

## QUALIFICATIONS PACK - OCCUPATIONAL STANDARDS FOR MEDIA AND ENTERTAINMENT INDUSTRY

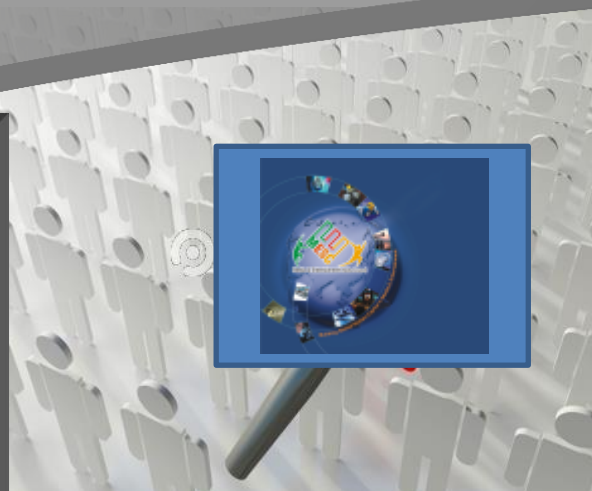
### What are Occupational Standards(OS)?

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

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### Contents

1. Introduction and Contacts.....P.1
2. Qualifications Pack..... P.2
3. OS Units.....P.2
4. Glossary of Key Terms .....P.3
5. Annexure: Nomenclature for QP & OS...P.5

### Introduction

#### Qualifications Pack-Sales Manager (Media Org.)

**SECTOR:** MEDIA AND ENTERTAINMENT

**SUB-SECTOR:** Television, Print, Radio, Digital, Out-of-home

**OCCUPATION:** Ad Sales / Account Management/ Scheduling/ Traffic

**REFERENCE ID:** MES/ Q 0202

**ALIGNED TO:** NCO-2004/1233.90

**Sales Manager (Media Organization) in the Media & Entertainment Industry is also known as an Area Sales Manager (Media Organization) / Territory Sales Manager (Media Organization)**

**Brief Job Description:** Individuals at this job are responsible to lead sales activities within the designated area of responsibility

**Personal Attributes:** This job requires the individual to plan, lead, manage and motivate sales teams within the designated area of responsibility to achieve the targets set by the Sales Director. The individual is also required to acquire and maintain key clients, develop/ oversee the development of proposals and close sales orders. The individual is also responsible to create and monitor the sales budget within the area of responsibility.

Job Details

Qualifications Pack Code	MES/ Q 0202		
Job Role	<b>Sales Manager (Media Organization)</b> This job role is applicable in both national and international scenarios		
Credits(NSQF)	TBD	Version number	1.0
Sector	Media and Entertainment	Drafted on	09/11/14
Sub-sector	Television, Print, Radio, Digital, Out-of-home	Last reviewed on	21/11/14
Occupation	Ad Sales / Account Management/ Scheduling/ Traffic	Next review date	20/11/16

Job Role	Sales Manager (Media Organization)
Role Description	Lead sales activities within the designated area of responsibility
NSQF level	6
Minimum Educational Qualifications	Class X
Maximum Educational Qualifications	MBA, Sales and Marketing
Training (Suggested but not mandatory)	Customer Relationship Management, Selling techniques
Experience	4-8 years
Applicable National Occupational Standards (NOS)	<b>Compulsory:</b> <ol style="list-style-type: none"> <li><a href="#">MES / N 0203 (Manage Sales Teams)</a></li> <li><a href="#">MES / N 0204 (Acquire and maintain advertising sales clients)</a></li> <li><a href="#">MES / N 0205 (Develop advertising sales proposals)</a></li> <li><a href="#">MES / N 0202 (Create and Monitor the Ad sales budget)</a></li> <li><a href="#">MES / N 0206 (Close an advertising sales order)</a></li> </ol> <b>Optional:</b> N.A.
Performance Criteria	As described in the relevant OS units

Definitions

Keywords /Terms	Description
Ad views	Total number of times the advertisement has been seen by the audience
Barter	An offer in which advertisement space/time is exchanged for goods/ non-monetary consideration
Billing	The total invoiced value payable by the client for the advertisement time/space purchased
Budget	Budget is an estimate of the total cost of production that may include a break-up of cost components
Campaign	Advertisement effort across media platforms, planned during a specific time period
Day parts	Specific time-slots during the day
Effective rate	The final advertisement rate offered to the client after discounts
Frequency	The number of times the audience is exposed to an advertisement in a particular medium
Make-good	A repeat run of an advertisement to compensate for an error or omission by the broadcaster
Market share	The share of the company in the total market of a product/service
Media buyer	An individual handling purchases of advertising space/time across advertising mediums
Media planner	An individual skilled in selecting and determining the correct use of advertising space/media on behalf of an advertiser
Rate	The fee for a unit of advertisement space or time
Reach	The total size of the audience that the medium is able to communicate with
Sales Forecast	Predictions and estimates based on historical sales performance using trends and assumptions for the current period
Schedule	A list of advertisements planned to be a part of the campaign
Sponsorship	Paid advertising in the form of specifically generated programming/content advertising for the product/service of the client
Target Audience	Set of individuals with similar characteristics that are prospective customers of the advertisers' product/service
Target Market	The geographic area over which the advertising campaign is focused
Sector	Sector is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
Sub-sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Vertical	Vertical may exist within a sub-sector representing different domain areas or the client industries served by the industry.
Occupation	Occupation is a set of job roles, which perform similar/related set of functions in an industry
Function	Function is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of OS.
Sub-functions	Sub-functions are sub-activities essential to fulfill the achieving the objectives of the function.
Job role	Job role defines a unique set of functions that together form a unique

	employment opportunity in an organization.
Occupational Standards (OS)	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
Performance Criteria	Performance Criteria are statements that together specify the standard of performance required when carrying out a task
National Occupational Standards (NOS)	NOS are Occupational Standards which apply uniquely in the Indian context.
Qualifications Pack Code	Qualifications Pack Code is a unique reference code that identifies a qualifications pack.
Qualifications Pack(QP)	Qualifications Pack comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A Qualifications Pack is assigned a unique qualification pack code.
Unit Code	Unit Code is a unique identifier for an Occupational Standard, which is denoted by an 'N'.
Unit Title	Unit Title gives a clear overall statement about what the incumbent should be able to do.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
Scope	Scope is the set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on the quality of performance required.
Knowledge and Understanding	Knowledge and Understanding are statements which together specify the technical, generic, professional and organizational specific knowledge that an individual needs in order to perform to the required standard.
Organizational Context	Organizational Context includes the way the organization is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
Technical Knowledge	Technical Knowledge is the specific knowledge needed to accomplish specific designated responsibilities.
Core Skills/Generic Skills	Core Skills or Generic Skills are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the OS, these include communication related skills that are applicable to most job roles.
<b>Keywords /Terms</b>	<b>Description</b>
NOS	National Occupational Standard(s)
QP	Qualifications Pack
NSQF	National Skill Qualifications Framework
NVEQF	National Vocational Education Qualifications Framework
NVQF	National Vocational Qualifications Framework

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# National Occupational Standard



