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**SKILL MATRIX OF EMPLOYEES WITH REFERENCE TO
PEPSICO INDIA HOLDINGS PRIVATE LIMITED**

SUMMER PROJECT REPORT
Submitted to the
Faculty of management sciences, Anna University
in partial fulfillment of the requirement
for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION

by

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BONAFIDE CERTIFICATE

Certified that this project titled “SKILL MATRIX OF EMPLOYEES WITH REFERENCE TO PEPSICO INDIA HOLDINGS PRIVATE LIMITED” is a bonafide work of S. RAGUL KANNAN (71205631041) who carried out this research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

B. SUBRAMANI

Faculty guide

Prof. S. GANESAN

Director

Evaluated and viva- voce conducted on 14/11/06

Examiner 1

Examiner 2

DECLARATION

DECLARATION

I, hereby declare that this project report entitled as "SKILL MATRIX OF EMPLOYEES WITH REFERENCE TO PEPSICO INDIA HOLDINGS PRIVATE LIMITED" has been undertaken for academic purpose submitted to Anna University in partial fulfillment of the requirements for the degree of Master of Business Administration. The project report is the record of original work done by me under the guidance of Mr. B. Subramani, Senior Lecturer, KCT Business School during the academic year October 2006.

I also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Place: Coimbatore



S. RAGUL KANNAN.

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

I wish to express my earnest gratefulness and gratitude to our correspondent Prof. Dr. K. Arumugam for his encouragement extended to me to undertake this project work.

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I wish to express my heartfelt thanks to Mr. S. Ganapathi Subramanian, Asst Manager- HR, for his invaluable guidance to complete the project work.

Finally, I thank my friends and parents for their continuous support and encouragement without which the project could not be a successful.

EXECUTIVE SUMMARY

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The skill matrix indicates the level of skills that an individual possess in a team. The main objective of this matrix is to identify the skill level to which an employee belong with respect to the activities that are going on in an organization.

Skill matrix is a process of identifying key level of skills required for a particular position in an organization, and then using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc. "The skills framework serves as the bedrock for all HR applications. As a result of skills matrix, all the HR processes like talent induction, management development, appraisals and training yield much better results.

In PepsiCo India Holdings Private Limited, employees have training program every year. During that training period they are allowed to get training in various fields that are going inside the organization. To avoid boredom on doing the same job continuously and to make employees multi skilled training is given.

Today, world has globalized and competitiveness is high. To overcome the above fact the organization must use their resources effectively. Human resource is one of the major part in which men, money and material are united together to fulfill the organizational objectives. Technology is rapidly growing. So continuous training is essential for the employees working in the organization.

Identification of the skills of each and every employee during a critical situation is not possible. So we can go for the skills matrix which will work as a skills database of employees. The skill level can also be identified using the matrix.

The field in which employees have insufficient skill is marked and training can be given for them. Based on that we can ensure that whether the employees are fit for the job what they are doing. The problem that arises due to immaturity of employees in a job can be avoided.

CERTIFICATE



11 October 2006

TO WHOMSOEVER IT MAY CONCERN

This is to certify that, Mr. Ragul Kannan S, 2nd Year Student of MBA, Reg. No 71205631041, from K C T Business School, Coimbatore has successfully completed his project work titled "A Study on Skill Matrix Index of PepsiCo Associates", during the period 26/06/06 to 02/08/06.

During the project period, he has shown keen interest to learn new things.

We wish him all the best, in future endeavors.

Thanking You,
For PEPSICO INDIA HOLDINGS PVT. LTD.,

S Ganapathi Subramanian
Asst. Manager – Human Resources



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CHAPTER 1

INTRODUCTION

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INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The formulation of skill framework of PepsiCo India Holdings Private Limited., and the organizational study are the background of this project. The formulation of the framework enables the higher authority people in the organization to identify the skill level of the employees working in their organization.

Skill framework provides a view of the competency levels required for the specific roles. They define

- ✓ The roles within the work area.
- ✓ The skill required by each role.
- ✓ The depth of knowledge required to fulfill the role successfully.

1.2 Objectives to the study

The primary objective is to identify the activities that are taking place in individual functional areas of the organization. Then the skill required for an employee to work effectively on the activities is summarized. The skill levels are categorized into four levels:

Level	Achievement	Description
1	Theoretical & Conceptual knowledge	Not a required skill though should able to define & manage skill if required.
2	Can Do	Understands the theories, issues & implications sufficiently to be able to proceed further.
3	Expert	Extensive & substantial practical experience & applied knowledge in the activities.
4	Master	Can train the people who are new to the work & possessing vast experience in the activities.

- ✓ The secondary objective is to level the employees based on their skills they had possessed with respect to the activities & forming the matrix.
- ✓ To transform the employees in skill level 1 to skill level 2, skill level 2 to skill level 3 and skill level 3 to skill level 4.
- ✓ With help of the frame work we can identify the people who are in the need of training, who can be master for training, who can work in a critical situation etc.,
- ✓ Offer suggestion to the organization based on the findings of the study.

1.3 Scope of the study

- ✓ To have a précised database of the skill level of the employees in the activities that are taking place in the organization.
- ✓ To certify the employees based on their skill level to which they belong in each and every activity.
- ✓ To have clear cut knowledge of the skills in which the employees are insufficient.
- ✓ To identify the activities in which employees require training.
- ✓ To lien the workforce.
- ✓ To overcome the problem arising due to absenteeism.
- ✓

1.4 Methodology

The methodologies used for categorizing the employees in the four skill levels are as follows:

Observation

- ✓ Results given by the immediate supervisor who guide the employees, interprets their results what they have done. The supervisor is the person who will be always with the employees and have clear observation that what they can and what they can't.

Secondary data

- ✓ The achievement that he made in the activity what he is doing.
- ✓ Trainings undergone, workshops attended, seminars attended, papers &creative ideas that had been published in the PepsiCo's magazine.

- ✓ Numbers of years of experience that he had get in a specific activity.
- ✓ If flexibility is very low then the employee requires training in the activities going on in the department.

1.5 Limitation

- ✓ Periodic updating of the matrix is necessary because of rapidly changing technology which has an effect in increasing the activities going on in the organization.
- ✓ Skill levels of the employees cannot be precisely categorized. Due to some external factors there is a chance that the skill level of the employee changes.
- ✓ Injustice occurs in case of results are got from the supervisors about the employees.
- ✓ Skill framework can also be used for the recruitment purpose.
- ✓ The findings of the study is restricted to PepsiCo India Holdings Private Limited, Madurai and similar such companies and it cannot be implemented to all organization.

1.6 CHAPTER SCHEME

Chapter 1: Introduction

The first chapter deals with the background, objectives, scope of the study, methodology used in data collection, limitations of the study, and brief introduction to all the chapters.

Chapter 2: Organization Profile

Organization profile includes details on the history of the organization, management and organization structure, product profile and market potential, competitive strength of the company and a brief description on various functional areas of the organization.

Chapter 3: Industry Profile

Industry Profile deals with the prevailing scenario of the organization with respect to its respective industry and to perform the SWOT analysis of the company.

Chapter 4: Observation And Formulation Of Skills Matrix

The Chapter mainly deals with observations made to formulate the skills matrix or framework effectively by effective analysis of each and every employee's performance in the organization.

Chapter 5: Conclusion

Conclusion includes the results and the discussions put forth regarding the performance of the skill levels and the considered recommendations to improve the performance of the company.

CHAPTER 2

ORGANIZATION PROFILE

CHAPTER 2

ORGANIZATIONAL PROFILE

2.1 History of PepsiCo

Pepsi-Cola was first made in New Bern, North Carolina in the United States in the early 1890s by pharmacist Caleb Bradham. On August 28, 1898, "Brad's drink" was changed to "Pepsi-Cola" and later trademarked on June 16, 1903. There are several theories on the origin of the word "Pepsi".

The only two discussed within the current PepsiCo website are the following: 1) Caleb Bradham bought the name "Pep Kola" from a local competitor and changed it to Pepsi-Cola. 2) "Pepsi-Cola" is an anagram for "Episcopal" - a large church across the street from Bradham's drugstore. There is a plaque at the site of the original drugstore documenting this while PepsiCo has refuted this theory.

Another theory is that Caleb Bradham and his customers simply thought the name sounded well or the fact that the drink had some kind of "pep" in it because it was a carbonated drink; they gave it the name "Pepsi".

As Pepsi was initially intended to cure stomach pains, many believe Bradham coined the name Pepsi from either the condition dyspepsia (stomachache or indigestion) or the possible one-time use of pepsin root as an ingredient (often used to treat upset stomachs). It was made of carbonated water, sugar, vanilla, rare oils, and kola nuts. Whether the original recipe included the enzyme pepsin is disputed.

In 1903, Bradham moved the bottling of Pepsi-Cola from his drugstore into a rented warehouse. That year, Bradham sold 7,968 gallons of syrup. The next year, Pepsi was sold in six-ounce bottles and sales increased to 19,848 gallons. In 1905, Pepsi received its first logo redesign since the original design of 1898. In 1906, the logo was changed again. In 1909, automobile race pioneer Barney Oldfield endorsed Pepsi-Cola in newspaper ads as "A bully drink...refreshing, invigorating, a fine bracer before a race".

In 1923, PepsiCo went bankrupt due to high sugar prices as a result of World War I, assets were sold and Roy C. Megargel bought the Pepsi trademark. Eight years later, the company went bankrupt again, resulting in a reformulation of the Pepsi-Cola syrup formula.

During The Great Depression, Pepsi gained popularity following the introduction in 1934 of a 12-ounce bottle. With twelve ounces a bottle instead of the six ounces Coca-Cola sold, PepsiCo turned the price difference to its advantage with a slick radio advertising campaign which was the first use of a jingle in advertising. "Pepsi cola hits the spot / Twelve full ounces, that's a lot / Twice as much for a nickel, too / Pepsi-Cola is the drink for you," encouraged price-watching consumers to switch to Pepsi, while obliquely referring to the Coca-Cola standard of six ounces a bottle for the price of five cents (a nickel), instead of the twelve ounces Pepsi sold at the same price. Coming at a time of economic crisis, the campaign succeeded in boosting Pepsi's status. From 1936 to 1938, PepsiCo's profits doubled.

2.1.1 History in India

PepsiCo was established in India as processing unit in Punjab during the year 1986-87. The project, Pepsi foods limited was cleared by the Indian government in September 1988 as a joint venture of PepsiCo, Punjab government owned Agro Industrial Corporation and Volts India Limited. Before this Project was cleared, PepsiCo made an attempt to enter into India as early as in May 1985, when it teamed up with Agro Product Export Ltd., a company owned by R.P.Coenka group, and sought permission from the central government to import cola concentrate and to sell a PepsiCo brand soft drink in the Indian market, in return for the export of juice concentrate from Punjab.

Pepsi acquired Lehar Company in 1987 and started operating in India. It had two types of operations COBO and FOBO. COBO means company owned bottling operations; it was headed by Rajiv Bhakshi. FOBO means franchising owned bottling operations; it was headed by Deepak Iyer.

There are four marketing units in India.

NOMU - North office marketing unit.

SOMU - South office marketing unit.

EOMU - Eastern office marketing unit.

WOMU- Western office marketing unit.

2.1.2 SOMU

Till 1994 the operations are carried out by FOBO type in Tamil Nadu. Arthana Beverages Limited carried the franchising operation. South office marketing unit consist of four states. They are Kerela, Tamil Nadu, Karnataka and Andhra Pradesh.

SOMU is further divided into three units.

1. Madurai unit.
2. Kerela unit.
3. Karnataka and Andhra units.

Madurai unit

The unit is headed by Vice President Mr. Anjanpauole. Unit is subdivided into four territories:

Coimbatore Territory: It covers Nilgiri (DT), Coimbatore and Erode.

Tirunelveli Territory: It covers the area of Tirunelveli, Nagarkovil and Virudhunagar.

Trichy Territory: It covers the area of Trichy, Thanjavur, Perambalur and Karur.

Madurai Territory: It covers Sivaganga, Ramnad, Madurai, Dindugul and Theni.

Each territory is headed by a territory development manager, and it assist by a group of C.E (customer executive).

The major divisions under beverages are:

1. Pepsi foods.

Pepsi foods manufacture beverages.

2. PepsiCo., India holding concentrate manufacturing soft drinks with the help of concentrate brought from Pepsi foods plants.
3. Pepsi India marketing.

2.1.3 Details concerning PepsiCo, Madurai

In 1987, Double Cola was taken over by Pepsi in Madurai, in May 1994. Pepsi Foods Ltd. was established and at present it is operated as Co-owned. There are 52 permanent employees and 25 executives in PepsiCo, Madurai. If demand for the product

increases then the production rate should be increased. During that time contract employees were used for works.

Co-owned operations are carried out in South India at plants located in Chennai, Bangalore and Madurai. In beverages, Pepsi Foods Ltd. offers the following varieties.

