

A GUIDE TO  
**CAREERS**

*FOR INTERNAL CIRCULATION ONLY*

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# 1. INTRODUCTION

## 1.1 BACKGROUND

**“ At Tata Play, we have always believed that it is our people who drive the company, it is they who form the heart of our high-performance culture, and it is they who underpin our success. ”**

People development is a key part of Tata Play's strategic vision. The organization believes in providing employees with a satisfying and engaging career experience, and to help build the organizational capability needed to realize the envisioned growth potential and success.

In line with the same, multiple interventions have been initiated in the past and will be initiated in the future depending on the business requirements in order to ensure that our human resource capital is sufficiently engaged and are able to contribute not only to business success but also to self development and growth.

Design of **Tata Play Career Framework** and consequently **“A Guide to Careers at Tata Play”** is one such step in this direction. A well-defined and adopted Career Framework will provide Tata Play with the required architecture to build workforce capabilities and enable employees to explore their career opportunities.

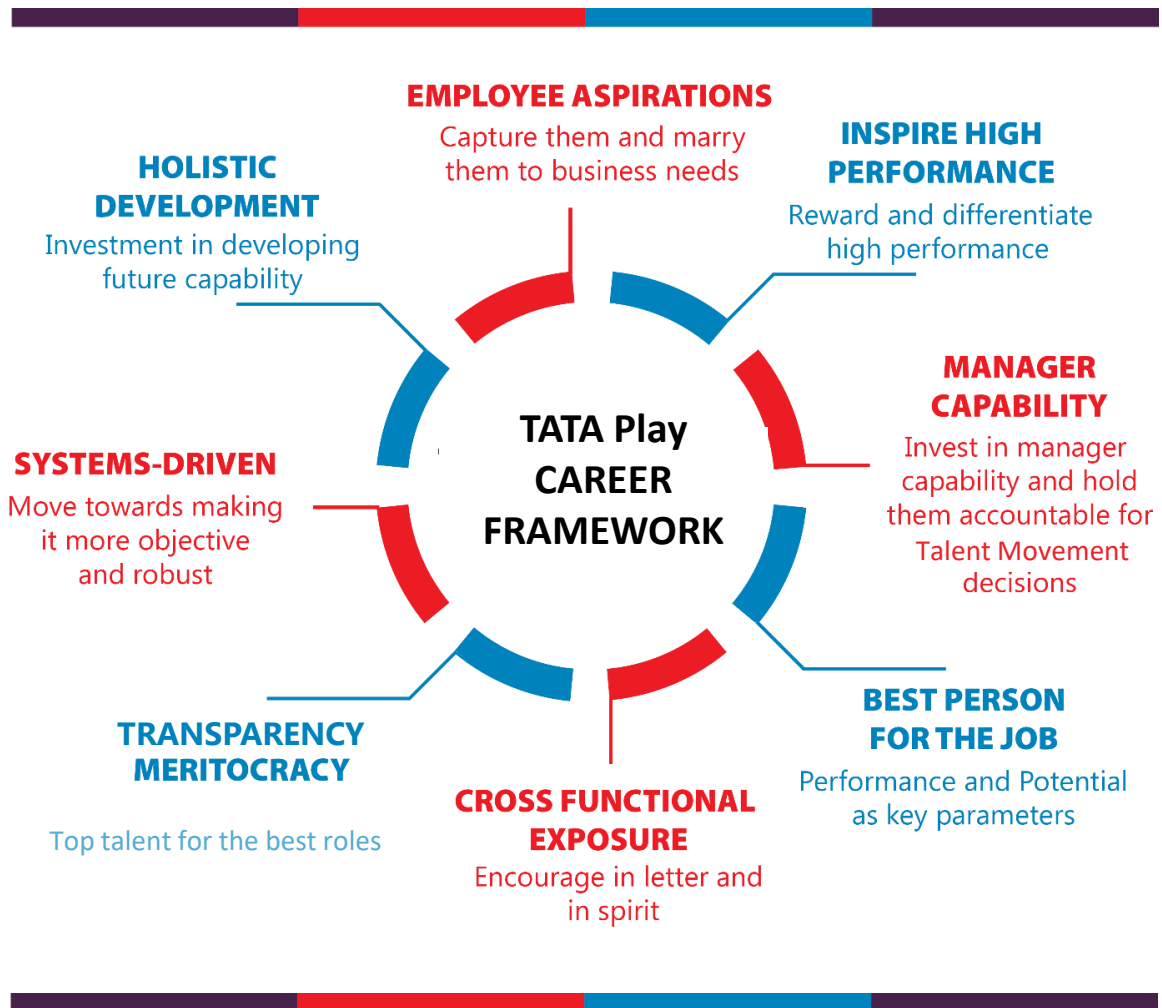
This framework attempts to provide employees an understanding of various careers opportunities and possibilities to grow in current and /or future roles. On the other hand, managers can use this framework as a tool to be effective coaches, by elucidating the experiences/ skills required by the team members for success in the role and to look at possible options within the function or outside.



## 2. TATA Play CAREER FRAMEWORK

### 2.1 CORE DESIGN PRINCIPLES

Tata Play Career Framework has been designed with the following key principles to ensure that the organization is able to strike a balance between the employee growth/development and the expectations and needs of the organization as highlighted below.

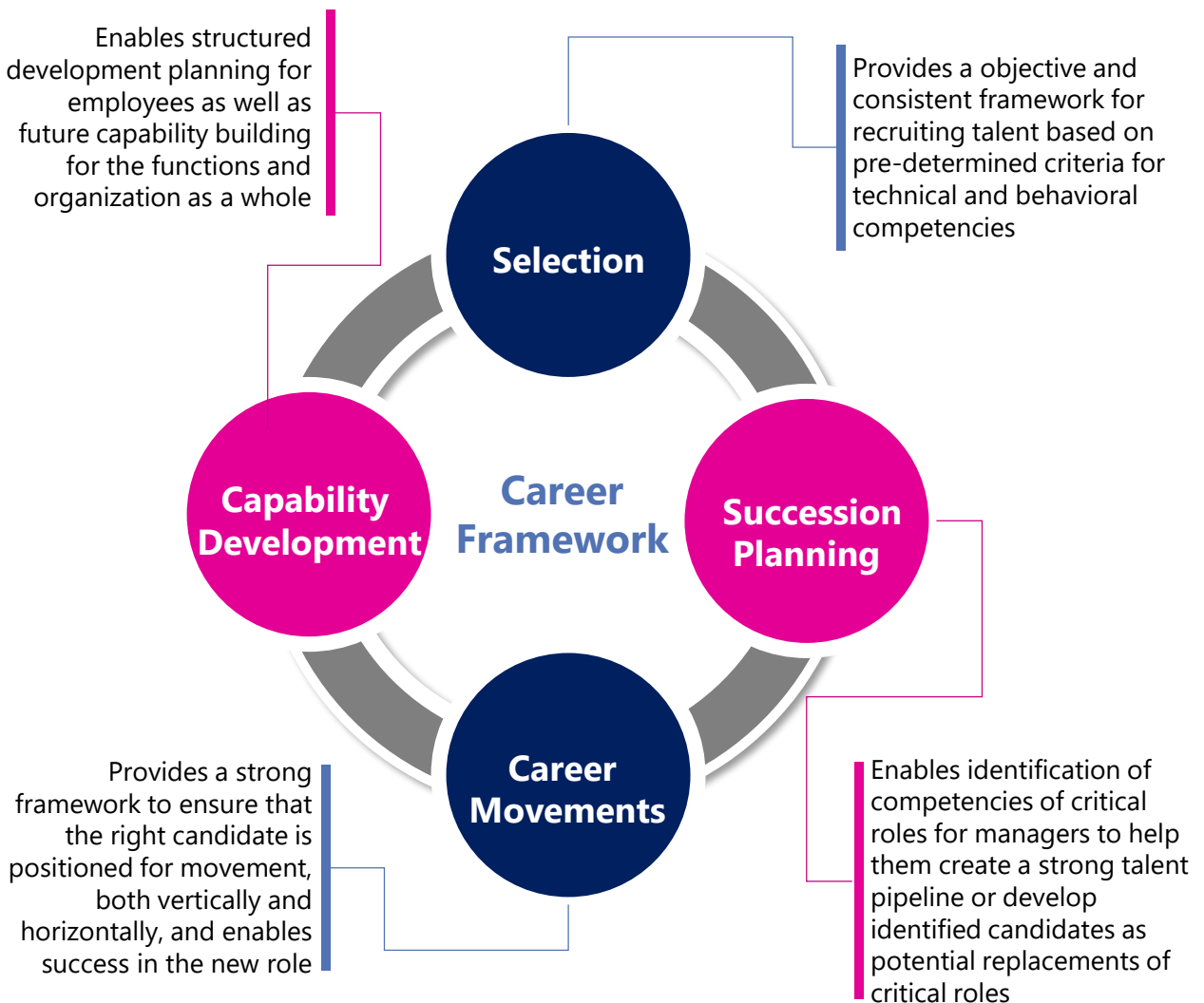


## 2. TATA Play CAREER FRAMEWORK

### 2.2 ABOUT CAREER FRAMEWORK

**A career framework is a set of guidelines that shows employees possible options for movement across the organization and how they can develop in their current/future role based on defined competencies, while ensuring that their career development aligns with business needs of the organization.**

Career Framework forms the foundation of multiple Human Resource domains and when executed fully, play a significant part in each of the HR areas as highlighted in the image below.



## 2. TATA Play CAREER FRAMEWORK

### 2.3 PURPOSE & BENEFITS

**A Career Framework serves three important purposes:**

TRANSPARENCY	CONTROL	VELOCITY
<ul style="list-style-type: none"><li>• Ensuring that employees can understand their career opportunities</li><li>• Enables the organization to have visibility into employee capabilities</li></ul>	<ul style="list-style-type: none"><li>• Ensuring that employees can influence their career direction</li><li>• Enables the organization to move talent towards the most critical roles</li></ul>	<ul style="list-style-type: none"><li>• Ensuring that employees can advance their careers at their pace</li><li>• Enables the organization to have a full pipeline of ready talent</li></ul>

**A Career Framework also provides multiple benefits for employees:**

- Understand how the competency requirements are aligned to the functional priorities and requirements
- Know what competencies are needed and measured
- Define steps for areas for professional growth
- Provide insight into career opportunities

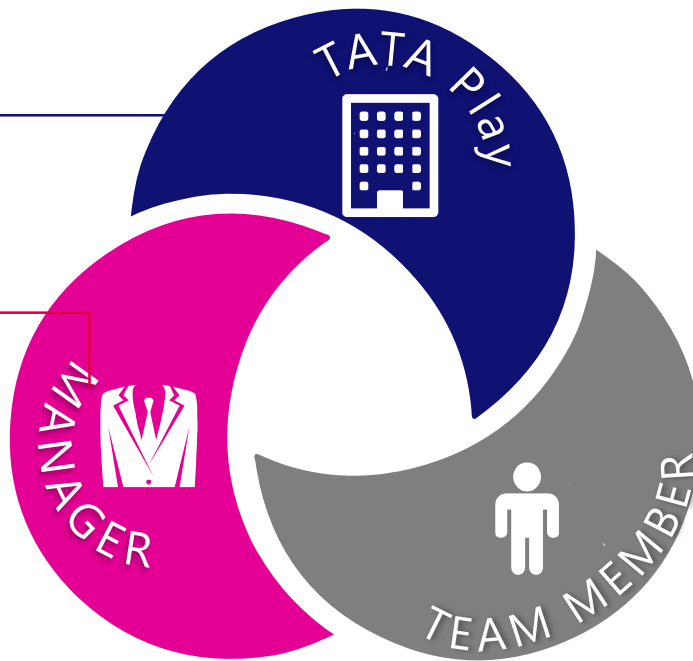


## 2. TATA Play CAREER FRAMEWORK

### 2.4 OWNERSHIP OF CAREER FRAMEWORK

At Tata Play, Career Framework is jointly owned by the organization, manager and the individual employee. The role and expectations from the three are as follows:

- Create the building blocks
- Ensure ease in access of information
- Create conducive culture for career growth



- Understand and communicate the framework in terms of expectations, opportunities, process, etc. for team members
- Provide guidance to employee for skill development and relevant career movements

- Understand the framework in terms of expectations, opportunities, process etc. for self
- Take initiative to develop the right skills
- Bring up conversations around mobility with managers



## 3. COMPETENCIES

### 3.1 ABOUT

**Competencies** are a set of knowledge, skills and attitudes (KSA's) which provide a clear description in simple, everyday language of what an employee needs to be able to do in order to be successful in the organization. *They form the core building block of any Career Framework.*

#### COMPONENTS OF COMPETENCIES

##### KNOWLEDGE

Knowledge refers to the state of being aware of concepts and includes the recall, recognition, understanding, application and evaluation of facts and patterns

##### SKILL

Skill is the ability to perform a task or an activity. It includes physical movement, coordination, dexterity, and the application of knowledge

##### ATTITUDE

Attitude can be interpreted as a 'way of thinking'. It includes mannerism, emotions and is reflected in one's behavior. Attitude has great effect on work and lifestyle

Competencies are basically of two types:

- **Behavioral Competency:** Set of behavioral attributes and personality traits that an employee needs to display in order to be successful.
- **Technical Competency:** Set of functional knowledge and skills that an employee needs to possess and demonstrate in order to discharge their role and responsibility effectively.



## 3. COMPETENCIES

### 3.2 COMPETENCIES AT TATA Play

**Behavioral Competency:** Tata Play has a well defined Anchor competency framework along with proficiency levels depending on whether an employee is a individual contributor or is a people manager. The Anchor Competency framework consists of Core Competencies (applicable to all employees at Tata Play) and Leadership Competencies (applicable to only people managers).

**Core Competencies:** Fundamental behavioral competencies required to be successful and expected of every employee across the entire organization. Tata Play Core Anchor Competencies are as follows.



**Change with Agility:** Manages ambiguity, takes calculated risks and adapts to change



**Think Digital:** Leverages digital mindset to solve problems for business growth



**Put Customer First:** Understands customer needs, and drives their agenda



**Deliver Results:** Drives outcomes through ownership and quick decision making



**Grow Partnerships:** Collaborates with empathy to build win-win partnerships

**Leadership Competencies:** Set of behavioral attributes and personality traits that people managers must demonstrate in order to contribute to organization growth and superior levels of performance.



**Build Talent:** Nurtures talent through feedback and opportunities for capability development



## 3. COMPETENCIES

### 3.2 COMPETENCIES AT TATA Play

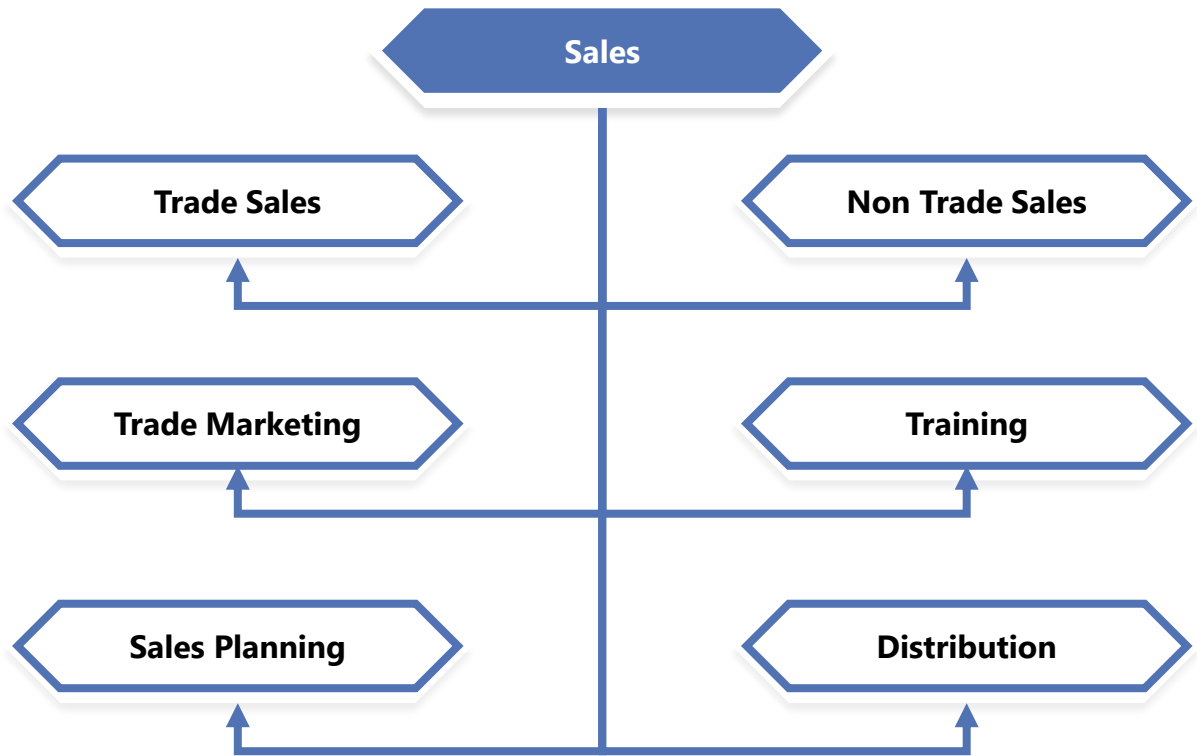
**Technical Competencies:** Technical competencies at Tata Play are defined for each function and they also provide competency-sub function mapping to ensure clarity of applicable technical competency based on the sub-function of the employee. Please note that in the present state, competencies have been mapped to the sub-function and not to the role.



## 4. TECHNICAL COMPETENCIES - SALES

### 4.1 SUBFUNCTIONS IN SALES

The various **sub-functions in Sales** are:



#### SALES SUB FUNCTIONS:

##### TRADE SALES

Conducts sales planning activities, identifies, appoints and manages channel partners, and takes various initiatives to ensure customer acquisition and fulfilment of customer needs.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



## 4. TECHNICAL COMPETENCIES - SALES

### 4.1 SUBFUNCTIONS IN SALES

#### NON TRADE SALES

Encompasses Direct Sales, Corporate Sales/New Build/Townships, Modern trade. Conducts sales planning activities, identification, appointment and management of channel partners to ensure customer acquisition and fulfilment of customer needs.

#### TRADE MARKETING

Conducts trade marketing planning exercise on a periodic basis, supports sales teams in branding campaigns to enhance brand visibility in area/circle/region leading to higher levels of customer acquisition.

#### TRAINING

Monitors changes in products and organization strategy, formulates training plans and deploys learning interventions for employees and partners' in order to increase their effectiveness.

#### SALES PLANNING

Forecasts, strategizes, plans and monitors sales by studying industry, consumer preferences, competition, regulations, costs, etc. Creates and tracks adherence to sales plan and deploys interventions if required.

