maintenance record;
- Training and education for maintenance and safety inspection;
- Vehicle license; and
- Vehicle cleanliness.

Daily checks

The employer shall have a procedure for drivers to perform checking of each vehicle daily to identify if any part(s) of the vehicle is/are faulty, and take urgent measures to address safety-related faults. Performing daily checks shall:

- Ensure each driver is responsible to carry out a pre-trip inspection of the vehicle to be driven;
- Ensure that the person carrying out the inspection is able to certify the vehicle as road-worthy;
- Set out minimum inspection requirements;
- Ensure each driver is responsible to carry out a post-trip inspection at the end of every work session, hereby such inspections shall, as in the case of the pre-trip inspection, cover every part of the vehicle.

Minimum checks shall include:

- Vehicle documentation;
- Engine system;
- Brake system;
- Engine at start-up;
- Interior neatness (especially buses);
- Tyre change kit (emergency); and
- First aid and fire extinguisher.

Fig 6.2.1: First aid and fire extinguisher

Vehicle fault recording and reporting

Vehicle fault recording is the process of recording and reporting any fault(s) in the vehicle as soon as possible upon detection, or after every repair. The employer shall brief a newly employed driver about the condition of the vehicle to be driven by him. Every fault recording and reporting shall ensure

- Any faults found in the daily check are recorded in the vehicle fault report, which is kept in the vehicle;
- Faults found during or after the journey are recorded in the same manner; and
- All reports and records (a) and (b) shall be referred to the management for the purposes of vehicle repair and maintenance.

Safety maintenance and inspection plan

A safety maintenance and inspection plan shall ensure:

- Periodical comprehensive maintenance by a specified or qualified party or other party proposed by the vehicle manufacturer;
- a maintenance report or mechanic's report filed as record; and
- Any vehicle found by the authorities to have a critical problem shall be taken off the road immediately.

Safety inspection, maintenance and repair facilities

The employer shall ensure that the facilities and equipment for repair, maintenance and safety inspection of a vehicle are suited for the processes involved.

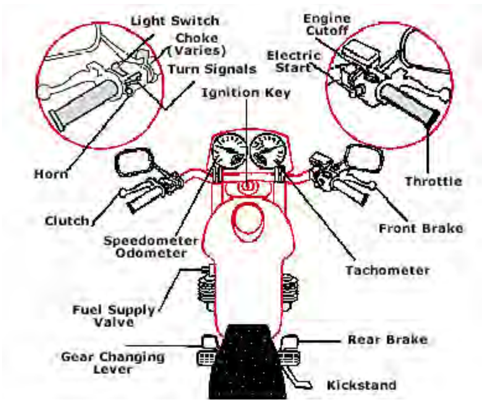


Fig 6.2.2: Safety inspection

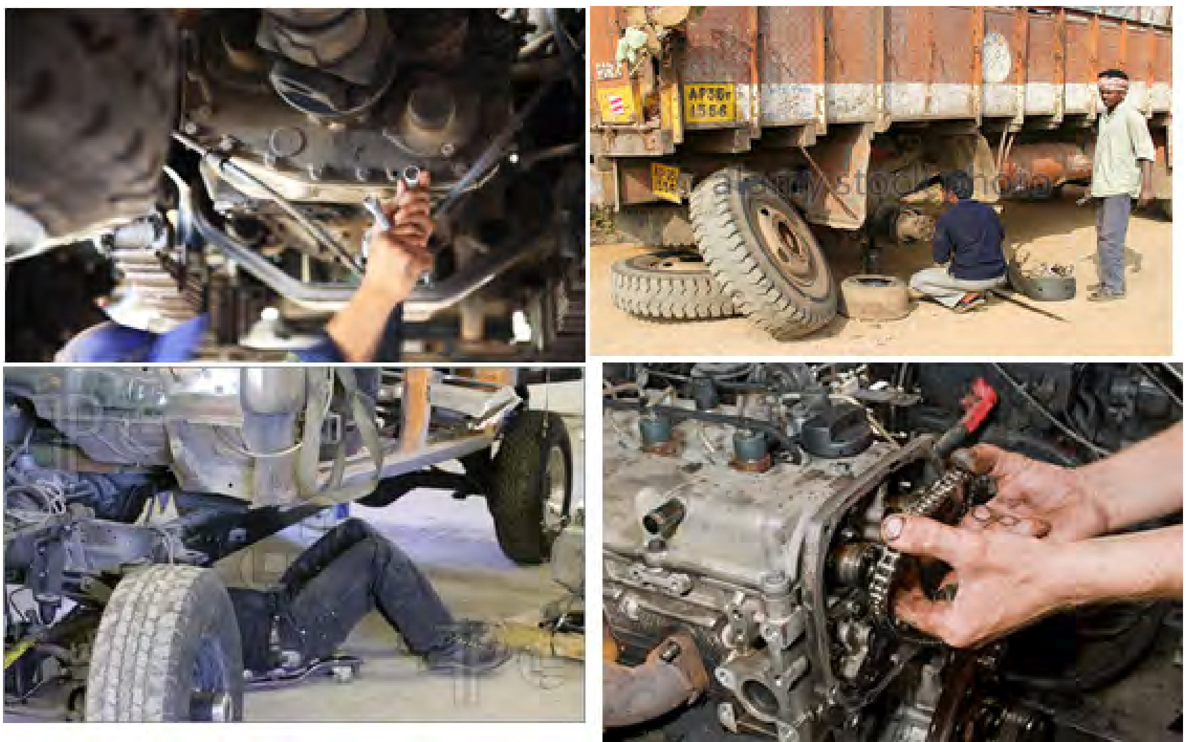


Fig 6.2.3: Safety inspection

Maintenance record

The employer shall ensure that all safety inspection, maintenance and repair of vehicles are recorded and kept properly. The details of the record should include:

- Vehicle daily checks;
- Detected on-the-road faults;
- Vehicle maintenance;
- Vehicle repairs undertaken;

- Vehicle inspection by authorities;
- Review on maintenance processes; and
- Facilities and equipment used.

Training and education for maintenance and safety inspection

The worker carrying out the repair, maintenance and safety inspection shall be given sufficient training. This is to ensure that he is skilled in the fitting of vehicle equipment, repair, and maintenance and safety inspection of the vehicles.

Vehicle License

The driver in charge of the vehicle shall keep the vehicle's license, vehicle and loading capacity documentations in a special file. The said file shall be presented to the authorities for inspection, as and when required.

Vehicle Cleanliness

Vehicle cleanliness especially interior cleanliness shall be emphasized. Drivers shall ensure the interior of the vehicle is always kept clean and tidy by checking on a daily basis - the seats, curtains, trash bin, cobwebs, dust and others .

Fig 6.2.4: Vehicle cleaning

Load Safety

Employers should ensure that:

- No vehicle should be loaded beyond its rated capacity or beyond the legal limit of gross weight for that vehicle.
- Before loading is started, check the vehicle floor to ensure it is clear of loose objects, in good condition and safe to load.
- Loads should be properly secured or arranged so that they are safe for both transportation and unloading, e.g. so that they do not slide forward in the event of sudden braking, or move sideways when cornering.
- Carry out loading/unloading to maintain, as far as possible, a uniform distribution of the load.
- Have in place a system to check for and to safely deal with any loads that may have shifted during transit.
- Before loosening any load-bearing ropes or straps etc, check the vehicle and load to ensure that materials or goods do not fall.
- Loading and unloading vehicles from one side using lift trucks can result in pallets on the opposite side being disturbed that cause a pallet(s) to fall. The opposite curtain or side should be secure during loading/unloading.
- The driver is responsible for ensuring the load is secure and should give instructions on positioning of loads to lift truck drivers.

Fig 6.2.5: Load Safety

Scan the QR code to watch the related videos

PPE

https://www.youtube.com/watch?v=kcM9u4heDVk

6.2.2 Vehicle - Safety

Fig 6.2.6: No Mobile Phone while driving

Fig 6.2.7: Follow Traffic Rules

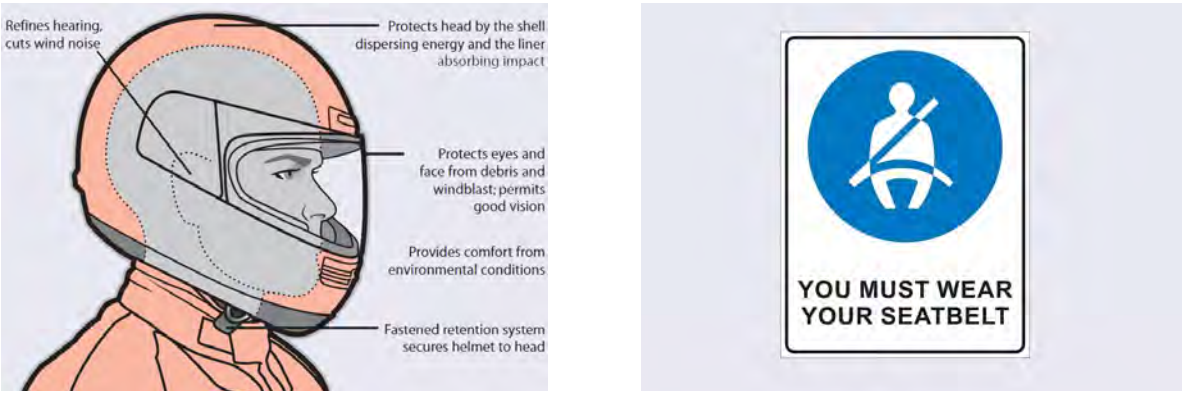


Fig 6.2.8: Wear Seat belts (Trucks /vans) and Helmets (two Wheeler)

Fig 6.2.9: Maintain clean and hygiene vehicle

Fig 6.2.10: Speed limit should be maintained

Fig 6.2.11: Parking at the right places

Fig 6.2.12: Improper parking and any violation may lead to fine and ultimately causing the delay for the customer in getting the shipment

6.2.3 Risk Classification

Driver intake procedure

The employer shall identity the driver's background before taking him into service. The following needs to be done:

Fig 6.2.13: Risk Classification

a) Examine driver's record from database of responsible authorities such as the police and Road Transport Department (RTD);

b) Conduct preliminary tests on competency or proficiency level of driver; and

c) Require a driver taken into service to undergo health screening at any hospital or clinic or health center determined by the employer, and the cost of such health screening shall be borne by the employer.

Driver categorization

Employers shall categories drivers into several categories: professional, skilled and semi-skilled drivers. The following shall be taken into consideration:

a) License classification;

d) Category of drivers based on skill, competence (types of vehicle such as lorry, bus) and performance (consumer feedback).

Driving procedure

Employers shall provide a checklist for the obligatory acts a driver needs to perform before and while driving, as well as upon reaching his destination. Such obligatory acts require that:

a) The driver's records are examined at the one-stop check centre when preparing the duty roster;

b) The drivers are fit and they feel good while driving by taking nutritious food;

c) The drivers do not take any medicine which may interfere with driving (such as medicines that cause drowsiness);

d) The drivers be examined by a qualified supervisor to ensure they are in a fit state to drive;

e) The drivers bring along important documents;

f) The drivers wear spectacles if they need to wear spectacles;

g) The drivers to report for duty not less than 30 minutes before a journey;

h) The drivers enter and report themselves to the supervisor and checking roster;

i) The drivers carry out daily vehicle checks on the checklist before and after journey; and

j) The drivers ensure that the vehicle has sufficient fuel (petrol/diesel), and refueling it if necessary, and that safety procedures are complied with

Fig 6.2.14: Vehicle Inspection

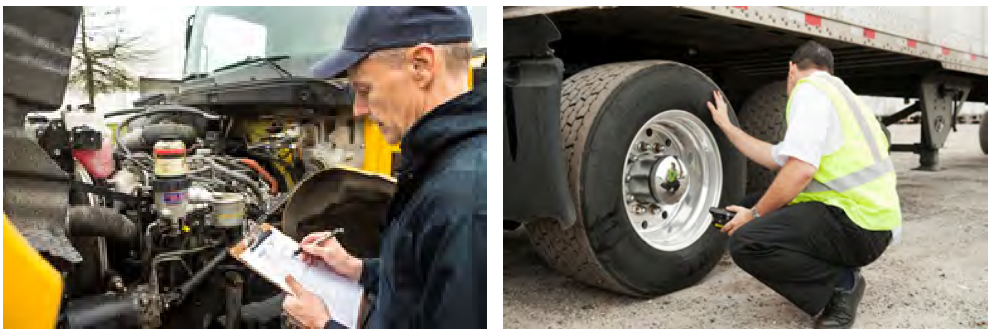


Fig 6.2.15: Precaution Checks

6.2.4 Do's - Safe driving principles that a driver should do

- Plan every trip so that the driver has sufficient time to reach the destination.
- Get enough sleep and rest before going for a long journey.
- Ensure that the vehicle is inspected and in safe condition before the trip.
- Ensure shoes are not wet, adjust seat and side mirror before driving.
- Always wear safety belt (if any).
- Always obey traffic rules.

- Always drive safely and responsibly by pr acticing the following:

  a. Identify Hazard

  b. Hazard Analysis

  c. Decision making

  d. Preventing accidents

- Always be responsible, patient and considerate to other road users in various conditions.
- Always hold the steering with both hands.
- Always predict and identify hazards or obstacles while driving to avoid accidents.
- Slow the vehicle when approaching pedestrian crossings area.
- Reduce speed at rarely used road.
- Overtake only if need to.
- Adjust speed accordingly based on road condition and weather.
- Always view the rear view mirror and side mirror while driving to be aware of the condition of the vehicle at the rear.
- Be careful of blind spot.
- Be more focused and alert when reaching crossroads.
- Be extra careful and cautious around housing areas, factory, village and corner.
- Stop the car and rest if drowsy while driving.
- Reduce speed when road is wet to avoid skidding and hydroplaning.
- During a rainy day, add distance while tailing other vehicles, switch on the light, slow the vehicle and be careful.
- Before turning to a corner, reduce speed, change to a suitable gear and drive on the left.
- If there is a vehicle that intentionally wants to overtake your vehicle, slow your vehicle and drive to the left of the road.
- Use low gear, exhaust brake (if any) and foot brake while going downhill.
- Always view side-view mirrors and move eyes to know the situation around.
- Always look ahead so that a fast decision can be made.
- Make sure that people notice your presence by using a signal light and vehicle horn.
- Practise 4-seconds rule while following the vehicle.

- Before reversing the vehicle, make sure that there are no obstacles, and view rear-view mirror and side-view mirror while reversing.
- Stop the vehicle if there are any problems or if warning signals light up red.
- Make sure that a package is placed securely and tied so that it will not move easily.

6.2.5 Don'ts - Safe driving principles that a driver should not do

- Driving after taking medicine that can cause drowsiness
- Taking illegal substances such as drugs or alcohol while driving
- Driving when emotionally unstable
- Using mobile phone or any other equipment that can distract concentration
- Driving exceeding the speed limits
- Driving in the wrong lane
- Driving a vehicle that is found unsafe during inspection
- Driving dangerously and carelessly
- Driving in a rush to deliver to a client
- Continue driving while feeling drowsy
- Eating while driving
- Overtaking another vehicle in an unsafe manner
- Speeding up while another vehicle tries to overtake you
- Using high beam lights when tailing or when being the opposite of another vehicle at night
- Move and make sudden stops in unsuitable conditions
- Driving non-stop without rest
- Driving in the fast lane while on a highway
- Driving a vehicle with bald tires
- Driving fast in wet condition
- Using high gear while going downhill
- Reversing vehicle without being certain of the situation at the back of the vehicle

6.2.6 Safety & Security

Accident Reporting

The Occupational Safety and Health Act of 1994 (Act 514) requires an employer to notify the nearest Department of Occupational Safety and Health office of any accident, dangerous occurrence, occupational poisoning and occupational disease that occur in the place of work. The employer must notify DOSH by the quickest means (e.g. telephone or fax) and send a report within seven days using an approved form.

Fig 6.2.16: Accidents

When an employee dies within one (1) year succumbing to injury due to an accident arising out or in connection with work, the employer shall inform the Director General in writing, and state whether or not the accident had been reported earlier.