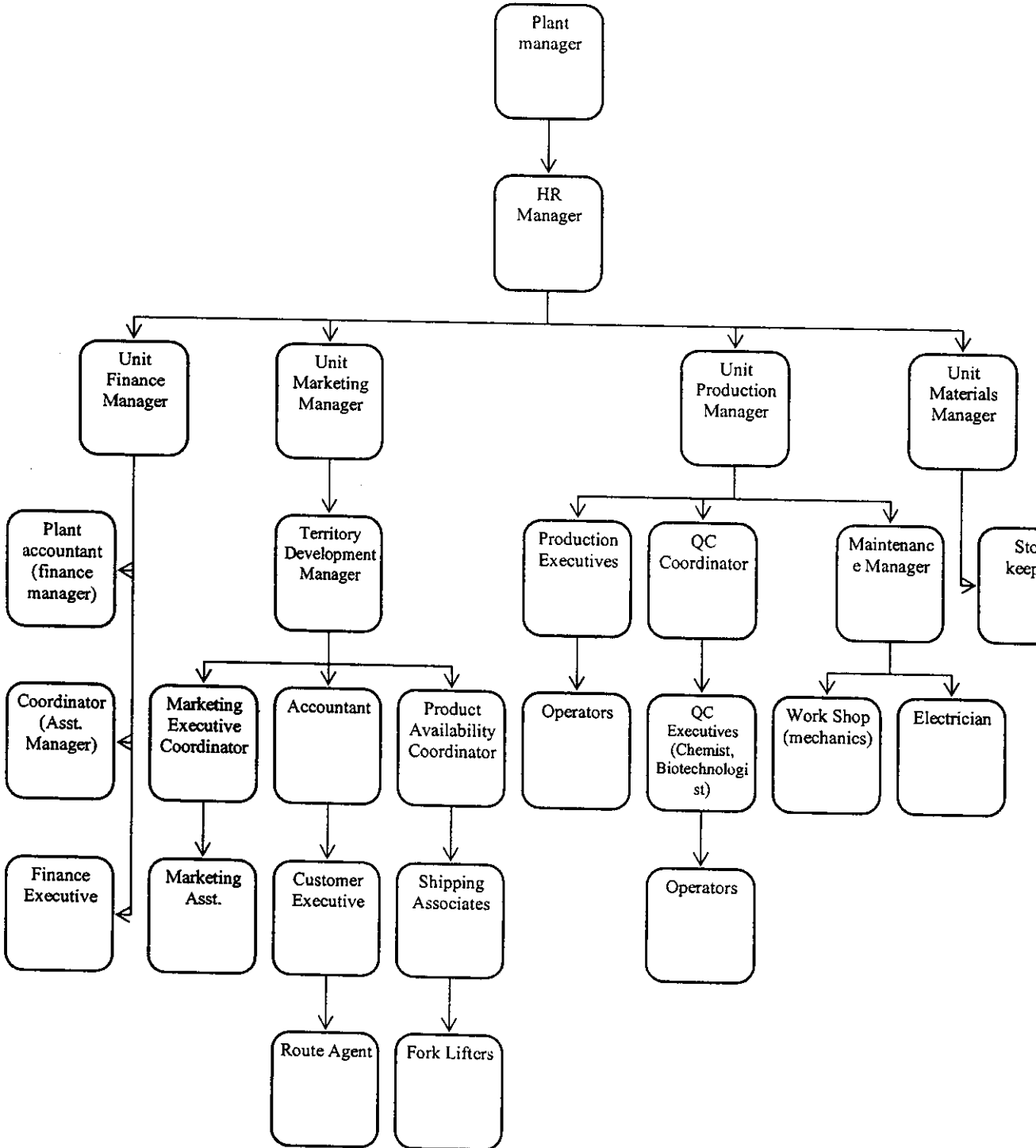
- ✓ Pepsi(cola flavour)
- ✓ Pepsi Blue
- ✓ Pepsi Vanilla
- ✓ Diet Mountain Dew
- ✓ Slice
- ✓ AquaFina (purified drinking water)
- ✓ 7up(clear lime)
- ✓ Lemon Mirinda
- ✓ Slice(Mango)
- ✓ Mirinda(orange)
- ✓ Soda
- ✓ Diet Pepsi(Cola flavour)

2.1.4 AWARDS:

The following are the awards received by PepsiCo, Madurai

- 1) In 1997, International quality award-Bronze.
- 2) In 1998, International quality award-Gold.
- 3) In 1999, Best COBO plant in the PCI world.
- 4) In 1999, Winner – without lost time accident (LTA).
- 5) In 2000, International quality award-Gold.
- 6) In 2001, International quality award-Gold.
- 7) In 2001, Winner – without lost time accident (LTA).
- 8) In 2002, International quality award-Gold.
- 9) In 2002, Winner – without lost time accident (LTA).
- 10) From 2002 to 2005, Golden peacock environment mgt award.

2.2 ORGANIZATIONAL STRUCTURE



2.3 PRODUCT PROFILE

The Pepsi-Cola drink contains basic ingredients found in most other similar drinks including carbonated water, high fructose corn syrup, sugar, colorings, phosphoric acid, caffeine, citric acid and natural flavors. The caffeine free Pepsi-Cola contains the same ingredients but no caffeine.

	Amount 8 fluid ounces
Calories	100
Fat	0 g
Sodium	30 mg
Potassium	10 mg
Carbohydrates	27 g
Sugar	27 g
Protein	0 g
Caffeine	25 mg

2.4 MARKET POTENTIAL

2.4.1 Building strong brands

A strong portfolio of brands has helped establish PepsiCo as a leader in India's beverages market, offering a variety of high-quality products providing refreshment and nutrition. It has regularly released popular advertisement campaigns to coincide with popular Indian festivals. Additionally, the company through association and advertisement has created a distinct identity for each of its brands.

2.4.2 Partnerships

PepsiCo entered India's hot beverages category in 2003 through a tie-up with Hindustan Lever Ltd., a leader in hot beverages and owner of the Lipton brand. To produce its beverages, PepsiCo has 37 bottling plants in India, including 17 company-owned plants and 20 owned by franchisee partners. The flavour concentrates used to make soft drinks are produced at a separate state-of-the-art plant at Channo in the Sangrur district of Punjab and supplied all across South Asia.

2.4.3 Diverse product portfolio

PepsiCo's portfolio of beverage brands in India include the flagship cola brand Pepsi; Diet Pepsi; two flavours of Mirinda – Orange and Lemon; 7UP; Mountain Dew; packaged drinking water - Aquafina; variants of the fruit drink brand Slice; the 100 per cent fruit juice brand Tropicana in several variants and the world's leading sports drink Gatorade. It also includes the local brands Lehar Evervess Soda, Dukes Lemonade and Mangola. Through its tie-up with Hindustan Lever Limited, the company also markets and distributes ready-to-drink beverages such as iced tea, green teas and herbal teas.

2.4.4 Sourcing and manufacturing base for exports

Today PepsiCo is amongst the major multinational exporters. Cumulative exports over the last 10 years have crossed US\$ 504 million. Pepsi's export business today supports the company's core food and beverage businesses: Pepsi has emerged as a high quality, competitive supplier to the worldwide PepsiCo system.

2.5 COMPETITIVE STRENGTH OF PEPSI

Today PepsiCo ranks among the world's five largest food and beverage companies with 16 brands, revenues of about US\$ 27 billion and over 143,000 employees. PepsiCo International includes the snack businesses of Frito-Lay International and beverage businesses of PepsiCo Beverages International. PepsiCo brands are available in nearly 200 countries and territories. In India, PepsiCo has come a long way since it began operations in 1989. PepsiCo and its partners have invested more than US\$ 700 million in India - building businesses, which today provide direct or indirect employment to more than 60,000 people.

2.5.1 Factors for success

PepsiCo's success in India centers around a strong focus on satisfying and delighting Indian consumers. This was achieved by forging strong relationships with local franchise partners, distributors and suppliers and building a talented local workforce.



2.5.2 RIVALARY WITH COCA-COLA

While some people claim that Pepsi tastes exactly the same as Coca-Cola, other people say they can tell a difference in the two soft drinks. In 1985, The Coca-Cola Company, amid much publicity, changed the formula. Some authorities believe that New Coke, as the reformulated drink came to be known, was invented specifically to respond to Pepsi. Numerous blind taste tests suggested that more consumers preferred the taste of Pepsi (which is believed to have more lemon oil, less orange oil, and uses vanillin rather than vanilla) to Coke. In taste tests, drinkers were more likely to respond positively to sweeter drinks, and Pepsi had the advantage over Coca-Cola because it is much sweeter. Overall, Coca-Cola outsells Pepsi in almost all areas of the world. Saudi Arabia and the Canadian provinces of Prince Edward Island, Newfoundland and Labrador, Ontario and Quebec are some of the few exceptions.

By most accounts, Coca-Cola was India's leading soft drink until 1977 when it left India after a new government ordered The Coca-Cola Company to turn over its secret formula for Coca-Cola and dilute its stake in its Indian unit as required by the Foreign Exchange Regulation Act (FERA). In 1988, PepsiCo gained entry to India by creating a joint venture with the Punjab government-owned Punjab Agro Industrial Corporation (PAIC) and Voltas India Limited. This joint venture marketed and sold Lehar Pepsi until 1991 when the use of foreign brands was allowed; PepsiCo bought out its partners and ended the joint venture in 1994. In 1993, The Coca-Cola Company returned in pursuance of India's Liberalization policy. In 2005, The Coca-Cola Company and PepsiCo together held 95% market share of soft-drink sales in India. Coca-Cola India's market share was 60.9%.

2.6 FUTURE PLANS

Pepsi plans for tender coconut water unit in Bengal

Pepsi has proposed to set up a processing unit for tender coconut water in West Bengal. The Chief Minister of West Bengal, Mr. Buddhadeb Bhattacharjee, said that the company was in talks with the State Government for finding a suitable location and organizing the raw material sourcing mechanism for the project.

Elaborating on the Pepsi proposal, Mr. Bhattacharjee said it envisaged value addition to the tender coconut water for eventual marketing as a packed beverage.

The procurement is to be done through contractual arrangements with the local producers. The project is likely to be located in the southern part of the State.

Pepsi is also working on two other food-processing projects — mango and pineapple pulp — in the State. The processing units, run by contract partners, are to be set up in the northern part of the State.

2.7 DESCRIPTION ON VARIOUS FUNCTIONAL AREAS

There are eight functional areas in PepsiCo India Holdings Private Limited.

They are

- ✓ Finance department.
- ✓ Marketing and sales department.
- ✓ Production department.
- ✓ Quality control department.
- ✓ HR department.
- ✓ Materials department.
- ✓ Maintenance department.
- ✓ Shipping department.

2.7.1 FINANCE DEPARTMENT

Finance department deals with financial operations. This department gives information about the availability of funds to the production department. This department prepares the financial accounts for the year. This department frames pricing policy. Finance department involves financial decision making.

Finance function starts from procurement of raw materials. Raw material is bought from Pepsi foods ltd, Gurgoan, Delhi. Production plan is done once in a week. It is done according to the availability of empty bottles, market condition, and requirement for the month. Raw materials required are syrup, Co2, sugar, crowns, and bottles. Purchase of Co2 and crowns are centralized. They are bought from centralized vendor in Delhi. Payment process is also centralized and it is planned in Delhi. Price is negotiated at Delhi for crowns and Co2. But sugar is purchased region wise.

➤ Purchase activities

- Requirement.
- Vendor identification.
- Quote comparison.
- Selecting the vendor.
- Negotiation with the vendor.
- Follow up for delivery.
- Vendor evaluation.

➤ **Storage activities**

- Receipt of raw material.
- Storing.
- Preservation.
- Issue of raw materials.
- Stock verification.
- Return of issued material.
- Returnable goods.
- Handling rejection.
- Records
- Non returnable goods.

The following are the steps carried out in purchasing the material:

- Material receipt note.
- Three quotes will be received.
- Accepting the least quote.
- Issuing the purchase order.
- Releasing the material.
- Inspection of materials in the gate.
- Sending the materials to stores.
- Cross checking of invoice and Chelan.
- Acknowledgement.

2.7.2 MARKETING AND SALES DEPARTMENT

Marketing is what a marketer does. Every product produced should be marketed. There is a separate department for marketing. They market their products by various channels. The objective of marketing is to make the goods available at places where they are needed. They differentiate their products from their competitors through marketing. Marketing department is the one, which coordinates resources of production and distribution of goods and services. Sales of a product are determined by the functions of the marketing department, where they create consumers. The end of all marketing activities is the satisfaction of human wants. Through satisfaction profits are rewarded.

Marketing of Pepsi brands face a tough competition. Territory development manager is in charge of sales part of Tamil Nadu. Area development coordinator coordinates sales and marketing.

CHANNELS OF DISTRIBUTION:

- Direct channel.
- Indirect channel.
- Distributor.

DIRECT CHANNEL:

Manufacturers directly meet the customers and sell their products.

INDIRECT CHANNEL:

Here the manufacturers give the products to the distributors who give to the retailers and in turn product reaches the consumers. These channels are:

Convenient channel:

1. Tea shop.
2. Grocery channels.
3. Leisure channels.
4. Theatres.
5. Parks.
6. Bar channels.
7. Institutional channels.
8. Colleges.
9. Schools.
10. Hospitals.

Medias used for advertisement:

Television, press.

Out door advertisement are dealer board, sun pack, paintings, stickers, banners and hoardings.

DISTRIBUTORS:

Distributors are given many advantages. They are given rate of discount of 4 1/2 to 5 1/2 according to the invoice value.

Delivery is free of charge. They are given coolers and many other gifts to encourage them to sell more.