#### DISTRIBUTION

Forecasts, plans and monitors utilization of inventory and timely distribution at region/ circle/ area level to ensure customer satisfaction.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 4. TECHNICAL COMPETENCIES - SALES

## 4.2 COMPETENCY DEFINITIONS

### 1. SALES PLANNING & MANAGEMENT

- ❖ Forecasts short-term and long-term sales potential of the market and explores opportunities for business growth which encompasses identification of new markets, untapped subscriber base and devising expansion plans
- ❖ Establishes structured sales plan and well defined action steps to ensure accomplishment of strategic sales objectives by allocating resources effectively across the team, tracks achievement of the plan, and designs and deploys interventions if required in order to meet objectives

### 2. MARKET INTELLIGENCE

- ❖ Understands market characteristics by gathering information about industry, market segments, competition, upcoming regulations, future potential, etc. through various sources (e.g. engaging with subscribers, channel partners, distributors, dealers, vendors, etc.)
- ❖ Leverages robust market intelligence to make fact-based recommendations and influence the functional and organizational agenda

### 3. COST BUDGETING & FINANCIAL MANAGEMENT

- ❖ Forecasts budgetary expense requirements for the function/ area by analyzing organizational priorities, past trends, initiatives planned for the year, marketing spends, etc.
- ❖ Understands various methods of budget management and applies financial tools and techniques to effectively track, and manage budget and profitability for both Tata Play as well as channel partners

### 4. CHANNEL PARTNER IDENTIFICATION

- ❖ Reviews organizational/ functional plans and customer needs in the region/ circle/ area, and conducts analysis of the existing channels of sales/ vendors to improve the reach of Tata Play or improve the services received from vendors by Tata Play
- ❖ Networks and identifies potential partners (e.g. dealers/ CE- ISPs, housing societies, vendors, corporates, etc.), conducts holistic evaluation (e.g. costs benefit analysis, available resources, productivity, etc.) and selects a partner in accordance with organizational norms to enhance the reach of Tata Play in the market



## 4. TECHNICAL COMPETENCIES - SALES

### 4.2 COMPETENCY DEFINITIONS

#### 5. CHANNEL PARTNER MANAGEMENT

- ❖ Manages partners effectively for efficient network expansion and service delivery while ensuring communication and process consistency within and across markets / sales channels
- ❖ Drives business strategy of Tata Play by supporting the partners in achieving their business plan, enhancing the partner's engagement through design and deployment of effective incentive schemes, and resolving partner issues as per organizational norms

#### 6. TRADE MARKETING

- ❖ Understands the strategic sales plan of the organization, analyses the branding needs at region, circle and area level, and conceptualizes and implements the branding plans (including budgets, branding vehicles, target audience, channels of communications, etc.) which enables the organization to meet its sales objectives while ensuring adherence to all Tata Play branding norms

#### 7. SALES FORCE COACHING

- ❖ Understands and leverages various learning tools and techniques to identify training needs of the sales force (own employees and partners'), and develops and deliver effective learning modules, leading to increase in sales force capability, productivity and appreciation of Tata Play products, processes and norms

#### 8. INVENTORY MANAGEMENT

- ❖ Understands the strategic sales plan of the organization and drafts stock (Tata Play kits, vouchers, marketing collaterals, etc.) management plan at the organization / region/ circle/ area level by leveraging various forecasting tools and techniques
- ❖ Manages effective stock allocation at area and channel partner level, coordinates effectively with supply chain team, and ensures ready availability of stock in order to fulfill customer and partner demands

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 4. TECHNICAL COMPETENCIES- SALES

## 4.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

S U B F U N C T I O N S						
	Trade Sales	Non Trade Sales	Trade Mktg.	Training	Sales Planning	Distribution
Sales Planning & Management						
Market Intelligence						
Cost Budgeting & Financial Management						
Channel Partner Identification						
Channel Partner Management						
Trade Marketing						
Sales Force Coaching						
Inventory Management						

The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



## 4. TECHNICAL COMPETENCIES - SALES

### 4.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

#### 1. TRADE & NON TRADE SALES MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN SALES FUNCTION		
Sales	Non Trade/ Trade Sales	• None
Sales	Trade Marketing	• None
Sales	Training	• None
Sales	Sales Planning	• None
Sales	Distribution	• None
OUTSIDE SALES FUNCTION		
FSD	FSD Operations	• Operations Planning
Commercial	Subscriber Marketing	<ul style="list-style-type: none"> <li>• Subscriber Lifecycle &amp; Retention</li> <li>• Project Management</li> <li>• Subscriber Marketing</li> </ul>



## 4. TECHNICAL COMPETENCIES - SALES

### 4.4 POTENTIAL MOVEMENTS

#### 2. TRADE MARKETING MOVEMENTS (CONTD.)

Destination Function	Sub Function	Additional Competencies
<b>WITHIN SALES FUNCTION</b>		
Sales	Training	<ul style="list-style-type: none"> <li>Sales Force Coaching</li> </ul>
Sales	Distribution	<ul style="list-style-type: none"> <li>None</li> </ul>
Sales	Sales Planning	<ul style="list-style-type: none"> <li>Sales Planning &amp; Management</li> <li>Channel Partner Management</li> </ul>
Sales	Non Trade/ Trade Sales	<ul style="list-style-type: none"> <li>Sales Planning &amp; Management</li> <li>Channel Partner Management</li> <li>Channel Partner Identification</li> <li>Sales Force Coaching</li> </ul>
<b>OUTSIDE SALES FUNCTION</b>		
Communication	Brand Marketing	<ul style="list-style-type: none"> <li>Brand Management</li> <li>Media Buying</li> <li>Digital Marketing</li> </ul>



## 4. TECHNICAL COMPETENCIES - SALES

### 4.4 POTENTIAL MOVEMENTS

#### 3. TRAINING

Destination Function	Sub Function	Additional Competencies
<b>WITHIN SALES FUNCTION</b>		
Sales	Distribution	<ul style="list-style-type: none"> <li>• Market Intelligence</li> <li>• Inventory Management</li> </ul>
Sales	Trade Marketing	<ul style="list-style-type: none"> <li>• Market Intelligence</li> <li>• Trade Marketing</li> <li>• Inventory Management</li> </ul>
Sales	Sales Planning	<ul style="list-style-type: none"> <li>• Sales Planning &amp; Management</li> <li>• Market Intelligence</li> <li>• Channel Partner Management</li> </ul>
Sales	Trade Sales / Non Trade Sales	<ul style="list-style-type: none"> <li>• Sales Planning &amp; Management</li> <li>• Market Intelligence</li> <li>• Channel Partner Identification</li> <li>• Channel Partner Management</li> <li>• Trade Marketing</li> <li>• Inventory Management</li> </ul>
<b>OUTSIDE SALES FUNCTION</b>		
FSD	Planning & BI	<ul style="list-style-type: none"> <li>• Operations Planning</li> <li>• Inventory Management</li> <li>• Channel Partner Management</li> </ul>

#### 4. SALES PLANNING

Destination Function	Sub Function	Additional Competencies
<b>OUTSIDE SALES FUNCTION</b>		
FSD	FSD Operations	<ul style="list-style-type: none"> <li>• Operations Planning</li> <li>• Inventory Management</li> <li>• Channel Partner Identification</li> </ul>
FSD	Planning & BI	<ul style="list-style-type: none"> <li>• Operations Planning</li> <li>• Inventory Management</li> <li>• Field Force Coaching</li> </ul>



## 4. TECHNICAL COMPETENCIES- SALES

### 4.4 POTENTIAL MOVEMENTS

#### 4. SALES PLANNING

Destination Function	Sub Function	Additional Competencies
<b>OUTSIDE SALES FUNCTION</b>		
FSD	FSD Operations	<ul style="list-style-type: none"> <li>• Operations Planning</li> <li>• Inventory Management</li> <li>• Channel Partner Identification</li> </ul>
FSD	Planning & BI	<ul style="list-style-type: none"> <li>• Operations Planning</li> <li>• Inventory Management</li> <li>• Field Force Coaching</li> </ul>

#### 5. DISTRIBUTION

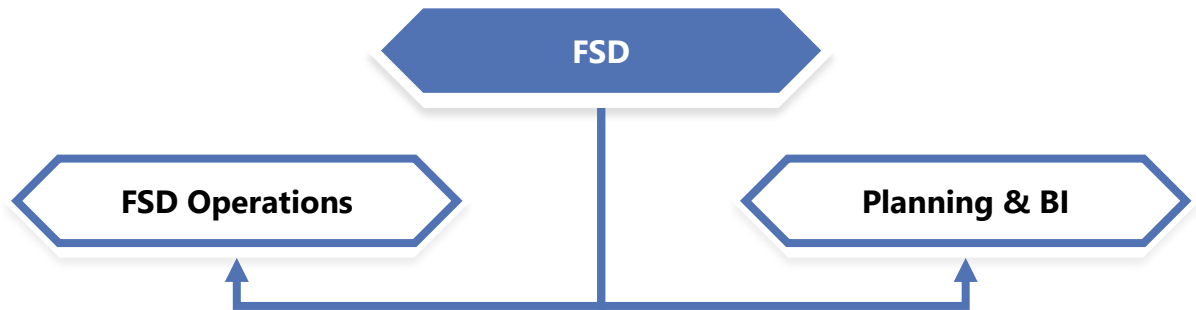
Destination Function	Sub Function	Additional Competencies
<b>WITHIN SALES FUNCTION</b>		
Sales	Trade Marketing	<ul style="list-style-type: none"> <li>• Trade Marketing</li> </ul>
Sales	Training	<ul style="list-style-type: none"> <li>• Sales Force Coaching</li> </ul>
Sales	Sales Planning	<ul style="list-style-type: none"> <li>• Sales Planning &amp; Management</li> <li>• Channel Partner Management</li> </ul>
Sales	Trade Sales / Non Trade Sales	<ul style="list-style-type: none"> <li>• Sales Planning &amp; Management</li> <li>• Channel Partner Identification</li> <li>• Channel Partner Management</li> <li>• Sales Force Coaching</li> <li>• Trade Marketing</li> </ul>
<b>OUTSIDE SALES FUNCTION</b>		
Finance	Supply Chain	<ul style="list-style-type: none"> <li>• Sourcing Excellence</li> <li>• Process Excellence &amp; Risk Management</li> </ul>
FSD	Planning & BI	<ul style="list-style-type: none"> <li>• Operations Planning</li> <li>• Channel Partner Management</li> <li>• Field Force Coaching</li> </ul>



## 5. TECHNICAL COMPETENCIES - FSD

### 5.1 SUBFUNCTIONS IN FSD

The various **sub-functions in FSD** are:



#### FSD SUB FUNCTIONS:

##### FSD OPERATIONS

Conducts identification, appointment and management of partners, oversees the management of customer requests and ensures timely completion of service requests. Oversees work force management which includes recruitment and retention of direct and indirect vendors.

##### PLANNING & BI

Manages and handles Business Intelligence which includes dashboards / MIS which facilitate KPI management, reporting tools and mechanisms. Plans and conducts forecasting and budgeting exercise, strategy planning exercise and ensures optimal scores of parameters e.g. Nielson, Net Promoter Score, etc. Ensures optimal training levels of own employees and partners' and compliance adherence within the function.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 5. TECHNICAL COMPETENCIES - FSD

## 5.2 COMPETENCY DEFINITIONS

### 1. OPERATIONS PLANNING

- ❖ Understands business strategy, existing service delivery infrastructure and standards, current customer satisfaction levels, etc., and identifies short/ long term manpower/partner requirements (ISPs) and changes required in organizational service policy
- ❖ Possesses knowledge of upcoming/ best-in-class industry practices, and identifies avenues for process and systems improvement to increase efficiency, enhance quality and lower cost of operations
- ❖ Understands various methods of budget management and applies financial tools and techniques to effectively track, and manage budgets

### 2. PARTNER MANAGEMENT

- ❖ Monitors and reviews partners' key performance metrics (e.g. TAT, FTR, FR, etc.), adherence to Tata Play's SoPs and compliance norms, and designs and deploys interventions to ensure high level of partner performance and resolution of customer complaints within defined timelines and quality standards
- ❖ Understands the commercial aspects of partnership, supports partners in achieving their business plan, enhances partner engagement through design and deployment of effective incentive schemes, and resolves stated and unstated issues as per organizational norms to ensure high quality delivery and continued partner support

### 3. PARTNER IDENTIFICATION

- ❖ Reviews organizational/ functional plans and customer needs in the region/ circle/ area, and conducts analysis of reach of existing partners to identify avenues of network expansion
- ❖ Identifies potential partners (e.g. ISPs, FSE Providers, etc.) based on holistic evaluation criteria(s) (e.g. costs benefit analysis, available resources, productivity, market reputation, etc.) to further enhance the reach of Tata Play in the market

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



## 5. TECHNICAL COMPETENCIES - FSD

### 5.2 COMPETENCY DEFINITIONS

#### 4. INVENTORY MANAGEMENT

- ❖ Understands the strategic plan of the organization and develops inventory management plan at the organization / region/ circle/ area/ ISP level by leveraging various forecasting tools and techniques
- ❖ Manages effective inventory allocation and tracks commercial exposure due to the same at area and channel partner level, coordinates effectively with supply chain team, and ensures ready availability of inventory in order to fulfill customer and partner demands

#### 5. FIELD FORCE COACHING

- ❖ Leverages understanding of various learning tools, techniques and customer feedback to identify training needs of the field service delivery team (own employees and partners'), and develops and delivers effective capability development modules, leading to increase in skill, productivity and appreciation of Tata Play products, processes and norms

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*




# 5. TECHNICAL COMPETENCIES- FSD

## 5.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

S U B F U N C T I O N S	
	FSD OperationsPlanning & BI
Operations Planning	
Inventory Management	
Partner Management	
Partner Identification	
Field Force Coaching	

 The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



## 5. TECHNICAL COMPETENCIES - FSD

### 5.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

#### 1. FSD OPERATIONS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN FSD FUNCTION</b>		
FSD Operations	Planning & BI	• None
<b>OUTSIDE FSD FUNCTION</b>		
Sales	Sales Planning	<ul style="list-style-type: none"> <li>• Market Intelligence</li> <li>• Sales Strategy &amp; Management</li> </ul>
Sales	Trade Sales	<ul style="list-style-type: none"> <li>• Market Intelligence</li> <li>• Trade Marketing</li> </ul>
Sales	Non Trade Sales	<ul style="list-style-type: none"> <li>• Market Intelligence</li> <li>• Trade Marketing</li> </ul>



## 5. TECHNICAL COMPETENCIES - FSD

### 5.4 POTENTIAL MOVEMENTS

#### 2. PLANNING & BI MOVEMENTS

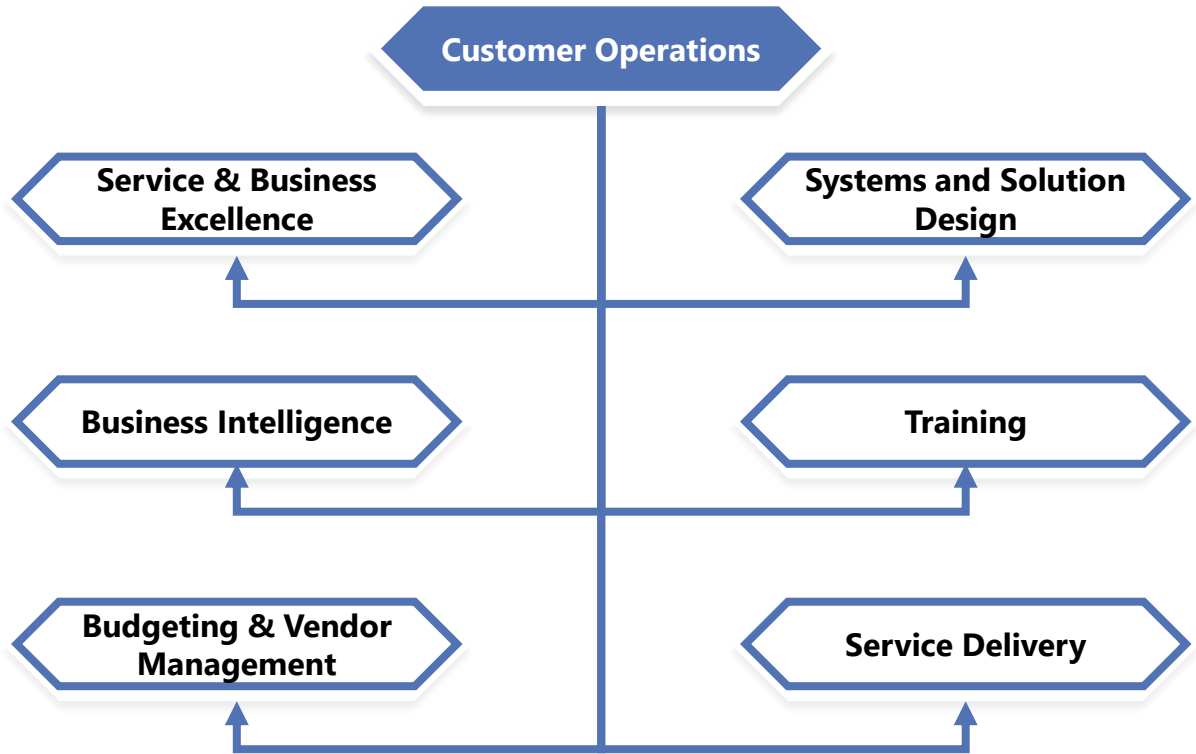
Destination Function	Sub Function	Additional Competencies
<b>WITHIN FSD FUNCTION</b>		
Planning & BI	FSD Operations	<ul style="list-style-type: none"> <li>• Partner Identification</li> </ul>
<b>OUTSIDE FSD FUNCTION</b>		
Customer Operations	Budgeting & Vendor Management	<ul style="list-style-type: none"> <li>• Business Intelligence and Reporting Management</li> </ul>
HR	Talent Management & Development	<ul style="list-style-type: none"> <li>• None</li> </ul>
Sales	Training	<ul style="list-style-type: none"> <li>• None</li> </ul>
Sales	Sales Planning	<ul style="list-style-type: none"> <li>• Sales Planning &amp; Management</li> <li>• Market Intelligence</li> </ul>



## 6. TECHNICAL COMPETENCIES - CUSTOMER OPERATIONS

### 6.1 SUBFUNCTIONS IN CUST. OPS.

The various **sub-functions in Customer Operations** are:



#### CUSTOMER OPERATIONS SUB FUNCTIONS:

##### SERVICE & BUSINESS EXCELLENCE

Conducts strategy planning exercise as per business requirements and identifies areas of improvement in the current process and system to enhance customer experience. Oversees the adherence and updation of quality management framework and ensures enforcement of process as per defined standards.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



## 6. TECHNICAL COMPETENCIES - CUSTOMER OPERATIONS

### 6.1 SUBFUNCTIONS IN CUST. OPS.

#### **SYSTEMS AND SOLUTION DESIGN**

Identifies system level requirements of the functions and leverages various technological solutions to enhance the customer interaction experience of the customer while lowering the cost incurred per transaction.

#### **BUSINESS INTELLIGENCE**

Conducts forecasting exercise for the function in order to aid in the development of short and medium term plans. Utilizes various analytical tools and techniques to draw out insights from data and ensures frequent reporting of the same to ensure decision making.

#### **TRAINING**

Manages and handles training needs identification and delivery, identifies relevant training partner, monitors training output measures and ensures maintenance of updated training records.

#### **BUDGETING & VENDOR MANAGEMENT**

Monitors operations and tracks adherence to the laid down process. Identifies the need for new partner and oversees the entire lifecycle management of the partnership. Conducts budgeting exercise for the function, tracks budgets periodically and devises appropriate interventions in case of any risk.

#### **SERVICE DELIVERY**

Oversees outbound, inbound and non-voice service delivery, supervises customer query management, and provides support to resolve customer issues, conducts study on escalations raised to identify improvement areas in order to reduce subscriber pain points. Ensures effective coordination with the partners and takes steps to enhance productivity and reduce operational calls.



