

TRAINING AND DEVELOPMENT FOR COMPETITIVE ADVANTAGE AT NOVARTIS

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ABSTRACT: Training and development are crucial for pharmaceutical companies to stay ahead of the competition in an industry where following rules, being innovative, and efficiently using the staff are of the utmost importance. This research examines the impact of Novartis, a world-renowned healthcare leader, on organizational performance as a result of strategic investments in employee education and skill building. Novartis has rigorous training programs in place to keep its employees abreast of scientific, technological, and regulatory developments. These actions promote a culture of sharing information and learning new things, which in turn increases productivity. Novartis uses digital learning platforms, leadership development, and technical training to stay ahead of the competition and quickly fix market problems. Employee engagement, retention, and the firm's overall agility are all improved when training practices are in line with company objectives. Novartis is able to maintain its long-term competitive advantage in a constantly changing global landscape because of its successful training and development programs, according to the research.

Keywords: *Training, Employee Development, Skill Enhancement, Workforce Competency, Talent Development, Learning and Development (L&D)*

1. INTRODUCTION

Businesses are constantly under pressure to remain relevant and outperform their rivals in today's rapidly evolving business environment. An organization's competitive advantage can come from a variety of sources, including but not limited to the knowledge, expertise, and experience of its employees as well as more traditional assets like cash and technology. Training and development (T&D) has grown in importance in this setting as a means of fostering an adaptable, creative, and productive workforce. By providing employees with cutting-edge training and supporting their pursuit of further education, businesses can provide their employees a performance and adaptability edge over their rivals.

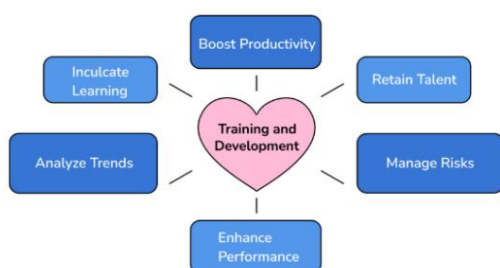
A person's technical abilities, social competences, and professional knowledge can be enhanced through a variety of training and development programs. Training and Development (T&D) is distinct from compliance training and basic orientation in that it prioritizes long-term objectives and steady improvement. It guarantees that workers are capable of handling present challenges as well as those that may arise in the future. In industries experiencing rapid technological breakthroughs, globalization, and shifting consumer expectations, this proactive approach is essential for a company's success and growth because of the need to adapt swiftly and efficiently.

Training is associated with gaining a competitive edge; this association is based on the concept of human capital. Increased

productivity, creativity, and quality of work produced by competent workers boost the organization's performance. In addition to lowering turnover and increasing engagement and motivation, successful training programs foster a commitment culture. Competitors will never be able to replicate the long-term success that companies achieve when they engage in their employees' professional growth. This is because talented individuals are hard to come by and replicate.

Organizational knowledge can be better acquired and managed through training and development programs, which in turn boost individual performance. Departments and teams can work together more effectively through organized training and development programs by sharing information and fostering open communication. The level of creativity, problem-solving, and decision-making is elevated through this collective strengthening of organizational capacities, which is vital in highly competitive marketplaces.

2. ROLE OF EMPLOYEE TRAINING AND DEVELOPMENT



Boost Performance and Productivity

Workers gain self-assurance when they participate in training and development programs. They are able to carry out their duties more effectively as a result.

Businesses may boost performance, happiness on the job, and productivity by providing employees with training and education in critical areas. Additionally, it improves the work environment of the firm by increasing employee engagement and motivation.

Talent Management and Retention

Workers in today's highly competitive market are always on the lookout for new ways to improve their skill sets. Top talent is more easily attracted and retained by companies that put money into staff training and development. Furthermore, when the company prioritizes its employees' personal growth and development, the employees are more likely to remain loyal and committed to the organization. This means that fewer employees are leaving the company and that the workforce is stable.

Overcome Market Competition

Business owners can use it to keep up with the newest industry standards and trends. To maintain a competitive edge in the long run, businesses should invest in training and development programs for their employees. Particularly in industries where both technological advancement and customer tastes are subject to frequent shifts, this is of the utmost importance.

