

AN INTERIM REPORT

ON

**Impact analysis of Shakti training given by IOCL to retail outlet team
&
Training on Wheels**

By

Arundhati Kamal
(24BSPHH01C0242)

Submitted to
ICFAI Business School, Hyderabad

Name of the Organization: Indian Oil Corporation Limited

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MASTER OF BUSINESS ADMINISTRATION

Name of the Organisation: Indian Oil Corporation Limited



A report submitted in partial fulfilment of the requirements of MBA
Program of IBS Hyderabad

Submitted to:

Company Guide: Mrs. Divya Nagar & Mr. Shayam Chaudhury

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AUTHORISATION

I, Arundhati Kamal, solemnly affirm that the project entitled " **Impact analysis of Shakti training given by IOCL to retail outlet team**" & "**Training on Wheels**" is my original work done by me during my internship at Indian Oil Corporation Limited (IOCL), Learning and Development Department. This report is being submitted as a part of my professional and academic learning process. The observations, findings, and conclusions outlined herein are based on actual research, data analysis, and personal observations accumulated during my stay. The piece is my own work and not previously submitted for publication or published elsewhere. Any coincidental resemblance to prior studies or research is not intentional. I truly thank my company mentor, **Mrs. Divya Nagar & Mr. Shyama Charan Chaudhury**, and my faculty guide, **Mrs. Smrita Kulkarni**, for the immense guidance, encouragement, and feedback during this research. Their expertise has largely helped to meld this study and make it deeper.

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Arundhati Kamal

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ABSTRACT

This interim report entitled "**Impact analysis of Shakti training given by IOCL to retail outlet team" & "Training on Wheels"**" encapsulates the observations from a 3-month internship in the Learning and Development function of Indian Oil Corporation Limited (IOCL). The report emphasizes the activities and contributions during the internship, with particular reference to the Impact analysis of training given by IOCL to retail sales team and the quality assessment of trainers that were hired by IOCL. It explores the different challenges of the organization in terms of employee training and their development. By analysing the impact and alignment of training programs with business objectives, the report highlights the driving factors affecting leadership development at IOCL. The review of the programs reveals insights into the ROI of training programs, providing suggestions to enhance future learning initiatives. The study is intended to help in the optimization of HR training programs for enhanced support towards development of employees and external trainers within IOCL.

INTRODUCTION

This project titled "**Impact analysis of training given by IOCL to retail sales team**" & "**Training on Wheels**" is part of my 3-month internship in the Learning and Development Department at Indian Oil Corporation Limited (IOCL). During my time as an intern, I had the opportunity to gain a deeper understanding of the processes related to **training and development** within the organization. The purpose of this interim report is to examine the effectiveness of the **training given by IOCL to retail sales team** for the 2023-2024 batch, with a focus on its **impact as face of Indian Oil** and the **return on investment (ROI)** in terms of employee performance, engagement, and retention.

IOCL, as a leading organization in the energy sector, relies heavily on its workforce's competency and leadership skills to maintain its competitive edge. In this context, effective training programs, such as **Shakti**, play a critical role in shaping women empowerment and ensuring the long-term success of the company. By analysing the outcomes of the Shakti program, this report seeks to identify both the successes and challenges faced in the training process, particularly in terms of its ROI and leadership development impact.

During the internship, I was able to observe the challenges faced by IOCL in aligning training objectives with organizational goals, while also assessing the improvement in development capabilities post-training. Through data collection via survey, participant feedback, and discussions with the HR team, I have gathered key insights on how training programs like **SHAKTI** contribute to **Employee development**, while also identifying areas for enhancement. The findings presented in this report aim to help IOCL optimize its **training strategies** to better support employee development, employee engagement, and talent retention.

The objectives of this report are as follows:

To evaluate the effectiveness of the SHAKTI program for employee's development.

To assess the ROI of the program in terms of employee performance.

To identify areas for improvement in the training process to enhance its alignment with organizational goals and women empowerment.

To ensure that the recommendations contribute to IOCL's long-term organizational objectives and operational efficiency.

Limitations of the Study

Limited Access to Confidential Data

Because of data privacy and internal policy limitations, complete access to employee tax records and payroll files were restricted, which limited the extent of analysis for some cases (particularly foreign salary elements and reimbursements).

Time Constraints

The internship period was short, only a few months, limiting the scope for long-term monitoring, recommendation implementation, or extensive trend analysis over several financial years.