6.2.7 Emergency Response Plan

An emergency response plan that is quick and effective is able to minimize the impact of an accident that results in death or serious injury besides saving life and property. As such, it shall be given due priority by the employer. Therefore, the following shall be made available:

a) Emergency response procedure as outlined in paragraph 2.8;

b) Training on first-aid and basic fire-fighting plus first-aid kit and treatment handling shall be given to driver and tourist guide (for tourism bus);

c) First aid kit shall be made available, in sufficient quantity, and in a good condition at all times inside Every vehicle and other locations such as terminal, workshop and warehouse;

d) Active and usable fire extinguishers kept in an easily visible and retrievable place in vehicles, terminals and workshops;

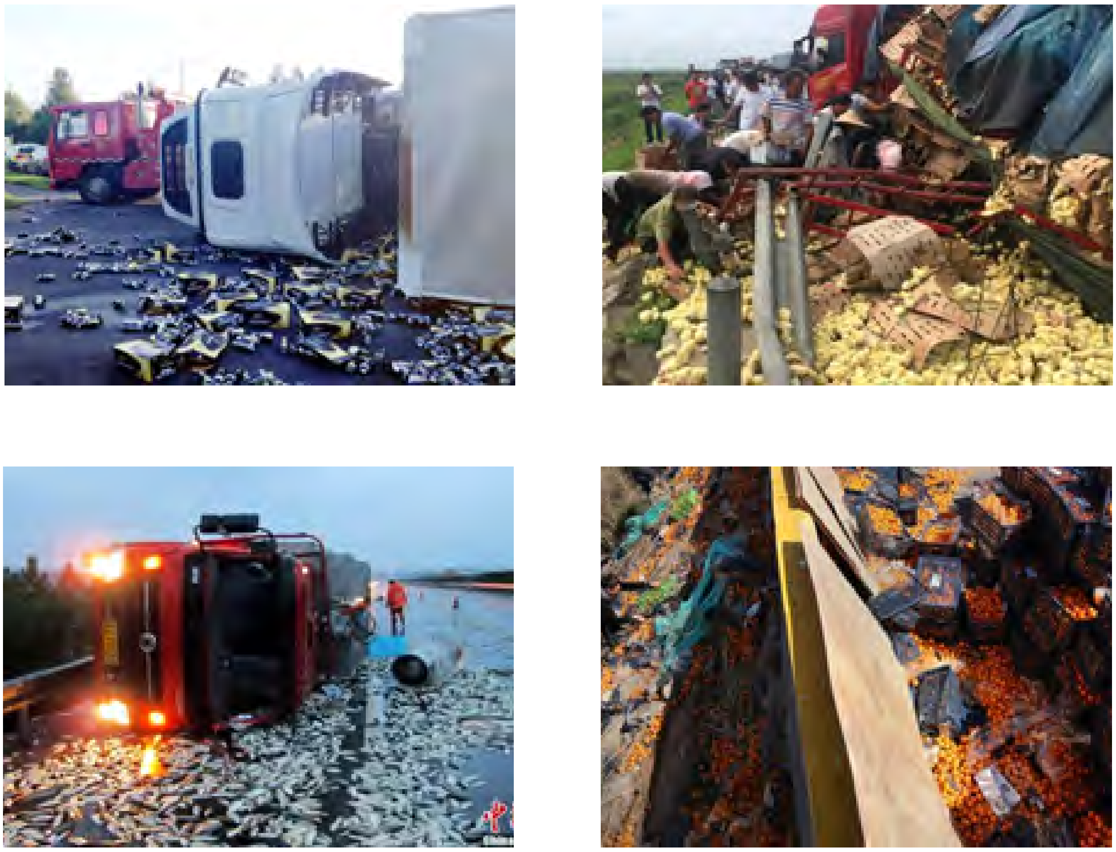


Fig 6.2.17: Goods spilled during Accident

e) Emergency equipment such as torches and hazard indicators such as emergency cones and triangular signage placed in the vehicle;

f) Usable spare tyres and tyre-changing equipment are in the vehicle; and

g) Written procedure for reporting incidents or accidents for staff especially drivers

6.2.8 Traffic Rules

Fig 6.2.18: Traffic Rules

This act prohibits the usage of vehicles which fail to comply with the rules related to construction, weight, equipment, age applicability and use. A vehicle should be registered and have a valid road tax before it can be used. The road tax and registered vehicle number should be fixed and exhibited on the vehicle. The driver should only drive a vehicle if he is the holder of a valid driving licence authorised for a specific vehicle class. A vocational license is required for a driver to drive a specific vehicle. It is the employer's responsibility to ensure that the driver employed is only permitted to drive the vehicle which he is licensed for. Some of the offences specified under this act include the following but not limited to:

- Exceeding imposed speed limit;
- Causing death by reckless or dangerous driving;
- Reckless and dangerous driving;
- Careless and inconsiderate driving which includes inattentive driving;
- Driving under the influence of alcohol or drugs;
- Driving when he is aware of his disease or disability;
- Obstructing the road with the vehicle which includes parking in prohibited area;
- Driving the vehicle without the registered owner's consent; and
- Not stopping when being involved in an accident.

6.2.9 Security

Packages may carry the sensitive information of an organization or an individual and, therefore, protecting the packages is a prime responsibility.

1. Do not share log in id and Password of email of software applications
2. Do not keep the packages unattended
3. Do not hand over packages to unauthorized people
4. Handle all packages with utmost care in front of you

Fig 6.2.19: Security Signs

Notes

UNIT 6.3 - Skills to Develop

Unit Objectives

At the end of this module Participant will be able to:

1. Explain the skills required for a professional
2. Enhance problem solving skills
3. Initiate critical thinking skills
4. Improve communication skills
5. Learn computer skills

6.3.1 Professional Skills

Planning and Organizing

Organizing and planning are two of the most important things you can do to be more efficient and more successful in your job. Planning and organization make efficient use of your time at the office by keeping you focused from beginning to completion of a project. A comprehensive plan for work activities and projects ensures that you take all necessary steps for success. Organizational tools allow you to track the planning progress for the activity. An organizational plan also facilitates collaboration and information sharing with other team members who play a role in the completion of the activities.

- Plan based on volume, time available, capacity, route and manpower
- Based on transportation, location, and type of goods, formulate the required forms and checklists
- Understand the requirements in the as. How much cash to carry? What all stationery to be carried?
- Try to understand the exact customer location before starting.
- Do not make too many moves in search of customer location while searching.
- Communicate to customer to let them know your appropriate time of reaching them. Also collect the information on availability at the start of the day.
- Planning and recruiting additional supporting employees during seasonal and non-seasonal, busy and silent times based on volume, capacity needs to be taken care.
- Prioritizing the days plan within the scheduled time limit

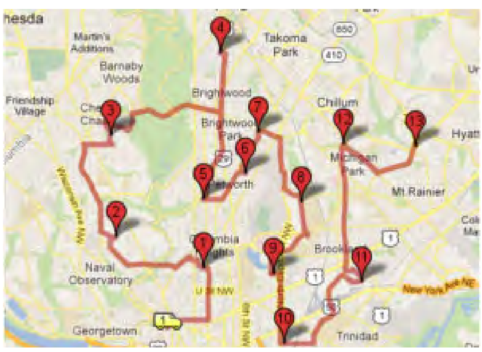


Fig 6.3.1: Planned Route

6.3.2 Planning & Organising Skills

Everyone has dreams and goals, but without planning and organising what you need to do, you'll get nowhere. It's exactly the same in the world of work, where planning and organisational skills regularly rank in the top ten most desirable employability skills.

What is planning?

Action planning is a process which helps you to focus your ideas and decide on the steps you need to take in order to achieve a particular goal. Planning is vital at all levels in the work place. You need to plan your own tasks and time. Your manager will need to plan the tasks and time required of your department. Senior management will need to plan the goals and aims of the company as a whole.

As the saying goes – 'fail to plan, plan to fail'.

Fig 6.3.2: Planning & Organising Skills

Employers need you to have planning skills because they need to be able to let you break down the tasks they give you into manageable chunks. A task that is supposed to take five years to complete becomes much more doable if you have a target to achieve every three months.

Being able to organise a task is vital at all levels of employment. The better your ability to plan and organise, the more likely you are to be hired.

How can you show you have them?

An effective plan should give you a concrete timetable and a set of clearly defined goals that are achievable. You can show your planning abilities on your CV or at interview in many ways, including:

- Planning an essay or piece of writing
- Explaining how you organised a meeting or event
- If you've been on a gap year, detailing the planning that went into organising your trip
- How you achieved a goal in a part-time job

The ability to manage self and/or others, and resources including time and surrounding circumstances to reach a specific goal

Behavioural indicators include:-

Planning

- Accurately estimate time and effort required to complete a task.
- Identify and organise systems and required resources.
- Organise personal time to carry out responsibilities.
- Maintain adequate preparation time for scheduled meetings/deadlines.
- Develop schedules and timetables with clear, specific milestones and deadlines.
- Establish how to measure results and milestones for self.

How is planning used in the world of work?

Planning is used at all levels in the workplace, from how you break up your day-to-day tasks to the aims of the company on a yearly basis.

Organisation is also used to ensure that the right people with the right skills end up working on the projects that best suit them and the needs of the company.

Prioritising

- Identify critical tasks.
- Arrange tasks in a logical order.
- Establish priorities systematically, differentiating between urgent, important, and unimportant tasks.
- Use a “to do” list, task plan, or similar planning devices to note action plans, deadlines, etc.
- Monitor & adjust priorities and/or eliminate tasks on an on-going basis.

6.3.3 Positive Attitude & Teamwork

Source- Guide for Psychology of Gender, textbook by James Allen Johnson ...

“The more positive your attitude, the more you can get done.”

Fig 6.3.3: Positive attituide

In psychology, an attitude is an expression of favor or disfavor toward a person, place, thing, or event (the attitude object). Prominent psychologist Gordon Allport once described attitudes “the most distinctive and indispensable concept in contemporary social psychology .Attitude can be formed from a person’s past and present.

In lay language, attitude may refer to the distinct concept of mood. An attitude can be defined as a positive or negative evaluation of people, objects, event, activities, ideas, or just about anything in your environment.

Your attitude determines your productivity. More than almost any other factor, your perspective on the current situation affects your ability to get work done. If you need to be more productive, make sure you bring your positive attitude.

Attitude Determines Your Productivity. Can you keep a positive attitude even when faced with a bad situation? Or do you let anger, disappointment, and complaining take over?

When you are faced with adversity, you can let your mood change for the worse or you can choose to look on the positive side of the situation.

6.3.4 Ways to be More Productive

- **People Want to Help** - A positive attitude makes others want to help you. No one wants to get near the person who is yelling and losing it at the first sign of trouble. Yet, everyone wants to come to the aid of the person who is smiling and keeping their head high despite bad things happening.
- **Avoids Wasting Time Complaining** - Complaining doesn’t get anything done. Instead, put your energy into the positive action of doing something to improve the situation.
- K**eeps Your Energy Level High** - A positive attitude can lift you up even in hard times. Boost your energy level by looking on the bright side of any situation. No matter how bad things get, there is something you can look positively at.
- **Builds Teamwork** - A positive attitude is contagious. It brings people together. Others want to be around people who are positive. Nothing brings a team together and builds relationships like positive energy.
- **Determines Your Confidence** - As Henry Ford famously said, “Whether you think you can or you think you can’t… you’re right.” Your attitude determines your confidence and ultimately whether or not you can succeed.
- **Solves Problems Instead of Making Problems**- Have you ever disarmed a tough situation with a smile? (Try it the next time you are stuck at the airport.) Positive attitude is sometimes all it takes to turn a bad situation around. On the other side, a bad attitude can take a problem and quickly make it worse.
- **Helps You Make Good Decisions**- Anger clouds your judgment. When you let yourself get upset, you impact your ability to make good decisions. Let your positive attitude clear your mind so that you can take appropriate action instead of reacting to emotion.

Fig 6.3.4: Teamwork Example

Positive Attitude Delivers Results. Don’t underestimate the power of a positive attitude to increase your productivity. Attitude is often as important as hard work.

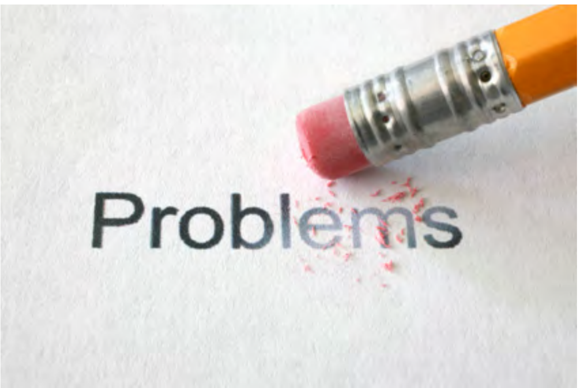


Fig 6.3.5: Positive attitude solves probelms

6.3.5 Time Management

What is "Time Management?"

"Time management" refers to the way that you organize and plan how long you spend on specific activities.

Fig 6.3.6: Time Management

It may seem counter-intuitive to dedicate precious time to learning about time management, instead of using it to get on with your work, but the benefits are enormous:

- Greater productivity and efficiency.
- A better professional reputation.
- Less stress.
- Increased opportunities for advancement.
- Greater opportunities to achieve important life and career goals.

Failing to manage your time effectively can have some very undesirable consequences:

- Missed deadlines.
- Inefficient work flow.

- Poor work quality.
- A poor professional reputation and a stalled career.
- Higher stress levels.

Spending a little time learning about time-management techniques will have huge benefits now – and throughout your career.

Time management is the process of organizing and planning how much time you spend on specific activities. Invest some time in our comprehensive collection of time management articles to learn about managing your own time more efficiently, and save yourself time in the future.

6.3.6 Mastering Your Times

- Carry a schedule and record all your thoughts, conversations and activities for a week. This will help you understand how much you can get done during the course of a day and where your precious moments are going. You'll see how much time is actually spent producing results and how much time is wasted on unproductive thoughts, conversations and actions.
- Any activity or conversation that's important to your success should have a time assigned to it.

Fig 6.3.7: Schedule the plan

To-do lists get longer and longer to the point where they're unworkable. Appointment books work. Schedule appointments with yourself and create time blocks for high-priority thoughts, conversations, and actions. Schedule when they will begin and end. Have the discipline to keep these appointments.

- Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations that produce most of your results.
- Schedule time for interruptions. Plan time to be pulled away from what you're doing. Take, for instance, the concept of having "office hours." Isn't "office hours" another way of saying "planned interruptions?"
- Take the first 30 minutes of every day to plan your day. Don't start your day until you complete your time plan. The most important time of your day is the time you schedule to schedule time.
- Take five minutes before every call and task to decide what result you want to attain. This will help you know what success looks like before you start. And it will also slow time down. Take five minutes after each call and activity to determine whether your desired result was achieved. If not, what was missing? How do you put what's missing in your next call or activity?
- Put up a "Do not disturb" sign when you absolutely have to get work done.

Fig 6.3.7: DoNot Disturb Signage

- Practice not answering the phone just because it's ringing and e-mails just because they show up. Disconnect instant messaging. Don't instantly give people your attention unless it's absolutely crucial in your business to offer an immediate human response. Instead, schedule a time to answer email and return phone calls.
- Block out other distractions like Facebook and other forms of social media unless you use these tools to generate business.

Fig 6.3.8: No Social media on Work

- Remember that it's impossible to get everything done. Also remember that odds are good that 20 percent of your thoughts, conversations and activities produce 80 percent of your results.

6.3.7 Problem Solving

Fig 6.3.9: Problem Solving

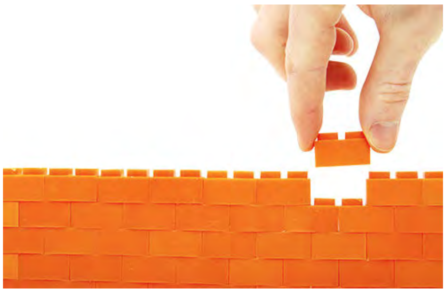
- There will be areas of difficulties and pressures. Gaining knowledge to handle difficult task should be undertaken by effective training and learning's.
- Additional responsibility in serving areas will be assigned during the absenteeism of fellow colleagues. Manpower handling is one of the key issues that will be faced regularly. Absenteeism will be a day to day problem to handle. Adjustment during absenteeism requires an analysis of the understanding the skill matrix of subordinates in coordinating them on right places to handle.
- Certain problems will be routine and regularly happening. Identify those kinds of problems and deep dig the reasons. Investigate the causes of the errors and suggest possible solutions.

Problems are at the center of what many people do at work every day. Whether you're solving a problem for a client (internal or external), supporting those who are solving problems, or discovering new problems to solve, the problems you face can be large or small, simple or complex, and easy or difficult.

