

SUCCESSION PLANNING FOR HALDIRAM FOOD PROCESSING FACILITIES IN NAGPUR

Aishwarya Metangale, Prof. Ketaki Kukde

MBA – Human Resource Management | Wainganga College of Engg. and Mgt., Nagpur, Maharashtra, India

Abstract:

Succession planning is a strategic human resource management process through which organizations identify critical roles, assess potential successors, and prepare employees for future responsibilities. This paper examines succession planning in the context of Haldiram food-processing facilities in Nagpur, with attention to training and development, performance appraisal, career development, mentoring, job rotation, internal promotion, and succession readiness. A descriptive literature-review approach is used to organize relevant published research and publicly available company information into key themes. The literature suggests that succession planning is most useful when it is connected with wider talent-management practices rather than treated as a standalone replacement exercise. In food-processing operations, continuity may depend on technical knowledge, food-safety and quality practices, equipment familiarity, operational coordination, and supervisory capability. The paper discusses how a structured succession framework could support knowledge transfer and internal talent development. It does not present uncollected employee survey results as empirical findings. A future organization-specific study should validate these themes through authorized employee data collection and transparent analysis.

Keywords: *Succession Planning, Human Resource Management, Talent Management, Employee Development, Food Processing, Leadership Readiness*

1. Introduction

Organizations depend on employees to maintain operations, solve problems, protect quality, and transfer practical knowledge. Vacancies caused by retirement, resignation, promotion, or restructuring can interrupt work when suitable replacements are not ready. Succession planning addresses this risk by identifying critical positions and preparing capable employees to take on future responsibilities. It is broader than replacing a departing employee because it links workforce planning with competency assessment, learning, performance management, and career development.

This topic is relevant to food-processing operations, where production, quality assurance, maintenance, packaging, warehousing, supply chain, and supervisory work require both role-specific skills and coordination. Haldiram's public company information describes a food business with manufacturing, quality, research and development, and a range of operational and professional roles. These characteristics provide a

context for examining how employees may be prepared for critical technical and managerial positions. The paper focuses on the Nagpur context and frames its recommendations as proposals to be assessed against authorized organizational information.

1.1 Research Gap

Published research has discussed succession planning across Indian organizations and sectors, including IT/ITES, pharmaceuticals, family-owned businesses, and other organizational settings. However, publicly visible empirical evidence focused specifically on employee perceptions of succession planning in food-processing facilities in Nagpur appears limited. This creates an opportunity for a localized study linking employee development practices with perceived readiness for future roles. The present paper synthesizes relevant themes; it does not claim to measure Haldiram's internal practices or outcomes.

1.2 Objectives of the Study

- To explain the meaning and importance of succession planning in human resource management.
- To examine how training, performance appraisal, career development, mentoring, and job rotation can support successor readiness.
- To identify common challenges in implementing succession planning in operational and manufacturing settings.
- To suggest practical measures for strengthening internal talent development and continuity in the Nagpur food-processing context.

2. Literature Review

Pandey and Sharma (2014) examined succession-planning practices and challenges in Indian organizations, highlighting the importance of identifying potential employees and connecting succession planning with other human resource processes. Their work supports a structured approach instead of informal, ad hoc replacement decisions. Natarajan and Babu (2018), in a study of selected IT/ITES organizations, discussed the relationship between talent-management practices and succession planning, including performance appraisal, learning and development, rewards, and retention.

Ramola and Rangnekar (2021) considered the relationship among performance appraisal, succession planning, and career development. This line of research indicates that appraisal can provide useful information about current performance, while career-development processes can help employees build the competencies needed for future roles. Jindal and Shaikh (2021) discussed talent retention as a factor in the relationship between talent-management strategies and succession planning, drawing attention to the risk of losing employees after investing in their development. Budhiraja and Pathak (2018) examined succession planning in Indian family-owned businesses and emphasized the need for systematic approaches suited to organizational context.

Across these themes, succession planning appears most coherent when it is integrated with talent identification, employee development, career pathways, and retention. The literature also suggests that current job performance should not be treated as the only indicator of future potential. Organizations need role-specific competency criteria, development

opportunities, and periodic readiness reviews. The applicability of these themes to a particular facility must be assessed through local evidence rather than assumed.

3. Research Methodology

Research design: Descriptive literature review.

Data sources: Secondary information from selected published research on succession planning and talent management, together with publicly available company information.

Method of analysis: Thematic analysis. The material is organized around critical-role identification, training and development, performance appraisal, career development, mentoring and knowledge transfer, internal promotion, and implementation challenges.

Scope: The paper focuses conceptually on succession planning for Haldiram food-processing facilities in Nagpur. It does not claim access to confidential HR policies or internal succession records.

Data integrity note: No primary questionnaire responses or organization-specific performance records were provided for this paper. Accordingly, no sample size, survey percentages, statistical tests, or original field findings are invented or reported.

4. Findings and Discussion

4.1 Succession planning should begin with critical roles

A succession process should first identify positions whose vacancy could materially affect production continuity, quality, safety, equipment reliability, supply coordination, or people supervision. Potential role categories for examination include production, quality assurance, maintenance and engineering, warehouse and supply chain, HR and administration, and supervisory management. The final list should be validated by authorized organizational representatives.

4.2 Employee development supports future-role readiness

Training can strengthen technical competence and help employees follow procedures, operate equipment, and maintain required standards. Broader development activities—such as coaching, mentoring, job rotation, cross-functional assignments, and supervised projects—can build decision-making and coordination skills. Development plans should be

linked to the competency requirements of specific future roles rather than offered as disconnected activities.