Sales unit maintains stock for the day. The following are the registers maintained by the marketing department.

1. Daily stock register.
2. Weekly stock register.
3. Route wise sales register.
4. Daily glass movement.
5. Route card for database of retail business.

AGENCIES IN MADURAI:

1. Naga agency.
2. Muthu agency.
3. Sakthi vinayaga agency.
4. Meenakshi agency.
5. Vishagan agency.
6. Pethanatchi agency.
7. Srinivasa agency.
8. KVB agency.
9. Rani agency.
10. Mahalakshmi agency.

2.7.3 QUALITY CONTROL DEPARTMENT

Quality of the product creates or builds up good image for the product in the minds of customers. So, after every step of manufacturing process, strict quality controls are followed to ensure high standards of quality. Here control limits are set and the quality of the finished products is maintained. If there are any deviations caused, they are not allowed to occur.

At every step of manufacturing and bottling process, strict quality controls are followed to ensure that Pepsi-Cola products meet the same high standards of quality that consumers have come to expect. They also follow strict quality control procedures during the manufacturing and filling of the packages. Each bottle and can undergoes a

thorough inspection and testing process. Containers are then rinsed and then quickly filled through a high speed, state of art process that helps prevent any foreign material from entering the product. Additional quality control measures help to ensure the integrity of Pepsi-Cola products through out the distribution process, from warehouse to store shelf.

The quality control department performs their function in:

1. Water treatment plant.
2. Syrup treatment plant.
3. Effluent treatment plant.

The quality is maintained in the water used for production of soft drinks and for bottle washing. Syrup tank is washed properly before going to use another flavour in the same tank. The water is recycled properly in the effluent treatment plant within standards and the effluent is disposed properly.

2.7.4 PRODUCTION DEPARTMENT

Production mainly involves transforming inputs into outputs for sale. A separate department looks after the affairs of the production processes. The production manager determines the locations of production, coordinates with marketing and finance department to make forecast and get funds, delegate authority, designs the production process, and maintains plant. The elements of production system are inputs, transformation processes, outputs, storage and transportation.

Production of Pepsi products reaches its peak in the month of April, May, June and July. It involves in the following activities.

WATER TREATMENT:

Water is purified in water treatment plant for manufacturing purpose. There are two types of process. They are:

1. Reverse osmosis.
2. Coagulation process.

There are two types of water. They are

1. Soft water.
2. Treated water.

Soft water is used for bottle cleaning, boiler and for bottle washing. Treated water is used for syrup making process and drinking.

SYRUP PREPARATION:

Initially sugar is added with water. Naturally sugar contains smell and colour. So activated carbon powder is added for removing smell and colour. They are maintained half an hour at 82°C for killing microorganisms. Then they are filtered through filter press. Finally salt and concentrate (flavour) are added for getting final syrup.

BOTTLE WASHING:

1. Bottles and crates are separated using uncaser. Both bottles and crates are washed separately.
2. Bottles are washed by pre rinsing with 3 jet to remove the dust from the bottle.
3. Then they are pre washed with 6 jets for killing bacteria.
4. High caustic is cleared with 75°C to 80°C.
5. Finally hydro wash is used for clearing caustic.

EMPTY BOTTLE INSPECTION: (EBI)

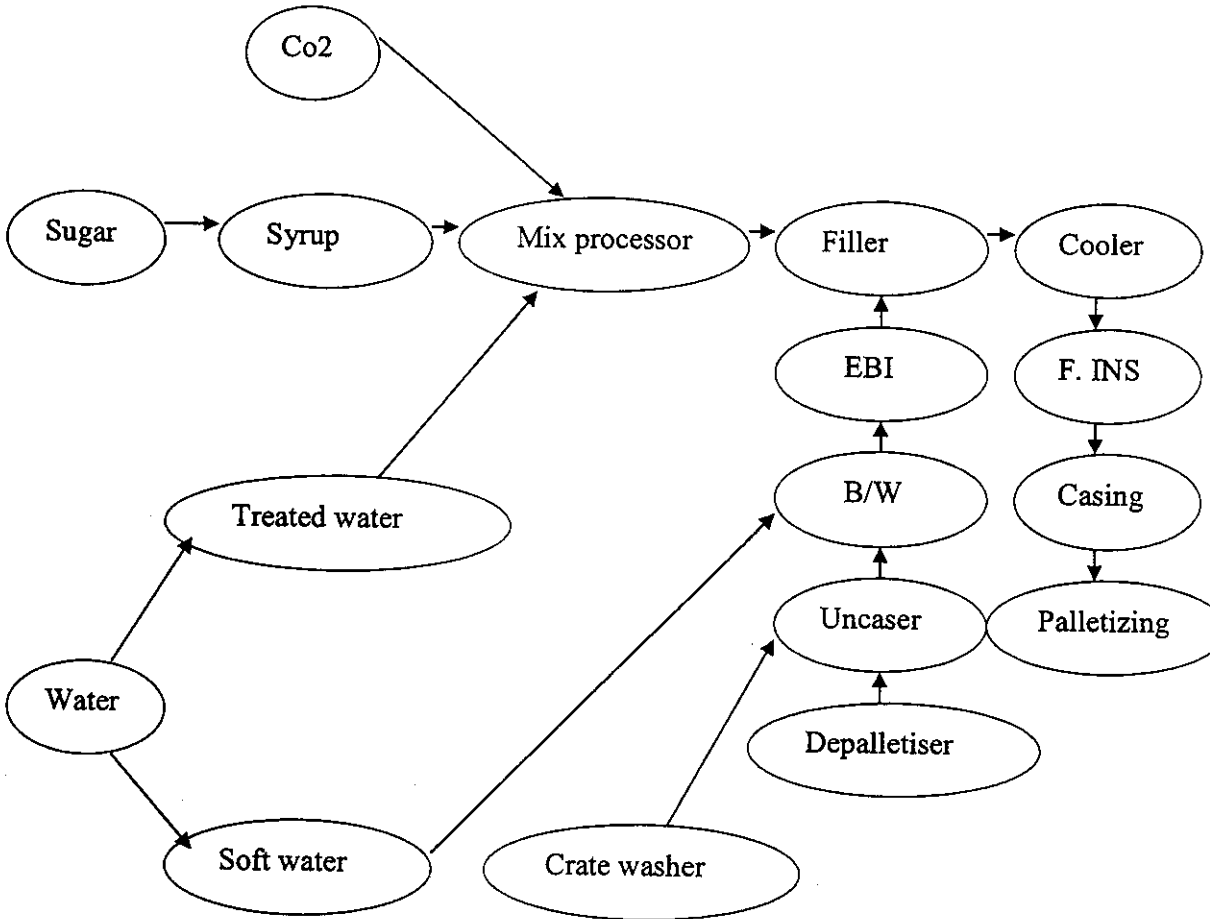
Empty bottles are checked here. If any breakage is found in the bottle sip, papers and dust those bottles are removed in bottle inspection.

FULL BOTTLE INSPECTION: (FBI)

After filling and crowning, filled bottles are checked. If there is low quality, no proper crowning, those bottles are removed in full bottle inspection.

Thereafter finished products go for packing.

PRODUCTION FLOW CHART:



2.7.5 HUMAN RESOURCE DEPARTMENT

Organizations are made up of people and the functions are done through people. The resources like men, money and material are utilized through people. These resources should be united to fulfill the objectives of an organization. They should be combined through efforts of people that material and monetary resources are effectively utilized for attainment of objectives. So, to attain the common objectives, people should be motivated.

Human resource department takes care of this work. Here they employ skill and knowledge of employees efficiently and effectively by utilizing human resources. They enhance job satisfaction and self actualization of employees by

encouraging them and maintaining working relationship among all the employees of the organization.

The following are some major HR activities in the organization:

1. EMPLOYEE WELFARE PROGRAM.
2. RECRUITMENT PROCESS.
3. PERFORMANCE APPRAISAL.
4. REWARDS AND WAGES.
5. GRIEVANCE HANDLING.

2.7.6 MATERIALS DEPARTMENT

Materials department purchases the raw materials, which are needed for production. Company uses the following raw materials:

- Sugar.
- Concentrate.
- Co₂.
- Glass (bottle).
- Chemicals.
- Crown.

SOURCES OF RAW MATERIALS:

Raw materials are brought from Pepsi Foods Ltd., Gurgaon, Delhi.

Purchasing is made based on three criteria.

1. Purchasing policy.
 - Best quality.
 - Suitable price.
 - Easy purchasing.

2. Inventory.

The materials department maintains certain inventory in order to meet demand. There are certain advantages and disadvantages in maintaining inventory. They are:

Advantages:

- No stock out.
- Avoid production loss.
- Less transportation cost.

Disadvantages:

- Heavy investments.
- Loss on spoilage and shrinkage.
- Change in process design.

2.7.7 MAINTENANCE DEPARTMENT

Maintenance refers to the up keep and protection of the plant, building, machinery and other fixed assets. Maintenance engineering is concerned with keeping the physical facilities in good operating conditions.

OBJECTIVES OF MAINTENANCE DEPARTMENT:

The objective of maintenance department is to keep all productive assets in efficient working condition. It also minimizes accident rate and it is also considered as safety step in the organization.

FUNCTIONS OF MAINTENANCE DEPARTMENT:

- Planning maintenance work as long term basis.
- Issuing maintenance work order.
- Storing maintenance material eg., tools, spare parts, lubricants etc.,
- Developing and issuing standard instruction.

MAINTENANCE TECHNIQUES:**STANDBY MACHINES:**

In PepsiCo, the loss and inconvenience due to breakage of equipment is so high. So standby equipment is used as soon as the original equipment fails. The standby facility is employed to avoid interruption and downtime.

SHIFTING PRODUCTION DURING BREAKDOWN:

In PepsiCo, spare capacity is maintained not in the form of standby machines but by allowing rest to run machines at intervals and by rotation.

2.7.8 SHIPPING DEPARTMENT

The following are the functions performed by the shipping department:

- Receiving empty bottles from the market.
- Sending to the production department and keeping an account of number of empties sent.
- Once empties are filled, they are properly stocked and accounted.
- Filled bottles are transported to local warehouse from where they are sold.
- Keeping record of payments regarding excise duty and sales tax.

GLASS TRACKING:

Product availability coordinator tracks the returnable bottles. It is very important to track glass bottles for packing carbonated soft drink. Respective authorities do the sales forecast and the result is given to the shipping department. And only the shipping department places the order according to the demand to the production department.

Full stocks are verified physically and shipping executives records full and empties. The production plan reports based on the full and empty bottles are forwarded to Plant managers, Manufacturing manager and Quality control coordinator.

CHAPTER 3

MICRO-MACRO ECONOMICAL ANALYSIS OF SOFT DRINKS INDUSTRIES

CHAPTER 3

MICRO- MACRO ECONOMICAL ANALYSIS OF SOFT DRINKS INDUSTRIES

3.1 Soft Drinks in India

Soft drinks emerged stronger than ever from the pesticides contamination controversy in late 2003, and the early monsoons in mid-2004 in many regions of India, that at one point threatened to derail growth in 2004. Responding to a series of initiatives throughout 2004, such as reducing pack sizes, introducing new flavours, increasing points of sale, positioning on the current health boom and taking advantage of changing consumer preferences, the total volume of soft drinks sold in 2004 exceeded four billion litres, registering a robust growth rate of 16%.

The pesticides controversy notwithstanding, small pack sizes and the intensifying of rural distribution that increased opportunities to buy ensured that carbonates products maintained their status as the largest category in soft drinks in 2004. The Rs5 strategy for small packs delivered significant off-trade volume growth and opened new possibilities in rural India, but proved to be unviable in the long run, with Coca-Cola India Pvt Ltd and PepsiCo India Holdings Pvt Ltd both raising prices to Rs6 in the latter half of 2004.

3.2 Health takes centre stage

Health and wellness were in sharp focus in 2004, and soft drinks products were quick to capitalize on this trend. Fruit/ vegetable juice and bottled water, pitching heavily on the purity and health positioning platforms, gained sharply in both total volume and value in 2004, partly at the cost of carbonates and juice drinks and partly by expansion through new launches and inducing trial.

The combination of increased awareness of contamination in carbonates, a trend towards healthy consumption, rising disposable incomes in the hands of young people exposed to western lifestyles, and aggressive promotion resulted in fruit/vegetable juice climbing to over 100 million litres in off-trade volume sales in 2004

With increasing acceptance of bottled water as a necessary expense, greater tourism movement within India and activity by all companies, bottled water in particular gained 22% in off-trade volume sales, making bottled water the second largest category in soft drinks.

3.3 Strong growth forecast in soft drinks

The total off-trade volume of soft drinks is forecast to grow by a compounded average of 11% over the forecast period. Total value growth is expected to track total volume growth closely because intensifying competition in carbonates, which dominate in both total volume and value sales, is expected to keep prices per litre under check. However, 100% juice is forecast to experience price per litre increases as the pitch on the health platform is expected to enable manufacturers to keep their products relatively price-insensitive. With increases expected in tourism, distribution and a changing lifestyle, bottled water is the one to watch in the forecast period, with an expected CAGR of 15% in off-trade volume sales growth.

