

CHOOLS CONSULTING SERVICE

Supply Chain

Level 1	Level 2	Level 3	Activity	Guide (where provided)
20 Common Activities for Supply Chain	20.1 AOP & PSP Process (10015)	20.1.1 Develop annual operating plan (AOP) (10042)	20.1.1.1 Prepare and rollout templates, targets and guidelines for AOP process (Phase 1 and 2) (10042)	Prepare AOP templates, roll-out of templates to functions, markets and regions. Set clear guidelines, calendar and process to complete the AOP process.
			20.1.1.2 Conduct bottoms up roll-up for AOP (10042)	Engage with functions, markets and regions to understand projects, requirements, etc. Conduct bottoms-up consolidation of such requirements.
			20.1.1.3 Prepare, perform iterations and conduct/ attend final presentation for annual operating plan (AOP Phase 1 and 2) (10042)	Prepare presentation and perform iterations for annual operating plan (AOP). Conduct and attend final presentation meetings for AOP.
		20.1.2 Develop 3-year/ 5-year strategic plan (10042)	20.1.2.1 Prepare and rollout templates, targets and guidelines for PSP process (10042)	Prepare PSP templates, roll-out of templates to functions, markets and regions. Set clear guidelines, calendar and process to complete the PSP process.
			20.1.2.2 Conduct bottoms-up rollup for PSP (10042)	Engage with functions, markets and regions to understand strategic requirements for your team. Conduct bottoms-up consolidation of such requirements.
			20.1.2.3 Prepare, perform iterations and conduct/ attend final presentation for PSP (10042)	Prepare presentation and perform iterations for PepsiCo strategic plan (PSP). Conduct and attend final presentation meetings for PSP.
	20.2 Training & Coaching (17043)	20.2.1 Develop and implement workforce strategy and policies (17045)	20.2.1.1 Prepare training calendar and circulate & align respective stakeholders (11622)	Prepare training calendar for quarter/year and share with respective stakeholders.
			20.2.1.2 Prepare skill matrix (11622)	Prepare skill matrix of employees in supply chain team. Understand skill enhancement trainings based on employee skill matrix.
			20.2.1.3 Develop training program (11622) (e.g., Lean six sigma and other programs)	Develop training program like presentation, reading materials, etc as per training calendar.
			20.2.1.4 Time spent in receiving/ providing actual training (11622)	Provide / receive training for skill enhancement
			20.2.1.5 Collation and analysis of post training feedback (11622)	Collate training feedback from trainees, analyse feedback to understand and improve training programs.
			20.2.1.6 Offer coaching, mentoring, sponsor support for improvement projects / initiatives (11622)	Offer coaching, mentoring and sponsor support for productivity improvement projects
	20.3 Manage business capability (16378)	20.3.1 Business capabilities (16396)	20.3.1.1 Develop playbooks, SOP and best practice tools for business capability (16399)	Collaborate and develop toolkits like playbook, best practice tools, SOP,etc for cascade to field
			20.3.1.2 Replicate productivity projects within AMENA sector	Replicate best productivity projects within AMENA sector, lifting best practice from one market and shift to another market
			20.3.1.3 Replicate productivity projects across sectors	Replicate best productivity projects across sector, lifting best practice from one market and shift to another market
	20.4 Global Connect (10015)	20.4.1 Coordinate and align functional and process strategies (10040)	20.4.1.1 Collaborate with global teams for best practices	Conduct and attend global and sector connect meetings and conferences for best practices
				Conduct and attend sector and region connect meetings and conferences for best practices
				Conduct and attend region and market connect meetings and conferences for best practices
				Attend bi-annual productivity council meetings and conferences
	20.5 Performance & Benchmark (16436)	20.5.1 Create and manage organizational performance strategy (11071)	20.5.1.1 Create performance measurement process	Create a framework to execute performance measurement process. Framework includes processes, roles and responsibilities, systems, and measurement definitions
			20.5.1.2 Establish appropriate performance indicators and monitoring frequency (Engineering, Quality and Food safety, Plant maintenance, Productivity)	nalize appropriate metrics and monitoring frequency for measuring process performance. For example, sustainability farming index for business, order fill rate etc
			20.5.1.3 Set performance targets	Set performance targets for performance indicators
		20.5.2 Benchmark performance (11072)	20.5.2.1 Calculate performance measures	Calculate performance measures
			20.5.2.2 Identify and analyse performance trends	Identify and analyse performance of key indicators
			20.5.2.3 Prepare, review and publish performance reports	Summarize the performance reports and circulate

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			20.5.2.4 Perform benchmarking and gap analysis (11084)	Perform benchmarking for the performance indicators and identify the gaps with respect to performance
			20.5.2.5 Identify process improvement opportunities (11084)	Identify process improvement opportunities and initiate suitable projects
			20.5.2.6 Establish need for change (11088)	Establishing a need for changing the performance of the organization. Make use of the gap analysis results in order to define the need for change.
			20.5.2.7 Develop action plan to improve performance (11088)	Develop action plan to improve performance
	20.6 Manage business processes (16378)	20.6.1 Establish and maintain process management governance (16379)	20.6.1.1 Define and manage governance approach. (16380) -For process improvement projects	Finalize the detail steps/methodology to deliver the process improvement projects
			20.6.1.2 Establish and maintain process tools and templates. (16381)	Assimilate required tools and techniques to deliver the process improvement projects
			20.6.1.3 Assign and support process ownership (16382)	Identify support from business process owner for conducting improvement activities
		20.6.2 Define processes (16387)	20.6.2.1 Scope analyse, map and publish processes (16389) (16390) (16391) (16388) - For process improvement projects	Defining the extent and limits of business processes. Perform process analysis
		20.6.3 Improve processes (16396)	20.6.3.1 Conduct or participate in ideation sessions (16397) e.g. value stream maps, etc	Conduct or participate in ideation sessions to improve productivity
			20.6.3.2 Identify and select productivity improvement opportunities (16397)	Helping a process owner to identify, analyse, and improve existing business processes within an organization to meet new goals and objectives.
			20.6.3.3 Manage productivity improvement projects (16398) (for e.g., Lean six sigma)	Developing and implementing a systematic approach to help the organization optimize its underlying processes in order to achieve more efficient results. Systematically gather information to clarify issues or problems.
			20.6.3.4 Perform continuous improvement activities (16399) (for e.g., Lean six sigma)	Continuous improvement programs is a method for identifying opportunities for streamlining work and reducing waste. These are ongoing effort to improve business processes in alignment with strategy and business direction.