Limited System Permissions

SAP and payroll modules were available for read-only or limited write access, hindering hands-on entries for certain financial transactions and necessitating reliance on the finance team for inputs and checks.

Variations at Regional Level Policies

State-wise differences in Professional Tax regulations and LTA policies presented issues in compliance checks and inter-regional comparison standardization.

Oil & Gas Industry Analysis

Indian Oil Corporation Limited (IOCL) is India's leading state-owned oil and gas company, playing a crucial role in refining, pipeline transportation, and marketing petroleum products. With an extensive network of refineries, pipelines, and fuel stations across the country, it ensures a steady supply of energy to industries and consumers. The company is also expanding into renewable energy and sustainable fuel solutions, aligning with India's clean energy goals.

Additionally, IOCL has a strong international presence, exporting petroleum products to

various global markets. As a key player in the energy sector, it actively supports government

initiatives aimed at energy security and self-reliance. Through innovation and infrastructure

development, Indian Oil continues to drive the nation's progress in the energy domain.

As a leading integrated energy company, Indian Oil operates across the entire hydrocarbon

value chain, including refining, pipeline transportation, marketing, oil and gas exploration and

production, petrochemicals, and alternative energy. Catering to a vast customer base, the

company ensures the distribution of essential petroleum products throughout India. With over 61,000 customer touchpoints, Indian Oil successfully navigates challenging terrains and remote areas to maintain a seamless supply network.

The Indian oil and industry sector plays a vital role in the nation's economic structure. To meet

the growing demand, the government has implemented various policies, allowing 100%

foreign direct investment (FDI) in several segments, including natural gas, petroleum products, and refineries. Additionally, the FDI cap for public sector refining projects has been raised to 49% without requiring disinvestment or dilution of domestic equity in existing public sector units (PSUs). This sector continues to attract both domestic and international investments, with major players like Reliance Industries Ltd (RIL) and Cairn India operating in the market. By 2022, the industry was projected to receive an investment of US\$ 25 billion in exploration and production. India, already established as a refining hub with 23 refineries, is planning further

expansion to draw foreign investment in export-oriented infrastructure, such as product

pipelines and export terminals. Over the past five years, the sector has witnessed significant growth, fuelled by rising demand, policy reforms, and technological advancements.

1. Indian Oil, a Maharatna company under GoI control (51.50%), has government-nominated directors on its board and contributed INR 2,416 billion to the exchequer in FY24.

2. Indian Oil operates 11 refineries with a total capacity of 80.80 MMTPA, accounting for 31% of India's domestic refining capacity.

3. Operates a pipeline network of approximately 18,400 km for crude oil and petroleum products, with a total capacity of 124.4 MMTPA, holding a 62% share in the downstream pipeline sector by length.

4. Indian Oil held a 42% market share in POL in FY24, operating over 60,900 touchpoints, and recorded its highest-ever profit of ₹39,619 crore, maintaining a leading position across its portfolio.

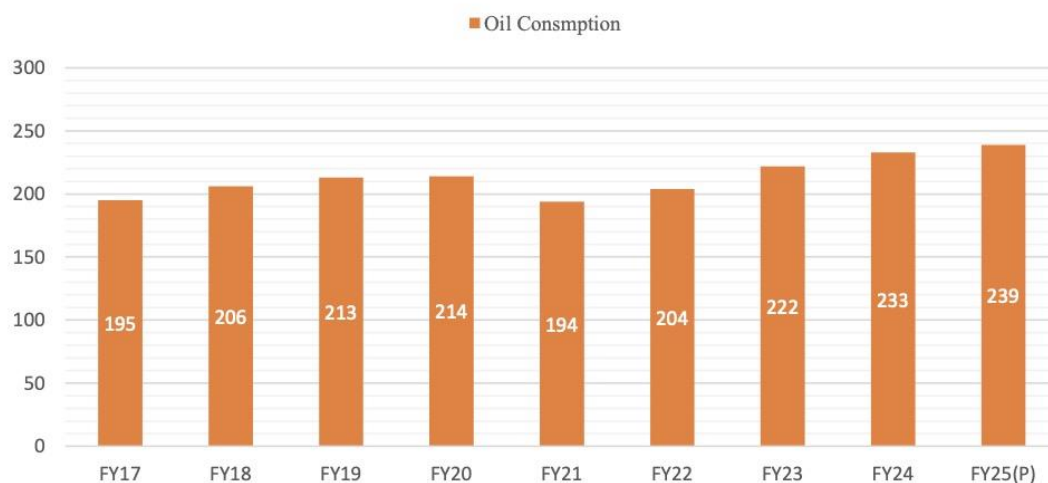
5. The second-largest domestic player in petrochemicals with a capacity of ~4.4 MMTPA and has a strong presence in exploration & production (E&P) with 15 domestic and 11

overseas

blocks.

