5.1 Monetary Measure

Hundred percent of the sales personnel of Ranbaxy, Glaxo Smith Kline and Cipla are of the opinion that monetary measure is the best measure of positive reinforcement as it boosts the morale of an individual and is every man's need. All the sales personnel are of the opinion that their superior helps them in bridging the gap between yardstick and achieved targets by guiding, motivating and providing them with proper product knowledge. The sales personnel of the 3 companies suggest that performance can be improved through good service to customers, proper product knowledge and guidance.

Performance management is the continuous scientific, logical and human process that successfully manufactures, innovates and creates a mutual, convenient environment to enable the entire human force engaged in an organization to produce the pinnacle best for achievement of the organizational goals.

The fact and the 'Mantra' is applicable to all industries and the pharmaceutical industry cannot be an exception any way. The pharmaceutical industry throughout the world is worth US$2.8 trillion and India, being a developing country, contributes to the figure with a major chunk. The Indian sub-continent has around 2,400 registered pharmaceutical manufacturers which comprises both formulations and generics. The country ranks among the top 35 drug producers in the world. There are 24,000 registered pharmaceutical companies operating in India. Out of 465 kinds of bulk drugs
used in India, 425 are manufactured in the country itself. Considering the facts and the figures, the importance of performance management and human resource development increases manifold. The pharmaceutical companies in India are witnessing random mergers and underground regular tie-ups for sustenance and growth. The challenges are gradually becoming tough to tougher. In the context, the role of performance management becomes more important and demanding. With globalization, liberalization and continuous metamorphoses of technology and the market value, the need to understand and implement performance management system has increased in varied proportions.

Behind every performance, be it satisfactory or unsatisfactory, there is a human-being involved. Similarly behind every management there are human beings or a solo soul involved. If performance is considered and accepted as the speed or action then the management is interpreted as the force or guide or the motivational factor behind the speed or action. In both the cases, the human-beings are involved. Thereby, it becomes mandatory and imbeing to look into and work for overall welfare, health and growth of the human beings involved for ultimate sustenance, success and growth of the industry.

The pharmaceutical industry throughout the globe is undergoing dynamic and continuous changes following relentless R & D and resultant discoveries of new molecules, isolation of genes and bacteria. Since the industry is related to health, it has more commitment towards the country and the mankind on the whole. Considering the high accountability of the industry,
a continuous search and study of performance management is becoming quintessential.

The sales personnel in the industry confront and convince the most scientific, qualified and technical bunch of people. It becomes important for the performance management system to keep them contented, continuously updated with product knowledge well lubricated and in good humour.

The right kind of people with positive attitude need to be recruited by a bunch of qualified, analytical and human professionals. Induction of a behavioral scientist will add flavour and efficacy to the process. The recruits are to be continuously trained, groomed, updated in knowledge, development and ultimately retained as human capital. Hiring and firing spreads a wrong message and transmits a bad omen. It is for performance management to understand that every individual has some kind of strength. It is laudable and profitable to groom, plan and work on the strength rather than to magnify the weakness. The onus is to inject the feeling of a sense of belongingness and ownership lies with the performance management system. A transparency of faith and understanding has to be generated and embedded by the performance management system between the employer and the employee.

The performance management system acts as the competent communication device through which the employer conveys logically why and what the employees need to perform and the employees equally are made aware of their responsibilities and duties. The performance management system establishes the fact that rights and duties are implied. The
performance management system ensures that the organization's success is always related to its performing people.

Symbiosis is the key to success. The performance management system plays a key role in establishing a shared understanding about what is to be achieved and how it is to be achieved by efficiently managing and developing the workforce within the organization's framework and the stipulated time frame. The main objective of PMS lies in transforming a raw non-performing human resource into a performing human capital. It is preferable to develop a participatory management now leaving behind autocratic or democratic management. To epitomize, the understanding of the organizational goal and the related responsibilities should be made simple and plain to avoid complications. After all, every individual looks forward to security, dignity, recognition, sustenance and growth. The PMS sets the path right for the above. Keeping in mind the basic objectives of the study, a research was conducted in Rohtak.

