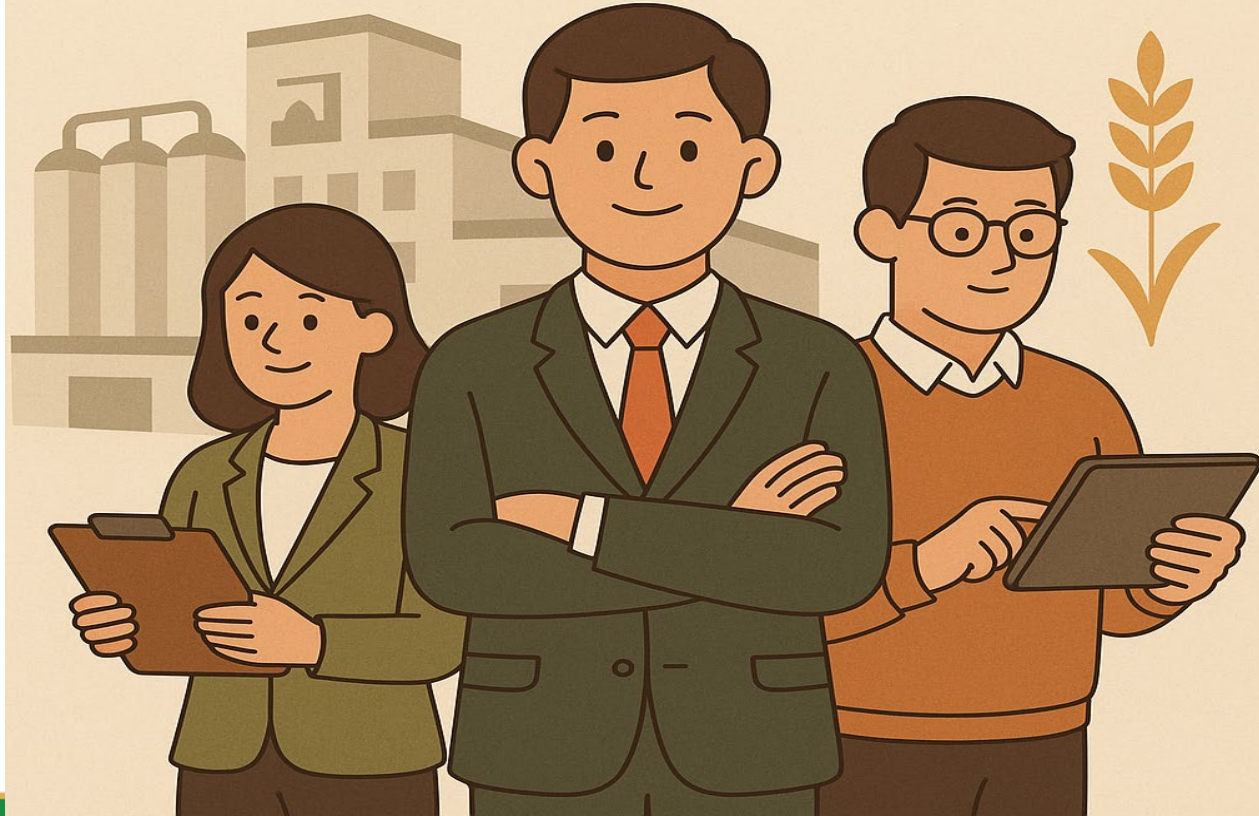


Easier Mill Management through Professional Leadership

Mitesh Gupta
Managing Director, Shivtara



- Owner handles most functions
- Very few Key Employees
- Owner takes most decisions
- Owner receives over 50 calls per day