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## Overview

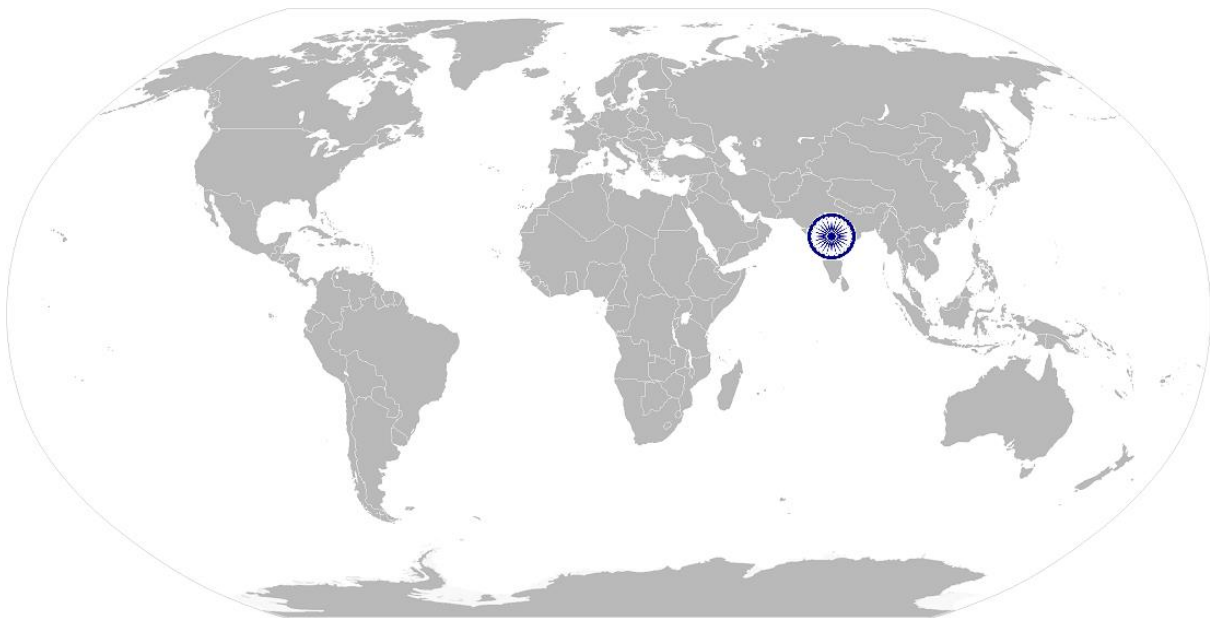
This unit is about planning and monitoring efforts of the sales teams within the designated area of responsibility

<b>Unit Code</b>	<b>MES/ N 0203</b>
<b>Unit Title (Task)</b>	<b>Manage sales teams</b>
<b>Description</b>	This OS unit is about planning and monitoring efforts of the sales teams within the designated area of responsibility
<b>Scope</b>	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> <li>Manage sales teams and monitor achievement of targets within the area of responsibility <ul style="list-style-type: none"> <li>For any of the following mediums: Television, Print, Radio, Digital, Out-of-home</li> <li>To sell any of the following ad inventory: 10 second ad spots (Television/Radio), Sq.cm. ad space (Print), Banners (frames, pop-ups, floating/expanding ads), classifieds, text ads (Digital), Bill-boards, promotions, street furniture, transit assets, alternative media including digital displays, cinema, stadiums, airports, malls (Out-of-home)</li> </ul> </li> </ul>
<b>Performance Criteria (PC) w.r.t. the Scope</b>	
<b>Element</b>	<b>Performance Criteria</b>
Manage sales teams and monitor achievement of targets within the area of responsibility	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Develop a sales plan to achieve targets within the designated area of responsibility</p> <p>PC2. Lead, monitor and motivate the sales force to achieve sales targets</p> <p>PC3. Supervise meetings with sales executives to monitor sales activities and suggest ways/methods to improve performance</p> <p>PC4. Prepare a monthly sales performance report</p> <p>PC5. Resolve conflicts and escalate issues (where required) to the Sales Director (Media Organization)</p>
<b>Knowledge and Understanding (K)</b>	
<b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. The overall sales strategy, plan and budget</p> <p>KA2. The sales forecast and targets for each segment</p> <p>KA3. Features and characteristics of the organization/services and its competitive advantages and weaknesses in comparison with peers</p> <p>KA4. The manpower resources available, their capabilities, roles and responsibilities</p> <p>KA5. The customers in each segment and their estimated spends</p> <p>KA6. The competitors corresponding sales performance within the designated area of responsibility</p>
<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. How to develop an area-wise sales vision and plan</p> <p>KB2. How to apply different methods to motivate people and empower them with the skills and knowledge to achieve sales targets</p> <p>KB3. The methods of receiving feedback from customers</p>



	<p>KB4. How to foster an environment of creativity and innovation</p> <p>KB5. Tools and techniques, to analyse data, understand trends and improve sales performance</p> <p>KB6. Training methodologies such as case-studies, role plays, simulations</p> <p>KB7. Applicable legal and regulatory requirements</p>
<b>Skills (S) (Optional)</b>	
<b>A. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA1. Prepare the sales vision and plan for the given area of responsibility using the manpower and financial resources available</p> <p>SA2. Document sales targets at an individual level</p> <p>SA3. Prepare sales reports on a monthly/quarterly basis that track actual performance by and estimate yearly revenues on the basis of actual sales by segment. Highlight deviations/ problem areas (if any)</p>
	<b>Reading Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA4. Read and understand the overall sales strategy, plan, forecasts and targets</p> <p>SA5. Read and understand the historical sales targets and actual sales reports</p>
	<b>Oral Communication (Listening and Speaking skills)</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA6. Communicate sales targets and plans to the sales force within the designated area of responsibility and ensure they understand the importance of achieving them in the context of meeting the overall objectives of the organisation</p> <p>SA7. Motivate the sales force to achieve targets and empower them with the tools and techniques to improve sales performance</p> <p>SA8. Attend key sales meetings and help the team bring in new clients, handle tough negotiations and close deals</p> <p>SA9. Escalate issues (if required) to the Sales Director (Media Organization)</p>
<b>B. Professional Skills</b>	<b>Decision Making</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. Take relevant decisions within the given area of responsibility to achieve sales objectives, forecasts and targets</p>
	<b>Plan and Organize</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB2. Develop the area-wise sales plan with realistic timelines to achieve sales targets</p>
	<b>Problem Solving</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. Identify issues that may arise during the sales process and find solutions to address them</p> <p>SB4. Escalate key issues to the Sales Director (Media Organization) (if required)</p>