A fundamental part of every manager's role is finding ways to solve them. So, being a confident problem solver is really important to your success. Much of that confidence comes from having a good process to use when approaching a problem. With one, you can solve problems quickly and effectively. Without one, your solutions may be ineffective, or you'll get stuck and do nothing, with sometimes painful consequences.

There are four basic steps in solving a problem:

Defining the problem.	
Generating alternatives.	

Evaluating and selecting alternatives	
Implementing solutions	

6.3.8 Analytical Skills

Analytical thinking skills are critical in the work place because they help you to gather information, articulate, visualize and solve complex problems. Even with comprehensive training, there will be many times where you will be put on the spot to think analytically and the right or wrong answer could make a difference with regard to your upward mobility within the company.

You want your employees and especially your boss to trust that you will make the most well-informed and correct decisions. Some decisions can even make or break your career. Therefore, it is of utmost importance to have well-developed analytical thinking skills.

For analytical thinking, you use it to break down a series of complex bits of information. You take thinks step-by-step to develop an overall conclusion, answer or solution. You look at something through different points of view with the objective to create a cause and an effect. To illustrate, you might try to determine why dogs wag their tails, and then come up with the scientific answer.

Also, with analytical thinking, you use facts to support your conclusion and train of thought. On the other hand, critical thinking is more of an opinion-based style of thinking. Analytical skills lead you to have a more focus and stream-lined approach to solution finding where critical thinking skills can go around in circles infinitely. When you have a complex-problem or solution to find, you would use your analytical skills.

6.3.9 Developing Analytical Skills

If you worry that your analytical skills are not up to par, never fear. They can be developed with time and consistent practice. Like a muscle, the more you use it, the stronger it gets. One way to start is to read more books. This may sound a little too simple of a solution but it really works. How does it work? Well, it helps when you read as actively as possible. Instead of passively skimming over paragraphs and grazing the pages, try to look at both sides of the story. For example, if you are reading a novel, try to see the plot from the perspective of the hero, the villain and other supporting characters. This causes your brain to think in new ways, and increase your stimulation. Thinking differently helps to expand your mind, which is critical.

Fig 6.3.10: Developing Analytical Skills

Another excellent option is to build your mathematical skills. Calculus, algebra and statistics all make use of logic and analysis. You need to go through each problem step-by-step in order to come up with the right answer. Sometimes, you have to work a problem multiple times before you finally figure it out. This can be frustrating, but you get better with focused practice. You can also work through different puzzles with the goal of solving them.

Try going for a walk, and observing everything occurring all around you. If you see a squirrel, try to determine what it is doing, and then ask yourself why is it doing that? If it is eating nuts, is it being fed or hunting? Is the squirrel resting or watching? After your observations, let them settle in your mind. The next day, write down your observations. Can you recall your questions and answers?

Fig 6.3.11: Waliking

6.3.10 Decision Making

Decision making is a daily activity for any human being. There is no exception about that. When it comes to business organizations, decision making is a habit and a process as well.

Fig 6.3.12: Decision Making

Effective and successful decisions make profit to the company and unsuccessful ones make losses. Therefore, corporate decision making process is the most critical process in any organization.

In the decision making process, we choose one course of action from a few possible alternatives. In the process of decision making, we may use many tools, techniques and perceptions.

In addition, we may make our own private decisions or may prefer a collective decision.

Usually, decision making is hard. Majority of corporate decisions involve some level of dissatisfaction or conflict with another party.

01	Identify Problems

The first step in the process is to recognize that there is a decision to be made.

Decisions are not made arbitrarily; they result from an attempt to address a specific problem, need or opportunity.

A supervisor in a retail shop may realize that he has too many employees on the floor compared with the day's current sales volume, for example, requiring him to make a decision to keep costs under control.

Fig 6.3.13: Identify a Problem

02	Seek Information

Managers seek out a range of information to clarify their options once they have identified an issue that requires a decision.

Managers may seek to determine potential causes of a problem, the people and processes involved in the issue and any constraints placed on the decision-making process.

03	Brainstorm Solutions

Having a more complete understanding of the issue at hand, managers move on to make a list of potential solutions.

This step can involve anything from a few seconds of though to a few months or more of formal collaborative planning, depending on the nature of the decision.

Fig 6.3.14: Brainstorm Ideas

04	Choose an Alternative

Managers weigh the pros and cons of each potential solution, seek additional information if needed and select the option they feel has the best chance of success at the least cost.

Consider seeking outside advice if you have gone through all the previous steps on your own; asking for a second opinion can provide a new perspective on the problem and your potential solutions.

05	Implement the Plan

There is no time to second guess yourself when you put your decision into action.

Once you have committed to putting a specific solution in place, get all of your employees on board and put the decision into action with conviction.

That is not to say that a managerial decision cannot change after it has been enacted; savvy managers put monitoring systems in place to evaluate the outcomes of their decisions.

Fig 6.3.15: Implement a Plan

06	Evaluate Outcomes

Even the most experienced business owners can learn from their mistakes.

Always monitor the results of strategic decisions you make as a small business owner; be ready to adapt your plan as necessary, or to switch to another potential solution if your chosen solution does not work out the way you expected.

6.3.11 Critical Thinking

Situations like missing out the addresses, customer guiding in the wrong direction, absence of customers and under busy environment, there will be situations with so much of stress and pressure to handle. There is always a way out. The thinking process during situations should be more objective rather than impulsive or emotional. Critical thinking is required with Flexibility in approach during those situations to overcome any delays/ additional orders / pressure situations.

Develop skills in such a way that you must complete any job or task that has been assigned without any errors. Thinking process should be correct and handling should be clear.

Fig 6.3.16: Critical Thinking

Critical thinking is the ability to think clearly and rationally about what to do or what to believe. It includes the ability to engage in reflective and independent thinking. Someone with critical thinking skills is able to do the following :

- Understand the logical connections between ideas
- Identify, construct and evaluate arguments
- Detect inconsistencies and common mistakes in reasoning
- Solve problems systematically
- Identify the relevance and importance of ideas
- Reflect on the justification of one's own beliefs and values

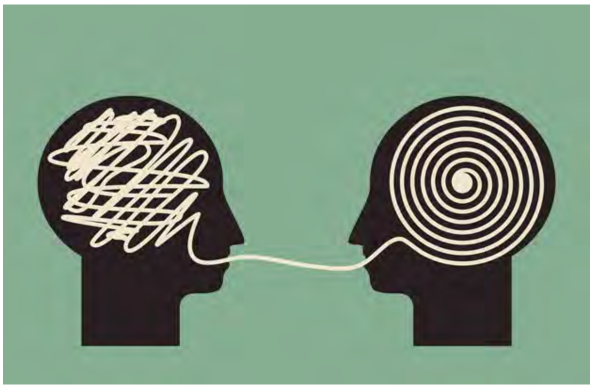


Fig 6.3.17: Critical Thinking

Critical thinking is not a matter of accumulating information. A person with a good memory and who knows a lot of facts is not necessarily good at critical thinking. A critical thinker is able to deduce consequences from what he knows, and he knows how to make use of information to solve problems, and to seek relevant sources of information to inform himself.

Critical thinking should not be confused with being argumentative or being critical of other people. Although critical thinking skills can be used in exposing fallacies and bad reasoning, critical thinking can also play an important role in cooperative reasoning and constructive tasks. Critical thinking can help us acquire knowledge, improve our theories, and strengthen arguments. We can use critical thinking to enhance work processes and improve social institutions.

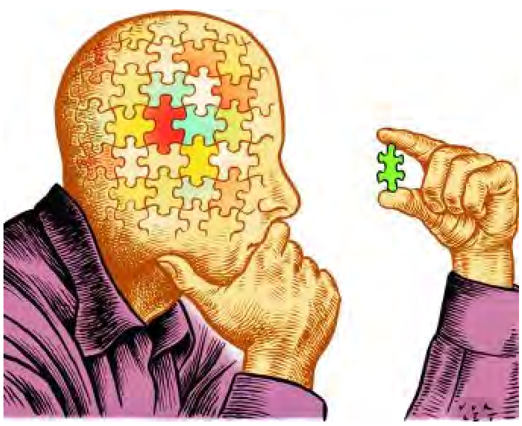


Fig 6.3.18: Critical Thinking

Some people believe that critical thinking hinders creativity because it requires following the rules of logic and rationality, but creativity might require breaking rules. This is a misconception. Critical thinking is quite compatible with thinking “out-of-the-box”, challenging consensus and pursuing less popular approaches. If anything, critical thinking is an essential part of creativity because we need critical thinking to evaluate and improve our creative ideas.

6.3.12 Importance of Critical Thinking

Critical thinking is a domain-general thinking skill. The ability to think clearly and rationally is important whatever we choose to do. If you work in education, research, finance, management or the legal profession, then critical thinking is obviously important. But critical thinking skills are not restricted to a particular subject area. Being able to think well and solve problems systematically is an asset for any career.

Critical thinking is very important in the new knowledge economy. The global knowledge economy is driven by information and technology. One has to be able to deal with changes quickly and effectively. The new economy places increasing demands on flexible intellectual skills, and the ability to analyse information and integrate diverse sources of knowledge in solving problems. Good critical thinking promotes such thinking skills, and is very important in the fast-changing workplace.

Critical thinking enhances language and presentation skills. Thinking clearly and systematically can improve the way we express our ideas. In learning how to analyze the logical structure of texts, critical thinking also improves comprehension abilities.

Critical thinking promotes creativity. To come up with a creative solution to a problem involves not just having new ideas. It must also be the case that the new ideas being generated are useful and relevant to the task at hand. Critical thinking plays a crucial role in evaluating new ideas, selecting the best ones and modifying them if necessary

Fig 6.3.19: Critical Thinking

Critical thinking is crucial for self-reflection. In order to live a meaningful life and to structure our lives accordingly, we need to justify and reflect on our values and decisions. Critical thinking provides the tools for this process of self-evaluation.

Fig 6.3.20: Critical Thinking

Good critical thinking is the foundation of science and democracy. Science requires the critical use of reason in experimentation and theory confirmation. The proper functioning on a workplace who can think about customer preferences and business means shall avail proper justice to his / her job and overcome biases and prejudice.

6.3.13 Communication

While communicating with customer, it is very much required to communicate in a very professional etiquette.

Few customers may avoid calls, or may be hard while answering or gets irritated when called more than a time in communicating addresses /issues.

A professional way of communication should be handled by the staff to ensure that customer understands the queries and answers the questions. The telephone etiquette should be polite and explain the reason or situation and make customer understand your question and get it solved.

Fig 6.3.21: Angry Customer

Fig 6.3.22: Patience in Addressing

Good staff communication is essential to business success. At the most basic level, employees who don't know what's expected of them seldom perform to their potential.

Effective communication is a two-way street. Assistant must be willing to relay their concerns to customers / to management without hesitation

Both with customer and organization always communicate clearly as what is required, what is expected and what should be conveyed. The communication should be regular and clear to understand that the processes are happening smoothly. Seek advice and guide peers and juniors for better team building and effective operations. Also, be a great team player by achieving goals of the organizations jointly.

6.3.14 Communication Skills

Communication is about more than just exchanging information. It's about understanding the emotion and intentions behind the information. Effective communication is also a two-way street. It's not only how you convey a message so that it is received and understood by someone in exactly the way you intended, it's also how you listen to gain the full meaning of what's being said and to make the other person feel heard and understood.

More than just the words you use, effective communication combines a set of skills including nonverbal communication, engaged listening, managing stress in the moment, the ability to communicate assertively, and the capacity to recognize and understand your own emotions and those of the person you're communicating with.

Fig 6.3.23: Express by Communication

Effective communication is the glue that helps you deepen your connections to others and improve teamwork, decision making, and problem solving. It enables you to communicate even negative or difficult messages without creating conflict or destroying trust.

While effective communication is a learned skill, it is more effective when it's spontaneous rather than formulaic.

6.3.15 Barriers to Effective Interpersonal Communication

Stress and out-of-control emotion:

When you're stressed or emotionally overwhelmed, you're more likely to misread other people, send confusing or off-putting nonverbal signals, and lapse into unhealthy knee-jerk patterns of behavior. Take a moment to calm down before continuing a conversation.

Lack of focus:

You can't communicate effectively when you're multitasking. If you're planning what you're going to say next, daydreaming, checking text messages, or thinking about something else, you're almost certain to miss nonverbal cues in the conversation. You need to stay focused on the moment-to-moment experience.

Fig 6.3.24: Loosing Focus

Inconsistent body language:

Nonverbal communication should reinforce what is being said, not contradict it. If you say one thing, but your body language says something else, your listener will likely feel 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 may use negative body language to rebuff the other person's message, such as crossing your arms, avoiding eye contact, or tapping your feet. You don't have to agree, or even like what's being said, but to communicate effectively without making the other person defensive, it's important to avoid sending negative signals.

6.3.16 Become an Engaged Listener

People often focus on what they should say, but effective communication is less about talking and more about listening. Listening well means not just understanding the words or the information being communicated, but also understanding the emotions the speaker is trying to communicate.

There's a big difference between engaged listening and simply hearing. When you really listen when you're engaged with what's being said you'll hear the subtle intonations in someone's voice that tell you how that person is feeling and the emotions they're trying to communicate. When you're an engaged listener, not only will you better understand the other person, you'll also make that person feel heard and understood, which can help build a stronger, deeper connection between you.

By communicating in this way, you'll also experience a process that lowers stress and supports physical and emotional well-being. If the person you're talking to is calm, for example, listening in an engaged way will help to calm you, too. Similarly, if the person is agitated, you can help calm them by listening in an attentive way and making the person feel understood.

6.3.17 How do you become an Engaged Listener?

If your goal is to fully understand and connect with the other person, listening in an engaged way will often come naturally. If it doesn't, try the following tips. The more you practice them, the more satisfying and rewarding your interactions with others will become.

- **Focus fully on the speaker:**

His or her body language, tone of voice, and other nonverbal cues. Tone of voice conveys emotion, so if you're thinking about other things, checking text messages or doodling, you're almost certain to miss the nonverbal cues and the emotional content behind the words being spoken. And if the person talking is similarly distracted, you'll be able to quickly pick up on it. If you find it hard to concentrate on some speakers, try repeating their words over in your head-it'll reinforce their message and help you stay focused.

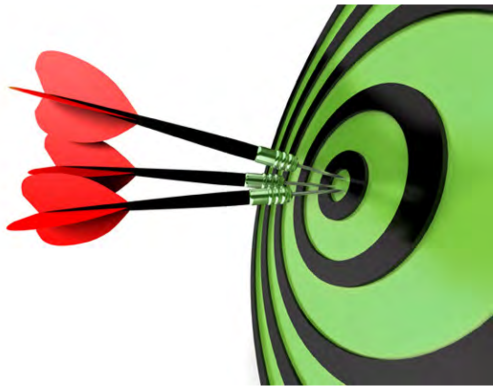


Fig 6.3.25: Focus

- **Favor your right ear:**

The left side of the brain contains the primary processing centers for both speech comprehension and emotions. Since the left side of the brain is connected to the right side of the body, favoring your right ear can help you better detect the emotional nuances of what someone is saying. Try keeping your posture straight, your chin down, and tilting your right ear towards the speaker-this will make it easier to pick up on the higher frequencies of human speech that contain the emotional content of what's being said.

- **Avoid interrupting or trying to redirect the conversation to your concerns**:

By saying something like, "If you think that's bad, let me tell you what happened to me." Listening is not the same as waiting for your turn to talk. You can't concentrate on what someone's saying if you're forming what you're going to say next. Often, the speaker can read your facial expressions and know that your mind's elsewhere.

Fig 6.3.26: Avoid Interruption

- **Show your interest in what's being said:**

Nod occasionally, smile at the person, and make sure your posture is open and inviting. Encourage the speaker to continue with small verbal comments like "yes" or "uh huh."

- **Try to set aside judgment:**

In order to communicate effectively with someone, you don't have to like them or agree with their ideas, values, or opinions. However, you do need to set aside your judgment and withhold blame and criticism in order to fully understand a person. The most difficult communication, when successfully executed, can lead to the most unlikely and profound connection with someone.

- **Provide feedback:**

If there seems to be a disconnect, reflect what has been said by paraphrasing. "What I'm hearing is," or "Sounds like you are saying," are great ways to reflect back. Don't simply repeat what the speaker has said verbatim, though you'll sound insincere or unintelligent. Instead, express what the speaker's words mean to you. Ask questions to clarify certain points: "What do you mean when you say..." or "Is this what you mean?"