Current State of Management



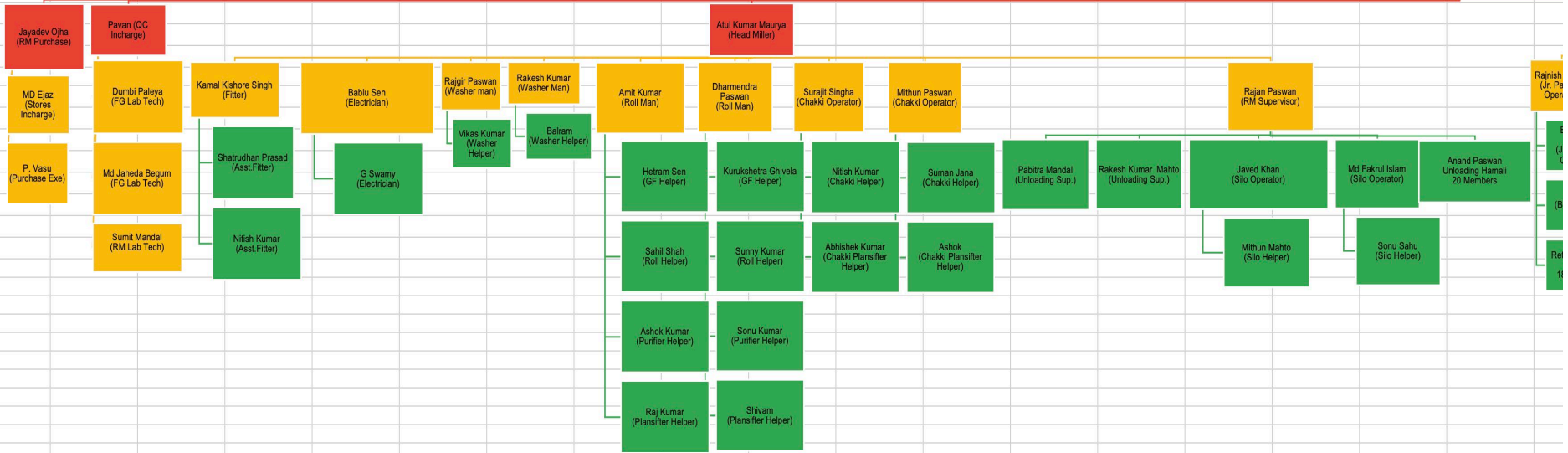
Who are your Stakeholders?



employees

Organisational Chart (example)

C Prem Kumar Reddy
(Unit Head)



Role Document

Role	Unit Head
Location	Vijayawada
Reporting to	Managing Director
Purpose of the role	To oversee and manage the entire unit operations; unit facilities and the resources at the mill, efficiently and effectively

Details of the role

Sr	Area	Role details
1	Mill Operations	<ul style="list-style-type: none"> Administratively oversee Mill Operations being handled by Head Milling Operations Ensure that all reports relating to this function are received and circulated on time Follow up on implementation of systems, processes in the area by regular interaction with the Head Milling Operations
2	Purchase strategy - wheat	<ul style="list-style-type: none"> Prepare and recommend the strategy for <ul style="list-style-type: none"> Wheat buying each year based on outlook and economic indices Periodically recommend the quantum of inventory of wheat that needs to be carried Geographical area-wise procurement plan Forecast the prices of different varieties of wheat at the start of the year / buying season and at the start of each quarter and month Collect market intelligence on buying activities [quantity & price] of other mills and report periodically Track market changes in wheat buying and recommend actions periodically for maximising business benefit Recommend and obtain approval for a weekly wheat purchase price band and operate wheat buying within the price band
3	Wheat buying	<ul style="list-style-type: none"> Manage the broker/ trader network for wheat procurement Track quality of wheat from each area Recommend appointment of new brokers /traders after due diligence and provide necessary justification for such appointment Manage and operate procurement activities from source locations during seasons Track broker / trader performance for commitment fulfilment and quality performance and regulate buying where necessary Ensure that all units get the required quality and the required quantity of wheat for fulfilling market needs Ensure that procurement price of wheat is within approved price band and competitive with other buyers
4	Billing & Dispatch	<ul style="list-style-type: none"> Oversee the Billing & Dispatch activities including <ul style="list-style-type: none"> Provide milling & Despatch planning

Role Document

		<ul style="list-style-type: none"> Ensure that sales order tracking is carried out regularly & despatches are made in time Ensure that Billing is accurate & MIS reports are circulated in time Ensure that Trader/ Institutions are handled well and company's interests are protected
5	Bardana	<ul style="list-style-type: none"> Oversee the sales of Bardana & Bran Sales
6	Non-RM Purchase	<ul style="list-style-type: none"> Based on the requirements from Milling Operations, negotiate with Suppliers & place orders for <ul style="list-style-type: none"> PP Bags Other stores & spares & consumables
6	Administration	<ul style="list-style-type: none"> Ensure safety and security of the premises Ensure that liaison is maintained with external agencies on all aspects concerning the unit [Labour, industrial, establishment, FSSAI, Pollution, Electricity Board, Water, Civic Authorities Ensure that control is maintained over all persons, vehicles and materials entering & leaving the premises Ensure that canteen and dormitory facilities are maintained well and efficiently both in terms of service as well as cost effectively Ensure maintenance of weighbridge Maintain attendance and leave records for all resources Ensure inputs are provided for the preparation of monthly payroll preparation
7	Manpower	<ul style="list-style-type: none"> Ensure availability of manpower for the unit requirements Ensure well being of all resources at the unit Ensure that the resources are well motivated and deliver the productivity expected of them Monitor performance of the resources