	20.7 Manage portfolio, program, and project (16400)	20.7.1 Manage programs (16405)	20.7.1.1 Establish sector/region wide program (multiple projects or portfolio). Define the structure and approach to execute the program (16406)	Finalize the approach, tools and techniques and governance methods required to run sector/region wide program
			20.7.1.2 Manage program stakeholders, program execution and review and report performance (16407) (16408) (16409)	Managing relationships with stakeholders and partners of the business programs. Ensure successful execution of the program. Perform review and report of program performance
		20.7.2 Manage projects (16410)	20.7.2.1 Establish project scope and develop project plans (16411) (16413) e.g., IT projects, etc	Identify the objectives of the project and prepare detailed project plans for execution
			20.7.2.2 Execute projects and review and report performance (16414) (16417) e.g., IT projects, etc	Locate resources such as capital, facilities, equipment, material, and information required to accomplish the objectives of a specific project. Perform review and report of project performance
			20.7.2.3 Close projects (16418)	Close the project and document the lessons learnt
	20.8 Manage change (11074)	20.8.1 Plan for change (11134)	20.8.1.1 Select process improvement methodology and assess readiness for change (11138) (11139) (For productivity improvement and Systems implementation projects)	Assessing and choosing methodologies to identify, analyse, and improve existing processes within an organization to meet new goals and objective. Determining the level of preparedness of the conditions, attitudes, and resources at all levels in the organization needed for change to happen successfully.
			20.8.1.2 Determine stakeholders and identify project champion and finalize change team (11140) (11141) (11142)	Identifying and communicating with shareholders affected by the change. Consider internal and external stakeholders that will be affected by the change. Determine the amount of influence the change will have on them. Ensure the involvement of these stakeholders in the change process by effectively communicating with them. Identifying people exhibit an extraordinary interest in the adoption, implementation, and success of the change. Engage champions in each division or team. Preparing a design team for implementing change throughout the organization
			20.8.1.3 Define scope, understand current state and define future state(11143)	Defining the extent of the area that the change process deals, Map the current process information and validate the same with stakeholders. Determine the state that the organization wants to be in after the implementation of the change
		20.8.2 Design the change (11135)	20.8.2.1 Assess connection to other initiatives (11152) (For productivity improvement and Systems implementation)	Correlating the change initiative with the other initiatives. Create an alignment between the goals and objectives of the change process and that of the other initiatives.
			20.8.2.2 Develop plans to manage the change (change management plan, training plan, communication plan, incentives plan) (11153) (11154) (11155)(11156)	Perform planning activities for change implementation
			20.8.2.3 Establish change adoption metrics (11157)	Establishing a system or standard of measurement for measuring the adoption of the change.

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		20.8.3 Implement change (11136)	20.8.3.1 Create commitment for improvement/change (11160) (For productivity improvement and Systems implementation projects)	Effectively communicate the advantages of the desired change. Ensuring an organization wide commitment for implementing the change
			20.8.3.2 Re-engineer business processes and systems and Support transition to new roles or exit strategies for incumbents (11161) (11162)	New processes are designed with objective of improving customer service, reduce costs, increase automation, etc. Supporting the transition of personnel to new roles necessitated for the desired change
			20.8.3.3 Monitor change and improved process performance (11163) (11164)	Monitoring activities in the change process in order to assess the performance of individual agents and the process as a whole. Monitoring the performance of improved business processes. Track the key performance indicators of the upgraded processes in order to gauge its contribution to the desired change
		20.8.4 Sustain improvement (11137)	20.8.4.1 Capture and reuse lessons learned from change process (11165) (For productivity improvement and Systems	Documenting and standardizing insights gained and the knowledge acquired from studying the change process already implemented. Create case studies/best practices guides from the process of implementing change.
			20.8.4.2 Conduct gap analysis to understand need for change and degree needed and take corrective action as necessary (11087) (11166)	Examining performance against benchmarked organizations or entities. Determine how much performance needs to change to meet expectations. Implement corrective action to adjust the re-engineered processes for maximizing the desired impact. Adjust business processes and systems to implement the desired change.
21 Business	21.1 Manage government and industry relationships (11011)	21.1.1 Manage government and industry relationships (11011)	21.1.1.1 Establish relationships with agencies (12875)	Actively engage with National bureau of plant genetic resources (NBPGR).to obtain the certificate to import germ plasm
	21.2 Procure materials and services (10216)	21.2.1 Develop sourcing strategies (10277)	21.2.1.1 Identify and finalize the tissue culture lab (10287) (10288)	Identify the lab as per PI Standard for tissue culture and prepare a lab inspection report
			21.2.1.2 Identify and finalize the cold storage facilities(10287) (10288)	Perform physical inspection of the cold storage and prepare a report indicating the distance from the field, capacity, no of floors. Indicate issues if any, effectiveness of the cooling system, generator back up etc
			21.2.1.3 Develop procurement plan for minitubers (10281)	Raise purchase order on tissue culture lab for the quantity of minitubers to be generated
			21.2.1.4 Finalize farmers to issue seeds for cultivation (10281)	Finalize the list of the farmers (for seed cultivation and for produce)
			21.2.1.5 Develop procurement plan for agro produce (10281)	Coordinate and procure the farmers
	21.3 Manage enterprise quality (17471)	21.3.1 Establish quality requirements (17472)	21.3.1.1 Develop quality controls (17475)	Define the sampling plan required to check the minitubers at the tissue culture lab for grade and variety. Perform periodic tests to check genetic purity of harvested tubers
	21.4 Manage logistics and warehousing (10219)	21.4.1 Operate outbound transportation (10341)	21.4.1.1 Plan, transport, and deliver minitubers to cold storage (10360)	Plan for outbound transport of minitubers to cold storage
		21.4.2 Plan and manage inbound material flow (10339)	21.4.2.1 Plan inbound minituber receipts (10349)	Inbound receipt of the minitubers at cold storage
		21.4.3 Operate outbound transportation (10341)	21.4.3.1 Plan, transport, and deliver minitubers from cold storage to farmers (10360)	Coordinating for the delivery of the minitubers to farmers from cold storage
	21.5 Design products and services (19631)	21.5.1 Support and implement changes to product manufacturing and service delivery process (11416)	21.5.1.1 Monitor cultivation (11417)	Monitor the seed cultivation performed by farmers
	21.6 Manage enterprise quality (17471)	21.6.1 Evaluate performance to requirements (17482)	21.6.1.1 Test the produce against quality plan and assess the results (17483) (17487)	Check the seed produce for rottage, cuts and grading specifications
	21.7 Manage logistics and warehousing (10219)	21.7.1 Plan and manage inbound material flow (10339)	21.7.1.1 Plan inbound seed receipts (10349)	Inbound receipt of the seeds at cold storage
	21.8 Develop marketing strategy (10102)	21.8.1 Define pricing strategy to align to value proposition (10123)	21.8.1.1 Establish guidelines for selling seeds (10124)	Preparation of proposal for price for sale and buyback of seeds
	21.9 Manage logistics and warehousing (10219)	21.9.1 Manage returns; manage reverse logistics (19650)	21.9.1.1 Authorize and process returns (10364)	Coordinate for return of seeds within 15 days of sale for any defective seeds
		21.9.2 Plan and manage inbound material flow (10339)	21.9.2.1 Plan inbound agro produce (10349)	Inbound receipt of the at cold storage
		21.9.3 Operate outbound transportation (10341)	21.9.3.1 Plan, transport, and deliver from cold storage to plants (10360)	Issue requirement from cold storage to manufacturing plants as per the production plan
		21.9.4 Operate cold storage (10340)	21.9.4.1 Manage cold store environment (10359)	Ensure the desired cold storage temperature is maintained. Ensure temperature, humidity and fumigation is as per standards.