Effective Risk Management

A company's bottom line and legal standing are both protected from the carelessness of employees who have not received thorough training. Businesses can save money on legal fees by providing compliance training to employees so they can learn the laws that affect them on the job. In addition, firms can benefit from safety training since it helps them avoid accidents that could cause injuries or legal action.

Foster a Culture of Learning and Development

The organization's commitment to lifelong learning is demonstrated via its investment in employee development. Inspiring people to seek out novel opportunities, take calculated risks, and seek out ways to improve, this fosters an environment conducive to learning and growth. Fostering a culture of learning and growth among workers may greatly enhance creativity and innovation, which in turn helps businesses achieve success.

3. LITERATURE SURVEY

Gangwani, Sanjeevni & Gangwani, Manas (2025): TCS, a worldwide IT services provider, is researching how strategic learning, training, and development affects business outcomes. Secondary data from business periodicals, industry journals, and previous research assess TCS's gamification, rewards-linked skill frameworks, and digital Initial Learning Program. These courses boost employee skills, organizational agility, and digital transformation to stay up with accelerating technology. Adapting training materials to evolving skill needs and balancing staff time with learning are operational issues. Strong learning cultures improve performance, retention, and long-term competitiveness in technology-intensive industries. Training ecosystems with real-world application, continuous assessment, and organizational goals were strategic, according to this research. The research concluded that training and development help fast-paced companies compete.

Yangailo, Tryson (2025): Workforce learning programs, transformational leadership, and quality results in modern organizations are examined to evaluate

how education and training increase competitiveness. It says people need technical and flexible training to succeed in a changing market. The research concluded that transformational leaders may encourage their teams to learn, innovate, and achieve strategic goals by promoting learning and high-quality outputs. Effective training involves involvement, accountability, and continual improvement, and transformational leadership mediates training and competitive advantage, the research found. Learning programs and leadership strategies give innovative organizations a competitive edge by improving quality and growing sustainably.

Jonnalagadda, Swapna Devi. (2024): Strategic HRD increased performance and competitiveness in fast-paced organizations, research finds. Training and development improve human capital, which is crucial to market survival and growth, according to the article. The research found that well-structured training programs improve managerial performance, prepare employees for future roles, and help people support the company's long-term goals. It also studies how HR training develops commercial and innovative skills. Qualitative training shows HRD boosts organizational adaptability, productivity, and resilience. The essay claims that lifetime learning training and development can provide companies an edge. Theoretical and practical research suggests integrating training with strategic planning to boost competitiveness. Researchers say organizations perform better when HR training and development initiatives boost employees' proficiency, responsiveness, and strategic performance.

G. Nagarajan & B. Jeevetha (2024): HRM activities effect company outcomes, according to a decade-long conceptual research of training and development methods and competitive advantage. In today's complicated and ever-changing corporate world, companies must engage in employee professional development to improve creativity, resourcefulness, and problem-solving. HRM systems that combine performance management with training and development boost employee competencies and company success, research suggests. Staff professional development and education are said to boost a company's marketability. Conceptual studies showed that firms with robust training frameworks were more innovative, flexible, and productive. Strategy alignment and organizational resilience improve with staff development. The research also investigates how tailored training might fill skill gaps and prepare employees for future issues. The research links training to competitive positioning and performance, proving its strategic significance. The authors argue effective training and development programs increase a firm's lifespan, market position, and worker skills.

Mahmudova, M. Q. K. (2023): Training and development, organizational learning capability (OLC), and service industry performance are related to increase learning and performance through well-designed training programs. In structural equation modeling with partial least squares, 300 survey results from five service businesses were investigated. Training and development programs boost productivity, innovation, and flexibility by fostering internal and external learning, providing companies an edge. Training effectiveness depends on an organization's

learning capacity. The paper recommends structured, ongoing training to promote learning and progress. This research shows that training and development increase developing economy competitiveness, filling a gap in the literature. Integrating training with many learning approaches boosts competitiveness. Training enhances organizational understanding, competency, and adaptability, supporting human capital theory. Research on training types and organizational effectiveness is needed. Helps competitive training and development.