## 6. TECHNICAL COMPETENCIES - CUSTOMER OPERATIONS

### 6.2 COMPETENCY DEFINITIONS

#### 1. PLANNING & FINANCIAL MANAGEMENT

- ❖ Forecasts budget and staffing (internal and external) requirements for short, medium and long term by analyzing organizational priorities, historical costs, change in business policy, customer needs, industry trends, etc.
- ❖ Understands various methods of budget management and applies financial tools and techniques to effectively track and manage cost (operations, IT, training, project deployment, inventory, etc.) and manpower budget

#### 2. BUSINESS INTELLIGENCE AND REPORTING MANAGEMENT

- ❖ Utilizes business analysis techniques and various database management & analytics tools for the acquisition and transformation of raw data into meaningful information, and disseminates tailored business reports /insights to stakeholders to aid decision making

#### 3. SERVICE CAPABILITY DEVELOPMENT

- ❖ Leverages understanding of various learning tools and techniques to identify training needs of the delivery team (own employees and partners'), and develops and delivers effective training modules, leading to increase in skill, leadership quotient, productivity and appreciation of customer operations processes and norms

#### 4. PARTNER MANAGEMENT

- ❖ Possesses knowledge of partner's/ vendor's landscape, operating model and processes, and supports partners in achieving their business plans to ensure high quality delivery and continued partner support
- ❖ Understands and ensures enforcement of agreed upon service commitment from partners/ vendors (for e.g. quality and number of manpower, system deployment, training tools deployed, organizational policy, etc.) to meet business requirements

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



## 6. TECHNICAL COMPETENCIES - CUSTOMER OPERATIONS

### 6.2 COMPETENCY DEFINITIONS

#### 5. PROCESS EXCELLENCE

- ❖ Possesses knowledge of upcoming/ best-in-class industry practices and identifies avenues for process improvement and simplification (e.g. changes in customer operations policy, quality management framework, introduction of new age technological tools- AI, ML, etc.) to increase efficiency, enhance quality and lower cost of customer interaction
- ❖ Understands end to end customer operations framework at Tata Play and conducts process audits to identify the gap between on ground execution vis-a-vis defined operational framework, and drafts plans to enhance process compliance

#### 6. OPERATIONS EXCELLENCE

- ❖ Understands end to end customer operations and quality management framework of Tata Play, and ensures adherence of policies/ SoPs/ compliance norms in all elements of inbound/ outbound/ non-voice operations
- ❖ Understands and tracks key metrics such as service delivery quality, cost per subscriber, customer satisfaction quotient, etc. to drive seamless and sustainable operations while enhancing customer satisfaction

#### 7. PROJECT MANAGEMENT & DEPLOYMENT

- ❖ Possesses knowledge of project management process and concepts (project scoping, requirement gathering and management, change management, risk management, budget tracking and project review) and applies relevant project governance framework tools to track the project progress and ensure deployment as per plan

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 6. TECHNICAL COMPETENCIES- CUSTOMER OPERATIONS

## 6.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

	S U B F U N C T I O N S					
	Service & Business Excellence	Systems and Solution Design	Business Intelligence	Training	Budgeting & Vendor Management	Service Delivery
Planning & Financial Management					◆	◆
Business Intelligence & Reporting Management		◆	◆		◆	
Service Capability Development				◆		
Partner Management	◆	◆		◆	◆	◆
Process Excellence	◆	◆				◆
Operational Excellence	◆		◆			◆
Project Management & Deployment	◆	◆			◆	◆

◆ The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



## 6. TECHNICAL COMPETENCIES - CUSTOMER OPERATIONS

### 6.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

#### 1. SERVICE & BUSINESS EXCELLENCE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN CUSTOMER OPERATIONS FUNCTION		
Customer Operations	Service Delivery	<ul style="list-style-type: none"> <li>• Planning &amp; Financial Management</li> </ul>
Customer Operations	Training	<ul style="list-style-type: none"> <li>• Service Capability Development</li> </ul>
Customer Operations	Budgeting & Vendor Management	<ul style="list-style-type: none"> <li>• Planning &amp; Financial Management</li> <li>• Business Intelligence and Reporting Management</li> </ul>



# 6. TECHNICAL COMPETENCIES - CUSTOMER OPERATIONS

## 6.4 POTENTIAL MOVEMENTS

### 2. SYSTEMS AND SOLUTION DESIGN MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN CUSTOMER OPERATIONS FUNCTION</b>		
Customer Operations	Training	<ul style="list-style-type: none"> <li>• Service Capability Development</li> </ul>
<b>OUTSIDE CUSTOMER OPERATIONS FUNCTION</b>		
IT	IT Delivery	<ul style="list-style-type: none"> <li>• IT Strategy Management</li> <li>• Infrastructure Management</li> <li>• IT Operations &amp; Service Management</li> </ul>

### 3. BUSINESS INTELLIGENCE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN CUSTOMER OPERATIONS FUNCTION</b>		
Customer Operations	Training	<ul style="list-style-type: none"> <li>• Service Capability Development</li> <li>• Partner Management</li> </ul>
Customer Operations	Budgeting & Vendor Management	<ul style="list-style-type: none"> <li>• Planning &amp; Financial Management</li> <li>• Partner Management</li> </ul>
Customer Operations	Service Delivery	<ul style="list-style-type: none"> <li>• Planning &amp; Financial Management</li> <li>• Partner Management</li> <li>• Process Excellence</li> <li>• Project Management &amp; Deployment</li> </ul>
<b>OUTSIDE CUSTOMER OPERATIONS FUNCTION</b>		
Commercial	Analytics	<ul style="list-style-type: none"> <li>• Subscriber Lifecycle &amp; Retention</li> <li>• Analytical Techniques</li> <li>• Project Management</li> </ul>



## 6. TECHNICAL COMPETENCIES - CUSTOMER OPERATIONS

### 6.4 POTENTIAL MOVEMENTS

#### 4. TRAINING MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>OUTSIDE CUSTOMER OPERATIONS FUNCTION</b>		
FSD	Planning & BI (Training)	• None
Sales	Training	• None
Human Resource	Talent Management & Development (Training)	• None

#### 5. BUDGETING & VENDOR MANAGEMENT MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN CUSTOMER OPERATIONS FUNCTION</b>		
Customer Operations	Training	• Service Capability Development
Customer Operations	Service Delivery	• Process Excellence • Operation Excellence
Customer Operations	Service & Business Excellence	• Process Excellence • Operation Excellence
<b>OUTSIDE CUSTOMER OPERATIONS FUNCTION</b>		
Finance	Financial Planning & Analysis	• Financial Budgeting & Reporting • Deal Management



## 6. TECHNICAL COMPETENCIES - CUSTOMER OPERATIONS

### 6.4 POTENTIAL MOVEMENTS

#### 6. SERVICE DELIVERY MOVEMENTS

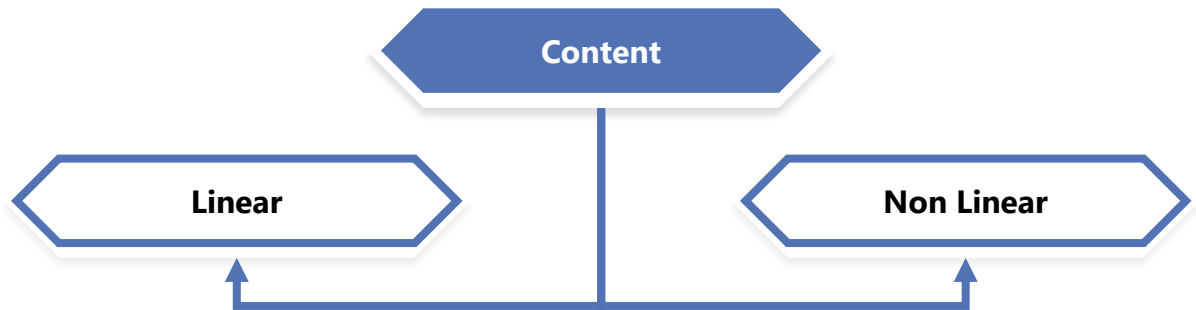
Destination Function	Sub Function	Additional Competencies
<b>WITHIN CUSTOMER OPERATIONS FUNCTION</b>		
Customer Operations	Training	<ul style="list-style-type: none"> <li>Service Capability Development</li> </ul>
Customer Operations	Service & Business Excellence	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>OUTSIDE CUSTOMER OPERATIONS FUNCTION</b>		
FSD	Planning & BI	<ul style="list-style-type: none"> <li>Inventory Management</li> <li>Partner Identification</li> </ul>



## 7. TECHNICAL COMPETENCIES- CONTENT

### 7.1 SUBFUNCTIONS IN CONTENT

The various **sub-functions in Content** are:



#### CONTENT SUB FUNCTIONS:

##### LINEAR

Strategizes and drives acquisition of high quality linear content by liaising with external partners (broadcasters) in order to ensure availability of content based on subscriber preferences while ensuring highest ROI and quality through optimization of content cost and carriage revenues

##### NON LINEAR

Identifies consumer requirement, and develops and executes action plan to acquire non-linear content through effective partnership with external stakeholders. Oversees engagement with all third party content providers across Tata Play DTH and OTT business.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 7. TECHNICAL COMPETENCIES - CONTENT

## 7.2 COMPETENCY DEFINITIONS

### 1. CONTENT PLANNING & CURATION

- ❖ Understands organization's strategy, competition & content landscape, consumer demand patterns across DTH & OTT, and organizational content strategy, and leverages it to establish structured content development / management plans
- ❖ Forecasts budget requirements by analyzing services / content planned for the year, past content costing trends, etc. and effectively tracks budget as per organizational norms
- ❖ Explores broadcasters/ content creators (studios, content aggregators, independent content owners, etc.), identifies relevant content, and manages delivery of selected content to the consumer through appropriate vehicle (DTH/ OTT) in collaboration with the partner

### 2. DEAL MANAGEMENT

- ❖ Evaluates prospective partner's content portfolio, cost structures and associated intellectual property rights, applies tools and models to conduct content valuation, effectively structures deals, and negotiates with prospective partners to ensure content acquisition at favorable terms and return on investment
- ❖ Understands financial, legal and commercial nuances involved in executing deal agreements with broadcasters/ content creators, and works with internal/ external stakeholders to ensure seamless partner onboarding

### 3. PARTNER ENGAGEMENT







- ❖ Evaluates the performance of the partnership through tracking of cost and carriage revenue and effectively manages changes in partnership variables (e.g. changes in channel offerings, packages, rights management, etc.)
- ❖ Understands key levers that drive content / broadcaster partner strategy and their operating model, and explores additional opportunities to engage with partners in order to derive maximum value from the partnership
- ❖ Understands the evolving and ever changing broadcasting regulations and engages effectively with required government bodies (TRAI and Ministry of IB) to influence policy formulation and ensure compliance




# 7. TECHNICAL COMPETENCIES- CONTENT

## 7.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

S U B F U N C T I O N S		
	Linear Content	Non Linear Content
Content Planning & Curation		
Deal Management		
Partner Engagement		

 The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



# 7. TECHNICAL COMPETENCIES- CONTENT

## 7.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

### 1. LINEAR/ NON LINEAR MOVEMENTS

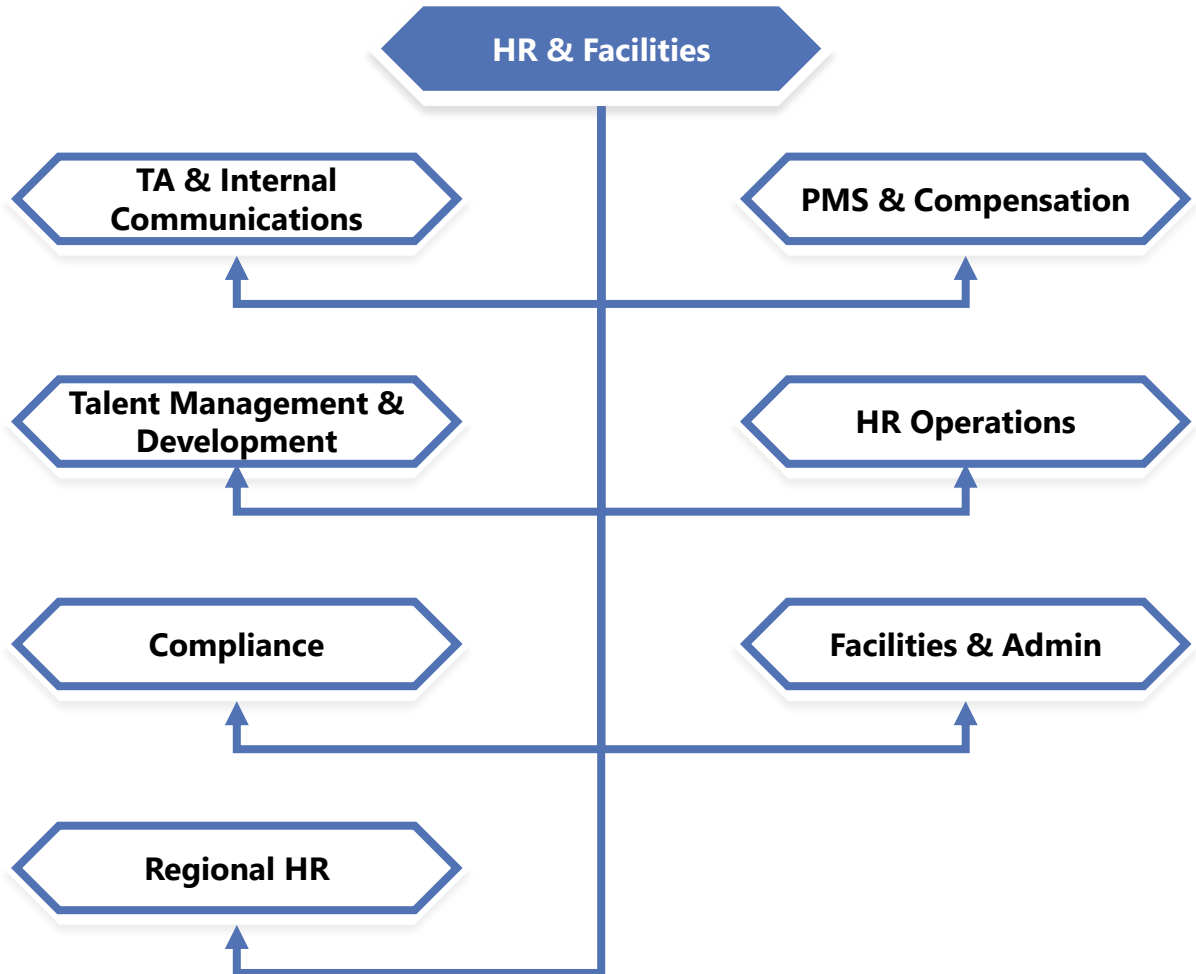
Destination Function	Sub Function	Additional Competencies
<b>OUTSIDE CONTENT FUNCTION</b>		
Commercial	NPD – Interactive Services	<ul style="list-style-type: none"> <li>• Product Management</li> <li>• Project Management</li> </ul>
Communication	Subscriber Communication	<ul style="list-style-type: none"> <li>• Campaign Management</li> <li>• Research &amp; Analytics</li> <li>• Brand Management</li> <li>• Digital Marketing</li> </ul>
Communication	Digital Marketing	<ul style="list-style-type: none"> <li>• Campaign Management</li> <li>• Brand Management</li> <li>• Digital Marketing</li> <li>• Social Media Management</li> <li>• UI / UX Design</li> <li>• Media Buying</li> </ul>
Commercial	Subscriber Marketing	<ul style="list-style-type: none"> <li>• Subscriber Marketing</li> <li>• Subscriber Lifecycle &amp; Retention</li> <li>• Project Management</li> <li>• Business Analytics</li> </ul>



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.1 SUBFUNCTIONS IN HR & FACILITIES

The various **sub-functions in HR & Facilities** are:



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.1 SUBFUNCTIONS IN HR & FACILITIES

#### **TALENT ACQUISITION & INTERNAL COMMUNICATIONS**

Drives sourcing and selection of the “right” fit manpower by identifying various channels of recruitment, managing recruitment partners (including campuses) and cadre program, and assessing candidates along with the business. Also oversees internal communication to the employees through publication of internal magazines and management of the Tata Play Intranet.

#### **PMS & COMPENSATION**

Studies, analyzes and designs best in class compensation and PMS programs and drives the same through effective PMS deployment, annual increment exercise and periodic benchmarking exercise to ensure alignment with business requirements and external markets.

#### **TALENT MANAGEMENT & DEVELOPMENT**

Leads various employee growth and talent management programs like succession planning, executive coaching, training interventions, etc. that support employee development and supplies organization with “right” fit talents. Also drives all recognition related processes and policies in order to enhance employee performance and engagement.

#### **HR OPERATIONS**

Drives HR operations by conducting annual manpower planning and budgeting, resolving employee queries and grievances and driving the HR agenda of the organization through effective partnering with other Centre of Excellence and Regional HRs.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.1 SUBFUNCTIONS IN HR & FACILITIES

#### COMPLIANCE

Monitors and ensures adherence to the statutory labour compliances, focuses on ensuring alignment of internal processes with legal norms, conducts audits, and engages with governmental bodies to respond to legal queries and notifications.

#### FACILITIES & ADMIN

Conducts facility management activities by driving employee safety, managing cafeteria/ company's assets, tracks compliance requirements and ensures smooth operations of housekeeping, security and utilities through contract vendors leading to an ergonomically sound and hygienic working environment

#### REGIONAL HR

Partners with business and employees for delivery of all HR programs and processes while ensuring seamless life cycle management of all employees.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.2 COMPETENCY DEFINITIONS

#### 1. BUSINESS PARTNERING

- ❖ Understands the business context, organizational/functional priorities, changes in external environment, compliance requirements, etc. in order to drive HR strategy, programs and initiatives in close alignment with the business agenda
- ❖ Networks closely with employee groups to identify the changing needs of the employees, and acts as an employee champion to drive retention and translate employee voice into relevant HR and organizational practices

#### 2. TOTAL REWARDS MANAGEMENT

- ❖ Understands the total rewards philosophy of the organization, and their short and long term implications on the business in order to establish structured compensation, benefits and incentive design policies that ensure financial viability, market competitiveness as well as employee satisfaction
- ❖ Understands the annual increment process in detail and implements the same seamlessly by aligning various stakeholders and ensuring adherence to organizational budgets and plans

#### 3. MANPOWER PLANNING & HR BUDGETING

- ❖ Understands the talent landscape and current/ forecasted talent needs of the organization based on the short and long term business & functional strategy, and develops comprehensive manpower plan and HR budget (includes budget for salary, training, benefits, recruitment, etc.) required to meet business goals

#### 4. TALENT ACQUISITION & ONBOARDING

- ❖ Possesses knowledge of best in class sourcing and selection methodologies and channels of recruitment, and designs and effectively implements the sourcing strategy and cadre management plan of the organization while engaging with various partners/campuses effectively
- ❖ Applies knowledge of various assessment tools and techniques, and drives the employee selection process to identify the "right" fit candidate, and ensures smooth onboarding experience for the selected candidate in the organization



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.2 COMPETENCY DEFINITIONS

#### 5. CAPABILITY DEVELOPMENT

- ❖ Understands the overall learning and development priorities of the organization, and formulates a talent development roadmap in line with talent needs and business strategy
- ❖ Possesses knowledge of various learning principles, adult learning styles, facilitation techniques, effectiveness measurement tools, etc., and applies this knowledge to drive the organizations training agenda in order to strengthen the talent capabilities at Tata Play

#### 6. CAREER MANAGEMENT

- ❖ Understands and deploys various talent management frameworks including career architecture, succession planning, employee recognition, etc. in alignment with the business and talent requirements
- ❖ Possesses knowledge of existing performance and potential standards of the employees, and utilizes it to drive employee related decision making to ensure effective use of talent in the organization

#### 7. TALENT ENGAGEMENT

- ❖ Understands the various talent attraction and retention levers, and Tata Play's employee value proposition, and implements initiatives that enhances employee engagement at Tata Play
- ❖ Plans and executes targeted employee outreach and communication campaigns that help in information dissemination as well as initiate culture/behavior change for strengthening employee advocacy