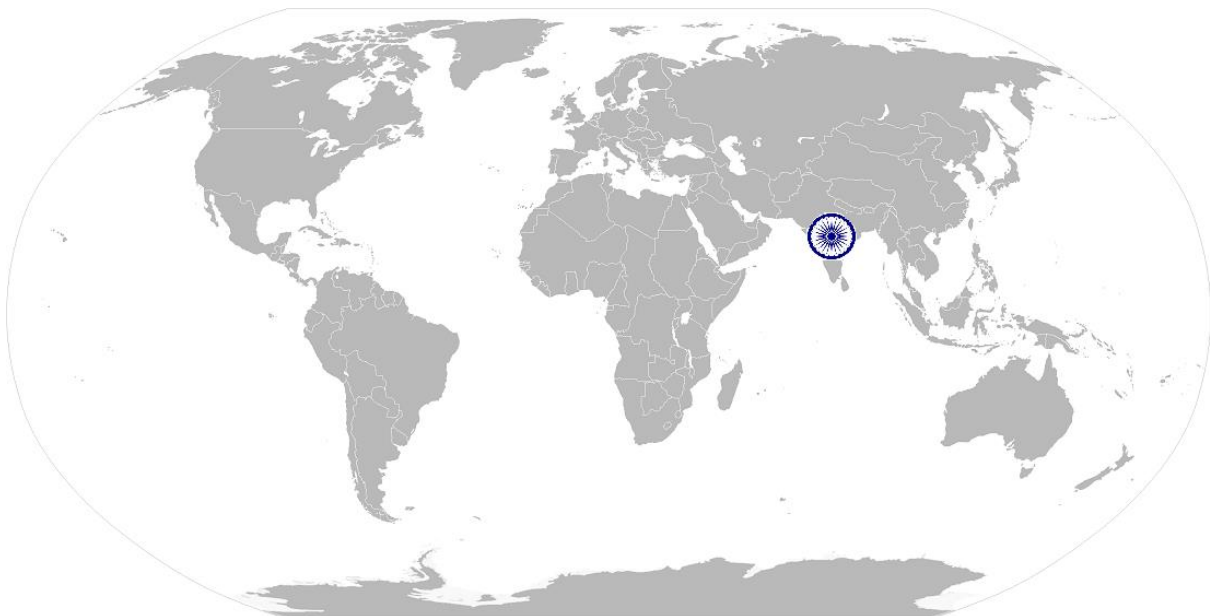
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB5. Analyse actual and historical sales performance and determine key trends that could aid in decision-making/ course correction to achieve sales targets
	<b>Critical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB6. Monitor sales team during actual sales meetings and determine/ suggest new and innovative ways to improve sales performance





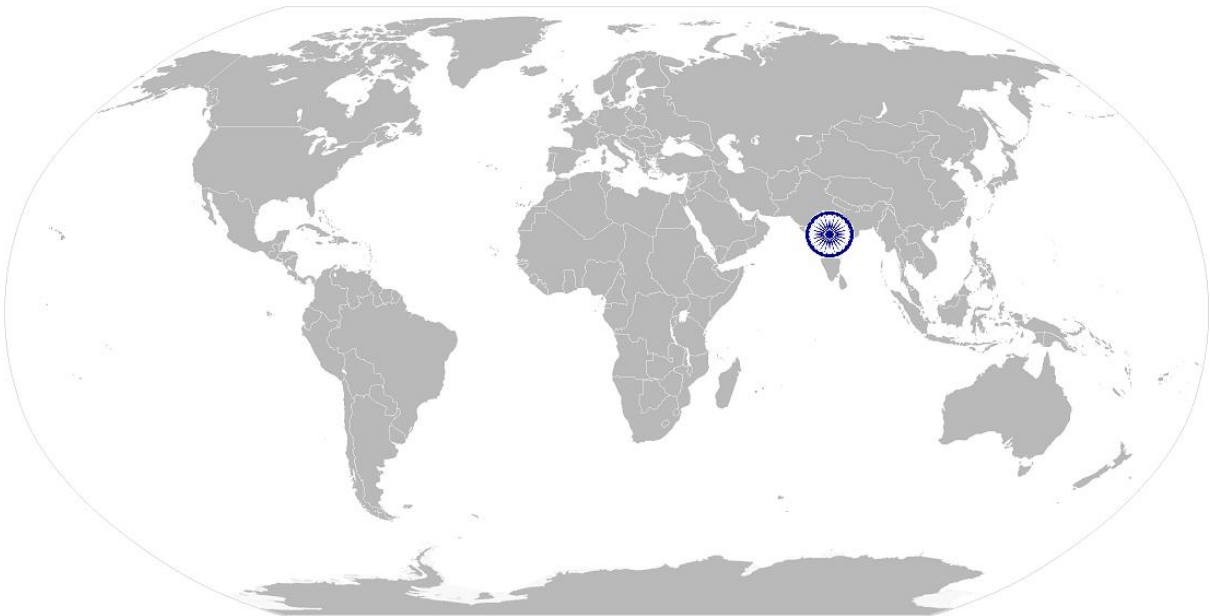
## NOS Version Control

<b>NOS Code</b>	<b>MES / N 0203</b>		
<b>Credits(NSQF)</b>	<b>TBD</b>	<b>Version number</b>	<b>1.0</b>
<b>Sector</b>	<b>Media and Entertainment</b>	<b>Drafted on</b>	<b>09/11/14</b>
<b>Sub-sector</b>	<b>Television, Print, Radio, Digital, Out-of-home</b>	<b>Last reviewed on</b>	<b>21/11/14</b>
<b>Occupation</b>	<b>Ad Sales / Account Management/ Scheduling/ Traffic</b>	<b>Next review date</b>	<b>20/11/16</b>



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# National Occupational Standard



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## Overview

This unit is about attracting and maintaining potential advertising sales clients.

## Acquire and maintain advertising sales clients

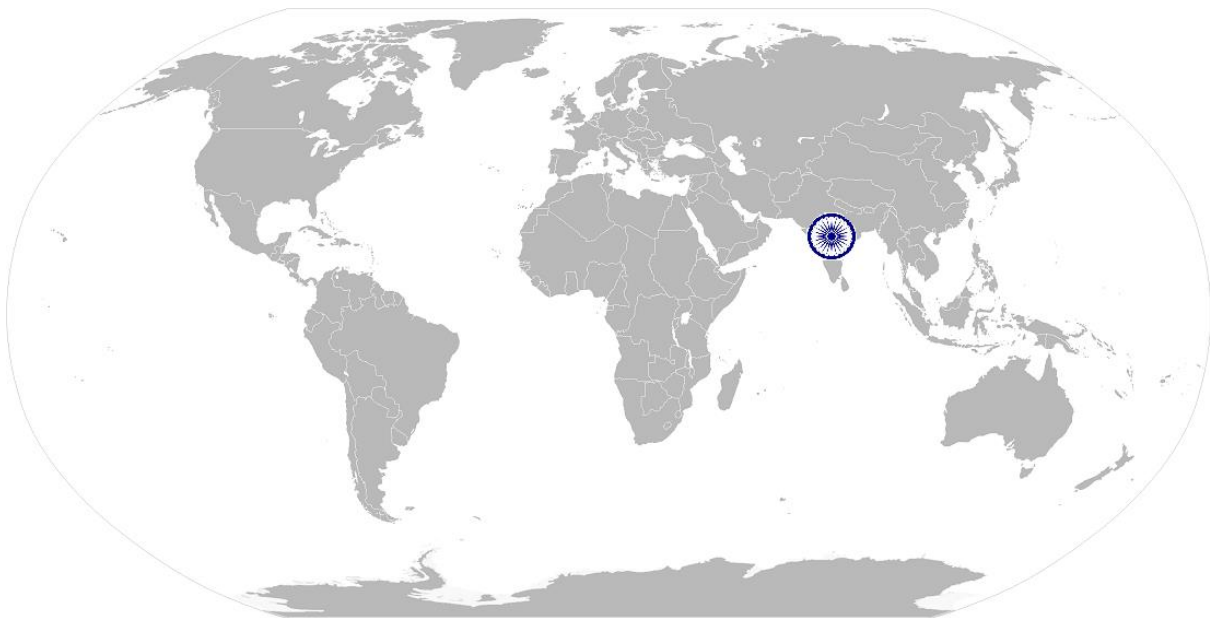
Unit Code	MES/ N 0204
Unit Title (Task)	Acquire and maintain advertising sales clients
Description	This OS unit is about attracting and maintaining potential advertising sales clients.
Scope	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> <li>Identifying potential advertising sales clients which could include Media agencies, Brand Managers and Marketing Heads of leading companies across industry sectors <ul style="list-style-type: none"> <li>Across any of the following mediums: Television, Print, Radio, Digital and Out-of-home</li> <li>To sell any of the following ad inventory: 10 second ad spots (Television/Radio), Sq.cm. ad space (Print), Banners (frames, pop-ups, floating/expanding ads), classifieds, text ads (Digital), Bill-boards, promotions, street furniture, transit assets, alternative media including digital displays, cinema, stadiums, airports, malls (Out-of-home)</li> </ul> </li> </ul>
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria
Identifying potential advertising sales clients	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Identify potential clients and build a client base through personal networks, and through primary and secondary research</p> <p>PC2. Understand the client's need to advertise in a particular market, and the resources available with it to do so</p> <p>PC3. Market the credibility and track record of your organization to potential clients, and sell them the benefits of advertising through it</p>
Knowledge and Understanding (K)	
<b>B. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. Features and characteristics of the organization/services and its competitive advantages and weaknesses in comparison with peers</p> <p>KA2. The exposure (reach, readership, listenership, page-views) that the company provides in different markets in comparison with peers</p> <p>KA3. The company's sales strategy, targets, and objectives</p> <p>KA4. The company's sales processes and inventory management practices</p>
<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. The fundamentals of marketing and advertising</p> <p>KB2. The market and industry that clients operate in</p> <p>KB3. How to read and analyse audience and market information and derive trends that can be used to pitch to potential clients</p> <p>KB4. The audience for different markets, day parts/publications/online pages</p> <p>KB5. How to make use of probing and questioning techniques to identify clients' needs</p>