Aparna, A., & Ambikar, Y. V. (2023): Employee training and development programs help firms adapt to the global market, as explained in this essay. It summarizes the research to show how training increases employee performance, knowledge, and abilities, enhancing organizational quality and profitability. The authors say modern firms must invest in resilience and human capital to endure fast change and fierce competition. Training programs improve employees' abilities, productivity, quality, and creativity, giving organizations an edge. The research shows how well-designed training programs link staff competencies to strategic corporate goals to improve efficiency and market responsiveness. The findings showed that companies invest much on staff training and development to compete. Although theoretical, the research's training budget maximization advice for managers is practical. Quantifying training's competitiveness and profitability requires empirical studies. It fosters business growth and competitiveness through training and development.

Tarasansombut, V. & Puranitee, C. (2022): HRD and individual qualities determine

Bangkok Metropolitan Region SMEs' commercial success, according to this research. The quantitative research used regression modeling, one-way ANOVA, and independent t tests to assess convenience-sampled data from 402 business owners. Age, gender, business model, education, and experience affect corporate competitiveness. Research shows that HR investments increase competitiveness by 84.40%. Development programs that promote strategic competency, organizational learning orientation, and individual learning boost production, quality, and creativity. These numbers demonstrate that persistent training and progress boost competitiveness. The authors argue SMEs can prosper in dynamic markets by educating their staff. This research found that HRD enhances competitiveness and gives SMEs strategic insights. This shows targeted development may improve organizational efficiency.

Abiwu, L. & Martins, I. (2022): Training and development programs may assist colleges, according to this COVID-19 research. Staff career development and training helped South African universities survive pandemics. Talent development strengthened the institution by improving academic staff abilities and operational continuity. The paper experimentally links training to competitive advantage, filling a literature gap. Training that supports company and employee goals promotes learning, innovation, and crisis response. The authors recommend concerted university administrator development to improve performance and intellectual capital. This research advances theory and practice by generating competitive human capital in fast-changing situations. More

research is needed to adapt these findings to other sectors.

Merzouki, Y. (2021): The Sidal Group case research shows how training and competency development increase competitiveness. Training, competency, and competitive results were assessed using SPSS on 239 participants' 28-item survey. Training that works improves production, efficiency, and competitiveness. Training, performance tracking, and awards boost human capital investments, research shows. Continuous training helps people match talents to company goals, according to the research. Competency-focused firms can adapt to market changes and outperform competitors, research shows. Training increases business and employee competitiveness and longevity. Long-term competitiveness needs organizations to focus training and development, the research found.

Dr. Venugopal, J. (2021): Organized training improves worker productivity and performance to promote organizational competitiveness. A comprehensive open survey and standardized questionnaires indicated that well-designed training interventions benefit all organizational levels. Training boosts skills, production, and teamwork. Training is as important as other company tasks and should be included in organizational planning. Research suggests that training enhances employee skills, helping companies compete in fast-paced industries. Training impacts organizational effectiveness in research. The analysis suggests consistent training programs to adapt to organizational change. This document recommends managers to link training to strategic goals to stay competitive.

Duarte, M. V., Machado, V. T., Souza Filho,(2020): According to studies, a country's cosmetics business can grow with training and growth. Half of 10 frontline staff got formal training, according to the exploratory and descriptive case research. Use unstructured surveys. Well-trained employees met business goals and engaged customers. Regular, thorough training boosts morale, productivity, and company relations. Unhappy, undertrained workers didn't work hard, hurting the company. The research indicated that in-person education was clearer and more interactive. In conclusion, employee training may boost firm performance. Authors say continuous training is important to have a strategic edge over competition.

Mulolli, E. (2020): The research investigates HRM practices that impact market competitiveness. Self-administered surveys and statistical power analysis demonstrated that HRM practices increase competitiveness, with job-specific training having the largest impact on performance. Training boosts employee enthusiasm and marketability, enhancing business success. This research shows that structured learning links training and development to company success, differentiating organizations. The research suggests linking training to strategic goals to increase competitiveness.

