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01. Company Business Profile

Company Name: Motha Confectionery Works (Pvt) Ltd

Company Overview:

Motha Confectionery Works (Pvt) Ltd, established in early 1930, is a leading Sri Lankan brand in dessert mixes, baking ingredients, and beverage items. Motha, renowned for quality, convenience, and innovation, has been a household name in Sri Lanka for over nine decades, assisting families in creating memorable moments with its trusted goods. Motha's record as a market leader in Sri Lanka is based on its commitment to quality and the strong relationships it has built with customers. By adhering to its beliefs, Motha provides accessible dessert solutions that combine convenience with the excellence of homemade creations.

History and Growth Journey:

Mr. Tiburtius Motha formed T. Motha & Sons in 1930 as a business house that imported confectionery and jelly crystals. By the 1950s, under Mr. Julius Motha's direction, the company had expanded and embraced local manufacture, a significant move resulting from Sri Lanka's new domestic production laws in the 1960s. This transformation resulted in the creation of the unique Motha Strawberry Jelly, which immediately became popular among Sri Lankans. Motha formed a partnership with Delmege Forsyth & Company Ltd. in 1985, resulting in statewide distribution of the brand. This relationship, built on shared ideals of excellence and trust, has lasted over 35 years. Today, Motha has cutting-edge factories in Kotahena and Ganemulla, creating a diverse range of products that reflect evolving consumer needs while maintaining the highest standards of quality (Motha Confectionery Works (Pvt) Ltd, n.d.).

Mission:

Strive to “Maintain Market Leadership” in our lines of business by “Offering a Range of Quality Products” to suit our “Customer Needs” whilst “Satisfying our Stakeholder Interest.

Vision:

To be ‘the Finest’ in our business.

Values and Commitment to Quality:

Motha Confectionery Works stresses excellence in all parts of its business. This commitment to perfection is evident in every product, with high standards that distinguish the company in

the industry. Motha creates a family-oriented workplace culture, with many employees serving for more than 20 years, demonstrating the company's commitment to long-term partnerships. Motha's work with Delmege Forsyth & Company is critical for distribution, and its ties with best-in-class suppliers provide high-quality ingredients that meet the company's standards.

Products and Services:

Motha Confectionery Works provides a variety of dessert mixes, baking ingredients, and beverages for easy and delicious dessert making. The key offerings include:

- **Jelly Crystals (including Sugar-Free):** Easy-to-make jelly crystals (including sugar-free) are a popular family treat in Sri Lanka, available in numerous flavors. The sugar-free alternative is aimed at calorie-conscious consumers.
- **Moss Jelly Crystals:** Vegetarians can enjoy Moss Jelly Crystals, which are made with plant-based ingredients and set at room temperature.
- **Pudding Mixes:** Motha's pudding mixes come in a variety of flavors, making dessert prep quick and easy.
- **Custard Powder:** Custard Powder is versatile and can be used as a dessert topping, cake filling, or standalone treat.
- **Faluda Mix:** Inspired by North Indian flavors, this dessert drink mix with rose essence offers a refreshing twist to Sri Lankan consumers.
- **Milk Shake Mix:** Simple to make and perfect for families looking for a refreshing beverage.
- **Baking Essentials (Baking Powder, Cocoa Powder, Icing Sugar):** Essential baking ingredients that improve the consistency and quality of homemade desserts.
- **Cornflour and Gelatine:** These ingredients are commonly employed as thickeners and setting agents in a variety of culinary applications.
- **Flavours and Colours:** Motha's Flavours and Colouring, which are essential for adding vibrant flavors and colors to desserts, are created in collaboration with top suppliers.

02. Roles Executing the Identified Business Processes

Below shows an overview of the roles and their responsibilities that are involved in the chosen processes at Motha Confectionary Works (Pvt.) Ltd, **Procurement** and **Production Planning and Control** process. Each role helps to ensure that these processes run smoothly and efficiently, producing high-quality results.

Roles In the Procurement Process

1. Distributor

- Role - Provides a 3-month rolling forecast and places purchase orders (POs) with Motha.
- Responsibilities:
 - Communicates demand forecasts.
 - Issues POs to initiate procurement and production.