			21.9.4.2 Maintain warehouse facility / assets (16472)	Inspection and repair of cracks in walls and floors should be performed on a regular basis. Pallets should be regularly inspected (and repaired) for the presence of any nails or split boards which could damage product containers.
			21.9.4.3 Manage technology and process improvements (10340)	Coordinate with engineering team to build low cost automation solutions for improving the productivity of cold storage operations
			21.9.4.4 Manage flow of goods (10340)	Ensure proper flow of goods as per policy
			21.9.4.5 Manage reporting (10340)	Perform regular reporting of age of the products to the concerned stakeholders

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	21.10 Produce/Manufacture/Deliver product (10217)	21.10.1 Minutuber management (10304)	21.10.1.1 Receive germ plasm for growing mini tuber(10304)	Receive germ plasm for mass multiplication to produce tissue culture for growing mini tuber
			21.10.1.2 Perform conversion of germ plasm to minutuber (10304)	Followed SOPs for conversion of germ plasm to minutuber
			21.10.1.3 Maintain log/records for nutrition and quality parameters (10304)	Maintain a log to record nutritional and quality parameters
			21.10.1.4 Shift the harvested minitubers to greening chamber (10304)	Shift the harvested mini tubers to greening chamber maintained at 180c to 240c
			21.10.1.5 Shift the minitubers to designated chambers (10304)	Shift minitubers to designated chambers as per defined criterion
			21.10.1.6 Store quality cleared harvested minitubers (10304)	Store harvested tubers (Quality cleared) in cold store till next planting season
		21.10.2 Self farming (10304)	21.10.2.1 Perform own farming - receive and sort the seeds (10304)	Receive and sort the seeds for self farming. Perform own farming process.
			21.10.2.2 Perform plantation of seeds (10304)	Plantation of seeds in the vendor farms or own fields
			21.10.2.3 Collect supporting documents for expenses (10304)	Collect supporting documents for expense occurred during the period (labor, utility, chemicals, fertilizer, etc).
			21.10.2.4 Crop harvest and deliver chip grade stock (10304)	Crop harvest and deliver chip grade stock as per self farming standards and process
		21.10.3 Variety strategy (10304)	21.10.3.1 Conduct variety analysis for business (10304)	Collaborate with global teams for variety analysis
			21.10.3.2 Test the variety as per the specifications (10304)	Test the variety for the quality specifications
			21.10.3.3 Cascade the other varieties for assessment (10304)	Cascade other varieties for assessment
	21.11 Manage internal controls (10735)	21.11.1 Manage and monitor compliance function (11641)	21.11.1.1 Manage regulatory compliance (11643)	Conduct periodic regulatory audits to ensure legal compliance
22 Engineering & Maintenance	22.1 Manage portfolio, program, and project (16400)	22.1.1 Manage projects (16410)	22.1.1.1 Identify new technology requirements (equipment enhancements, new production platforms and automation) (16411)	Identify globally led initiatives (equipment enhancements, automation, new production platforms)for deployment in local markets and collaborate with global/sector/region/market teams for high level working engineering solution. Identify constraints with respect to regulation, skills, technology etc. that may affect the deployment
			22.1.1.2 Transform a global initiative to a local workable project / solution (16414)	Transform a globally embraced innovation or initiative to work for the local market. Manage the regulatory, skills, workspace, technology and other constraints with respect to deployment
		22.1.2 Improve processes (16396)	22.1.2.1 Collaborate with manufacturing teams to improve process productivity (16399)	Collaborates with manufacturing teams to design equipments that improve process productivity
	22.2 Plan for and align supply chain resources (10215)	22.2.1 Create materials plan (10223)	22.2.1.1 Collaborate with suppliers and manufacturers for engineering equipment (10243)	Collaborate with equipment suppliers and manufacturers for purchase and delivery of the engineering equipment
		22.2.2 Develop quality standards and procedures (10368)	22.2.2.1 Establish engineering standards (10371)	Define engineering specific qualitative and quantitative standards and procedures
			22.2.2.2 Develop engineering quality test assessment process (10372)	Create engineering quality test assessment and policy to ensure conformance to standards. Identify any potential gaps that may lead to a non-conformance prior to the execution of work.
			22.2.2.3 Communicate engineering quality specifications (10373)	Communicate how engineering quality will be ensured (e.g., preventive, control, and assurance) and all actions that will be taken for non-conformance.
	22.3 Procure materials and services (10216)	22.3.1 Develop sourcing strategies (10277)	22.3.1.1 Develop procurement plan for capital purchases (10281) (10282)	Create procurement plan for capital projects in alignment with project scope and project plan
			22.3.1.2 Collaborate with suppliers for capital purchases (10287)	Identify the equipment suppliers, collaborate with Procurement team to create contracts for delivery of capital purchases

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		22.3.2 Select suppliers and develop/maintain contracts (10278)	22.3.2.1 Select suppliers for capital purchases (10288)	Evaluate engineering equipment supplier for capital purchases. List the pros and cons based on existing supplier performance criteria and finalize the selection of the suppliers for equipment delivery related to capital projects.
	22.4 Manage logistics and warehousing (10219)	22.4.1 Plan and manage inbound material flow (10339)	22.4.1.1 Plan inbound material receipts for capital purchases (10349)	Collaborate with procurement team and equipment supplier to develop the transportation plan on capital projects
			22.4.1.2 Manage inbound material flow for capital purchases (10350)	Manage transportation for inbound materials for capital projects
			22.4.1.3 Monitor transportation performance for capital purchases (10351)	Track and monitor the transportation & delivery performance for capital projects like adherence to delivery schedule.