4. TYPES OF TRAINING AND DEVELOPMENT IN COMPETITIVE ADVANTAGE

On-the-Job Training (OJT)

Individuals might acquire knowledge while carrying out their duties through on-the-job training. As a bonus, it helps workers learn the ropes faster, which is

crucial for getting the job done. Participants receive immediate support during this training, which leads to increased efficiency and less errors. Building a more adaptable and productive workforce gives businesses an advantage in the marketplace. Also, on-the-job training encourages mentorships and the sharing of expertise among teams. By consistently training and educating their employees, businesses ensure that their operations run smoothly.

Off-the-Job Training

Professional development opportunities outside of the workplace include workshops, seminars, and online education. It provides a broader perspective and shows workers the right way to do their duties. By providing a distraction-free environment, this training helps participants develop their creative and problem-solving skills. Businesses thrive when their employees are bright and creative. By fostering a sense of community, it improves employee engagement and loyalty. Strategic application of this knowledge strengthens the organization.

Leadership and Management Development

Leadership and management development programs prepare workers for more complex roles. The capacity to manage people, make plans, and make decisions can all be improved with the help of these programs. Companies benefit from strong leadership that encourages development and innovation. A reliable supply of competent managers prepared to take on large responsibilities is assured via training leaders. Employee skills are honed to match the organization's strategic objectives through this training. Management training has a direct bearing

on a company's competitiveness and efficiency.

Technical and Skills-Based Training

The main objective of technical training is to improve skills that are relevant to a specific profession, like operations, engineering, or information technology. It makes sure that everyone on staff is up-to-date on the newest methods, equipment, and technology. With competent workers on staff, a business can improve its efficiency, creativity, and ability to meet customer demands, giving it a leg up in the market. One can reduce their need on outside resources by consistently improving their abilities. Staff members' self-assurance and performance in their assigned tasks are also enhanced. Businesses can keep up with the competition in areas that are changing at a rapid pace by investing in technical training.

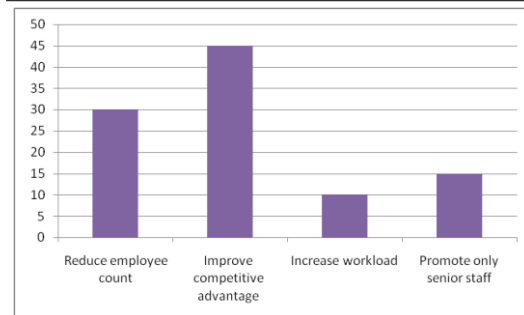
Soft Skills Development

Training in "soft skills" includes the ability to read and respond to people's emotions, work well with others, communicate well, and solve problems. Cooperation, client contacts, and the overall work environment are all improved by these competencies. People who are good at communicating with others are better able to deal with change and resolve disagreements. Improving customer happiness and simplifying internal processes are two ways businesses might boost profitability. Adding soft skills to one's technical ability improves one's total competency. A more positive work environment is fostered by this extensive growth, which in turn improves the organization's long-term competitive advantage.

5. ANALYSIS AND EXPLANATION OF DATA

1. What does Novartis' training program primarily aim to achieve?

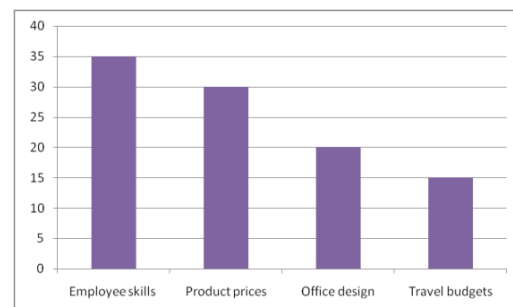
S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Reduce employee count	30	30%
2	Improve competitive advantage	45	45%
3	Increase workload	10	10%
4	Promote only senior staff	15	15%
TOTAL		100	100%



INTERPRETATION: The majority of respondents (45%) saw increasing competitive advantage as the primary goal, but a sizable minority (30%) saw reducing the workforce as more critical. Just 10% of people think that increasing the workload or promoting senior workers are the most important steps.