3.4 PepsiCo's India experience

After a not so successful attempt to enter the Indian market in 1985, Pepsi re-entered in 1988 with a joint venture of PepsiCo, Punjab government-owned Punjab Agro Industrial Corporation (PAIC) and Voltas India Limited. By 1994, Pepsi took advantage of the liberalized policies and took control of Pepsi Foods by making an offer to both Voltas and PAIC to buy their equity. The Indian government gave concessions to the company, Pepsi was allowed to increase its turnover of beverages component to beyond 25 per cent and was no longer restricted by its commitment to export 50 per cent of its turnover.

Government approved more than US\$ 400 million worth of investment of which over US\$ 330 million has already been invested. The government also allowed PepsiCo to set up a new company in India called PepsiCo India Holdings Pvt Ltd, a wholly owned subsidiary of PepsiCo International, which is engaged in beverage manufacturing, bottling and exports activities as Pepsi Foods Ltd.

Since then, the company has bought over bottlers in different parts of India along with Dukes, a popular soft-drink brand in western India to consolidate its market share. This was followed by an introduction of Tropicana juice in the New Delhi and Bangalore markets in 1999.

Currently, soft drink concentrate, snack foods and vegetable and food processing are the key products of the company. Pepsi considers India, along with China, as one of the two largest and fastest growing businesses outside North America. Pepsi has 19 company owned factories while their Indian bottling partners own 21. The company has set up 8 Greenfield sites in backward regions of different states. PepsiCo intends to expand its operations and is planning an investment of approximately US\$ 150 million in the next two-three years.

3.5 Beverages

The Indian beverage industry faces over supply in segments like coffee and tea. However, more than half of this is available in unpacked or loose form. Indian hot beverage market is a tea dominant market. Consumers in different parts of the country have heterogeneous tastes. Dust tea is popular in southern India, while loose tea is preferred in western India. The urban-rural split of the tea market was 51:49 in 2000. Coffee is consumed largely in the southern states. The size of the total packaged coffee market is 19,600 tonnes or US\$ 87 million. The urban rural split in the coffee market was 61:39 in 2000 as against 59:41 in 1995. The total soft drink (carbonated beverages and juices) market is estimated at 284 million crates a year or US\$ 1 billion. The market is highly seasonal in nature with consumption varying from 25 million crates per month during peak season to 15 million during off-season. The market is predominantly urban with 25 per cent Contribution from rural areas. Coca cola and Pepsi dominate the Indian soft drinks market.

Mineral water market in India is a 65 million crates (US\$ 50 million) industry. On an average, the monthly consumption is estimated at 4.9 million crates, which increases to 5.2 million during peak season.

CHAPTER 4

FORMULATION OF SKILLS FRAMEWORK

Step1: Collect the names, numbers and designation of employees in individual departments.

Step2: collect the activities going on in individual department.

Step3: Identify the skills required by an individual employee in the department to do the activity successfully without failure.

Step4: Match the required skill with the employee skill.

Step5: Categorizing the employees based on the above step.

Step6: Categorizing is done based on the 4 skill levels.

Level	Achievement	Description
1	Theoretical & Conceptual knowledge	Not a required skill though should able to define & manage skill if required.
2	Can Do	Understands the theories, issues & implications sufficiently to be able to proceed further.
3	Expert	Extensive & substantial practical experience & applied knowledge in the activities.
4	Master	Can train the people who are new to the work & possessing vast experience in the activities.

Step7: Based on the above steps the skills framework is drawn. The typical format of skills framework is shown below:

EMP NAME	EMP NO	DESIGNATION	b/w ser					filler ser										
			Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6	Activity 7	Activity 8	Activity 9	Activity 10	Activity 11	Activity 12	Activity 13	Activity 14		
N1	101	D1																
N2	102	D2																
N3	103	D4																
N4	104	D4																

Step8: Using the matrix pie chart is drawn to identify the contribution of the skill level with respect to the department.

CHAPTER 4

OBSERVATION AND FORMULATION OF SKILLS FRAMEWORK

PRODUCTION DEPARTMENT

TABLE 1 (Boiler and Refrigerator)

EMP NAME	EMP NO	DESIGNATION	BOILER							REFRIGERATOR						
			preliminary checking & boiler startup	Maintaining oil temp.	T- scaling	ash cleaning	nozzle cleaning	chimney cleaning	changing the fusible plug	preliminary checking & compressor startup	condenser tube cleaning	chiller tube cleaning	oil service	changing oil filter	maintaining oil level	draining oil separator
KARUNAIVEL C	40	FILLER								1	1	1	1	1	1	1
KRISHNAN C	42	FILLER														
MUTHUKUMAR K	47	FILLER	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SENTHIL MURUGAN R	13	B/W (D)								1	1	1	1	1	1	1
MANICKAVASAKAM D	58	B/W (D)	1	1	1	1	1	1	1	1	1	1	1	1	1	1
BASKARAN C	88	B/W (D)														
KANNAN K	89	B/W (F)														
SAKARIA SAMRAJ D	26	B/W (F)	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SELVAM S K	108	B/W (F)	1	1	1	1	1	1	1							
ELANGO V	24	INS	1	1	1	1	1	1	1	1	1	1	1	1	1	1
PANDIAN V	38	INS	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SELVA KUMAR	96	INS	1	1	1	1	1	1	1	1	1	1	1	1	1	1
VENKATESAN P	46	INS	1	1	1	1	1	1	1	1	1	1	1	1	1	1
BASKARAN G	4	BOI&REF														
JAYASANKAR V	8	BOI&REF														
PARASURAMAN R	73	BOI&REF														
KASIVISHVANATHAN	12	C/Pr	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SWAMINATHAN S	21	C/Pr	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SENTHIL KUMAR R	97	C/Pr								1	1	1	1	1	1	1
ALAGU M.GOPAL	2	P/D CAPS														
SELVAM S	19	P/D CAPS														
NAGARAJ G	60	P/D CAPS														

INFERENCE:

From the above table, the inference made is that many of the employees belong to the category 1 in large number of activities. So they are in the need of basic training for many of the activities in the production department. Very few are getting mastered in the activities going on the department so the employees in the category 3 should be trained for transformation.

TABLE 2 (Filler, Bottle Washer and Inspection)

EMP NAME	EMP NO	DESIGNATION	BOT	BOTTLE WASHER							FILLER						
			INS	depaletisation	inspection (removal of rust neck bottles, straws)	operating B/W	bottle loading & adjustment	bottle discharge & adjustment	indicator inspection of bottles	complete lubrication of m/c	cleaning strainer (3 tanks)	oil replacement in reduction gear box	complete lubrication of m/c	initial setup and operating filler	cleaning the broken bottles	remedies for improper filling	
KARUNAIVEL C	40	FILLER															
KRISHNAN C	42	FILLER															
MUTHUKUMAR K	47	FILLER															
SENTHIL MURUGAN R	13	B/W (D)											1	1	1	1	
MANICKAVASAKAM D	58	B/W (D)											1	1	1	1	
BASKARAN C	88	B/W (D)											1	1	1	1	
KANNAN K	89	B/W (F)															
SAKARIA SAMRAJ D	26	B/W (F)															
SELVAM S K	108	B/W (F)											1	1	1	1	
ELANGO V	24	INS											1	1	1	1	
PANDIAN V	38	INS											1	1	1	1	
SELVA KUMAR	96	INS											1	1	1	1	
VENKATESAN P	46	INS											1	1	1	1	
BASKARAN G	4	BOI&REF											1	1	1	1	
JAYASANKAR V	8	BOI&REF											1	1	1	1	
PARASURAMAN R	73	BOI&REF											1	1	1	1	
KASIVISHVANATHAN	12	C/Pr											1	1	1	1	
SWAMINATHAN S	21	C/Pr											1	1	1	1	
SENTHIL KUMAR R	97	C/Pr											1	1	1	1	
ALAGU M.GOPAL	2	P/D CAPS															
SELVAM S	19	P/D CAPS															
NAGARAJ G	60	P/D CAPS															

INFERENCE:

From the table, the inference made is that the employees are approximately equally shared in category 1 and 2. And the same situation happens in the category 3 and 4. Employees belonging to category 1 and 3 should be trained to attain the next categories.

TABLE 3 (Premix and Case Packer)

EMP NAME	EMP NO	DESIGNATION	PREMIX		CASE PACKER					COMP SKILLS			
			initial setup/c startup	maintenance of temp.syrup,co2,water level.	sensor control	complete lubrication of m/c	maintenance based on instructions in enclosure	fault elimination in green pilot light	fault elimination in crate conveyor, gripper head	basics	MS-excel	MS-outlook express	SAP
KARUNAIVEL C	40	FILLER									1	1	1
KRISHNAN C	42	FILLER										1	1
MUTHUKUMAR K	47	FILLER			1	1	1	1	1	1	1	1	1
SENTHIL MURUGAN R	13	B/W (D)											1
MANICKAVASAKAM D	58	B/W (D)			1	1	1	1	1	1	1	1	1
BASKARAN C	88	B/W (D)								1	1	1	1
KANNAN K	89	B/W (F)									1	1	1
SAKARIA SAMRAJ D	26	B/W (F)									1	1	1
SELVAM S K	108	B/W (F)									1	1	1
ELANGO V	24	INS	1	1	1	1	1	1	1	1	1	1	1
PANDIAN V	38	INS	1	1	1	1	1	1	1	1	1	1	1
SELVA KUMAR	96	INS	1	1	1	1	1	1	1	1	1	1	1
VENKATESAN P	46	INS	1	1	1	1	1	1	1	1	1	1	1
BASKARAN G	4	BOI&REF									1	1	1
JAYASANKAR V	8	BOI&REF	1	1								1	1
PARASURAMAN R	73	BOI&REF	1	1							1	1	1
KASIVISHVANATHAN	12	C/Pr	1	1							1	1	1
SWAMINATHAN S	21	C/Pr	1	1							1	1	1
SENTHIL KUMAR R	97	C/Pr	1	1							1	1	1
ALAGU M.GOPAL	2	P/D CAPS											
SELVAM S	19	P/D CAPS											
NAGARAJ G	60	P/D CAPS											

INFERENCE:

From the table, the inference made is that many of the employees of these activities belong to category 1. All other categories are less covered by employees so training is very essential for all these activities.

QUALITY CONTROL DEPARTMENT

TABLE 4 (Water and Effluent Treatment)

EMP NAME	EMP NO	DESIGNATION	taste, odour & appearance	WATER TREATMENT							EFF TRT		
				TDS	alkalinity	hardness	total chlorine	iron	manganese	PH	PH	TDS	M.S.S
KARUPPASAMY A	41	WTP											
CHINNAPPA C	5	WTP											
MUTHUKARUPPAN R	15	WTP											
KARUVAPANDI	11	SYRUP											
P.L.RAJ	16	SYRUP											
KUMARESAN K	90	SYRUP											
JUSTIN XAVIER RAJ	9	PREMIX											
VISHVANATHAN K	22	PREMIX										1	1
CHINNANAN P	23	PREMIX										1	1
ANBU CHEZIAN M	93	ETP											
GURUNATHAN A	6	ETP											
KARUPPIAH K	10	ETP											
JOSEPHARULANANTHAM	25	QC CAPS											
CHANDRASEKARAN S M	64	QC CAPS											
NAGARAJAN C	70	QC CAPS											

INFERENCE:

From the above table, the inference made is that the employees are well trained and many of them are mastered in the activities. There are only few employees belonging to category 1 and 2 and they too wanted to be trained to be skilled.

TABLE 5 (Granulated Sugar, Co2 and Syrup Preparation)

EMP NAME	EMP NO	DESIGNATION	GRAN SUGAR				CO2	S/R PRPN			FIN BEVER				
			conductivity ash	colour	turbidity	beverage floc	taste, odour, appearance	purity	non- condensable gases	BRIX(simple&finished syrup)	BRIX control drink	TA	taste, odour&appearance	BRIX	net contenis
KARUPPASAMY A	41	WTP													
CHINNAPPA C	5	WTP													
MUTHUKARUPPAN R	15	WTP													
KARUVAPANDI	11	SYRUP													
P.L.RAJ	16	SYRUP													
KUMARESAN K	90	SYRUP													
JUSTIN XAVIER RAJ	9	PREMIX													
VISHVANATHAN K	22	PREMIX													
CHINNANAN P	23	PREMIX													
ANBU CHEZIAN M	93	ETP													
GURUNATHAN A	6	ETP													
KARUPPIAH K	10	ETP													
JOSEPHARULANANTHAM	25	QC CAPS													
CHANDRASEKARAN S M	64	QC CAPS													
NAGARAJAN C	70	QC CAPS													

INFERENCE:

From the above table, the inference made is that there are not even a single employee belong to category 1. This shows that all employees are skilled. 3 employees belonging to category 2 in all the activities should be trained to reach the next category.