6. IndianOil holds 1,636 effective patents as of 31.03.2024 and is actively focused on alternative and renewable energy, including hydrogen, biofuels, and compressed biogas (CBG).

7. Demonstrated consistent growth, with a revenue Compound Annual Growth Rate of 6.59% from FY14 to FY24.



Graph 2.1: Oil Consumption Trends (Source: IOCL Investor Presentation)

Within this expansive sector, Indian Oil Corporation Limited (IOCL) emerges as a pivotal player, epitomizing excellence in oil refining, distribution, and allied services.

ABOUT THE COMPANY

Industry

Indian Oil Corporation Limited (IOCL) deals in the strategic oil and gas industry, which is the backbone of India's economy. The industry is playing a pivotal role in providing the country with energy security and generating employment for millions of individuals directly and indirectly. As the government has permitted 100% FDI in some sub-sectors and promoted investment, this industry is witnessing quick growth and transformation.

Overview:

Company

Scope

and

Reach:

IOCL is India's largest government-run oil and gas corporation, dealing in:

1. Refining, pipeline transportation, fuel marketing, and oil exploration
2. Now venturing into renewable energy and sustainable fuel options
3. It has 23 refineries, with more than 61,000 customer touchpoints spread all over the country, including inaccessible and remote regions
4. It also has an expanding international footprint, exporting petroleum products to overseas markets

HR Perspective – Internal Outlook:
Workforce Diversity & Deployment
 With pan-India operations, IOCL has a heterogeneous and geographically dispersed workforce.

Employees work across a variety of environments – corporate offices to fuel stations in rural or off-shore locations. This requires location-based HR policies, logistics planning, and flexible work models

Recruitment & Talent Development:
 With new sectors such as renewable energy emerging, there is an increasing demand for new-age skills and competencies. IOCL regularly organizes training programs, leadership development workshops, and skill development initiatives to ensure a future-capable workforce.

Employee Welfare & Engagement:
 Being a Public Sector Undertaking (PSU), IOCL offers robust employee benefits such as:

1. Job security
2. Housing facilities
3. Medical coverages
4. Retirement benefits
5. Opportunities for career growth

It has clear promotion systems and functioning grievance redressal mechanisms, ensuring trust and motivation

Digital Transformation in HR:

The firm is embracing digital tools in HR management, including:

1. E-learning platforms
2. Online leave and attendance systems
3. Automated performance management software

They enhance efficiency, transparency, and employee satisfaction

Change Management & Future Preparedness:

During IOCL's shift from traditional fuels to clean and green fuel, HR plays a significant part in:

1. Upskilling and reskilling employees
2. Enabling cross-functional job assignments
3. Building a culture of agility and innovation
4. Handling change successfully will be crucial to success in the long run

Recap

Indian Oil is not only a top energy organization but also a forward-thinking employer.

It provides secure careers, comprehensive growth prospects, and an encouraging work environment. From the HR point of view, the emphasis is on:

1. Talent development
2. Workforce planning
3. Digital transformation

Building a future-ready, inclusive, and driven organization

Internship Study

1. **Introduction**

This is an interim report that captures the work done and experience gained over my internship stint at Indian Oil Corporation Ltd (IOCL), a leading India public sector undertaking and a Fortune 500 firm. As a Marketing Division intern, I have been able to contribute to two significant projects:

Impact Analysis of Training Provided to the Retail Sales Team, and "Training on Wheels", a mobile outreach initiative to enhance accessibility and inclusiveness in worker learning.

The internship has provided useful exposure to training evaluation techniques, event planning, data analysis, and internal outreach activities in IOCL's wide retail network.

2.	Project	Objectives
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The primary objectives of my internship project are:

To assess the effectiveness and reach of training programs conducted among Customer Attendants (CAs) and RO Managers.

To evaluate the feedback given by the participants of training and ascertain the influence of training on their ground-level performance.

To research the adoption and reach of the "Training on Wheels" program, and determine the ways to improve its effectiveness.