2. What crucial area does Novartis focus its instructional efforts?

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Employee skills	35	35%
2	Product prices	30	30%
3	Office design	20	20%
4	Travel budgets	15	15%
TOTAL		100	100%

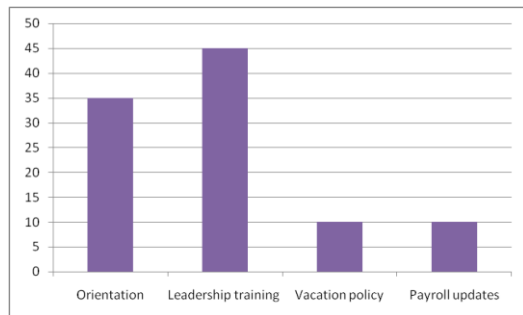


INTERPRETATION: According to the research, whereas 30% of participants

thought that product pricing was the most important factor, 35% said that staff talents were the most important. Office layout and travel expenses both account for a negligible percentage.

3. What kind of advancement opportunities are available at Novartis that can help one become a future leader?

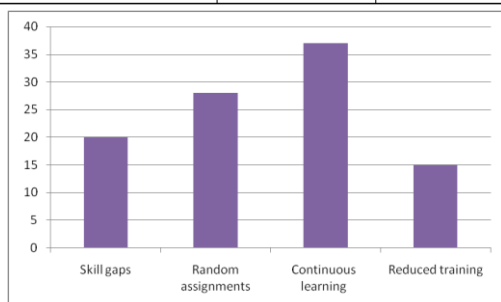
S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Orientation	35	35%
2	Leadership training	45	45%
3	Vacation policy	10	10%
4	Payroll updates	10	10%
TOTAL		100	100%



INTERPRETATION: The table shows that orientation sessions were the most important feature for 35% of the participants, while leadership training was the most important element for 45%. Only 10% of people ranked the vacation policy and pay updates as very important.

4. How does Novartis want to stay ahead of the competition in the pharmaceutical industry worldwide?

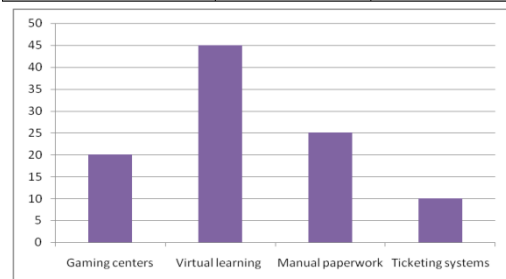
S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Skill gaps	20	20%
2	Random assignments	28	28%
3	Continuous learning	37	37%
4	Reduced training	15	15%
TOTAL		100	100%



INTERPRETATION: The results show that 37% of people who participated in the survey placed a premium on continuing their education. With 28% of the participants choosing this option, random assignments was the second most common. Inadequate training accounts for 15% of the cases and skill gaps for 20%.

5. When training its international teams, what methods does Novartis often use?

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Gaming centers	20	20%
2	Virtual learning	45	45%
3	Manual paperwork	25	25%
4	Ticketing systems	10	10%
TOTAL		100	100%



INTERPRETATION: According to the data in the table, virtual learning is considered the most important factor by 45% of respondents, while tangible papers are relied upon by 25%. Ticketing systems and gaming centers are both considered less relevant by the general public (20% each).

6. CONCLUSION

The competitive advantage of a corporation must be maintained and improved through the investment in training and development. To keep up with the ever-changing demands of the market, businesses must ensure that their employees are competent, creative, and able to adapt.

Organizational operations and productivity are both boosted by well-designed training programs, which in turn boost performance on an individual level. Businesses that

assist their workers in furthering their education foster an atmosphere where people are always learning and sharing what they've learned. People are better able to work together and make decisions as a result of this.

Leadership development and mentorship programs help organizations achieve growth and stability over time by cultivating future leaders. When employees are well-trained, customers are more satisfied with the products and services they receive. By aligning training with strategic business objectives, organizations can set themselves apart from competitors. New technologies and online learning platforms are enhancing the accessibility and efficiency of training programs.

Continuous investment in training and development turns human capital into a competitive advantage that lasts. When it comes to creating new ideas, adapting to changing circumstances, and succeeding in ever-changing market landscapes, organizations that prioritize learning are far more effective.

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