TABLE 6 (Processing Material, Primary Packaging and Returnable Bottles)

EMP NAME	EMP NO	DESIGNATION	P MTL		PRIM PCKING				RET BOTTLES				COMP SKILLS	
			powdered act carbon sugar trt	powdered act carbon water trt	appearance	dimensions	weight	capacity	caustic appearance	caustic carryover	matter residue	manual inspection	basics	MS-excel
KARUPPASAMY A	41	WTP											1	
CHINNAPPA C	5	WTP											1	
MUTHUKARUPPAN R	15	WTP											1	
KARUVAPANDI	11	SYRUP											1	
P.L.RAJ	16	SYRUP											1	
KUMARESAN K	90	SYRUP											1	
JUSTIN XAVIER RAJ	9	PREMIX											1	
VISHVANATHAN K	22	PREMIX	1	1									1	
CHINNANAN P	23	PREMIX	1	1									1	
ANBU CHEZIAN M	93	ETP											1	
GURUNATHAN A	6	ETP											1	
KARUPPIAH K	10	ETP											1	
JOSEPHARULANANTHAM	25	QC CAPS												
CHANDRASEKARAN S M	64	QC CAPS												
NAGARAJAN C	70	QC CAPS												

INFERENCE:

From the above table, the inference made is that large number of employees belongs to the category 2. They can only do the activities and they are lack in solving the problems coming in the activities. So they should be trained to handling the problems arising out of the activities.

SHIPPING DEPARTMENT

TABLE 7 (Fork Lifter and Shipping Administration)

EMP NAME	EMP NO	DESIGNATION	FORK LIFT				S/PING			COMP SKILLS			
			dispatching of stock	feeding empties	collecting fulls	maintenance of fork lift	invoice generation	ERV updating	Tech support for prod.	Basics	MS-excel	MS-outlook express	SAP
PALANI S	44	F/K L/Fr					1	1	1				1
SELVAM M	91	F/K L/Fr											1
VETRIVEL R	98	F/K L/Fr											1
KANAGAVEL P	94	F/K L/Fr					1	1	1				1
SRINIVASAN E	22	S/P ASST											
MANIKANDAN K	95	S/P ASST											
AZZEZ KHAN A	28	S/P ASST											
RAVIDRAN P	99	S/P ASST											

INFERENCE:

From the above table, the inference made is that the employees are in the lack of training. The fork lifters should be given a effective training to manage the grievance during absence of the asst shippers.

ELECTRICAL DEPARTMENT

TABLE 8 (Electrician Work)

EMP NAME	EMP NO	DESIGNATION	electrician work											COMP SKILLS							
			sensor ctl	bottle counter	motor connection	frequency setting	a/c control	air vending m/c	all pumps	DG set	calculating power supply	new panel board erection	earth mounting	cable covering	managing all power lines	Basics	MS-excel	MS-outlook express	SAP		
JUSTIN ARULRAJ	84	ELEC																			
MUTHIAH M	14	ELEC																1	1	1	1
DAVID A	49	ELEC																1	1	1	1

INFERENCE:

From the above table, the inference made is that the employees are equally skilled under the categories in all the activities. Electrical works are the general works that are taking place in all the departments. So the employees belonging to the category 1 and 2 in the activities should be well trained to reach the category 3.

WORK SHOP

TABLE 9 (Bottle Washer and Filler Service)

EMP NAME	EMP NO	DESIGNATION	b/w ser					filler ser						
			pocket carrier	driver	gear boxes	track changing	sprocket changing	filling valve	centring, square rod	valve arm	centering rod cam	cylinder opening, closing cam	mech. Vary star driver	middle, intermediate gear box
AMALRAJ L	3	W/K S/P												
SELVAM K	18	W/K S/P												
SIMON K	75	W/K S/P												
SOUNDARAPANDIAN	27	MAINTAINANCE							1	1	1	1	1	1

INFERENCE:

From the above table, the inference made is that the employees can work on the activities but they cannot do the maintenance work. So they should be trained in the field to handle the machines and teaching them how to do the maintenance work effectively.

TABLE 10 (Premix, Syrup, ETP and Case Packer Service)

EMP NAME	EMP NO	DESIGNATION	P/M ser				S/R ser	ETP ser				C/P ser			
			mech. Seal pumps	vacuum pump	water pump	filter press	BHEE m/c	agitators	ball pumps	platforms	hand rails	ball drivers	bottle head	chain conveyer	
AMALRAJ L	3	W/K S/P						1	1	1	1				
SELVAM K	18	W/K S/P													
SIMON K	75	W/K S/P						1	1	1	1				
SOUNDARAPANDIAN	27	MAINTAINANCE	1	1	1	1	1	1	1	1	1	1	1	1	1

INFERENCE:

From the above table, the inference made is that the employees are not yet a experience to work on the machines and to maintain them. Training should be got from the machine manufacturers and they want to follow the instructions that are in the manuals.

TABLE 11 (Boiler and Refrigerator Service)

EMP NAME	EMP NO	DESIGNATION	boiler ser					refrigerator			
			all safety valves	NRV	stage pump(impeller)	furnace oil lines	electrical heater	ammonia comp. service	condenser	hydraulic testing	cooling tower
AMALRAJ L	3	W/K S/P									
SELVAM K	18	W/K S/P	1	1	1	1	1				
SIMON K	75	W/K S/P									
SOUNDARAPANDIAN	27	MAINTAINANCE	1	1	1	1	1	1	1	1	1

INFERENCE:

From the above table, the inference made is that the employees who are well versed in boiler are in lack of knowledge to work in refrigerator and vice versa. So the employees should be trained alternatively to make them multi skilled.

TABLE 12(General Works)

EMP NAME	EMP NO	DESIGNATION	general works						COMP SKILLS				
			refrigerator pipe line fabrication	new oil line fabrication in boiler	modifying&improvement of WTP	new m/c erection	gas, arc, organ arc welding	fork lifter service	maintaining spares	Basics	MS-excel	MS-outlook express	SAP
AMALRAJ L	3	W/K S/P						1	1			1	1
SELVAM K	18	W/K S/P									1	1	1
SIMON K	75	W/K S/P											1
SOUNDARAPANDIAN	27	MAINTAINANCE								1	1	1	1

INFERENCE:

From the above table, the inference made is that the employees are good in the general works. But they are lack in computer skills. Effective usage of computers will make them creative via internet. So training for these employees should be given in the computer field.

PRODUCTION DEPARTMENT

CHART 1 shows the % to which the employees belong to the skill level with respect to the activities. (boiler and refrigerator)

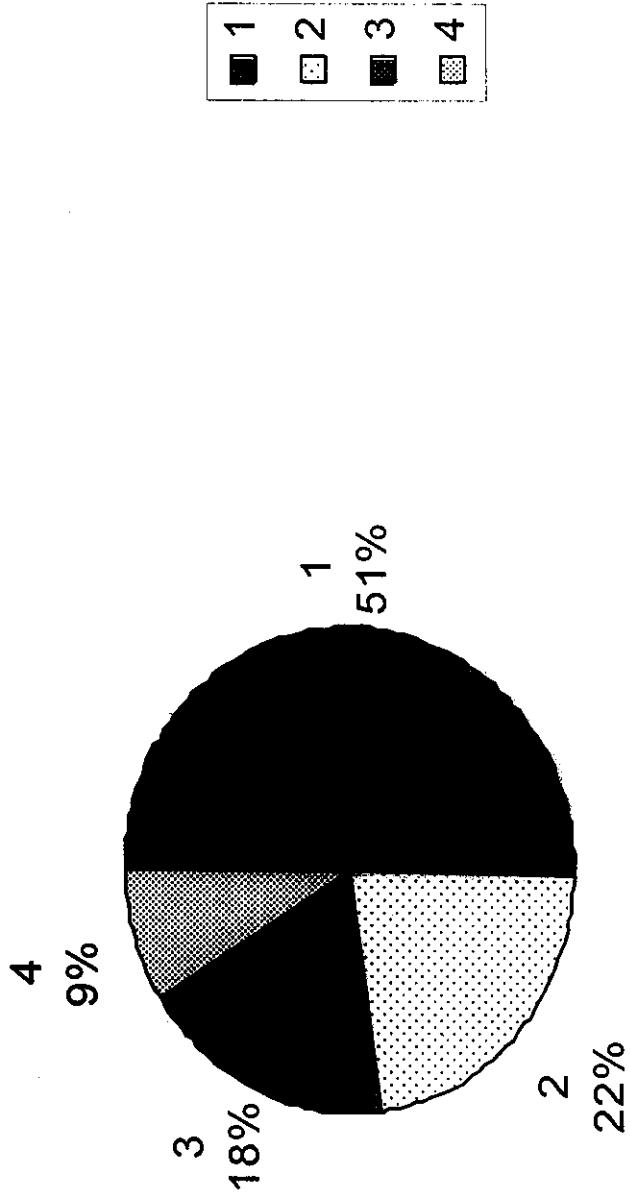


CHART 2 shows the % to which the employees belong to the skill level with respect to the activities. (filler, bottle washer and inspection)

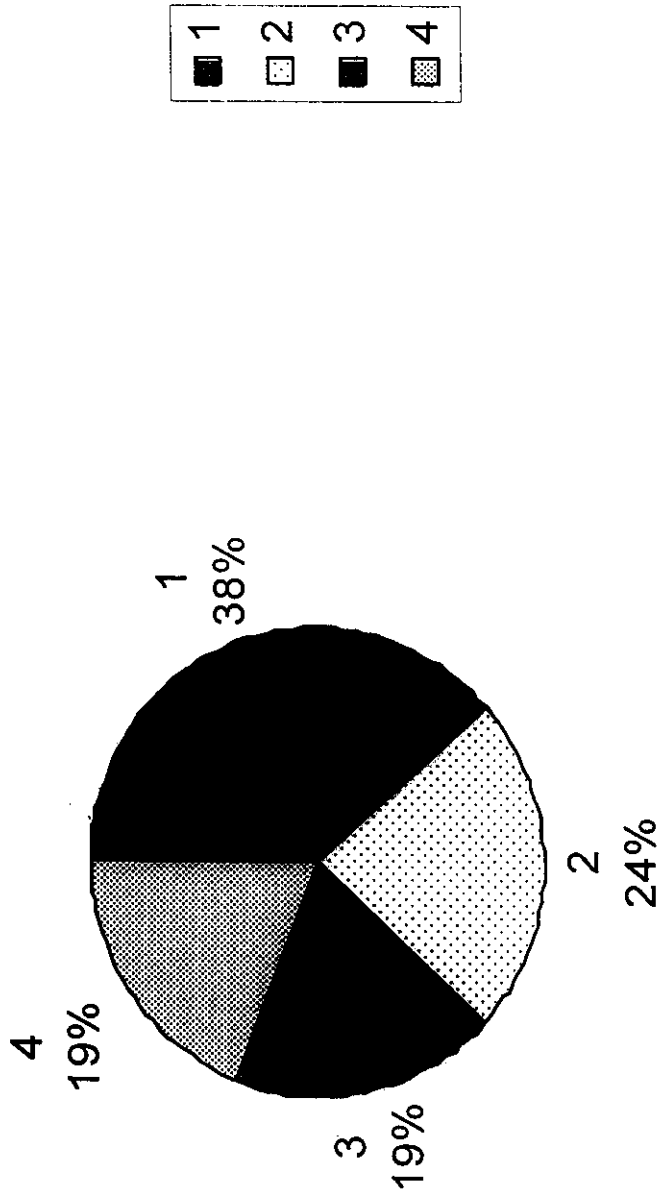
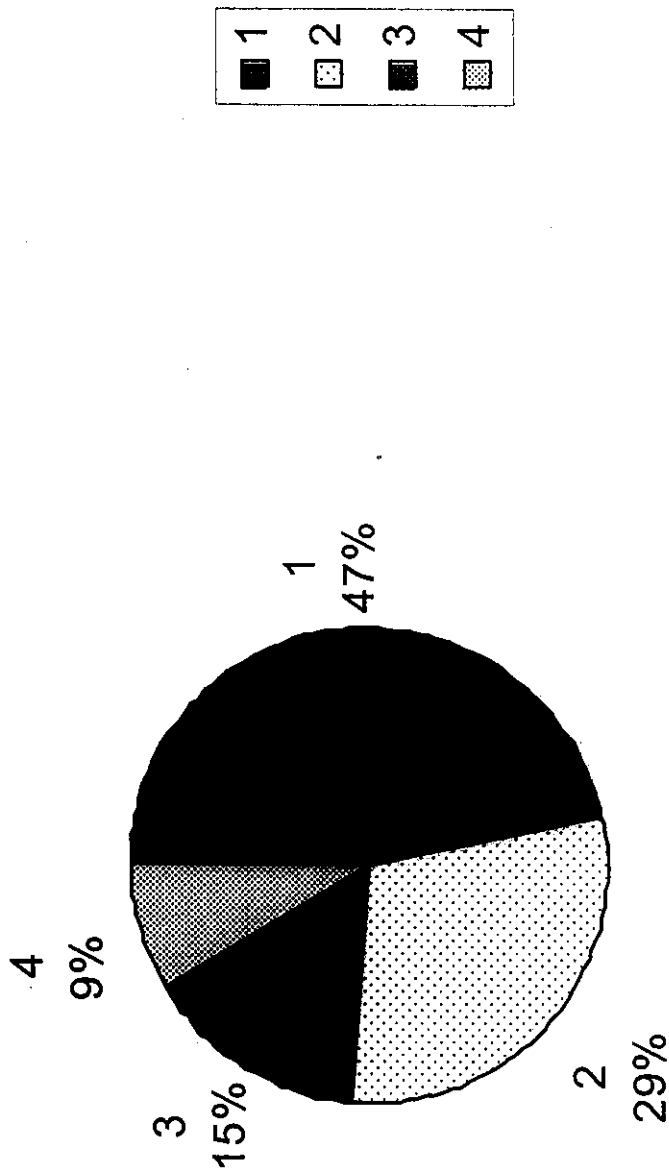