Hundred percent of the sales personnel of Ranbaxy, Glaxo Smith Kline and Cipla are of the opinion that monetary measure is the best measure of positive reinforcement as it boosts the morale of an individual and is every mans need. All the sales personnel are of the opinion that their superior helps them in bridging the gap between yardstick and achieved targets by guiding, motivating and providing them with proper product knowledge. The sales personnel of the 3 companies suggest that performance can be improved through good service to customers, proper product knowledge and guidance.
The research reveals that as far as retention of sales personnel was concerned, it was Ranbaxy who fared the best. The retention period went even upto 7-8 years. Glaxo Smith Kline followed with an average retention period of 3-5 years. The least was with Cipla. This revelation is both interesting and debatable. The research revelation may speak high of Ranbaxy and they may, feel elated for the fact that they have the best capacity among the 3 companies to retain its sales force. From the company's point of view, the sales personnel must have been content with their sale performance, performance measurement, evaluation of performance, target fixing and positive reinforcement. The above may be the reasons of Ranbaxy providing the best retainer among the 3 companies. The other school of thought may feel otherwise.

The long serving sales personnel of Ranbaxy speculative by lack in courage to take risk and go for a change for betterment even after being stagnated in the organization for 7-8 years. Some want to play it safe and avoid being dynamic. All these happen in case of deserving sales personnel. A performing and successful sales personnel will prefer a change for career elevation than getting stagnated.

Further research unveils the facts behind Ranbaxy's retention of people. Of course, it was found that the deserving medical representatives are or were promoted after a certain period of successful working. A detailed introspection throws more light on the issue and subject. The issue has to be introspected both from the employer's and the employee's point of view.
5.2 Product Mix

The research and study reveals that the medical representatives basically work according to available product mix of the organizations they serve and belong to. Twenty seven percent of the sales personnel work which heart (Cardiac) related products, 16 percent on bone (Orthopaedic) related products, 10 percent on stomach related, 7 percent on ENT (Ear, Nose and Throat) related product line, 7 percent on skin related drugs. The rest 33 percent comprises dental, psychiatric, cancer, gynecology, antiallergic, nutrition pediatric related drugs or product mix. It was found out that a segment works on the equipments that are related to surgery, radiology, critical and intensive care units. Further some medical representatives work on intravenous fluids as well.

The available product mix of an organization plays a major part in determining the targets, customer segment, performance, promotional tools and achievements. They are all interlinked. The study and exercise starts with the available product line of a company.

The study conducted needs to go till the very core of the mouth in terms that

a) The total population of the area has to be known.

b) The financial status of the area has to be understood.

c) The food habits of the area has a lot to do with the product mix available.

d) The climatic condition is related to the nature of diseases.
e) The master list of doctors, hospitals and nursing homes can be prepared only on the basis of the company's product line. After all, a company representative can't visit an oncologist (cancer specialist) with a skin related product. There may be a fringe prospect for the product but the exercise will ultimately result in wastage of productive work hour and subsequent cost escalation. The product line should match the masterlist and selection of the business generating customers, that is doctors who are the cross customers. The research reveals the fact that both Ranbaxy and Glaxo Smith Kline have a tall range of products to cover of almost all segments. Cipla closely follows suit. The research further revealed that all the three companies have product lines to cover and work on the chronic therapy area to dominate the market in the long run. Ranbaxy and Glaxo Smith Kline are best equipped while Cipla closely follows suit. The companies don't seem to cover only the chronic therapy area of neuro psychiatry. It remains a debatable issue of course, whether an individual (Medical Representative) should be allowed to handle and detail the entire product range to a doctor. The kind of act dissolves the importance of the core products that are to be highlighted. The medical practitioners at times refuse to allow the length of time it requires.

5.3 Target Assignment

The entire study becomes revealing when it is culminated to target assignment which is the most important. The entire performance management system has to play an important and significant role in this key exercise. The
entire objective of an organization lies in setting up a target and getting the same achieved. The whole process is religiously related to these two ultimate factors. The approach was scientific, analytical and logical. During research it was found that Ranbaxy believes mainly in area market potential while fixing up a target which account to 60 percent. They considered territory achievement to be 30 percent. Other contributing factors were minimally considered 10 percent.

They had their own reason and logic behind not considering increment in last year's sales achievement. The possible reason behind the policy of the company is because they have a wide range of products which caters to almost all kinds of demand and needs. They have considered total area market potential as the primary factor. The company took into consideration the last year's territory achievement too. This signifies possibly two factors and findings. The preceeding year's target was not achieved and the fixation of the same was improper. Further research and ongoing study will answer to the enigma.