Fig 6.3.27: Give Feedback

6.3.18 Pay attention to Nonverbal Signals

When we communicate things that we care about, we do so mainly using nonverbal signals. Nonverbal communication, or body language, includes facial expressions, body movement and gestures, eye contact, posture, the tone of your voice, and even your muscle tension and breathing. The way you look, listen, move, and react to another person tells them more about how you're feeling than words alone ever can.

Fig 6.3.28: Facial Signals

Developing the ability to understand and use nonverbal communication can help you connect with others, express what you really mean, navigate challenging situations, and build better relationships at home and work.

- You can enhance effective communication by using open body language-arms uncrossed, standing with an open stance or sitting on the edge of your seat, and maintaining eye contact with the person you're talking to.
- You can also use body language to emphasize or enhance your verbal message-patting a friend on the back while complimenting him on his success, for example, or pounding your fists to underline your message.

Tips

Tips for improving how you read nonverbal communication

- **Be aware of individual differences:**

People from different countries and cultures tend to use different nonverbal communication gestures, so it's important to take age, culture, religion, gender, and emotional state into account when reading body language signals. An American teen, a grieving widow, and an Asian businessman, for example, are likely to use nonverbal signals differently.

- **Look at nonverbal communication signals as a group:**

Don't read too much into a single gesture or nonverbal cue. Consider all of the nonverbal signals you receive, from eye contact to tone of voice to body language. Anyone can slip up occasionally and let eye contact slip, for example, or briefly cross their arms without meaning to. Consider the signals as a whole to get a better "read" on a person.

Tips

Tips for improving how you deliver nonverbal communication

- **Use nonverbal signals that match up with your words:**

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

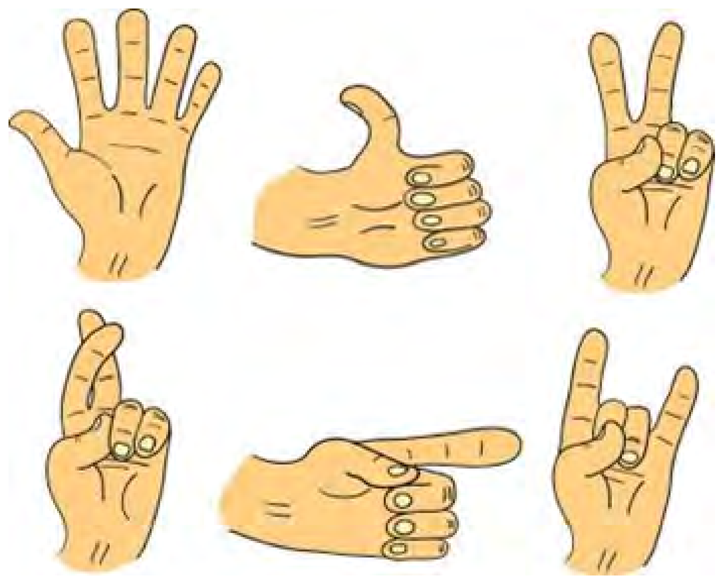


Fig 6.3.29: Hand communications

- **Adjust your nonverbal signals according to the context:**

The tone of your voice, for example, should be different when you're addressing a child than when you're addressing a group of adults. Similarly, take into account the emotional state and cultural background of the person you're interacting with.

- **Use body language to convey positive feelings:**

Even when you're not actually experiencing them. If you're nervous about a situation - a job interview, important presentation, or first date, for example - you can use positive body language to signal confidence, even though you're not feeling it. Instead of tentatively entering a room with your head down, eyes averted, and sliding into a chair, try standing tall with your shoulders back, smiling and maintaining eye contact, and delivering a firm handshake. It will make you feel more self-confident and help to put the other person at ease.

6.3.19 Keep Stress in Check

To communicate effectively, you need to be aware of and in control of your emotions. And that means learning how to manage stress. When you're stressed, you're more likely to misread other people, send confusing or off-putting nonverbal signals, and lapse into unhealthy knee-jerk patterns of behavior.

Fig 6.3.30: Non Verbal Body Signs

How many times have you felt stressed during a disagreement with your spouse, kids, boss, friends, or coworkers and then said or done something you later regretted? If you can quickly relieve stress and return to a calm state, you'll not only avoid such regrets, but in many cases you'll also help to calm the other person as well. It's only when you're in a calm, relaxed state that you'll be able to know whether the situation requires a response, or whether the other person's signals indicate it would be better to remain silent.

6.3.20 Staying Calm Under Pressure

In situations such as a job interview, business presentation, high-pressure meeting, or introduction to a loved one's family, for example, it's important to manage your emotions, think on your feet, and effectively communicate under pressure. These tips can help:

Fig 6.3.31: Stay Calm during Pressure

- **Use stalling tactics** to give yourself time to think. Have a question repeated, or ask for clarification of a statement before responding.
- **Pause to collect your thoughts.** Silence isn't necessarily a bad thing-pausing can make you seem more in control than rushing your response.

- **Make one point** and provide an example or supporting piece of information. If your response is too long or you waffle about a number of points, you risk losing the listener's interest. Follow one point with an example and then gauge the listener's reaction to tell if you should make a second point.

- **Deliver your words clearly.** In many cases, how you say something can be as important as what you say. Speak clearly, maintain an even tone, and make eye contact. Keep your body language relaxed and open.

- **Wrap up with a summary** and then stop. Summarize your response and then stop talking, even if it leaves a silence in the room. You don't have to fill the silence by continuing to talk.

6.3.21 To Deal with Stress

When things start to get heated in the middle of a conversation, you need something quick and immediate to bring down the emotional intensity. By learning to quickly reduce stress in the moment, though, you can safely face any strong emotions you're experiencing, regulate your feelings, and behave appropriately. When you know how to maintain a relaxed, energized state of awareness - even when something upsetting happens - you can remain emotionally available and engaged.

To deal with stress during communication:

- **Recognize when you're becoming stressed.** Your body will let you know if you're stressed as you communicate. Are your muscles or your stomach tight and/or sore? Are your hands clenched? Is your breath shallow? Are you "forgetting" to breathe?

Fig 6.3.32: Recognize Stress

- **Take a moment to calm down** before deciding to continue a conversation or postpone it.

- **Bring your senses to the rescue** and quickly manage stress by taking a few deep breaths, clenching and relaxing muscles, or recalling a soothing, sensory-rich image, for example. The best way to rapidly and reliably relieve stress is through the senses: sight, sound, touch, taste, and smell. But each person responds differently to sensory input, so you need to find things that are soothing to you.

- **Look for humor in the situation.** When used appropriately, humor is a great way to relieve stress when communicating. When you or those around you start taking things too seriously, find a way to lighten the mood by sharing a joke or amusing story.

- **Be willing to compromise.** Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone concerned. If you realize that the other person cares much more about something than you do, compromise may be easier for you and a good investment in the future of the relationship.

- **Agree to disagree,** if necessary, and take time away from the situation so everyone can calm down. Take a quick break and move away from the situation. Go for a stroll outside if possible, or spend a few minutes meditating. Physical movement or finding a quiet place to regain your balance can quickly reduce stress.

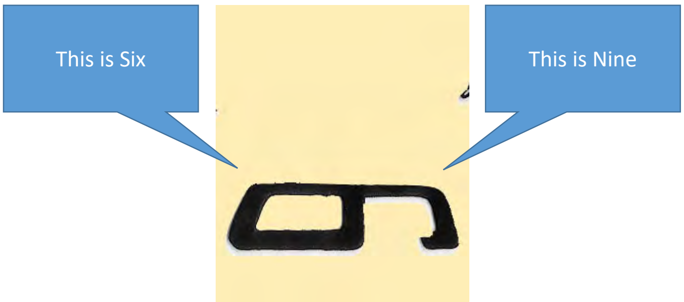


Fig 6.3.33: Aggree to Disagree

6.3.22 Assert Yourself

Direct, assertive expression makes for clear communication and can help boost self-esteem and decision-making. Being assertive means expressing your thoughts, feelings, and needs in an open and honest way, while standing up for yourself and respecting others. It does NOT mean being hostile, aggressive, or demanding. Effective communication is always about understanding the other person, not about winning an argument or forcing your opinions on others.

To improve assertiveness:

- **Value yourself and your opinions.** They are as important as anyone else's.
- **Know your needs and wants.** Learn to express them without infringing on the rights of others.
- **Express negative thoughts in a positive way.** It's OK to be angry, but you must be respectful as well.
- **Receive feedback positively.** Accept compliments graciously, learn from your mistakes, ask for help when needed.
- **Learn to say "no."** Know your limits and don't let others take advantage of you. Look for alternatives so everyone feels good about the outcome.

Fig 6.3.34: Learn to Say No

6.3.23 Listening and Speaking Skills

Listening is the ability to accurately receive and interpret messages in the communication process.

Listening is key to all effective communication, without the ability to listen effectively messages are easily misunderstood - communication breaks down and the sender of the message can easily become frustrated or irritated.

Fig 6.3.35: Listening

If there is one communication skill you should aim to master then listening is it.

Listening is so important that many top employers provide listening skills training for their employees. This is not surprising when you consider that good listening skills can lead to: better customer satisfaction, greater productivity with fewer mistakes, increased sharing of information that in turn can lead to more creative and innovative work.

Good listening skills also have benefits in our personal lives, including:

- A greater number of friends and social networks, improved self-esteem and confidence, higher grades at school and in academic work and even better health and general well-being.
- Studies have shown that, whereas speaking raises blood pressure, attentive listening can bring it down.

"Listening is not the Same as Hearing"

Hearing refers to the sounds that you hear, whereas listening requires more than that: it requires focus. Listening means paying attention not only to the story, but how it is told, the use of language and voice, and how the other person uses his or her body. In other words, it means being aware of both verbal and non-verbal messages. Your ability to listen effectively depends on the degree to which you perceive and understand these messages.

Fig 6.3.36: Listening & Hearing

Many successful leaders and entrepreneurs credit their success to effective listening skills. Richard Branson frequently quotes listening as one of the main factors behind the success of Virgin.

We Spend a lot of Time Listening

Adults spend an average of 70% of their time engaged in some sort of communication, of this an average of 45% is spent listening compared to 30% speaking, 16% reading and 9% writing. (Adler, R. et al. 2001).

6.3.24 Ten Principles of Listening

A good listener will listen not only to what is being said, but also to what is left unsaid or only partially said.

Effective listening involves observing body language and noticing inconsistencies between verbal and non-verbal messages.

For example, if someone tells you that they are happy with their life but through gritted teeth or with tears filling their eyes, you should consider that the verbal and non-verbal messages are in conflict, they maybe don't mean what they say.

01	Stop Talking

"If we were supposed to talk more than we listen, we would have two tongues and one ear." Mark Twain.

Don't talk, listen. When somebody else is talking listen to what they are saying, do not interrupt, talk over them or finish their sentences for them.

Stop, just listen.

When the other person has finished talking you may need to clarify to ensure you have received their message accurately.

02	Prepare Yourself to Listen

Relax: Focus on the speaker.

Put other things out of mind.

The human mind is easily distracted by other thoughts – what's for lunch, what time do I need to leave to catch my train, is it going to rain – try to put other thoughts out of mind and concentrate on the messages that are being communicated.

03	Put the Speaker at Ease

Help the speaker to feel free to speak:

Remember their needs and concerns.

Nod or use other gestures or words to encourage them to continue.

Maintain eye contact but don't stare - show you are listening and understanding what is being said.

04	Remove Distractions

Focus on what is being said:

Don't doodle, shuffle papers, look out the window, pick your fingernails or similar.

Avoid unnecessary interruptions.

These behaviours disrupt the listening process and send messages to the speaker that you are bored or distracted.

05	Empathise

Try to understand the other person's point of view:

Look at issues from their perspective.

Let go of preconceived ideas.

By having an open mind we can more fully empathize with the speaker.

If the speaker says something that you disagree with then wait and construct an argument to counter what is said but keep an open mind to the views and opinions of others.

06	Be Patient

A pause, even a long pause, does not necessarily mean that the speaker has finished:

Be patient and let the speaker continue in their own time, sometimes it takes time to formulate what to say and how to say it.

Never interrupt or finish a sentence for someone.

07	Avoid Personal Prejudice

Try to be impartial:

Don't become irritated and don't let the person's habits or mannerisms distract you from what the speaker is really saying.

Everybody has a different way of speaking - some people are for example more nervous or shy than others, some have regional accents or make excessive arm movements, some people like to pace whilst talking - others like to sit still.

Focus on what is being said and try to ignore styles of delivery.

08	Listen to the Tone

Volume and tone both add to what someone is saying:

A good speaker will use both volume and tone to their advantage to keep an audience attentive; everybody will use pitch, tone and volume of voice in certain situations - let these help you to understand the emphasis of what is being said.

09 **Listen for Ideas – Not Just Words**

You need to get the whole picture, not just isolated bits and pieces:

May be one of the most difficult aspects of listening is the ability to link together pieces of information to reveal the ideas of others.

With proper concentration, letting go of distractions, and focus this becomes easier.

10 **Wait and Watch for Non-Verbal Communication**

Gestures, facial expressions, and eye-movements can all be important:

We don't just listen with our ears but also with our eyes - watch and pick up the additional information being transmitted via non-verbal communication.

6.3.25 Grooming & Etiquettes

- Bathe daily unless specified otherwise by a medical professional. Take a shower if you prefer.
- Deodorant. Choose a sensitive or aluminum free variety if you suffer from allergies.
- Brush teeth on a regular basis. Twice daily should be a minimum; once in the morning and once at night.
- Wash hair when needed. Younger folks or people with straight hair may need to wash hair daily while others with very curly hair may need to do so less frequently as daily washing can dry out their hair and strip them of important nutrients.
- Keep hair cut and styled. Well cut hair allows you to present a confident image.
- Shave hair, as needed. Shave your face, legs and armpits if you believe this is necessary.
- Trim nails. Shorter nails look neater. If you have longer nails, keep them in good condition. Girls can also paint them.

Fig 6.3.37: Grooming

- Wear clean clothing. Always remove clothing with stains for immediate treatment.
- Wear clean and polished shoes. Shoes are always the first thing many people look at. They tell a lot about a person.
- Wear a decent perfume, if possible a designer perfume. However, do be aware that some people are violently allergic to scents of most kinds. Almost no one is allergic to lavender, so a spritz of lavender essential oil (rosemary for guys) may be all you need.
- Please and thank you make the world go 'round. Use them frequently with everyone you meet– they're not just for special occasions.
- After ringing the doorbell, step back a foot. It gives the person opening the door some breathing space.
- Always announce yourself first when calling. "Hello, this is X. May I speak with Y?"
- If you're the person being asked, "Is this X?" The correct response is, "This is he/she."
- Unless you are expecting an emergency call– from a doctor, your child's teacher, etc– electronic devices have no place during the job.

6.3.26 Computer Skills

Getting yourself trained with the computer skills is an essential nowadays, as most of the organizations use ERP software to integrate departments and to print documents. By this way, they avoid errors as well as they save time and have a high control over their processes. Nowadays learning any software application is becoming mandatory and hence developing knowledge makes the job easier. Apart from this, organizations and managers expect to report them via computers, hence the knowledge of computers with basic applications is recommended. Some of them are:

- Excel - For Reporting
- Word - For Creating documents
- Outlook - For email communications
- PowerPoint - For presentations.

As a executive the computer skills required will be to

- Download the customer data sheet from the ERP tool
- Usage of handheld devices to login, to find route details, customer and shipment information
- Feeding the information after the process, in the software with time
- Making reports

Fig 6.3.38: Computer Skills

Hardware's that would be used generally by executive would be

1. Handheld devices

Fig 6.3.39: Hand Held Device

2. GPS or Bluetooth devices
3. Mobile Phones
4. Tracking devices

Fig 6.3.40: Tracking device

5. Barcode scanners

Fig 6.3.41: Barcode scanners

Special training should be provided on how to handle these devices

When it is required to solve any technical problem with the computers, there will be a technical IT team, who shall immediately get around the problem and solve. Any delay due to the computer issues will make the job get delayed and hence, importance should be given to solve the issues.

What is ERP?

Enterprise Resource Planning (ERP) is software that attempts to integrate all departments and functions across a company onto a single computer system that can serve all those departments' particular needs. ERP allows a company to automate and integrate the majority of its business processes, including product planning, purchasing, production control, inventory control, interaction with suppliers and customer, delivery of customer service and keeping track of orders, to share common data and practices across the entire enterprise, and to produce and access information in a real-time environment. ERP enables decision-makers to have an enterprise-wide view of the information they need in a timely, reliable and consistent fashion.