CHART 3 shows the % to which the employees belong to the skill level with respect to the activities. (premix and case packer)



QC DEPARTMENT

CHART 4 shows the % to which the employees belong to the skill level with respect to the activities. (water and effluent treatment)

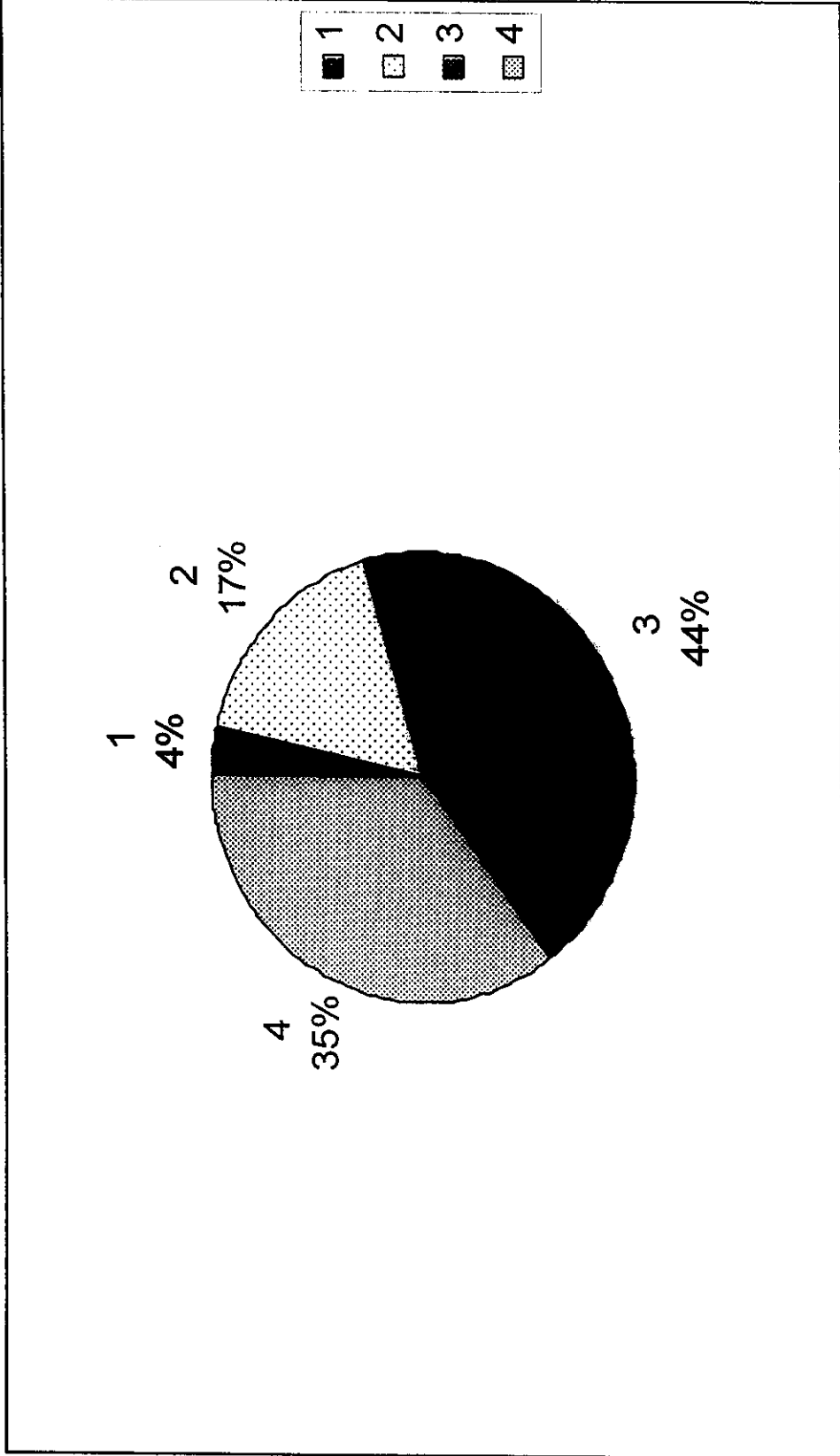


CHART 5 shows the % to which the employees belong to the skill level with respect to the activities. (granulated sugar, Co2 and syrup testing)

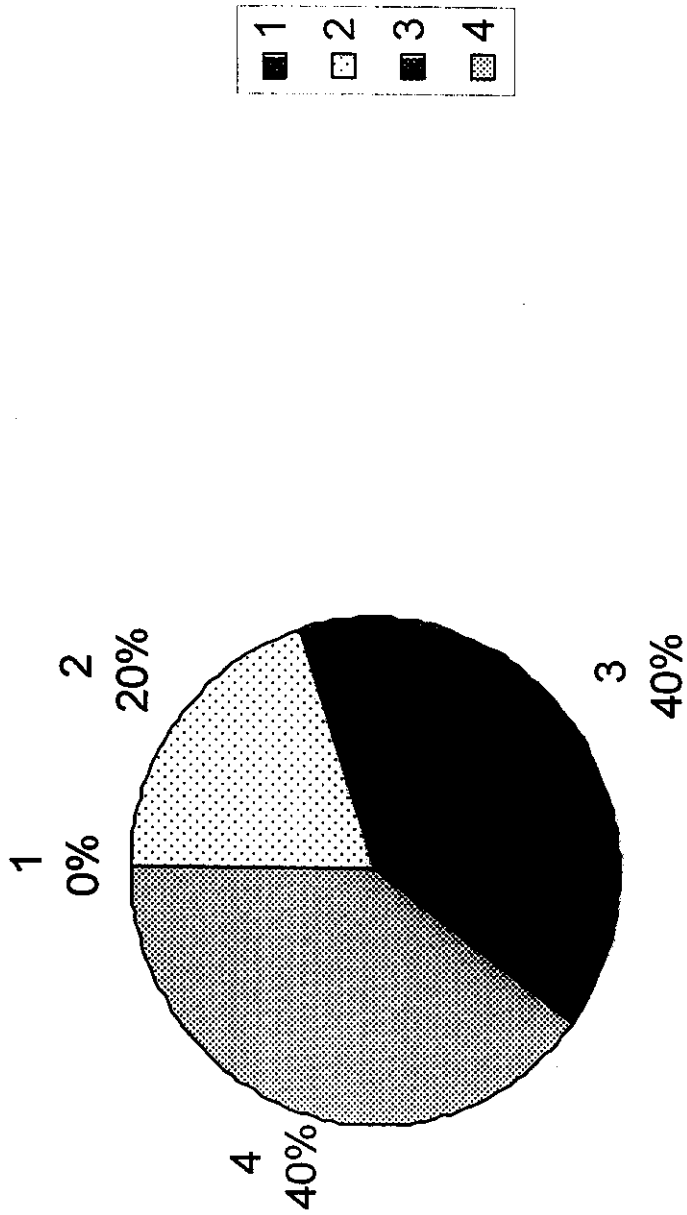
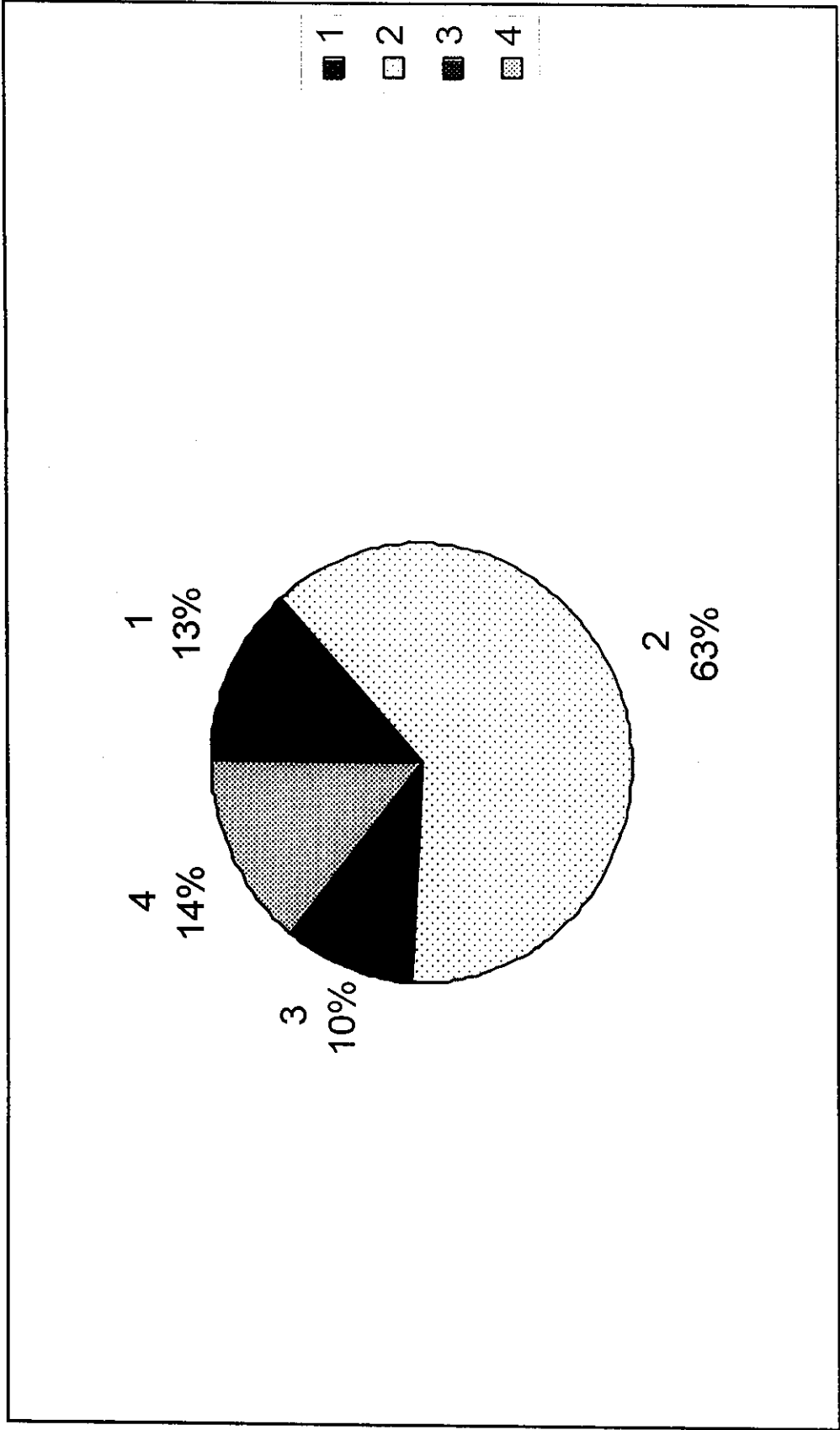
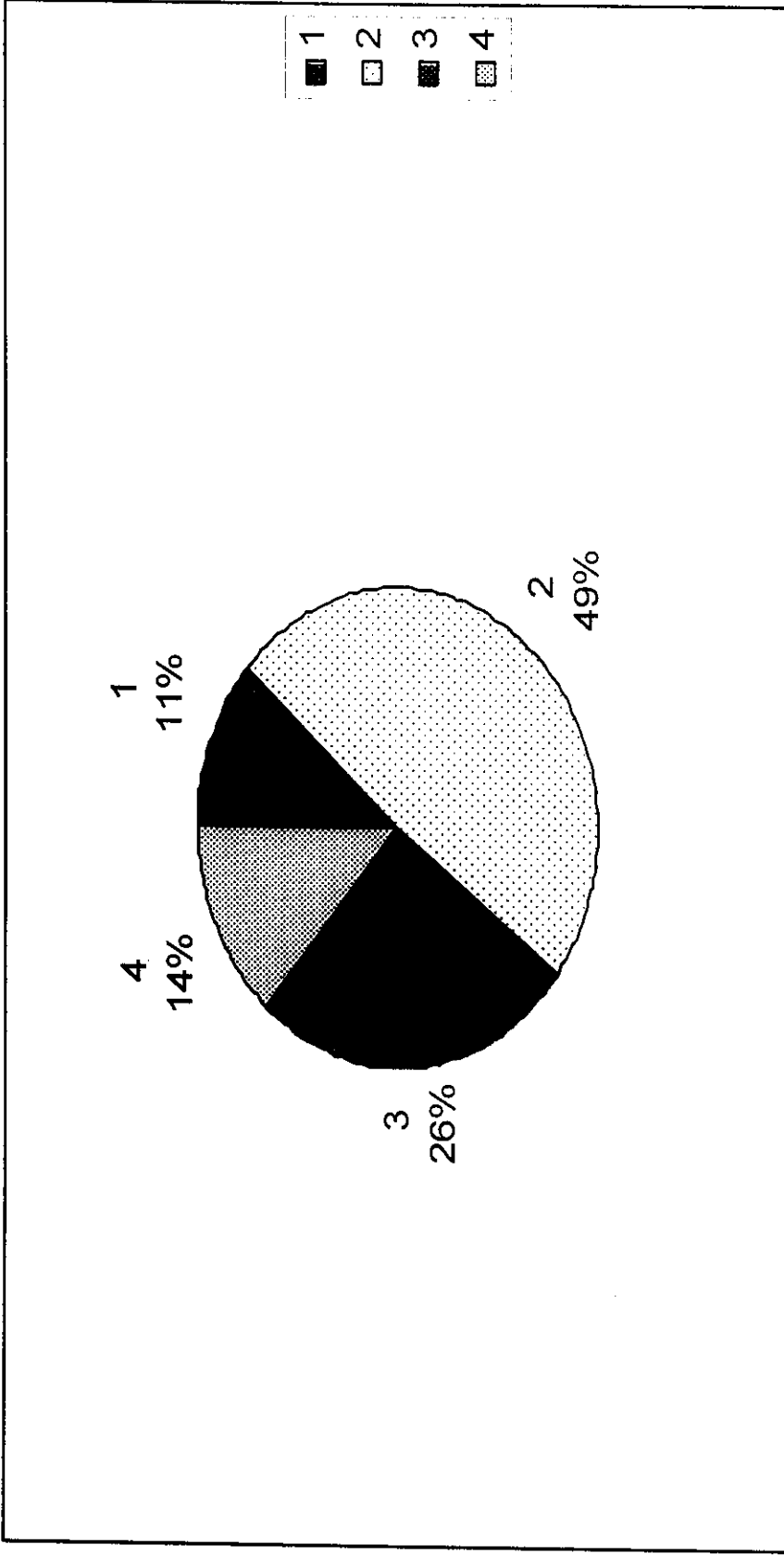