	22.5 Develop and implement security, privacy, and data protection controls (11220)	22.5.1 Establish information security, privacy, and data protection strategies and levels (11230)	22.5.1.1 Establish information security, privacy and data protection for shop floor (11230)	Ensures the IT security, privacy and data protection requirements in the production shop floor for capital projects
	22.6 Perform planning and management accounting (10728)	22.6.1 Perform planning/budgeting/forecasting (10738)	22.6.1.1 Prepare periodic budgets and plans for capital projects (10772)	Perform budgeting and business case preparation on a quarterly and annual basis for projects together with Finance team. Create a financial statement that estimates revenues and expenses over a specific period of time.
		22.6.2 Perform cost management (10740)	22.6.2.1 Determine critical activities for capital projects (10780)	Determine the critical path for capital projects
			22.6.2.2 Manage resource deployment and utilization for capital projects (10781)	Manage cross functional team for pooling up resources to execute capital projects as per defined scope, schedule and cost
		22.6.3 Evaluate and manage financial performance (10741)	22.6.3.1 Report on capital projects performance measures (10787)	Generate reports and circulate based on the agreed KPI to understand capital project health and performance
	22.7 Manage fixed asset project accounting (10731)	22.7.1 Perform capital planning and project approval (10751)	22.7.1.1 Create and review capital expenditure plans and budgets (10845)	Provide budgetary estimate requirements based on Engineering requirements
			22.7.1.2 Collaborate with finance for expenditure plans and budgets (10846)	Provide budgetary estimate requirements based on Engineering requirements and coordinate for approval from finance
		22.7.2 Perform capital project accounting (10752)	22.7.2.1 Record project-related transactions (10849)	Document and record all operational and financial transactions for capital projects. Maintain a centralized repository of all such capital projects transactions.
			22.7.2.2 Monitor and track capital projects and budget spending (10850) (11634)	Collaborate with Finance team to Measure and monitor the capital spend in line with the approved budgets. Prepare the reports and circulate to the concerned stakeholders
	22.8 Design and construct/acquire non-productive assets (10937)	22.8.1 Plan facility (10943)	22.8.1.1 Design facility and shop floor layouts and implement changes (10958) (10964)	Design the manufacturing facility, shop floor layout and changes for better functioning of facility and shop floor
	22.9 Plan maintenance work (10938)	22.9.1 Manage facilities operations (10949)	22.9.1.1 Deploy people, material and tools to support manufacturing process (10965) (10966)	Deploy engineering teams, materials and tools and collaborate with manufacturing team to support maintenance process
		22.9.2 Perform corrective maintenance (16473)	22.9.2.1 Technical issue escalation - For problems in manufacturing plant (16473)	As part of technical issue escalation, identify the problems in manufacturing plant, coordinate with equipment suppliers if needed for the resolution of the issue
	22.10 Obtain and install assets, equipment, and tools (10939)	22.10.1 Obtain and install equipment (10951)	22.10.1.1 Design engineering solution for the manufacturing process (10969)	Design engineering solution to improve the efficiency and effectiveness of manufacturing processes. Boost the existing technology to ensure capital avoidance.
			22.10.1.2 Install and commission equipments (10971)	Install and commission equipments as per the project requirements and alignment with engineering standards and policies.
	22.11 Manage portfolio, program, and project (16400)	22.11.1 Manage projects (16410)	22.11.1.1 Establish project scope for capital projects (16411)	Finalize the scope of the capital projects
			22.11.1.2 Develop project plans for capital projects (16413)	Generate project plans with key milestone dates and ensure effective communication with all concerned project stakeholders
			22.11.1.3 Review and report performance for capital projects (16417)	Review the project progress at regular intervals and report the progress to the concerned stakeholders
			22.11.1.4 Close capital projects (16418)	Complete the steps required to close a capital project. Ensure documentation and handover to appropriate teams.
	22.12 Manage environmental health and safety (EHS) (11179)	22.12.1 Monitor and manage functional EHS management program (11183)	22.12.1.1 Comply and contribute to EHS policy for capital projects (11194)	Comply with and contribute to the EHS policy while managing capital projects
	22.13 Manage compliance (17467)	22.13.1 Establish compliance framework and policies (17468)	22.13.1.1 Manage engineering audits (14133)	Participate, collaborate and manage audits for engineering projects
			22.13.1.2 Manage post-audit for projects (14133)	Participate, collaborate and manage post audits for engineering projects
	22.14 Plan maintenance work (10938)	22.14.1 Perform routine maintenance (16472)	22.14.1.1 Perform routine maintenance (16472)	Routine maintenance, also known as preventive, preventative or cyclical maintenance, is an essential part of the <u>ongoing care and upkeep of any facility, equipment or asset</u> .
		22.14.2 Perform corrective maintenance (16473)	22.14.2.1 Perform corrective maintenance (16473)	Corrective maintenance process to identify, isolate and rectify the fault in any facility, equipment and assets. It is carried out after failure detection and is aimed at restoring an asset to a condition in which it can perform its intended function.

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		22.14.3 Overhaul equipment (16474)	22.14.3.1 Overhaul equipment (16474)	Overhaul process is done to restore the facility, equipment or asset to its operating condition. It involves disassembly of asset, through inspection to detect damaged unit and repair or replace the defective or damaged unit.
		22.14.4 Manage facilities operations (10949)	22.14.4.1 Deploy people, material and tools to support maintenance process (10965) (10966)	Engage with functions, markets and regions to understand strategic requirements for your team. Conduct bottoms-up consolidation of such requirements.
		22.14.5 Develop ongoing maintenance policies for productive assets (10950)	22.14.5.1 Analyze assets and predict maintenance requirements (10967)	Predictive maintenance process predicts where, when, and why asset failures are likely to occur. There is identification of primary variables as part of root-cause analysis process. The objective is to optimize maintenance cost and reduce risk of production loss.
			22.14.5.2 Develop approach to integrate preventive maintenance into production schedule (10968)	Devise a methodology to integrate preventive maintenance into production that utilizes the same machinery.
23 Environment, Health and Safety	23.1 Design and construct/acquire non-productive assets (10937)	23.1.1 Plan facility (10943)	23.1.1.1 Evaluate facility design options as per EHS requirements (10958) (10960)	Evaluate different facility design options as per EHS requirements. Select the facility as per EHS evaluation.