#### 8. PERFORMANCE REVIEW

- ❖ Designs performance management system in line with the business and people strategy, and integrates it seamlessly with other HR processes like compensation, rewards & recognition, training and development, etc.
- ❖ Drives performance review process in the organization (goal setting, reviews and feedback sessions), including communication to employees in order to ensure completion of the process within stipulated guidelines and timelines



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.2 COMPETENCY DEFINITIONS

#### 9. HR SERVICE DELIVERY

- ❖ Understands the organizational policies and HR processes, and applies knowledge of existing HR technological infrastructure and approval mechanism to ensure timely and efficient delivery of HR services to employees
- ❖ Drives the adoption of HR technology and platforms through effective outreach to business, and enables employees and managers to utilize the various functionalities of the tool to drive better analysis leading to effective people based decisions

#### 10. COMPLIANCE MANAGEMENT

- ❖ Understands the statutory compliance requirements and market best practices, and develops internal processes and reporting standards to ensure that Tata Play is aligned with relevant employee related legal norms at all times
- ❖ Possesses knowledge of various legal documentation and filing requirements, conducts audit of processes and third party contractors to ensure adherence, and engages with governmental bodies to respond to legal queries and notifications

#### 11. FACILITIES MANAGEMENT

- ❖ Possesses knowledge of administration and infrastructure related processes in order to develop efficient ways of achieving facility-related requirements leading to a safe, ergonomically sound and hygienic working environment while ensuring business continuity
- ❖ Drives seamless administration of all facility related work, manages vendors, understands compliance requirements and effectively deploys administration policies and programs on ground to ensure optimal employee experience

#### 12. INTERNAL COMMUNICATIONS

- ❖ Understands the various internal communication channels, tools (including management of HR intranet page) and techniques to reach specific employee/ stakeholder groups and effectively translates organizational requirements to communication objectives and plans




# 8. TECHNICAL COMPETENCIES- HR & FACILITIES

## 8.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

S U B F U N C T I O N S						
	Talent Acq. & Internal Comms.	PMS, Comp & Ben	Talent Mgmt. & Dev.	HR Operations	Compliance	Facilities & Admin
Business Partnering						
Total Rewards Management						
Manpower Planning & HR Budgeting						
Talent Acquisition & Onboarding						
Capability Development						
Career Management						
Talent Engagement						
Performance Review						
HR Service Delivery						
Compliance Management						
Facilities Management						
Internal Comms						

Please Note: Competencies have been defined for the Function/ Sub function and not the roles

 The respective function requires the mapped competency



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.4 POTENTIAL MOVEMENTS

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- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

#### 1. TA & INTERNAL COMMUNICATIONS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN HR & FACILITIES FUNCTION		
HR & Facilities	Facilities & Admin	<ul style="list-style-type: none"> <li>• Facilities Management</li> </ul>
HR & Facilities	HR Operations	<ul style="list-style-type: none"> <li>• Manpower Planning &amp; HR Budgeting</li> <li>• HR Service Delivery</li> </ul>
HR & Facilities	PMS & Compensation	<ul style="list-style-type: none"> <li>• Total Rewards Management</li> <li>• Performance Review</li> </ul>
HR & Facilities	Talent Management & Development	<ul style="list-style-type: none"> <li>• Capability Development</li> <li>• Career Management</li> <li>• Talent Engagement</li> </ul>
HR & Facilities	Regional HR	<ul style="list-style-type: none"> <li>• Performance Review</li> <li>• Capability Development</li> <li>• HR Service Delivery</li> </ul>



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.4 POTENTIAL MOVEMENTS

#### 2. PMS & COMPENSATION MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN HR & FACILITIES FUNCTION		
HR & Facilities	Facilities & Admin	<ul style="list-style-type: none"> <li>Facilities Management</li> </ul>
HR & Facilities	HR Operations	<ul style="list-style-type: none"> <li>Manpower Planning &amp; Hr Budgeting</li> <li>HR Service Delivery</li> </ul>
HR & Facilities	Talent Acquisition & Internal Comms.	<ul style="list-style-type: none"> <li>Talent Acquisition &amp; Onboarding</li> <li>Internal Communications</li> </ul>
HR & Facilities	Talent Management & Development	<ul style="list-style-type: none"> <li>Capability Development</li> <li>Career Management</li> <li>Talent Engagement</li> </ul>
HR & Facilities	Regional HR	<ul style="list-style-type: none"> <li>Capability Development</li> <li>Talent Acquisition &amp; Onboarding</li> <li>HR Service Delivery</li> </ul>
HR & Facilities	Compliance	<ul style="list-style-type: none"> <li>Compliance Management</li> </ul>



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.4 POTENTIAL MOVEMENTS

#### 3. TALENT MANAGEMENT & DEVELOPMENT MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN HR &amp; FACILITIES FUNCTION</b>		
HR & Facilities	Compliance	<ul style="list-style-type: none"> <li>Compliance Management</li> </ul>
HR & Facilities	Facilities & Admin	<ul style="list-style-type: none"> <li>Facilities Management</li> </ul>
HR & Facilities	HR Operations	<ul style="list-style-type: none"> <li>Manpower Planning &amp; HR Budgeting</li> <li>HR Service Delivery</li> </ul>
HR & Facilities	Talent Acquisition & Internal Comms.	<ul style="list-style-type: none"> <li>Talent Acquisition &amp; Onboarding</li> <li>Internal Communications</li> </ul>
HR & Facilities	PMS & Compensation	<ul style="list-style-type: none"> <li>Total Rewards Management</li> <li>Performance Review</li> </ul>
HR & Facilities	Regional HR	<ul style="list-style-type: none"> <li>Talent Acquisition &amp; Onboarding</li> <li>Performance Review</li> <li>HR Service Delivery</li> </ul>
<b>OUTSIDE HR &amp; FACILITIES FUNCTION</b>		
Customer Operations	Training	<ul style="list-style-type: none"> <li>Service Capability Development</li> </ul>
Sales	Training	<ul style="list-style-type: none"> <li>Sales Force Coaching</li> </ul>
FSD	Planning & BI (Training)	<ul style="list-style-type: none"> <li>Field Force Coaching</li> </ul>



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.4 POTENTIAL MOVEMENTS

#### 4. HR OPERATIONS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN HR & FACILITIES FUNCTION		
HR & Facilities	Compliance	<ul style="list-style-type: none"> <li>Compliance Management</li> </ul>
HR & Facilities	Facilities & Admin	<ul style="list-style-type: none"> <li>Facilities Management</li> </ul>
HR & Facilities	Talent Acquisition & Internal Comms.	<ul style="list-style-type: none"> <li>Talent Acquisition &amp; Onboarding</li> <li>Internal Communications</li> </ul>
HR & Facilities	Regional HR	<ul style="list-style-type: none"> <li>Talent Acquisition &amp; Onboarding</li> <li>Capability Development</li> <li>Performance Review</li> </ul>

#### 5. COMPLIANCE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN HR & FACILITIES FUNCTION		
HR & Facilities	Facilities & Admin	<ul style="list-style-type: none"> <li>Facilities Management</li> </ul>
HR & Facilities	HR Operations	<ul style="list-style-type: none"> <li>Manpower Planning &amp; HR Budgeting</li> <li>HR Service Delivery</li> </ul>
HR & Facilities	Regional HR	<ul style="list-style-type: none"> <li>Talent Acquisition &amp; Onboarding</li> <li>Capability Development</li> <li>HR Service Delivery</li> <li>Performance Review</li> </ul>

#### 6. FACILITIES & ADMIN MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN HR & FACILITIES FUNCTION		
HR & Facilities	HR Operations	<ul style="list-style-type: none"> <li>Manpower Planning &amp; HR Budgeting</li> <li>HR Service Delivery</li> </ul>
HR & Facilities	Regional HR	<ul style="list-style-type: none"> <li>HR Service Delivery</li> <li>Talent Acquisition &amp; Onboarding</li> <li>Capability Development</li> <li>Performance Review</li> </ul>



## 8. TECHNICAL COMPETENCIES - HR & FACILITIES

### 8.4 POTENTIAL MOVEMENTS

#### 7. REGIONAL HR MOVEMENTS

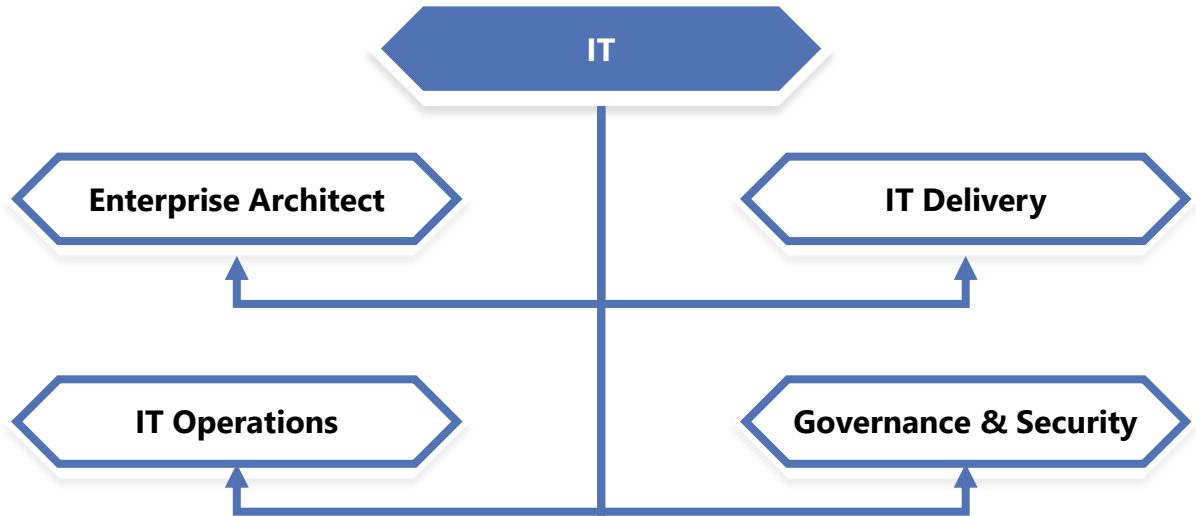
Destination Function	Sub Function	Additional Competencies
WITHIN HR & FACILITIES FUNCTION		
HR & Facilities	Talent Acquisition & Internal Comms.	<ul style="list-style-type: none"> <li>Internal Communications</li> </ul>
HR & Facilities	Compliance	<ul style="list-style-type: none"> <li>Compliance Management</li> </ul>
HR & Facilities	Facilities & Admin	<ul style="list-style-type: none"> <li>Facilities Management</li> </ul>
HR & Facilities	PMS & Compensation	<ul style="list-style-type: none"> <li>Total Rewards Management</li> </ul>
HR & Facilities	HR Operations	<ul style="list-style-type: none"> <li>Manpower Planning &amp; HR Budgeting</li> </ul>
HR & Facilities	Talent Management & Development	<ul style="list-style-type: none"> <li>Career Management</li> <li>Talent Engagement</li> </ul>



## 9. TECHNICAL COMPETENCIES - INFORMATION TECHNOLOGY

### 9.1 SUBFUNCTIONS IN IT

The various **sub-functions in IT** are:



#### INFORMATION TECHNOLOGY SUB FUNCTIONS:

##### ENTERPRISE ARCHITECT

Applies IT architecture principles and practices to guide TATA Play through the business, information, process, and technology changes necessary to execute their strategies; ensures alignment between IT and business; helps reduce TATA Play's system's implementation and operational costs, and minimize replication of IT infrastructure services across business units.

##### IT DELIVERY

Provides users access to IT services, which include applications, data storage and other business resources. Focuses on IT design, development, deployment, operation and retirement.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



## 9. TECHNICAL COMPETENCIES - INFORMATION TECHNOLOGY

### 9.1 SUBFUNCTIONS IN IT

#### IT OPERATIONS

Oversees and directs the day-to-day activities of TATA Play's information technology department; ensures that systems, services, and infrastructure work reliably and securely. Develops and implements networks and servers, responds to user help desk requests, and monitors system stability and performance

#### GOVERNANCE & SECURITY

Oversees the operations of the TATA Play's security solutions; establishes an TATA Play's security stance through policy, architecture, training processes, selection of appropriate security solutions, and oversight of any vulnerability audits and assessments; ensures adherence to IT SoPs, policies and guidelines

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 9. TECHNICAL COMPETENCIES - INFORMATION TECHNOLOGY

## 9.2 COMPETENCY DEFINITIONS

### 1. IT STRATEGY MANAGEMENT

- ❖ Builds robust IT operating model and devises strategic IT roadmap to support Tata Play's immediate and future information technology requirements and business needs whilst ensuring compliance with those requirements
- ❖ Continuously researches & innovates to design and implement best in class IT processes, programs and practices for Tata Play; Recognizes potential of IT strategic initiatives and exploits opportunities for introducing effective IT customer services

### 2. ENTERPRISE ARCHITECTURE

- ❖ Designs, enhances and maintains relevance of Enterprise Architecture models & frameworks basis customer technology requirements and ensuring synergy with business goals
- ❖ Applies understanding of architecture operating principles and governance mechanisms to ensure compliance and business, legal & regulatory requirements to achieve targeted architecture outcomes

### 3. APPLICATION MANAGEMENT

- ❖ Designs and develops applications on one or more platforms (Programming languages) to achieve specific goals set by business users and deliver functionalities as per agreed performance parameters
- ❖ Applies software testing principles, structured methods and tools to ensure a smooth release and deployment process while ensuring alignment with enterprise architecture and application standards
- ❖ Manages, enhances and maintains Tata Play's application portfolio effectively with timely rationalization and license management while ensuring alignment with business requirements; Continuously evaluates portfolio effectiveness in light of functional usage, relevance and provides an effective interconnected package for business support services

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 9. TECHNICAL COMPETENCIES - INFORMATION TECHNOLOGY

## 9.2 COMPETENCY DEFINITIONS

### 4. INFRASTRUCTURE MANAGEMENT

- ❖ Makes provision, operates, supports and maintains the infrastructure (e.g., enterprise servers, storage devices and systems, hardware and software) such that it meets business requirements in most effective and optimal way
- ❖ Formulates and executes plans to source, manage and maintain an inventory of infrastructure assets that ensure seamless infrastructure services delivery in order to assist business users

### 5. IT OPERATIONS & SERVICE MANAGEMENT

- ❖ Establishes, maintains and supports IT operations in accordance with IT policies, standards & procedures; Monitors operating procedures for violations and ensures compliance
- ❖ Engages with business users to ensure quick resolution of IT service requests as per agreed SLAs; Establishes and maintains a service support team (for critical incidents, service & change requests) to keep the IT environment functioning efficiently, effectively and securely

### 6. CYBER SECURITY MANAGEMENT

- ❖ Designs, supports, enhances and maintains relevance of cybersecurity framework and policies, assesses threats, identifies and mitigates cybersecurity risks to ensure existence of adequate safeguards from an Information Technology perspective
- ❖ Executes, troubleshoots and enhances the security operating procedures to deal with security breaches; Audits & monitors the mechanisms, tools & facilities to permit identification of security events and to assess operations and security assessment to maintain business continuity
- ❖ Supports crisis management procedures in unforeseen circumstances, leads response, recovery, restoration and resumption phases applicable to business continuity plans

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



## 9. TECHNICAL COMPETENCIES - INFORMATION TECHNOLOGY

### 9.2 COMPETENCY DEFINITIONS

#### 7. IT PROJECT MANAGEMENT

- ❖ Applies formal project management principles and planning techniques to understand project requirement, designs robust project plan and prepares project charters in order to meet specific project objectives
- ❖ Applies project management methods, skills, knowledge and experiences to understand and develop business cases and designs appropriate business solutions
- ❖ Applies principles of risk management to identify and mitigate potential risks, handles and manages BRD documentation and oversees testing to ensure successful deployment

#### 8. IT GOVERNANCE

- ❖ Directs, designs and implements multidisciplinary governance mechanisms that ensure IT processes, programs & services meet organization's current and future regulatory, legal, risk, operational and strategic requirements and ensure compliance
- ❖ Continuously evaluates, enhances IT practices, drives process excellence and builds organization's IT capability to aid business achieve long term goals

#### 9. PARTNER MANAGEMENT

- ❖ Identifies, assesses and selects potential partners, (in terms of their capability to design and execute the required IT services) and builds a network of partners ensuring service excellence and cost optimization
- ❖ Effectively reviews and monitors partner performance and undertakes continuous improvement initiatives leveraging partner capability to build a suitable portfolio of IT outsourced services; Engages with partners proactively and continuously to develop mutually beneficial and long-lasting relationships


























*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*




# 9. TECHNICAL COMPETENCIES- INFORMATION TECHNOLOGY

## 9.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

	S U B F U N C T I O N S			
	Enterprise Architect	IT Delivery	IT Operations	Governance & Security
IT Strategy Management				
Enterprise Architecture				
Application Management				
Infrastructure Management				
IT Operations & Service Management				
Cyber Security Management				
IT Project Management				
IT Governance				
Partner Management				

 The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



# 9. TECHNICAL COMPETENCIES - INFORMATION TECHNOLOGY

## 9.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

### 1. ENTERPRISE ARCHITECT MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN INFORMATION TECHNOLOGY FUNCTION</b>		
Information Technology	IT Delivery	<ul style="list-style-type: none"> <li>• IT Operations &amp; Service Management</li> </ul>
Information Technology	IT Operations	<ul style="list-style-type: none"> <li>• IT Operations &amp; Service Management</li> </ul>
Information Technology	Governance & Security	<ul style="list-style-type: none"> <li>• IT Operations &amp; Service Management</li> <li>• Cyber Security Management</li> </ul>
<b>OUTSIDE INFORMATION TECHNOLOGY FUNCTION</b>		
Commercial	NPD- Application Development	<ul style="list-style-type: none"> <li>• None</li> </ul>
Customer Operations	Systems & Solution Design	<ul style="list-style-type: none"> <li>• Process Excellence</li> </ul>
Technology	Product Engineering & Architecture	<ul style="list-style-type: none"> <li>• Consumer Product Deployment</li> <li>• Quality Control &amp; Assurance</li> </ul>



# 9. TECHNICAL COMPETENCIES - INFORMATION TECHNOLOGY

## 9.4 POTENTIAL MOVEMENTS

### 2. IT DELIVERY MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN INFORMATION TECHNOLOGY FUNCTION</b>		
Information Technology	IT Operations	<ul style="list-style-type: none"> <li>• None</li> </ul>
Information Technology	Enterprise Architect	<ul style="list-style-type: none"> <li>• Enterprise Architecture</li> <li>• IT Governance</li> </ul>
Information Technology	Governance & Security	<ul style="list-style-type: none"> <li>• Cyber Security Management</li> <li>• IT Governance</li> </ul>
<b>OUTSIDE INFORMATION TECHNOLOGY FUNCTION</b>		
Commercial	NPD- Application Development	<ul style="list-style-type: none"> <li>• Product Management</li> </ul>
Customer Operations	Systems & Solution Design	<ul style="list-style-type: none"> <li>• Process Excellence</li> <li>• Operations Excellence</li> </ul>
Technology	Product Engineering & Architecture	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Quality Control &amp; Assurance</li> <li>• Operational Excellence</li> </ul>

### 3. IT OPERATIONS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN INFORMATION TECHNOLOGY FUNCTION</b>		
Information Technology	IT Delivery	<ul style="list-style-type: none"> <li>• None</li> </ul>
Information Technology	Enterprise Architect	<ul style="list-style-type: none"> <li>• IT Governance</li> <li>• Enterprise Architecture</li> </ul>
Information Technology	Governance & Security	<ul style="list-style-type: none"> <li>• Cyber Security Management</li> <li>• IT Governance</li> </ul>