## Acquire and maintain advertising sales clients

	<p>KB6. How to position the brand value of the organization in relation to peers</p> <p>KB7. How to position the company's offering effectively to a potential client</p> <p>KB8. How to identify sales opportunities while managing existing client relationships</p> <p>KB9. Life-time client value measurement methods</p> <p>KB10. Applicable legal and regulatory guidelines</p>
<b>Skills (S) (Optional)</b>	
<b>C. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA1. Organize and store documentation detailing correspondence and conversations with clients, and any agreements that may have been reached</p> <p>SA2. Archive information about clients that may be beneficial in strengthening relationships with them in the future</p> <p>SA3. Create and maintain client databases</p>
	<b>Reading Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA4. Research the clients' business, industry, product/service, target market and past marketing efforts</p> <p>SA5. Gather information on the consumption habits of the target audience</p> <p>SA6. Research the services offered by competitors and their business model</p>
	<b>Oral Communication (Listening and Speaking skills)</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA7. Identify and network with potential clients through personal networks, recommendations from existing clients, cold calls, industry events</p> <p>SA8. Make contact and build rapport with identified potential clients</p> <p>SA9. Network with content production teams to identify opportunities for media integrations</p>
<b>D. Professional Skills</b>	<b>Analytical Thinking</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. Assess the costs, risks, benefits and long-term prospects of establishing a professional relationship with a potential client, and decide whether to initiate contact</p> <p>SB2. Use life-time value/profitability measurement techniques (to establish customer value)</p>

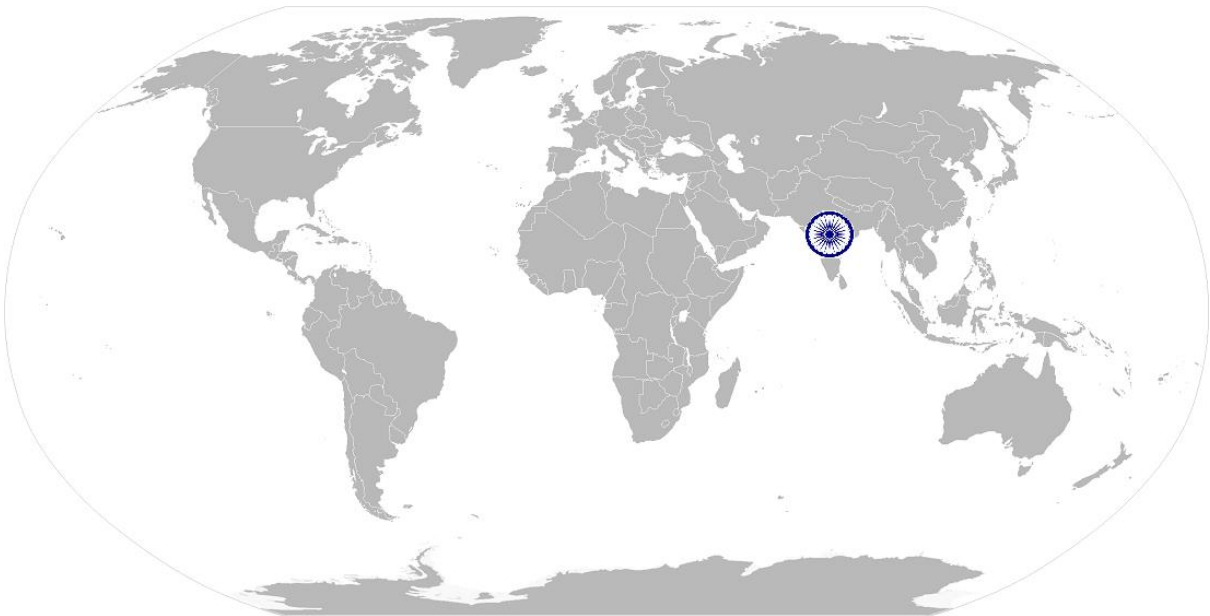
## NOS Version Control

NOS Code	MES / N 0204		
Credits(NSQF)	TBD	Version number	1.0
Sector	Media and Entertainment	Drafted on	09/11/14
Sub-sector	Television, Print, Radio, Digital, Out-of-home	Last reviewed on	21/11/14
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# National Occupational Standard