CHART 6 shows the % to which the employees belong to the skill level with respect to the activities. (processing material, primary packaging and returnable bottles)



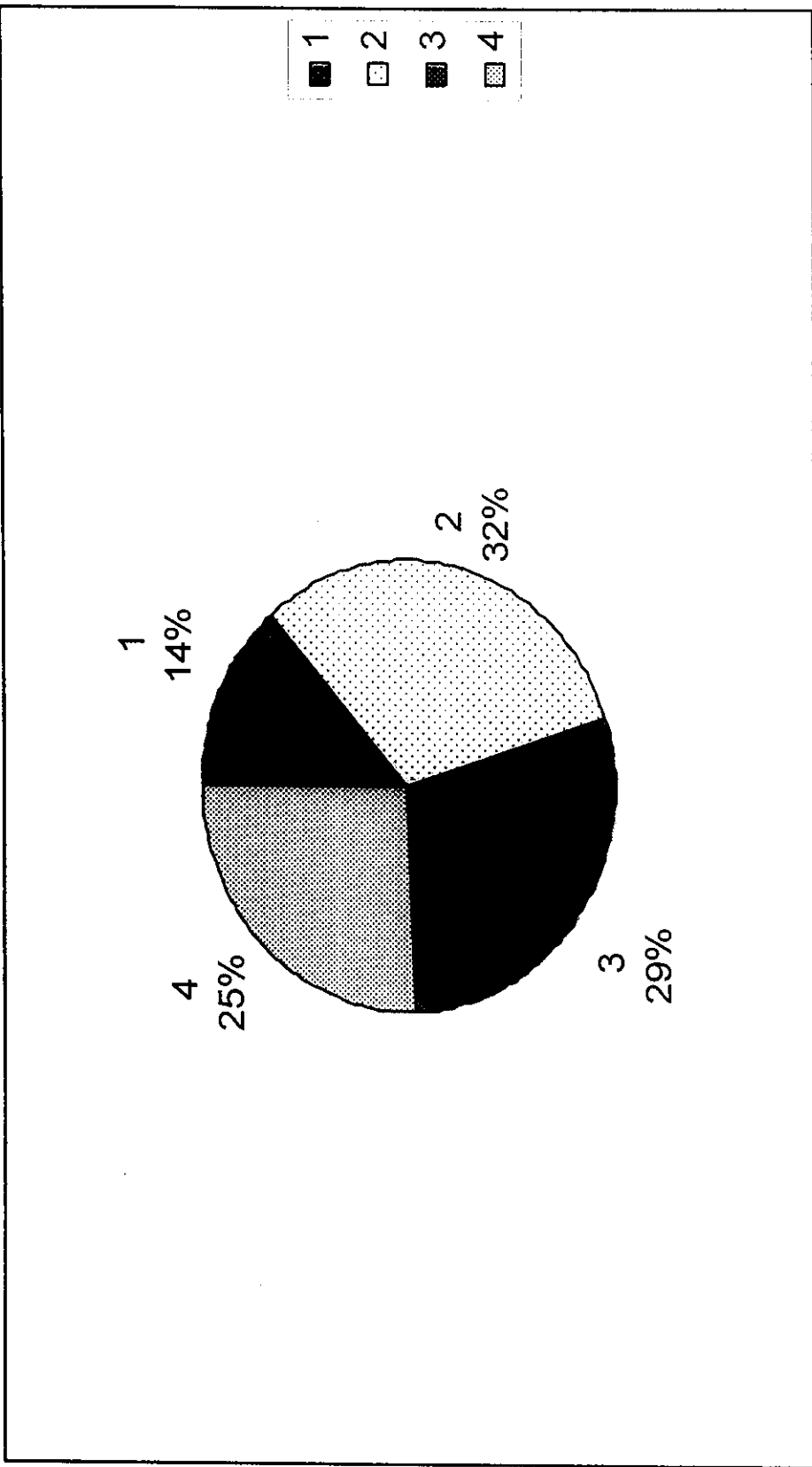
SHIPPING DEPARTMENT

CHART 7 shows the % to which the employees belong to the skill level with respect to the activities. (fork lifter and shipping administration)



ELECTRICAL DEPARTMENT

CHART 8 shows the % to which the employees belong to the skill level with respect to the activities. (electrical works)



WORK SHOP

CHART 9 shows the % to which the employees belong to the skill level with respect to the activities. (bottle washer and filler service)

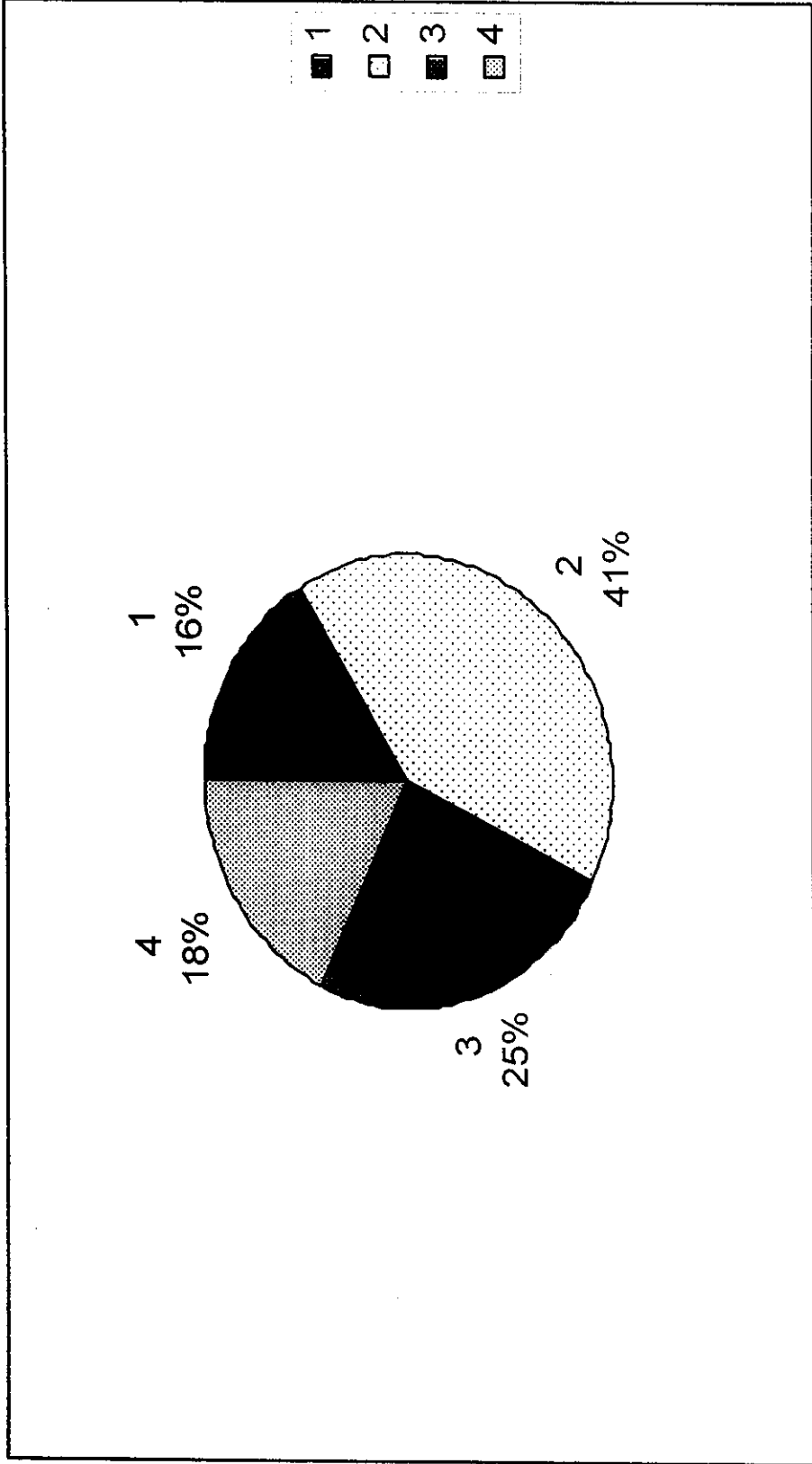


CHART 10 shows the % to which the employees belong to the skill level with respect to the activities. (premix, syrup room, ETP and case packer service)

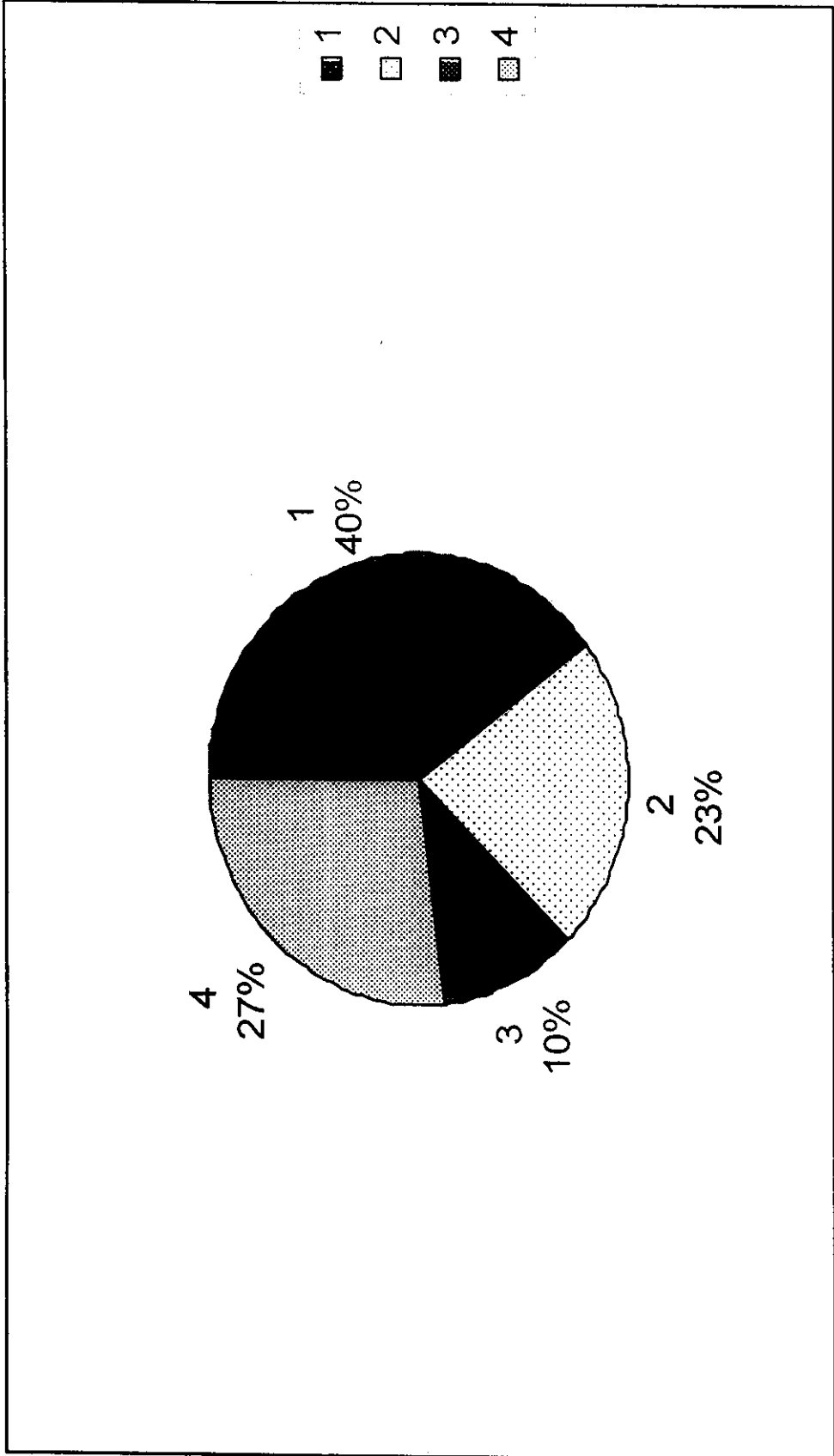


CHART 11 shows the % to which the employees belong to the skill level with respect to the activities. (boiler and refrigerator service)