Fig 6.3.42: Enterprise Resource Planning

ERP- Definition

An Enterprise resource planning system is a fully integrated business management system covering functional areas of an enterprise like Logistics, Production, Finance, Accounting and Human Resources. It organizes and integrates operation processes and information flows to make optimum use of resources such as men, material, money and machine. Enterprise resource planning promises

- one database,
- one application,
- one user interface

for the entire enterprise, where once disparate systems ruled manufacturing, distribution, finance and sales.

Evolution of ERP:

In the ever-growing business environment, the following demands are placed on the industry:

- Aggressive cost control initiatives
- Need to analyse costs/revenues on a product or customer basis
- Flexibility to respond to changing business requirements
- More informed management decision making
- Changes in ways of doing business.

One or more applications and planning systems have been introduced into the business world for crossing Some of hurdles and achieving growth. They are:

- Management Information Systems (MIS)
- Integrated Information Systems (IIS)
- Executive Information Systems (EIS)
- Corporate Information Systems (CIS)
- Enterprise Wide Systems (EWS)
- Material Resource Planning (MRP)
- Manufacturing Resource Planning (MRP II)

ERP has evolved from the system known as MRPII (Manufacturing Requirement planning) system with the integration of information between Vendor, Customer and Manufacturer using networks such as LAN, WAN and INTERNET etc.

MRPII system again evolved from MRP (Material Requirement Planning) system. MRP is a technique that explodes the end product demands obtained from Master Production Schedule (MPS) for the given product structure which is taken from Bill of Material (BOM) into a schedule of planned orders considering the inventory in hand.

MRPII has a number of drawbacks.

- The main problem is that it has not been able to effectively integrate the different functional areas to share the resources effectively.
- The traditional application systems, which the organizations generally employ, treat each transaction separately
- They are built around the strong boundaries of specific functions that a specific application is meant to cater.

For an ERP, it stops treating these transactions separately as stand-alone activities and considers them to be the part of the inter-linked processes that make up the business.

Fig 6.3.43: Merits and Drawbacks

Enabling Technologies:

- It is not possible to think of an ERP system without sophisticated information technology infrastructure.
- It is said that, the earlier ERP systems were built only to work with huge mainframe computers.
- The new era of PC, advent of client server technology and scalable Relational Database Management Systems (RDBMS)
- Most of the ERP systems exploit the power of Three Tier Client Server Architecture.
- The other important enabling technologies for ERP systems are Workflow, Work group, Group Ware, Electronic Data Interchange (EDI), Internet, Intranet, Data warehousing, etc.

ERP Characteristics :

Any system has to possess few key characteristics to qualify for a true ERP solution.

These features are:

1. Flexibility : An ERP system should be flexible to respond to the changing needs of an enterprise. The client server technology enables ERP to run across various database back ends through Open Database Connectivity (ODBC).
2. Modular & Open : ERP system has to have open system architecture. This means that any module can be interfaced or detached whenever required without affecting the other modules. It should support multiple hardware platforms for the companies having heterogeneous collection of systems. It must support some third party addons also.
3. Comprehensive : It should be able to support variety of organizational functions and must be suitable for a wide range of business organizations.
4. Beyond The Company : It should not be confined to the organizational boundaries, rather support the on-line connectivity to the other business entities of the organization.
5. Best Business Practices : It must have a collection of the best business processes applicable worldwide. An ERP package imposes its own logic on a company's strategy, culture and organization.

Features of ERP :

Fig 6.3.44: Features of ERP :

Some of the major features of ERP and what ERP can do for the business system are :

- ERP provides multi-platform, multi-facility, multi-mode manufacturing, multi-currency, multi-lingual facilities.
- It supports strategic and business planning activities, operational planning and execution activities, creation of Materials and Resources..
- ERP covering all functional areas like manufacturing, selling and distribution, payables, receivables, inventory, accounts, human resources, purchases etc.
- ERP performs core activities and increases customer service, thereby augmenting the corporate image.
- ERP bridges the information gap across organisations.
- ERP provides complete integration of systems not only across departments but also across companies under the same management.
- ERP is the solution for better project management.
- ERP allows automatic introduction of the latest technologies like Electronic Fund Transfer (EFT), Electronic Data Interchange (EDI), Internet, Intranet, Video conferencing, E-Commerce etc.
- ERP eliminates most business problems like material shortages, productivity enhancements, customer service, cash management, inventory problems, quality problems, prompt delivery etc.
- ERP provides intelligent business tools like decision support system, Executive information system, Data mining and easy working systems to enable better decisions.

Why Companies Undertake ERP?

1. Integrate financial information : As the CEO tries to understand the company's overall performance, he may find many different versions of the truth. ERP creates a single version of the truth that cannot be questioned because everyone is using the same system.

2. Integrate customer order information : ERP systems is the place where the customer order lives from the time a customer service representative receives an order until finance sends an invoice. At these point of time,the information is tracked, traced and shared whenever necessary. By having this information in one software system companies can keep track of orders more easily, and coordinate manufacturing, inventory and shipping among many different locations simultaneously.

3. Standardise and speed up manufacturing processes : Manufacturing companies -especially those with an appetite for mergers and acquisitions-often find that multiple business units across the company make the same transaction / recording / report using different methods and computer systems. ERP systems come with standard methods for automating some of the steps of a manufacturing process.

4. Reduce inventory: ERP helps the manufacturing process flow more smoothly, and it improves visibility of the order fulfilment process inside the company. That can lead to reduced inventories of the materials used to make products (work-in-progress inventory), and it can help users better plan deliveries to customers, reducing the finished good inventory at the warehouses and shipping docks.

5. Standardise HR information: Especially in companies with multiple business units, HR may not have a unified, simple method for tracking employees' time and communicating with them about benefits and services. ERP can fix that.

Benefits of ERP :

Fig 6.3.45: Benefits of ERP

Following are some of the benefits they achieved by implementing the ERP packages :

- Gives Accounts Payable personnel increased control of invoicing and payment processing and thereby boosting their productivity and eliminating their reliance on computer personnel for these operations.

- Reduce paper documents by providing on-line formats for quickly entering and retrieving information.

- Improves timeliness of information by permitting posting daily instead of monthly.
- Greater accuracy of information with detailed content, better presentation, satisfactory for the auditors.
- Improved cost control.
- Faster response and follow-.up on customers.
- More efficient cash collection, say, material reduction in delay in payments by customers.
- Better monitoring and quicker resolution of queries.
- Enables quick response to change in business operations and market conditions.
- Helps to achieve competitive advantage by improving its business process.
- Improves supply-demand linkage with remote locations and branches in different countries.
- Provides a unified customer database usable by all applications.
- Improves International operations by supporting a variety of tax structures, invoicing schemes, multiple currencies, multiple period accounting and languages.
- Improves information access and management throughout the enterprise.

How does ERP fit with E-Commerce?

Fig 6.3.46: Ecommerce ERP

It assumes that the only people handling order information will be your employees, who are highly trained and comfortable with the tech jargon embedded in the software. But now customers and suppliers are demanding access to the same information your employees get through the ERP system - things such as order status, inventory levels and invoice reconciliation, except they want to get all this information simply, without all the ERP software jargon, through your website.

E-commerce means IT departments need to build two new channels of access into ERP systems,

- one for customers (otherwise known as business-to-consumer)
- one for suppliers and partners (business-to-business).

These two audiences want two different types of information from your ERP system.

Benefits of ERP in E- Commerce

E-commerce is the most revolutionized way of selling products in a relatively low cost. Often Business owner use e-commerce platform and ERP system separately, making silos of information and they miss out on the benefits of an integrated system. Imagine getting the e-commerce data directly from your ERP system without any human interaction, it provides you numerous benefits.

Let’s have a look at 7 key benefits that you have with an Integrated ERP system with your eCommerce store front:

1. Increases Self- Service Functionality: The availability of real-time data from the ERP system on to the store front, allows customers to view available inventory, latest order status, and track shipments with tracking numbers. This helps in reducing your cost of operations and improves customer experience with your store front.

Fig 6.3.47: Self Service Function

2. Reduce your inventory cost by having updated sales information: All web sales information will instantly appear into your ERP system. ERP Item Inventory will also be updated based on these web transactions. So with the most up to date web sales information and inventory, ERP user can properly plan the purchase and thus reduces the inventory cost.

Fig 6.3.48: Inventory

3. Generate financial reports in ERP, based on Web Transactions: e-commerce applications are able to generate financial reports on sales. But integration with ERP provides the merchant the ability to produce Balance Sheet, P/L Statement, Trial Balance, Cash Flow, etc. which gives the transparency in financial information across the organization.

Fig 6.3.49: Financial Reports

4. Increased internal productivity: Because the integrated system streamlines multiple business processes, it has reduced human resource involvement in these processes. Web sales orders will be integrated to the ERP system in real time, back office ERP user can instantly track the order and start the further processing. Thus the order fulfillment cycle is reduced through this integration.

Fig 6.3.50: Increased productivity

5. Reduced Human Involvement, Data Redundancy and Error: With integration, web customer details, web orders, payment & shipping information will be integrated to ERP system, similarly Item and Inventory details can be uploaded from ERP to e-commerce portal, so in any way this integration will eliminate the need of reentering the data. Thus the integration solution will reduce human involvement, data redundancy and error over two platforms.

Fig 6.3.51: Reduce Human involvement

6. Increase Customer Satisfaction: Ease of getting most up to date product information, inventory availability detail, order tracking detail, etc in the web from ERP system, customer satisfaction level raises a lot and it reduces operational hassle for the business.

Fig 6.3.52: Customer Satisfaction

7. Better Control of your Business: Integration of e-commerce and ERP business processes provides the business owners with a better control of their business and there by getting competitive advantage.

Fig 6.3.53: Control

What types of ERP systems are there?

Depending on the size of your ecommerce platform, the size and structure of an ERP systems will vary. Since the online retail industry is a digitally driven nowadays, ERP systems can monitor, manage and increase visibility with regard to critical components of a business's foundation. Your ERP software need to be integrated with other aspects of operations, though, otherwise it won't be effective.

There are two types of ERP modules:

- On premise: An on-premise ERP system is a series of servers at the actual location of a given business. Some companies prefer to have the infrastructure on site so they can fix any issues on their own accord. Also, some businesses don't like letting go of company information in fear of cloud security strength.

Fig 6.3.54: On Premise Vs Cloud

- Cloud-based: ERP as a service, or in the cloud, is when a company stores all of its integrated data in a massive sever hosted by a third-party vendor. These services charge an upfront fee, but there's no maintenance and upgrade costs to the partnering company. Cloud-based options offer a more flexible solution and create an agile workspace for businesses that use cloud ERP.

How does it relate to ecommerce?

Since ERP is housed under one roof and integrated with other operational programs, ecommerce platforms can access information faster and easier. Businesses can then process better analytics and reporting - both of which help identify customer trends and where companies need to dedicate more attention. For example, ERP, if integrated with financial records, can help distinguish who is buying what, and when. Furthermore, it also may shed light onto low customer retention rates if integrated with customer relationship management software.

ERP relates to ecommerce in a number of other ways besides analytics and reporting. Online retail is a multistep operation, and ecommerce platforms of any size can track order fulfillment, shipping and manufacturer inventory through robust ERP software too. In essence, ERP is a platform that houses all important information in a single, user-friendly location. Businesses invest in ERP to increase internal visibility, improve customer relations and grow the company. ERP relates to ecommerce platforms in that it can integrate with your existing structure and shed further insight into all business operations

Fig 6.3.55: ERP Improves the Ecommerce better

From an ecommerce perspective, ERP can help improve the same elements of an operation, especially in the cloud. Small businesses can integrate with their manufacturer's ERP systems and better monitor workflow and communicate with their manufacturing partners in the supply chain. Back-end logistics in an ecommerce operation is a complex system, but ERP technology can dramatically improve workflow and business agility for manufacturers and ecommerce websites alike.

Notes

6.3.27 Knowledge on Excel Skills

Microsoft Excel

Microsoft® Office contains a variety of tools that help people accomplish many personal and professional objectives. Microsoft Excel is perhaps the most versatile and widely used of all the Office applications. No matter which career path you choose, you will likely need to use Excel to accomplish your professional objectives, some of which may occur daily. This chapter provides an overview of the Excel application along with an orientation for accessing the commands and features of an Excel workbook.

Starting Excel

The following steps will guide you in starting the Excel application.

1. Click the Start button on the lower left corner of your computer screen.
2. Click the All Programs arrow at the bottom left of the Start menu.
3. Click the Microsoft Office folder on the Start menu. This will open the list of Microsoft Office applications.
4. Click the Microsoft Excel 2010 option. This will start the Excel application.

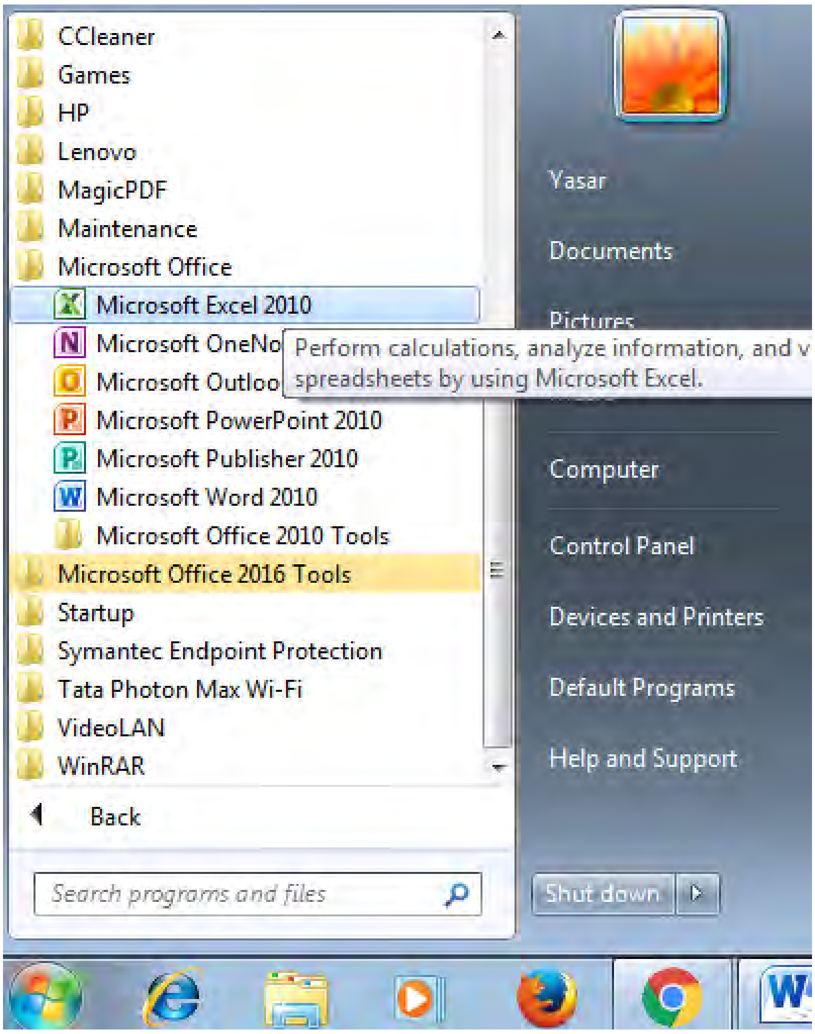


Fig 6.3.56: Starting Excel

The Excel Workbook

Once Excel is started, a blank workbook will open on your screen. A workbook is an Excel file that contains one or more worksheets (sometimes referred to as spreadsheets). Excel will assign a file name to the workbook, such as Book1, Book2, Book3, and so on, depending on how many new workbooks are opened. Below Fig "Blank Workbook" shows a blank workbook after starting Excel.