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## Overview

This unit is about developing sales proposals for advertising sales

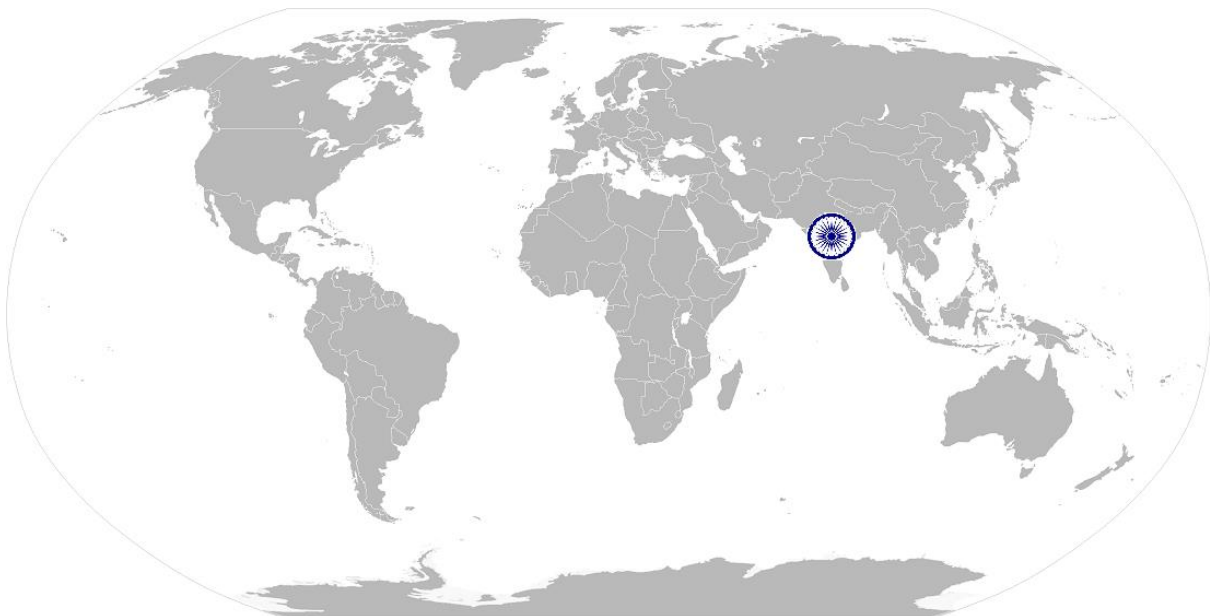


<b>Unit Code</b>	MES/ N 0205
<b>Unit Title (Task)</b>	Develop advertising sales proposals
<b>Description</b>	This OS unit is about developing sales proposals for advertising sales
<b>Scope</b>	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> <li>Developing advertising sales proposals for Media Agencies, Leading companies across industry sectors <ul style="list-style-type: none"> <li>Across any of the following mediums: Television, Print, Radio, Digital, Out-of-home</li> </ul> </li> </ul>
<b>Performance Criteria (PC) w.r.t. the Scope</b>	
<b>Element</b>	<b>Performance Criteria</b>
Developing advertising sales proposals for Media Agencies, Leading companies across industry sectors	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Calculate ad-value for the proposed advertisement placements, taking into account key variables (e.g. reach/time-spent, readership, listenership/time-spent, page views, impressions, occupancy/availability, client credit limit)</p> <p>PC2. Conduct audience analysis including consumption habits, lifestyles, ratings illustrations and comparison with peers</p> <p>PC3. Perform costing procedures for key variables and calculate potential adjustments that could be factored in during the negotiation process</p> <p>PC4. Articulate the sales process and provide recommendations to the client on the relevant legislation, standards and policies</p> <p>PC5. Develop and submit proposals within the timeframe agreed and in the format requested by the client</p>
<b>Knowledge and Understanding (K)</b>	
<b>C. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. Pricing policies at the organization</p> <p>KA2. Advertisement rates for the spectrum of advertising possibilities available</p> <p>KA3. Discount percentages and when they apply</p> <p>KA4. The products/services offered by your organization as opposed to those by your competitors</p> <p>KA5. Organizational policies for constructing proposals and submitting recommendations, including a proposal's format, readability, the imperatives it must incorporate and the terms and conditions for serving different clients.</p> <p>KA6. Departments within the organization that may provide information and assistance in preparing the proposal e.g. marketing, production</p>
<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. Ad-rates and how variables (like reach/time-spent, readership, listenership/time-spent, page views, impressions, occupancy/availability, client credit limit) influence them</p> <p>KB2. How to read and analyse audience and market information and derive trends that can aid development of proposals</p> <p>KB3. Fundamentals of Microsoft Office tools, especially Microsoft PowerPoint</p> <p>KB4. Advertisement value calculation methods</p>

	<p>KB5. How to develop and deliver advertising packages for single/multiple mediums i.e. channels/stations/publications/websites/assets; and platforms i.e. across television, radio, print and digital</p> <p>KB6. How advertisement innovations and variations affect advertisement rates</p> <p>KB7. How to calculate key metrics such as inventory fill-rate, overall effective rates and discount ratios</p> <p>KB8. Relevant legislation, organizational practices, and ethical standards</p> <p>KB9. Data banks and statistical tools that will enhance the proposal</p>
<b>Skills (S) (Optional)</b>	
<b>E. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	The user/individual on the job needs to know and understand how to:
	SA1. Construct proposals that showcase the advantages of advertising via your organization, and adequately sell the developed solution
	<b>Reading Skills</b>
	The user/individual on the job needs to know and understand how to:
	SA2. Develop an understanding of the client's business, competitors, and customers, and relate them to the organisation's service offering SA3. Research competitors' offerings so as to be able to communicate a competitive advantage over the competition SA4. Read and gather reference information from proposals developed in the past
<b>F. Professional Skills</b>	<b>Oral Communication (Listening and Speaking skills)</b>
	The user/individual on the job needs to know and understand how to:
	SA5. Liaise with relevant departments within the organization for data-points and information to put the proposal together
	<b>Plan and Organize</b>
	The user/individual on the job needs to know and understand how to:
	SB1. Plan work to be able to prepare proposals within the time-frame SB2. Maintain a database of proposals developed previously
	<b>Customer Centricity</b>
	The user/individual on the job needs to know and understand how to:
	SB3. Construct proposals and provide recommendations based on the client's needs and within the budget available for advertising
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to:
	SB4. Conduct a comparative analysis between the services of the organization and those of the competitors
	<b>Critical Thinking</b>
	The user/individual on the job needs to know and understand how to:
	SB5. Analyze feedback from internal stakeholders and clients to help improve future proposals

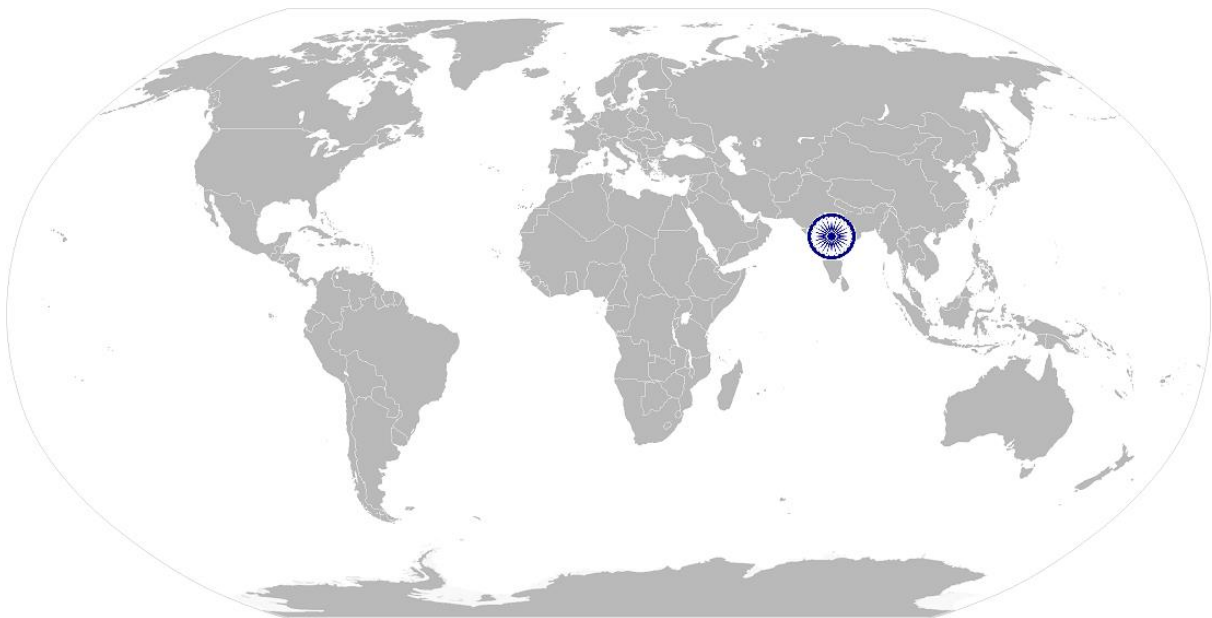
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# National Occupational Standard