## 9. TECHNICAL COMPETENCIES - INFORMATION TECHNOLOGY

### 9.4 POTENTIAL MOVEMENTS

#### 4. GOVERNANCE & SECURITY MOVEMENTS

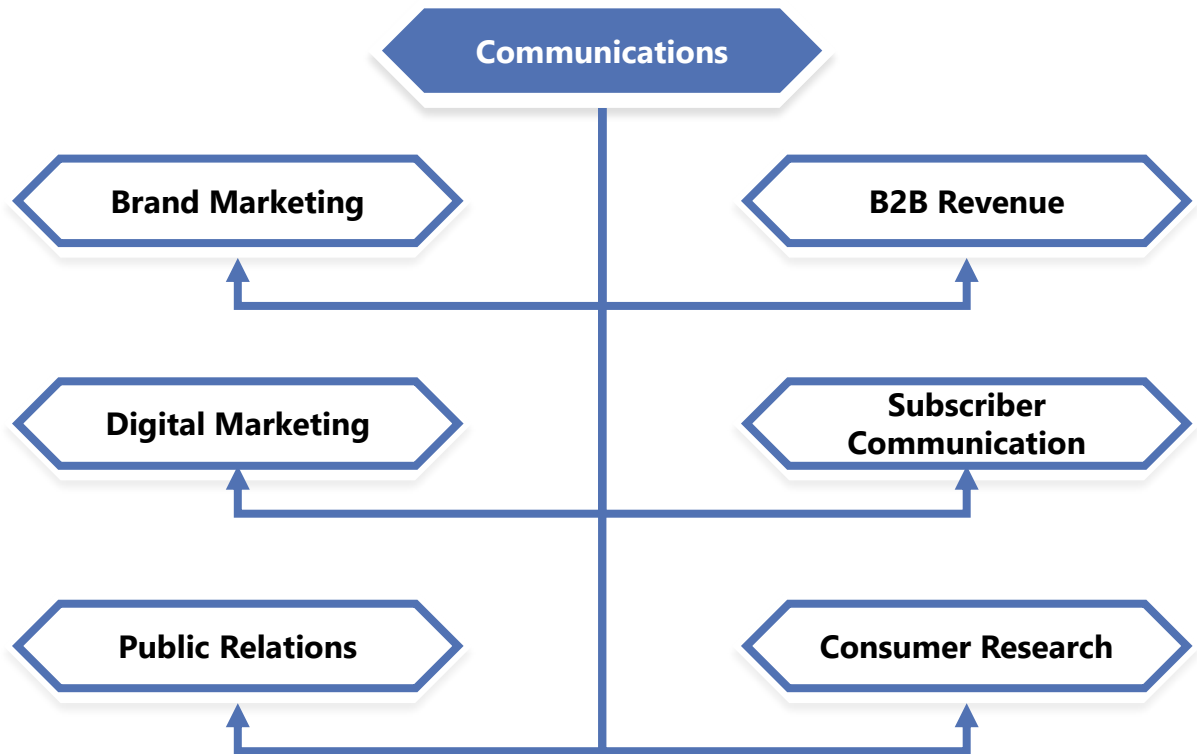
Destination Function	Sub Function	Additional Competencies
WITHIN INFORMATION TECHNOLOGY FUNCTION		
Information Technology	IT Delivery	<ul style="list-style-type: none"> <li>• Application Management</li> <li>• IT Project Management</li> </ul>
Information Technology	IT Operations	<ul style="list-style-type: none"> <li>• Application Management</li> <li>• IT Project Management</li> </ul>



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.1 SUBFUNCTIONS IN COMMUNICATIONS

The various **sub-functions in Communications** are:



### COMMUNICATIONS SUB FUNCTIONS:

#### BRAND MARKETING

Oversees planning, management, execution, monitoring and evaluation of branding/ marketing campaigns for Tata Play based on the annual brand marketing plan. Partners with external agencies for creatives, events, etc. for execution and delivery of campaigns.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.1 SUBFUNCTIONS IN COMMUNICATIONS

### **B2B REVENUE**

Defines and drives annual sales for B2B business, manages finalization of rate cards, pitches to potential clients, drives campaigns; oversees reconciliation and verification of payouts to meet annual B2B sales target

### **DIGITAL MARKETING**

Oversees planning, management, execution, monitoring and evaluation of digital marketing campaigns for Tata Play based on the annual marketing plan. Handles and manages customer's digital experience across various digital touch points of Tata Play, and manages communications across various social media channels.

### **SUBSCRIBER COMMUNICATION**

Handles and manages communication and marketing initiatives directed towards existing subscriber base of Tata Play.

### **PUBLIC RELATIONS**

Monitor's organizations PR Campaign, handles communications outflow to the general public/ media, manages network of influencers and media bodies and handles crisis communication/ actions for the organization.

### **CONSUMER RESEARCH**

Develops hypothesis and conducts research on existing and potential subscriber base, to identify upcoming/ unmet needs, provides relevant research data/ finding to other sub functions/ functions for appropriate usage and commensurate actions.



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.2 COMPETENCY DEFINITIONS

### 1. FINANCIAL MANAGEMENT

- ❖ Forecasts budgetary expense requirements for the sales/ marketing/ PR initiatives and campaigns by analyzing organizational priorities, past campaigns, activities planned for the year, marketing/ sales/ PR spends, competitive landscape, etc.
- ❖ Understands various methods of budget management and applies financial tools and techniques to effectively track, and manage budget and return on investment from the marketing/ sales/ PR campaigns

### 2. PUBLIC RELATIONS

- ❖ Understands public relations techniques and applicable compliance norms, applies persuasion strategies and brand management approaches to effectively deliver organization's message through appropriate media channel and reacts to any crisis in a way that upholds organization's reputation and brand

### 3. RESEARCH & ANALYTICS

- ❖ Possesses the knowledge of leading consumer research and audience measurement methods, and leverages it to identify, assess and report on uncovered consumer preferences, attitudes and motivation which can provide a strategic advantage to Tata Play
- ❖ Collects and analyses subscriber/ website/ platform data by using various data science tools and techniques and profiles customers based on segments to understand customer/ consumer behavior in order to aid decision making

### 4. SALES PLANNING

- ❖ Forecasts short-term and long-term sales potential of the market and explores opportunities for business growth which encompasses identification of new clients, advertisers, etc.
- ❖ Establishes structured sales plan and well defined action steps to ensure accomplishment of sales objectives by allocating resources effectively across the team, tracks achievement of the plan, and designs and deploys interventions if required in order to meet objectives



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.2 COMPETENCY DEFINITIONS

### 5. CLIENT SOLUTIONING AND SALES OPERATIONS

- ❖ Understands the broadcast ad sales landscape, branding needs of existing and prospective client, media buying trends and utilizes it to pitch concepts to prospective clients/ agencies that leads to achievement of clients' objectives and Tata Play's ad sales plan
- ❖ Understands content management contracts, manages scheduling, inventory and implementation of sales campaigns by applying knowledge of various digital tools, verifies content received from advertisers for meeting quality and compliance standards and ensures timely recognition and recovery of revenues

### 6. BRAND MANAGEMENT

- ❖ Develops brand communication strategy that articulates brand promise and purpose to the targeted customers, and ensures alignment of brand messaging with Tata Play's strategy
- ❖ Understands the effects of various marketing activities/ communication channels, tools and techniques on brand image by considering industry landscape, targeted customer profile and brand strategy of the organization

### 7. CAMPAIGN MANAGEMENT

- ❖ Understands the various communication channels, tools and techniques to reach specific target groups (potential customers and existing subscribers) and effectively translates brand strategy and marketing objectives (customer acquisition and driving revenue and subscriber retention) to relevant ATL marketing campaigns
- ❖ Understands the strategic plan of the organization, analyses the BTL marketing needs, and conceptualizes and implements the BTL plans which enables the organization to meet its objectives while ensuring adherence to all Tata Play branding norms

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.2 COMPETENCY DEFINITIONS

### 8. DIGITAL MARKETING

- ❖ Demonstrates understanding of various emerging technologies, tools and models in communication and applies the understanding by identifying relevant tools / technology while considering the message, audience and traction required
- ❖ Maintains oversight of digital media content to ensure alignment with overall strategy, conducts review of content to be used / released to potential and existing customer and develops an effective placement plan for digital media marketing

### 9. SOCIAL MEDIA MANAGEMENT

- ❖ Understands the current and emerging social media landscape, and conceptualizes and executes media campaigns with a focus towards targeted customer segments by tracking key metrics like user engagement, share of voice, social footprint expansion, etc.
- ❖ Possesses knowledge about the various legal and other statutory requirements related to presence on social media and monitors exchanges with customers / members of the public on social media platforms to ensure alignment with organizational policies and branding norms

### 10. UI / UX DESIGN

- ❖ Conducts user needs research, defines design principles and designs user interfaces for all Tata Play websites and applications by incorporating visual, technical and functional elements that facilitate ease of access, understanding and usage
- ❖ Evaluates the existing UI/UX architecture, benchmarks against leading practices and enhances existing elements to make the user's interaction and experience as seamless as possible

### 11. MEDIA BUYING

- ❖ Understands various media vehicles (TV, radio, print, outdoors, etc.), their associated costs, measurement methods and audience visibility, and utilizes this to identify appropriate media vehicles, and plans and purchases advertising space to ensure brand visibility to the intended audience




# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

S U B F U N C T I O N S						
	Brand Marketing	B2B Revenue	Digital Marketing	Public Relations	Consumer Research	Subscriber Communication
Financial Management						
Public Relations						
Research & Analytics						
Sales Planning						
Client Solutioning & Sales Operations						
Brand Management						
Campaign Management						
Digital Marketing						
Social Media Management						
UI / UX Design						
Media Buying						

 The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

### 1. BRAND MARKETING MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN COMMUNICATIONS FUNCTION</b>		
Communications	Subscriber Communications	<ul style="list-style-type: none"> <li>• None</li> </ul>
Communications	B2B Revenue	<ul style="list-style-type: none"> <li>• Sales Planning</li> <li>• Client Solutioning and Sales Operations</li> </ul>
Communications	Public Relations	<ul style="list-style-type: none"> <li>• Public Relations</li> <li>• Social Media Management</li> </ul>
Communications	Digital Marketing	<ul style="list-style-type: none"> <li>• Social Media Management</li> <li>• UI / UX Design</li> </ul>
<b>OUTSIDE COMMUNICATIONS FUNCTION</b>		
Commercial	Subscriber Marketing	<ul style="list-style-type: none"> <li>• Subscriber Lifecycle &amp; Retention</li> <li>• Project Management</li> </ul>
Content	Linear/ Non Linear	<ul style="list-style-type: none"> <li>• Deal Management</li> <li>• Partner Engagement</li> <li>• Content Planning &amp; Curation</li> </ul>
Sales	Trade Marketing	<ul style="list-style-type: none"> <li>• Market Intelligence</li> <li>• Inventory Management</li> </ul>



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.4 POTENTIAL MOVEMENTS

### 2. B2B REVENUE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN COMMUNICATIONS FUNCTION		
Communications	Subscriber Communication	<ul style="list-style-type: none"> <li>Public Relations</li> <li>Brand Management</li> </ul>
Communications	Brand Marketing	<ul style="list-style-type: none"> <li>Brand Management</li> <li>Digital Marketing</li> </ul>
Communications	Public Relations	<ul style="list-style-type: none"> <li>Public Relations</li> <li>Brand Management</li> <li>Social Media Management</li> </ul>
Communications	Digital Marketing	<ul style="list-style-type: none"> <li>Social Media Management</li> <li>Digital Marketing</li> <li>UI / UX Design</li> <li>Brand Management</li> </ul>
OUTSIDE COMMUNICATIONS FUNCTION		
Content	Linear/ Non Linear	<ul style="list-style-type: none"> <li>Content Planning &amp; Curation</li> <li>Deal Management</li> <li>Partner Engagement</li> </ul>

### 3. DIGITAL MARKETING MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN COMMUNICATIONS FUNCTION		
Communications	Subscriber Communication	<ul style="list-style-type: none"> <li>Public Relations</li> </ul>
Communications	Brand Marketing	<ul style="list-style-type: none"> <li>None</li> </ul>
Communications	B2B Revenue	<ul style="list-style-type: none"> <li>Sales Planning</li> <li>Client Solutioning and Sales Operations</li> </ul>

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.4 POTENTIAL MOVEMENTS

### 3. DIGITAL MARKETING MOVEMENTS (CONTD.)

Destination Function	Sub Function	Additional Competencies
<b>WITHIN COMMUNICATIONS FUNCTION</b>		
Communications	Public Relations	<ul style="list-style-type: none"> <li>Public Relations</li> </ul>
<b>OUTSIDE COMMUNICATIONS FUNCTION</b>		
Content	Linear/ Non Linear	<ul style="list-style-type: none"> <li>Content Planning &amp; Curation</li> <li>Deal Management</li> <li>Partner Engagement</li> </ul>
Commercial	Subscriber Marketing	<ul style="list-style-type: none"> <li>Subscriber Lifecycle &amp; Retention</li> <li>Project Management</li> </ul>

### 4. PUBLIC RELATIONS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN COMMUNICATIONS FUNCTION</b>		
Communications	Subscriber Communication	<ul style="list-style-type: none"> <li>Research &amp; Analytics</li> <li>Campaign Management</li> <li>Digital Marketing</li> </ul>
Communications	Brand Marketing	<ul style="list-style-type: none"> <li>Campaign Management</li> <li>Media Buying</li> </ul>
Communications	B2B Revenue	<ul style="list-style-type: none"> <li>Sales Planning</li> <li>Client Solutioning and Sales Operations</li> <li>Media Buying</li> <li>Campaign Management</li> </ul>

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 10. TECHNICAL COMPETENCIES- COMMUNICATIONS

## 10.4 POTENTIAL MOVEMENTS

### 4. PUBLIC RELATIONS MOVEMENTS (CONTD.)

Destination Function	Sub Function	Additional Competencies
WITHIN COMMUNICATIONS FUNCTION		
Communications	Digital Marketing	<ul style="list-style-type: none"> <li>• Research &amp; Analytics</li> <li>• Campaign Management</li> <li>• Digital Marketing</li> <li>• Media Buying</li> <li>• UI/ UX Design</li> </ul>

### 5. SUBSCRIBER COMMUNICATION MOVEMENTS

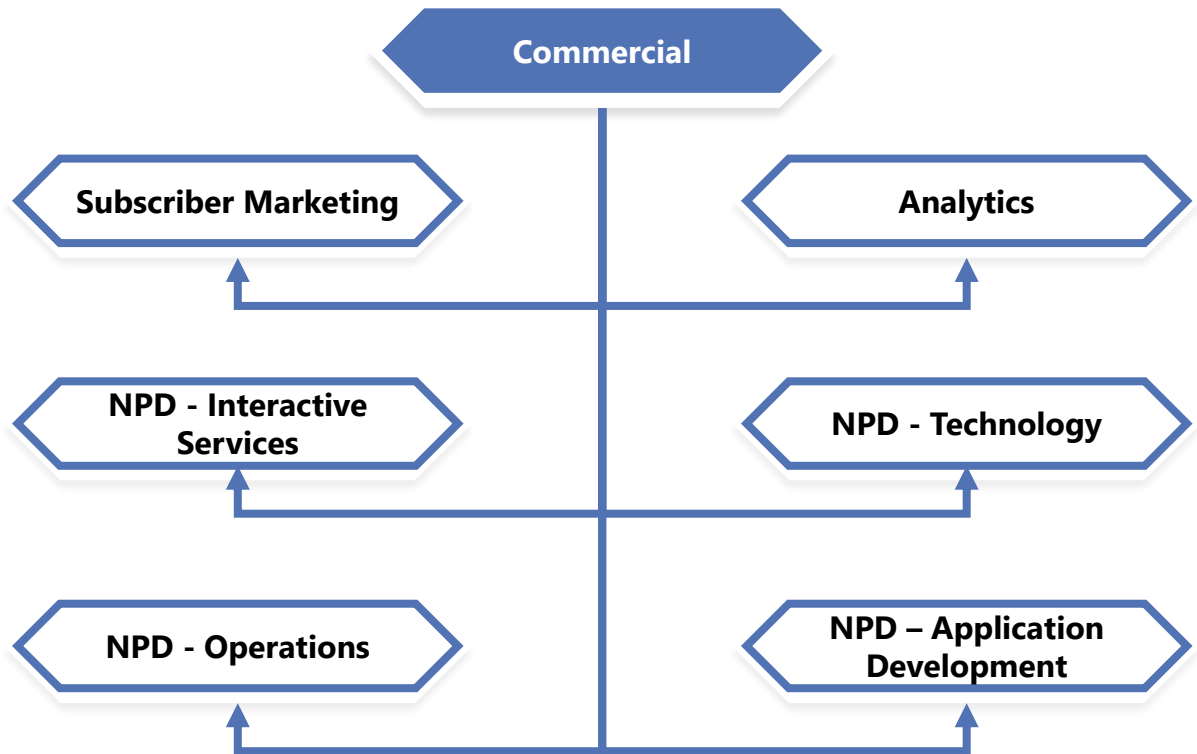
Destination Function	Sub Function	Additional Competencies
WITHIN COMMUNICATIONS FUNCTION		
Communications	Brand Marketing	<ul style="list-style-type: none"> <li>• Media Buying</li> </ul>
Communications	B2B Revenue	<ul style="list-style-type: none"> <li>• Sales Planning</li> <li>• Client Solutioning and Sales Operations</li> <li>• Media Buying</li> </ul>
Communications	Public Relations	<ul style="list-style-type: none"> <li>• Social Media Management</li> </ul>
Communications	Digital Marketing	<ul style="list-style-type: none"> <li>• Social Media Management</li> <li>• UI / UX Design</li> <li>• Media Buying</li> </ul>
OUTSIDE COMMUNICATIONS FUNCTION		
Content	Linear/ Non Linear	<ul style="list-style-type: none"> <li>• Content Planning &amp; Curation</li> <li>• Deal Management</li> <li>• Partner Engagement</li> </ul>
Commercial	Subscriber Marketing	<ul style="list-style-type: none"> <li>• Subscriber Lifecycle &amp; Retention</li> <li>• Project Management</li> </ul>



# 11. TECHNICAL COMPETENCIES- COMMERCIAL

## 11.1 SUBFUNCTIONS IN COMMERCIAL

The various **sub-functions in Commercial** are:



### COMMERCIAL SUB FUNCTIONS:

#### SUBSCRIBER MARKETING

Oversees subscriber life cycle management for revenue enhancement through various marketing initiatives. Drives retention of existing subscribers through data analysis and preventive action planning in the form of conducive customer friendly policies/ packaging plans for better subscriber experience.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 11. TECHNICAL COMPETENCIES- COMMERCIAL

## 11.1 SUBFUNCTIONS IN COMMERCIAL ANALYTICS

Provides data insights, creates hypothesis, identifies subscriber segments/ micro-segments and supports the function by providing relevant subscriber based analytics to aid decision making.

### **NPD – INTERACTIVE SERVICES**

Identifies relevant content, productionizes and packages Tata Play proprietary services by partnering with celebrities/ influencers/ content creators to provide content to subscribers as per their needs

### **NPD – TECHNOLOGY**

Manages the product roadmap of STBs, and executes and implements new industry trends/ customer needs in technology solutions in association with partners.

### **NPD - OPERATIONS**

Updates Electronic Programming Guide list and new channels added in the form of new package, conducts end to end project management for channels in order to assure accuracy of schedule, corrects deviations and optimizes operations by identifying and executing automation opportunities.

### **NPD - APPLICATION DEVELOPMENT**

Designs and develops applications on one or more platforms (programming languages) and ensures deployment of appropriate testing methodology in association with the partner to provide best in class user experience to the subscribers.