			23.1.1.2 Align or negotiate terms for facility as per EHS requirements (10961)	Discussing the terms and conditions of facilities as per EHS, business requirements and availability of budgets.
			23.1.1.3 Manage construction or modification to facilities as per EHS requirements (10962) (10963) (10964)	Manage construction or modify the facilities as per EHS requirements.
	23.2 Dispose of productive and non-productive assets (10940)	23.2.1 Develop exit strategy (10952)	23.2.1.1 Dispose productive and non-productive assets as per EHS requirements (10952)	Engage with functions, markets and regions to understand strategic requirements for your team. Conduct bottoms-up consolidation of such requirements.
		23.2.2 Perform sale or trade (10953)	23.2.2.1 Perform sale or trade of assets as per EHS requirements (10953)	Perform sale and trade of productive and non-productive assets as per EHS requirements
		23.2.3 Perform abandonment (10954)	23.2.3.1 Perform abandonment of assets as per EHS requirements (10954)	Perform abandonment of productive and non-productive assets as per EHS requirements
	23.3 Manage enterprise risk (17060)	23.3.1 Establish the enterprise risk framework and policies (16439)	23.3.1.1 Determine EHS risk tolerance for organization (16440)	Recognize the PepsiCo EHS risk tolerance, given risk-return trade-offs for one or more anticipated and predictable consequences.
			23.3.1.2 Develop and maintain EHS risk policies and procedures (16441)	Establish and maintain EHS policy and procedures for managing EHS risk. Create rules and regulations for EHS risk.
			23.3.1.3 Identify and implement EHS risk management tools (16442)	Recognize and implement tools for managing EHS risk. Identify and apply EHS risk management tools. Leverage methods and processes to manage risks and opportunities associated with business objectives.
			23.3.1.4 Coordinate the sharing of EHS risk knowledge across the organization (16443)	Communicate the knowledge about EHS risk within the organization. Identify operational risks. Share risk information within Company.
			23.3.1.5 Prepare and report EHS risk to executive management and board (16444)	Prepare and present reports about EHS risk to the management of the organization.
		23.3.2 Oversee and coordinate enterprise risk management activities (16445)	23.3.2.1 Identify and assess EHS level risks (16446) (16447)	Determine and identify risks that could thwart objectives. Document and communicate the concern.
			23.3.2.2 Develop risk mitigation and management strategy, and integrate with existing performance management processes (16448)	Developing activities to improve opportunities and lessen threats. Evolve strategies and policies to attain these objectives. Assign resources to project objectives.
			23.3.2.3 Verify business unit and functional risk mitigation plans are implemented (16449)	Checking that the blueprint created for managing risk in individual business units and divisions is correctly effectuated. Validate the implementation of all activities geared to mitigate risks.
			23.3.2.4 Ensure risks and risk mitigation actions are monitored (16450)	Ensuring risk monitoring and mitigation activities. Monitor actions to enhance opportunities and reduce threats to project objectives.
			23.3.2.5 Report on risk activities (16451)	Creating a report of activities to address hazard risks, liability torts, financial risks, operational risks, social trends, competition, etc.
		23.3.3 Coordinate business unit and functional risk management activities (16452)	23.3.3.1 Ensure that each business unit / function follows the EHS risk management and reporting process (16453) (16454)	Ensure that each business unit / function follows the EHS risk management and reporting process to improve opportunities and lessen threats.
		23.3.4 Manage business unit and function risk (17061)	23.3.4.1 Identify and assess risks as per EHS requirements (16456) (16457)	Developing a timely and continuous process to identify activities that might hinder a project's goals.
			23.3.4.2 Develop and implement mitigation plans for EHS risks (16458) (16459)	Develop and execute mitigation plans to improve opportunities and reduce deviations to project objectives.
			23.3.4.3 Monitor, analyse and report EHS risks activities (16460) (16461) (16462)	Monitor, analyse and report EHS risk activities. Consider the risks associated with the activity and the methods available to manage those risks.

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Level 1	Level 2	Level 3	Activity	Guide (where provided)
	23.4 Manage compliance (17467)	23.4.1 Establish compliance framework and policies (17468)	23.4.1.1 Develop and implement EHS compliance policies and procedures (17469) (17470)	Creating a standardized approach to EHS compliance. Implement EHS compliance activities.
			23.4.1.2 Manage EHS audits (14133)	Managing EHS audits, and prepare regular reports on audit performance.
			23.4.1.3 Maintain EHS controls technologies and tools (14137)	Managing technologies and tools related to the confidentiality, integrity, and availability of data as per EHS policy.
		23.4.2 Manage regulatory compliance (16463)	23.4.2.1 Develop and identify regulatory compliance requirements for EHS (16464) (16465)	Developing procedures and methodologies to comply with EHS laws and regulations obedience to laws, guidelines, strategies and stipulations related to business.
			23.4.2.2 Monitor and assess regulatory compliance position for EHS (16466) (16467)	Monitor and assess regulatory compliance position for EHS. Analyse and oversee the regulatory environment in order to spot any changing or emerging regulations.
			23.4.2.3 Implement and monitor missing or stronger regulatory compliance controls and policies (16468) (16469)	Assessing the current policies and policies. Implement missing and necessary changes environmental changes, political changes, technological changes, etc.
			23.4.2.4 Maintain relationships with regulators as appropriate EHS policy (16470)	Developing and preserving relationships with the regulators, without compromising the legal basis of the relationship.
	23.5 Manage government and industry relationships (11011)	23.5.1 Manage government relations (11038)	23.5.1.1 Receive input from internal and external advisors for EHS (12872) (12873)	Receive inputs from internal and external appointed advisors on relationship with government and state bodies for EHS
			23.5.1.2 Assess and establish relationships with regulatory bodies (12874) (12875) (12878) (12871) (12869) (12870)	Receive inputs from internal and external appointed advisors on relationship with government and state bodies for EHS
		23.5.2 Manage relations with trade or industry groups (11040)	23.5.2.1 Evaluate and monitor strategic relationships with industry for EHS (12879) (12880)	Determining the requirements to enter in to an agreement with trade or industry agencies.
			23.5.2.2 Extend or change the industry relationships for EHS (12881)	Extend or change the relationships with trade and industry groups. Ensure that the partnership in successful and make modifications where needed.
		23.5.3 Manage lobby activities (11041)	23.5.3.1 Manage lobby activities for EHS (11041)	Process to advocate with government entities and state bodies with the intention of influencing decisions and policies. The advocacy may or may not be mutually beneficial to both parties.