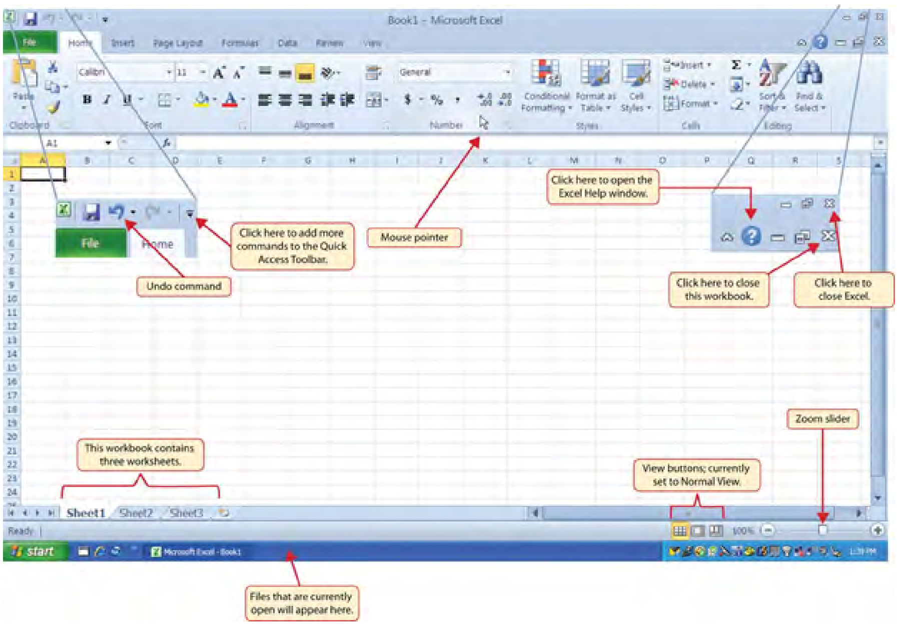


Fig 6.3.57: The Excel Workbook

Activating a Cell Location

Data are entered and managed in an Excel worksheet. The worksheet contains several rectangles called cells for entering numeric and nonnumeric data. Each cell in an Excel worksheet contains an address, which is defined by a column letter followed by a row number

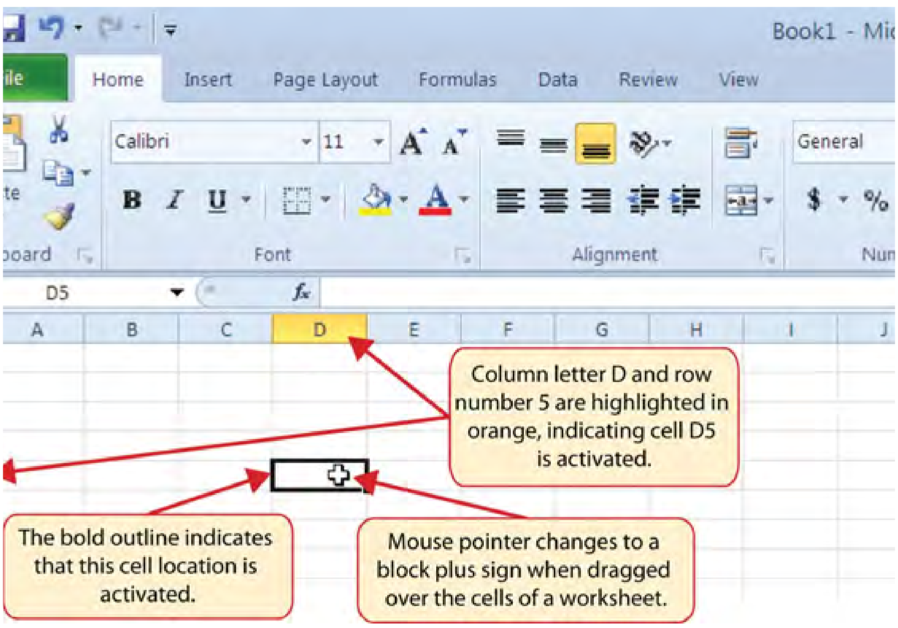


Fig 6.3.58: Activating a Cell Location

1. Move the mouse pointer to cell A1.

2. Click and hold the left mouse button and drag the mouse pointer back to cell D5.

3. Release the left mouse button. You should see several cells highlighted, as shown in below figure "Highlighting a Range of Cells". This is referred to as acell range and is documented as follows: A1:D5. Any two cell locations separated by a colon are known as a cell range. The first cell is the top left corner of the range, and the second cell is the lower right corner of the range.

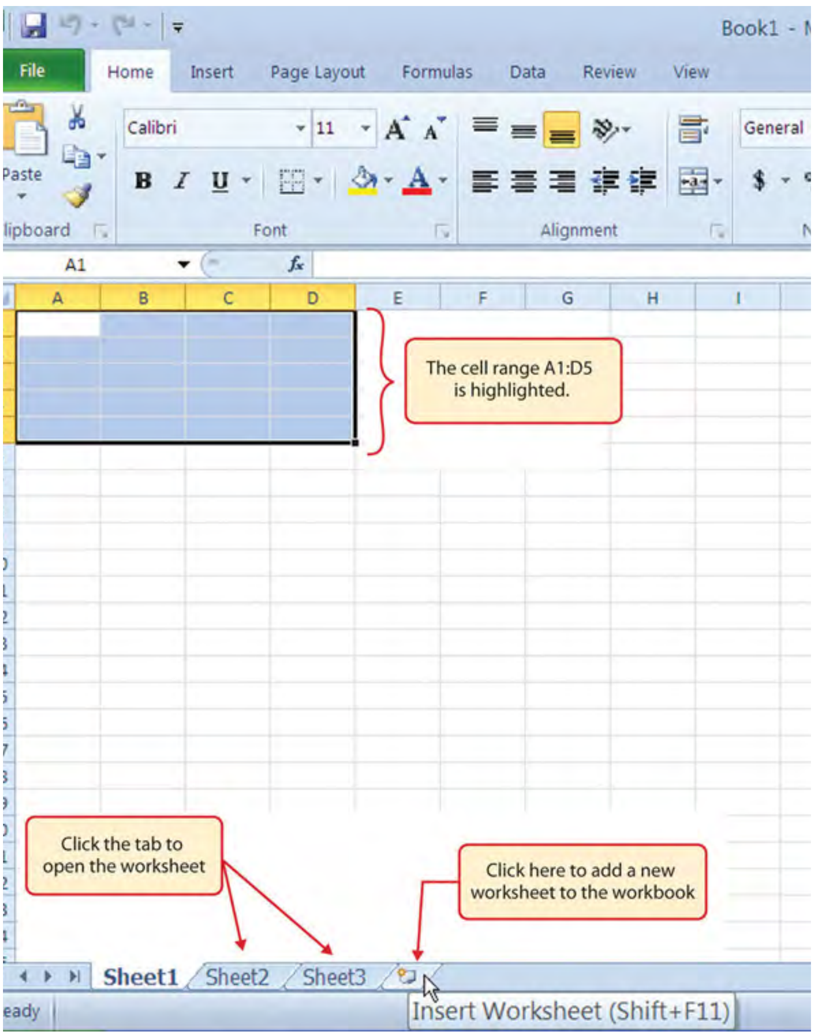


Fig 6.3.59: Highlighting the range of Cells

4. Click the Sheet3 worksheet tab at the bottom of the worksheet. This is how you open a worksheet within a workbook

The Excel Ribbon

Excel's features and commands are found in the Ribbon, which is the upper area of the Excel screen that contains several tabs running across the top. Each tab provides access to a different set of Excel commands. Below Figure "Ribbon for Excel" shows the commands available in the Home tab of the Ribbon. "Command Overview for Each Tab of the Ribbon" provides an overview of the commands that are found in each tab of the Ribbon.

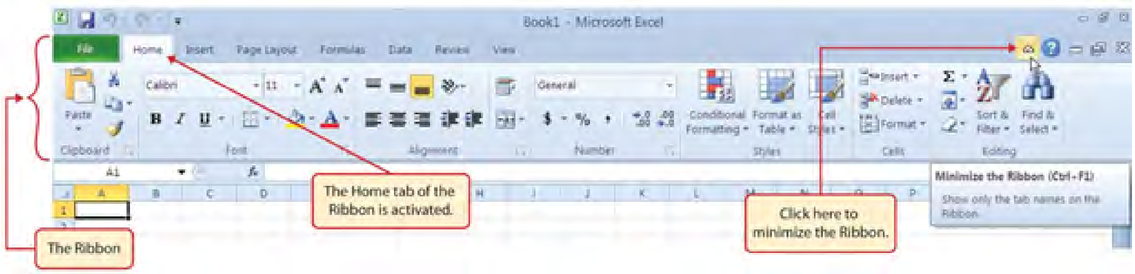


Fig 6.3.60: Ribbon forExcel

The Ribbon shown in Figure "Ribbon for Excel" is full, or maximized. The benefit of having a full Ribbon is that the commands are always visible while you are developing a worksheet. However, depending on the screen dimensions of your computer, you may find that the Ribbon takes up too much vertical space on your worksheet. If this is the case, you can minimize the Ribbon by clicking the button shown in Figure "Ribbon for Excel". When minimized, the Ribbon will show only the tabs and not the command buttons. When you click on a tab, the command buttons will appear until you select a command or click anywhere on your worksheet.

Tab Name	Description of Commands
File	Also known as the Backstage view of the Excel workbook. Contains all commands for opening, closing, saving, and creating new Excel workbooks. Includes print commands, document properties, e-mailing options, and help features. The default settings and options are also found in this tab.
Home	Contains the most frequently used Excel commands. Formatting commands are found in this tab along with commands for cutting, copying, pasting, and for inserting and deleting rows and columns.
Insert	Used to insert objects such as charts, pictures, shapes, PivotTables, Internet links, symbols, or text boxes.
Page Layout	Contains commands used to prepare a worksheet for printing. Also includes commands used to show and print the gridlines on a worksheet.
Formulas	Includes commands for adding mathematical functions to a worksheet. Also contains tools for auditing mathematical formulas.
Data	Used when working with external data sources such as Microsoft® Access®, text files, or the Internet. Also contains sorting commands and access to scenario tools.
Review	Includes Spelling and Track Changes features. Also contains protection features to password protect worksheets or workbooks.
View	Used to adjust the visual appearance of a workbook. Common commands include the Zoom and Page Layout view.

Right-Click Menu

In addition, you can also access commands by right clicking anywhere on the worksheet. Figure "Right-Click Menu" shows an example of the commands available in the right-click menu.

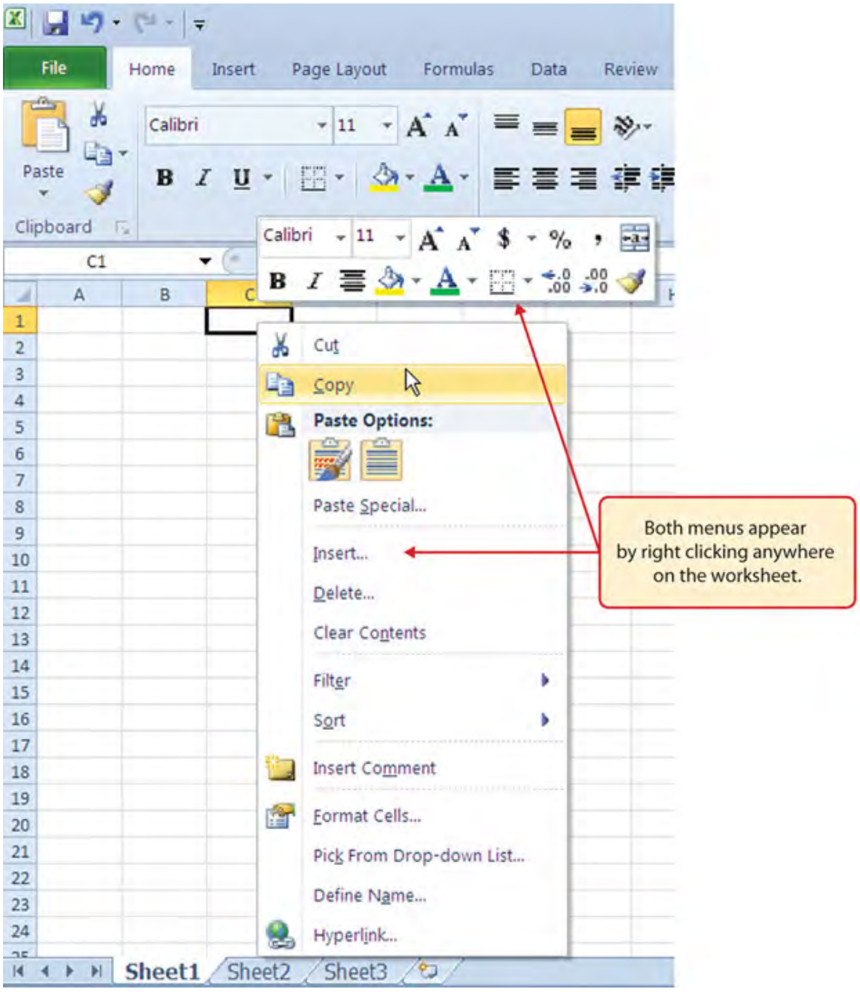


Fig 6.3.61: Right-Click Menu

Saving Workbooks (Save As)

Once you create a new workbook, you will need to change the file name and choose a location on your computer or network to save it. The following steps explain how to save a new workbook and assign it a file name.

1. If you have not done so already, start Excel. A blank workbook should appear on your screen.
2. Click the File tab.
3. Click the Save As button in the upper left side of the Backstage view window, as shown in below Figure . This will open the Save As dialog box.
4. Click in the File Name box at the bottom of the Save As dialog box.
5. Use the BACKSPACE key to remove the current file name of the workbook.
6. Type the file name: Excel Objective 1.0.
7. Click the Desktop button on the left side of the Save As dialog box if you wish to save this file on your desktop. If you want to save this workbook in a different location on your computer or network, double click the Computer option, as shown in below figure "Save As Dialog Box", and select your preferred location.
8. Click the Save button on the lower right side of the Save As dialog box.