# 11. TECHNICAL COMPETENCIES-COMMERCIAL

## 11.2 COMPETENCY DEFINITIONS

### 1. SUBSCRIBER MARKETING

- ❖ Understands the various communication channels, tools and techniques to reach specific target groups and effectively translates marketing objectives (driving revenue and subscriber retention) to relevant communication plans
- ❖ Identifies and tracks consumer trends and key quantitative metrics to measure effectiveness of subscriber marketing campaigns and initiatives, and suggests changes to improve return on investment

### 2. SUBSCRIBER LIFECYCLE & RETENTION

- ❖ Leverages understanding of key financial metrics, subscriber usage patterns (across DTH and OTT platforms), etc. to recommend subscriber retention and enhancement strategies by aligning company product offerings (price, features, etc.) to specific customer niches and business objectives

### 3. PRODUCT MANAGEMENT

- ❖ Understands the needs of target markets and customer segments, and conceptualizes new products/ features (VAS, addition of functionality in STBs, Tata Play App, etc.) to transform the identified opportunities into viable consumer offering
- ❖ Possesses understanding of the product specifications, applications, emerging trends in the industry, etc. in order to ensure seamless operation of products/ services, and drives initiatives for enhancing user engagement

### 4. BUSINESS ANALYTICS

- ❖ Possesses analytical skills as well as knowledge of applying various data science tools and applications to forecast revenue & retention numbers for the organization and disseminates tailored business reports /insights to stakeholders to aid decision making
- ❖ Understands the principles of segmentation, micro-segmentation and personalization, and develops analytical models (cross-sell, up-sell, retention, win-back, recommendation engine, etc.) to drive revenue enhancement and retention initiatives



# 11. TECHNICAL COMPETENCIES-COMMERCIAL

## 11.2 COMPETENCY DEFINITIONS

### 5. CONTENT CONCEPTUALIZATION & DELIVERY

- ❖ Understands organization's strategy, competition & content landscape, consumer demand patterns across DTH & OTT, and organizational content strategy, and leverages it to establish structured content development/delivery plans
- ❖ Explores content creators (studios, content aggregators, independent content owners, creative agencies, etc.), identifies relevant content, and manages appropriate packaging and launch of the selected content in collaboration with the partner

### 6. PROJECT MANAGEMENT

- ❖ Possesses knowledge of project management process and concepts (project scoping, requirement gathering and management, change management, risk management, budget tracking and project review) and applies relevant project governance framework tools to track the project progress and ensure deployment as per plan

### 7. OPERATIONS MANAGEMENT

- ❖ Publishes and updates electronic programming guide, understands the process of channel encryption and works with multiple stakeholders to ensure accurate encryption, programming guide and placement of the channel

### 8. APPLICATION DEVELOPMENT & TESTING

- ❖ Designs and develops applications on one or more platforms (programming languages) to achieve specific goals set by business users and delivers functionalities as per agreed performance parameters
- ❖ Applies software testing principles, structured methods and tools to ensure a smooth release and deployment process while ensuring alignment with existing technological architecture and application standards

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 11. TECHNICAL COMPETENCIES-COMMERCIAL

## 11.2 COMPETENCY DEFINITIONS

### 9. ANALYTICAL TECHNIQUES

- ❖ Showcases understanding of various analytical tools and platforms used in Tata Play and applies quantitative techniques (probability, statistics, optimization, simulation, etc.), knowledge of data analysis principles / models, SQL and other relevant methods to create data visualizations, to help understand stakeholders patterns and trends and provide assistance in decision making

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 11. TECHNICAL COMPETENCIES- COMMERCIAL

## 11.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

S U B F U N C T I O N S						
	Subscriber Marketing	Analytics	NPD – Interactive Services	NPD - Technology	NPD - Operations	NPD – App. Development
Subscriber Marketing						
Subscriber Lifecycle & Retention						
Product Management						
Business Analytics						
Content Conceptualization & Delivery						
Project Management						
Operations Management						
Application Development & Testing						
Analytical Techniques						

The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



# 11. TECHNICAL COMPETENCIES- COMMERCIAL

## 11.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

### 1. SUBSCRIBER MARKETING MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN COMMERCIAL FUNCTION</b>		
Commercial	Analytics	<ul style="list-style-type: none"> <li>• Analytical Techniques</li> </ul>
Commercial	NPD – Technology	<ul style="list-style-type: none"> <li>• Product Management</li> </ul>
Commercial	NPD – Interactive Services	<ul style="list-style-type: none"> <li>• Product Management</li> <li>• Content Conceptualization &amp; Delivery</li> </ul>
<b>OUTSIDE COMMERCIAL FUNCTION</b>		
Communications	Subscriber Comm.	<ul style="list-style-type: none"> <li>• Campaign Management</li> <li>• Public Relations</li> </ul>
Communications	Digital Marketing	<ul style="list-style-type: none"> <li>• Campaign Management</li> <li>• Digital Marketing</li> <li>• Social Media Management</li> <li>• UI / UX Design</li> <li>• Media Buying</li> </ul>
Sales	Trade/ Non Trade Sales	<ul style="list-style-type: none"> <li>• Inventory Management</li> <li>• Channel Partner Identification</li> <li>• Channel Partner Management</li> <li>• Sales Force Coaching</li> <li>• Financial Management</li> </ul>



# 11. TECHNICAL COMPETENCIES-COMMERCIAL

## 11.4 POTENTIAL MOVEMENTS

### 1. SUBSCRIBER MARKETING MOVEMENTS (CONTD.)

Destination Function	Sub Function	Additional Competencies
WITHIN COMMERCIAL FUNCTION		
Communications	Brand Marketing	<ul style="list-style-type: none"> <li>Brand Management</li> <li>Digital Marketing</li> </ul>

### 2. ANALYTICS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN COMMERCIAL FUNCTION		
Commercial	Subscriber Marketing	<ul style="list-style-type: none"> <li>Subscriber Marketing</li> </ul>
OUTSIDE COMMERCIAL FUNCTION		
Customer Operations	Business Intelligence	<ul style="list-style-type: none"> <li>Operational Excellence</li> </ul>
Finance	Financial Planning & Analysis	<ul style="list-style-type: none"> <li>Financial IT &amp; Data Management</li> <li>Financial Budgeting &amp; Reporting</li> <li>Deal Management</li> </ul>

### 3. NPD – INTERACTIVE SERVICES MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN COMMERCIAL FUNCTION		
Commercial	NPD – Technology	<ul style="list-style-type: none"> <li>None</li> </ul>
Commercial	Subscriber Marketing	<ul style="list-style-type: none"> <li>Subscriber Lifecycle &amp; Retention</li> <li>Subscriber Marketing</li> <li>Business Analytics</li> </ul>
OUTSIDE COMMERCIAL FUNCTION		
Content	Linear/ Non Linear	<ul style="list-style-type: none"> <li>Deal Management</li> </ul>

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 11. TECHNICAL COMPETENCIES-COMMERCIAL

## 11.4 POTENTIAL MOVEMENTS

### 4. NPD – TECHNOLOGY MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN COMMERCIAL FUNCTION		
Commercial	NPD – Interactive Services	<ul style="list-style-type: none"> <li>Content Conceptualization &amp; Delivery</li> </ul>
Commercial	Subscriber Marketing	<ul style="list-style-type: none"> <li>Subscriber Retention &amp; Enhancement</li> <li>Subscriber Marketing</li> <li>Business Analytics</li> </ul>
OUTSIDE COMMERCIAL FUNCTION		
Technology	Consumer Technology	<ul style="list-style-type: none"> <li>Financial Planning</li> <li>Quality Control &amp; Assurance</li> <li>Consumer Product Deployment</li> </ul>

### 5. NPD – APPLICATION DEVELOPMENT MOVEMENTS

Destination Function	Sub Function	Additional Competencies
OUTSIDE COMMERCIAL FUNCTION		
IT	Enterprise Management/ IT Delivery	<ul style="list-style-type: none"> <li>IT Strategy Management</li> <li>IT Governance</li> <li>Infrastructure Management</li> </ul>

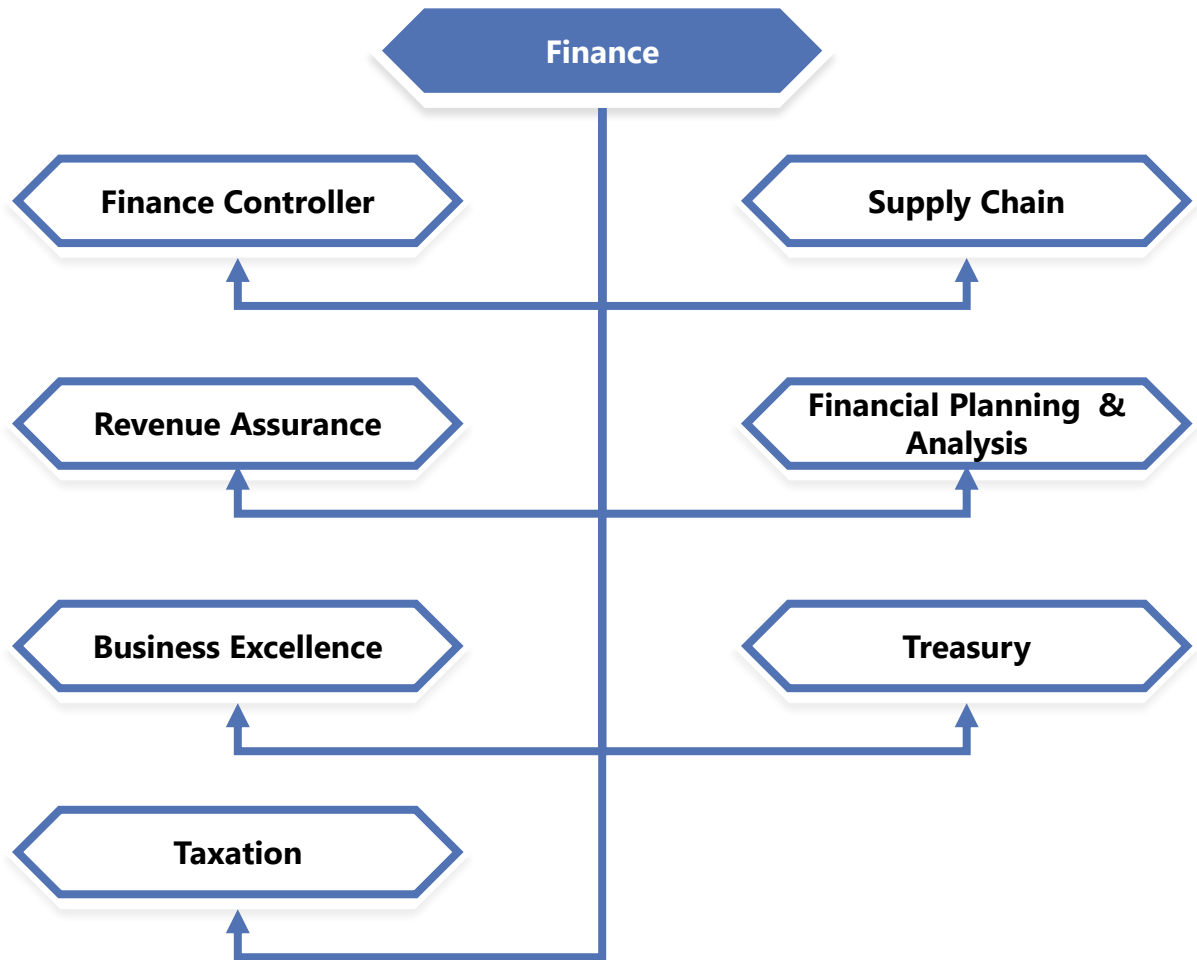
*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.1 SUBFUNCTIONS IN FINANCE

The various **sub-functions in Finance** are:



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.1 SUBFUNCTIONS IN FINANCE

### FINANCE SUB FUNCTIONS:

#### FINANCE CONTROLLER

Prepares and maintains accounts in alignment with regulation and executes all accounting activities on periodic basis to ensure that monthly/ quarterly/ annual closing of account books is done accurately and within defined timelines. Conducts statutory and general audits to ensure adherence to all regulations. Identifies and implements automations and improvements, and ensure seamless deployment of the same across the organization.

#### SUPPLY CHAIN

Handles logistics and movement of stock/ Inventory, ensures smooth functioning of warehouse & procurement operations and adheres to all compliance norms/ regulations.

#### REVENUE ASSURANCE

Focuses on fraud identification, investigation and mitigation, ensures protection against revenue loss and leakages, conducts reconciliation activities, hot listing with the purpose of identification of probable fraud instances

#### FINANCIAL PLANNING & ANALYSIS

Liaises with business stakeholders to conduct the annual/ long term budgeting exercise, in alignment with the models and assumptions finalized for the organization and tracks budgets on a regular basis to identify potential issues and take preventive actions as necessary to maintain profitability goals.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



## 12. TECHNICAL COMPETENCIES- FINANCE

### 12.1 SUBFUNCTIONS IN FINANCE

#### **TREASURY**

Executes treasury management activities, negotiates and raises funds as per capital needs with best interest rates and maintain optimal banking relationships.

#### **TAXATION**

Interprets and equips the organization to comply with direct/ in-direct tax regulation, provides advisory to business on ways to optimize tax outflows and ensures timely reporting and filings of tax returns.

#### **BUSINESS EXCELLENCE**

Focuses on processes excellence, and maturity. Responsible for assessment and identification of best processes across functions and other Tata Businesses and liaisons with internal stakeholders for the implementation of the same. Facilitates the TBEM audit in the organization and acts as TBEM champion to bring in continuous improvement to enhance stakeholder value.

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.2 COMPETENCY DEFINITIONS

### 1. FINANCIAL ACCOUNTING & REPORTING

- ❖ Understands accounting principles and regulations, formulates and analyses transactions in accordance with generally accepted accounting norms, and prepares timely and accurate financial statements and requisite reports
- ❖ Monitors financial transactions, identifies deviation in financial statements/ transactions and articulates implications across various stakeholders

### 2. FINANCIAL IT & DATA MANAGEMENT

- ❖ Understands various data analysis techniques and applies IT tools for the acquisition and transformation of raw data into meaningful information to identify business insights and enhances effectiveness of finance/ supply chain processes

### 3. PROCESS EXCELLENCE & RISK MANAGEMENT

- ❖ Understands business environment and industry best practices, applies holistic perspective of internal and external factors to evaluate processes, uncover enterprise level risks and ensure business continuity, and drives initiatives aimed at creating compliant, effective and efficient processes in the organization

### 4. AUDITING

- ❖ Exhibits strong understanding of internal/ statutory/ general/ process audit standards and guidelines, internal control mechanisms, and areas prone to lack of control, and utilizes it to develop and execute the audit program in selected parts of the organization

### 5. TREASURY MANAGEMENT

- ❖ Applies knowledge of working capital management processes to optimize working capital and cash liquidity, determines the best option for treasury, hedging, forex and investment decisions, and manages stakeholders approval for evaluated plans leading to maximization of returns

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.2 COMPETENCY DEFINITIONS

### 6. FINANCIAL BUDGETING & REPORTING

- ❖ Possesses knowledge of organizational plans, industry trends, competition landscape, historical costs, seasonality, etc. and devises short term and long term financial budgets for the organization by application of various forecasting tools and techniques
- ❖ Tracks budget on a periodic basis to identify potential issues and conceptualizes preventive actions to maintain organizational profitability goals

### 7. DEAL MANAGEMENT

- ❖ Understands strategic fit of the deal opportunity with overall organizational strategy and applies financial analysis and due diligence capabilities to interpret liabilities and likely evolution of the deal under various scenarios to facilitate decision making
- ❖ Possesses knowledge of financial practices and modeling concepts to arrive at optimum deal valuation, and suggests favorable financial structuring of the deal

### 8. TAX OPTIMIZATION & COMPLIANCE

- ❖ Possesses knowledge of existing and evolving taxation landscape, and advises stakeholders on direct/indirect tax matters, by articulating the potential impact of various tax strategies on the business to enhance tax optimization
- ❖ Monitors and ensures compliance to local/ regional tax norms, resolves enquires from tax authorities and implements an effective and efficient tax filing system

### 9. BUSINESS EXCELLENCE

- ❖ Understands the various facets of Tata Business Excellence Model and other quality management systems, possesses knowledge of various standards (e.g. ISO 9000, TS 16949, etc.) and utilizes it to institute a culture of continuous improvement in all organizational processes leading to enhancement of value to stakeholders



# 12. TECHNICAL COMPETENCIES-FINANCE

## 12.2 COMPETENCY DEFINITIONS

### 10. FRAUD DETECTION & MITIGATION

- ❖ Possesses knowledge of best in class industry practices, and designs, implements and updates continuous monitoring control system to deter and prevent fraud (fraudulent customer installation, billing discrepancies, unauthorized web transactions, etc.) by introducing necessary validation and checks in processes
- ❖ Understands the business processes and CRM/ billing systems, possesses knowledge of data analytic tools and techniques, and utilizes the same to identify and analyze revenue related risks involved in existing/ upcoming process and product changes initiated by the business

### 11. OPERATIONS EXCELLENCE

- ❖ Possesses knowledge of inventory management norms, models and warehouse management systems, and applies understanding of organizations demand plans to maintain optimum inventory levels at region/ circle/ area/ ISP level
- ❖ Understands customs, excise and other regulations pertaining to goods transport, monitors utilization and tracks efficiency/ cost of transportation, and proposes methods to maximize logistics resource-efficiency while meeting the needs of stakeholders and adhering to all norms

### 12. SOURCING EXCELLENCE

- ❖ Possesses deep understanding of respective categories (services, technology, IT, etc.), identifies potential partners by conducting holistic technical and commercial evaluation in accordance with organizational norms, and negotiates a favorable deal in order to ensure cost optimization

*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

	S U B F U N C T I O N S						
	Finance Controller	Supply Chain	Revenue Assurance	Financial Planning & Analysis	Business Excellence	Treasury	Taxation
Financial Accounting & Reporting	◆						
Financial IT & Data Management	◆	◆	◆	◆			
Process Excellence & Risk Mgmt.	◆	◆	◆		◆		
Auditing	◆	◆	◆		◆		
Treasury Management	◆					◆	
Financial Budgeting & Reporting				◆			
Deal Management				◆			
Tax Optimization & Compliance							◆
Fraud Detection & Mitigation			◆				
Operations Excellence		◆					
Sourcing Excellence		◆					
Business Excellence					◆		

◆ The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

### 1. FINANCE CONTROLLER MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN FINANCE FUNCTION		
Finance	Treasury	• None
Finance	Business Excellence	• Business Excellence
Finance	Taxation	• Tax Optimization & Compliance
Finance	Revenue Assurance	• Fraud Detection & Mitigation
Finance	Supply Chain	• Operations Excellence • Sourcing Excellence
Finance	Financial Planning & Analysis	• Financial Budgeting & Reporting • Deal Management
OUTSIDE FINANCE FUNCTION		
Commercial	Analytics	• Subscriber Retention & Enhancement • Project Management • Analytical Techniques



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.4 POTENTIAL MOVEMENTS

### 3. REVENUE ASSURANCE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN FINANCE FUNCTION		
Sales	Sales Planning	<ul style="list-style-type: none"> <li>Sales Planning &amp; Management</li> <li>Market Intelligence</li> <li>Partner Management</li> </ul>