2. CEO / Managing Director (MD)

- Role - Makes strategic procurement decisions.
- Responsibilities:
 - Asses the Rolling Forecasts
 - Approves initial purchase orders from distributors
 - Reviews and authorizes quotations for raw materials
 - Provides final authorization for purchase orders to suppliers

3. Accounts Division / Financial Director

- Role - Manages financial transactions related to procurement.
- Responsibilities:
 - Records purchase orders and supplier invoices.
 - Processes supplier payments within agreed credit terms.
 - Manages procurement-related documentation (invoices, GRNs)

4. Factory Manager

- Role - Oversees production planning and coordinates with the stores team for procurement.
- Responsibilities:
 - Determines production requirements based on stock levels.
 - Communicates material needs to the Stores Manager.

5. Stores Manager

- Role - Manages raw materials and ensures their availability.
- Responsibilities:
 - Monitors inventory levels and reorder points
 - Conduct Need Identification
 - Raises Product Requisitions (PRs) for required materials.
 - Call Quotations and confirm price for raw materials and packaging materials
 - Issues Goods Receipt Notes (GRN)
 - Coordinates with QA for material inspection
 - Coordinates with suppliers to ensure timely delivery.

6. Administrative Executive

- Role - Facilitates communication with suppliers and manages purchase orders.
- Responsibilities:
 - Issues POs to approved suppliers.
 - Ensures accurate documentation for procurement activities.

7. Quality Assurance (QA) Division

- Role - Ensures the quality of incoming raw materials and packaging.
- Responsibilities:
 - Verify materials against the Certificate of Analysis (COA).
 - Conducts quality checks on received materials.
 - Approves or rejects incoming raw materials
 - Coordinates with insurance agents for rejected materials

8. Suppliers

- Role - Provide raw materials and packaging materials.
- Responsibilities:
 - Deliver goods according to agreed timelines.
 - Submit quotations and COA documents for quality verification.

9. Insurance Agent (For Imported Materials)

- Role - Handles claims for defective imported materials.
- Responsibilities:
 - Collect unapproved raw materials from the company.

Roles In the Production Process

1. Factory Manager

- Role - Plans and supervises production operations.
- Responsibilities:
 - Schedules production based on customer forecasts.
 - Determines product quantities based on stock and material levels
 - Sets production priorities
 - Authorizes the release of raw materials through Material Request Notes (MRNs).
 - Verifies Advice of Dispatch (AOD)
 - Oversees overall production operations

2. Production Executive

- Role - Manages daily production activities.
- Responsibilities:
 - Raises MRNs and tracks raw material usage.
 - Requests batch numbers from QA
 - Supervises production processes
 - Records production outputs in the ERP system for traceability.
 - Creates Finish Goods Transfer Notes (FGTN)
 - Manages production line operations

3. Quality Assurance (QA) Division

- Role - Ensures product quality throughout the production process.
- Responsibilities:
 - Assigns batch numbers for traceability
 - Conducts random checks at each production stage
 - Reconciles final outputs with batch records.
 - Makes decisions on rework or disposal.
 - Maintains quality records.

4. Stores Manager

- Role - Handles the issuance of raw materials and storage of finished goods.
- Responsibilities:

- Issues raw materials based on MRNs after checking Stock availability.
- Manages raw material distribution to production
- Records finished goods in the inventory system and initiates the disposal process for error batches.
- Organizes deliveries and dispatches finished goods to customers.
- Creates Advice of Dispatch (AOD)
- Manages finished goods warehouse

5. Security Officer

- Role - Monitors product loading and dispatch.
- Responsibilities:
 - Oversees product loading operations
 - Verifies shipments with an Advice of Dispatch (AOD).
 - Ensures the integrity of goods during loading.