	23.6 Manage environmental health and safety (EHS) (11179)	23.6.1 Determine environmental health and safety impacts (11180)	23.6.1.1 Evaluate environmental impact of PepsiCo products and operations (11186)	Evaluate the impact of offerings and operations on the immediate ecosystem and the environment at large. Estimate any affect on the environment through metrics such as a calculation of carbon footprint.
			23.6.1.2 Conduct health and safety and environmental audits for EHS (11187)	Conducting an inspection to verify that adequately complies with the environmental, health, and safety standards. Audit procedures and records regarding responsibility for the environment, health, and safety.
		23.6.2 Develop and execute functional EHS program (11181)	23.6.2.1 Identify regulatory and stakeholder requirements for EHS (11188)	Determining any protocols or standards to comply with, set by regulatory agencies or stakeholders. Closely examine all standards and matters of compliance relating to the environment, health, and safety.
			23.6.2.2 Assess future risks and opportunities for EHS (11189)	Evaluating any risks and opportunities that might affect the environmental, health, and safety of products/services. Leverage techniques such as cost-benefit analysis, trend extrapolation, systems analysis and scenario creation.
			23.6.2.3 Create EHS policy (11190)	Creating a plan for managing the environmental, health, and safety impact of products/services. Establish minimum requirements for regarding the environment at large and the health and safety of employees.
		23.6.3 Train and educate functional employees (11182)	23.6.3.1 Communicate EHS issues to stakeholders and provide support (11192)	Reporting any issues or problems with EHS to the stakeholders. This includes management, creditors, directors, employees, government agencies, shareholders, suppliers, and unions. Provide support to them.
		23.6.4 Monitor and manage functional EHS management program (11183)	23.6.4.1 Manage EHS costs and benefits (11193)	Administering the costs and benefits of EHS management program. Evaluate program costs to ensure that the benefits of the program always outweigh its costs.
			23.6.4.2 Measure and report EHS performance (11194)	Measure and report EHS performance as per EHS policy
			23.6.4.3 Implement emergency response program for EHS (11196)	Implement emergency response program for EHS. Conduct a risk assessment to identify potential emergency scenarios in order to create a program that ensures that resources are on hand--or quickly available--in case of emergencies.
			23.6.4.4 Implement pollution prevention program for EHS (11197)	Implementing a program that reduces or eliminates the creation of pollutants through increased efficiency in the use of raw materials, energy, water, or other resources. Implement a program to inspect facilities that store, manufacture, or use hazardous, toxic, or polluting materials.
			23.6.4.5 Provide employees with EHS support (11195)	Supporting employees in light of the environmental, health, and safety policies and standards. Provide medical insurance, maternity leave, environmental education, training over safety, etc.

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Level 1	Level 2	Level 3	Activity	Guide (where provided)
			23.6.4.6 Manage environmental incidents (11183)	Manage environmental incidents as per EHS policy. Submit incident reports.
			23.6.4.7 Manage safety incidents (11183)	Manage safety incidents as per EHS policy. Submit incident reports.
			23.6.4.8 Conduct root cause analysis, remediation action planning and follow ups (11183)	Conduct root cause analysis, remediation action planning and follow ups
24 Logistics, Distribution & Transportation	24.1 Plan for and align supply chain resources (10215)	24.1.1 Develop production and materials strategies (10221)	24.1.1.1 Perform supply chain planning (10229)	Supply chain planning is defined as planning process to understand demand and align supply with profitability objective.
			24.1.1.2 Perform long term and short term capacity planning (10233)	Define the current capacity plan by product and process type at each manufacturing facility. Define the long term capacity plan in alignment with strategy. Decide where to manufacture or source product for a specific customer demand point based on cost and capacity at the tactical level.
			24.1.1.3 Tactical supply chain network optimization (10234)	Optimize the entire supply network to determine where to manufacture product or source for a demand point based on cost and capacity at the tactical level
			24.1.1.4 Strategic supply chain network optimization (10234)	Design, optimize and review the supply chain network with an objective of total cost minimization while meeting the expected service levels. Optimize supply chain network based on internal changes for example, taxation changes, etc. Optimize supply chain network based on external changes for example, go to market changes, etc.
		24.1.2 Develop production and materials strategies (10221)	24.1.2.1 Define sourcing strategy (14193)	Finalize the sourcing strategy for optimal manufacturing plans/options
			24.1.2.2 Sales and operations planning (S&OP) meetings (11526)	Monthly meetings between business functions of sales, marketing, operations/ production, supply chain, product management and finance at monthly level
			24.1.2.3 SIP meetings (11526)	Weekly meetings between business functions of sales, marketing, operations/ production, supply chain, product management and finance at monthly level
			24.1.2.4 Balance demand and supply plans (11527)	The supply chain planning component that reconcile demand against the supply taking into account financial considerations
			24.1.2.5 Collaborate with customers for sales and operations planning (19648) (10236) (E.g. Modern Trade)	Collaborate with customers (B2B) to gather input on sales and operations planning. Work closely with the customers to understand their drives and behaviour, with the objective of estimating future demand.
		24.1.3 Manage demand for products and services (10222)	24.1.3.1 Develop baseline forecasts (10235)	Baseline forecast is generation of forecasts using the demand history at appropriate levels. Specific activities include developing forecasts by leveraging data segmentation using advanced statistical forecasting techniques, reviewing systematically generated "best-pick" forecasts and resulting refinements, incorporating seasonal and new product information into forecast.
			24.1.3.2 Develop and publish consensus demand forecast (10237)	Develop and publish consensus forecast, using baseline forecast and sales volumes. The generated plan is then released to supply planning & finance for further execution.
			24.1.3.3 Monitor activity against forecast and revise forecast (10239)	Identifying activity that deviates from the forecast, and adjusting it. Closely track and study the levels of demand as they emerge. Refine the consensus forecast as needed.
			24.1.3.4 Evaluate and revise forecasting approach (10240)	Examining the methodology used to estimate future demand. Refine it in light of current market realities and demand.
			24.1.3.5 Measure forecast accuracy (10241)	Calculating and inspecting the accuracy of demand forecasts. Use metrics to check the reliability of the forecasts created.
		24.1.4 Create materials plan (10223)	24.1.4.1 Create unconstrained supply plan to meet full demand (10242) (10238)	A unconstrained supply plan is created to match the demand without constraints of production and supply capacity with objective of maximizing profitability.
			24.1.4.2 Collaborate with contract manufacturers (10243) (10244)	Collaborate with contractual manufacturers with the objective of ensuring a continual supply of finished goods.