Glaxo Smith Kline had a mere rational approach towards target fixing. They considered almost all factors while assigning the target. The total market / area potential was taken into consideration as 20 percent, the product range was considered 20 percent, the territory achievement was looked into 30 percent and even an increment in last year's achievement was incorporated in the target fixed and was assigned 10 percent. The company had also paid attention to other factors in fixing the target.
Glaxo Smith Kline also has a very wide range of products that cater to almost all segments and therapy areas. Their presence in the Indian markets is also very strong. Still, the pattern of fixing the target signifies that the preceeding year's target could not be achieved successfully. Cipla, interestingly enough, gave maximum leverage to territory sales achievement while fixing the target (50 percent) followed by the area market potential (30 percent). They also considered an increment in last year's sale achievement as 10 percent. They are aware of their product range and limitations. The entire approach looks simple, less complicated and result oriented. The company is aware of its products mix and its market / area potential. They have logically considered the concerned territory achievement as the prime factor while fixing the target. It seems, they read the territory well, did the necessary home work and fixed the targets logically and rationally. Further research will possibly reveal that Cipla excelled in achieving their targets.

When the research percolates to identifying customers, the study becomes more objective and interesting. The PMS essentially trains and grooms a sales personnel to identify the customers. The entire exercise or process becomes insignificant if identification of customers is not done. Normally, the doctor is considered as the direct customer by any pharmaceutical company. The end customer is the patient. But for the doctor, the patient is the customer who goes to the chemist to buy the prescribed medicines so the patient is the chemist's customer. The chemists are ultimately the customers of the company. The company has to generate demand through their medical representatives and sell their products through
an effective supply chain. The entire system needs to perform in proper cohesion.

5.4 Target Group

During research it was found that all the 3 companies selected hospitals as their main targets. The next target for the companies was the nursing homes. The basic finding was that all the 3 companies had hospitals or combination of hospitals, nursing homes and institutions as their target to achieve sales. The company representatives were least interested to target the doctors and generate prescriptions. But before coming to any conclusion the scenario of the respective territories has to be understood and analysed. As discussed earlier, the total population of the territory / area has to be assessed. The financial status of the related area is equally important. The modus operandi of the health department under the local government has to be understood also. In certain impoverished areas, the hospital and the health centres look after the health of the mass population. Most of the doctors and paramedics are attached to the hospitals. The condition does not allow nursing homes to grow in number. Even the private practice of the doctors becomes restricted. Hospitals run by the corporate companies are at times considered as hospitals by the medical representatives instead of calling them institutions. Considering the cited factors above, an introspection and analysis is required in context to the findings. Fourty percent of Ranbaxy's target customer are hospitals, 10 percent of the customers are the nursing homes, 10 percent of the customers are doctors and the rest 30 percent of the customers are combination of hospitals, nursing homes and institutions.
In case of Glaxo Smith Kline 60 percent of the customers are hospitals, 10 percent are nursing homes and 30 percent of the customers are from a combination of hospitals, nursing homes and institutions. The doctors don't enjoy and slot. In case of Cipla, 40 percent target customers are hospitals, 20 percent customers are nursing homes, 20 percent are institutions and 20 percent are from a combination of hospitals, nursing homes are institutions. No slot again is present for doctors. Cipla could find institutions in the area but neither Glaxo nor Ranbaxy could find any. Possibly Cipla separated the hospitals run by the corporate bodies from the government run hospitals and both Ranbaxy and Glaxo include the hospitals run by the corporate bodies in the list of hospitals. The findings from the research show that hospitals, nursing homes and institutions were the main targets for all these 3 companies. Individual doctors were of no importance to them.

Either the areas covered by the medical representatives had almost no individual medical practitioners or the concerned medical representatives had chosen short cut to achieve their target avoiding and overlooking the doctors. It is hardly believable that doctors were not available. The hospitals, nursing homes and institutions buy medicines in bulk and the doctors attached to them are bound to prescribe the drugs according to their availability. Unfair means are also adopted at times while buying or selling drugs in bulk. A medical representative is neither a mediator nor an interlocutor in a deal. A medical representative is an organized scientific person who conveys the benefit of a drug to a medical practitioner who in turn prescribes the drug to
treat the ailing mankind. The issue needs to be considered even if the companies are achieving their financial targets.