6. Distributor Warehouse Team

- Role - Receives and acknowledges the final products.
- Responsibilities:
 - Confirms receipt with a signed AOD.
 - Manages inventory at their warehouse.
 - Returns the Signed Sealed copy of the AOD to the Store Manager

7. Accounts Division

- Role - Manages financial transactions related to production.
- Responsibilities:
 - Verifies Advice of Dispatch (AOD)
 - Creates invoices for dispatched goods
 - Manages production-related financial records
 - Coordinates with customer accounts departments

03. Procurement Process

Motha Confectionary Works Pvt Ltd's procurement procedure begins when a distributor sends a three-month rolling forecast to the CEO. Following this, the distributor issues a purchase order (PO) that the MD/CEO approves. The authorized PO is subsequently recorded by the Accounts Division and distributed to the Factory Manager, who transmits the necessary volumes to the Store Manager. The Store Manager creates a Product Requisition (PR) for raw and packing materials based on reorder levels, lead time, and shelf life, taking bulk savings into account. If prices require adjustment, quotations are requested, with final approval from the MD/CEO. For raw materials, a Certificate of Analysis (COA) is obtained and approved by QA, with additional testing as needed. An Administrative Executive issues a PO, which is then approved by the CEO and submitted to the supplier. The supplier acknowledges the PO, and once delivered, the goods are received in the warehouse together with the invoice or delivery note. The QA Division verifies compliance with quality standards and the COA; if non-compliant, local goods are returned, while imported goods are handled through an insurance claim process. The Stores Manager accepts compliant materials, documents them with a Goods Receipt Note (GRN), and sends the invoice to Accounts, which subsequently processes payment depending on the credit terms agreed upon with the supplier.

