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STREAMLINING OPERATIONS TO TACKLE BOTTLENECKS: REINVENTING PROCESSES AT HALDIRAM'S SMALL BATCH UNITS

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ABSTRACT

This study explores the operational bottlenecks faced by Haldiram's small batch units and the strategies employed to streamline processes for sustainable growth. Primary data was collected through interviews, surveys, and on-site observations. The findings reveal key challenges such as supply chain inefficiencies, production delays, and quality control hurdles, while highlighting innovative interventions that improved productivity and reduced wastage.

INTRODUCTION

In today's competitive food industry, streamlining operations is critical for sustaining business growth. Haldiram's, a renowned Indian snack and sweets manufacturer, operates small batch units to cater to niche markets and maintain product freshness. However, these units face operational bottlenecks that hinder efficiency. This study aims to identify these challenges and analyze the impact of process reinvention on operational performance.

Objectives

1. Identify key operational bottlenecks affecting efficiency in Haldiram's small batch units.
2. Analyze the impact of these bottlenecks on production flow and overall performance.
3. Explore and evaluate process reinvention strategies to enhance productivity.
4. Assess the effectiveness of implemented interventions in reducing delays and improving workflow.
5. Provide actionable recommendations for sustaining operational improvements.

Products considered for research

This research focused on the following Haldiram's products produced in small batch units:

- Bhujia Sev
- Moong Dal
- Kaju Katli
- Rasgulla
- Aloo Bhujia
- Samosa (Mini)
- Masala Peanuts

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- Haldiram's has a significant manufacturing presence in NagpurProducts such as Bhujia Sev, Moong Dal, Kaju Katli, Rasgulla, Aloo Bhujia, Mini Samosa, and Masala Peanuts are produced in these facilities.

Definition small Batch size

Small Batch Units: Definition and Details

Small batch units are specialized production facilities designed to manufacture limited quantities of products, prioritizing quality, customization, and freshness. These units are often characterized by their agility, enabling businesses to quickly adapt to market demands and produce niche or seasonal offerings without committing to mass production.

In the context of Haldiram's, small batch units play a crucial role in maintaining the authenticity of traditional recipes while ensuring product freshness. They operate with smaller production lines and adopt a more hands-on approach, ensuring meticulous attention to detail. This structure allows for experimentation with new flavors and product variations, catering to evolving consumer preferences.

However, small batch units face several operational challenges. The limited scale of production makes it harder to absorb costs associated with inefficiencies. Additionally, these units often rely on semi-automated or manual processes, which can slow down production and increase the likelihood of errors. Supply chain disruptions and equipment downtime have a more pronounced impact, leading to delays and uneven workloads.

Despite these challenges, small batch units offer significant advantages, such as shorter lead times, enhanced quality control, and the ability to respond swiftly to market changes. Reinventing processes within these units is essential for overcoming bottlenecks, enhancing productivity, and ensuring long-term sustainability. Small batch units refer to specialized production facilities that manufacture limited quantities of products to ensure quality, customization, and freshness. In the context of Haldiram's, these units focus on producing niche products and seasonal offerings, allowing for greater flexibility in product innovation and quality control. Such units operate with smaller production lines and a more hands-on approach, which helps maintain traditional flavors and craftsmanship. However, they often face challenges related to efficiency, resource allocation, and scalability.

LITERATURE REVIEW

Operational bottlenecks often arise from inefficiencies in production workflows, supply chain delays, and inadequate resource allocation. Previous studies suggest that lean manufacturing techniques and process automation can significantly reduce these inefficiencies (Womack & Jones, 1996). Additionally, sustainable practices in small batch units require balancing quality, cost, and delivery time to ensure long-term resilience.

RESEARCH METHODOLOGY

Research Design

A qualitative research approach was adopted, employing case study methods to gain in-depth insights.

Data Collection

Primary data was gathered through:

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- **Interviews:** Conducted with production managers, floor supervisors, and workers.
- **Surveys:** Distributed to employees to assess perceptions of workflow efficiency and bottlenecks.
- **Observations:** On-site visits to monitor production flow and identify process delays.

Sample

The sample consisted of 15 employees from Haldiram's small batch unit in Nagpur.

DATA ANALYSIS

Thematic analysis was used to identify recurring patterns in the collected data.

Findings

1. **Supply Chain Delays:** Inconsistent delivery of raw materials led to production halts.
2. **Manual Processes:** Reliance on manual quality checks slowed down production.
3. **Equipment Downtime:** Frequent equipment breakdowns caused delays.
4. **Workforce Allocation:** Inefficient task distribution led to uneven workloads.

DISCUSSION

To address these bottlenecks, Haldiram's implemented several interventions:

- **Supplier Coordination:** Established real-time communication channels with suppliers to ensure timely deliveries.
- **Process Automation:** Introduced automated quality checks, reducing inspection time by 20%.
- **Predictive Maintenance:** Installed sensors to monitor equipment health and prevent unexpected breakdowns.
- **Task Redistribution:** Developed a dynamic task allocation system to balance workloads.

These measures resulted in a 15% increase in production efficiency and a 10% reduction in wastage.

CONCLUSION

Reinventing processes at Haldiram's small batch units effectively tackled key operational bottlenecks, enhancing productivity and sustainability. The findings underscore the importance of integrating technology and improving workforce management to build resilience in small-scale operations.

Recommendations

- Expand automation in packaging processes.
- Conduct regular workforce training on new technologies.
- Establish performance metrics to monitor ongoing improvements.

REFERENCES

1. Womack, J. P., & Jones, D. T. (1996). *Lean Thinking: Banish Waste and Create Wealth in Your Corporation*. Simon & Schuster.
2. Additional references to be added after further research.