Measurement of sales performance is an integral part of the performance management system for any organization. Performance is the ultimate outcome of the entire exercise. All vision, planning, implementations, training, appraisals and appreciations boil down to the magic world – performance. The research revealed that Ranbaxy gives maximum importance (70 percent) to the unit sold factor followed by the combined factor like payment on time and market share (30 percent).

Glaxo Smith Kline measures performance primarily by the number of units sold which accounts to 70 percent followed by market share (20 percent) and then by payment realisation in time. Interestingly, Cipla measures performance only on the basis of units sold. It is an understood that units sold ultimately generates revenue for an organisation for growth and overall welfare. Even charity has to be a part of some one’s earned fortune. Both Ranbaxy and Glaxo Smith Kline consciously look into their financial security and carry on their business on advanced payment basis. This is of course, the present day trend for the established companies who have successfully generated demand for their products. If the practice is such then the question of selling on credit becomes more or less meaningless and insignificant. Consequently, the question of realization of dues does not arise.

In case of institution business, the payment follow supplies. The payments are guaranteed which come within the stipulated period as per the
contracts. Possibly because of the above reasons Cipla too measures performance only by the number of the units sold. The above 3 companies simply multiply the number of units by prices and calculate the volume of sales generated to measure the performances of the medical representatives after companies with their targets. The entire concept and exercise is based on the following cycle.

The whole game is about generating revenue for the organization. All the above 3 companies sounded logical while measuring sales performance. But it is equally important to understand how and from where the sales are being generated. The company selling maximum number of units through doctors prescriptions shall enjoy the major market share.

The research unveils the fact that both Glaxo Smith Kline and Ranbaxy measure the performance on quarterly basis while Cipla measures it on yearly basis. It is absolutely logical and scientific to measure performance on quarterly basis since that leaves enough scope and space for the companies to assess the performance, determine the scenario and guide the medical representatives. The quarterly achievers may even be encouraged with incentives and awards. Even discussions between achievers and non-achievers fetch results. Cipla's policy of measuring performance on yearly basis doesn't sound practical. The opinion of the sample respondent to the criteria for performance measurement was that they found qualitative factors to be very important in companies to the quantitative factors. The sales personnel of the 3 companies were of the opinion that amongst the quantitative factors, targets assigned versus targets achieved were of
paramount importance. Other factors like sales incentive, recognition of salesforce, tour package, etc did follow suit. Number of average calls per day was also taken into consideration. Amongst the qualitative factors the most important factors were leadership and then was team handling. Using Chi square test, it was found that sales to existing customers was of utmost importance out of all factors. Transparency must be the fact behind. On the whole, however, the research revealed that the performance criteria was target achieved versus target assigned. There are so many qualitative and quantitative factors which are criteria for performance measurements. The performance management system of the companies have to be more enterprising and transparent.

5.5 Level of Satisfaction

The research revealed that the sales personnel of all the 3 companies were satisfied, more or less. The sales personnel of Cipla were the most satisfied lot. Ninety percent of the sales personnel of Glaxo Smith Kline and Ranbaxy were satisfied while 10 percent in both the companies were highly satisfied. The finding will elate to all three companies. This particular revelation shows that the teamwork of all the 3 companies have been good. The performance management system of the related companies deserve appreciation and salute. It seems, both the management and the sales personnel are on the right track.

Guidance, understanding, mutual faith, knowledge and achievement of targets are the attributing factors behind this satisfaction. The management
should be careful and vigilant over this. It's good to be satisfied with the ongoing system but satisfaction with the achievements may arrest sales growth. There is always a scope for betterment. Every point of satisfaction is generally considered as the point of stagnation. The sales personnel must have been satisfied because they have achieved their targets, more or less. The management should encash this satisfaction and lead the sales team to greater achievements.

5.6 Order Execution

Execution of order is an essential part of the entire sales operation system. The entire exercise, planning and endeavor means nothing when orders are not executed. The revelation from the research speak that Ranbaxy’s major problem lies in generation of prescriptions (70 percent) followed by the problems of availability of medicines with the chemist (30 percent). Both the problems are interrelated. It was found during the research that all the 3 companies were emphasizing mostly on hospitals and nursing homes sales. It was further found that the doctors were neglected. As concluded earlier, prescriptions can only establish a company in the market segment and the chemist cater to the markets. The market share of a company can never increase in absence of prescriptions. The chemist will be reluctant to accommodate a company’s product in absence of prescriptions. Hospitals, nursing homes and institutions can produce sales volume for a company but prescriptions establishes a company’s brand in the market. Similar problems were faced by Glaxo Smith Kline. They had 50 percent problems in generation of prescription and the rest 50 percent of the problems
was because of chemists reluctance to keep their products on the shelf. The medical representatives are engaged for this purpose only. The reasons remain same as above. Generating prescriptions through effective and scientific detailing should be the primary task of the medical representatives. Institutional sales, sales from hospitals and nursing homes should come as support to volume. All the related problems are discussed earlier. The medical representatives require thorough guidance and monitoring. The performance management system should seriously take care of it.