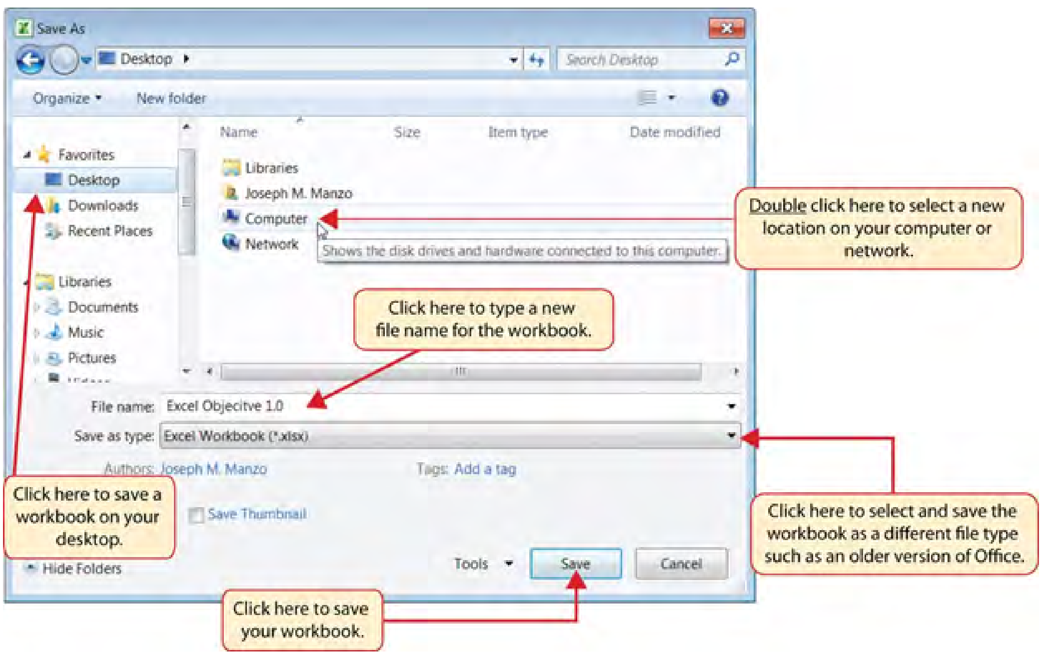


Fig 6.3.62: Save As Dialog Box

Text

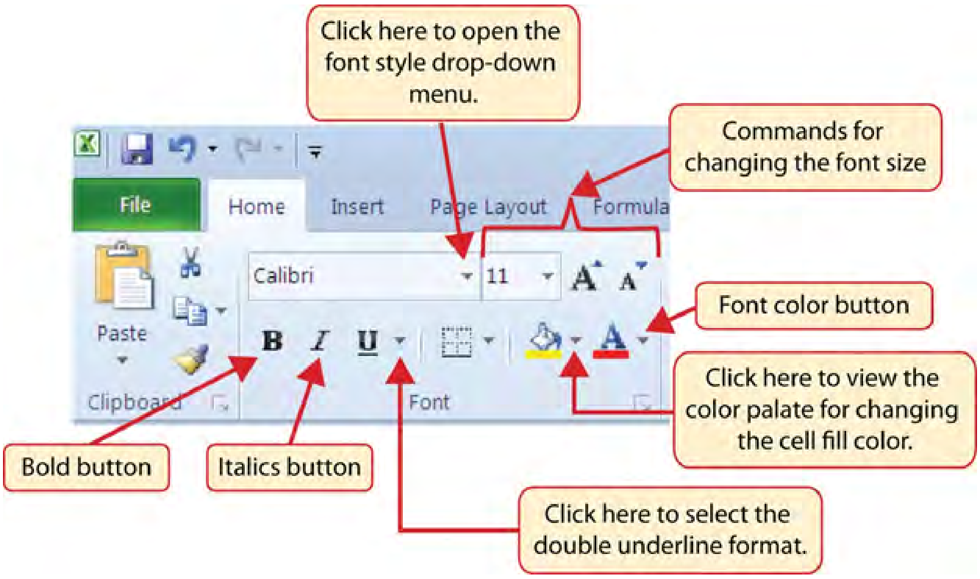


Fig 6.3.63: Text

Clipboard Copy & Paste

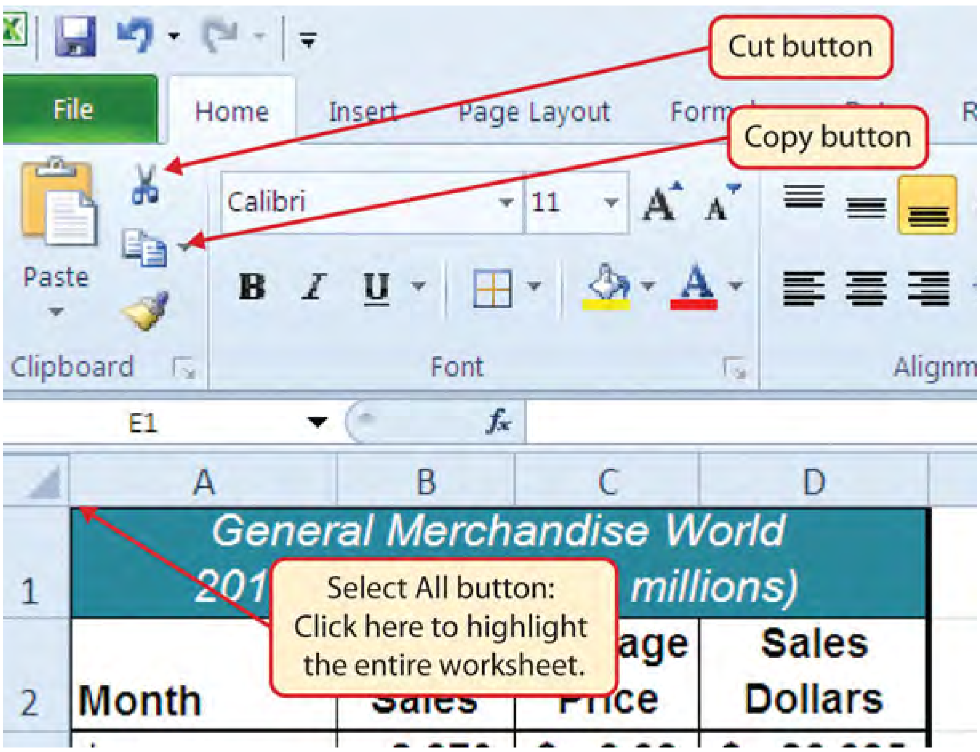


Fig 6.3.64: Copy & Paste

Change the Name of Sheet

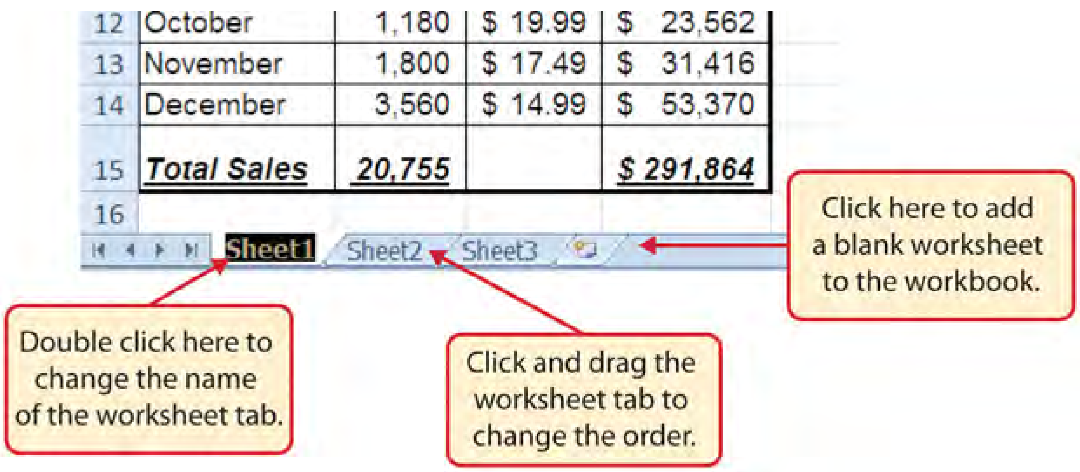


Fig 6.3.65: Filling Color in the Cell

Filling Color in the Cell

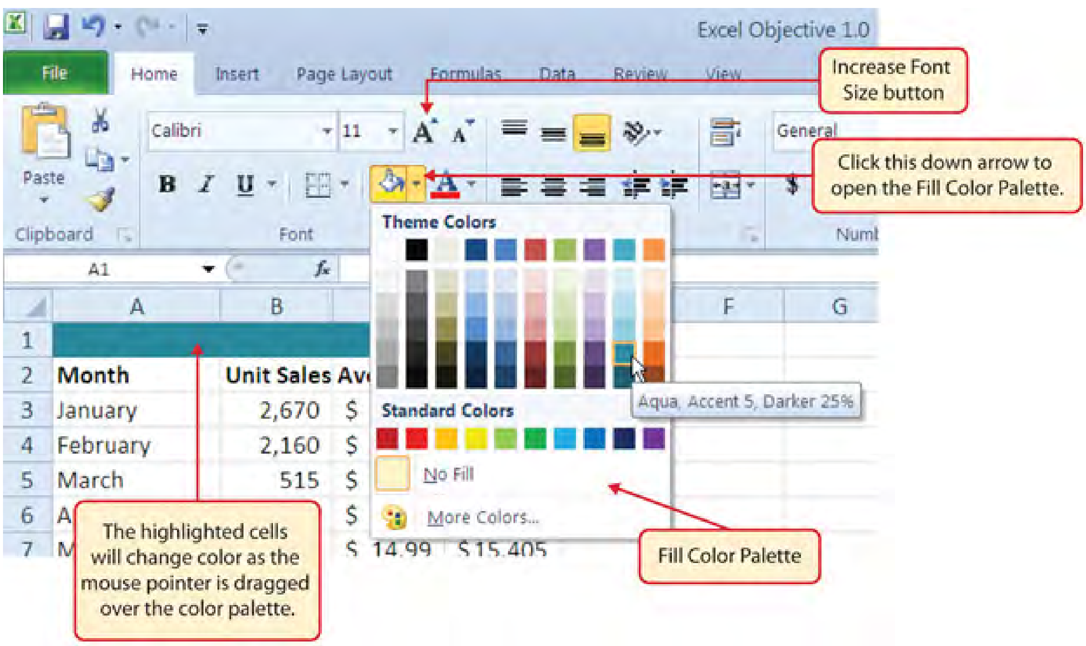


Fig 6.3.66: Filling Color Pallet

Cell Alignment

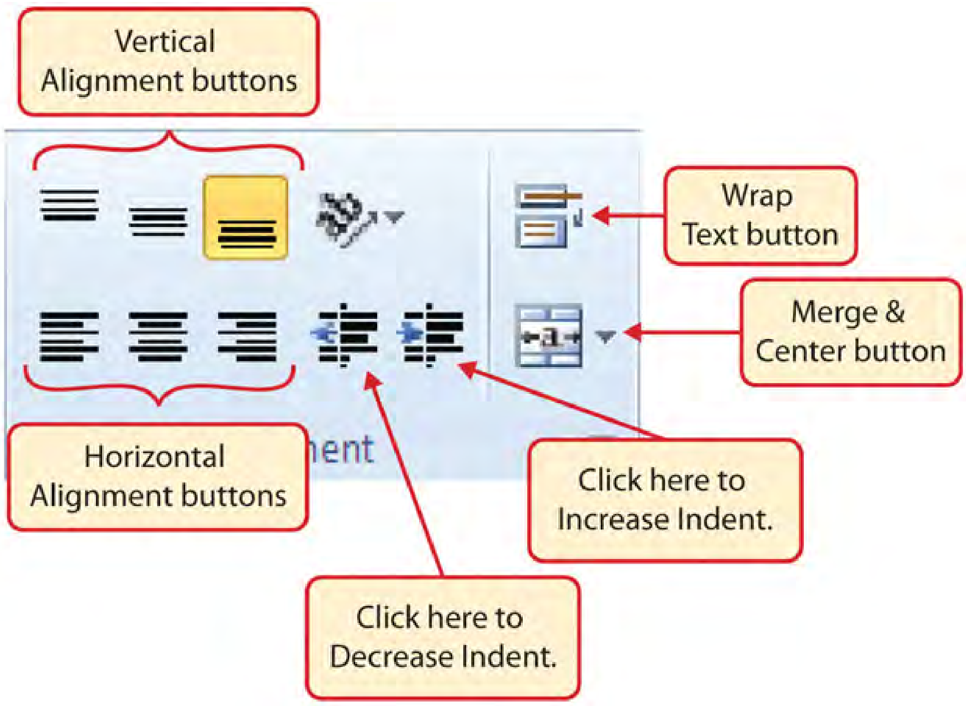


Fig 6.3.67: Alignment of Cells

Merging Cells

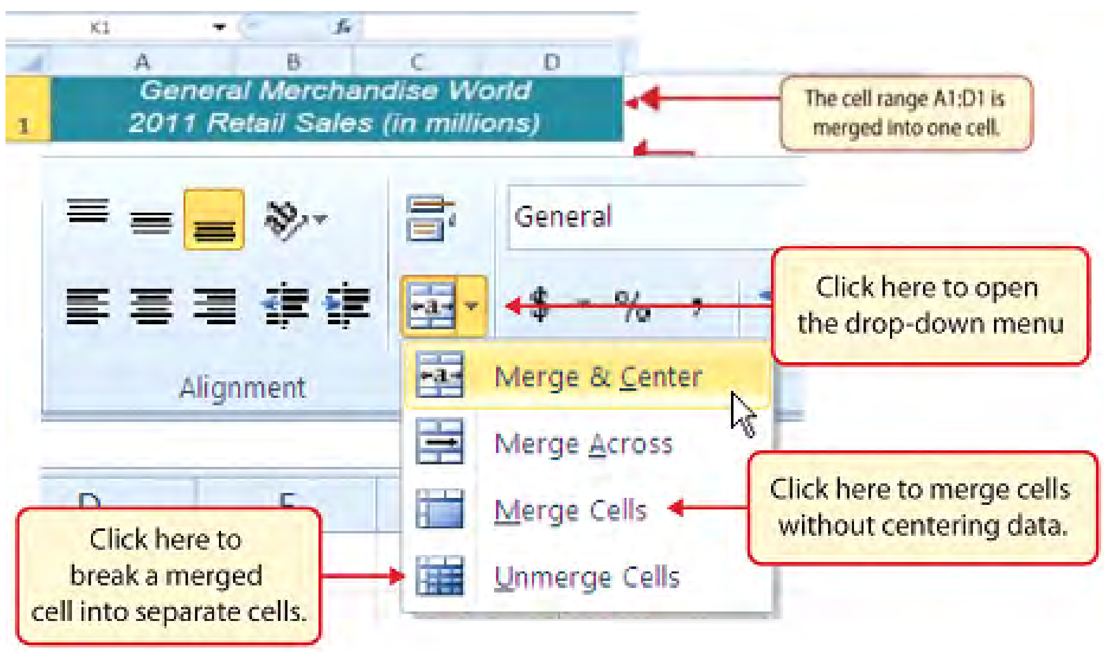


Fig 6.3.68: Merge one or more cells

Bordering Cells

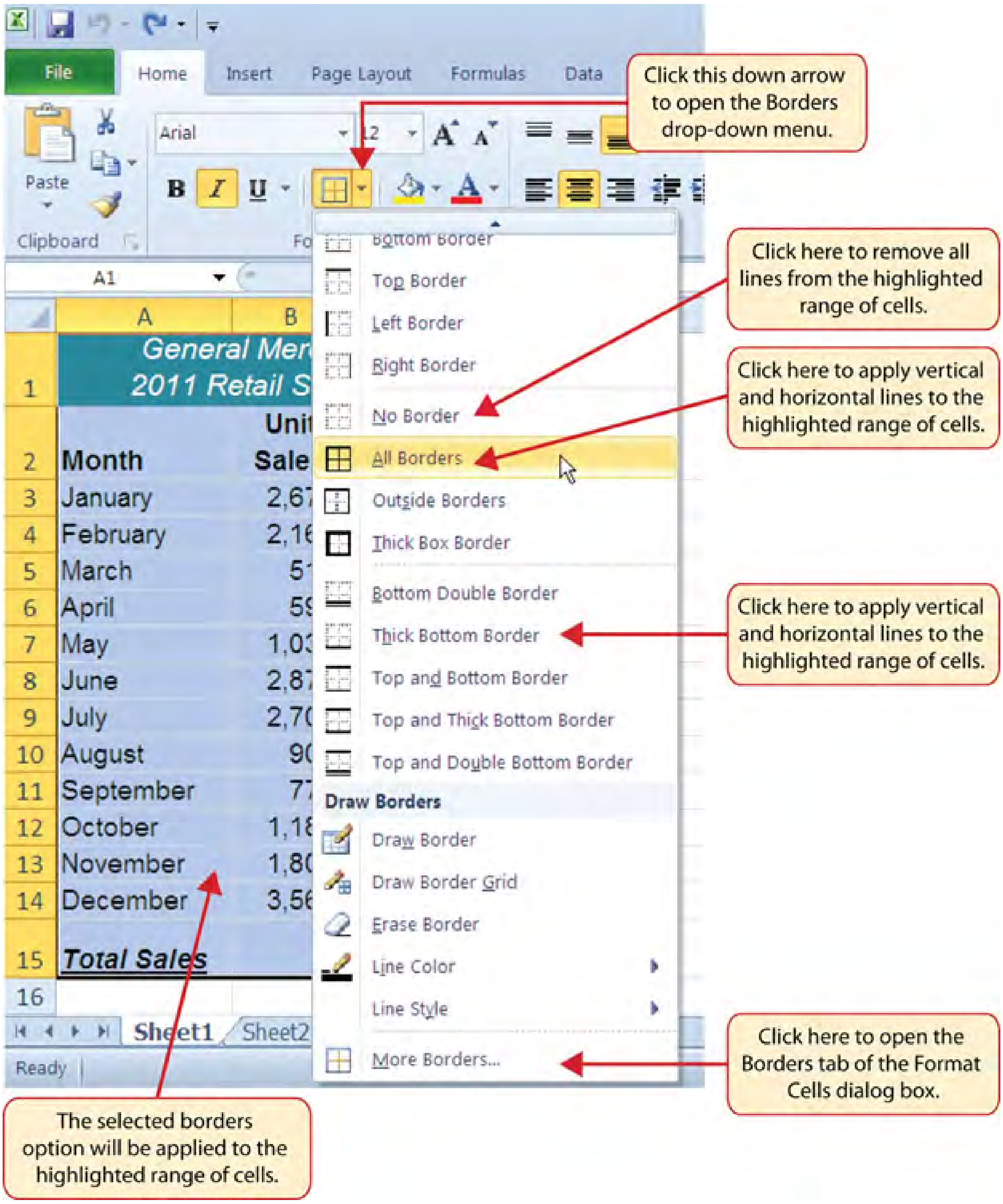


Fig 6.3.69: Cell Borders

Auto Sum

1. Activate cell in the Sheet
2. Click the Formulas tab of the Ribbon.
3. Click the down arrow below the AutoSum button in the Function Library group of commands (see Figure "AutoSum List"). Note that the AutoSum button can also be found in the Editing group of commands in the Home tab of the Ribbon.