KPI

- Total Profit of the mill in Rupees in a Financial Year
- Profit as a percentage of Sales

Approvals

Permitted items

- Approve all RM purchase bills together with deductions
- Approve all indents for materials
- Approve all material consumption including packing consumption
- Approve all repairs and maintenance expenditure of the office, equipment, plant and all facilities inside the unit
- Approve vehicle fleet related expenditure
- Approve contract and casual labour bills
- Approve canteen and dormitory expenditure
- Approve leave for all unit personnel

employees

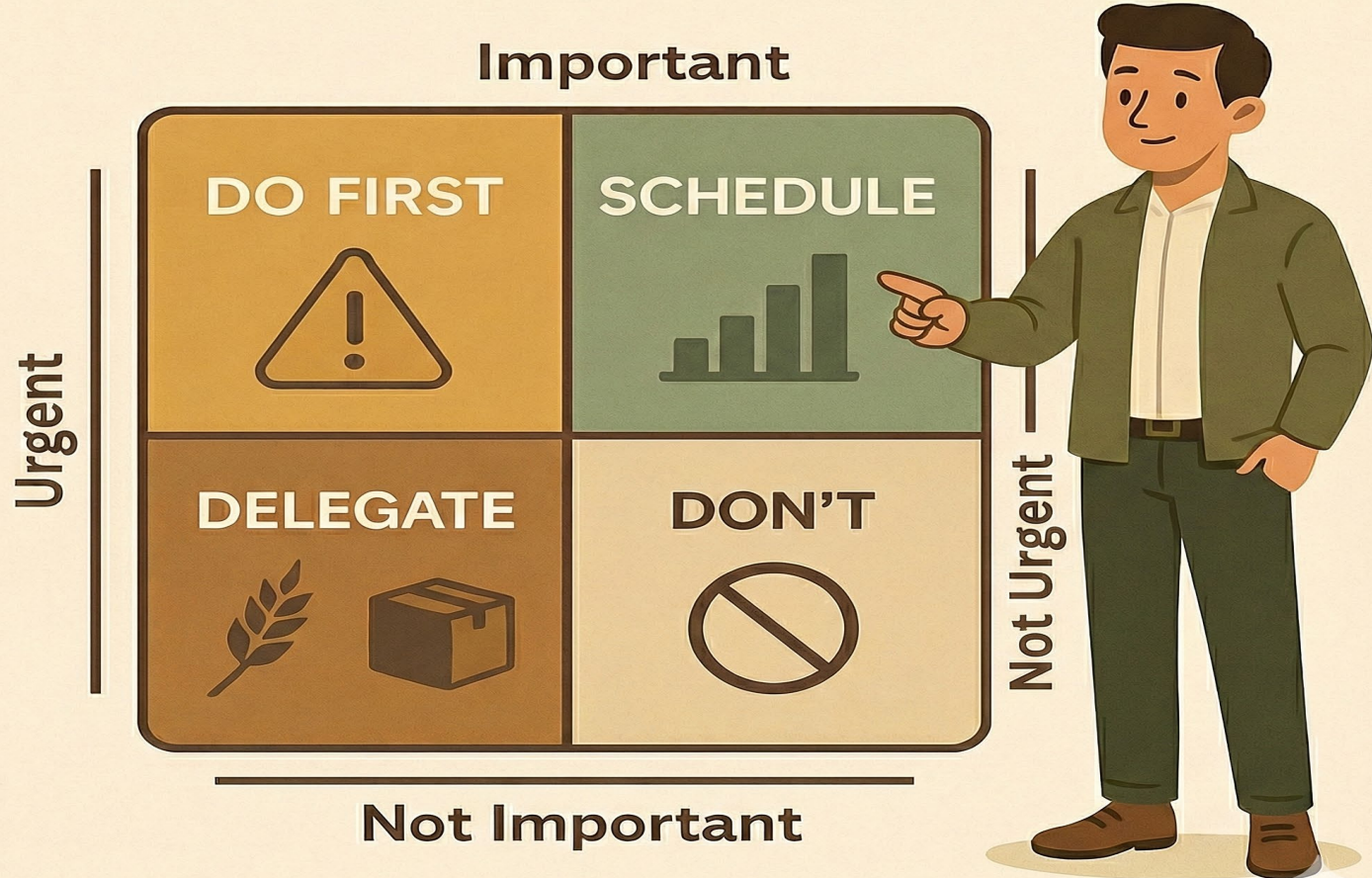
- Organisational Chart
 1. Map out all works in your mill
 2. Unity of Command
 3. Shows growth ladder to employees
- Role Document – Clarity of work, KPI's, Reports
- Hiring - Integrity and Intent, Homegrown hiring is better (Not from other mills)
- Reviews/Meetings – Start and end on time
- Constant Training - Industry resources (In house, IAOM, Buhler, CFTRI)