			24.1.4.3 Create and publish finalized supply plan (10246)	Final supply plan involves activities in order to meet the demand plan with objective of maximizing profitability and balancing all production and sourcing constraints. Identify the volume of products that may be committed for delivery to fulfil sales.

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Level 1	Level 2	Level 3	Activity	Guide (where provided)
		24.1.5 Plan distribution requirements (10225)	24.1.5.1 Manage & optimize finished goods inventory for distribution (10253) (10268) (10254) (10255) (10257)	Manage, analyse and optimize the movement of finished goods through the distribution network. Determine inventory requirements at product-storage location level
			24.1.5.2 Manage collaborative replenishment planning (10256)	Collaborative replenishment planning is the collaboration between logistics, warehousing, transportation partners, customers, for purpose of ensuring finished goods availability and replenishment.
			24.1.5.3 Prepare & execute destination dispatch plan and load plans (10258) (10259) (10260) (10261)	Plan the logistic details of all the distribution routes and activities.
			24.1.5.4 Manage overall cost of supply and distribution (10262)	Estimate the overall cost of supplying of products and manage inventory, including the cost distributing it through various partners and channels.
			24.1.5.5 Manage distribution capacity utilization (10263)	Manage the utilization of owned transportation, transportation partner, warehouse, etc with objective of service and cost effectiveness.
		24.1.6 Establish distribution planning constraints (10226)	24.1.6.1 Establish distribution planning constraints (10267) (10268) (10269)	Establish distribution planning constraints like warehouse capacity, inventory management constraints and transportation management constraints to generate feasible distribution plans
		24.1.7 Review distribution planning policies (10227)	24.1.7.1 Design and review logistics and distribution network (10264) (10266)	Define optimal flow paths to transport products through value chain
		24.1.8 Assess distribution planning performance (10228)	24.1.8.1 Establish logistics and distribution performance process (10270)	Designing key measures such as inventory turnover and accuracy, order fill rate and productivity that analyse and interpret how effectively the business is achieving its distribution objectives.
			24.1.8.2 Calculate, analyse and report LD&T performance measures (10272)	Calculate the key performance measures for your team like distribution cost, adherence to plan, service measures like order fill rate, etc.
	24.2 Procure materials and services (10216)	24.2.1 Develop sourcing strategies (10277)	24.2.1.1 Raw material and packaging material pull from suppliers as per materials plan (10282)	Manage raw material and packaging material pull from suppliers as per materials requirement run (MRP)
			24.2.1.2 Manage raw material inventory (10283) (10310)	Define inventory management policy for raw materials to ensure smooth production and manage supplier lead time.
	24.3 Produce/Manufacture/Deliver product (10217)	24.3.1 Schedule production (10303)	24.3.1.1 Generate master production schedule (10307)	Master production schedule is the supply chain component that calculates production quantities and dates needed to optimally meet netted demand, while considering current inventory levels and various supply side constraints while maximizing capacity utilization and minimizing cost.
			24.3.1.2 Generate detailed line schedules for production (10306)	Detailed line scheduling (DLS) is the supply chain component that breaks down the production schedule into specific lines, specifying the various objectives the production schedule.
		24.3.2 Schedule production (10303)	24.3.2.1 Generate material requirements planning (10307) (10308)	The supply chain planning component that is used to calculate the raw material and packaging requirements necessary to support the master production and detailed line schedules and propose the order quantities and dates for procurement. Perform materials requirement planning (MRP) run in order to trigger procurement plan.
		24.3.3 Produce product (10304)	24.3.3.1 Assess production performance and publish reports (10314) (11561)	Assess performance of manufacturing process and co-manufacturers as per defined performance system. Establish frequency, calculate KPIs, identify trends, identify issues and publish reports for production performance.
		24.3.4 Maintain production records and manage lot traceability (19649)	24.3.4.1 Maintain production records and manage lot traceability (19649)	Maintain production records for raw materials, work in progress and finished goods. Ensure traceability of bill of materials in the SAP system. Perform manual entries in spreadsheet or paper if necessary.
		24.3.5 Assess production performance (master production schedule -MPS and manufacturing resource planning - MRP) (11561)	24.3.5.1 Develop action plan to improve production performance and collaborate internally and externally for improvement (11568)	Prepare action plan to improve performance for manufacturing process. Collaborate with internal teams to initiate improvement projects
	24.4 Manage logistics and warehousing (10219)	24.4.1 Define logistics strategy (10338)	24.4.1.1 Define and communicate transportation outsourcing requirements (10345)	Define and finalize business partners to execute the transportation activities
			24.4.1.2 Optimize transportation schedules and costs (10347)	Optimizing the schedule and costs of transportation services. Design a logistics strategy by strategically creating delivery routes and systems, which optimizes the overall transportation schedules and costs. Evaluate different transportation sources in order to select the most appropriate and cost-effective sources.
		24.4.2 Plan and manage inbound material flow (10339)	24.4.2.1 Plan and manage inbound material flow (10349) (10350)	Create and execute plan for movement of finished goods from manufacturing location to distribution centres

Supply Chain Taxonomy

Level 1	Level 2	Level 3	Activity	Guide (where provided)
		24.4.3 Operate warehousing (10340)	24.4.3.1 Receive, inspect, and store inbound deliveries (10354)	Process to receive and store raw materials, ingredients, and finished products from suppliers and external manufacturers. This includes receiving order confirmation, quality assurance (on time, in full) at the dock, truck and carrier inspections, receiving goods, and placing goods into inventory
			24.4.3.2 Pick, pack, and ship product for delivery (10356)	Manage pick, pack and ship products at warehouse. Pick order is to pick materials from storage, pack order is process to group material together for shipping and ship order is process in which the shipping units are loaded into the rail car/ truck/ container and the documentation required for shipment are generated.
			24.4.3.3 Manage pallets requirement (10340)	Determine the optimal number of pallets required for warehouse management
			24.5.3.4 Perform physical storage of finished goods inventory (10359) (10357) (10355) (10353)	Includes physical movement of inventory within a warehouse, activities such as product availability, product location tagging, product arrangements, product issuance , product classification (ABC, FSN - fast/ slow/non- moving),
			24.4.3.5 Manage technology and process improvements (10340)	Coordinate with engineering team to build low cost automation solutions for improving the productivity of cold storage operations
		24.4.4 Operate outbound transportation (10341)	24.4.4.1 Plan and manage outbound material flow (10360)	Organizing the transportation and delivery of outbound products. Plan and organize the transportation, shipping, and delivery of the end products. Create a plan that specifies dispatch and delivery of the product to its destination, as well the transportation.