Context Diagram

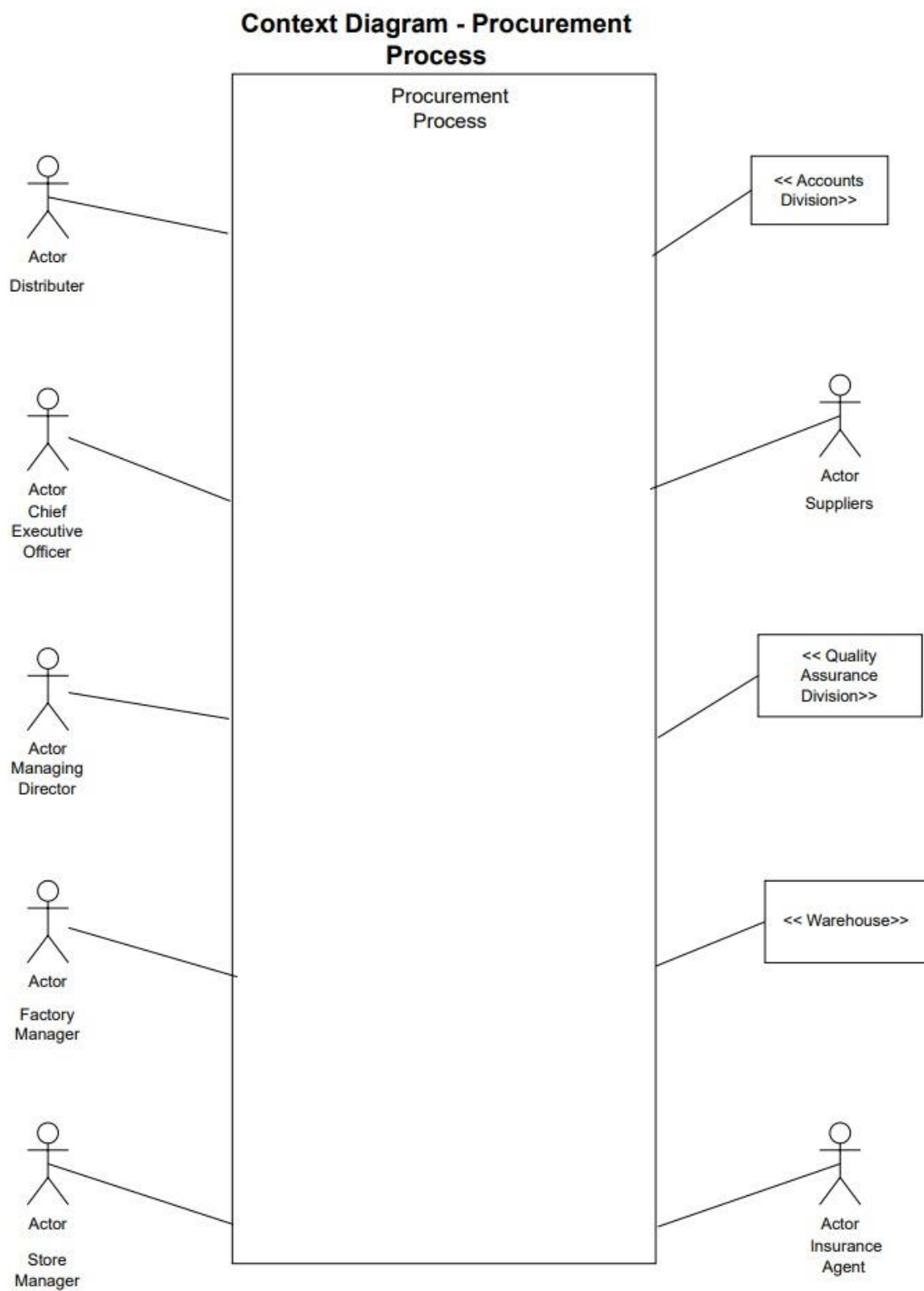


Figure 1 - Context Diagram for Procurement Process

BPMN



Figure 2 - BPMN Diagram for Procurement Process

04. Production Process

The Manufacturing (Production Planning and Control) Process at Motha Sri Lanka begins with the Factory Manager determining the next day's production based on distributor stock levels and raw and packaging material availability. The Factory Manager then sends the production plan, including priority, to the Production Executives, who submit a Material Request Note. Once approved by the Factory Manager, the MRN is forwarded to the Stores Manager, who generates a Material Issue (MI) to update the inventory system and release the necessary supplies. QA assigns a Batch Number, which allows for the traceability of supplies and production people. QA conducts random quality checks at each stage of production, and if deviations from standards are discovered, corrective actions such as equipment adjustments or personnel training are implemented. These abnormalities are conveyed to the appropriate department heads. Production Executives enter the output into the ERP system and, when finished, generate a Finished Goods move Note (FGTN) to move products to the finished goods storage. To guarantee that standards are met, QA performs final batch checks and reconciliation. The Stores Manager records final product quantities and arranges delivery in accordance with the Factory Manager's schedules. Products are loaded under the observation of a Security Officer and accompanied by an Advice of Dispatch (AOD) that has been approved by the Factory Manager and Accounts Division. Upon receipt, the customer's warehouse signs the AOD and returns a copy. Finally, the Accounts Division generates an invoice referencing the AOD and delivers it to the customer's accounts team to complete the production and delivery cycle.