shareholder / owner

Eisenhower Matrix

Important vs
Urgent

PRIORITISATION



Eisenhower Matrix: Wheat Milling Industry Priorities (2024-2025)

	Urgent	Not Urgent
Important	<div style="border: 2px solid red; padding: 10px;"> <p style="text-align: center;">DO FIRST (Critical & Immediate) </p> <p style="text-align: center;">Focus on immediate crises, compliance, and operational continuity.</p> <ul style="list-style-type: none"> • Secure Raw Material Supply: Mitigate immediate disruptions from adverse weather (droughts/floods) and geopolitical tensions affecting grain availability. • Manage Volatile Input Costs: Implement immediate hedging strategies for fluctuating energy (natural gas) and wheat prices to protect margins. • Ensure Regulatory Compliance: Adhere to immediate changes in food safety standards and labeling regulations (e.g., annual enforcement updates) to avoid penalties. • Address Quality Control Failures: Resolve any immediate product consistency or safety issues to maintain brand trust and avoid recalls. • Navigate Trade Tariff Impacts: Develop contingency plans for potential new tariffs that could disrupt sourcing or export markets. </div>	<div style="border: 2px solid blue; padding: 10px;"> <p style="text-align: center;">SCHEDULE (Strategic & Long-Term) </p> <p style="text-align: center;">Focus on growth, innovation, and future-proofing the business.</p> <ul style="list-style-type: none"> • Invest in Milling Technology: Plan and budget for advanced machinery like AI-driven sorting, automation, and NIR spectroscopy to improve efficiency and yield. • Develop New Product Lines: Create R&D strategies to meet growing consumer demand for whole grain, organic, gluten-free, and fortified flours. • Implement Sustainability Initiatives: Develop long-term plans to reduce energy and water consumption and transition to eco-friendly packaging. • Diversify Supply Chains: Build relationships with multiple grain origins to reduce reliance on single sources and mitigate future risks. • Establish Predictive Maintenance: Transition from reactive repairs to data-driven predictive maintenance programs to reduce downtime. • Workforce Training: Up skill employees to operate new automated systems and maintain higher quality standards. </div>
Not Important	<div style="border: 2px solid orange; padding: 10px;"> <p style="text-align: center;">DELEGATE (Distractions & Interruptions) </p> <p style="text-align: center;">Tasks that need immediate attention but don't drive strategy. Delegate to appropriate teams.</p> <ul style="list-style-type: none"> • Routine Administrative Reporting: Hand off standard paperwork and compliance reporting to administrative staff. • Minor Equipment 'Firefighting': Delegate non-critical operational glitches to maintenance teams so management can focus on strategy. • General Customer Inquiries: Have customer service teams handle routine questions not related to major accounts or crises. • Ad-hoc Vendor Meetings: Delegate initial meetings with non-strategic suppliers to procurement staff. </div>	<div style="border: 2px solid green; padding: 10px;"> <p style="text-align: center;">DELETE (Time Wasters & Irrelevant) </p> <p style="text-align: center;">Activities that offer little value and should be minimized or eliminated.</p> <ul style="list-style-type: none"> • Outdated Milling Practices: Phase out energy-inefficient and low-yield legacy processes that are no longer competitive. • Focusing on Declining Segments: Reduce resources allocated to product lines with shrinking market demand. • Excessive Internal Meetings: Eliminate unnecessary meetings that do not result in clear decisions or action plans. • Reviewing Irrelevant Metrics: Stop tracking data that doesn't directly inform key strategic or operational decisions. </div>