5.7 Product Promotion

The finding of the research reveals that all the sales personnel of the 3 companies consider product knowledge as the main tool for recommending and promoting their products. The sales personnel of Ranbaxy consider product knowledge (70 percent) as the main factor and tool followed by brochure / leaflets (10 percent), product sampling (10 percent) and visual aid etc. (10 percent). Glaxo Smith Kline emphasizes maximum on product knowledge (80 percent) followed by visual aid (10 percent) and product sampling etc. (10 percent). Cipla's representatives also consider product knowledge as the main tool (70 percent) followed by visual aid (20 percent) and other factors (10 percent). Its heartening to find that all the representatives of the companies identified product proper knowledge as the main tool while promoting their products. Proper product knowledge must be the main criteria for promotion of products in the pharmaceutical companies. As discussed and found earlier, the industry deals in scientific and knowledgeable people like doctors and paramedics. Therefore, the product
knowledge counts first. The visual aid is of importance in the pharmaceutical industry because it contains vital data and scientific informations. Sampling of products support the sales promotion. The doctors love to see the product packing and get the samples. The samples were initially meant for clinical trials. Now the doctors have become so professional that they hardly get any time for clinical trials and follow ups. Sampling has now become ritual. The product brochures and leaflets (leave-behinds) carry some sense because some doctors read them during their leisure for collecting information and knowledge. The presentation method plays a very significant role. The sales personnel of all the 3 companies have agreed to the fact. The presentations have to be precise, effective, informative and short. The devices like the visual aids, brochures and leave-behinds play supporting roles. The doctors hardly allow much time to detail and present a product. A short and effective presentation is always suggested.

The hierarchy pattern differs in companies Ranbaxy have a pattern like (a) M.E. (b) F.S.O. (c) D.M. (d) R.M. (e) G.M. (sales) and S.D.O. (bottom to top) Glaxo Smith Kline followed a heiranchy pattern like (a) M.R. (b) T.M. (c) R.M. (d) S.M. (e) M.S.M. (f) G.M. (g) M.D. (h) Chairman. Cipla follows a hierarchy like (a) M.T. or Management Trainee (b) T.M. or Territory Manager (c) B.M. or Business Manager (d) R.S.M. (e) Sales Manager (f) G.M. (g) M.D. (h) Chairman (bottom to top). All the designated and related personnel have their individual responsibilities and roles to play in guiding the organizations to success. Their functional areas are defined. They all work in cohesion and act as a team for the common goal. During research, it was found that sales
personnel of all the 3 companies that is, Ranbaxy, Glaxo Smith Kline and Cipla agreed to the fact that appraisal of their performance done by their superiors were unbiased. This may be a factor why the satisfaction levels were so high. The revelation is, of course, debatable.

5.8 Target Achievement

The research reveals that most of the sales personnel achieve 100 percent of their targets. Sixty percent of the sales personnel of Ranbaxy achieve 100 percent targets, 10 percent achieve 99 percent while 30 percent achieve 90 percent. The average achievement comes to 96 percent. This is considered quite satisfactory. In Glaxo Smith Kline, 70 percent achieve achieve 100 percent of targets, 10 percent achieve 95 percent, 10 percent achieve 90 percent and 10 percent of the sales personnel did not comment about their achievements. If their achievement is considered to be at least 80 percent then the average achievement comes to around 91 percent. In Cipla 80 percent of the sales personnel achieve 100 percent while 20 achieve 90 percent of targets. The average achievement comes to 95 percent. This is commendable too. It was discussed earlier too, that most of the sales personnel of the 3 companies achieve their targets. The research work earlier unveiled the facts how and from where they achieved their targets. Quantity achievement should not be the only factor for consideration. Quality achievement is very important. The source of achievement has to be identified. Accordingly the guidance should come from the management and planners. All the factors discussed earlier are inter-related.
The research revealed that sales personnel of Glaxo Smith Kline and Cipla were 100 percent satisfied with the appraisal techniques and pattern. Eighty percent of the sales personnel of Ranbaxy were satisfied but 20 percent were not satisfied with the appraisal techniques. The appraisal techniques demand a lot of introspection, analysis and findings. This is the most complex exercise for the performance management system. The whole exercise evolves around factors like relationship, motivation, communication, tasks assigned, target achievement, failure and guidance. The management of Ranbaxy needs to sit down with the dissenting personnel and work out a way to make them satisfied for better understanding and results.