Context Diagram

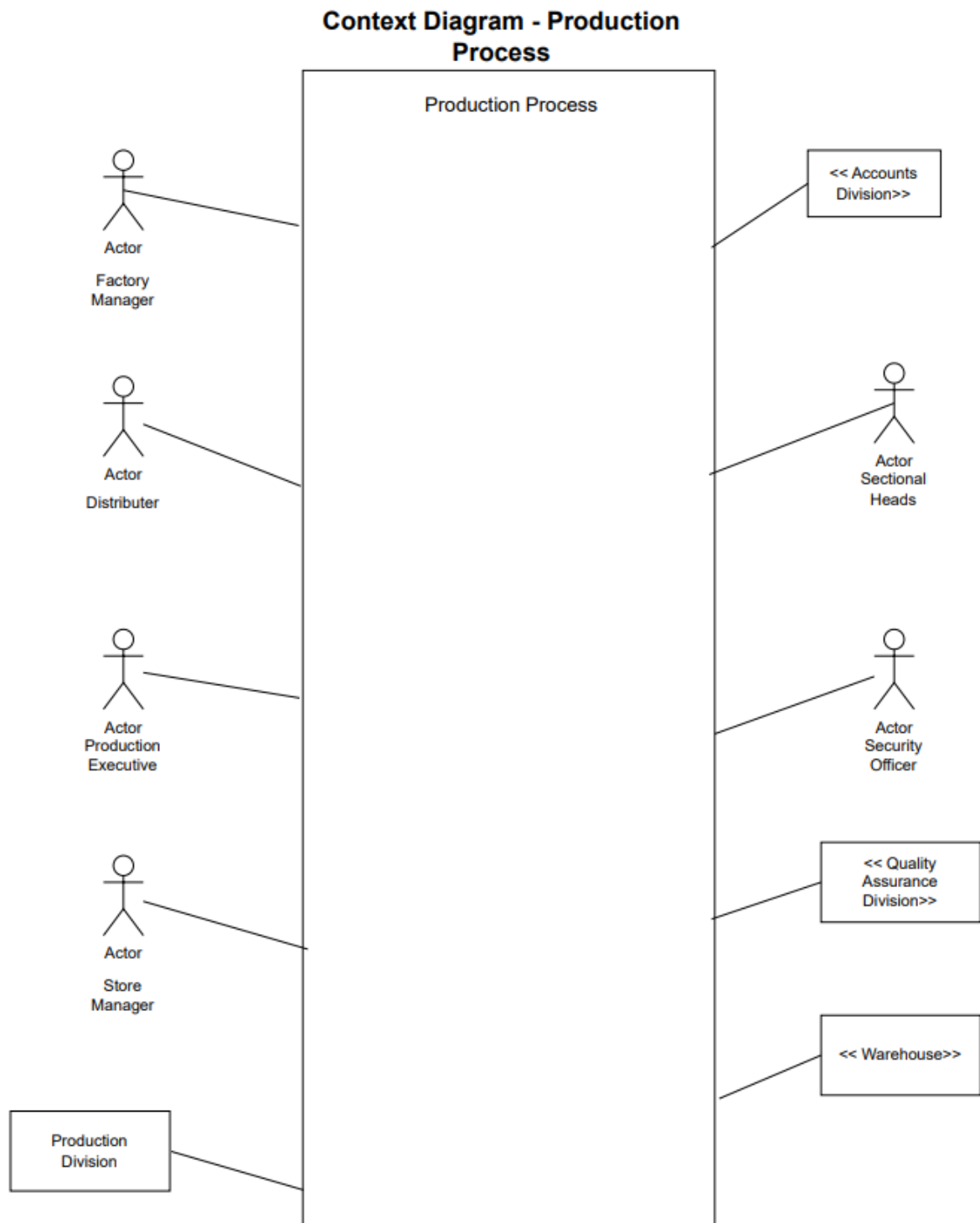


Figure 3 - Context Diagram for Production Process

BPMN

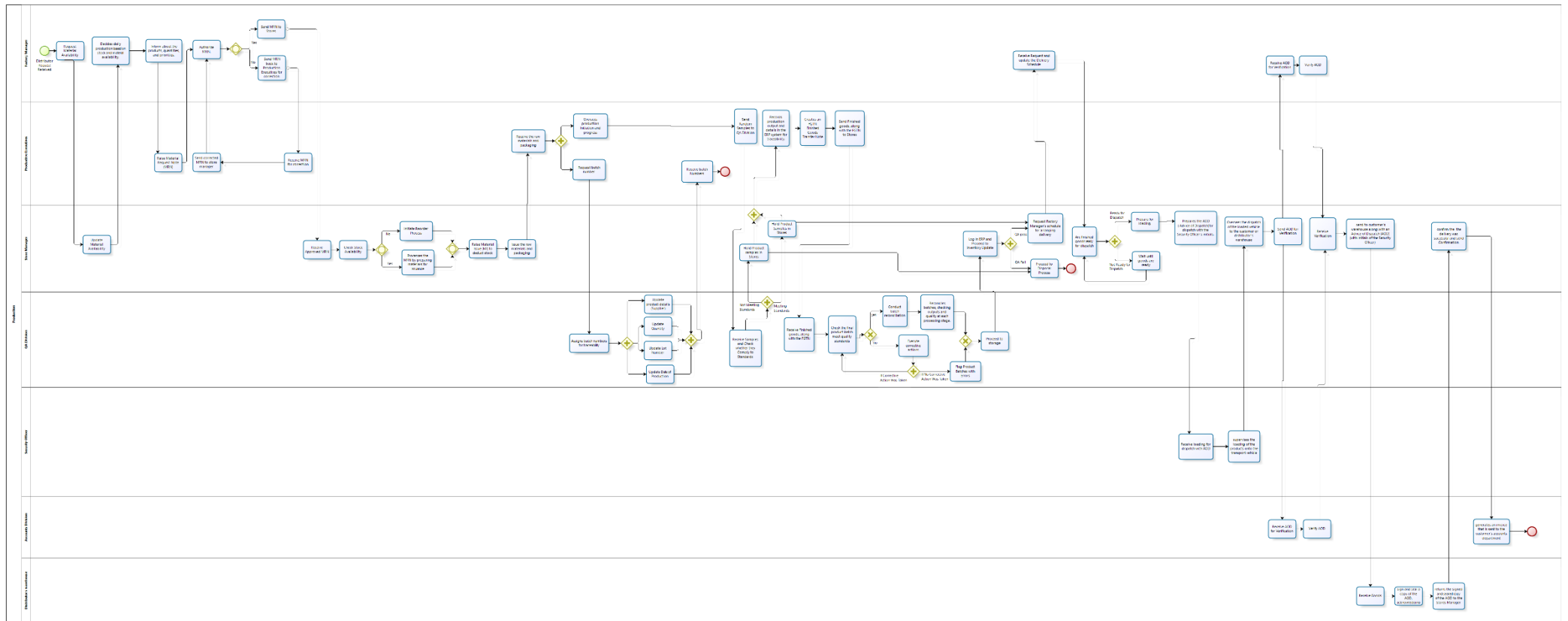


Figure 4 - BPMN Diagram for Production Process

05. Task Analysis

Task - Automate Need Identification and Product Requisition (PR)

Objective/Goal

- To streamline and automate the need identification and product requisition process, ensuring timely restocking of raw and packaging materials while minimizing human error and optimizing bulk discount opportunities.

Actors/Roles

- **ERP System:** Monitors stock levels, forecasts needs, and triggers alerts.
- **CEO:** Approves high-level purchase orders and quotations.
- **Accounts Division:** Records orders, processes invoices, and handles payments.
- **Factory Manager:** Shares order volumes with the Store Manager for need assessment.
- **Store Manager:** Identifies stock needs, raises PRs, and collaborates with suppliers.
- **Administrative Executive:** Generates purchase orders after quotations are approved.
- **QA Division:** Verifies material quality and manages Certificates of Analysis (COA).

Task Steps and Flow Analysis

Step	Description	Input	Output	Role	Trigger/Condition	Improvement Opportunities
1	Monitor Re-order Levels	Rolling forecast, inventory levels	Notification if stock falls below threshold	ERP System	Stock levels reach critical re-order point	Automatic adjustment of re-order points based on past data
2	Trigger Product Requisition (PR)	System-triggered alert	PR for review	Store Manager	Stock needs meet bulk discount qualification	ERP-automated PR creation based on forecast