			24.4.4.2 Manage company owned transportation fleet (10362)	Manage internal transportation fleet activities like drivers management, fuel , health and safety management. Manage day to day interaction with transportation fleet.
			24.4.4.3 Manage external transportation suppliers and fleet (10362)	Manage external transportation fleet and fleet providers
			24.4.4.4 Process and audit carrier invoices and documents (10363)	Organizing and inspecting all account statements and any other documentation for the carriers used in delivery. Create, manage, and inspect all documents related to the financial, regulatory, and administrative accounts of all the carriers/freights. Generate receipts for all freight transactions.
		24.4.5 Manage returns; manage reverse logistics (19650)	24.4.5.1 Manage returns and reverse logistics (10352) (10364) (10365)	Approving and carrying forward the requests by the warehouse and customers to return the product. The returns are processed for replacement or financial adjustment.
		24.4.6 Meet data exchange and legal requirements (11584)	24.4.6.1 Perform product classification like ABC and FSN analysis for logistics (11585) (FSN - fast, slow and non moving)	Design and manage product classification at distribution facilities for example ABC and FSN analysis.
			24.4.6.2 Meet legal and regulatory requirements for logistics and distribution (11586)	Manage compliance with export and import control policy of state bodies and government. Ensure 100% compliance in export and import processes.
	24.5 Design and construct/acquire non-productive assets (10937)	24.5.1 Plan facility (10943)	24.5.1.1 Design facility and shop floor layouts and implement changes (10958) (10964)	Design the manufacturing facility, shop floor layout and changes for better functioning of facility and shop floor
	24.6 Plan maintenance work (10938)	24.6.1 Manage facilities operations (10949)	24.6.1.1 Deploy people, material and tools to support manufacturing process (10965) (10966)	Deploy engineering teams, materials and tools and collaborate with manufacturing team to support maintenance process
25 Quality & Food Safety	25.1 Manage enterprise quality (17471)	25.1.1 Establish quality requirements (17472)	25.1.1.1 Define critical-to-quality characteristics (17473)	Define the CTQ trees. Critical-to-quality trees are the key measurable characteristics of a product or process whose performance standards or specification limits must be met in order to satisfy the customer (internal as well as external).
			25.1.1.2 Define preventive quality activities (17474)	Manage quality of all products globally. The goal of preventive quality activities is to create provisions to prevent, control, or reduce the risk of not meeting the quality standards. All preventive quality activities are documented in central database.
			25.1.1.3 Develop quality controls and prove capability to assess compliance with requirements (17475) (17480)	Create quality controls for processes, tools and methods to measure quality and the competencies required for quality teams. Demonstrate the ability to leverage tools and techniques such as process behaviour or control charts, statistical process control, measurement system analysis, gage calibration management, and process capability analysis.
			25.1.1.4 Finalize quality plan (17481)	Develop a quality adherence plan for . Establish how critical-to-quality characteristics will be achieved, controlled, ensured, and managed throughout the lifecycle. Describe how to verify the product, verification criteria, and response to non-conformance.
		25.1.2 Evaluate performance to requirements (17482)	25.1.2.1 Test against quality plan and assess results of the tests. Understand the impact of the non conformance. Perform root cause analysis and generate immediate corrective actions and close the non conformance (17483) (17487) (17493) (17495) (17494) (17496) (17497)	Perform quality assessment and identify the non conformance. Perform root cause analysis to identify the assignable causes and take corrective actions and close the non conformance
		25.1.3 Implement and maintain the enterprise quality management system (EQMS) (17498)	25.1.3.1 Develop regulatory compliance procedures (16464)	Develop a quality adherence plan for to comply with regulatory policies and procedures.

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Level 1	Level 2	Level 3	Activity	Guide (where provided)
			25.1.3.2 Plan and deploy the quality management systems scope, targets, and goals (17500)	Establish a quality management framework across Pepsi. Define scope, targets and goals of quality management. The framework is enabled by technology to enable cross functional communication and collaboration.
			25.1.3.3 Identify core quality management systems processes, controls, and metrics (17501)	Recognize and implement the quality management processes, controls and metrics. Define the role of enterprise quality team in failure mode and effects analysis, complaint handling, and advanced product quality planning.
			25.1.3.4 Develop and document quality management systems policies, procedures, standards, and measures (17502)	Establish the role of quality management in evaluating processes and metrics across o such as cost of poor quality, % defective, etc
			25.1.3.5 Assess the quality management systems performance (17503)	Benchmark current performance in quality metrics that span across the value chain. Identify gaps in performance as compared to industry peers. Identify and implement complementary quality capabilities. Enable a continuous improvement environment.
			25.1.3.6 Create environment and capability for quality management systems improvement(s) (17504)	Create an environment for highest quality standards with continuous improvement. Create and maintain quality partnerships. Maintain quality management talent capabilities and competencies. Incorporate enterprise quality messaging across all communication channels.
	25.2 Manage product recalls and regulatory audits (19671)	25.2.1 Recall strategy (19672)	25.2.1.1 Develop a product recall strategy (19672)	List out all the relevant steps to initiate and execute product recall
			25.2.1.2 Initiate a recall and assess the likelihood and consequences of occurrence of any hazards (19673) (19674)	Initiate product recall and assess the hazards that may occur due to faulty products.
			25.2.1.3 Manage recall related communications (19675)	Manage the product recall communication with the customer through appropriate channels to restore confidence and avoid further damaging circumstances
			25.2.1.4 Monitor and audit recall effectiveness (19677)	Monitor the recall process and audit the process for the compliance for the procedures
			25.2.1.5 Manage recall termination (19678)	Manage the termination of recall and close the customer concerns
			25.2.1.6 Review recall strategy (19679)	Review the recall strategy at regular frequency to identify for any improvement opportunities
	25.3 Manage compliance (17467)	25.3.1 Establish compliance framework and policies (17468)	25.3.1.1 Perform internal and external audits (14133)	Perform audits for the internal functions with approved checklist to assess the adherence to the quality standards. Collaborate for government, food and safety, AIBI and other audits.
			25.3.1.2 Evaluate water, ingredients and test for foreign matter (14133)	Evaluates risk parameters in microbiology and Physio analytical categories against specifications. Coordinate with food and safety agencies to conduct audits for bottled water, ingredients, foreign matter, etc
			25.3.1.3 Monitor returnable glass washers (14133)	Program monitors the effectiveness of returnable glass rinsing procedures at the manufacturing facility
			25.3.1.4 Manage critical packaging defects (14133)	Refer to package defects that are considered to be a food safety concern that may impact the consumer. All samples are evaluated according to appearance standards