CHAPTER-VI

CONCLUSION, IMPLICATIONS AND FUTURE SCOPE
6. Conclusion, Implications and Scope for future research

This study concludes that training and development programmes are highly effective and positively perceived by B2B front line managers across all four-North-East-West-South regions of Indian lubricant companies of Public, Private and Multinational sector, though perceived value is different across different regions and sectors.

6.1 Conclusion

From the subject study and results we found that there are 4 factors which are affecting the training need of FLM’s –training, motivation, perceived value and work-related factors and attitude. Training and development design managers of all sectors-public, private and multinational companies should focus more on quality of the training content, expertise of the trainer delivering the same with the comfortable training environment rather than quantity and price. Employee to be trained should be motivated enough to acquire new skill sets for their personal and organizational growth. Perceived value of the training in terms of their personal growth, career with the organization should be explained thoroughly to the employees well before the training is imparted. In fact, need of the hour is that B2B sales managers across all lubricants sectors should have a self-drive inculcated through pre-training brainstorming sessions for the final trainings in all areas of work-related environment which can improve the working condition, their job and work performance and finally reduce the related accidents.

Various important training methods as prioritized and desired by front line managers are training by external agency, OJT (on the job training), Induction training and EHS (Environment health and safety) trainings. Latest training and development methods with vivid interest of the B2B sales managers should be employed across all regions of India to have highly positive opinion about training and development practices across all lubricant sectors. Training methods should vary from latest online trainings to reputed external agency/lobby trainings with development methods varying from
job rotations to succession planning’s. Majority of the training budget should be allocated to important training such as Induction, Technical, Sales, Negotiation, OJT (on the job training), training through external agencies, EHS (Environment health safety), Occupational health and Soft skills which should be made the mandatory training for all B2B managers across lubricant sector and regions of India.

Perception score of managers though varied significantly across sectors and regions but south manager's perception and public sector mangers is significantly different compared to other regions and sectors. Higher perceived value of training programs is shown by south zone managers and multinational company managers.

While evaluating the effectiveness, though response rate varied significantly across regions but across sectors it is not varying response and perceived value of effectiveness evaluation is same across sectors and even while interaction of both sectors and regions it is observed that there is not significant variation. But conclusion from effectiveness evaluation is that west managers and public sector managers have higher perceived effectiveness evaluation of training programmes.

Lastly while evaluating the influence of training programmes on sales force performance it is observed that though the response rate varied significantly across regions but across sectors it is not varying response and evaluation factor of influence of training on sales force performance is same across sectors and even while interaction of both sectors and regions it is observed that there is not significant variation. But conclusion from influence evaluation of training programs on sales force performance is that eastern region and private sector managers have higher evaluation factor related to influence of training programmes on sales force performance.

Conclusion from the above study is that B2B frontline sales managers spread across different regions of India working in different lubricant sectors companies –public, private and multinational have realized the value of training and development and give due importance to the same in a positive frame of mind though the perceived value is different across different regions and different sectors as inferred from the results. Training and Development programmes should be devised in such a way that have common family structure which can be implemented and evaluated across
Conclusion, Implications & Scope for Future Research

Public, Multinational and Private lubricant sector companies and North-East-West-South regions of India to have maximum impact, though due care should be given to the cultural aspect of region and sector of the organization to have highly effective T&D programmes.

Finally, while deciding the training and development programmes for B2B FLM’s main attributes to be taken care and present are that they should be organizational focused and most importantly employee oriented.

6.2 Implications of the Study

Current study focused on the effectiveness assessment of training and development programmes for sales force in selected organizations of lubricant sector across all four regions of India wherein the comparison has been drawn among the public, private and multinational sector companies. Though the outcome has been positive for all the sectors and regions, but it is very difficult to tell which region outpaced the other region or which sector outpaced the other sector. On some factors multinational companies are better than private or public while on some other parameters private or public is better than other two. Same way it applies for N-E-W-S regions too. Therefore, the implication of the study is divided into four parts as mentioned below:

6.2.1 Implications for Multinational Companies

- From this study it is inferred that training and development is given due importance by the multinational companies as their respondents are the highest across all sectors. It implies the fact that MNC’s policy makers are concerned about the training and development and feel that T&D is crucial for the people and organizational development. No doubt that multinational companies have good amount of focus and best practices of training and development programs across globe but lot to be improved and fine-tuned looking at the cultural and demographic aspect of different regions of India wherein they operate and where in their B2B sales managers are stationed.
6.2.2 Implications for Private Companies

- Private sector companies though also had good control over the training and development programmes and share common perception with multinational companies towards T&D, but lot has to be done in terms of policy making regarding the same. They need to focus more on quality of the training content, expertise of the trainer delivering the same with the comfortable training environment rather than quantity and price. Somewhat stressful environment in private companies also shadow the usefulness and effectiveness of training and development programmes which also need to be improved upon.