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## Overview

This unit is about estimating the cost of sales activities, developing a formal budget and monitoring it against actual expenses

Create and Monitor the Ad sales budget

National Occupational Standard

<b>Unit Code</b>	<b>MES/ N 0202</b>
<b>Unit Title (Task)</b>	<b>Create and Monitor the Ad sales budget</b>
<b>Description</b>	This OS unit is about estimating the cost of sales activities, developing a formal budget and monitoring it against actual expenses
<b>Scope</b>	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> <li>Estimating the cost of sales activities including team salaries and variable bonuses, ad sales volume commissions, sales conferences and events, travel, hotel and local conveyance, communication expenses, annual license cost for inventory and billing software</li> </ul>
<b>Performance Criteria (PC) w.r.t. the Scope</b>	
<b>Element</b>	<b>Performance Criteria</b>
	<p>To be competent, the user/individual on the job must be able to:</p> <ul style="list-style-type: none"> <li>PC1. Interpret the sales forecasts and targets and determine the sequence of activities in terms of their cost implications and expenses for each item</li> <li>PC2. Prepare a sales budget (either using budgeting/ tabulation software or by hand) with details on required expenses for each activity</li> <li>PC3. Track the outflow of funds against the budget, highlight variances and escalate issues to key departments (especially the financier) in a coordinated and timely manner</li> </ul>
<b>Knowledge and Understanding (K)</b>	
<b>D. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> <li>KA1. The sales strategy, forecasts and targets</li> <li>KA2. The Sales expenses for previous years and reasons for variations between targets and actuals</li> </ul>
<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> <li>KB1. How to estimate the sales efforts that would be required to achieve the targets and determine the associated costs</li> <li>KB2. Any limitations on the total sales budget and/ or the budget for specific cost centers</li> <li>KB3. How to break down each task/ activity in the into cost heads</li> <li>KB4. The expected, realistic outflow against each activity cost head (using a combination of prior experience, discussions with potential suppliers/ vendors and any specificities of the location where the expenses will be incurred)</li> <li>KB5. How to compile each activity cost head into a consolidated budget, with summary sheets by type of cost, type of activity and any other key summaries that are required</li> </ul>

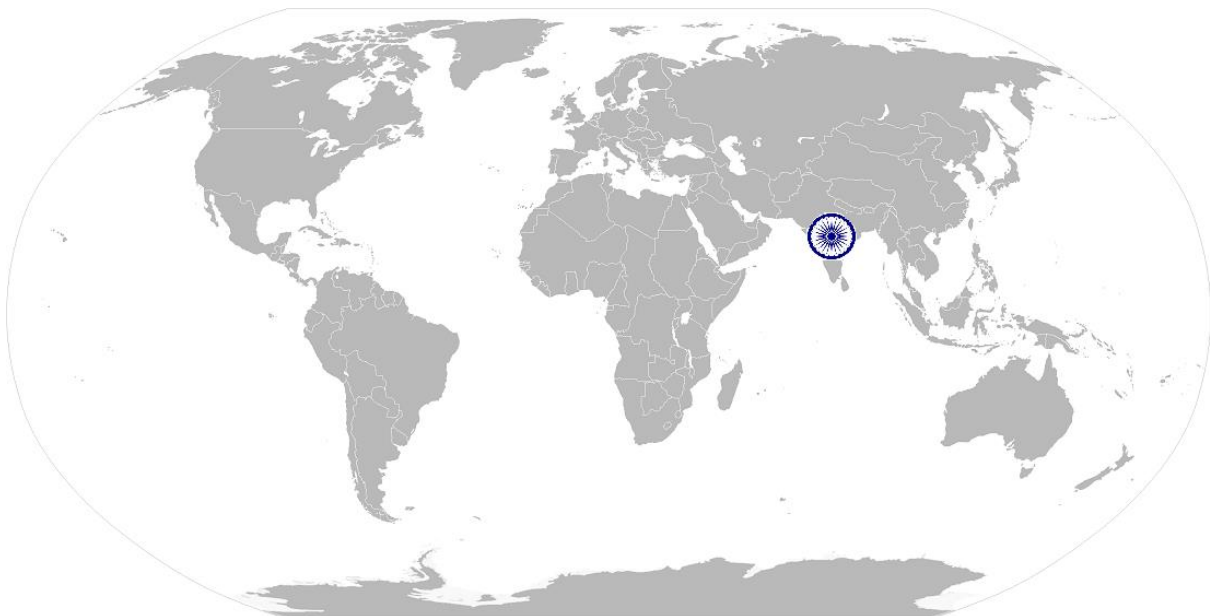
**Create and Monitor the Ad sales budget**

	<p>KB6. The typical areas of overruns and how to build in adequate contingency into the budget</p> <p>KB7. Applicable procurement methods and vendor/ supplier contracts that would need to be used for various cost heads</p> <p>KB8. How to document any variances to the budget that do occur (either on the expense incurred or the timing of the expense). This needs to be escalated to the financier and resolved</p>
<b>Skills (S) (Optional)</b>	
<b>G. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	The user/individual on the job needs to know and understand how to: SA1. Prepare and document a sales budget (on paper or using a computer)
	<b>Reading Skills</b>
	The user/individual on the job needs to know and understand how to: SA2. Read the sales strategy, forecasts and targets SA3. Undertake background research and collect information on expense items
	<b>Oral Communication (Listening and Speaking skills)</b>
	The user/individual on the job needs to know and understand how to: SA4. Discuss and agree on the sales budget with the financier SA5. Understand the brief from the financier and any constraints/ limitations on the budget SA6. Communicate the final budget to key decision makers, financiers and members of the sales team
<b>H. Professional Skills</b>	<b>Decision Making</b>
	The user/individual on the job needs to know and understand how to: SB1. Make relevant decisions related to sales activities required to achieve sales forecasts for the year e.g. events, locations and conferences
	<b>Plan and Organize</b>
	The user/individual on the job needs to know and understand how to: SB2. How to plan expenses and outflow of finances in a manner that is cost effective SB3. How to track the sales budget, ensure activities stay within the agreed budget and minimize overruns
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB4. How to assess the impact of selecting sales activities and its impact on the budget requirements