3	Approve Quotations	Supplier quote	Approved quote	CEO/MD/FD	Price revision in quote	Pre-approved list for suppliers to speed up approval
4	Receive Supplier Confirmation	Approved PO	Confirmation notice	Supplier	PO sent to supplier	Digital tracking of supplier confirmations
5	Quality Check of Received Goods	Delivery note, COA	Quality approval	QA Division	Receipt of goods	Automated COA verification system

Potential Pain Points & Solutions

- **Manual Entry and Human Error:** Automate as much of the PR generation as possible to avoid delays or errors in requisition.
- **Approval Delays:** Introduce automated alerts for pending approvals to relevant personnel (CEO/FD) to streamline the approval flow.
- **Quality Verification:** Implement a database that stores standard quality parameters and automates COA matching to speed up quality checks.

System Requirements and Tools

- **ERP Configuration:** To automatically trigger alerts, track rolling forecasts, and manage PO processes.
- **Quality Management System:** For QA Division to verify COA and standards compliance.
- **Accounts Module:** To process and track payments based on the supplier credit period.

Outcomes and Benefits

- **Reduced Lead Times:** Faster identification and ordering of materials.
- **Inventory Optimization:** Accurate stock levels prevent over/under-stocking.
- **Minimized Errors:** Reducing manual entry decreases data inaccuracies.
- **Cost Savings:** Ability to capitalize on bulk discounts efficiently.

06. References

Motha Confectionery Works (Pvt) Ltd, n.d. *Motha Confectionery Works (Pvt) Ltd*. [Online]
Available at: <https://www.mothalk.com/>
[Accessed 28 October 2024].