### 2. SUPPLY CHAIN MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN FINANCE FUNCTION		
Finance	Business Excellence	<ul style="list-style-type: none"> <li>Business Excellence</li> </ul>
Finance	Revenue Assurance	<ul style="list-style-type: none"> <li>Fraud Detection &amp; Mitigation</li> </ul>
Finance	Financial Planning & Analysis	<ul style="list-style-type: none"> <li>Financial Budgeting &amp; Reporting</li> <li>Deal Management</li> </ul>
OUTSIDE FINANCE FUNCTION		
Sales	Distribution	<ul style="list-style-type: none"> <li>None</li> </ul>
Sales	Sales Planning	<ul style="list-style-type: none"> <li>Sales Planning &amp; Management</li> <li>Market Intelligence</li> </ul>
FSD	Planning & BI	<ul style="list-style-type: none"> <li>Partner Management</li> </ul>

### 3. REVENUE ASSURANCE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN FINANCE FUNCTION		
Finance	Business Excellence	<ul style="list-style-type: none"> <li>Business Excellence</li> </ul>
Finance	Supply Chain	<ul style="list-style-type: none"> <li>Operations Excellence</li> <li>Sourcing Excellence</li> </ul>
Finance	Financial Planning & Analysis	<ul style="list-style-type: none"> <li>Financial Budgeting &amp; Reporting</li> <li>Deal Management</li> </ul>



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.4 POTENTIAL MOVEMENTS

### 4. FINANCIAL PLANNING & ANALYSIS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN FINANCE FUNCTION		
Finance	Business Excellence	<ul style="list-style-type: none"> <li>• Process Excellence &amp; Risk Management</li> <li>• Auditing</li> <li>• Business Excellence</li> </ul>
Finance	Revenue Assurance	<ul style="list-style-type: none"> <li>• Process Excellence &amp; Risk Management</li> <li>• Auditing</li> <li>• Fraud Detection &amp; Mitigation</li> </ul>
Finance	Supply Chain	<ul style="list-style-type: none"> <li>• Process Excellence &amp; Risk Management</li> <li>• Auditing</li> <li>• Operations Excellence</li> <li>• Sourcing Excellence</li> </ul>
Finance	Finance Controller	<ul style="list-style-type: none"> <li>• Financial Accounting &amp; Reporting</li> <li>• Process Excellence &amp; Risk Management</li> <li>• Auditing</li> <li>• Treasury Management</li> </ul>
OUTSIDE FINANCE FUNCTION		
Commercial	Analytics	<ul style="list-style-type: none"> <li>• Subscriber Retention &amp; Enhancement</li> <li>• Project Management</li> <li>• Analytical Techniques</li> </ul>
Sales	Sales Planning	<ul style="list-style-type: none"> <li>• Sales Planning &amp; Management</li> <li>• Market Intelligence</li> <li>• Partner Management</li> </ul>



# 12. TECHNICAL COMPETENCIES- FINANCE

## 12.4 POTENTIAL MOVEMENTS

### 5. BUSINESS EXCELLENCE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN FINANCE FUNCTION		
Finance	Revenue Assurance	<ul style="list-style-type: none"><li>Financial IT &amp; Data Management</li><li>Fraud Detection &amp; Mitigation</li></ul>
Finance	Supply Chain	<ul style="list-style-type: none"><li>Financial IT &amp; Data Management</li><li>Operations Excellence</li><li>Sourcing Excellence</li></ul>
Finance	Financial Planning & Analysis	<ul style="list-style-type: none"><li>Financial IT &amp; Data Management</li><li>Financial Accounting &amp; Reporting</li><li>Deal Management</li></ul>
OUTSIDE FINANCE FUNCTION		
Customer Operations	Service & Business Excellence	<ul style="list-style-type: none"><li>Partner Management</li><li>Project Management &amp; Deployment</li></ul>

### 6. TREASURY MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN FINANCE FUNCTION		
Finance	Finance Controller	<ul style="list-style-type: none"><li>Financial IT &amp; Data Management</li><li>Financial Accounting &amp; Reporting</li><li>Process Excellence &amp; Risk Management</li><li>Auditing</li></ul>

### 7. TAXATION MOVEMENTS

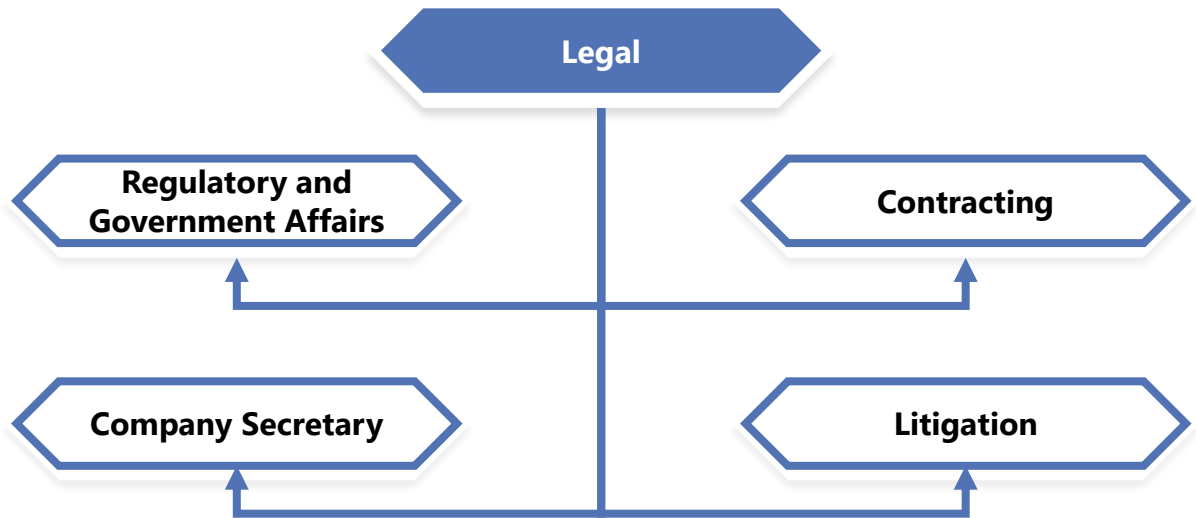
Destination Function	Sub Function	Additional Competencies
WITHIN FINANCE FUNCTION		
Finance	Finance Controller	<ul style="list-style-type: none"><li>Financial IT &amp; Data Management</li><li>Financial Accounting &amp; Reporting</li><li>Process Excellence &amp; Risk Management</li><li>Auditing</li><li>Treasury Management</li></ul>



# 13. TECHNICAL COMPETENCIES- LEGAL

## 13.1 SUBFUNCTIONS IN LEGAL

The various **sub-functions in Legal** are:



### LEGAL SUB FUNCTIONS:

#### REGULATORY AND GOVERNMENT AFFAIRS

Acts as an interface with Government authorities and influences them to make conducive regulations, acquire approvals and licenses from TRAI and ministry of information broadcasting for the broadcasters; Educates internal teams on existing set of compliances and changes in regulations, if any, to ensure that Tata Play is compliant with regulatory codes and the Tata Code of Conduct

#### CONTRACTING

Drafts all contractual documents with 3rd parties such as contract, letter of authority, termination letters, etc., acts as the brand custodian of all Intellectual Property related issues, conducts due-diligence for property, mergers & acquisitions and ensures shareholder agreement resolution

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



## 13. TECHNICAL COMPETENCIES- LEGAL

### 13.1 SUBFUNCTIONS IN LEGAL

#### COMPANY SECRETARY

Handles corporate compliance as per SEBI, RBI and Companies Act, coordinates board meetings, annual shareholder meetings and ensure compliance with corporate governance norms.

#### LITIGATION

Provides advice and counsel to the business on matters related to the law wherever it impacts the business, liaises with external law firms to conduct litigation proceedings on behalf of Tata Play and enable Tata Play to fulfil operational and fiduciary responsibilities

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 13. TECHNICAL COMPETENCIES- LEGAL

## 13.2 COMPETENCY DEFINITIONS

### 1. LEGAL KNOW-HOW

- ❖ Understands applicable industry laws, corporate governance norms, Tata code of Conduct, company laws, precedences and regulations related to DTH industry/ domain and their impact on business and related functions, in order to solicit board approval, provide sound legal advise and ensure compliance
- ❖ Possesses the ability to identify existing and potential legal risks due to changing regulations and directives by government bodies, and develops risk mitigation strategies to effectively guard against them

### 2. CONTRACT DRAFTING

- ❖ Drafts content and clauses in an articulate manner, as per context, business needs and legal requirements and guidelines
- ❖ Understands the legal and business implications of contracting deals and agreements and identifies deviations/ anomalies to minimize legal risk

### 3. LEGAL ADVISORY

- ❖ Understands the processes and legal implications associated with various functions, and cascades the legal requirements in comprehensible format to obtain their buy-in and ensure compliance
- ❖ Delivers respective legal assignments (drafting contracts, advisory, opinions, statutory compliances, litigation, IP protection) based on business/ function needs in order to ensure functioning of business within the statutory legal guidelines

### 4. DEAL MANAGEMENT

- ❖ Understands the process of conducting due diligence, deal structuring and negotiation with concerned parties (including mergers & acquisitions, new business entry, etc.) from a legal standpoint in order to maximize profitability from the deal
- ❖ Understands and applies Intellectual Property & Trademarks related laws in order to advise business on rights protection and infringement avoidance



# 13. TECHNICAL COMPETENCIES- LEGAL

## 13.2 COMPETENCY DEFINITIONS

### 5. LITIGATION

- ❖ Understands litigation procedures, legal institutions, level of legal expertise requirement for matters, associated risks and possible legal outcomes in order to minimize losses/ maximize gains, both in terms of financial and organizational reputation
- ❖ Identifies and networks with external counsels/ litigators, and reviews their work related to active legislative actions being undertaken in order to achieve desired business outcomes

### 5. GOVERNMENT & EXTERNAL LIAISING

- ❖ Utilizes various networking and relationship management strategies to interface with government and regulatory authorities like TRAI, Ministry of IB, etc. and influences them to make conducive regulations to effectively promote Tata Play's business objectives
- ❖ Understands the legal requirements for obtaining various broadcasting related licenses, and ensures seamless compliance process by effectively tracking adherence against the terms under which the license was issued















*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*




# 13. TECHNICAL COMPETENCIES- LEGAL

## 13.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

	S U B F U N C T I O N S			
	Regulatory and Government Affairs	Contracting	Company Secretary	Litigation
Legal Know-How				
Contract Drafting				
Legal Advisory				
Deal Management				
Litigation				
Government & External Liaising				

 The respective function requires the mapped competency

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



# 13. TECHNICAL COMPETENCIES- LEGAL

## 13.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

### 1. REGULATORY & GOVERNMENT AFFAIRS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN LEGAL FUNCTION		
Legal	Company Secretary	• None
Legal	Contracting	• Deal Management
Legal	Litigation	• Deal Management • Litigation
OUTSIDE LEGAL FUNCTION		
HR & Facilities	Compliance	• Compliance Management



# 13. TECHNICAL COMPETENCIES- LEGAL

## 13.4 POTENTIAL MOVEMENTS

### 2. CONTRACTING MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN LEGAL FUNCTION		
Legal	Company Secretary	• None
Legal	Regulatory & Government Affairs	• Government & External Liaising
Legal	Litigation	• Litigation

### 3. COMPANY SECRETARY MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN LEGAL FUNCTION		
Legal	Regulatory & Government Affairs	• Contract Drafting • Government & External Liaising
Legal	Contracting	• Contract Drafting • Deal Management
Legal	Litigation	• Deal Management • Litigation

### 4. LITIGATION MOVEMENTS

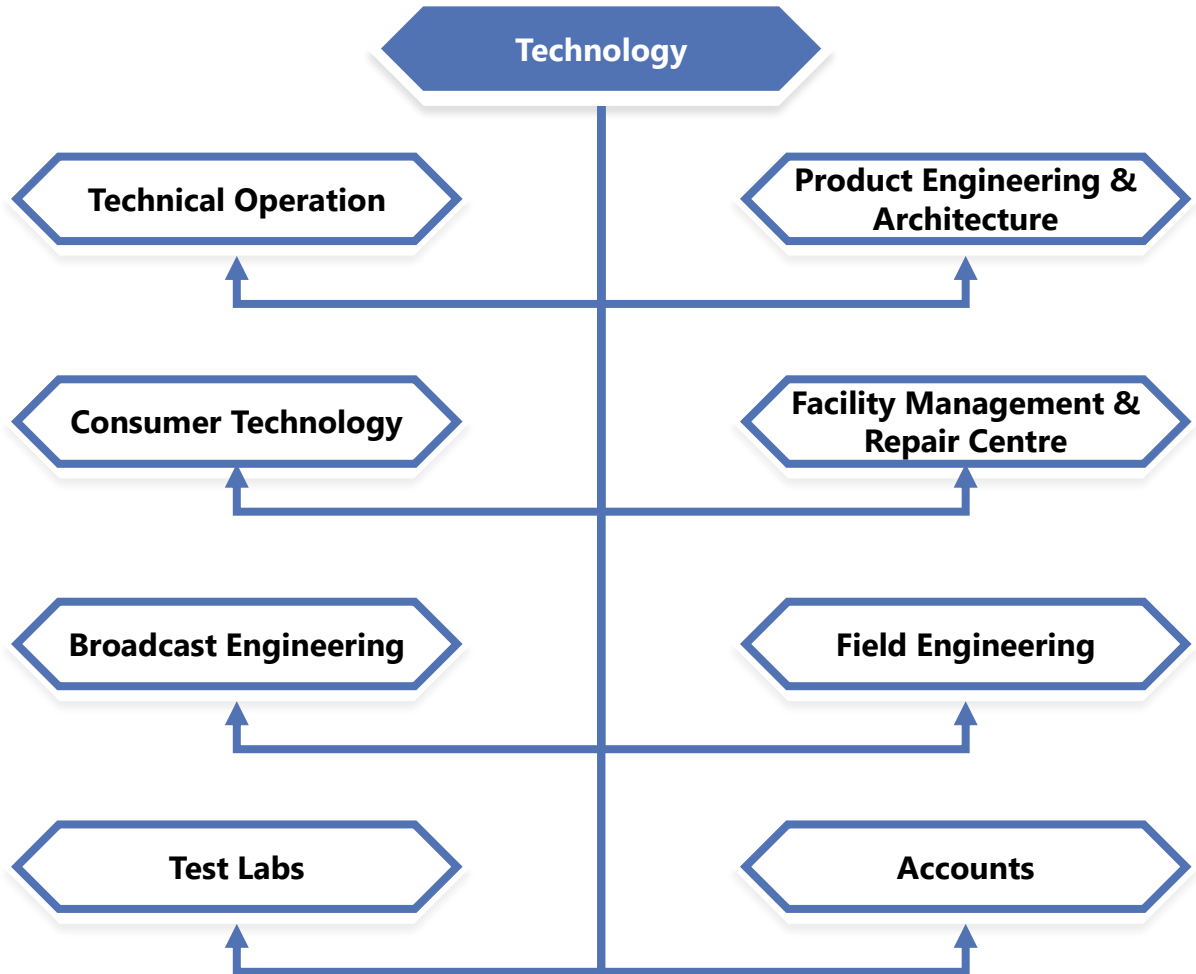
Destination Function	Sub Function	Additional Competencies
WITHIN LEGAL FUNCTION		
Legal	Company Secretary	• None
Legal	Regulatory & Government Affairs	• Government & External Liaising
Legal	Contracting	• Contract Drafting • Government & External Liaising



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.1 SUBFUNCTIONS IN TECHNOLOGY

The various **sub-functions in Technology** are:



### TECHNOLOGY SUB FUNCTIONS:

#### TECHNICAL OPERATION

Oversees and monitors smooth functioning of MCR Operations i.e. up-linking of channels, RF operations and engineering, playout operations and provides technical service by conduct periodic health checks of equipment

Please note that the sub-function descriptions are indicative in nature and it does not contain all the responsibilities performed by the sub-function.



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.1 SUBFUNCTIONS IN TECHNOLOGY

### PRODUCT ENGINEERING & ARCHITECTURE

Designs, develops, tests and trouble shoots application/ software, conducts technical audit for third party vendors; handles and manages Android TV for Tata Play, assesses new technology/ new feature feasibility and works with partners to ensure its deployment.

### CONSUMER TECHNOLOGY

Oversees and handles the hardware aspect i.e. set-top boxes and ancillary equipment such as remote, etc. Focuses on planning and delivering projects on hardware, and conducting quality audits on vendors for mitigating any hardware related issues for the consumers

### FACILITY MANAGEMENT & REPAIR CENTRE

Oversees smooth functioning and operations of facilities (e.g. air conditions, EPS, generator, pantry for technical areas), provides procedures, methods and training for repair centre staff who take care of faulty consumer hardware related issues

### BROADCAST ENGINEERING

Oversees, smooth functioning of broadcasting operations, conditional access operations, playout operations, and IT network. Oversees broadcasting compliance norms/ regulations of TRAI/ Government

### FIELD ENGINEERING

Oversees smooth functioning of equipment/ operations, which encompasses from box, antenna, cables, MDU units, responsible for specification and qualification of all the equipment, audit/ inspection of units, sample testing and provides training material to field service



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.1 SUBFUNCTIONS IN TECHNOLOGY

### TEST LABS

Conducts testing of hardware and consumer technology products for bugs/ glitches, thus conducting quality control and check.

### ACCOUNTS

Manage and maintain ongoing financial record keeping. Tracks monetary information of all types – operational expenses, CAPEX, cash flow, utilities for the purpose of function's financial management and cost optimization.



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.2 COMPETENCY DEFINITIONS

### 1. TECHNOLOGY STRATEGY

- ❖ Possesses knowledge of evolving technological landscape, TRAI regulations, business process, market competition, etc., and forecasts future consumer preferences to develop the technology architecture for the organization including resource, skill, and infrastructure requirements
- ❖ Keeps updated with the contemporary software/ hardware/ consumer technology to run organizational IT/ Technical/ Broadcast systems smoothly, identifies existing gaps and improvement areas, and proposes introduction of new technology to sustain and enhance system operations

### 2. FINANCIAL MANAGEMENT

- ❖ Understands various methods of budget management and applies financial tools and techniques to effectively track, and manage budget, inventory, consumables, overheads, etc.