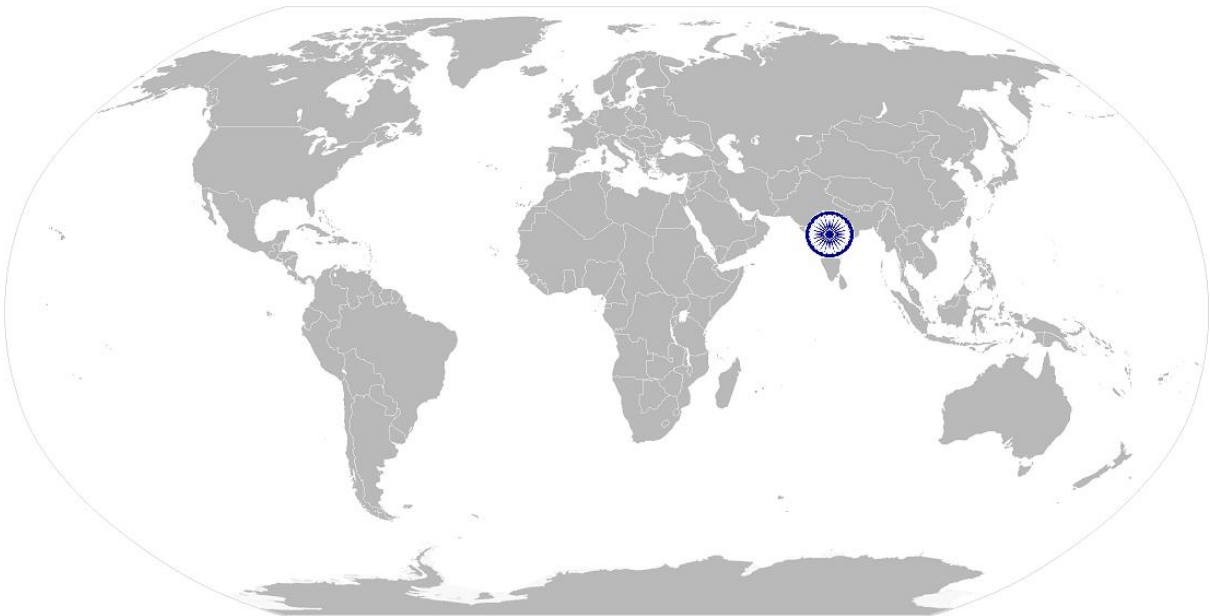
## NOS Version Control

NOS Code	MES / N 0202		
Credits(NSQF)	TBD	Version number	1.0
Sector	Media and Entertainment	Drafted on	09/11/14
Sub-sector	Television, Print, Radio, Digital, Out-of-home	Last reviewed on	21/11/14
Occupation	Ad Sales / Account Management/ Scheduling/ Traffic	Next review date	20/11/16



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# National Occupational Standard



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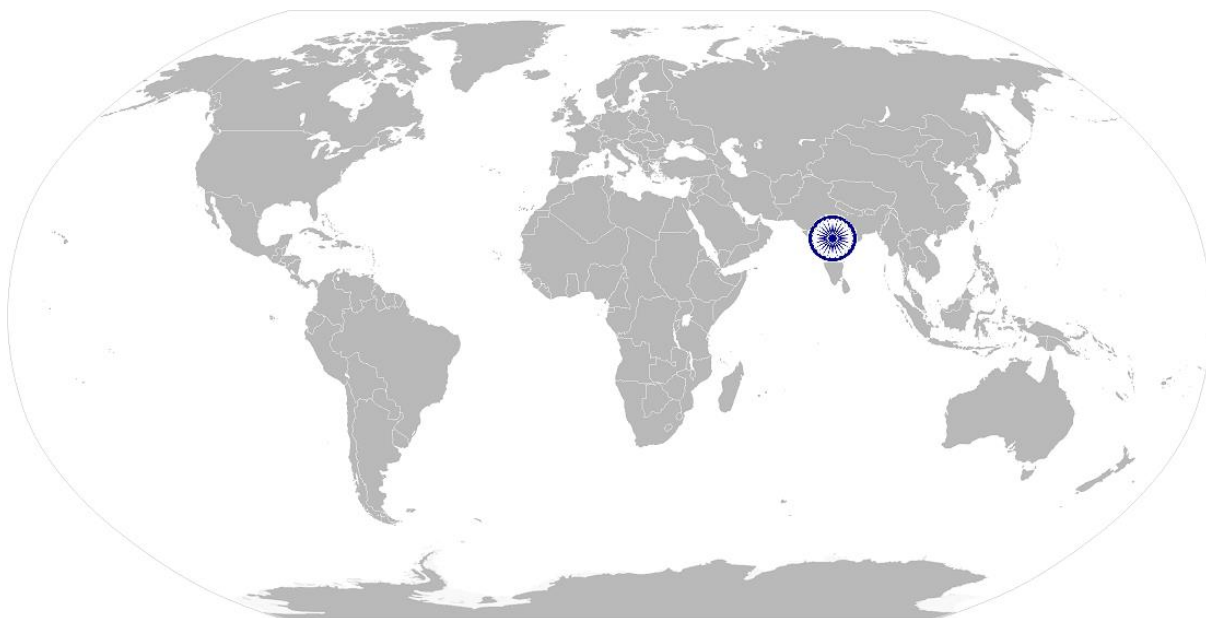
## Overview

**This unit is about negotiating and closing the advertising sales transaction and finalizing the relevant documentation and sales contracts**

<b>Unit Code</b>	MES/ N 0206
<b>Unit Title (Task)</b>	Close an advertising sales order
<b>Description</b>	This OS unit is about negotiating and closing the advertising sales transaction and finalizing the relevant documentation and sales contracts
<b>Scope</b>	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> <li>Negotiating and closing an advertising sale deal for the sale of inventory in Television, Print, Radio, Digital, Out-of-home, Drawing up official documents/contracts</li> <li>Timely collection of dues owed by clients</li> </ul>
<b>Performance Criteria (PC) w.r.t. the Scope</b>	
<b>Element</b>	<b>Performance Criteria</b>
Negotiating and closing an advertising sale deal	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC4. Provide a convincing proposition to the client and negotiate to derive the maximum revenue from the available inventory. Ensure that the advertisement rates are higher or equal to the benchmark rates set by the organization</p> <p>PC5. Negotiate volume discounts with agencies to sell inventory in advance at rates that are lower or equal to the benchmark discount rates set by the organisation</p> <p>PC6. Negotiate barter deals with clients after carrying out a detailed cost-benefit analysis to ensure that the deal would be beneficial for the organisation</p> <p>PC7. Identify opportunities to cross-sell other sources of revenue such as media integrations, events and activations etc.</p> <p>PC8. Draft the sales agreements/contracts and liaise with the legal team to vet them</p> <p>PC9. Clearly communicate the scope of the agreement with the client and set out realistic expectations regarding effectiveness of the advertising</p> <p>PC10. Make arrangements with the relevant teams within the organization to ensure execution of the contract</p> <p>PC11. Troubleshoot and manage client crises through effective communication and team support</p>
Timely collection of dues owed by clients	PC12. Monitor billing details and outstanding dues, ensuring that dues are collected on time through the respective sales manager
<b>Knowledge and Understanding (K)</b>	
<b>E. Organizational Context</b> (Knowledge of the company / organization and	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. Features and characteristics of the organization/services and its competitive advantages and weaknesses in comparison with peers</p> <p>KA2. The organisation's total and available advertising inventory</p> <p>KA3. The organization's benchmark advertisement rates and discount rates</p> <p>KA4. The procedures in place for negotiating sales contracts</p> <p>KA5. Acceptable modes of payment and credit periods, as per the organisation's</p>