To help design, document, and report on events and training sessions.

To realize the overall position of learning & development in a corporate environment, particularly in a PSU such as IOCL.

3.	Description	of	Work	Done
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3.1 Onboarding and Familiarization with IOCL's Hierarchy

Read through IOCL's recent Annual Report and internal reports to develop a macro-level perspective of the company's vision, organizational structure, and strategic plans.

Understood how different departments work, particularly with respect to retail operations, customer care, and community initiatives.

3.2 Contribution to Training Data Management

Developed digital attendance reports from physical records of training sessions held across various districts (Bharuch, Kamrej, Surat, Gandhidham, etc.).

Translated photographic information into organized Excel/Word tables for incorporation into the centralized reporting system.

Ensured accuracy and consistency in managing critical data for over 60+ training sessions and various retail stores.

3.3 Post-training Feedback and Impact Analysis

Administered post-training feedback surveys and follow-up calls to program participants in programs such as Shakti and Training on Wheels.

Reviewed participant feedback to determine key learnings, effectiveness of training content, and areas for enhancement.

Emphasized changes in behavior seen at stores after training, such as improved customer interaction, hygiene, and use of digital resources.

3.4 Event Planning and Community Involvement

Attended the Women's Day Ceremony, where I assisted with coordination, timetabling, and volunteer management.

Assisted with a Library-based Treasure Hunt event for employee engagement and promoting reading habits. I assisted in creating clues, led participants, and facilitated smooth running.

Assisted in coordinating community awareness events, ensuring the venue was set up, participants had proper materials, and presentations were run smoothly.

3.5 Communication & Content Creation

Developed posters and presentation material using software such as Canva to visually enhance IOCL's internal communications.

Developed thumbnails for 81 Sampark community videos, coordinating visual elements with IOCL's brand identity and maintaining consistency in public-facing content.

Helped prepare PowerPoint presentations and brochures for events and training sessions.

3.6 Management of Confidential Projects

Assigned to develop promotion lists for various zones such as Northeast India, on the basis of confidential training performance figures and internal reports.

Ensured data protection and professional conduct while dealing with sensitive employee data.

4. Project: Training on Wheels

The Training on Wheels programme is a learning-on-wheels programme intended to take skill development to the doorstep of distant retail outlets. It was noted that:

This project substantially increased training attendance by rural CAs.

Field demonstrations raised participation and follow-up of safety and operating procedures.

Logistical issues were experienced in respect of equipment and trainers' availability, which I captured through my feedback reports as part of my documentation.

5. Project: Effect Analysis of Retail Training

I did the following as part of this project:

I assessed employee conduct and customer service levels after the training.

Survey returns indicated enhanced product knowledge, electronic billing, communication, and personal hygiene among certified CAs.

Certain tasks such as emergency response training and electronic payment resolution troubleshooting were identified for improvement.

6. Skills and Knowledge Acquired

Professional Skills:

Handling & analyzing data (Excel, Google Forms, Sheets)

Event planning & coordination

Communication & collecting feedback

Documenting and reporting

Soft Skills:

Time management and task identification

Collaboration in large-scale operations by team members

Independent handling of responsibilities

Professional communication with multi-stakeholder communities

7. Challenges Encountered

Processing large amounts of paper-based training data and digitizing them in an effective manner.

Processing follow-up calls and capturing meaningful insights from oral feedback.

Managing time between documentation, event management, and analysis work.

8. Recommendations (Ongoing Observations)

Include digital attendance and feedback tools during training to reduce reporting complexity.

Implement short, interactive videos or e-learning modules as follow-ups for in-person training.

Increase Training on Wheels coverage to reach more remote locations on a regular basis, with bilingual training materials.

9. Conclusion and Way Forward

To date, my internship with IOCL has been highly rewarding and insightful. It has offered me a platform on which I am able to make theoretical learning possible in the context of actual life, particularly on HR, assessment of training impacts, and corporate communication. I am excited at the prospect of fulfilling the concluding part of the internship through an elaborate impact report and contribution toward current training schemes.

Lastly, I will concentrate on refining the structure and presentation of the report—to the

highest academic submission and corporate review expectations. This involves proper proofreading, formatting, compliance with company confidentiality policies, and the production of a sharp executive summary that captures the essence of my internship experience.

This final phase will not only serve as the completion of my internship project but also provide a platform to translate experience into organized knowledge—serving both my own development and the company's objective of optimizing the HR process.