4.3 Performance appraisal should be combined with potential assessment

Performance appraisal can help identify strengths, skill gaps, and development needs. However, strong performance in a current role does not automatically demonstrate readiness for a different or more senior role. A fair process should use transparent criteria, evidence from more than one source where possible, and clear development feedback. Employees should understand what skills and experience are expected for progression.

4.4 Knowledge transfer and mentoring help preserve operational knowledge

Experienced employees often hold practical knowledge about process variation, equipment, troubleshooting, quality controls, and coordination. Mentoring, shadowing, standard operating documentation, and planned handovers can help transfer this knowledge. Such arrangements should protect confidential information and comply with applicable safety and operating procedures.

4.5 Succession planning requires periodic review

Successor readiness changes as employees gain experience, roles evolve, and business needs shift. A structured review can track whether development actions have been completed, whether competency gaps remain, and whether a successor is ready now, ready in the near term, or requires further development. Measures should be defined in advance and based on authorized, reliable data.

4.6 Key themes and possible assessment

Theme	Potential contribution	Possible assessment
Critical-role mapping	Clear priorities for continuity	Approved role list and competency profiles
Training and development	Technical and leadership capability	Training records, skill checks, observed performance
Performance appraisal	Evidence of strengths and	Appraisal criteria and development

	gaps	actions
Mentoring / job rotation	Knowledge transfer and broader exposure	Mentoring reviews and completed assignments
Readiness review	More reliable internal talent pipeline	Documented readiness criteria and periodic review

5. Suggestions and Recommendations

- Define critical positions and the technical, behavioral, safety, quality, and leadership competencies required for each role.
- Use transparent criteria to identify potential successors, combining performance evidence with assessment of future-role competencies.
- Prepare individual development plans that specify skill gaps, training, mentoring, job exposure, milestones, and review dates.
- Provide cross-functional learning opportunities where operationally appropriate and consistent with safety and production requirements.
- Document essential process knowledge and establish mentoring, shadowing, and handover arrangements for critical roles.
- Explain career pathways and promotion expectations clearly so employees understand how development connects to progression.
- Review the successor pool periodically and track readiness using consistent criteria while protecting confidential employee information.
- Evaluate the effectiveness of the process using authorized indicators, such as competency completion, internal fill rates, readiness coverage, and continuity issues, without attributing changes to succession planning alone.

6. Limitations of the Study

This paper is based on a selected body of secondary literature and public company information. It does not include primary survey data, interviews, or internal company records. The paper therefore offers a conceptual synthesis and practical proposals rather than an empirical assessment of Haldiram's current succession-planning system. The reviewed studies may differ in sector, method, and definitions. A future study should obtain appropriate permission, collect

data from a clearly defined respondent group, describe the sampling method, and report results accurately.

7. Conclusion

Succession planning can help organizations prepare employees for critical future roles, preserve operational knowledge, and reduce the disruption associated with unexpected vacancies. The literature reviewed for this paper points to the value of integrating succession planning with training and development, performance appraisal, career development, mentoring, and talent retention. In a food-processing context, role-specific technical capability must be considered alongside quality, safety, coordination, and people-management skills. For the Haldiram facilities in Nagpur, a useful next step would be to validate critical-role requirements and employee-development practices through authorized research. Any final conclusions about actual organizational practices should be based on collected evidence rather than assumptions.

Acknowledgement

I express my sincere gratitude to my project guide, Prof. Ketaki Kukde, for guidance and support in preparing this research paper. I also thank the faculty of Wainganga College of Engg. and Mgt., Nagpur, for their academic support.

References

- Budhiraja, S., & Pathak, U. K. (2018). Dynamics of succession planning for Indian family-owned businesses: Learning from successful organizations. *Human Resource Management International Digest*, 26(4), 31–33. <https://doi.org/10.1108/HRMID-11-2017-0167>
- Haldiram's. (n.d.). Official website and company information. <https://www.haldiram.com/>
- Haldiram's. (n.d.). Careers at Haldiram's. <https://www.haldiram.com/careers>
- Jindal, P., & Shaikh, M. (2021). Talent retention: A mediator of the relationship between talent management strategies and succession planning. *Asian Academy of Management Journal*, 26(2). <https://doi.org/10.21315/aamj2021.26.2.6>
- Natarajan, S., & Babu, S. (2018). A study on talent management practices for succession planning with reference to selected IT/ITES organizations in Coimbatore, Tamil Nadu. *Prabandhan: Indian Journal of Management*, 11(10), 54–62.

<https://doi.org/10.17010/pijom/2018/v11i10/132511>

- Pandey, S., & Sharma, D. (2014). Succession planning practices and challenges: Study of Indian organisations. *Procedia Economics and Finance*, 11, 152–165. [https://doi.org/10.1016/S2212-5671\(14\)00185-3](https://doi.org/10.1016/S2212-5671(14)00185-3)
- Ramola, S., & Rangnekar, S. (2021). Relationship understanding between performance appraisal, succession planning, and career development. *International Journal of Engineering Technologies and Management Research*, 8(2), 1–8. <https://doi.org/10.29121/ijetmr.v8.i2.2021.848>

Academic integrity note: *This paper is a literature-based synthesis. Please verify all references against the original publications and follow your institution's citation and similarity-checking requirements before submission.*