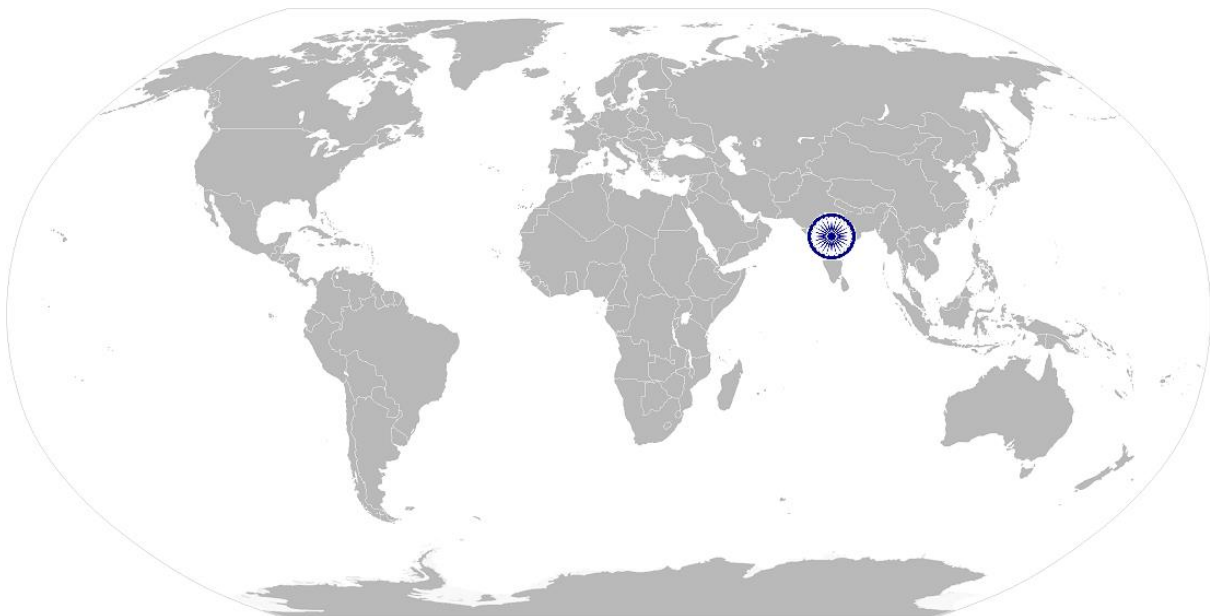
its processes)	accounting and finance policies
<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. Fundamentals of sales, marketing and advertising</p> <p>KB2. Extensive knowledge of the industry in which the organization operates</p> <p>KB3. Record and manage daily sales MIS</p> <p>KB4. How to carry out a cost-benefit analysis to build a case for barter contracts</p> <p>KB5. Persuasive selling techniques</p> <p>KB6. Multiple-media selling, up-selling, and add-on sale techniques</p> <p>KB7. How to identify buying signals (given by client) and act upon them in an appropriate manner</p> <p>KB8. How to draft a sales agreement and other standard contracts</p> <p>KB9. Country-specific regulations and terms</p> <p>KB10. Applicable legal and ethical standards</p>
<b>Skills (S) (Optional)</b>	
<b>I. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA1. Draft sales agreements listing out the terms of sale as negotiated with the client</p>
	<b>Reading Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA2. Undertake background research on the client</p> <p>SA3. Analyze details of preliminary proposals submitted to the client</p> <p>SA4. Read and draw references from sales agreements and proposals drawn up in the past</p>
	<b>Oral Communication (Listening and Speaking skills)</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA5. Effectively negotiate business and financial terms with the client</p> <p>SA6. Deploy smart-selling and persuasive techniques to convince clients and respond to queries effectively</p> <p>SA7. Liaise with the legal department to vet and finalise sales agreements</p> <p>SA8. Communicate client requirements to the relevant teams (e.g. creative/production/back-end sales/traffic etc.) to ensure that the commitments made are met</p>
<b>J. Professional Skills</b>	<b>Decision Making</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. Decide on the appropriate advertisement rate and discount for each client, ensuring that the maximum value is obtained from the available inventory</p>
	<b>Plan and Organize</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB2. Develop and employ a contingency plan should negotiations fall through</p>
	<b>Customer Centricity</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. Ensure that the client's needs and objectives are met, and the terms of the</p>

	deal are mutually beneficial
	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to:
	SB4. Identify issues that may arise during the sales process and find solutions to address them
	SB5. Capably manage and deal with client objections regarding the proposal
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to:
	SB6. Determine the need and benefits of barter deals and volume discounts prior to entering into them
	<b>Critical Thinking</b>
	The user/individual on the job needs to know and understand how to:
	SB7. Analyse the negotiation process and determine new and innovative ways to close deals



## NOS Version Control

NOS Code	MES / N 0206		
Credits(NSQF)	TBD	Version number	1.0
Sector	Media and Entertainment	Drafted on	09/11/14
Sub-sector	Television, Print, Radio, Digital, Out-of-home	Last reviewed on	21/11/14
Occupation	Ad Sales / Account Management/ Scheduling/ Traffic	Next review date	20/11/16

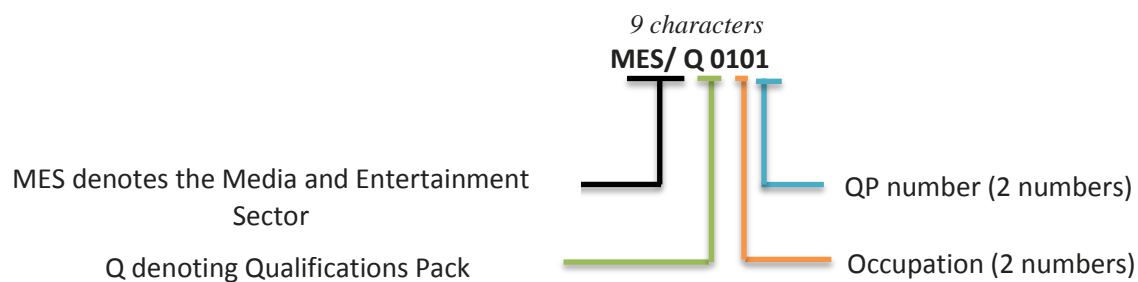




## Annexure

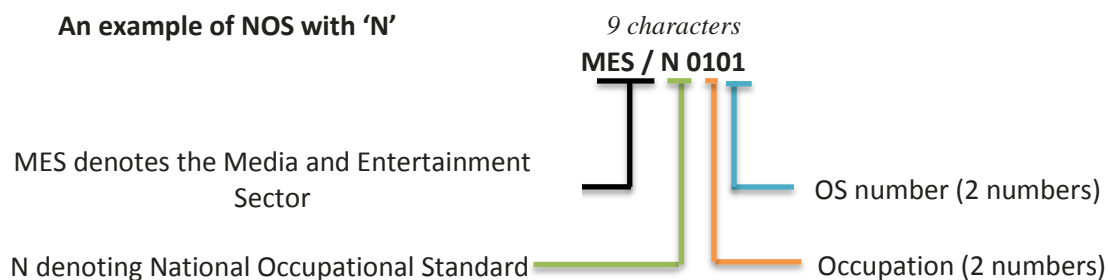
### Nomenclature for QP and NOS

#### Qualifications Pack



#### Occupational Standard

##### An example of NOS with 'N'



[Back to top...](#)

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

Sub-sector	Range of Occupation numbers
...	...

Sequence	Description	Example
Three letters	Media and Entertainment	MES
Slash	/	/
Next letter	Whether QP or NOS	Q
Next two numbers	Ad Sales / Account Management/ Scheduling/ Traffic	02
Next two numbers	Sales Manager (Media Organization)	02