During research, it was found that the sales personnel of Glaxo Smith Kline and Cipla were in unison that there are many important and related factors which determine and justify fixing of target. The growth or increment in target depends on the related factors equally. Mere increment in targets on the basis of last years achievement will not be logical and justified. It is a scientific, mathematical and logical game. There can't be a windfall demand or a sudden market constriction next year. The factors detailed earlier are to be considered for a logical increase in sales target. The entire process requires analysis of market demand, market nature, distribution channel and its character, performance of sales personnel and achievement. It is a complex issue and demands a lot of homework. The research unveils that the companies respond to positive reinforcement in different forms but mostly in the forms of cash rewards.
Motivation is, the most important booster for a performer. Money plays a significant role in a country like India where financial crisis persists and will persist for long. In Ranbaxy, the positive reinforcement comes in the form of financial rewards (60 percent) followed by promotions (30 percent) and awards / plaque / medallion (10 percent). It seems to be a good combination.

In Glaxo Smith Kline, 40 percent of financial rewards are in the form of cash rewards, 20 percent by promoting the sales personnel, 30 percent in the form of competency, development activities and 10 percent in the form of awards like trophies / medallions / certificates. It should be a good mix. Cipla offers cash rewards (60 percent) mostly. They motivate by promoting sales personnel (30 percent) as the next method. They also present the sales personnel with awards like certificates and medallions. During research it was found that positive reinforcements in the form of cash rewards (money) please the employees most. Promotion as motivation or rewards play an equally lucrative role. Promotion means more money and recognition. These two tools are considered as the most motivating factors and positive reinforcements.

The research revealed the following when the question of responding to negative reinforcements cropped up. Such situations need to be handled with care and enough introspection. In Ranbaxy, the sales personnel are transferred to other areas mostly (60 percent) as a measure. Twenty percent of the sales personnel are let off with warnings while the remnant 20 percent are retrained. The mix of response is fair enough. Glaxo Smith Kline transfers sales personnel to other areas in 50 percent cases and warns in other 50
percent cases. Cipla transfers sales personnel to other areas in 60 percent cases. They warn their personnel to perform better in 20 percent cases and send 20 percent of the remnant for retraining. The mix is again logical. The management (superiors) needs to analyse and retrospect. It is a very important factor for the performance management system (HRD) to analyse the reasons behind failures and guide accordingly. Transferring a sales personnel to a different area to perform better is logical but not always correct. The person can be correct and guided to perform better in the same manner in case lacunas are identified and corrected. Warnings should come in proper perspectives. It should be decent and not demoralizing. Retraining and re-orientation are the best methods. It should be the last resort. The research unfolded that most of the sales personnel of all 3 companies that is Ranbaxy, Glaxo Smith Kline and Cipla responded to negative reinforcements positively and sportingly. It took them in proper perspective and did not react. In Ranbaxy, the sales personnel mostly (80 percent) took it up as challenge to perform better. Ten percent of the personnel analysed their performance silently and devised methods to improve while the remaining 10 percent were silent but determined to perform better. In both Glaxo Smith Kline and Cipla, the sales personnel preferred to learn from their mistakes or wrong strategies and vowed to do better. They were a good and positive bunch of professionals. It was understood clearly that all the sales personnel of all those 3 companies that is Ranbaxy, Glaxo Smith Kline and Cipla preferred cash as the best measure of positive reinforcement. The research revealed that all the sales personnel received help from their superiors to bridge up the gaps between yardstick and targets. They agreed, got guidance, motivation
and knowledge from their superiors. All the sales personnel of the 3 companies suggested the following for betterment of performances and enhancement of sales figures. They wanted proper co-operation, proper understanding, proper guidance, proper product knowledge, proper evaluation of performance, proper motivation, proper system to service the customers best from the management's side.