Delegation



Leadership

- **Clear Communication** – What is Success. Who, When What. SMART Goals (Specific, Measurable, Achievable, Relevant, Time-bound)
- **Be Decisive** – A wrong decision is better than no decision
- **Unity of Command*** – One boss only
- **Give Authority and Responsibility*** – Will result in Accountability
- **Create Future Leaders** – Allow Growth; Give Destination, Not Directions
- **Culture** – Integrity, EQ builds Trust (Vulnerability), Listen, Encourage Risk Taking

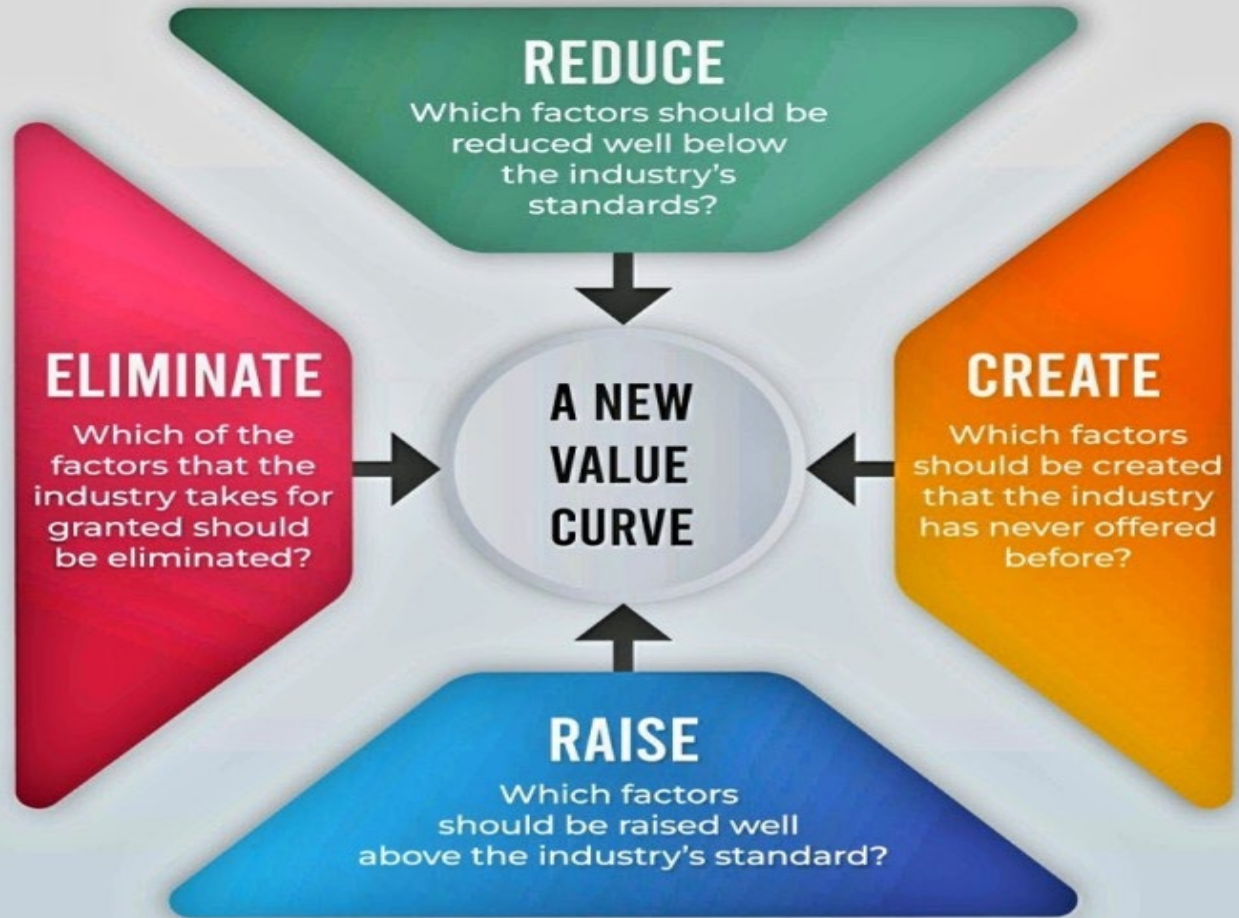
* Henri Fayol - 14 Principles of Management

customers

customers

The Four Actions Framework

(Blue Ocean
Strategy, Kim &
Mauborgne)



competitors

community

Community

- Have a Deep Purpose*
- Be good/Do good – Be concerned about your neighbourhood, people in your city, state, country
- Be concerned about your industry – Speak up/contribute
- Be concerned about the planet - Global warming, pollution, animals
- Be the change you want to see - Let's leave behind a better world for our children

THANK YOU

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