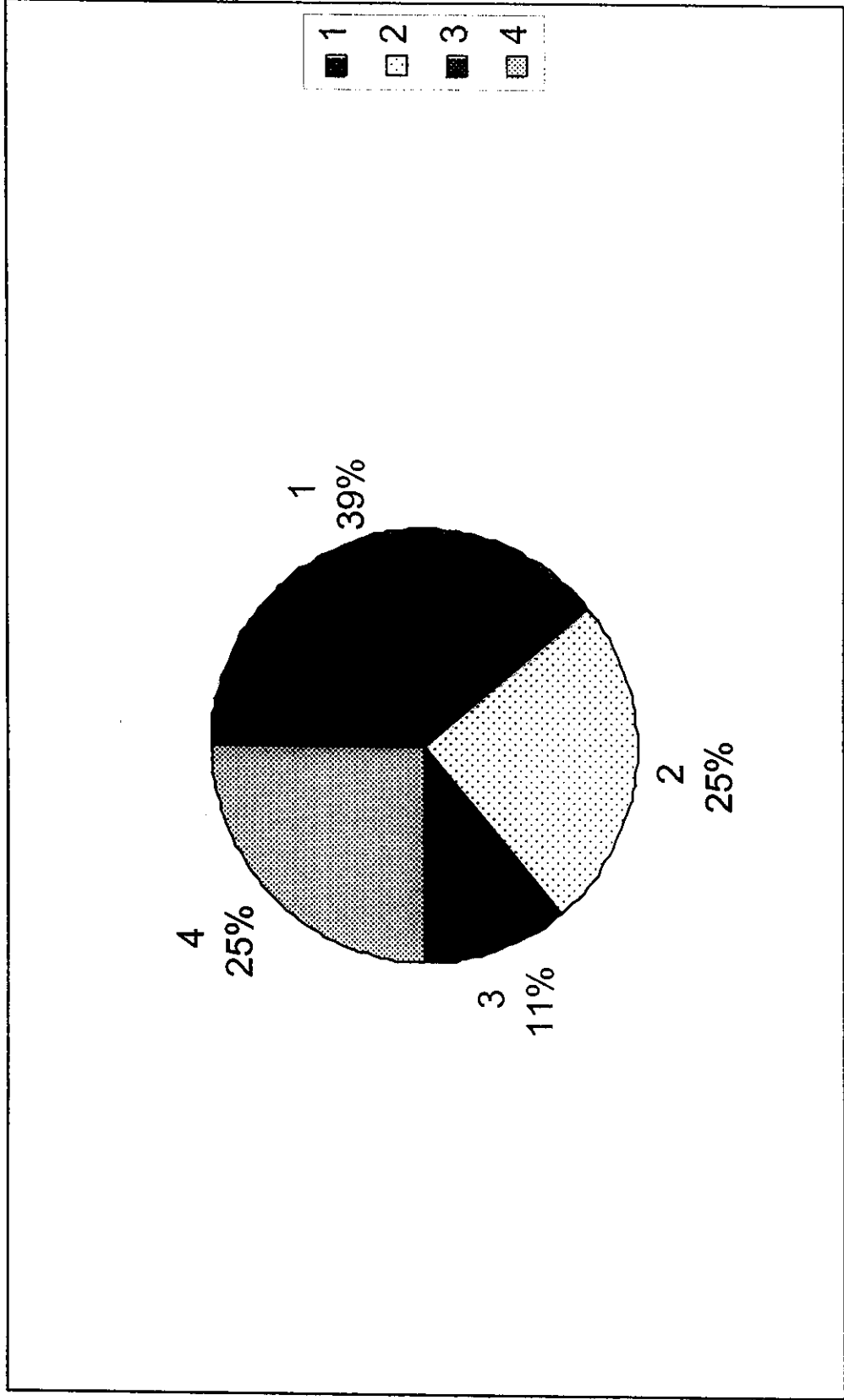
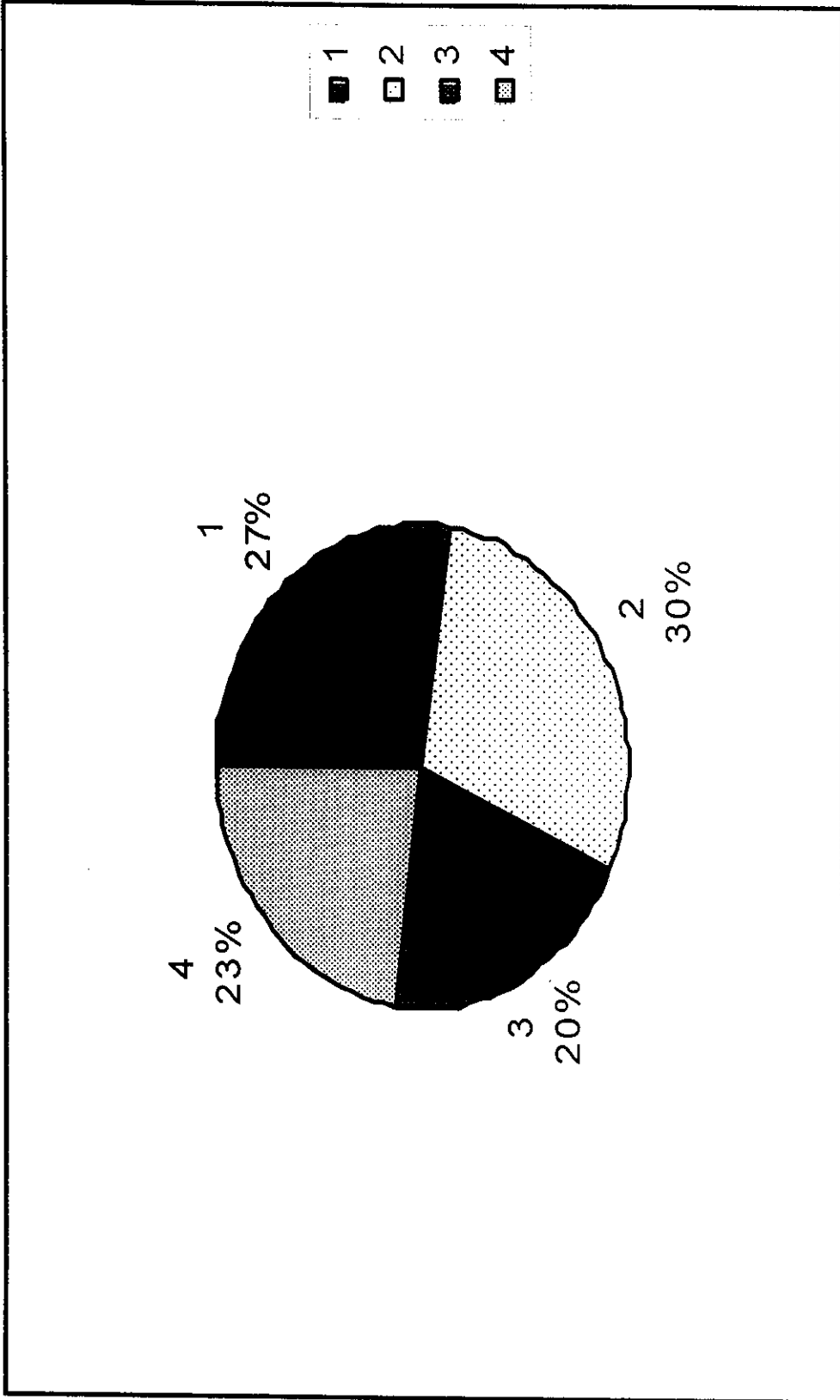


CHART 12 shows the % to which the employees belong to the skill level with respect to the activities. (general works)



CHAPTER 5

FINDINGS, SUGGESTIONS & CONCLUSION

FINDINGS:

- There are many employees in the organization who possess only theoretical and conceptual knowledge in some major activities going on in the organization.
- Employees are high motivated to get training in different functional areas to equip themselves as a multiskilled.
- Customers are the base for industries like PepsiCo, so the expectations of the customers are reached through a committed working of the employees. This should be blowed to every employee in the organization.
- The employees who possess a mastered skill in some activities should be appraised and utilized for giving training for the freshers.
- Innovative and creative ideas of employees in certain activities are utilized and encouraged by the top level management people and the organization.

SUGGESTIONS:

- Skill framework should be updated every year to identify the growth of the skill of the employees through training.
- Training should be on the job, which will help the employee to solve the problems while he is in the working condition.
- Employees are allowed to effectively utilize the computer and internet facilities in the organization, which would give them a exposure to think.
- Top level executives will behave like a guide rather than a teacher which would help the employees be interactive.
- Weekly seminars on current trend and work shops on the same will help the employees to develop the skill and within two to three years many of the employees in the organization will become masters in what they are doing.

CONCLUSION

SKILL MATRIX ANALYSIS is a vital study irrespective of any industry and organization. This study which has been done in “PEPSICO INDIA HOLDINGS PRIVATE LIMITED” Madurai, has given first hand information on requirement which will give better result through enhanced production of the company. Moreover the study has really enhanced my knowledge in subject of skill matrix and has given me the opportunity to provide suggestions to the organization.

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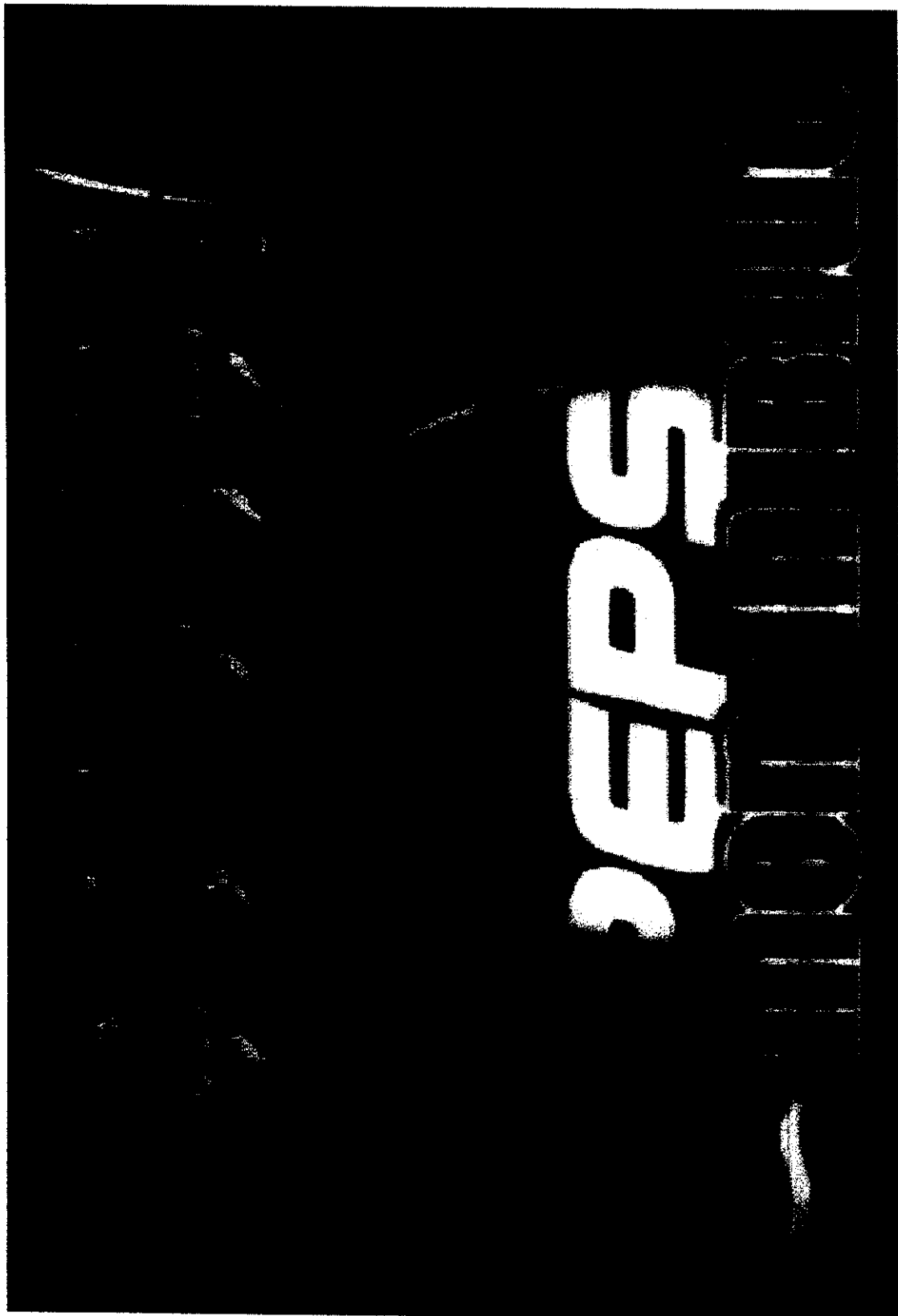
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APPENDIX





REPORT

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