### 3. PROJECT MANAGEMENT

- ❖ Possesses knowledge of project management process and concepts (project scoping, requirement gathering and management, change management, risk management, budget tracking and project review) and applies relevant project governance framework tools to track project progress and ensure deployment as per plan

### 4. INFRASTRUCTURE MANAGEMENT

- ❖ Develops, reviews and revises the infrastructure management guidelines in alignment with changes in the technology systems, conducts periodic health checks of infrastructure that includes IT/ network systems, utilities, air conditioning, etc. and identifies potential issues and recommends solutions / changes to address the same
- ❖ Possesses knowledge of various infrastructural requirements, equipment, reports deviations identified, and trouble shoots issues in an timely fashion to minimize downtime and mitigate infrastructural risks



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.2 COMPETENCY DEFINITIONS

### 5. ENGINEERING EXCELLENCE

- ❖ Understands the functioning of various systems and tools used across software and hardware (e.g. set-top box, audio/ video compression tool, conditional access system, play-out management, etc.), and ensures appropriate functioning and system uptime through adherence to all standard procedures and quality parameters

### 6. OPERATIONAL EXCELLENCE

- ❖ Possesses knowledge of broadcasting operations (e.g. MCR, RF, uplink, playout operations, etc.), repair centre management, etc., tracks issues and identifies concerns, and follows up with internal and external stakeholders as per escalation procedure to mitigate any risk in order to ensure highest level of consumer experience (appropriate A/V broadcast standards, timely repair of STBs, etc.)
- ❖ Provides timely and accurate reports to relevant stakeholders, lays down a detailed schedule to perform routine maintenance of systems and tracks budget and consumables to ensure cost effective and efficient operations

### 7. APPLICATION DEVELOPMENT

- ❖ Understands business use cases and develops solutions through design and development of applications, platform and services to achieve specific goals set by business users, and delivers functionalities as per agreed performance parameters
- ❖ Applies software testing principles, structured methods and tools to ensure a smooth release and deployment process while ensuring alignment with existing technological architecture and application standards

### 8. QUALITY CONTROL & ASSURANCE

- ❖ Possesses knowledge of quality control/assurance methods, techniques and tests e.g. ISO 9000, FMEA, Six Sigma, etc., applies the same to ensure the maintenance of quality standards of set top boxes, audio/video, content, hardware, etc. and mitigates risks of quality deviation



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.2 COMPETENCY DEFINITIONS

### 9. FIELD OPERATIONS & AUDIT

- ❖ Possesses knowledge of satellite TV reception parameters and Tata Play products to develop specifications, conduct testing and evaluation, and qualify required equipment (antennas, cable, connectors, etc.) to enhance consumer experience
- ❖ Understands the installation procedure and technicalities, conducts audits to monitor quality of installations and field tests to evaluate reception quality, and provides supports to installers (including key parameters to be checked, installation know-how, etc.) to ensure highest installation quality standards

### 10. CONSUMER PRODUCT DEPLOYMENT

- ❖ Understands the consumer technology landscape and product architecture, evaluates existing Tata Play products against best in class technology available in the market, and assesses fitment of the product with Tata Play technology ecosystem
- ❖ Networks to identify vendors, develops appropriate product specifications aligned with existing Tata Play architecture, evaluates design and quality framework of the product, applies knowledge of various specification and standards to test the product, and ensures product deployment as per plan and cost budgets








































*Please Note: Competencies have been defined for the Function/ Sub function and not the roles*



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.3 COMPETENCY MAPPING

The mapping of various sub-functions against these competencies is as under:

	S U B F U N C T I O N S							
	Technical Operation	Product Engineering & Architecture	Consumer Technology	Facility Mgmnt. & Repair Centre	Broadcast Engineering	Field Engineering	Test Labs	Accounts
Technology Strategy								
Financial Management								
Project Management								
Infrastructure Management								
Engineering Excellence								
Operational Excellence								
Application Development								
Quality Control & Assurance								
Field Operations & Audit								
Consumer Product Deployment								

Please Note: Competencies have been defined for the Function/ Sub function and not the roles



The respective function requires the mapped competency



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.4 POTENTIAL MOVEMENTS

- The movements demonstrated below are purely indicative in nature and depending on the skill set, educational qualification and past experience possessed by the individual, they can move even to functions not mentioned in this guide.
- All movements would be processed through the existing IJP policy at Tata Play
- Even if competencies are matching there may be a difference in domain and work practices, which the incumbent will need to acquire in the destination sub-function
- Additional competencies mentioned is applicable for the entire sub-function. The additional competencies for individual roles within the sub-function will be a subset of the mentioned competencies

### 1. TECHNICAL OPERATIONS MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN TECHNOLOGY FUNCTION		
Technology	Broadcast Engineering	<ul style="list-style-type: none"> <li>• Application Development</li> <li>• Consumer Product Deployment</li> </ul>

### 2. PRODUCT ENGINEERING & ARCHITECTURE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN TECHNOLOGY FUNCTION		
Technology	Consumer Technology	<ul style="list-style-type: none"> <li>• None</li> </ul>
Technology	Broadcast Engineering	<ul style="list-style-type: none"> <li>• Infrastructure Management</li> </ul>



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.4 POTENTIAL MOVEMENTS

### 2. PRODUCT ENGINEERING & ARCHITECTURE MOVEMENTS CONTD.

Destination Function	Sub Function	Additional Competencies
<b>OUTSIDE TECHNOLOGY FUNCTION</b>		
Information Technology	IT Operations	<ul style="list-style-type: none"> <li>• Infrastructure Management</li> <li>• IT Operations &amp; Service Management</li> </ul>
Information Technology	Enterprise Architect	<ul style="list-style-type: none"> <li>• Enterprise Architecture</li> <li>• IT Governance</li> <li>• Infrastructure Management</li> </ul>
Commercial	NPD- Application Development & Testing	<ul style="list-style-type: none"> <li>• None</li> </ul>
Customer Operations	Systems and Solution Design	<ul style="list-style-type: none"> <li>• Process Excellence</li> </ul>
Information Technology	IT Delivery	<ul style="list-style-type: none"> <li>• Infrastructure Management</li> <li>• IT Operations &amp; Service Management</li> </ul>

### 3. CONSUMER TECHNOLOGY MOVEMENTS

Destination Function	Sub Function	Additional Competencies
<b>WITHIN TECHNOLOGY FUNCTION</b>		
Technology	Product Engineering & Architecture	<ul style="list-style-type: none"> <li>• None</li> </ul>
Technology	Field Engineering	<ul style="list-style-type: none"> <li>• Field Operations &amp; Audit</li> </ul>
Technology	Facility Management & Repair Centre	<ul style="list-style-type: none"> <li>• Infrastructure Management</li> </ul>



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.4 POTENTIAL MOVEMENTS

### 3. CONSUMER TECHNOLOGY MOVEMENTS CONTD.

Destination Function	Sub Function	Additional Competencies
WITHIN TECHNOLOGY FUNCTION		
Technology	Broadcast Engineering	• Infrastructure Management
Technology	Test Labs	• None
OUTSIDE TECHNOLOGY FUNCTION		
Commercial	NPD - Technology	• None

### 4. BROADCAST ENGINEERING MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN TECHNOLOGY FUNCTION		
Technology	Technical Operations	• None
Technology	Product Engineering & Architecture	• None
Technology	Facility Management & Repair Centre	• None

### 5. FACILITY MANAGEMENT & REPAIR CENTRE MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN TECHNOLOGY FUNCTION		
Technology	Field Engineering	• Field Operations & Audit
Technology	Consumer Technology	• Technology Strategy • Project Management & Deployment • Consumer Product Deployment



# 14. TECHNICAL COMPETENCIES- TECHNOLOGY

## 14.4 POTENTIAL MOVEMENTS

### 6. FIELD ENGINEERING MOVEMENTS

Destination Function	Sub Function	Additional Competencies
WITHIN TECHNOLOGY FUNCTION		
Technology	Consumer Technology	<ul style="list-style-type: none"> <li>• Application Development</li> <li>• Project Management &amp; Deployment</li> <li>• Consumer Product Deployment</li> </ul>
Technology	Technical Operations	<ul style="list-style-type: none"> <li>• Project Management &amp; Deployment</li> <li>• Infrastructure Management</li> </ul>

### 7. ACCOUNTS

Destination Function	Sub Function	Additional Competencies
OUTSIDE TECHNOLOGY FUNCTION		
Finance	Finance Controller	<ul style="list-style-type: none"> <li>• Auditing</li> <li>• Process Excellence &amp; Risk Management</li> <li>• Treasury Management</li> </ul>

### 8. TEST LABS

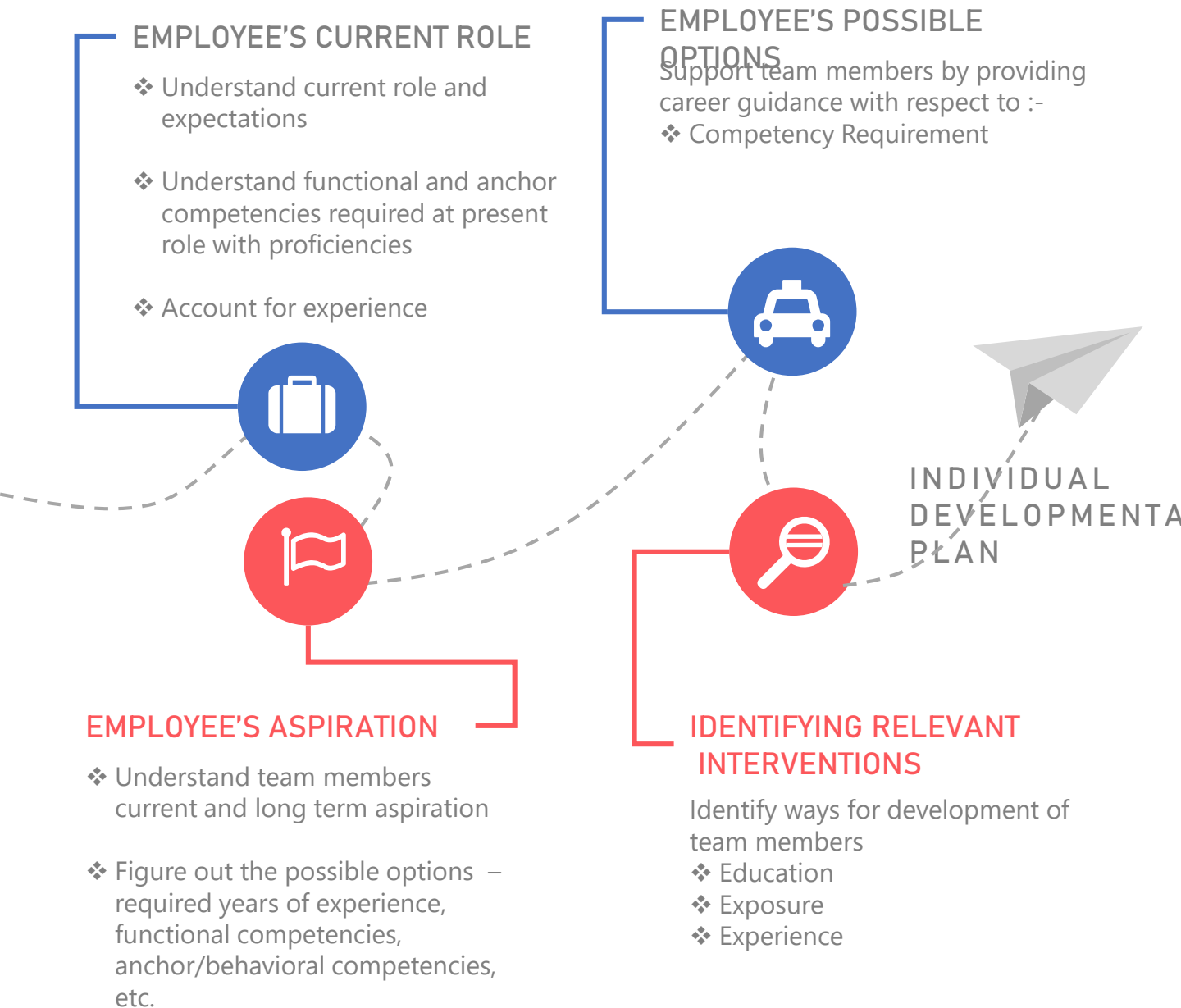
Destination Function	Sub Function	Additional Competencies
WITHIN TECHNOLOGY FUNCTION		
Technology	Consumer Technology	<ul style="list-style-type: none"> <li>• Technology Strategy</li> <li>• Project Management</li> <li>• Financial Management</li> <li>• Application Development</li> </ul>



# 15. CAREER GROWTH

## 15.1 HOW TO USE THE GUIDE FOR MOVEMENT & DEVELOPMENT

### MEETING CAREER ASPIRATION OF THE TEAM MEMBERS'



# 16. COMPETENCY DEVELOPMENT

## 16.1 HOW TO DEVELOP COMPETENCIES

**Knowledgeable, skilled** and **well trained** employees are critical to Tata Play's success. **Gaining** new and **honing** existing competencies are ways for employees to stay adaptive and forms critical components for an organization to function efficiently.

There are different ways of developing new and honing existing competencies which can be categorized in the following areas :-

 <b>EDUCATION</b>	 <b>EXPOSURE</b>	 <b>EXPERIENCE</b>
Books	Coaching	Projects
Courses	Mentoring	On the Job Learning
Webinars	Buddying	New Tasks
Conferences	Meetups	Reference Content
Blogs	Short Term Teams	Cross functional Projects
Certifications		
Wikis		

*This list is however not exhaustive but indicative of the different ways to develop competencies*

Employees and managers may use any of the above or use a combination of the above methods in accordance to their suitability.



# 16. COMPETENCY DEVELOPMENT

## 16.2 CREATING INDIVIDUAL DEVELOPMENT PLANS

**An Individual Development Plan (IDP)** is a document completed by individual for the plan to aid self-development over a period of time, usually one year. This plan is reviewed and discussed with manager to match the individual goals with company goals. Its primary purpose is to help you achieve your short and long term career goals, and further improve current job performance.

A typical IDP has the following elements:

- A competency or skill that the team member wants to focus on
- Development interventions (self-study, e-learning, work experience, formal learning, job shadowing, etc.)
- Timelines to achieve specific goals in the plan
- Support / resources needed by the team member
- Measures of progress

### IDP BEST PRACTICES

- IDP should have well defined benchmarks and timelines for achievement and should be modifiable
- For an ideal IDP, the developmental mix should be in the following ratio 70% experiential learning, 20% social learning, 10% formal learning
- It is important to have a balanced plan that stretches throughout the year to ensure realistic development goals
- Managers while reviewing should ensure that their team members have sufficient developmental goals and should ensure that the stated goals are realistic
- Once approved, the onus is on the team member and the manager to ensure to track the development progress and take corrective actions in case of any issues



## 17. HOW TO USE THIS GUIDE EFFECTIVELY

To use this guide effectively, all people managers should consider the following:

### TEAM MEMBER'S CURRENT ROLE

Your team members should have a clear understanding about their current role and expectations from it. They should understand the functional and leadership competencies required at their current role and their current proficiencies in those.

### CONDUCT ONE TO ONE DISCUSSIONS

Spend time with your team members to discuss their aspirations. Understand how you can help them in developing required competencies or in gaining different experiences through new projects or initiatives.

### TEAM MEMBER'S ASPIRATION

Where do your team member's see themselves in Tata Play 2-5 years down the line? Understand and communicate to them the role requirement & expectations – years of experience, functional competencies, leadership competencies, etc.

### WHAT DO YOU NEED TO DO?

Once you have the clarity of requirement for their next role, try to identify the ways in which you can help them develop the required competency and get required critical experience (if required for the next role).

### ADDITIONAL TRAINING

Try to identify trainings that will help them in developing the required competencies, both technical and behavioral.



## 18. GENERAL PRINCIPLES FOR USING THIS GUIDE

### **EMPLOYEES WILL OWN THEIR CAREER**

- Employees at Tata Play own their career and drive it forward in line with their aspirations.
- Partnership between the employee and the direct manager is a must.
- Managers should be acting as a supervisor, guide, mentor and coach.

### **CONSISTENCY IN PERFORMANCE**

- Sustained levels of individual performance shall be a key input and driver for progression and potential growth.

### **DEPTH AND BREADTH OF EXPERIENCES**

- Tata Play is looking to build future leaders from within by developing internal talent with strong functional skills and broad business knowledge across various functions.
- The Career Framework helps achieve this by providing guidelines on what is required to move within and across Functions / Sub-functions.

### **THERE IS NO "ONE RIGHT" CAREER OPTION**

- Employees should be ready to explore careers not just jobs. Encourage your team members to actively explore and embrace a variety of experiences and diverse types of opportunities that will enrich their personal and professional skill set.



## 19. FREQUENTLY ASKED QUESTIONS

### **1. What is the Career Framework? How can it be used for employee growth?**

A Career Framework is a set of guidelines that shows employees possible ways in which they can move across the organization and how they can develop in their current/ future role based on defined competencies, while ensuring that their career development aligns with business needs of the organization.

Managers can use this framework as a tool to be effective coaches, by elucidating the experiences/ skills required by the team members for success in the role and to look at possible options within the function or outside.

### **2. How does the Career Framework help me and my team?**

You can use this framework for identifying requirements of your team members at their current position and developing them for their next role while having a view of their overall career at Tata Play. This will also help you understand what your team member need to do in order to grow, develop and realize their full potential either within or outside the function.

### **3. What does this Career Framework Guide cover? How should it be used?**

This Career Framework Guide outlines the career development and growth framework for all functions, and is designed to be used by people managers, in the respective function to guide the professional growth of their team members within the organization. Depending on their aspirations and readiness, employees can move vertically along the same sub-function that they are a part of, or move laterally across sub- functions and functions. Once you have the clarity of requirement for their next role, as their manager, you should try to identify the ways in which you can help them develop the required competency and get required critical experience, exposure and education preferably in the ratio of 70-20-10.



## 19. FREQUENTLY ASKED QUESTIONS

### **4. What types of movements are possible for team members?**

At Tata Play, both inter and intra functional movements are possible. All movements would be guided by Internal Job Posting ( IJP ) Policy and is on the basis of role availability and suitability.

### **5. Can an employee only move to the functions/ sub-functions mentioned in the booklet?**

The movements identified in this guide are based on an analysis of the match between the competency requirements of the existing function/ sub-function with the competency requirements in the destination function/ sub-function. Please note that the movements demonstrated in this guide are indicative in nature, and may change depending on the skill set, educational qualification and past experience possessed by the individual. Please note that movements are contingent on the business requirements.

### **6. What criteria does the movement of an employee to any other team depend on?**

Availability of the desired role and business requirements would be the most major consideration before any movement is initiated. Please refer to the IJP policy for further information on this. You can also reach out to your Manager or Regional HR to understand the specific criteria

### **7. What is the qualification criteria for moving team members within/ across the function?**

Some roles within the function may require specific qualification/ certifications, past experience or skill to be successful in the job. For movement into these roles the individual would need to possess the above. Please note that all movements will be governed through the IJP process.



## 19. FREQUENTLY ASKED QUESTIONS

### **8. How will intra/ inter function movements get initiated in case a team member is interested to move to a different sub-function?**

All movements across functions will be initiated through the IJP process. Please reach out to your Regional HR to understand the process in detail.

### **9. What role do I as a manager play in fulfilment of my team member's career aspirations?**

As a people manager, you can use the Career Framework to identify key competency areas that the team member needs to work on to be successful in their current position and the next desired position. You can also consider additional developmental activities that will help them improve their skills and advance their career. Encourage them to participate in special projects to gain exposure and experience. Remind them that adding competencies and building greater proficiency can provide them with opportunities of different career paths.

### **10. What are some of the ways in which I can develop the technical competency of my team member? How will my manager / RHR help me gain desired competencies?**

The primary responsibility of managing and owning their careers lies with the concerned employee. The organization, HR team and managers will provide opportunities to the employees from time to time to develop based on the business requirement. However, employees are also expected to take personal initiatives to develop themselves.

### **11. What are the other areas in which the Career Framework can be used?**

You can use Tata Play's career framework for the following

- Employee Feedback: By utilizing the framework, you will be able to articulate the expectations from the team member and where they stand currently.
- Talent Pipeline: Better understanding of competency requirements will help managers' to create a talent pipeline for critical areas.
- Recruitment: Being cognizant of the technical competencies required in the function/ sub-function, will allow you to assess the candidate more holistically & accurately.



## 19. FREQUENTLY ASKED QUESTIONS

### **12. What do I do to grow in my own role?**

You may like to approach your manager to help you assess your competency proficiency against the competency requirement. It is advisable to jointly work with your manager to come with a customized individual development plan, which you would like to follow. You should also take stock of your progress against defined developmental goals frequently to review your growth and make appropriate changes if required.

### **13. How do I interpret competency definitions of other functions?**

The competency definitions for functions have been provided in a very simplistic and easy to understand language so that employees can clearly understand the competencies applicable for not only for their function but also for other functions. However in case if you need further clarity on the same, you can reach out to your Regional HR team and /or the Talent & L&OD team.

### **14. What should I do if I have additional questions besides the ones stated here?**

For further guidance/ clarifications, please reach out to your Regional HR team and /or the Talent & L&OD team.