- Majority of the training budget should be allocated to important training such as Induction, Technical, Sales, Negotiation, OJT (on the job training), training through external agencies, EHS (Environment health safety), Occupational health and Soft skills, which lag in some respects at private sector companies.

6.2.3 Implications for Public Companies

- Public sector company’s policy designers need to work a lot towards motivation and self-drive inculcated through pre-training brain storming sessions for the final trainings in all areas of work-related environment which can improve the working condition, their job and work performance and finally reduce the related accidents.

- Primary survey established the fact that public sector FLM’s felt that T&D help them in their job-related work & are important from organizational development perspective and not career perspective & progressions and are having more or less neutral or negative connotations about T&D usefulness compared to private and multinational company sales managers which is the crucial point wherein public sector need to work about change of mind-set since budget-facility is not a challenge for T&D programmes at public sector, main challenge is the perception and mindset of the B2B FLM’s.

- As per the primary survey done public sector company’s sales managers are of the strong opinion that T&D help them in their job-related techno-commercial tasks and are important for organizational development but does not enhance
their skill sets & contribute to their career development. Public sector FLM’s got us the view that as per the set protocol of some years, they would get automatic scale revisions & promotions etc. and T&D is not vital from career perspective as compared to the private & multinational sales managers which are strong contender for training and development for their career progressions.

6.2.4 Implications for N-E-W-S region Companies

- Across all four regions of India there is a significant difference in the perception, effectiveness evaluation and influence of training and development managers. North region respondents across all sectors are highest about the T&D programmes effectiveness which clears the fact that they are more positive and serious about the same.

- Perception about T&D of South region sales managers is significantly different from other, reason for the same we are able to summarize & attribute to the fact that most of the companies under study had their head offices in N-E-W regions but very less had in south, so people in south felt that travelling for T&D to long distances is sheer wastage of time & money and contribute lesser for their career development. Due to cultural differences also, south FLM’s had conservative approach towards training & development.

- Latest training and development techniques with vivid interest of the B2B sales managers need to be employed across all regions of India to have highly positive opinion about training and development practices across all lubricant sectors. Latest online trainings methods to reputed external agency/lobby trainings with development methods varying from job rotations to succession planning’s need to be employed in the best interests of FLM’s.

- Training and Development programmes should be devised in such a way that have common family structure which can be implemented and evaluated across Public, Multinational and Private lubricant sector companies and North-East-West-South regions of India to have maximum impact, though due care should be given to the cultural aspect of region and sector of the organization to have highly effective T&D programmes.
6.3 Scope for Future Research

This study focused on the effectiveness of training and development programmes for sales force in selected organizations of lubricant industry but there are number of directions that arise from the results and findings of the subject matter thesis which open the ways to expand the current research in number of ways.

- While the findings of this study are based on data collected from B2B segment front line sales managers, future research can be done from B2C segment i.e. Retail segment. While from the current study many important results have been obtained still with the larger sample which have more statistical relevance can offer greater statistical analysis and precise results.

- In future research comparative study of B2B and B2C segment front line manager’s perception towards training and development programmes among public, private and multinational companies can be drawn which could provide better insights for training managers and policy designers.

- Future research could use more demographic variables like gender, educational qualifications, work experience and age specific and their relationship with training and development programmes effectiveness assessment.

- Current findings of the study are based on T&D effectiveness across downstream business of petroleum sector i.e. Lubricants sector, future research could be extended to analysis of T&D programmes effectiveness across upstream business with larger sample and more sophisticated analysis.

- Focus of the current research was effectiveness assessment of training and development programmes from front line sales managers of B2B segment which is at an employee level which could be further extended at Organizational level across public, private and multinational sectors and can pay the way for more detailed analysis involving all the departments of the organization.

- In the current study quantitative methodology has been used through survey questionnaire, future researchers can explore qualitative methodology like case study method or mix and match methodology to arrive at more in depth results.