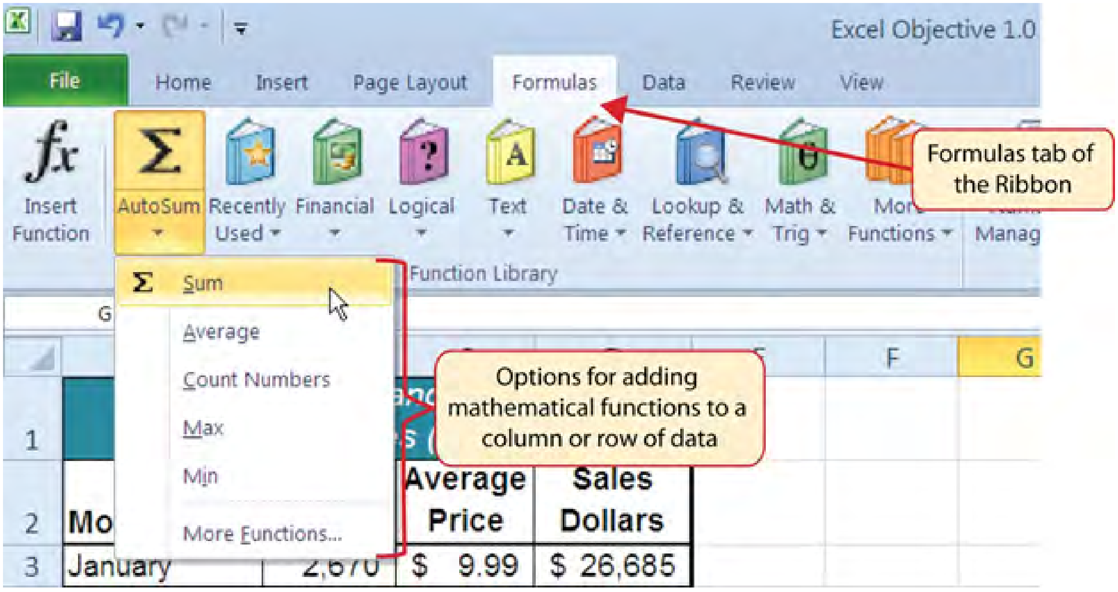


Fig 6.3.70: Auto Sum

4. Click the Sum option from the AutoSum drop-down menu.
5. Excel will provide a total for the values in the Unit Sales column.

Printing Worksheets and Workbooks

1. Open the Unit Sales Rank worksheet by left clicking on the worksheet tab.
2. Click the File tab on the Ribbon.
3. Click the Print option on the left side of the Backstage view (see Figure "Print Preview"). On the right side of the Backstage view, you will be able to see a preview of your printed worksheet.

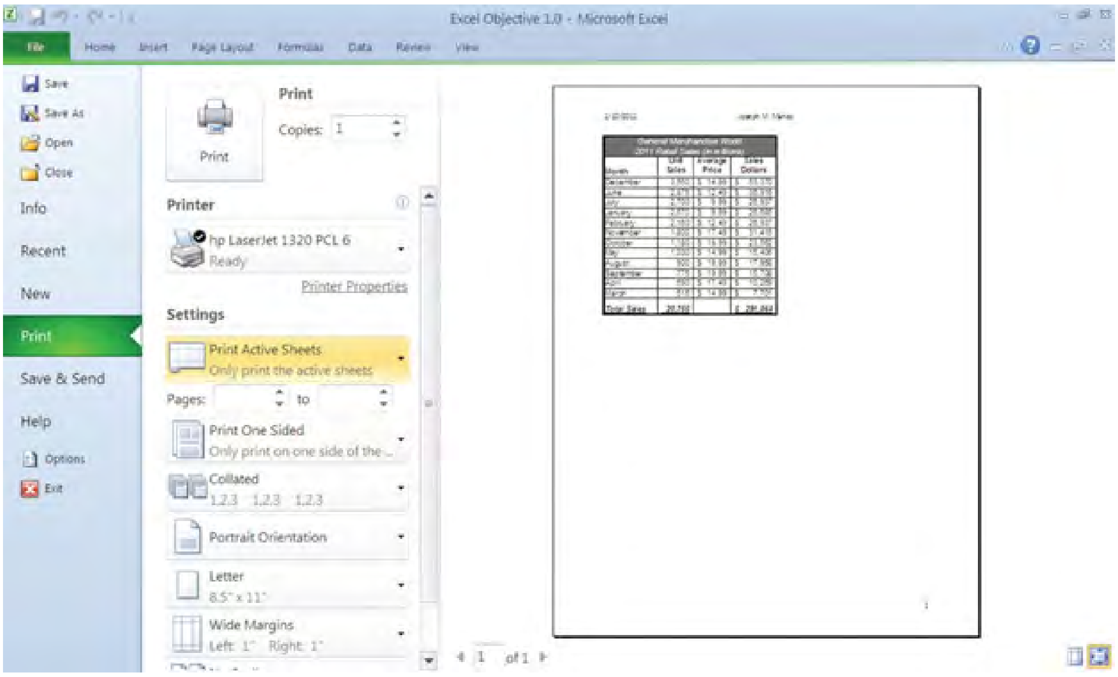


Fig 6.3.71: Print Preview

4. Click the Print Active Sheets button in the Print section of the Backstage view (see Figure "Print Preview").
5. Click the Print Entire Workbook option from the drop-down list. This will print all worksheets in a workbook when the Print button is clicked.
6. Click the Next Page arrow at the bottom of the preview window.
7. Click the Print button.
8. Click the Home tab of the Ribbon.
9. Save and close the Excel Objective 1.0 workbook.

Other common performance indicators measured across the industry are as follows;

Metrics	Definition	Calculation
On Time Shipments	The percentage of orders shipped at the planned time. (Shipped means off the dock, and in transit to its final destination). Note that the time to ship may be defined by the customer, or it may be determined by the shipper in order to accommodate an On-time Delivery	Number of order shipped on time / Total number of orders shipped
Total Order Cycle Time	The average end to end time between order placement by the customer and order receipt by the customer.	Excluding non-working days: sum of (Time order received by customer - time order placed) / Total number of orders shipped
Internal Order Cycle Time	The average internal time between when the order was received from the customer and Order shipment by the supplier. Note that order shipment is defined as off of the dock, onto the shipping conveyance and ready for transit.	Excluding non-working days: Sum of (Time order shipment - time order received from the customer) / number of orders shipped.
Perfect Order Index	A compilation score which measures the result each of the 4 major components of a Perfect Order: • Delivered On-Time • Shipped Complete • Shipped Damage Free • Correct Documentation	The perfect order index (POI) is established by multiplying each component of the perfect order to One another. For example, if a company is experiencing a measure of 95% across all 4 metrics of the perfect order (on time, complete, damage free and accurate documentation), the resulting perfect order index would be 81.4%
Lost Sales (Percentage SKUs Stocked Out)	An important risk indicator: what percent of sales were lost due to stock outs.	Dollar sales that were lost (i.e., they did not become backorders) / total sales

Metrics	Definition	Calculation
Back orders as a Percentage of Total Orders And/or Back orders as a Percentage of Total Lines and/or Backorders as a Percentage of Total Dollars/ units	The portion of total orders that are held and shipped late due to lack of availability of stock. Can be measured by lines or by PO, by units or by dollar value.	• Number of orders held and not shipped / total number of orders • Number of order lines held and not shipped / total number of order lines • Number of order dollars or units held and not shipped / Total number of order dollars or units
Dock-to-stock cycle time, in Hours	The dock-to-stock cycle time equals the time (typically measured in hours) required to put away goods. The cycle time begins when goods arrive from the supplier and ends when those goods are put away in the warehouse and recorded into the inventory management system.	For a given time period: Sum of the cycle time in hours for all supplier receipts / Total number of supplier receipts
Supplier Orders Received per Hour	Measures the productivity of receiving operations in supplier orders processed per person hour	Total supplier orders processed in receiving / Total person hours worked in the receiving operation
Lines Received and Putaway per Hour	Measures the productivity of receiving operations in lines processed and put-away per person hour	Total lines received and put-away / Total person hours worked in the receiving operation
Percent of supplier orders received with correct documents	The number of orders that are processed with complete and correct documentation as a percentage of total orders. Documentation includes packing slips, case and pallet labeling, certifications, ASN, carrier documents or other documents as required by the Purchase Order	The number of supplier orders that are processed with complete and correct documents / the total supplier orders processed in the measurement period
Percent of supplier orders received damage free	The number of orders that are processed damage free as a percentage of total orders	Number of supplier orders that are processed damage free / the total supplier orders processed in the measurement period

Metrics	Definition	Calculation
On Time Receipts -Supplier	Percent of orders received from a supplier on the date requested.	Number of supplier orders received on time / total number of orders received
Fill Rate - Line	Measures percent of orders lines filled according to customer request NOTE: a single customer order line can request multiple shipments. In this case each shipment would be tracked as a separate request.	Percentage of orders lines filled to customer request / total number of order lines filled
Order Fill Rate	Measures percent of orders filled according to customer request NOTE: a single customer order can request multiple shipments. In this case each shipment would be tracked as a separate request.	Number of orders filled to customer request / total number of orders filled
Lines Picked and Shipped per Person Hour And / or Orders Picked and Shipped per Person Hour And / or Cases Picked and Shipped Per Person Hour And / or Pallets Picked and Shipped Per Person Hour	Measures the productivity of picking and shipping operations in lines per person hour Measures the productivity of picking and shipping operations in orders per person hour Measures the productivity of picking and shipping operations in cases per person hour Measures the productivity of picking and shipping operations in pallets per person hour	For a given time period: Total order lines picked and shipped / Total hours worked in the picking and shipping operation Total orders picked / Total hours worked in the picking and shipping operation Number of cases picked and shipped / Total hours worked in the picking and shipping operation Number of pallets picked and shipped / Total hours worked in the picking and shipping operation
On-Time Ready to Ship	The percentage of orders ready for shipment at the planned time NOTE: "ready for shipment" typically means that packaging and shipping documents are completed and ready for pickup	Number of orders ready for shipment on time / number of total orders shipped

Metrics	Definition	Calculation
Distribution Cost as a Percent of Sales	The cost to run distribution relative to total sales. Activities included in the operate warehousing process are management activities, track inventory deployment, receive, inspect, and store inbound deliveries, track product availability, pick, pack, and ship product for delivery, track inventory accuracy, track third-party logistics storage and shipping performance.	Total distribution costs/ Total sales
Distribution Costs as a Percent of COGS	The cost to run distribution relative to COGS. Activities included as part of total distribution operating costs are management activities, track inventory deployment, receive, inspect and store inbound deliveries, track product availability, pick, pack, and ship product for delivery, track inventory accuracy, track third-party Logistics storage and shipping performance.	Total distribution costs / Total COGS (based on corporate income statement)
Distribution Cost Per Unit Shipped	The cost to run distribution relative to the units shipped through distribution. Distribution costs include: management activities; track inventory deployment; receive, inspect, and store inbound deliveries; track product avail-ability; pick, pack, and ship product for delivery; track inventory accuracy; track third party logistics storage; and shipping performance.	Total cost of operating distribution / total units shipped

Metrics	Definition	Calculation
Inventory Shrinkage as a Percent of Total Inventory	The amount of breakage, pilferage & deterioration of all inventories relative to total inventory. Usually stated in terms of value; not units.	Sum (value of breakage, pilferage, deterioration to all inventory) / total value of all inventory
Days on Hand - Raw materials	The number of productive days before raw material supply is consumed	Gross raw material inventory value / average daily value of RM usage
Days on Hand - Finished Goods Inventory	Average sales days of finished goods inventory on hand in plants and warehouses	Average FG Inventory Value ($) / Average Daily Sales $ per month
Average Warehouse Capacity Used	The average amount of warehouse capacity used over a specific amount of time (month to month or yearly).	Average capacity used / Average capacity available
Peak Warehouse Capacity Used	The amount of warehouse capacity used during designated peak seasons.	Peak capacity used / capacity available
Honeycomb Percentage	Measures how well actual cube utilization within the warehouse is managed. Especially important where slots may be only partially full. An example would be if 1 unit is in a location, and it has room for 10, the utilization for that slot/bin location is 10%.	Actual cube utilization / total warehouse cube positions available
Inventory Count Accuracy (by Units / Dollars) And / or Inventory Count Accuracy (Percent by Location)	Measures the accuracy (by location and units) of the physical inventory compared to the reported inventory: If the warehouse management system indicates that 10 units of part number XYZ are in slot B0029, the inventory count accuracy indicates how frequently one can go to that location and find that the physical count matches the system's.	1 -(the sum of the absolute variance in units or dollars / The sum of the total inventory in units or dollars) 1 -(the sum of the number of locations containing an error / The total number of locations counted)

Metrics	Definition	Calculation
Order Picking Accuracy	This measures the accuracy of the orders picking process where errors may be caught prior to shipment such as during packaging.	Orders picked correctly / total orders picked.
Material handling damage	Measures the value of material damaged from Handling/Storage as a Percentage of COGS	The value of material damaged from handling/ storage / COGS
Equipment/Forklift Capacity Used	The amount of up time logged for equipment/forklifts	Total amount of time equipment is used / Total amount of planned available time for use
Annual Workforce Turnover	The rate at which permanent employees are replaced (excludes casual or seasonal labor).	Number of NEW employees at the beginning of the period/ total number of employees at the beginning of the previous period
Percent of Orders with On Time Delivery	The percentage of orders that arrive at their final destination at the agreed upon time NOTE: there are many definitions of “On-Time”, and that the “time” may be a specific hour or day, or a window of time. “Agreed Upon” means that the customer and shipper have agreed to the delivery time as a general commitment or as a part of the purchase order or contract	Number of orders delivered on time/ Total number of orders shipped

Notes

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Summary

In this chapter, the participant understands the health, safety and security requirements that are required while performing activities. The skills that are required and to be developed for the executive to perform seamless operations have also been highlighted. These skills and procedure will help the individual to perform the operations better.

Exercise

1. The vehicle should be maintained _________ and _______
2. Can the documents be left unattended? Why?
3. Shall the documents be given to a 3rd party? Why?

Annexure – QR Codes

S.NO	Chapter No.	Unit No.	Topic Name	URL	Page No.	QR Code (s)
1	Chapter 1- Introduction	Unit 1.1 - What is Supply Chain Management?	1.1.1 What is Supply Chain Management?	https://www.youtube.com/ watch?v=4-QU7WiVxh8	7	Logistics Management
2	Chapter 1- Introduction	Unit 1.1 - What is Supply Chain Management?	1.1.1 What is Supply Chain Management?	https://www.youtube.com/watch?v=VuZ9nvyNYCU	7	Supply Chain Management
3	Chapter 2 - Required Understandings	Unit 2.1 - Understanding Required for Key Consignor Executive	2.1.8- Packaging and labeling	https://youtu.be/aZNSh-HV8eM	42	Packaging and labeling
4	Chapter 2 - Required Understandings	Unit 2.1 - Understanding Required for Key Consignor Executive	2.1.9- Prohibited Goods	https://youtu.be/1R0eCCiVjbA	42	Warehouse safety signs
5	Chapter 3 - Plan for Sales Activities	Unit 3.2 - Preparing for Meeting	3.2.3- Time Plan for the Day	https://youtu.be/Dq6tg9Z7LXI	57	Creating Demand Plan
6	Chapter 3 - Plan for Sales Activities	Unit 3.2 - Preparing for Meeting	3.2.3- Time Plan for the Day	https://youtu.be/hnEQq7kNFWo	57	Customer Relationship Management
7	Chapter 4 - Perform Sales Activities	UNIT 4.2 - Generate Sales Through Business Development	4.2.4 Negotiate the Services and Cost	https://youtu.be/RfTalFEeKKE	64	Negotiation

8	Chapter 4 - Perform Sales Activities	UNIT 4.2 - Generate Sales Through Business Development	4.2.2 Describe service and Benefits	https://youtu.be/2C-2v99paQM	64	Understanding customer needs
9	Chapter 5- Post Sales Activities	UNIT 5.2 - Build Market Intelligence	5.2.1 Analyze Competitors	https://youtu.be/xaleoPtHnuY	77	Competitors analysis
10	Chapter 6- Safety, Security, Health and other Soft Skills	UNIT 6.1 - Safety Instructions to be Followed in Workplace	6.1.1 Health and Safety	https://www.youtube.com/watch?v=kcM9u4heDVk	90	PPE

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